

Boosting Your Business by Integrating Startups

Integrating innovative solutions into traditional business models is challenging. marenas consulting is experienced in managing highly complex integration processes through sustainably orchestrating business, IT and people. We enable your organization to survive in disruptive markets.



Julia von Bartenwerffer | Volker Wefelmeier | November 2019

Integrating innovations. The insurance industry is challenged by innovative InsurTech startups in all core areas of its value creation. They operate in areas such as insurance policies, consumer claim management, insurance comparison and data analysis. Established insurers need to become innovators themselves by

- ① forming internal **innovation labs**,
- ② creating **startup spinoffs**, or
- ③ acquiring an **existing InsurTech startup**.

All options may be considered to introduce an innovative mindset and establish agile working methods. But these efforts come with their own challenges.

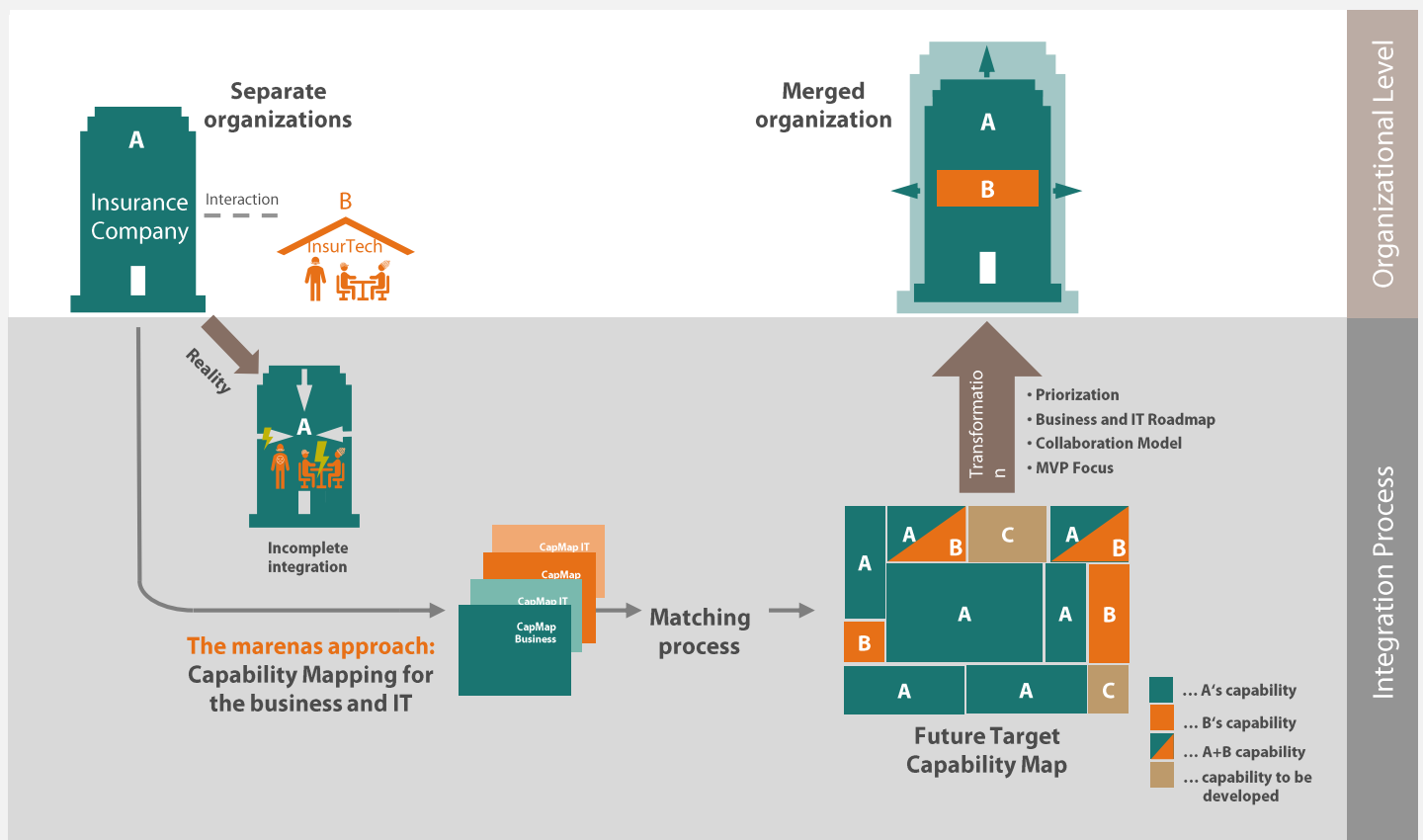
Internal innovation labs may struggle under the pressure to incorporate solutions organization-wide because they do not have the scope or standing within their company. A smooth integration of spinoffs or acquired startups into mature and to-this-date successful business models requires an ingrained ability to adapt and change. Overdrawn or even unrealistic ex-

pectations of a successful integration put further pressure on the process. This may lead to frustration, fluctuation, over exceeded budgets, loss of value-creating efficiency, reduced operational flexibility or even integration failure.

marenas and successful integration processes. Our goal is a holistic approach that leads to a fast-track integration for all affected success factors: people, business and IT. This ensures survival on a disruptive market and long-term business success. We are experts in managing integration in highly complex environments and IT landscapes and steer projects worth 1.65 billion euros. We raise awareness for all entities in the organization and drive long-term market-oriented results.

