

AGENDA

The Build vs. Buy Inflection Point: Owning Capability in Life Sciences & Healthcare

Virtual Council

SPEAKERS



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Managing Director -
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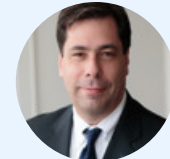
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CIO, CTO & CISO
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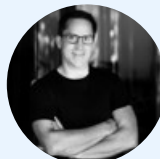
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THE BUILD VS. BUY INFLECTION POINT: OWNING CAPABILITY IN LIFE SCIENCES & HEALTHCARE



April 23, 2026

1:00 PM-2:15 PM

Eastern Time

At what point does outsourcing stop working, and when does it make sense to build and own global capability? Leadership teams across healthcare and life sciences companies are reaching a critical structural shift where reliance on external vendors creates innovation velocity constraints and limits control over scale.

This is where a new model is emerging: **Global Capability Centres (GCCs)** – fully owned teams and global capabilities that operate as an integral part of the enterprise, not a third-party vendor.

In this exclusive CXO session, we break down:

- Why traditional sourcing models are hitting their limits (margin compression, talent wars, control gaps).
- What a GCC is and how it works in healthcare and life sciences context.
- Why AI-driven automation and regulatory complexity make owning a GCC an urgent strategic imperative.
- How leading organizations are reducing operational and innovation costs by up to 40%
- How data timelines and regulatory Workflows are being accelerated by 20-25%
- What it takes to build AI-ready, compliant, and scalable global teams

Join your peers for a candid discussion, driven by industry leaders who have built and scaled GCCs for leading global enterprises, on what drives the shift from outsourcing to owning internal capabilities, and how to navigate board-level concerns while building a compelling business case. The conversation will explore real-world metrics, from time to value and cost trajectories to scaling outcomes, alongside the leadership mindset required to become AI-ready, balancing automation with human oversight in regulated environments.

CHAIR



Ilya Alper
Member
Chief Architect
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PANELISTS



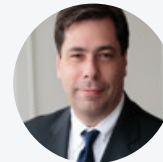
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