



Healthcare & Lifesciences Industry Trends and GCC Landscape in India

April 2025



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Healthcare & Lifesciences industry trends and the role of Indian GCCs

Innovation and Resilience



Pharmaceutical Advancements

Patient Centricity



Focus on Innovation

The healthcare and life sciences industries are undergoing significant transformations in 2025, driven by technological advancements, evolving patient needs, and shifting global dynamics.

AI and ML – *Revolutionizing Healthcare:* AI and ML are reshaping healthcare by enabling earlier disease detection through diagnostic tools and forecasting patient outcomes via predictive analytics. GCCs are advancing machine learning models to enhance diagnostics and support drug discovery with AI-based simulations.

Cloud Computing – *Enhancing Agility and Interoperability:* Cloud platforms enable seamless sharing of patient data, improving collaboration and real-time access. GCCs drive cloud adoption, scaling operations, integrating health data, and ensuring data security and regulatory compliance.

Cybersecurity – *Protecting Patient Data:* As more patient data moves online, cybersecurity becomes critical. GCCs develop advanced cybersecurity frameworks, employing AI-driven threat detection and blockchain technology to safeguard sensitive data and comply with global privacy laws like HIPAA.

Healthcare & Lifesciences industry trends and the role of Indian GCCs

Innovation and Resilience

Pharmaceutical Advancements



Patient Centricity



Pharmaceutical Advancements: The Role of Innovation in Drug Development

The healthcare & life sciences industry is at the forefront of scientific discovery, driven by advancements in genomics, biotechnology, and personalized treatments. Indian GCCs play a critical role in supporting the life sciences sector through various stages of drug development, from research and development (R&D) to manufacturing and commercialization.

AI-Driven Drug Discovery: Accelerating the path to new treatments, the pharmaceutical sector is leveraging AI to speed up drug discovery by predicting the efficacy of molecules, identifying potential drug candidates, and optimizing clinical trial designs. GCCs are instrumental in developing AI algorithms for molecular simulation, reducing the time and cost associated with traditional drug development methods.

Clinical Trials: Optimizing Processes with Technology With clinical trials being an essential part of drug development, GCCs help pharmaceutical companies streamline and optimize trial management, from recruitment to data analysis. By utilizing digital platforms, blockchain for data integrity, and AI for monitoring real-time data, GCCs support efficient and transparent clinical trials.

Healthcare & Lifesciences industry trends and the role of Indian GCCs

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Pharmaceutical Advancements

Patient Centricity



Patient-Centricity: The Key to Healthcare Innovation

Patient-centricity has emerged as the key differentiator in healthcare, where personalized experiences and treatment plans lead to better health outcomes.

Personalized Medicine: Advances in genomics and biotechnology enable personalized treatments based on an individual's genetic makeup. GCCs play a key role in data analytics, helping design tailored drugs and using AI to predict patient responses to medications.

Omnichannel Patient Engagement: Patients expect integrated care across physical and digital platforms. GCCs help build omnichannel solutions, connecting doctors, patients, and providers via mobile apps, online portals, and clinics for continuous care and real-time updates.

Data-Driven Healthcare Decisions: Big data analytics empowers healthcare providers to make informed, proactive decisions. GCCs leverage real-time data from wearables, EMRs, and IoT devices to predict disease trends, personalize treatments, and optimize hospital operations, improving patient outcomes and efficiency.

India's Healthcare & Lifesciences GCC Landscape

India's GCC Powerhouse: Drivers of Growth and Competitive Advantage

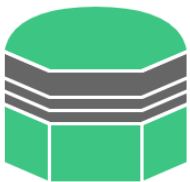


GCCs have emerged as strategic assets for multinational corporations, leveraging India as their operational and innovation hub. The country's distinct competitive advantages, spanning a skilled workforce, technological prowess, a robust culture of innovation, an enabling startup ecosystem, and supportive government policies, collectively underscore its leadership in the GCC space.

Skilled Workforce: The Backbone of GCCs

Talent at Scale & Contextually Aware Workforce

Companies can scale talent in India, leveraging its contextually aware workforce across key industries to drive innovation, efficiency, and global growth.

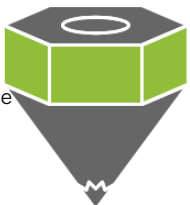


STEM graduates
Over 2.5 million STEM graduates enter the workforce annually, ensuring a robust and continuous pipeline of engineers, IT specialists, and AI professionals.



IT Talent Pool

With over 5.8 million tech professionals, India boasts the world's second-largest IT talent pool, with deep expertise in software development, cybersecurity, AI, and other cutting-edge technologies, positioning it as a global leader in digital transformation.



Upskilling Initiatives for Future-Ready Workforce

Academic-Industry Collaboration: Premier institutions such as the Indian Institutes of Technology (IITs), Indian Institutes of Management (IIMs), Indian Institutes of Information Technology (IIITs), etc. are actively partnering with industries to drive cutting-edge research and innovation.

Source: ANSR Research

Technological Advancements: Fueling Innovation

As technology has advanced, so too have India's GCCs. From their origins as providers of basic IT services and back-office functions, they now play a leading role in the adoption and development of cutting-edge technologies.

Next-Gen Technology Adoption



GCCs in India are spearheading digital transformation initiatives, employing AI/ML, data analytics, cloud computing, and IoT.

The integration of these cutting-edge technologies has transformed GCCs into innovation hubs. These technologies enable GCCs to undertake more sophisticated and high-value tasks, driving business transformation and creating new revenue streams for the organization.

Collaborative Ecosystem

Partnerships with academic institutions, research organizations, and startups create a synergy that enhances GCC innovation outcomes. Hackathons and innovation challenges further promote creativity and employee engagement. With over 9,300 tech startups, India ranks as the third-largest startup ecosystem globally. This density provides GCCs with access to novel technologies, creating an integrated and dynamic innovation environment.

Supportive Government Policies: Enabling Growth

GCC Focused Policies

GCCs stand as a testament to the success of the Make in India initiative, driving innovation, job creation, and economic growth. By attracting multinational companies to establish and expand their operations in India, GCCs have transformed the country into a global hub for technology, R&D, and business services. Several states like Karnataka, Telangana, Andra Pradesh, Tamil Nadu, Gujarat, Madhya Pradesh, etc. have introduced GCC focused policies offering incentives and support to attract and expand GCCs.

Infrastructure Development

Special Economic Zones (SEZs) and Software Technology Parks (STPs) provide world-class infrastructure, tax incentives, and streamlined compliance processes, making India a preferred destination for multinational corporations. Complementing this, the Digital India program accelerates e-governance, digital payments, and broadband expansion while advancing smart cities with cutting-edge IT infrastructure. This nationwide digital transformation further strengthens India's appeal for GCCs, which now occupy over 240 million sq. ft. of Grade A office space across the country's top seven cities, reinforcing India's position as a global hub for innovation and business excellence.

Regulatory Easing

India's progressive regulatory reforms have enhanced its global competitiveness, creating a business-friendly environment that attracts foreign investment. Building on this, the Union Budget 2025 introduced a strategic framework to expand GCCs in Tier-2 cities, focusing on skilled talent pipelines, world-class infrastructure, and streamlined approvals through regulatory easing in key states.

