ANSR Leadership Forum:

Rethinking Business Operations with Agentic AI

As Global Capability Centers (GCCs) take on a larger role as innovation partners within the global enterprise ecosystem, AI is redefining how value, efficiency, and creativity intersect. The newest addition to this workflow is Agentic AI. Within every industry, these autonomous reasoning systems are optimizing operations, enabling decisions at speed, and unlocking new levels of agility and innovation.

So how can GCCs extract the complete potential of these AI-agents? Our recent ANSR Leadership Forum explored exactly this, along with critical perspectives from senior industry leaders on governance, regulation, and the enduring build-versus-buy debate. Here are the key takeaways

Build vs Buy: the Decision Framework

When it comes to choosing which capabilities are to be built in-house versus which ones are to be brought in from external vendors, the mantra is:

“Buy where AI is already commoditized and Build where AI enables proprietary differentiation, like internal bots, knowledge engines and customer intelligence tools.”

While building capabilities in-house guarantees competitive differentiation, bringing in external capabilties enables access to subject matter expertise and cutting-edge tools and most importantly, speed.

Our speakers highlighted 3 key insights:

> **Change management is often the blind spot.** Most organizations underestimate AI's cultural impact. If AI is positioned as a cost-cutting or labor-saving initiative, adoption collapses.

> **A hybrid build–buy–partner model is the only scalable path.** GCCs cannot rely solely on external partners or fresh AI talent. The most successful models blend in-house expertise, market talent infusion, and strategic vendor partnerships.

- Deep process knowledge already exists within GCCs and is irreplaceable.
- External talent (from retail, CPG, banking) brings consumer-centric thinking.
- Partnerships with hyperscalers (Google, AWS, Microsoft) and a small number of primary strategic vendors fill specialized capability gaps.

> **Making the entire workforce "AI-first" creates real competitive advantage.** Instead of depending on a small AI team, GCCs that enable their entire workforce to work with AI see the fastest adoption and highest ROI.

- Internal teams' domain knowledge is the foundation of effective AI application.
- Enterprise-wide enablement and certification ensure no role gets left behind.
- Upskilling is paired with a 10–15% annual infusion of new talent to maintain innovation velocity.

Instead of reinventing the wheel every time, decision makers must choose outside-in knowledge where building from scratch is almost impossible.

On the Gap Between a Proof of Concept and Production, and Prioritizing a Use-case

When prioritizing which functions or products to scale using AI, it is imperative to align AI-investment with real business outcomes, and not experimentation for its own sake. Decision-makers must first ask: "Does the business truly intend to move from concept and pilot to full-scale production?" If the answer is yes, the next step is to clearly define the criteria that will unlock that green light - success metrics, readiness factors, and decision triggers. Aligning these metrics upfront ensures everyone knows what success looks like.

The use- case must be first tested on the standards of:

- Data fitness
- Internal capabilities
- Business sponsorship
- Value creation
- A clear runway to production

Leveraging the Human-AI Partnership for Accuracy, Credibility and Autonomy

The successful deployment of AI-agents requires a robust partnership with human agents –at every step.

Stage 1 **Parallel runs build confidence and credibility:** AI agents are run alongside human agents before full deployment, with the human agents helping in validating accuracy and building trust across the organization.

Stage 2 **Human-level accuracy unlocks production-scale adoption:** Once the AI system consistently delivers human-level accuracy, teams start greenlighting production rollout.

Stage 3 **AI handles speed, scale, and precision, while humans provide judgment:** AI agents dramatically compress time, improve accuracy, and retrieve information instantly, while humans handle nuance, exceptions, and decisions.

Stage 4 **Autonomous, Judgment-Based Agents:** In the final stage, there is a shift from AI as an information-gathering layer to AI that can interpret, judge, and act autonomously.

On Regulation and Governance Within the use of Agentic AI

Governance, Data Security, and Responsible Use Are Non-Negotiable

Clear guardrails that span across data privacy, responsible usage, and risk management, will form the foundation for every AI deployment, ensuring that scale is both safe and sustainable. This framework will be reinforced by strong data quality, transparent governance mechanisms, comprehensive responsible-use education for employees, and continuous monitoring to detect risks early and maintain long-term integrity.

Collaboration Between Technology and Business is the Real Enabler

AI scale succeeds when business teams and tech teams jointly prioritize use cases, define value, and manage change. Effective AI rollout depends on strong data, the right skills, governance, and a collaborative model between tech and business.

The Role of GCCs in Driving AI-first Innovation and Operations

With a 70% surge in AI-related hiring, GCCs are emerging as the natural hubs for enterprise-wide AI adoption—given their talent density, global exposure, and operating models.

> **GCCs add maximum value when they are deeply embedded in the business.** The GCC's impact depends on how close it is to core business problems—not on how well it executes technology tasks. That is why it is imperative that GCCs co-own business outcomes, not just deliver back-office execution. When tech ownership becomes strategic (e.g., all house calls, community care, payment integrity run from India), GCCs move from support centers to value creation engines.

> **The ability to take AI projects to production quickly is emerging as a magnet for top talent.** Talent chooses to join organizations where they can contribute to live, high-impact use cases that stretch their capabilities. They stay when those opportunities continue to grow—offering meaningful work, visible impact, and a clear path to advancing their skills and careers.

A culture of experimentation and iterative learning ("small I, big I, big rocks") accelerates capability-building.

Small I: Incremental process automation

Big I: Reinventing workflows, cross-system intelligence

Big Rocks: Breakthrough industry innovations (e.g., real-time settlement)