

# Scaling Biometric Teams in Emerging Regions: Lessons from Armenia



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# Introduction

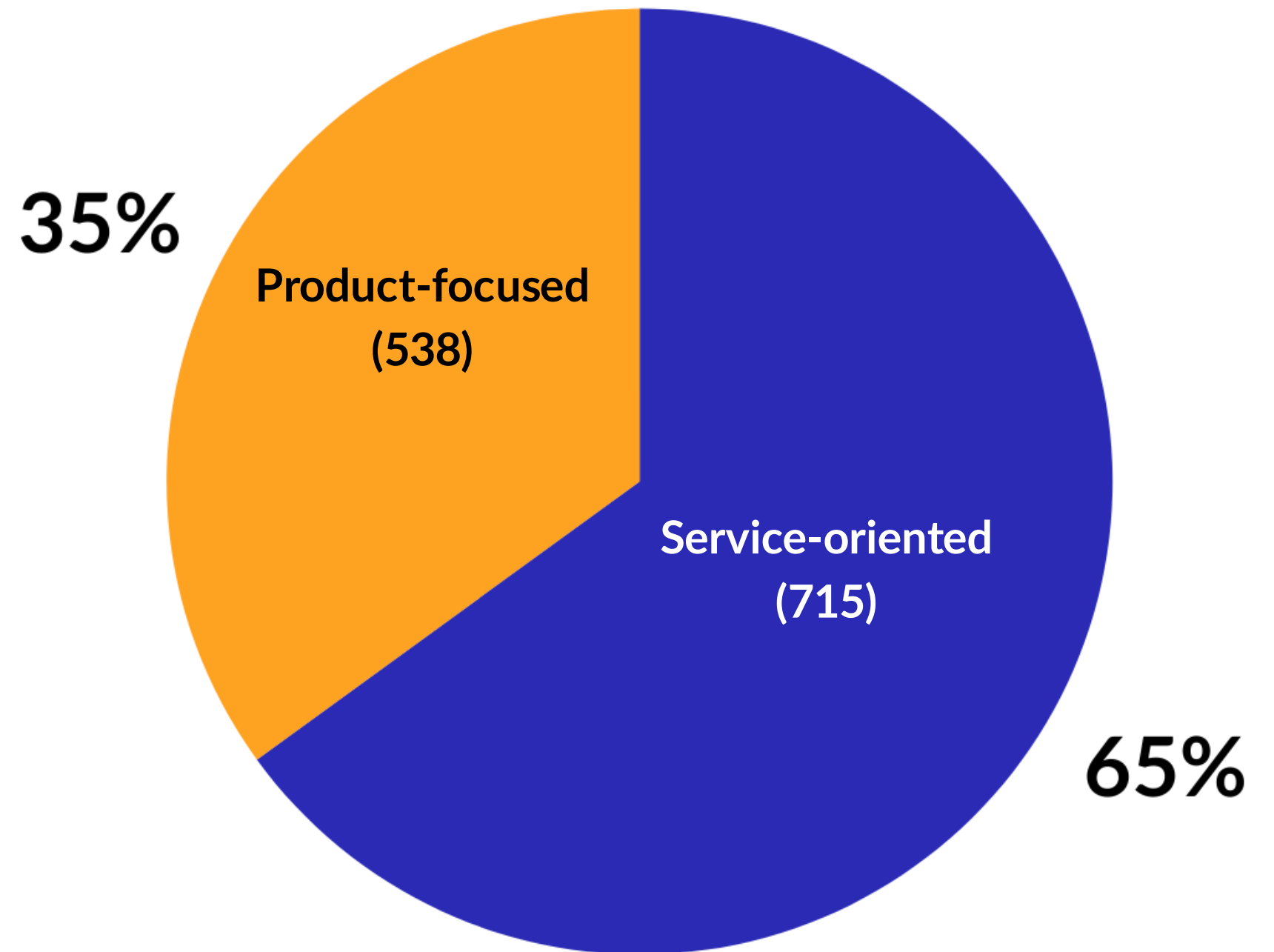
The main objectives of the topic:

- 01 Scaling biometric teams while preserving quality and compliance
- 02 Extending delivery models beyond traditional hubs
- 03 Evaluating emerging regions as governed extensions of centralized operations
- 04 Enabling efficient scale through structure, governance, and development models