Key trends redefining healthcare & lifesciences GCCs in India

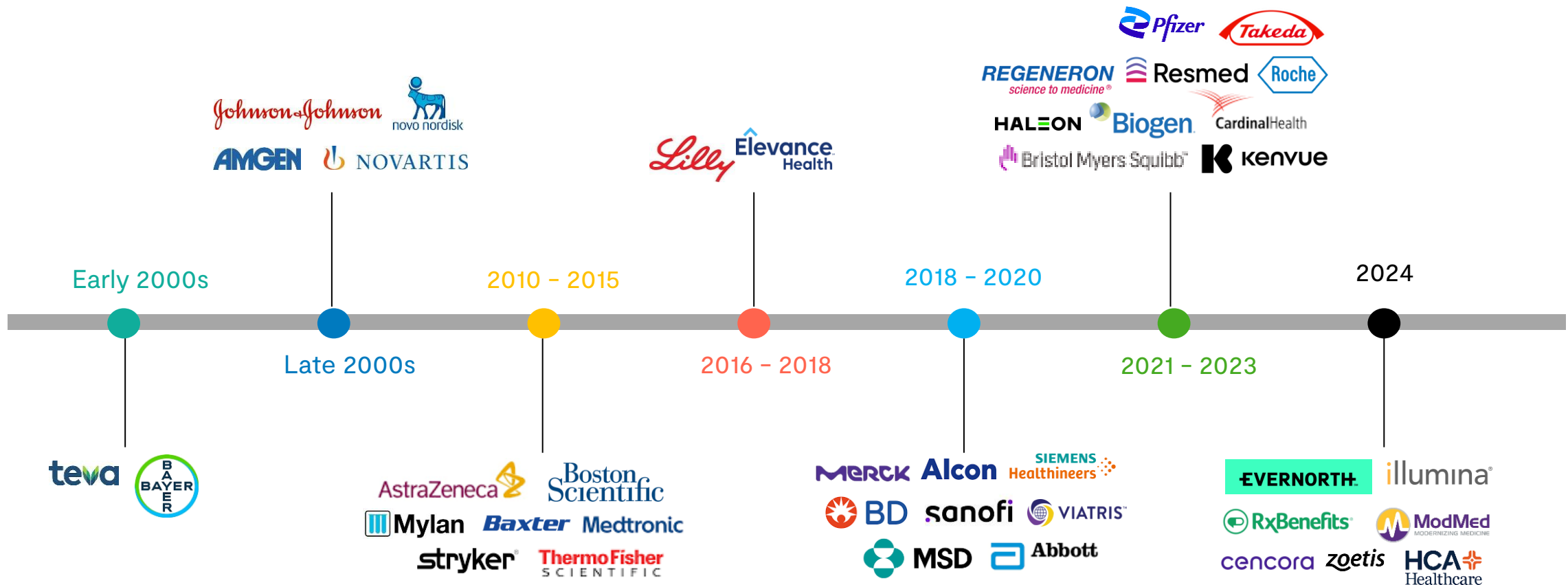


GCCs leading innovation through use of cutting-edge technologies	Spearheading R&D efforts for drug development	Driving Clinical Trials Process	Ensuring Regulatory Compliance	Innovation through ecosystem collaboration and partnership
GCCs are emerging as innovation engines. They lead experimentation in areas such as generative AI for molecule discovery, real world evidence analytics, and intelligent automation for regulatory filings. GCCs act as early adopters and amplifiers of enterprise transformation. Their role is not just in execution but in shaping the future of science driven and technology enabled healthcare. - E.g.; Bayer has set up a <i>Data Sciences & Analytics (DS&A) Centre in Hyderabad</i> to support clinical research operations (CRO) & drug development of innovative therapies. - The center also specializes in <i>Oncology Data Analytics (ODA)</i>, enabling it to deliver advanced insights & analytical methodologies for its parent organization	GCCs are increasingly being integrated into core R&D workflows, from early-stage target identification to molecule optimization and predictive modeling. Advanced analytics, AI models, and simulation environments managed out of GCCs help shorten discovery timelines and improve decision quality. This shift reflects a broader movement toward distributed but connected R&D ecosystems. E.g.; AstraZeneca's Global Innovation and Technology Centre (GITC) in Chennai uses AI in 70% of small molecule chemistry projects to identify the best molecules & speed up drug development	GCCs are increasingly being entrusted with managing critical components of the clinical trials lifecycle, ranging from patient recruitment and site selection to data capture, monitoring, and analytics. By embedding AI driven analytics and digital monitoring tools, GCCs help enhance trial accuracy and accelerate time to market. - E.g.; Bayer has set up a <i>Data Sciences & Analytics (DS&A) Centre in Hyderabad</i> to support clinical research operations (CRO) & drug development of innovative therapies Novartis integrates AI into clinical trial design, optimizing trial size and cost using real-world data and predictive models to reduce the need for large control groups.	GCCs are becoming essential to modernizing how healthcare and life sciences enterprises manage regulatory obligations across global markets. Their scope of work is no longer limited to supporting documentation or tracking changes but are modern HC/LS GCCs are building unified compliance ecosystems that anticipate risk and drive operational efficiency. E.g.; Siemens Healthineer's Innovation Hub in Bengaluru is leveraging GenAI through initiatives like Healthineers GPT to automate documentation & enhance efficiency in quality & regulatory processes.	Partnering with startups, academic institutions, and technology providers have allowed banking GCCs to bridge capability gaps, co-develop innovative solutions, and accelerate time-to-market. These collaborations have provided access to niche expertise, emerging trends, and disruptive technologies, enabling GCCs to rapidly experiment and scale impactful innovations. A well-integrated external ecosystem strengthens the GCC's ability to lead large-scale transformation initiatives. E.g.; Eli Lilly has recently launched an accelerator program in partnership with <i>Telangana's T-Hub</i> with the aim to empower AI & tech-driven innovation in healthcare & pharma

