



Why Private Equity Firms Need to Build a Global Capability Center

Authors: Robert Weltevreden, Former President of GBS, Novartis, and Atul Vashistha, Chair and CEO



Executive Summary

Private Equity (PE) firms are at an inflection point.

Traditional value drivers such as financial engineering, governance tightening, and consulting overlays are no longer sufficient in a world driven by speed, intelligence, and resilience. To stay competitive, PE firms must set up their own AI-driven Global Capability Center (GCC).

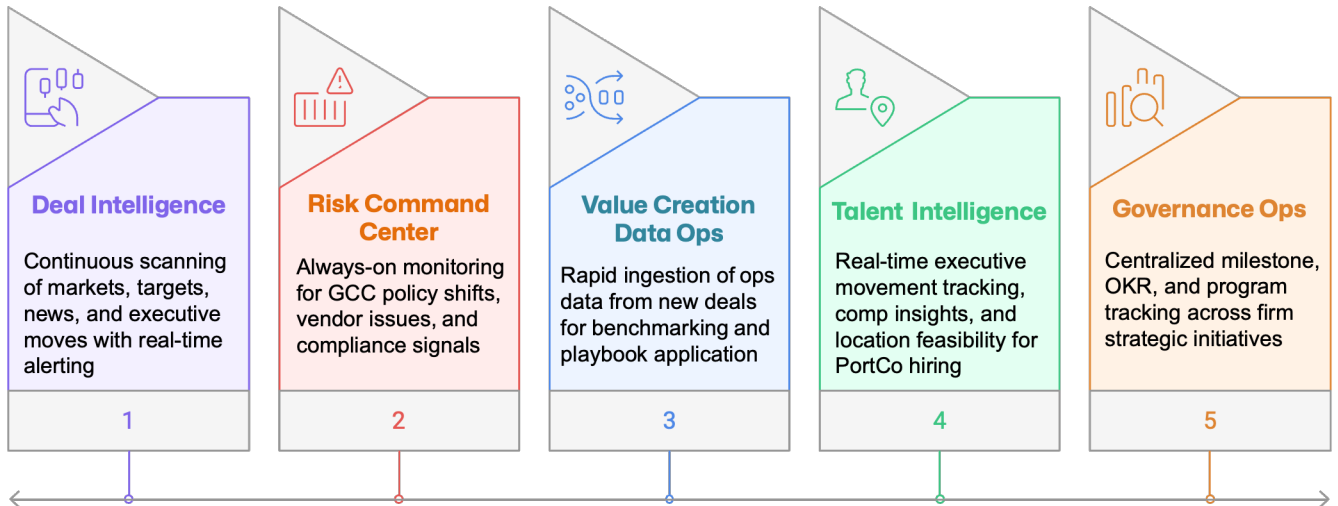
Today, many PE firms' portfolio companies (PortCo) may leverage a GCC or BPO or ITO partner(s) to centralize operational activities (Finance, HR, IT, Procurement, etc.) and drive improvements in efficiency and effectiveness through scale, automation, and talent attractiveness.

But what about the PE firm itself?

Today, with AI advances, there exists an excellent opportunity to elevate PE outcomes by adding next-gen AI-driven abilities that go beyond centralizing the functions of PortCos to focus on the strategic capabilities of the PE firm itself. Building a PE GCC designed to enhance your intelligence, operational speed, and oversight across deals, diligence, risk, and value creation improves PE outcomes to your strategic advantage.

What is a PE GCC?

A PE GCC is a wholly owned, capability center that delivers enterprise-grade functions to the PE firm itself, such as:



What a PE GCC Is Not

A PE GCC is not a consolidation of back-office functions across the portfolio. It is a strategic cockpit for the PE firm itself.

Not this:	Instead, it performs as a:
Shared services center for portfolio firms	Proprietary intelligence hub for the PE operating team
Back-office consolidation hub	Execution insight platform supporting value creation and governance across deals
Outsourced ops bundled into a PE function	PE-run, AI-native entity delivering data, decisions, and domain accelerators

Why Now: Timing for Strategic Advantage

AI mandates are accelerating across funds, LPs, and boards, but AI adoption needs to meet a critical need to become a strategic advantage.



An AI-driven PE GCC meets two critical needs facing PE firms today:

1. Increased deal velocity requires faster execution of benchmarking, governance, and integration
2. Increased risk intensity and volatility demand real-time visibility and orchestration beyond static reporting and manual mitigation

PE GCC's strategic advantage lies in its ability to handle both increased deal velocity and risks associated with every transaction, transformation, and turnaround, backed by signal-led decision-making, transparency, and execution control.

