

REIMAGINING WEST BENGAL AS EASTERN INDIA'S PREMIER DIGITAL ECONOMY, INNOVATION AND TECHNOLOGY POWERHOUSE

A Research-based Recommendation Paper By
BCC&I

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1. EXECUTIVE SUMMARY

Kolkata is strategically positioned to emerge as Eastern India's premier Information Technology, GCC (Global Capability Centre), Start-up, Semiconductor and Digital Innovation Hub. Backed by one of India's largest MSME ecosystems, a rich talent pool from world-class institutions, an expanding IT infrastructure in Rajarhat-New Town, and growing recognition under national missions, Kolkata stands at an inflection point in its digital transformation journey.

Historically, Kolkata contributed significantly to India's early IT and electronics ecosystem, Salt Lake's Sector V being India's first fully integrated Electronics Complex. However, limited integration into modern high-value technology supply chains, GCC frameworks and start-up financing systems led to underutilization of the city's considerable manufacturing, educational and entrepreneurial capabilities.

Today, the tide is turning, West Bengal's software and IT exports have expanded significantly over the past decade rising from approximately ₹8,335 crore in 2010–11 to over ₹40,000 crore by 2025, according to industry and government estimates¹ and the sector has recorded 25% employment growth in five years, with over 1,00,000 IT professionals currently employed in the state. Bengal Silicon Valley in New Town has attracted 41 major companies, with 20+ firms already in active construction, and data centres by Jio, NTT, Airtel, STT and TCS operational or underway.

Despite this momentum, three major policy gaps continue to constrain Kolkata's emergence as a globally competitive technology ecosystem: the absence of a dedicated IT Policy and GCC Policy, the lack of a Semiconductor and Electronics Policy aligned with India's national semiconductor mission, and the need for a modernized Start-up Policy focused on deep-tech innovation, venture financing and scale-up support.

A dedicated and future-oriented IT Policy is particularly critical for West Bengal at this stage of digital transformation. While the state possesses strong talent availability, competitive operating costs and a growing digital infrastructure base, a modern IT Policy would provide a clear long-term roadmap for attracting investments in emerging technologies such as artificial intelligence, cloud computing, cybersecurity, data analytics, fintech, SaaS and enterprise technology services. Such a policy could also streamline approvals, strengthen data centre and digital infrastructure incentives, promote innovation districts and IT parks, support skill development aligned with industry requirements, and position Kolkata more competitively against leading technology hubs such as Bengaluru, Hyderabad, Pune and Chennai. Importantly, the policy should also focus on enabling high-value technology employment, fostering R&D-led investments and creating an ecosystem that supports both global enterprises and indigenous technology start-ups.

A GCC policy has become particularly important as companies increasingly expand beyond Bengaluru and Hyderabad into emerging talent markets. States such as Gujarat and Haryana have already introduced specialized GCC incentive frameworks, making it imperative for West Bengal to formalize its own strategy.

Kolkata also possesses one of India’s strongest academic foundations for a potential data analytics and AI ecosystem. Institutions such as Indian Statistical Institute, IIT Kharagpur, Jadavpur University, University of Calcutta and Presidency University collectively produce a large talent pool in statistics, mathematics, economics, computer science and engineering. ISI in particular remains one of India’s premier institutions for statistics, quantitative economics, machine learning and data science research.

While Majors such as Microsoft, Google, AWS, Apple, Meta and Oracle have established strong footprints across major IT hubs in India, Kolkata still has significant ground to cover in attracting a deeper presence of hyperscalers and original equipment manufacturers (OEMs). Strengthening the city’s technology ecosystem will require a focused push to bring in these global Tech Giants, whose investments typically act as catalysts for high-value innovation, advanced R&D capabilities, and large-scale digital infrastructure development. A stronger presence of such firms in Kolkata would not only elevate the city’s positioning within India’s technology landscape but also create a multiplier effect across startups, skilling, and enterprise adoption of next-generation technologies.

With the right policy alignment, stronger university-industry collaboration, dedicated AI and analytics parks, improved venture funding access, a progressive IT policy framework, and targeted GCC incentives for financial analytics, risk management and enterprise intelligence operations, Kolkata could position itself as India’s leading emerging hub for GCC, data analytics, quantitative research and AI-driven business services over the coming decade.