India's Healthcare & Lifesciences GCC Landscape



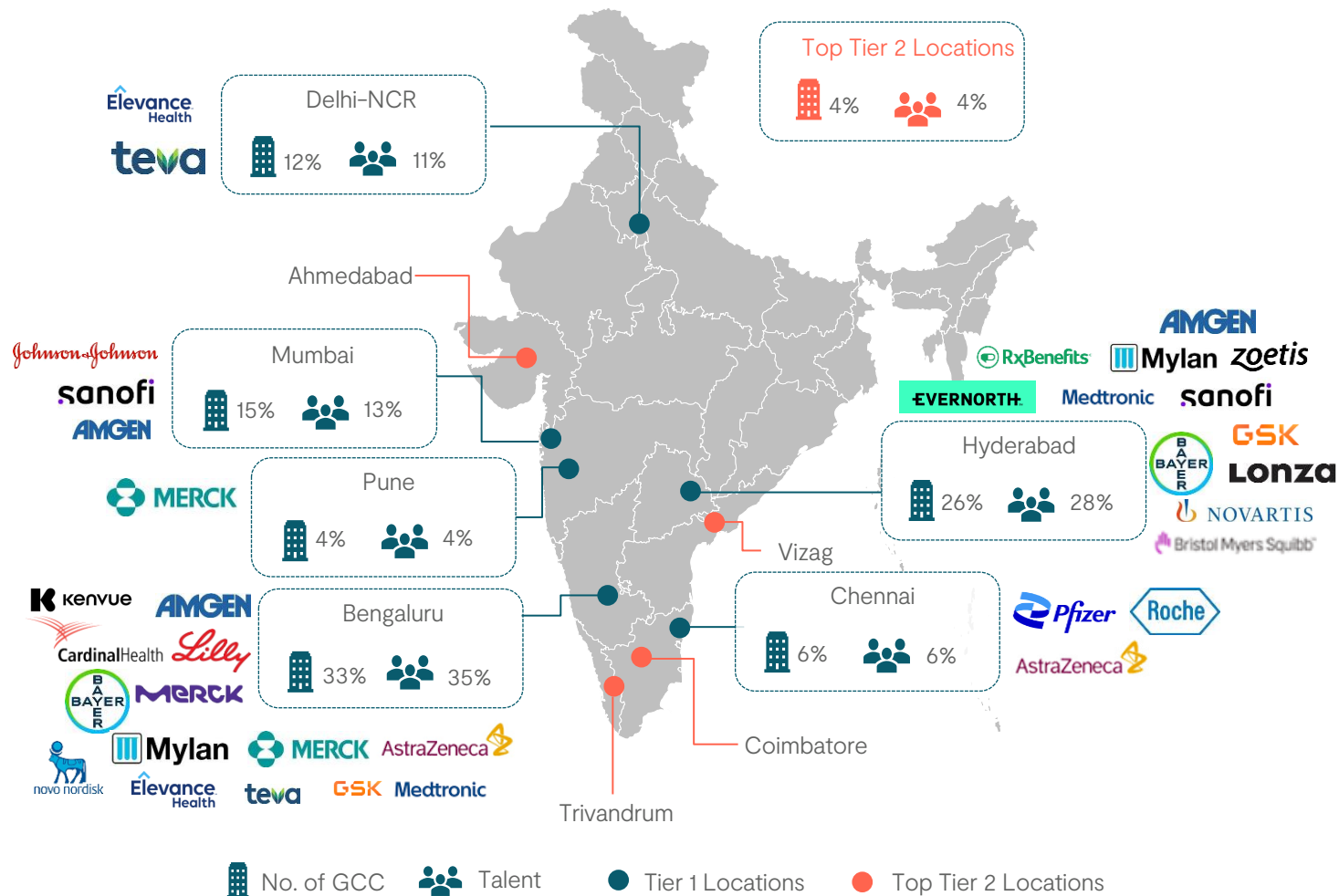
- **55+ Healthcare & Lifesciences GCCs** runs **95+ centers** in India employing over **300K professionals**.
- **Over 15%** of all GCC employees in India work in the Healthcare & Life Sciences GCCs.
- More than **55%** of the total Healthcare & Life Sciences GCCs in India are US-headquartered.
- **20%** of Healthcare & Life Sciences GCCs have their centers in 3 or more cities.



Bengaluru & Hyderabad leads in terms of Healthcare & Lifesciences GCC and talent pool



Geographical reach of HC/LS GCCs & Talent (FY25)

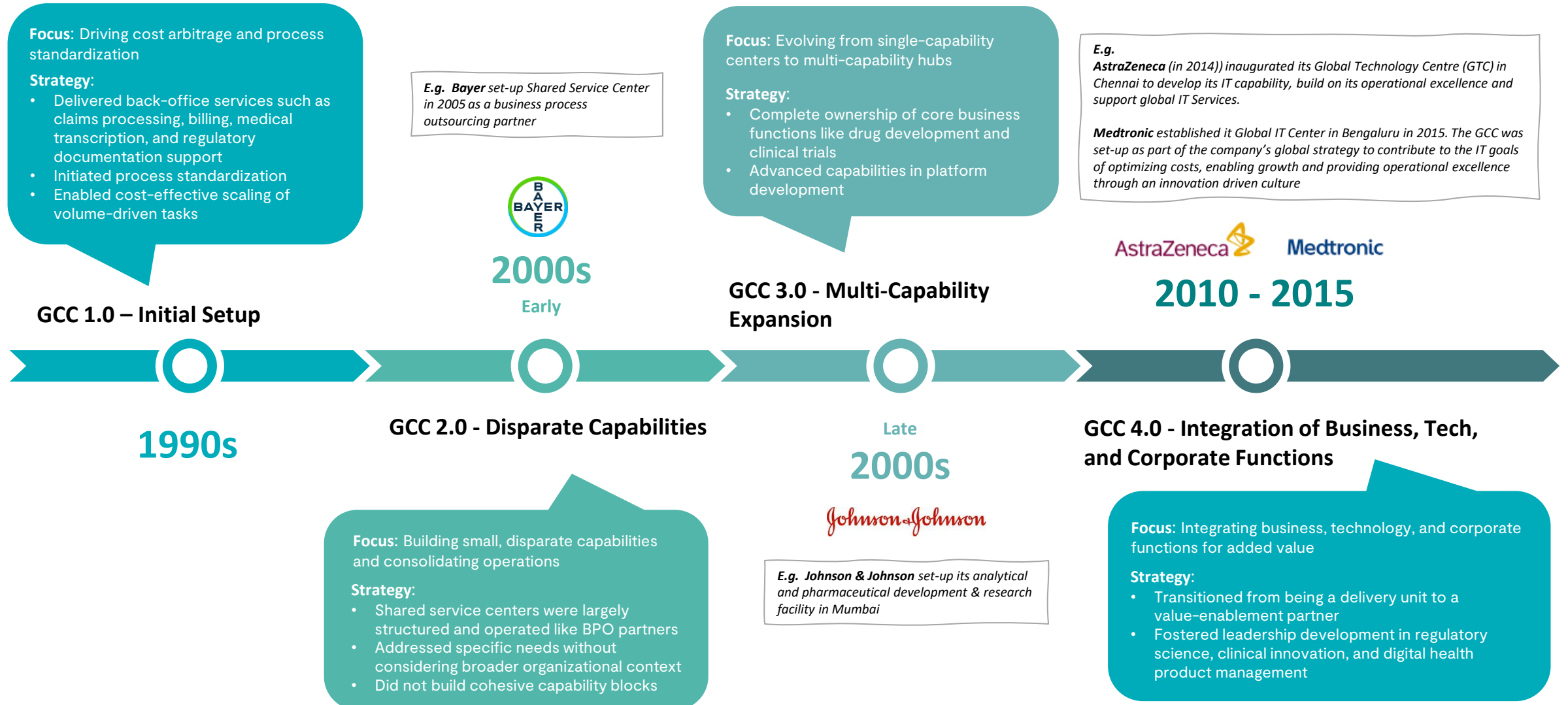


Key Takeaways:

- Bengaluru** ranks first in terms of Healthcare & Life Sciences GCCs across India, with ~33% of the GCCs followed by Hyderabad and Mumbai.
- Nearly 75% of the total installed talent for Healthcare & Life Sciences GCCs comes from Bengaluru, Hyderabad, and Mumbai.
- In recent times, Hyderabad has emerged as a prominent destination for GCCs within Healthcare & Life Sciences sector. Attractive govt. incentives, dedicated pharma clusters, and talent availability make the city favorable destination for healthcare & lifesciences companies.

The GCC Maturity Spectrum: The Evolution of HC/LS GCCs

The GCC Maturity Spectrum: The Evolution of Healthcare & Lifesciences GCCs



...continued



Focus: Adoption of digital technologies like social, mobile, cloud and analytics to lead digital transformation

Strategy:

- Attracting digital talent and fostering agility in response to technological advancements
- Supported transformation of healthcare delivery models through real-time analytics and mobile health solutions

E.g. Becton Dickinson set up its GCC in Bengaluru in 2019, which now serves as a key part of its global R&D network. The center focuses on product development and engineering across BD Medical, Interventional, and Life Sciences segments. The GCC plays a critical role in driving innovation, sustaining engineering, and accelerating time-to-market for healthcare solutions globally.