# Armenian Tech Ecosystem

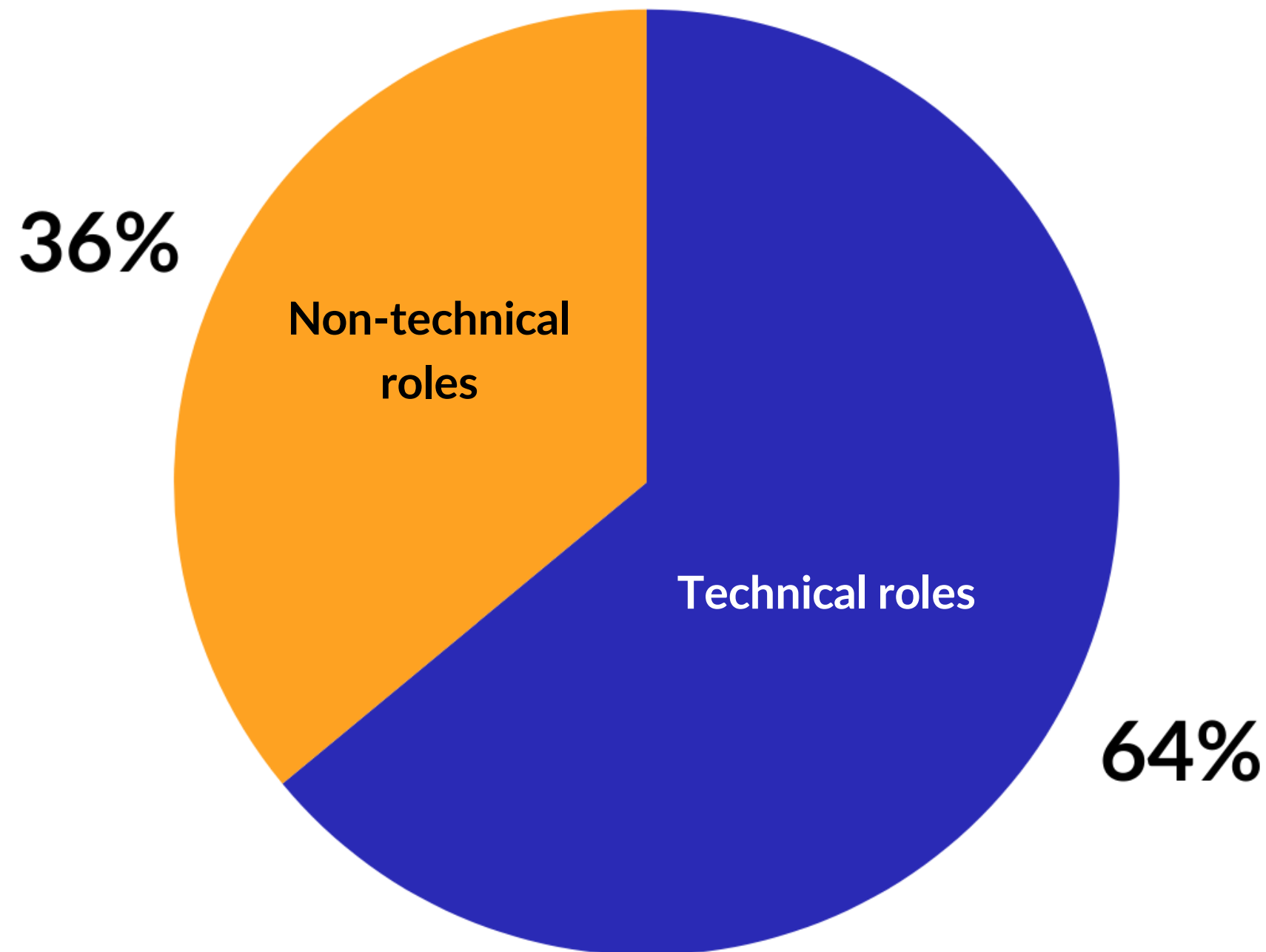
## Distribution of Active Armenian Tech Companies by Operating Model

- Around 1253 Active IT Companies
- Approximately 58,700 professionals
- Companies span a wide range of industries and operating models



# Armenian Tech Ecosystem

## Workforce Composition



64% of professionals are engaged in **technical roles**

36% support **non-technical functions**

*This distribution highlights **sustained demand** for programming, engineering and analytical roles required to support complex, delivery-driven work.*

# Centralized Biometric Operations: Starting Point



Biometric operations initially evolved within a **centralized model**



Activities were **primarily based in Yerevan**, where technical education, infrastructure, and experienced professionals were concentrated



**This phase enabled** stabilization of governance, maturation of quality oversight, establishment of operational discipline