KOLKATA'S TECH RENAISSANCE: ENABLING THE NEXT WAVE OF DIGITAL GROWTH

Kolkata is poised to become Eastern India's premier Information Technology, GCC, Start-up, Semiconductor and Digital Innovation Hub.

RICH LEGACY Salt Lake's Sector V – India's first fully integrated Electronics Complex	STRONG TALENT BASE World-class institutions produce large pools of skilled professionals	GROWING INFRASTRUCTURE Rajarhat–New Town emerging as a modern IT hub with world-class infrastructure	NATIONAL RECOGNITION Momentum under Digital India, Make in India, and India Semiconductor Mission
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MOMENTUM IS ACCELERATING

IT & SOFTWARE EXPORTS FROM WEST BENGAL ₹8,335 Cr (2010-11) to ₹40,000+ Cr (2025 Est.) 4.8X GROWTH	EMPLOYMENT GROWTH 25% GROWTH IN 5 YEARS Over 1,00,000 IT Professionals currently employed in the state	BENGAL SILICON VALLEY (NEW TOWN) 41 MAJOR COMPANIES ATTRACTED 20+ firms already in active construction	DATA CENTRES IN KOLKATA OR UNDERWAY Jio NTT Airtel STT TCS Operational or Underway
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KEY POLICY GAPS HOLDING KOLKATA BACK

1 NO DEDICATED IT POLICY & GCC POLICY Lack of a clear roadmap and incentive framework to attract global and domestic investments	2 NO SEMICONDUCTOR & ELECTRONICS POLICY Not aligned with India's semiconductor mission; missing out on high-value manufacturing opportunities	3 NEED MODERN START-UP POLICY Limited deep-tech focus, venture financing support and scale-up enablement
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POLICIES NEEDED FOR A GLOBAL TECH HUB



FUTURE-ORIENTED IT POLICY

- Roadmap for emerging tech: AI, Cloud, Cybersecurity, Data Analytics, FinTech, SaaS & Enterprise Tech
- Streamlined approvals & single-window clearance
- Incentives for data centres & digital infrastructure
- Promotion of IT parks & innovation districts
- Industry-aligned skilling & high-value employment focus
- R&D-led investments & support for global firms and indigenous start-ups



GCC POLICY

- Target high-value GCCs in financial analytics, risk management, KPO, enterprise intelligence
- Competitive incentives on lease, hiring, and training
- Plug-and-play infrastructure and policy stability
- Position Kolkata as the preferred GCC destination in Eastern India



SEMICONDUCTOR & ELECTRONICS POLICY

- Align with India Semiconductor Mission
- Attract fabs, ATMP, OSAT, design and packaging units
- Incentivize electronics manufacturing and EMS ecosystem
- Strengthen component supply chains and local value addition

WHY KOLKATA HAS THE EDGE: TALENT & AI / DATA ANALYTICS STRENGTH

WORLD-CLASS ACADEMIC FOUNDATION



Strong in Statistics, Mathematics, Economics, Computer Science & Engineering

ISI – A NATIONAL ASSET



One of India's premier institutions for Statistics, Quantitative Economics, Machine Learning and Data Science Research

ATTRACTING GLOBAL TECH GIANTS



Strengthen Kolkata's push to attract hyperscalers and OEMs – catalysts for innovation, R&D and digital infrastructure at scale