Focus: Achieving seamless integration with headquarters, evolving into 'digital twins'

Strategy:

- Replicated and integrated all functions and operations.
- Housed global leaders within GCCs for strategic alignment.
- Replicated HQ capabilities in regulatory intelligence, early research analytics, and post-market surveillance

E.g.

Evernorth, a division of The Cigna Group, is expanding its first large-scale Global Capability Centre outside the U.S. in Hyderabad—positioning it as a major technology and innovation hub focused on Generative AI, analytics, product development, and software engineering

Sanofi is investing €400 million to expand its Hyderabad Global Capability Centre, aiming to double its workforce and transform it into its largest global hub—leveraging AI and digital platforms to accelerate R&D, manufacturing, and commercial operations.



GCC 5.0 - Digital Transformation

2018 - 2020

GCC 7.0 - Digital Twinning and Global Integration

2024 and beyond

2016 - 2018



E.g. Eli Lilly (2016) established a global capability center in Bengaluru, India, known as the Lilly Capability Center India (LCCI). This center was set up to leverage data, content, analytics, and technology to support Lilly's global operations.

*Established in 2017 as a GCC of Elevance Health, Legato Health Technologies (now **Carelon Global Solutions**) focused on transforming healthcare operations through digital technologies.*

GCC 6.0 - Innovation Hubs

Focus: Establishing hubs of creativity and ingenuity, setting up innovation labs and incubators

Strategy:

- Leveraged emerging technologies like AI/ML, data science, blockchain.
- Positioned as equal partners in shaping industry futures
- Partnered with academia, med-tech startups
- Collaborated with startups and academia.

2021 - 2023



E.g. Bristol Myers Squibb (2024) launched a \$100 million innovation hub in Hyderabad to expand global drug development, IT, and digital capabilities—aiming to house over 1,500 employees and accelerate innovation through data, AI, and digital platforms to enhance patient impact worldwide.

GCC 8.0 - The Next Generation of Global Capability Centers

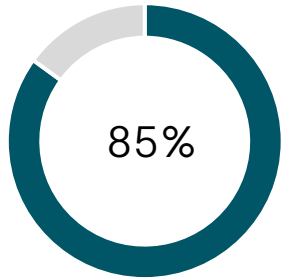
Focus: An accelerated, qualitative leap forward, leveraging a holistic ecosystem and integrating with startups

Strategy:

- Embed quantum computing, generative AI, and digital twins in drug modeling, diagnostics, and decision support
- GCC 8.0 sets new gold standards by prioritizing innovation, efficiency, and strategic alignment, driving organizational success

Healthcare & Lifesciences GCCs in India: Capability Landscape

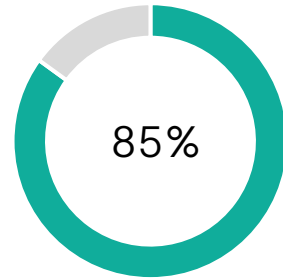
Technology & digital functions in Indian HC/LS GCCs



Big Data & Analytics



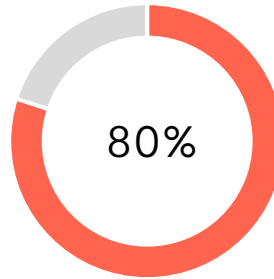
BI, Data Management, Data Visualization, Data Warehousing, Data Engineering



IT Infrastructure & Cloud



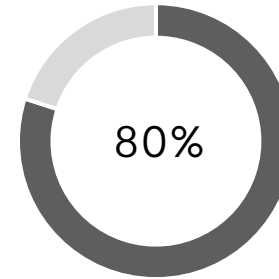
Hosting & Network Services, Services Management, Infrastructure Modernization



Application Development & Maintenance



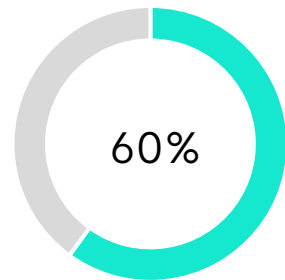
Software & Web Development, Application Maintenance



Cybersecurity



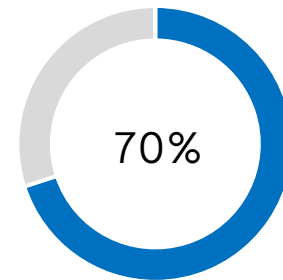
Cybersecurity Engineering, Threat Hunting, Vulnerability Assessment, Incident Reporting, etc.



Healthcare IT



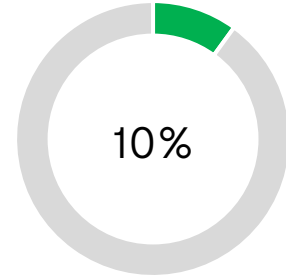
Change management, Implementing Digital Transformation, Automation



AI / ML / Gen AI



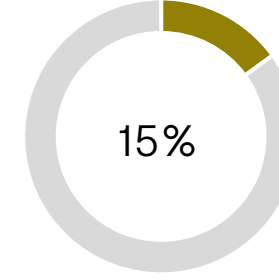
Algorithm Development for banking application, Fraud detection using AI-algorithms



Blockchain



Blockchain development, Payment transformation



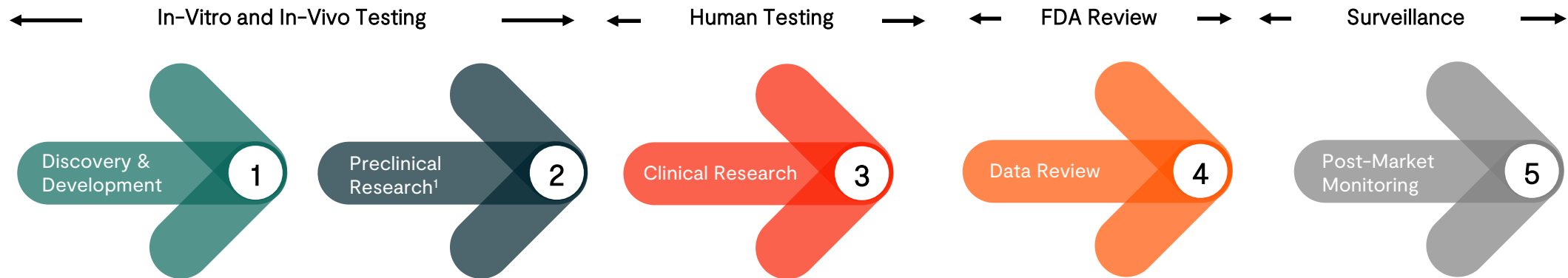
Internet of Things



Connect Device Management

Note: The percentages represent the penetration in # of HC/LS GCCs in India

Lifesciences GCCs are operating across the R&D value chain and driving the use of AI



India GCC Offerings

- Analytical development, stability studies, formulation development
- Protein engineering
- Medicinal and process chemistry, biologics, bioprocess, drug metabolism, pharmacokinetics, bioanalytical research, and pharmaceutical development
- Research on APIs, OSDs, biologics, injectables

