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Technologies to shape up next phase of growth for MedTech GCCs in India

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Evolution of MedTech GCCs reflects a much larger transformation taking place across the healthcare industry



Not too long ago, Global Capability Centres (GCCs) in India's MedTech sector were largely seen as operational support hubs. Their role revolved around engineering services, IT, finance, procurement and other back-end functions, while product innovation and strategic decision-making remained with global headquarters.

That picture has changed considerably.

Healthcare is becoming increasingly connected, software-driven and data-centric. Medical devices are no longer just devices; they are smart systems that can provide real-time data, connect with the hospital information system and assist with clinical decision-making. With the industry's evolution, expectations from the GCCs have also evolved. Today, India-based teams are making a significant impact in software development, healthcare solutions powered by AI, cybersecurity, digital product development, and regulatory affairs; industries where innovation is critical.

This transformation reflects a broader shift across India's GCC ecosystem. According to Zinnov and NASSCOM, India is home to more than 1,760 GCCs employing nearly 1.9 million professionals, with engineering, R&D and digital capabilities driving much of this growth. What began as a cost optimisation strategy has evolved into a model centred on innovation, product ownership and sustained business value.

For the MedTech industry, this transition comes at a crucial time. Healthcare organisations around the world are facing a challenge to provide better care to patients, manage staffing shortages and push digital transformation at a faster pace, all while being expected to do so with greater efficiency. Organisations are increasingly turning to India's MedTech GCCs to address these challenges by creating technologies that can aid clinical decision-making, deliver quicker and more accurate diagnoses, boost workflow efficiency, support remote patient monitoring, and enable more personalised care. Beyond their operational support, they have become valuable assets in improving healthcare delivery and patient outcomes.

India's Growing Position of Strength

In addition to cost competitiveness, India's significance in the MedTech-GCC ecosystem is on the rise. Its greatest asset is a large pool of multidisciplinary talent. Thousands of engineers, software, data scientists and life sciences graduates enter the workforce every year, providing MedTech companies with embedded systems, cloud, AI and cybersecurity expertise.

Equally important is the ecosystem that has developed around these capabilities. Cities such as Bengaluru, Hyderabad, Pune and Chennai have become centres where global companies, startups, research institutions and healthcare providers collaborate on emerging technologies. This enables GCCs to participate in every stage of product development rather than supporting isolated functions.

The trend is evident across the life sciences sector as well. According to EY, 23 of the world's top 50 life sciences companies now operate GCCs in India, with many centres handling digital engineering, regulatory affairs, medical affairs and product

lifecycle management. Increasingly, these GCCs are functioning as strategic extensions of global headquarters rather than satellite support offices.

Innovation Is Becoming a Shared Responsibility

Perhaps the biggest change is not what GCCs do, but the level of ownership they now carry.

India's engineering teams have become more involved in the product lifecycle process, ranging from software architecture and product engineering to patient monitoring, diagnostic imaging, connected care devices, clinical decision-support systems and more, and all of these are digitally driven medical products. With the increased software-centric and interconnected nature of medical devices, there is further expected growth in the contribution of GCCs in medical device software development.

Companies are already investing in this direction. Roche has expanded its Digital Centre of Excellence in Pune, while Olympus has partnered with HCLTech to establish a dedicated MedTech innovation centre focused on engineering and product development. These investments underline a growing confidence in India's ability to contribute to global innovation, not just execution.

Opportunities and Challenges Ahead

The next phase of growth for MedTech GCCs will be shaped by technologies that are redefining healthcare delivery. Artificial intelligence is already improving diagnostic accuracy, automating routine workflows and enabling predictive maintenance of medical equipment. At the same time, the growing adoption of connected healthcare is creating demand for expertise in cloud platforms, the Internet of Medical Things (IoMT), remote patient monitoring and cybersecurity.

These trends present a significant opportunity for India's MedTech GCCs. Leveraging strengths in software engineering, AI and data analytics, they are advancing innovations such as AI-assisted diagnostics, remote patient monitoring, digital therapeutics and interoperable healthcare solutions. These technologies are improving clinical decision-making, enhancing care delivery, expanding access to healthcare and supporting better patient outcomes. At the same time, collaborations with health-tech startups, research institutions and academia are strengthening India's domestic innovation ecosystem while accelerating global healthcare innovation.

However, the opportunities are matched by equally complex challenges.

One of the biggest challenges is the availability of skilled personnel. While India has no shortage of engineers, MedTech requires professionals who understand both technology and healthcare. Developing software for medical devices demands expertise in clinical workflows, patient safety, quality systems, cybersecurity and global regulatory standards, along with a deeper understanding of patient journeys, care pathways and healthcare delivery challenges. This enables teams to develop solutions that are more intuitive, accessible and aligned with real-world patient and clinician needs. As a result, many organisations are investing in upskilling their workforce and building multidisciplinary teams that bring together engineering, regulatory and healthcare expertise.

Cybersecurity is another growing priority. Connected medical devices process large volumes of sensitive patient data, making security an integral part of product development rather than a standalone IT function. As hospitals become increasingly digital, ensuring compliance with evolving cybersecurity standards has become critical for both patient safety and regulatory approval.

Another notable shift is the growing emphasis on product ownership. Earlier, success was measured by operational efficiency and timely project delivery. Today, GCCs are expected to contribute to product strategy, generate intellectual property and lead innovation programmes. This requires close collaboration across engineering, product management, regulatory and clinical teams, along with a deeper understanding of patient journeys and care pathways. Such an approach ensures that innovations are designed not only to meet technical and regulatory requirements but also to improve patient experiences, clinical outcomes and the overall quality of care.

Looking Ahead

The evolution of MedTech GCCs reflects a much larger transformation taking place across the healthcare industry. As connected care, personalised medicine and digital health become more mainstream, innovation is no longer confined to a company's headquarters. It is happening wherever the right mix of talent, technology and domain expertise exists.

India has steadily built that foundation. Its GCCs are moving beyond execution to become centres where products are designed, digital platforms are developed, and healthcare solutions are shaped. By combining deep technology expertise with

a growing understanding of clinical needs, care pathways and patient journeys, these centres are increasingly influencing how healthcare innovations are conceived, developed and delivered. The opportunity now is not simply to support innovation but to help define the future of healthcare.

The true success of MedTech GCCs, however, will not be measured by the number of centres established or the size of their workforce. More importantly, it will depend on how effectively the innovations they develop address real-world healthcare challenges, improve patient outcomes, simplify clinical workflows and create measurable value for patients, caregivers and healthcare providers. Organisations that continue investing in specialised personnel, stronger industry collaborations and a culture of innovation will be better positioned to lead the next phase of MedTech transformation.

For global MedTech companies, India's value proposition has evolved well beyond operational excellence. As healthcare becomes increasingly connected, intelligent and patient-centric, India's MedTech GCCs are uniquely positioned to shape innovations that combine deep technology expertise with a strong understanding of clinical needs, care pathways and patient journeys. In doing so, they have the potential to improve the quality, accessibility and outcomes of care for millions of patients while helping redefine the future of healthcare innovation.

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