Benefits Enrollment (Enterprise HR)

Executive Summary

I led the transformation of a US-based benefits enrollment platform into a global solution supporting international employees across multiple countries, currencies, languages, and regulatory environments.

Starting as a team of one, I defined the product strategy, scoped and launched an MVP in three priority countries, and scaled the organization from two engineering managers to five teams and 40 engineers while introducing agile delivery practices.

The platform was adopted by 50k+ international employees, achieved near-100% completion rates, exceeded initial product coverage goals, and continued to be supported years after the original US product was sunset.

Context

The Enterprise HR organization operated an insurance exchange that allowed employees to select a bundle of insurance products based on a fixed employer contribution. An intuitive enrollment experience simplified decision-making for employees, while a robust administrative platform supported reporting to employers and payers.

I was hired to extend this core platform into a global benefits solution capable of unlocking a $100M+ market opportunity by supporting international insurance products, currencies, languages, and regulatory requirements. Development was conducted in partnership with consultants who provided regional subject-matter expertise and go-to-market support.

Strategy

I began as a team of one in 2014, researching target countries and compiling requirements across insurance data, localization, and regulatory constraints. This work informed a gap analysis between the existing platform and global operating needs, including:

- A mobile-first, white-labeled user interface adaptable to any language
- Support for multiple currencies and localized transactions
- Country-specific insurance product configurations

Using this analysis, I defined the product strategy and scoped an MVP launch across three priority countries, selected based on market size and existing company presence. I also outlined future phases and established success metrics, including product usage and completion rates.

Execution

Delivery was organized around several major milestones:

- Designing and iterating on a mobile-first, white-labeled enrollment experience, refined through user interviews and testing with global stakeholders
- Evaluating, selecting, and launching a language management platform
- Creating dozens of country-specific insurance products within the administrative system
- Developing standardized reporting to support employers and consultants
- Training operational teams globally on implementation and member support
- Creating launch and marketing materials in partnership with go-to-market teams

In parallel, I built and scaled the delivery organization. Working with leadership, I grew the engineering function from two engineering managers to five teams and 40 engineers, with five product managers reporting to me.

Our team also piloted agile scrum practices, replacing existing kanban and waterfall approaches. Despite early resistance, the increased speed, predictability, and transparency of delivery drove broader adoption, and I later served as a subject-matter expert and trainer as agile expanded across the organization.

Outcomes

The global benefits enrollment platform was launched and adopted by over 50k international employees within the first two years. The number of supported insurance products exceeded initial targets, and employee completion rates remained near 100% throughout the rollout.

As of 2024, the platform was still supported, even after the US product was sunset in 2022.