- Clinical data management
- Clinical document writing (involves reporting data from clinical trials)
- Medical communication for clinical trials (includes journal submission; educational material for patients, healthcare professionals; product website content)
- Maintenance of global submissions
- Biostatistics and programming (involves calculating efficient sample size & statistical methods to interpret clinical data)
- Clinical data science
- Regulatory compliance including new product submissions

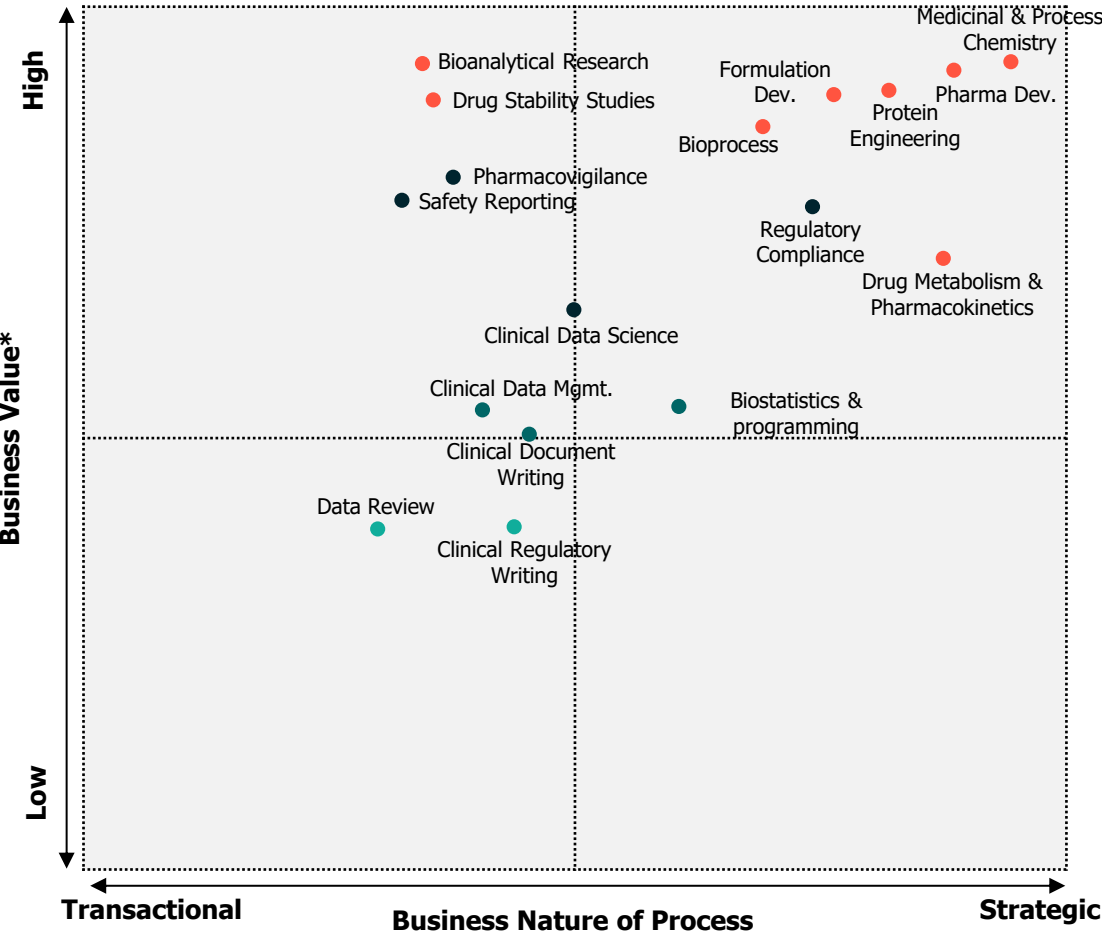
- Creating data review plan
- Centralized monitoring / review of aggregated clinical, quality, and performance data
- Medical review of regulatory reports and renewal documentation submitted to regulatory agencies
- Clinical regulatory writing (involves preparing regulatory submission documents)

- Pharmacovigilance and risk management planning
- Maintenance of pharmacovigilance system
- Safety reporting (e.g., provide reports to be used during audits & inspections)

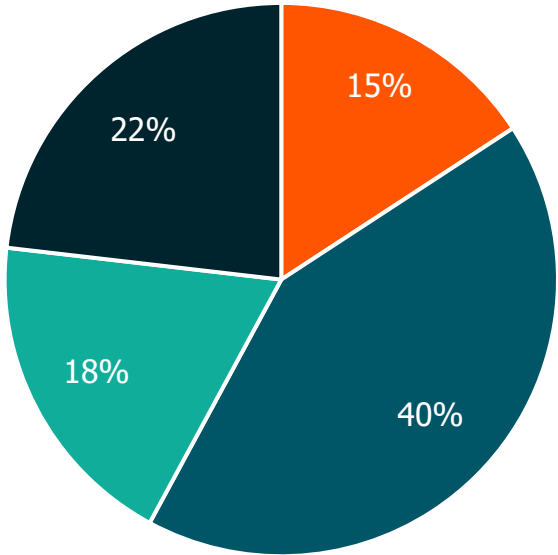
Work portfolio mapping of GCCs for Drug Discovery & Development functions



● Drug Discovery & Development ● Clinical Research ● Data Review ● Post- Market Review



Average distribution of talent pool by work portfolio across GCCs in India



Total Estimated talent pool, Drug Discovery & Development across GCCs in India: 25K+

*Contribution towards Efficient Drug Development, Revenue Growth & Profitability

Case Studies

Leading consumer health company's Bengaluru GCC Drives Global Digital Excellence



Background

As the world's leading consumer health company by revenue, this organization boasts a stellar portfolio featuring iconic brands like a popular skincare line, a well-known adhesive bandage, a trusted baby care brand, a famous mouthwash, a leading skincare brand, and a top pain reliever, among others. With a legacy spanning over 135 years and a presence in 165 countries, the company is renowned for its commitment to powering innovative consumer experiences driven by cutting-edge technology and data.

Key Challenges

When setting up its Bengaluru-based GCC, the organization faced two major hurdles:

- **Setting up a fully functional GCC to power its digital transformation** – from building and testing new products to optimizing eCommerce and supply chain. In effect, this meant establishing a technical center from the ground up – workspace leasing and IT setup, to facility management and legal and regulatory compliance.
- **Building a highly skilled technical team** with expertise in digital solutions, data sciences, cybersecurity, digital marketing, artificial intelligence, and supply chain technology, in a highly competitive talent market like Bengaluru.

Established GCC in Bengaluru in 2023

In August 2023, the organization marked a milestone with the inauguration of its dynamic, cross-functional GCC in Bengaluru.

The ANSR team played a pivotal role in their journey of establishing its Bengaluru-based GCC, providing a seamless, all-encompassing solution. From sourcing and securing the perfect workspace to outfitting it with state-of-the-art IT infrastructure, ANSR laid the foundation for a robust technical hub.

Harnessing the power of digital capabilities, the India center is poised to fuel innovation and propel the growth trajectory of company's esteemed portfolio of brands.