ECOSYSTEM ENABLERS FOR THE NEXT DECADE



Stronger University-Industry Collaboration



AI & Analytics Parks and Innovation Hubs



Improved Venture Funding Access



Progressive IT Policy Framework



Targeted GCC Incentives for High-Value Operations

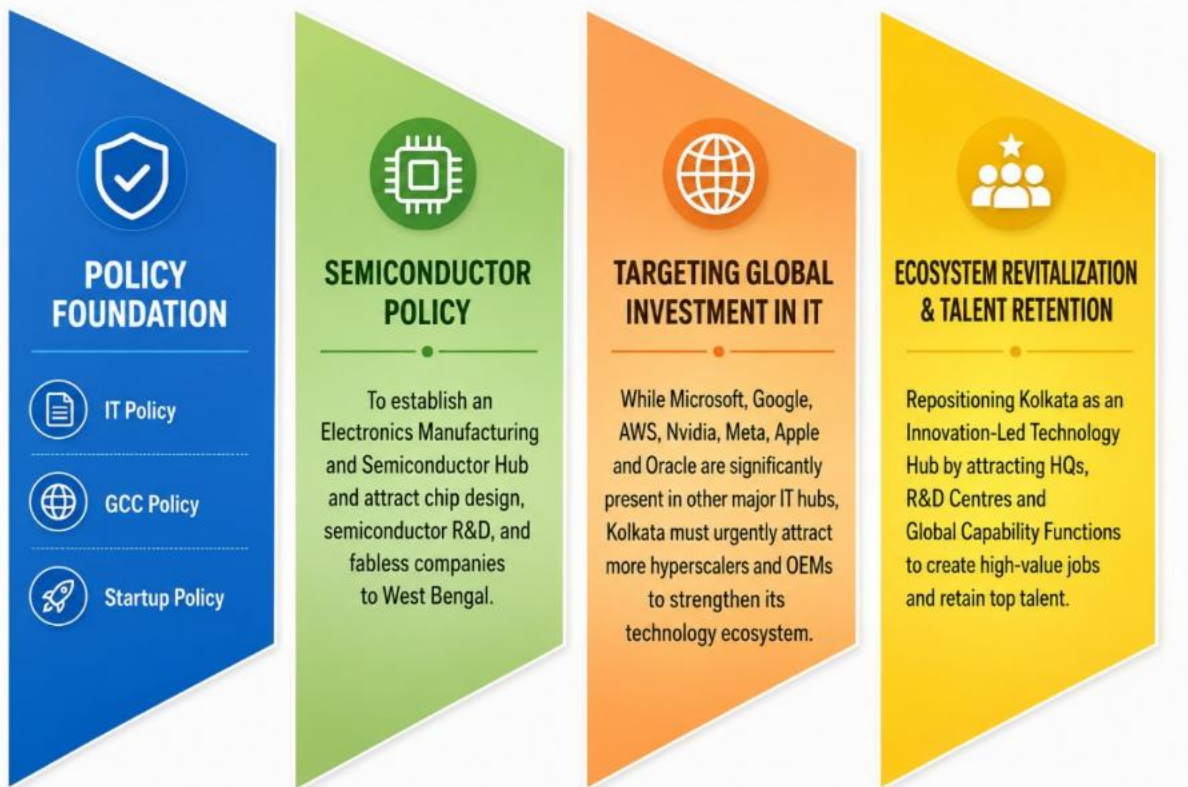


THE OUTCOME

With the right policies, investments and ecosystem support, **KOLKATA CAN EMERGE AS INDIA'S LEADING HUB FOR GCC, DATA ANALYTICS, QUANTITATIVE RESEARCH AND AI-DRIVEN BUSINESS SERVICES BY 2035.**



Kolkata's Tech Renaissance: Enabling the Next Wave of Digital Growth



2. PROPOSED STRATEGIC INTERVENTIONS

PRIORITY AREA	PROPOSED FOCUS
IT Policy	Introduce a future-ready IT Policy focused on AI, cloud computing, SaaS, fintech, cybersecurity, data analytics and digital infrastructure; strengthen single-window clearances, innovation districts, R&D incentives and global investment promotion to position Kolkata as Eastern India’s leading digital economy hub.
GCC Policy	A dedicated Global Capability Centre (GCC) Policy is critical to position West Bengal—and Kolkata in particular—as the leading GCC hub of Eastern India, especially as states like Karnataka, Uttar Pradesh, Tamil Nadu, and Gujarat already offer highly competitive frameworks with capital subsidies, payroll-linked incentives, rental support, land at concessional rates, power duty exemptions, R&D and patent incentives, robust skilling programs, and single-window clearances with defined timelines. In comparison, West Bengal’s draft GCC Policy approach needs to be sharper and more targeted by introducing a dedicated GCC facilitation cell, increased plug-and-play Grade-A office infrastructure, employment-linked incentives, simplified compliance regimes, while also incentivizing companies to establish their first GCCs in the region and positioning Kolkata as a cost-efficient, talent-rich alternative to saturated Tier-1 IT hubs.
Semiconductor Policy	Actively engaging with the India Semiconductor Mission and introducing a focused state-level semiconductor and electronics design policy would unlock high-value investments, position West Bengal within India’s strategic semiconductor supply chain, and drive the creation of high-skilled jobs in chip design, embedded systems, and electronics R&D; it would also enable the state to leverage its existing IT park infrastructure for fabless design units and innovation labs, attract global semiconductor firms and OEMs, strengthen linkages with academia for advanced skilling, catalyze ancillary industries (testing, packaging, EMS), and significantly enhance Kolkata’s positioning as a next-generation deep-tech and electronics innovation hub rather than just a traditional IT services market.