Capability Mapping is our instrument of choice to determine your business capabilities and identify gaps in your IT landscape. This enables us to derive the roadmap for your integration process and prioritize capability building. This approach empowers organizations to change and adapt quickly to market shifts and makes successive integration endeavors easier.

Merging startups with your organization

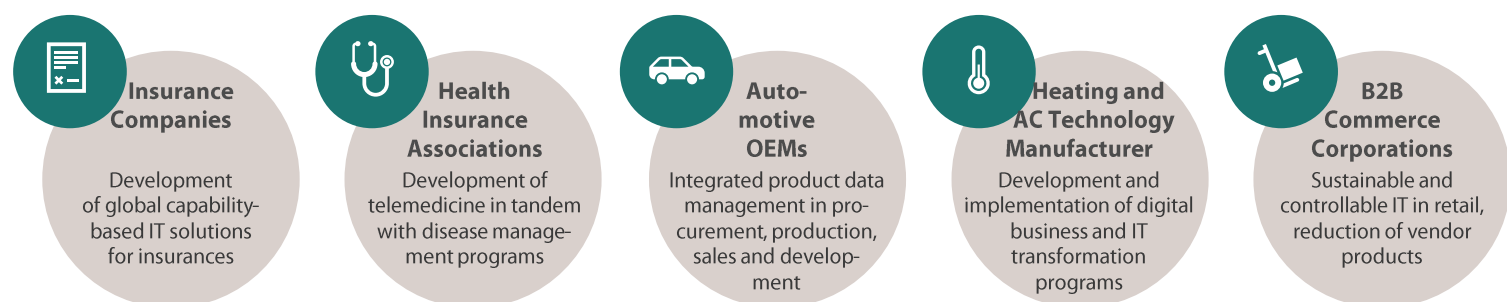


The marenas approach

Our approach to a successful integration of startups, innovation labs or startup spinoffs follows certain steps:

- **Business Model Matching** – Capability Maps provide an overview of your own business model and the entity's model. They help determine capability gaps, i.e. gaps on either side, redundancies or capabilities to be developed. The resulting target Capability Map is the strategic basis for the integration of acquired entities and includes both value-adding and supporting capabilities.
- **Aligning IT Landscapes** – Based on the target Capability Map, marenas determines how the future IT landscape of the merged organization must look like. Synergies, redundancies and gaps are shown and addressed.
- **Approach and Roadmap** – Based on your strategic goals, cost and benefit drivers, we prioritize the areas with the most urgent need for action and specify a roadmap and approach for the successful implementation for both business and IT.

- **Collaboration Model** – As an expert for the interface between business and IT, marenas designs collaboration models and thus ensures successful and low-friction cooperation (e.g. by integrating agile methods in classic environments).
- **Inherent Change Approach** – Team members, experts and relevant stakeholders are actively involved right at the beginning to increase acceptance and avoid silo thinking.
- **Culture and Mindset** – People are integral facilitators of change. We raise awareness and prioritize topics on culture and mindset to ensure long-term acceptance within people involved and affected by the integration process.
- **We walk our talk** – We also use capability management to ensure continuous growth for marenas. By constantly adapting and optimizing our own Capability Map we meet organizational demands as well as react to market changes. We act as role models of what we recommend.



Founded in 2008

Managing directors:
Dr. Bernd Geier
Dr. Sinan Perin



Employees: 50

Team
gender diversity
(m/f): 45/55%
12 cultures



Clients

Globally operating corporations
International mid-sized companies

SYSTEMIC CONSULTING APPROACH

Orchestrating business, people and IT in complex environments.

OUR TEAM

Highly-qualified engineers, computer scientists, MBAs, cultural and natural scientists as well as psychologists, trainers and coaches.

CONSULTING EXPERIENCE

Passionate consultants with internal careers and from top consulting companies (McKinsey, Accenture, Capgemini, IMB, Q_Perior, PwC and Arthur D. Little), experienced partners with CIO backgrounds and, most of all, our experts have many years of experience in the management of leading large and medium-sized companies.



Total Project Volume

In 2018/19
steered IT
projects:
€ 1.65 bn



Project Locations

in 2018/19
AUT, ESP, FRA, GER,
ITA, JPN, KWT, POR,
RUS, SUI, SVK, SWE,
TZA, USA



Industries

Automotive, Insurances,
Life Sciences, Travel
Transport Logistics,
Construction Materials,
Commerce

PARTNERS

We draw from the expertise of our extensive partner and cooperation network and thus cover various industries.



As management consultants we develop sustainable IT-based solutions with our clients and partners in highly complex environments internationally and within various industries. marenas consulting was founded 2008 in Munich and today works with large globally operating corporations and medium-sized companies.

For additional information on methods, projects, clients and the marenas team: www.marenas-consulting.com

Contact us to discuss your next steps!



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