ANSR Offerings

-  Developing a GCC Playbook
-  Hiring best talent at scale
-  Optimizing service delivery and capability development
-  Establishing a real estate footprint
-  World Class Business Support Services

Key Milestones

- ❑ The India center helped build expertise in **digital solutions, data sciences, cybersecurity, digital marketing, artificial intelligence, and supply chain technology.**
- ❑ **Total employee strength:** The center quickly grew to over **250+ FTEs within one year** of operations
- ❑ **Powering Global Brands:** From marketing and eCommerce, to supply chain management – the GCC plays a pivotal role in bringing iconic brands in skincare and consumer health space to millions of users across the world.
- ❑ **Digital capabilities powered by GCC** enabled a highly accurate demand forecast, optimized inventory levels, and streamlined logistics operations, ultimately **leading to cost savings and improved efficiency.**
- ❑ **100+ New Product Innovations:** The Bengaluru-based GCC enables the company to test and optimize its product offerings through real-time finished product specification testing.

A leading global biopharmaceutical GCC in India drive tech innovation



Background

Being a leading global biopharmaceutical company, the organization focuses on discovering, developing, and delivering innovative medicines for patients with serious diseases.

The organization invests significantly in R&D to develop new therapies, focusing on oncology, immunology, cardiovascular disease, and fibrosis. Additionally, the company operates advanced manufacturing facilities that produce both biologics and small molecule drugs.

Key Business Priority

The organization has embarked on an optimization journey focusing on operational excellence, providing support services in core areas such as Drug Discovery & Development IT, finance, SCM, and analytics.

The multi-year journey aims at:

- Developing Capabilities around Drug Development & Discovery
- Improving Operational efficiency
- Modernizing technology across the organization

Established GCC in Hyderabad in 2023

The company **partnered with ANSR in Feb 2023** to set up a global science and technology Innovation center in Hyderabad, India.

The center aims to drive innovation and accelerate the company's strategic priorities by building world class teams across various areas like **Drug Discovery & Development, Bioinformatics, Biostatistics, Clinical research and Regulatory & Compliance.**

ANSR Offerings

-  Developing a GCC Playbook
-  Hiring best talent at scale
-  Optimizing service delivery and capability development
-  Establishing a real estate footprint
-  World Class Business Support Services

Key Milestones

- ❑ **Implementation of Advanced Technologies:** The center has integrated **AI and big data analytics** into its operations, driving digital transformation across drug development and global business functions like **Finance & Controllership** and **Strategic Sourcing & Procurement**
- ❑ **Expansion of Workforce: 1,660** onboarded in one year (Initial plan was to close these in 3 years)
- ❑ **Drug Development Initiatives:** The GCC has played a crucial role in supporting company's drug discovery and development processes, contributing to the advancement of innovative therapies in **oncology and immunology.**
- ❑ **Clinical Trials Support:** The GCC has been instrumental in managing **clinical trial data**, enhancing the efficiency and effectiveness of trial processes.

Novartis' GCC Evolution

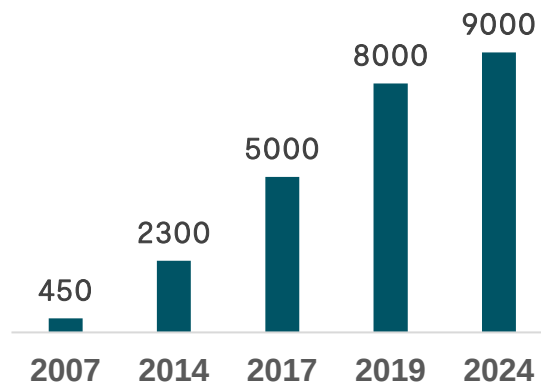


Year of Establishment	2006
GCC Location	Hyderabad, Mumbai

Why they chose India?

- Infrastructure and talent availability
- In-line with its expansion plan in major emerging markets

India GCC Estimated Headcount



The India GCC has evolved over 20 years and today sees three vibrant state-of-the-art centres across two cities, Hyderabad - at the Novartis Corporate Center (NOCC) and Genome Valley, and a recent one in Mumbai. **The Hyderabad center is its largest location outside its HQ.**

India Center Evolution

- After Covid, **Novartis underwent strategic divestments**, including the Alcon and Sandoz spin-offs, to streamline its operations and **transform into an innovative medicine's organization** focusing on R&D and Drug Development.
- Following its divestments and shift to a focused drug development organization, Novartis launched its **"Transformation for Growth"** initiative in 2022. This transformation delegated innovation responsibility directly to business units, empowering them to drive R&D initiatives aligned with the company's goals.
- A key part of this transformation is the **significant role of Novartis' Hyderabad center**, which has **evolved from being a cost-efficient hub to a driver of innovation for being an innovative medicine company**. As part of this effort, GCC consolidated capabilities by integrating the data science team into Technology. Now, **Hyderabad drives data science and technology integration**, fostering enhanced collaboration.
- The team at Hyderabad GCC also focuses on **exploring external partnerships, engaging with startups, and leveraging solutions that ensure rapid and effective innovation**. This approach emphasizes both leveraging Novartis' internal capabilities and collaborating with the ecosystem to accelerate solutions.
- **Learning for failure** – Novartis opened its 4th Biome Center in India in 2020 – The center was aimed at partnering with startups in medicine field. However, challenges arose as India lacked startups specialized in healthcare and pharmaceutical R&D, making it difficult to find solutions to Novartis' specific use cases. **Although, Novartis' in-house teams often provided better solutions from the technology side, leveraging access to internal data. While the Biome Center in India was decommissioned, its infrastructure proved beneficial, enhancing the organization's innovation capacity.** Now, the team from India partner with start-ups from across the world to drive innovation.

Key Enablers

- **Around 50% of the global shared services headcount is in Hyderabad** serving global entities.
- **Analytics CoE** – Hyderabad has **1,500+ HC in Analytics**, including a team of **650+ working on Integrated Insights & Analytics** focusing on data science, predictive analytics, forecasting, market research and global brand insights.
- **Leadership** – The Hyderabad center is home to 20% of Novartis's global leadership.
- **Culture of Innovation** – *Example – Yearly session in which various teams at GCCs produces use cases and send back to business.*

AstraZeneca's GCC Journey



Background: Prior to 2014, AstraZeneca was dependent on external partners to deliver IT commitments, and there was an evolving need to uplift the quality of service to the business. Currently, the GCC in India employs over 3200 people – 2/3rd of headcount focus on technology capabilities.

They went on an embarking journey to establish a GCC, that is now driving company's digital agenda, strengthening digital infrastructure and developing technological capabilities that aids in effective and faster delivery of medicines and enhancing patient experience.

Established Global Innovation & Technology Center (GITC) in 2014 in Chennai

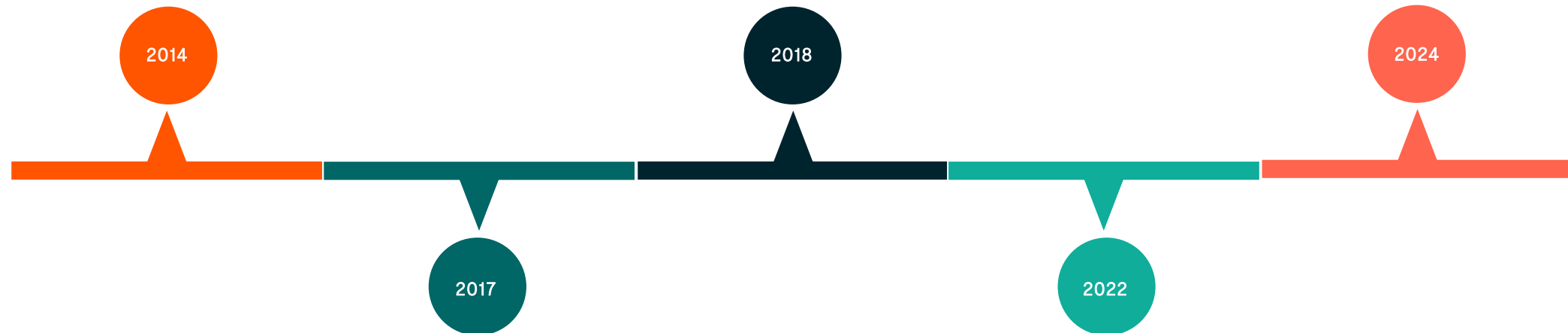
Major source of technology innovation. Teams supports with digital transformation, visualization, data & analytics, automation, and AR/VR capabilities.