Startup Policy Overhaul	A revamped Startup Policy should strengthen West Bengal’s innovation ecosystem by scaling existing incubators and accelerators through operational grants, seed funding support, mentor networks, industry partnerships, and access to shared infrastructure. Through these institutions, startups should receive subsidized infrastructure, prototyping facilities, cloud credits, legal and IP support, and market access assistance. The policy should also expand the state-backed venture capital corpus and institutionalize regular pitch sessions, demo days, and investor connect programmes to connect startups with investors, corporates, and global innovation ecosystems.
Data Centre Ecosystem Development	Expand the existing Data Centre Policy ¹ to attract hyperscale and edge data centre investments. Offer incentives related to power, land, and connectivity while promoting West Bengal as a strategic eastern gateway for data storage, disaster recovery, and digital infrastructure.
AI/ML & Emerging Technology Ecosystem	Establish Centres of Excellence in AI, Machine Learning, robotics, and other emerging technologies in collaboration with premier institutions such as Indian Institute of Technology Kharagpur, Jadavpur University, Indian Statistical Institute, and Indian Institute of Engineering Science and Technology, Shibpur to drive innovation, applied research, and industry adoption.
Talent & Skill Development	Launch precision skilling programmes in high-demand digital technologies through industry-academia partnerships, coding bootcamps, apprenticeship models, and certification initiatives. Unlock the potential of talent from institutions such as University of Calcutta and other engineering and research institutes across the state.
Market Linkage & GCC Integration	Create structured buyer-seller forums, industry matchmaking platforms, and export promotion initiatives to connect MSMEs, startups, and IT firms with global OEMs, multinational corporations, and GCCs, enabling deeper integration into international technology value chains.
Blockchain & Cybersecurity	Develop a state-wide blockchain backbone and promote AI-driven cybersecurity solutions for government-to-citizen (G2C) and government-to-government (G2G) applications, enhancing trust, transparency, and resilience in digital public infrastructure.

Ecosystem Revitalization & Talent Retention	Transform Kolkata from a secondary delivery location into a strategic innovation and decision-making hub by attracting corporate headquarters, R&D centres, product engineering teams, and Global Capability Centres (GCCs), thereby creating high-value employment opportunities and retaining the state's top technology talent.
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3. REGULATORY AND COST-RELATED CHALLENGES IMPACTING IT/ITES COMPETITIVENESS IN SALT LAKE SECTOR-V

