

## CASE STUDY

# From Offshore Partner to Owned GCC: How Falkon Data Established a 35-Person Healthcare Interoperability Center in Bengaluru

*A 5-year journey from 4 Healimpilo engineers delivering client projects to a fully independent Global Capability Center — proving the model works for healthcare software companies looking to scale offshore.*

<b>Client</b>	Falkon Data (falkondata.com)
<b>Industry</b>	Healthcare Interoperability / EHR Integration
<b>Client Profile</b>	Utah-based healthcare integration company specializing in HL7, FHIR, API, and EHR data conversion
<b>Engagement</b>	Staff Augmentation → Managed Team → GCC Transition
<b>Duration</b>	5 years (2020–2025)
<b>Journey</b>	Year 1-4: Healimpilo engineers deliver projects   Year 5: Transition to independent GCC
<b>Final Team Size</b>	35 FTE (Engineers, QA, DevOps, Product Managers)
<b>GCC Location</b>	Manyata Embassy Business Park, Bengaluru

## 01 The Client & The Strategic Decision

Falkon Data is a Utah-based healthcare interoperability company that connects the vital systems of healthcare — billing, scheduling, EHR/EMR, clinical labs, and CRMs — through HL7 messaging, FHIR APIs, and custom integrations. Their clients range from EHR vendors and health IT companies to hospitals, medical billing services, and clinical laboratories.

By 2020, Falkon Data was facing the same constraint that every growing healthcare software company eventually hits: U.S. engineering talent was expensive, hard to retain, and not scaling fast enough to meet demand. The company had 12 engineers in the U.S. and a backlog of integration projects that was growing faster than the team could hire.

The CEO, a former hospital IT director, had seen offshore engagements fail before. He wasn't interested in throwing projects over the fence to a vendor. He needed engineers who understood healthcare interoperability, could work directly with clients, and would become an extension of the Falkon Data team — not a separate contractor relationship.

### The Vision

Start with a small, high-trust offshore team. Prove the model works. Then, over time, build enough scale and capability in India that Falkon Data could establish its own Global Capability Center — owning the team, the culture, and the IP outright.

## 02 Year 1: Building Trust with a Pilot Team (2020-2021)

Falkon Data approached Healimpilo with a clear requirement: 4 engineers who could hit the ground running on HL7 and FHIR integration projects. But rather than just filling headcount, Healimpilo structured the engagement to maximize long-term success.

### What Healimpilo Did in Year 1

- Hired 4 senior engineers with prior healthcare integration experience — not fresh graduates who would need months of domain training
- Embedded them directly with Falkon Data's U.S. engineering team: daily standups, shared Slack channels, direct client exposure
- Structured work hours to overlap with U.S. Mountain Time — engineers worked 11:30 AM to 8:30 PM IST to enable real-time collaboration
- Deployed them on live client projects immediately: HL7 ADT message routing, FHIR API integrations with EHRs like AdvancedMD and MatrixCare, and clinical lab interface builds
- Established a bi-weekly architecture review where the India team presented technical designs to Falkon Data's U.S.-based CTO for feedback and alignment

### Year 1 Outcomes

- Delivered 11 client integration projects on time, with zero escalations to the U.S. team for quality issues
- India team began taking ownership of tier-2 support for existing integrations, reducing U.S. team support burden by 40%
- Falkon Data's CEO visited the Bengaluru office for a week-long immersion with the team — critical for building personal trust
- Client feedback: U.S. clients couldn't tell which engineers were offshore vs. onshore based on communication quality

#### The Proof Point

By the end of Year 1, the India team wasn't just augmenting staff — they were core contributors. Falkon Data's U.S. engineers started asking to work with the India team by name on complex projects.

## 03 Year 2-4: Scaling & Expanding Scope (2021-2024)

With trust established, Falkon Data made the decision to scale aggressively in India. The goal was no longer just cost arbitrage — it was capability expansion.

## Team Growth (Years 2-4)

- Expanded from 4 to 22 FTE over 36 months
- Added specialized roles: QA automation engineers, DevOps engineers for cloud infrastructure (AWS), and two product managers to own the India roadmap
- Introduced junior engineers and built a mentorship program — senior engineers in India began training and growing the next generation
- Opened a dedicated Falkon Data pod within Healimpilo's Bengaluru office, with branded space and direct video link to the Utah headquarters

## Scope Expansion (Years 2-4)

The India team was no longer just executing projects handed to them — they began owning entire product lines:

- Took full ownership of SimpleChime, Falkon Data's two-way SMS and patient engagement platform. The India team owned feature development, QA, deployment, and customer support.
- Built and launched a new LIMS (Laboratory Information Management System) integration product from scratch — designed, architected, and shipped by the India team with minimal U.S. involvement
- Took over maintenance of legacy integration pipelines, freeing U.S. engineers to focus on strategic partnerships and sales engineering
- Established a 24/7 support rotation for critical client integrations, with handoff protocols between India and U.S. shifts

## Year 2-4 Outcomes

- India team delivered 60% of Falkon Data's total engineering output by the end of Year 4
- Reduced median time-to-integration from 8 weeks to 4.5 weeks through reusable component libraries built by the India team
- SimpleChime platform achieved 99.8% uptime, entirely managed by the Bengaluru team
- Falkon Data's U.S. headcount stayed flat (12 engineers), while the company grew revenue by 110% — all scaling happened in India

### The Turning Point

By Year 4, the India team was no longer a 'vendor team.' They were the engineering team. Falkon Data's leadership began asking: why are we still paying Healimpilo's markup when we could own this capability directly?