Established Global Medicine Development (GMD)- R&D division in Bengaluru in 2018

With over 300 employees contributing to the business, from clinical, patient safety, regulatory affairs, biometrics & clinical data and management.

Expansion of GITC in Chennai

In March 2024, AstraZeneca leased additional space of 250,000 sq. ft in Chennai to expand its Global Innovation Technology Centre (GITC). The company plans to increase the headcount by 30% in 2 years.



Established Global Business Services (GBS) in 2017 in Chennai & Bangalore

The teams supports key corporate & business functions such as marketing, F&A, supply chain / procurement, etc.

Established Site Management and Monitoring (SM&M) function in Bengaluru in 2022

Engages in execution of clinical studies to generate high quality data eligible for submissions to regulatory agencies across the world.

GCC Spotlight – Evernorth Health Services

Company Overview



Evernorth Health Services (Evernorth) is the pharmacy, care and benefits solution division of **The Cigna Group – a Fortune 16 global health company** with 75,000 employees, 186 million customers in more than 30 countries and jurisdictions around the world. Evernorth exists to make the prediction, prevention, and treatment of illness and disease more accessible to millions of people. We do this by creating and connecting premier health services offerings, such as benefits management, pharmacy, care solutions, insights and intelligence.

Key Milestones:

+ 2020	+ 2021	+ 2022	+ 2023
The Cigna Group announces the launch of Evernorth, a new brand for its growing, high-performing health services portfolio.	Evernorth completes acquisition of MDLIVE to expand access to virtual care.	Evernorth enters strategic collaboration with VillageMD to accelerate value-based care services and care delivery strategy.	Evernorth acquires Bright.md technology platform to enhance MDLIVE’s virtual care experience for patients and clinicians.

About Evernorth Health Innovation Hub (HIH) India

Evernorth Health Services opened its GCC in Hyderabad in 2024, the largest such hub outside the US. The center operates as an extension of the US Evernorth Health Services. This center is instrumental in expanding Evernorth's health services solutions, combining technology innovation with global expertise in pharmacy, care, and benefits management to improve health outcomes. Launched with a mission to transform healthcare delivery, Evernorth India focuses on developing high-impact solutions that streamline pharmacy management, enable advanced care delivery, and harness data analytics to enhance overall healthcare affordability and accessibility.

Evernorth HIH also serves as a hub for digital transformation within the healthcare sector, leveraging India’s technological talent to develop innovative products and services that are integral to the U.S. healthcare market. By eliminating barriers to care and using predictive analytics, the team at Evernorth India strives to provide holistic health solutions and fulfill its commitment to enhancing health outcomes, making quality care more accessible and efficient for customers worldwide.



Leader's Bio



Ashok Venkatachalam
Managing Director, Evernorth HH India

Ashok Venkatachalam is the Managing Director of Evernorth Health Services India, where he is leading the development of an innovation hub in Hyderabad. With nearly two decades of experience in healthcare technology, transformation, and leadership, Ashok has a proven track record of driving innovative solutions across the payer, provider, and hospital ecosystems. Having relocated from the United States after 26 years, he is spearheading this initiative with a vision to create a high-performing, cohesive team under the guiding principle of "one team, one culture, one unified organization."

Ashok holds an Executive MBA from Colorado State University, where he honed his expertise in business strategy and leadership. His extensive experience, including roles in technology operations and strategic initiatives, underscores his commitment to fostering innovation and operational excellence. Through his leadership, Ashok is poised to position Evernorth India as a cornerstone of healthcare innovation, aligning global values with local execution to drive long-term success.

Vision behind setting up Innovation Hub in Hyderabad, India

Evernorth's Hyderabad center is strategically designed to transcend the conventional role of a Global Capability Center (GCC), evolving into a dynamic Innovation Hub. With a vision to drive end-to-end solution development, this hub is poised to foster grassroots innovation while aligning seamlessly with Evernorth's foundational values and strategic objectives.

Hyderabad's selection as the location for this pivotal center was a deliberate decision, informed by **its robust talent pool, proximity to premier engineering and research institutions, and its vibrant, innovation-driven startup ecosystem**. Through this center, Evernorth aims to establish a global benchmark in healthcare innovation, positioning itself as a leader in delivering cutting-edge solutions that empower healthier outcomes worldwide. Evernorth is looking to hire experienced technology professionals who can bring innovation, creativity, and problem-solving skills to help us deliver for their stakeholders and solve some of healthcare's greatest challenges. The roles they are currently hiring for at Evernorth Health Services India will support innovation-focused areas, such as **generative AI, product development, process improvement, analytics, and software engineering** across The Cigna Group and its businesses.

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Evernorth HIH journey in India and growth plans

Journey Till Now

Since its launch in April 2024, Evernorth's Hyderabad Innovation Hub (HIH) has experienced remarkable growth, rapidly scaling to 800+ employees (as of Nov 2024), with plans to reach a headcount of 1,000 within its first year of operations.

In November 2024, the company unveiled a cutting-edge, 400,000-square-foot office space spanning four floors, meticulously engineered to foster seamless collaboration and drive innovation. Positioned as a future-ready hub, the state-of-the-art facility embodies a commitment to vitality through inclusive and thoughtful design. By integrating hospitality and wellness-oriented touchpoints, the center creates an environment that enhances employee well-being, cultivates a sense of community, and supports optimal productivity.

A defining feature of the Hyderabad hub is its unique cross-functional team structure. These teams are empowered to lead strategic initiatives, ensuring seamless collaboration, enhanced efficiency, and true end-to-end product ownership. This approach positions the hub as a cornerstone of Evernorth's global strategy, delivering impactful solutions to revolutionize healthcare delivery.

Key Focus Areas: Talent & Skill Development and Workforce Training

Evernorth HIH places a strong emphasis on talent development and operational excellence, aligning its training and upskilling initiatives with the organization's core objectives:



Specialized Training Programs

Recognizing the intricacies of the U.S. healthcare system, Evernorth provides targeted training in critical areas such as pharmacy benefits, healthcare technology, and other specialized domains. These programs ensure employees are equipped with both the technical expertise and domain knowledge required to drive innovation.



Upskilling and Continuous Development

To maintain a high-performing workforce, teams undergo regular skill assessments to identify gaps. Tailored training modules are then deployed to address these gaps, fostering continuous growth in technical and domain competencies.



Establish Centers of Excellence Evernorth plans to establish Centers of Excellence in strategic areas such as testing, DevOps, AI, and data engineering. These CoEs will act as hubs for shared services, driving best practices, ensuring consistent upskilling, and enhancing capabilities across the organization.