PE GCC Advantages Across the Deal Lifecycle

Stage	PE / GCC Support
Deal Origination	Run AI-based scouts for exec moves, policy shifts, market gaps
Due Diligence	Location, talent, vendor, and risk benchmarks with real-time intelligence
Acquisition Close	Auto-initiated program trackers, milestone control, and readiness dashboards
Transformation	Embedded cross-market playbooks, risk alerts, and fallback guidance
Exit Preparation	Auto track OKRs, costs, and strategic alignment to highlight operational maturity

Strengthening Governance in Private Equity

A PE GCC can significantly enhance governance for Private Equity (PE) firms by providing a disciplined approach to compliance and regulatory adherence. As governance frameworks in private equity become increasingly complex and market-specific, GCCs serve as centralized hubs for monitoring and ensuring compliance with all relevant rules and standards.

The AI-powered PE GCC can implement standardized procedures, conduct regular audits, and leverage advanced technology to track adherence, thereby reducing the risk of regulatory breaches and potential penalties. This disciplined approach not only safeguards the PE firm's reputation but also aligns operational practices with best-in-class governance standards, fostering a culture of transparency and accountability.

Operational Excellence for the PE Lifecycle

In terms of operational execution, PE GCCs excel at optimizing critical business processes such as due diligence, data management, risk management, and talent attraction - each essential to the success of private equity investments. A PE GCC brings a systematic, continuous-improvement mindset to these processes by applying innovative workflows, automation, and advanced data analytics.

Together, these enhancements enable PE firms to make faster, more accurate, and better-informed investment decisions. In addition, a PE GCC's strength in talent attraction and retention, combined with deep operational excellence capabilities, ensures access not only to skilled professionals but also to a strong bench of OpEx experts who continuously drive efficiency and performance across portfolio companies.

A clear example of this in practice is the establishment of a Market Intelligence service delivered from a GCC. The service provided a real-time, global view of competitive patent filings, product launches, promotional activity, and key executive movements. By operating this capability from the GCC, the enterprise gained a consistent and differentiated perspective on market dynamics across all active regions - enabling proactive decision-making and sustained competitive advantage.



What is a better model? Introducing Aokah, your AI-Driven PE GCC

Aokah is the category-defining wisdom and orchestration platform that enables PE firms to build, scale, and optimize capabilities globally. Aokah combines AI foresight with human expertise to deliver build and scale outcomes with speed, resilience, and confidence. Powered by Aokah's Wisdom Architecture, the PE GCC runs on five foundational intelligence layers:

Geo WisdomSM

For market entry, assessing location feasibility and fallback triggers

Talent WisdomSM

Addressing leadership pipelines, hiring bottlenecks, and attrition risks

Eco System WisdomSM

For real-time vendor, infrastructure, and compliance orchestration

Program WisdomSM

For milestone planning, OKRs, and execution resilience

Delivery WisdomSM

For end-to-end operational orchestration with built-in governance and execution control.

PE GCC as a Strategic Differentiator for PE Ops Teams

PE Objective	PE GCC Advantage
Faster Due Diligence	Automated insight briefs powered by agentic AI for rapid, high-confidence decision-making
Stronger Transformation	Live benchmarking and portfolio-company-specific execution nudges from a centralized Operations Center
Enhanced Governance	Unified generation of milestones, OKRs, and board-level performance views
Increased LP Confidence	Platform-level visibility into how the firm drives value creation and transformation at scale
Cost Optimization	Reduced reliance on external consultants through embedded Operational Excellence capabilities

Build Blueprint

Step	Milestone
Setup	Select GCC geography using Geo WisdomSM
Talent Layer	Hire cross-functional AI, ops, data, and finance team
Data Fabric	Integrate PortCo signals, benchmarking datasets
Orchestration	Configure agentic flows, alerts, and dashboards
Expansion	Extend to track transformations across regions, themes



How a PE GCC Differs from GCCs for Portfolio Companies

Both types of GCCs can run on the Aokah Platform, but they serve different purposes, have different footprints, and follow different governance.

PE Firm GCC	Portfolio Companies' GCC
Owned and run by the PE operating team	Run by or for each individual PortCo
Focused on deal intelligence, governance ops	Focused on delivery ops, shared services, or innovation hubs
Built for internal firm speed and repeatability	Built for PortCo scale, cost, capability growth
Offers playbooks, benchmarks, and vendor maps	May leverage Aokah to design their own GCCs via Platform-as-a-Service
PE Firm GCC	Portfolio Companies' GCC

PEs can encourage their PortCos to build an Aokah GCC as a playbook accelerator, including:

- Traditional or BOT GCCs set up faster with Geo WisdomSM + Ecosystem WisdomSM modules
- Plug-in Talent WisdomSM to shorten executive hiring delays
- Program WisdomSM, to operationalize value creation plans

With Aokah, each PortCo GCC remains independent but can benefit from the PE firm's GCC and data ecosystem without merging or blending.

Conclusion: Control Towers, Not Cost Centers

A GCC for a Private Equity firm is not about cost savings - it's about strategic control, faster value creation, and signalling transformation at scale.

The leaders are already building this advantage. Don't get left behind.

If you would like to learn more, please contact us at info@aokah.com

www.aokah.com

© 2026 Aokah. All rights reserved.