

Cognizant Technology Solutions: [GCC/GBS] BOTT-Model AI Innovation Centre for Citizens Bank – Hyderabad

GCC/GBS Sub-Category: First offshore AI innovation center for Citizens Bank using a Build-Operate-Transfer-Transform model, stood up in under six months with zero attrition and a \$100M annual run-rate savings target.

Award standing: **3rd Place**

Cognizant Technology Solutions secured 3rd Place in the 2026 HFS SaS Awards, selected from more than 250 submissions across the awards program. The recognition centers on Cognizant Technology Solutions' submission, "[GCC/GBS] BOTT-Model AI Innovation Center for Citizens Bank – Hyderabad", in the category of Best Services-as-Software Transformation.



The challenge behind the Cognizant Technology Solutions entry

Citizens bank was looking to establish its first center outside of US. It needed an AI-enabled innovation engine that could scale talent, automate operations, and accelerate time to market for new age banking products.

What they built

- Cognizant partnered with Citizens Bank to establish its first Global Capability Center (GCC) outside the US, using a Build-Operate-Transform-Transfer (BOTT) model to accelerate the bank's GCC journey Build Phase: Strong Foundations Delivered Fast.
- Set up Citizens' India legal entity in under six months, enabling seamless employee secondment into the region.
- Built custom infrastructure fully aligned with Citizens' standards and requirements.
- Designed a GCC employee value proposition consistent with the client's US culture.
- Secured knowledge management and successfully transitioned in flight program Operate and Transform Phase: Driving Performance and Innovation.

Results

Cognizant delivered an AI-powered innovation GCC engine targeting 1,000 FTEs in 2026, \$100M in annual run-rate savings, and faster time-to-market for new-age banking products. Within 12 months, the Hyderabad teams have become an integral extension of Citizens teams contributing to key transformation priorities across cloud modernization, AI platforms, cybersecurity, and digital product engineering.

Bottom line

Cognizant Technology Solutions' entry backs up its claims with production evidence rather than a roadmap: cognizant delivered an AI-powered innovation GCC engine targeting 1,000 FTEs in 2026, \$100M in annual run-rate savings, and faster time-to-market for new-age banking products. That's the kind of evidence this category was built to reward.

Learn more about Cognizant Technology Solutions at www.cognizant.com.

Appendix: About the Category and the Awards

Best Services-as-Software Transformation

This category recognizes the enterprises and providers furthest along in merging services and software into a single delivery model. Rather than fitting into one of the three emerging Services-as-Software paths HFS Research has mapped out, transformation entrants are judged on how completely they have moved from people-led delivery toward outcomes produced by a combination of codified IP, AI agents, and human oversight, at production scale rather than in pilot.

Every submission in this category was evaluated by HFS analysts and board members against five shared criteria:

- AI-driven delivery – is the solution genuinely autonomous, or is AI still assisting humans doing the work?
- Agentic adaptability – does the platform learn and orchestrate across workflows, or does it execute fixed rules?
- Outcome orientation – are commercial terms tied to results? Is there a quantified business case?
- Scalable architecture – is the IP reusable across clients and industries, or bespoke to one engagement?
- Proven enterprise success – verifiable, production-scale evidence with named or named-tier clients.

The HFS Services-as-Software Awards recognize the enterprises and technology providers leading the shift from labor-based delivery to AI-native, software-defined operations. Finalists in each category were selected by the HFS analyst team following a structured review of submissions against the criteria above. Winners were then determined by the HFS board of external advisors, who scored and ranked the finalists to reach a final result.

About HFS Research

HFS Research is the leading global analyst firm focused on business operations, digital transformation, and enterprise modernization.

For over a decade, HFS has shaped market language – from OneOffice to Services-as-Software – helping enterprises and providers understand where operating models are headed.

We work with global enterprises, IT and business services providers, software and cloud vendors, investors, and innovators.

The Services-as-Software Awards extend that leadership by recognizing organizations delivering measurable transformation in the market.