Evernorth HHI's strategic growth plan for the next 5 years

Evernorth HHI has outlined a robust roadmap to drive sustainable growth, innovation, and global impact over the next five years. This phased approach focuses on establishing a strong foundation, driving transformative operations, and fostering long-term innovation:



Ashok's take on building and running a successful GCC

Drivers behind the growth of GCCs in India, particularly in the Healthcare sector

Ashok emphasizes the remarkable post-pandemic growth of healthcare Global Capability Centers (GCCs) in India, fueled by the surging global demand for innovative healthcare solutions. India's extensive talent pool, combined with its cost-efficient operational environment, has firmly established the country as a premier destination for organizations looking to set up GCCs. Acknowledging Evernorth's position as a late entrant to the Indian market, Ashok highlighted the company's unique approach to differentiation. Rather than adopting the traditional delivery center model, Evernorth is committed to fostering an innovation-driven culture that empowers its workforce to take ownership of end-to-end solution development. By leveraging India's supportive ecosystem—characterized by forward-thinking government policies and a flourishing startup environment—Evernorth is strategically positioned to play a transformative role in advancing global healthcare delivery.



Fostering a Common Culture and Workforce Empowerment

Ashok outlined the key priorities for Evernorth's Hyderabad Innovation Hub (HIH) in India, emphasizing a strategic approach to building a cohesive and empowered organization:

Empowered Teams

The HIH is designed to foster local decision-making capabilities, reducing reliance on directives from headquarters and enabling teams to operate with autonomy and accountability.

Unified Culture

Ashok underscored the importance of cultivating a ***"one team, one culture, one unified organization"*** ethos, ensuring inclusivity and alignment between the U.S. and Indian operations. This approach strengthens collaboration and shared values across geographies.

Collaboration Over Silos

Moving away from the traditional "delivery center" mindset, Evernorth is dedicated to creating an integrated and collaborative environment. Employees are encouraged to take ownership, contributing meaningfully as integral members of the organization.

How Evernorth is Adopting New Tech Trends: Use Cases of Emerging Tech and How Generative AI is Creating Value in Healthcare sector

AI holds transformative potential to significantly enhance the experiences of all stakeholders in the healthcare journey, including providers, members, agents, care workers, and social workers. Its applications range from offering advanced clinical predictions to aiding in healthcare utilization and trend analysis for better resource management. Rather than replacing human roles, AI focuses on augmenting human capabilities, driving improvements in efficiency, productivity, and quality across both administrative and clinical tasks. The adoption of AI is approached with a strong emphasis on safety and ethical considerations, ensuring its integration optimizes impact while maintaining mindful and responsible use.

Broader Impact of AI and GenAI on Healthcare:

- ❑ **Improved Delivery and Coordination:** AI transforms how care is delivered and accessed, ensuring improved outcomes for stakeholders.
- ❑ **Human-Centric Approach:** Emphasizes keeping employees at the center of innovation, ensuring a balance between technology-driven and human-centric solutions.
- ❑ **End-to-End Transformation:** The goal is not only to evolve internal processes but also to make a broader impact on the healthcare industry by addressing systemic inefficiencies.

This phased strategy underscores Evernorth's commitment to evolving its Hyderabad Innovation Hub into a global powerhouse for transformative healthcare solutions.



Importance of strategic collaboration with Startups and Academia

Ashok highlights the importance of building strategic partnerships with academic institutions and the startup ecosystem to drive innovation, cultivate talent, and solve complex healthcare challenges. Below are some steps taken by Evernorth HIH:



Academic Collaboration Evernorth partners with Vardhaman College of Engineering to provide students with hands-on exposure to real-world use cases. This initiative bridges the gap between academic learning and industry application, fostering early career development and building a future-ready talent pipeline.



Engagement with Startups Collaborations with T-Hub and other leading startups focus on addressing critical challenges in areas such as artificial intelligence (AI), generative AI (GenAI), and data analytics. These partnerships accelerate the development of cutting-edge solutions to transform healthcare delivery.



Dual Innovation Model

By fostering external innovation through startups and research institutions while nurturing internal, employee-driven grassroots innovation, Evernorth creates a comprehensive ecosystem for creativity and technological advancement.

Importance of “Community Outreach Programs” at Evernorth Health Services

Evernorth prioritizes community service as a key driver of a healthier, more sustainable world.

By improving lives, fostering shared responsibility, and addressing societal challenges, it creates lasting positive impacts. Dedicated to cultivating a culture of volunteerism and philanthropy, **Evernorth empowers employees to contribute their time, skills, and energy to meaningful causes. Its focus on investing in local communities is a core element of its corporate ethos, fostering early engagement in community initiatives to strengthen bonds and resilience.** This approach reflects Evernorth’s commitment to building stronger, united communities capable of overcoming challenges and making a significant societal difference.

Evernorth’s focus on Diversity, equity, and inclusion (DEI)

Ashok highlights that DEI are integral to everything Evernorth does and believes that DEI and a culture of belonging must be embraced, embedded, and championed to drive effectiveness company-wide. By doing so, Evernorth strengthens its ability to create a positive impact on the people and communities it serves.

Through initiatives such as the Enterprise DEI Council, Enterprise Resource Groups (ERGs), diversity events, and educational programs, Evernorth offers a growing array of tools and resources tailored to its diverse workforce. Evernorth demonstrates transparency by tracking progress on its DEI commitments. The annual DEI scorecard reflects its goal-oriented approach and outlines targeted actions driving meaningful impact across three key areas: culture and co-workers, clients and customers, and communities. talent and fosters credibility.



Key hallmarks of a successful GCC and essential tips for elevating GCC to the next level

To avoid being perceived as merely a delivery center, GCCs must focus on delivering end-to-end value, fostering a culture of accountability, empowerment, and collaboration. By aligning talent with strategic goals, they can drive innovation and business impact. Below are some key pointers to keep in mind while setting up and running a successful GCC:

A) Key to Success: Senior Stakeholder Engagement & Sponsorship

Senior stakeholder engagement and executive sponsorship are critical for GCC success, providing strategic direction, resource allocation, and organizational alignment, while fostering collaboration and ensuring long-term commitment to the center's goals.

B) Nurture the Foundation: Cultivate High-Performance Teams through Global Talent

Talent is pivotal when establishing a GCC, as the success of the center relies on attracting, nurturing, and retaining skilled professionals who drive innovation, operational excellence, and long-term organizational growth.

C) Maintain Company Culture & Work Approaches: Foster Collaboration & Inclusivity

Having unified culture and understanding ways of working is crucial to facilitate effective communication, foster unified culture, promote collaboration, & contribute to an inclusive work environment that can drive the GCC's long-term success and impact.

D) Build Strong Local Leadership: Empower Local Teams

Building strong local leadership is vital for GCC success, as empowered leaders foster accountability, bridge cultural gaps, and drive alignment between global objectives and local execution, ensuring sustainable growth and collaboration.

E) Encourage Risk-Taking and: Empower Teams and Build Trust

Be willing to take informed risks, as innovation thrives on challenging limits. Evaluate potential outcomes carefully, make confident decisions, and embrace the lessons from both successes and setbacks. A single well-executed risk can deliver substantial benefits to the team and the GCC.

F) Importance of Employer Branding for GCC Success

Strong branding is essential for GCCs, ensuring the local market recognizes and connects with the organization's values, mission, and reputation, which attracts top talent and fosters credibility.



Thank you

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