Key Concerns

- The overall occupancy and operational cost structure for IT/ITES companies in Salt Lake Sector-V under the jurisdiction of Nabadiganta Industrial Township Authority (NDITA) is comparatively high in relation to several other major IT hubs in India, affecting the competitiveness of Kolkata as a technology investment destination.
- Salt Lake Sector-V, continues to remain West Bengal's principal IT hub and a major source of direct and indirect employment. However, the prevailing municipal tax structure has emerged as an area requiring review, particularly in comparison with adjacent competing regions such as New Town Kolkata Development Authority (NKDA), where operational costs are relatively lower.
- In addition to municipal taxes, IT/ITES companies operating from infrastructure developed under WEBEL are required to pay an additional permission fee of approximately Rs. 3 per sq. ft. per month for occupying IT spaces in Sector-V. Further, in cases where land has been directly leased by the Urban Development Department, companies are required to pay a one-time permission charge of approximately Rs. 250 per sq. ft., valid for a period of 10 years, for obtaining occupancy approvals under the WEBEL ecosystem. These additional charges contribute to higher operational costs for companies operating in Sector-V.
- The existing approval framework applicable to companies establishing offices on land leased directly by the Urban Development Department involves multiple permissions from WEBEL and/or the Urban Development Department, resulting in extended timelines for operationalisation.
- A separate issue relates to the classification of electricity tariffs for IT/ITES establishments in Sector-V. Companies operating from self-owned or directly leased campuses receive electricity connections under the Industrial tariff category, whereas companies operating from multi-tenant IT park buildings are often billed under the Commercial tariff category through the building owner.
- Since Industrial tariffs are lower than Commercial tariffs under West Bengal State Electricity Distribution Company Limited (WBSEDCL), this creates a cost differential between companies undertaking similar IT/ITES activities within the same region.

Suggested Measures

- The approval process for IT/ITES establishments may be streamlined through a more time-bound framework, allowing companies to commence operations based on self-declarations and undertakings, followed by inspection and verification within a

prescribed period. Appropriate penalties may be imposed in cases of non-compliance or misrepresentation.

- A review and rationalisation of the prevailing municipal tax structure applicable to IT/ITES establishments in Sector-V may be considered to improve competitiveness in comparison with other major IT hubs and emerging regional growth centres.
- A structured consultation mechanism involving Government authorities and industry representatives may also be institutionalised to facilitate regular dialogue on policy, taxation, infrastructure, and ease of doing business issues relating to the IT/ITES sector in West Bengal.
- With regard to electricity tariffs, all buildings in Sector-V used exclusively for IT/ITES operations, including multi-tenant IT parks, may be considered under the Industrial tariff category irrespective of ownership structure.
- NDITA and WEBEL may certify buildings exclusively occupied for IT/ITES purposes, based on which WBSEDCL may issue the required tariff reclassification through an administrative notification. Building owners may thereafter pass on the benefits of the revised tariff structure to tenant companies through electricity billing adjustments.

Comparative Analysis of IT, Policies and Cost Structure: West Bengal (Salt Lake, Sector-V) vs Major Indian IT Hubs — 2025–26

PARAMETER	WEST BENGAL (SECTOR V)	GURGAON	PUNE	BANGALORE	HYDERABAD
Base Rental Rate	₹38–55/sq.ft/month (Avg. ₹48.3)	₹100–170/sq.ft/month	₹65–90/sq.ft/month (Avg. ₹80.9)	₹61–140/sq.ft/month (Avg. ₹95.5–100+)	₹43–85/sq.ft/month (Avg. ₹77.5)
Property Tax	High under NDITA / Bidhannagar Municipal. No reimbursement scheme.	Follows Municipal Corporation of Gurgaon (MCG) Property tax is charged at the standard rates set by the Municipal Corporation of Gurugram. There are no special concessions or exemptions mentioned specifically for IT companies in Gurgaon (unlike some other cities). It's the normal municipal property tax applicable to	Follows Pune Municipal Corporation (PMC) Property tax rates in Pune and Pimpri-Chinchwad areas are considered moderate (not too high compared to other cities). Additionally, units located in SEZ (Special Economic Zone) get full exemption from property tax. This is a big incentive for IT/ITeS companies operating in	Follows Bruhat Bengaluru Mahanagara Palik (BBMP) rates. Property tax is levied as per the standard rates fixed by BBMP. However, there is a rebate (discount/concession) available for properties in IT Parks under the Karnataka IT Policy 2025–30. This makes it somewhat attractive for IT companies located in designated IT parks.	Follows Greater Hyderabad Municipal Corporation. (GHMC) Property tax rates under GHMC are considered moderate . For IT SEZ units : Property tax is NIL (completely exempted). In other IT zones (non-SEZ), there are concessional rates (reduced/subsidized rates).