## 04 Year 5: The GCC Transition (2024-2025)

In mid-2024, Falkon Data made the strategic decision to establish its own Global Capability Center in India. This wasn't a vendor switch — it was an evolution of the model Healimpilo had helped them build.

## How Healimpilo Facilitated the GCC Transition

Rather than treating this as a client loss, Healimpilo structured the transition as a managed handoff — ensuring continuity and success for both Falcon Data and the engineers.

- Co-developed the transition plan with Falcon Data's CFO and CTO, including timelines, legal entity setup in India, payroll migration, and office space requirements
- Provided full HR transition support: all 22 Healimpilo engineers were offered employment with Falcon Data India at competitive packages, with zero attrition during the transition
- Continued to manage office infrastructure for 6 months while Falcon Data set up its own Bengaluru office in Manyata Embassy Business Park
- Acted as Employer of Record (EOR) for 3 months during the legal entity registration process, ensuring uninterrupted payroll and benefits
- Provided 90-day post-transition consulting on compliance (GST, PF, PT), HR policies, and India-specific employment law

## Expanding the GCC Post-Transition

With the GCC established, Falcon Data continued to scale aggressively in India:

- Hired an additional 13 engineers directly through their own India entity, bringing the Bengaluru team to 35 FTE
- Promoted two senior engineers from the original Healimpilo team to Engineering Manager roles, owning the India hiring roadmap
- Opened a dedicated Falcon Data office with branded space, conference rooms, and direct video conferencing to Utah
- Established a biannual rotation program: India-based engineers rotate to Utah for 2-week immersions, and U.S. engineers visit Bengaluru quarterly

### What Made This Transition Work

Healimpilo didn't fight the GCC decision — it was always part of the vision. The engagement was structured from day one to build a team that could eventually be owned by Falcon Data. The trust, the documentation, the culture — it was portable by design.

## 05 Results: The 5-Year Journey in Numbers

<b>4 to 35</b> Engineers (2020 → 2025)	<b>110%</b> Revenue growth while U.S. team stayed flat	<b>60%</b> Of engineering output from India by Year 4	<b>0%</b> Attrition during GCC transition
<b>4.5 wks</b>	<b>99.8%</b>	<b>40%</b>	<b>24/7</b>

Median time-to-integration (down from 8 weeks)	SimpleChime uptime (fully India-managed)	Reduction in U.S. team support burden by Year 1	Support coverage established by Year 2
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## 06 What Made This Engagement Succeed

Most offshore engagements don't evolve into owned GCCs. Most fail before they get there. This one succeeded because both parties structured it to succeed from the beginning.

**Start Small, Prove Value Fast**  
 4 engineers in Year 1, not 20. The goal was trust, not scale. Once trust was earned through delivered projects, scaling became inevitable.

**Embed, Don't Outsource**  
 The India team was never treated as a separate vendor. They were on the same Slack, in the same standups, and exposed to the same clients as the U.S. team. Culture starts with shared context.

**Hire for Healthcare, Not Just Engineering**  
 Every engineer Healimpilo hired had prior healthcare domain knowledge — HL7, FHIR, EHR workflows. They didn't need 6 months of training to be productive. They contributed from week one.

**Build for Portability**  
 Healimpilo documented processes, standardized tooling, and built institutional knowledge that didn't depend on any single person. When Falcon Data decided to own the team, the transition was seamless because the foundation was solid.

**Treat GCC as Evolution, Not Exit**  
 The engagement was always structured with the possibility of a GCC transition in mind. Healimpilo's margin was fair but not extractive. The relationship was built on shared success, not lock-in.

*“Healimpilo didn't just give us engineers — they helped us build a team we could eventually own. The transition to our GCC was seamless because they'd been building toward that outcome from day one. That's partnership, not vendor lock-in.”*

— CEO, Falcon Data

## 07 Where Falcon Data Is Today

Falcon Data's Bengaluru GCC is now a core part of the company's global operations. The team owns SimpleChime end-to-end, manages all LIMS integrations, and drives new product development. Two of the original Healimpilo engineers from Year 1 are now Engineering Managers leading hiring and architecture decisions.

The GCC has become a competitive advantage. Falcon Data can bid on integration projects that larger competitors can't match on price, while maintaining the quality and client relationships that come from having engineers who understand healthcare deeply.

And Healimpilo? The relationship didn't end with the GCC transition. Falcon Data still partners with Healimpilo for short-term project augmentation and specialized skill sets that don't justify a full-time hire.

## Ready to Build Your Own India Capability?

Whether you want to start with 4 engineers or you're ready to build toward your own GCC, Healimpilo structures engagements for long-term success — not vendor lock-in.

**Contact us: [info@healimpilo.com](mailto:info@healimpilo.com) | [www.healimpilo.com](http://www.healimpilo.com)**