# Key Observations from Centralized Delivery

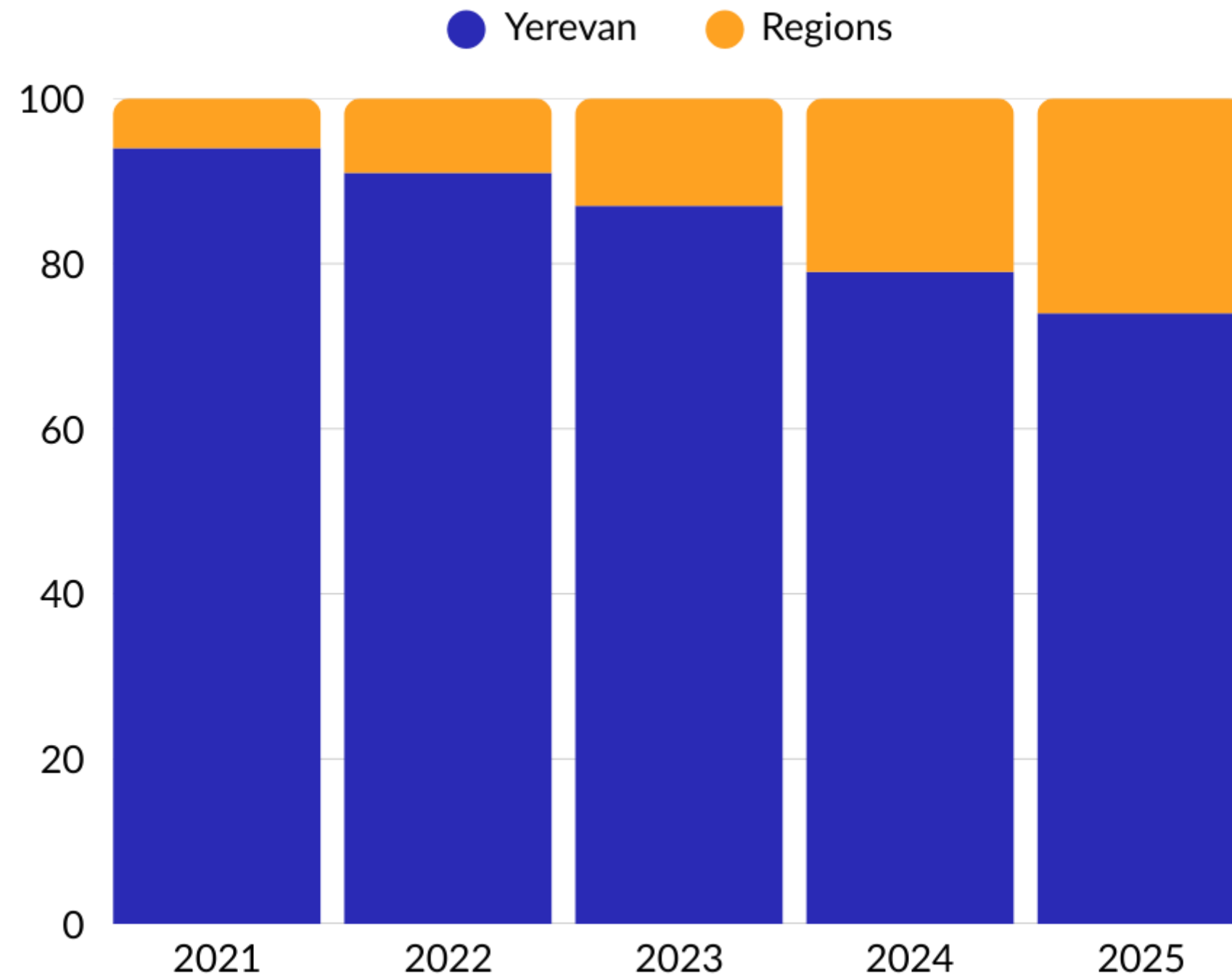
Experience gained through this model highlighted 2 important observations

**01** Armenia's STEM and IT education systems consistently produce graduates with strong analytical foundations

**02** Academic curricula do not address all competencies required for regulated biometric programming

*Bridging this gap requires structured, practice-based development within an organizational setting*

# Geographic Distribution of Tech Professionals Over Time



- Redistribution occurred gradually between 2021 and 2025
- No sudden or disruptive shift was observed
- Regional participation increased incrementally as ecosystems matured

# From Observation to Question

These trends led to a critical question:



Can the same structured adaptation and training models proven in the capital **be extended to regional settings** while preserving standards, governance, and quality?

*This question became the foundation for systematic regional evaluation.*

# Identifying Regional Potential Beyond the Capital

01 Talent availability

02 Learning capacity

03 Infrastructure readiness

04 Retention dynamics

*Regions were not assumed to be “ready by default.”*

*Readiness was assessed through data and defined criteria.*

# Why Vanadzor?

Vanadzor emerged as a strong candidate due to:

## Presence of:

- National Polytechnic University branch
- Vanadzor State University

## Graduates in:

- Statistics
- Programming
- Mathematics and other STEM fields

## Observed preference among:

- Graduates to remain in the region if comparable roles existed



# Case Study: Vanadzor as a Regional Extension

Beyond academic foundations, Vanadzor demonstrated sufficient talent density, infrastructure readiness, and long-term workforce potential.

Structured training aligned with existing biometric standards

Selection based on analytical capability and learning potential

Phased onboarding with close mentorship and early quality monitoring

Full integration into existing delivery, QA, and governance structures

# Implementing the Self-Reinforcing Loop Mentorship Model in Vanadzor



The model is designed to bridge **the gap** between strong academic preparation and the additional competencies required for clinical research delivery

# Conclusion



Quality is driven by **governance and development models**, not location

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Biometric **teams can be distributed without compromising quality** when:

- Centralized governance is preserved
  - Development is structured and mentorship-driven
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The Vanadzor case illustrates how operating discipline allows **consistency across locations**

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Effective workforce development is **organization-dependent**, not location-dependent



# Thank You!

*Let's keep in touch!*



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