		commercial properties.	SEZs in the Pune region.		
Electricity Tariff	Anomaly in Sector V: UD-leased plots (TCS, Wipro, IBM etc.) billed under Industrial tariff (lower); same companies in multi-tenant IT buildings billed under Commercial tariff (higher). Same use, unequal rates.	No such anomaly. Uniform tariff for IT/ITeS occupiers.	No such anomaly. Uniform tariff for IT/ITeS occupiers.	No such anomaly. Uniform tariff for IT/ITeS occupiers.	No such anomaly. Uniform tariff for IT/ITeS occupiers.
Recurring Govt. Permission Fee	Rs.3/- per sq.ft. Per month to Webel as permission fee to get IT Space from IT Infrastructure developer under Webel at Salt Lake, Sector-V.	NIL	NIL	NIL	NIL
One-Time Govt. Entry Fee	Wherever the land directly leased out by the UD Dept a onetime lumpsum fee of Rs.250/- per sqft is payable, valid for a period of 10 years to get IT space on rental from IT Infrastructure developer under Webel at Salt Lake, Sector-V.	NIL	NIL	NIL	NIL
Stamp Duty on IT Leases	Standard rates. No reduction or reimbursement.	Standard rates. No IT exemption.	Reduced under Maharashtra IT Policy.	Rebate under Karnataka IT Policy 2025–30.	Fully reimbursed by Govt. of Telangana.
Approval Process	Multiple agencies (Webel + UD Dept.). Time: Weeks to months.	Single Window (DPIIT). Time: Some Days to weeks.	MAITRI Portal. Time: 72-hour target.	Udyog Mitra portal. Time: 1–5 days.	TS-iPASS. Time: Same-day possible. Fastest among other cities.
Occupancy and Flexibility	Permission-linked. Cannot occupy without approval in hand.	Flexible. Up to 9-year leases. No govt. restriction.	Flexible. SEZ plug-and-play available.	Flexible. Built-to-suit options available.	Flexible. Govt. facilitates large occupiers.

State IT Policy Incentives	No CapEx subsidy. No power tariff concession. No stamp duty or property tax reimbursement.	No specific IT package.	Stamp duty reduction. SEZ property tax nil.	20% CapEx subsidy. Power & electricity duty reimbursement. Property tax rebate.	Meet or Beat policy. Stamp duty reimbursed.
Govt. Approach	Regulatory and charge oriented.	Market-driven. Private sector led.	Facilitation-oriented. Proactively reduces friction.	Innovation-driven. Supports scale.	Investor-friendly. Most proactive among peers.
Office Vacancy Rate	28.9% — highest among 7 major cities (Vestian Q1 2025).	17% (Delhi-NCR).	6.6% — very tight.	7.5% — near full occupancy.	17.5% — high supply but strong absorption.

4. BCC&I'S OWN TECH INITIATIVE

Key work already undertaken includes:






- Established in 2019 by BCC&I in collaboration with WEBEL and supported by Bandhan Bank, the Webel-BCC&I Tech Incubation Centre has incubated 90+ startups, supported 15+ market-ready ventures, and currently supports 16 active startups across Deep-Tech, Fin-Tech, Health-Tech and Agri-Tech through a network of 14 expert mentors.
- Through the flagship programmes in Kolkata and Bengaluru, Bengal-based startups have engaged with major technology and consulting firms, contributing to outcomes such as Tredence establishing a 300-employee Kolkata office with plans to scale to 1,000 employees by 2027, alongside operational expansion by Grant Thornton and RSM Global in Kolkata.
- The incubation ecosystem has produced nationally recognized innovation and funding successes, including an iDEX DefSpace Challenge 2023-winning space-tech startup raising ₹25+ crore in venture capital funding, OM Redox Oxygen Maker being recognized among India's top 75 innovations during the India Startup Expo, and a crypto forensics deep-tech startup securing ₹4 crore in seed funding through investor engagement at the Tech-E Summit.

5. A STRATEGIC ROADMAP FOR BCC&I-LED TRANSFORMATION

The next frontier of IT growth in West Bengal demands a departure from traditional advocacy toward a model of **Active Innovation**. As the global technology landscape shifts toward AI, Semiconductor resilience, and the proliferation of Global Capability Centers (GCCs), BCC&I can act as the primary catalyst for this evolution.

