

GCC Operating Model

The client, is an American healthcare major with offerings in Healthcare and Pharmacy benefits Management as well as online pharmacy delivery operations

Impact

Fit for purpose collaboration models for different kinds of products, teams and functions

Ensuring adherence to SAFe delivery practices in distributed model

Creating an Employee Value Proposition for a new brand to attract quality talent in the market

BUSINESS CONTEXT

The Healthcare major had its employees only in the US, with offshore operations handled exclusively by contractors. It sought to change that by establishing a Global Capability Centre in India, and wanted to leverage Brillio's expertise to come up with an operating model



OBJECTIVE

The objectives of the GCC were multifold, revolving around:

- Planning for, recruiting, managing and retaining talent at scale
- Setting up co-development across multiple geographies for their products and solutions.
- Ensuring output met quality standards, and how to measure success of the GCC



SOLUTION HIGHLIGHTS

Analysis:

- Understood the themes, dimensions, history and challenges of the GCC initiative
- Implemented a 4-week workplan incorporating insights from interviews with leaders, MDs, Engineers, Architects and Business Liaisons to understand requirements.

Assessment:

- Combined insights from primary research with a thorough examination of current processes of work planning, management and delivery from client knowledge systems and Brillio expertise.
- Ensured compliance with client vision and requirements via regular feedback sessions.

Recommendations:

- Created a detailed summary incorporating recommendations around key towers and themes, as requested by client.



CHALLENGES

- ✓ Ensuring cooperation and availability of executive leaders within the limited timeframe.
- ✓ Finding the ideal collaboration models for a diversity of products and solutions.
- ✓ Optimising for client's overarching directives around scaling of the GCC and talent readiness requirements.