

Building In-House IT Delivery Capability

Our client wanted to **establish a global delivery capability** for delivering IT and business process services.

The services unit of a large integrated healthcare firm needed help gaining control over their growth and expansion. Growing rapidly, primarily in platform-based services for the healthcare payer segment, they also were expanding the development of intellectual property in the form of platform-based services and applications. With much of the development and support being fulfilled by third-party service providers leveraging a global delivery model, they needed to establish a structure that would enable them to manage a challenging list of objectives: **sustain delivery of high quality services** in a 24x7 capability, **enhance value** to their sister companies and third-party commercial accounts, provide **access to a larger talent pool** in a cost-competitive location, **establish in-house capability** to protect IP, **drive continuous improvement**, and achieve a **faster rate of innovation**.

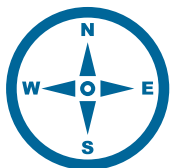
we brought
data
to support accelerated
decision-making

We were instrumental in both **defining the strategy** to establish a global delivery center and supporting our client through to **strategy execution**



Clarify objectives up front

to help our client craft guiding principles to make informed decisions throughout the process that tie back to the initial objectives



Guide the decision-making process

through **all elements involved in establishing a global** delivery center, including making decisions on set-up model, location and site selection, operating model, transition plan, and risk management process

We partnered with the client to define and validate a strong business case, from both the **financial and service delivery** standpoints



Define business case elements, investments, and timing necessary to drive an **accelerated global delivery capability set-up**, particularly in light of our client's dependence on third-party providers



Support due diligence to confirm location and site selection



Manage processes to select and contract with service providers to assist with setup details (legal, real estate, business support services and core IT and business process services)



Provide a distinctive, data-based approach that empowered the executive team to accelerate decision-making while maintaining alignment with our client's objectives, from strategy development through implementation

We built an attractive business case for establishing a global delivery center that achieved savings of more than 20%



A key component of the project was effectively organizing and harmonizing **a wide variety of stakeholders**, including several incumbent third-party service providers that were advising our client across many areas. Our **knowledge of sourcing** and **ability to bring unique insights** to deliver value helped focus everybody on achieving the business objectives

We brought a unique perspective to this challenge:

- We drove a decision-focused approach that yielded fast progress and quality results
- Our approach involved informing decisions with fact-based research that only Everest Group could provide in a timely manner
- Our intimate knowledge of sourcing enabled us to enforce discipline to focus the executive team on the key elements needed to drive progress and manage risks to deliver against the agreed-upon objectives, while simultaneously managing complex relationships with third-party service providers

Contact **Marvin Newell**, Partner, to learn more about how we can help you with your transformation challenges.
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