BCC&I can serve as the **Strategic Engine**—bridging the gap between legislative intent and market execution. By functioning as a Project Management Unit (PMU) for the state, spearheading data-driven policy research, and orchestrating global outreach, we aim to transform West Bengal into the definitive "Tech Gateway of the East." This intervention strategy outlines a collaborative framework where the Bengal Chamber leads from the front—

streamlining investments, nurturing a "stay-in-Bengal" startup culture, and ensuring our talent pool is not just employable, but future-ready.

PRIORITY AREA	CHAMBER-LED STRATEGIC INTERVENTION	EXPECTED OUTCOME
 IT Export & Global Positioning	Act as the Dedicated PMU (Project Management Unit): Manage the "Invest Bengal" IT desk; lead global roadshows in tech hubs (Silicon Valley, London, Singapore, Dubai); mobilize the Bengali diaspora for "Homecoming" investments.	20% YoY growth in IT exports; establishment of Kolkata as a global Tier-1 tech destination.
 Policy Advocacy & Intelligence	Evidence-Based Drafting: Conduct deep-dive research and benchmarking against global IT hubs to draft the "Bengal 2.0" IT, GCC, and Semi-con policies for the Government's adoption.	Policies that are market-aligned, investor-friendly, and globally competitive.
 Stakeholder Synergy	Institutionalized Consultation: Organize quarterly 'State-Industry Roundtables' and sector-specific stakeholder meets to resolve bottlenecks and refine ease-of-doing-business (EoDB) protocols.	Faster consensus building; 100% policy buy-in from private players; reduced regulatory friction.
 Startup Catalyst	Market-Access & Mentorship: Create a Chamber-backed 'Corporate-Startup Connect' program; facilitate VC-Founder speed dating; manage a state-wide startup mentorship network.	Retention of high-growth startups; 50+ successful funding rounds annually; vibrant local innovation.
 Global Capability Centers (GCC)	The "Red Carpet" Desk: Offer end-to-end facilitation for MNCs (site selection, talent mapping, and regulatory navigation) acting as the primary point of contact for new entrants.	15+ Anchor GCCs; branding New Town as the "GCC Capital of the East"

6. Need for a Dedicated GCC Policy

West Bengal has already established a promising base with over more than 40,000 professionals employed in GCCs in Kolkata, particularly in Salt Lake Sector V and New Town, but scaling this further is essential to attract and retain top talent that currently migrates to other hubs. Bengaluru leads with around 875–1,000 GCCs employing over 6 lakh professionals and generating billions in annual value because it built a mature ecosystem decades ago — featuring vast specialized talent pools from premier institutions, world-class infrastructure in tech corridors, excellent international airport connectivity, a strong innovation and startup culture, reliable policy support, and a self-reinforcing cluster effect that reduces hiring risks and accelerates growth. West Bengal, while offering significant cost advantages (25–40% lower talent and operational costs), abundant STEM graduates, quality institutions, and improving infrastructure, has lagged in dedicated GCC-scale parks, global perception, and the sheer depth of ready high-end R&D and engineering talent absorption at that volume.

The new GCC policy, with its targeted incentives, single-window clearances, lease subsidies, power concessions, and skill development initiatives, can bridge these gaps by drawing many more captive high-value centres in electronics, automotive, deep tech, analytics, and R&D to Kolkata and Rest of Bengal's emerging hubs. This will create thousands of premium jobs with 25–30% higher salaries, prevent brain drain, bring fresh foreign investment and exports, spur local innovation clusters, generate indirect employment across real estate, hospitality, professional services and logistics, and ultimately raise per capita incomes — empowering West Bengal's youth and positioning Kolkata as Eastern India's leading GCC destination and a major driver of long-term economic growth for West Bengal.

GCCs IN BENGAL

GLOBAL CENTRES. LOCAL IMPACT. GLOBAL FUTURE.



BENEFITS OF GCCs IN BENGAL



HIGH-PAYING WHITE-COLLAR JOBS

- Roles in AI/ML, data analytics, finance, risk, cybersecurity, product engineering, cloud, legal & more.
- Creates a strong middle class and retains top talent.



REVERSE BRAIN DRAIN

- Brings back Bengali talent working outside the state.
- Global careers, without leaving home.



KOLKATA: AN EASTERN TECH CAPITAL

- Lower costs, strong talent pool, good English proficiency and existing IT ecosystem (Sector V, New Town).
- Kolkata sees 293% YoY rise in GCC leases.



INFRASTRUCTURE & REAL ESTATE BOOST

- More demand for Grade A offices, metro, airport, housing, hotels, co-living and retail.
- Projects like Bengal Silicon Valley will be major growth catalysts.



STARTUP ECOSYSTEM GROWTH

- Ex-GCC talent builds startups.
- VC interest increases.
- SaaS, AI and fintech ecosystems mature.



STRONGER TAX BASE FOR THE STATE

- Long-term gains from employment, consumption and commercial real estate growth.
- Increased revenue for public services and infrastructure.



INTERNATIONAL BRANDING

- Major GCCs in Kolkata will change global perception.
- Positions Bengal as a credible global business and innovation hub.



ECONOMIC MULTIPLIER EFFECT

- Job creation across sectors – transport, food, retail, education, healthcare and more.
- Stronger, more inclusive economic growth.



STRATEGIC POSITION FOR FUTURE INDUSTRIES

- Foundation for AI, semiconductor design, deep-tech, clean energy and advanced R&D.
- Ensures Bengal is future-ready.

WHAT THE POLICY SHOULD BE

1

FAST SINGLE-WINDOW CLEARANCE



- Approvals within fixed timelines.
- Minimal bureaucracy, maximum transparency.

2

TALENT-LINKED INCENTIVES



- Incentivize local hiring, AI training, university partnerships and internship pipelines.
- Invest in people, not just land.

3

FOCUS ON NICHE STRENGTHS



- Quantitative finance, banking ops, AI research, semiconductor design, risk analytics, cybersecurity, LKD, deep-tech R&D.
- Compete with strength, not by copying.

4

STRONG UNIVERSITY INTEGRATION



- Deep tie-ups with JU, IIST, IIT Kharagpur, Calcutta University and other institutions.
- Build a continuous talent pipeline.

5

BETTER URBAN INFRASTRUCTURE



- World-class airport, metro, roads, internet, housing, international schools, safety and quality of life.
- Essential for attracting global talent.

6

DEDICATED GCC ZONES



- Scale up New Town and Bengal Silicon Valley as anchor GCC clusters.
- Plug-and-play infrastructure.

7

STABLE POLICY ENVIRONMENT



- Policy stability, ease of doing business and consistent engagement.
- Predictability builds long-term confidence.

8

BRANDING KOLKATA GLOBALLY



- Aggressive outreach in Singapore, London, New York, Dubai, Silicon Valley.
- Change perception. Attract the world.

EXISTING DRAFT POLICY: KEY INCENTIVES*



100% Electricity Duty Waiver



Stamp Duty Waiver



Property Tax Concessions



Infrastructure Support



Faster Approvals



Dedicated IT Zones

*As per West Bengal GCC Policy (Draft)

THE VISION



A future where Bengal powers the world's innovation, creates millions of opportunities and becomes India's leading GCC destination.

GLOBAL WORK. BENGAL ROOTS. LIMITLESS IMPACT.



TALENTED PEOPLE



STRATEGIC LOCATION



GLOBAL OPPORTUNITIES



A PROGRESSIVE BENGAL

LET'S BUILD BENGAL'S GLOBAL FUTURE, TOGETHER.

7. BCC&I'S ROLE IN ENABLING TECHNOLOGY & INNOVATION GROWTH

Key areas of support may include:

- Policy consultation and industry feedback mechanisms
- Technology investment promotion and business delegation engagement
- Startup and incubation ecosystem facilitation
- Industry-academia-industry networking platforms
- Sectoral roundtables and technology forums
- Investor confidence and market-connect initiatives
- Coordination support between industry stakeholders and government departments

BCC&I can serve as a strategic industry facilitator in supporting ecosystem development, stakeholder engagement, and industry-government coordination for the growth of West Bengal's technology sector. The Webel-BCC&I Tech Incubation Centre highlights the Chamber's ongoing contribution towards strengthening Bengal's startup, innovation, and entrepreneurship ecosystem.

