



2026 **WORKPLACE** **BENEFITS** CONFERENCE

Driving Growth, Evolution, and Innovation

Build, Buy, or Partner? Making Market Moves That Matter





Andrew Frend

President

CRC Benefits



Scott Martinelli

Vice President of Employee Benefits

Alliant Insurance Services

Every organization reaches an inflection point.

Growth demands change —
But the wrong move can be as costly as doing nothing.

The real question isn't if we act, but how
and making intentional choices along the way.

How do you choose the best path forward?

Be abundantly clear on strategy

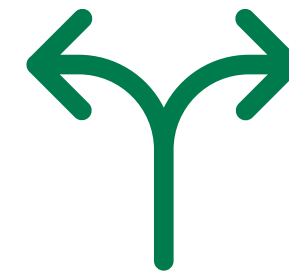
- What problem are we solving?
- What capabilities do we need?
- Strategically different or not?
- Do we have a right to win?



Build

Buy

Partner



Decision Points

Speed to market

Proof of concept

Cost vs. ROI

Sustainability

Exit strategy

Looking Back to Move Forward

- What worked
- What didn't
- What surprised us
- What we'd do differently

Reinforce

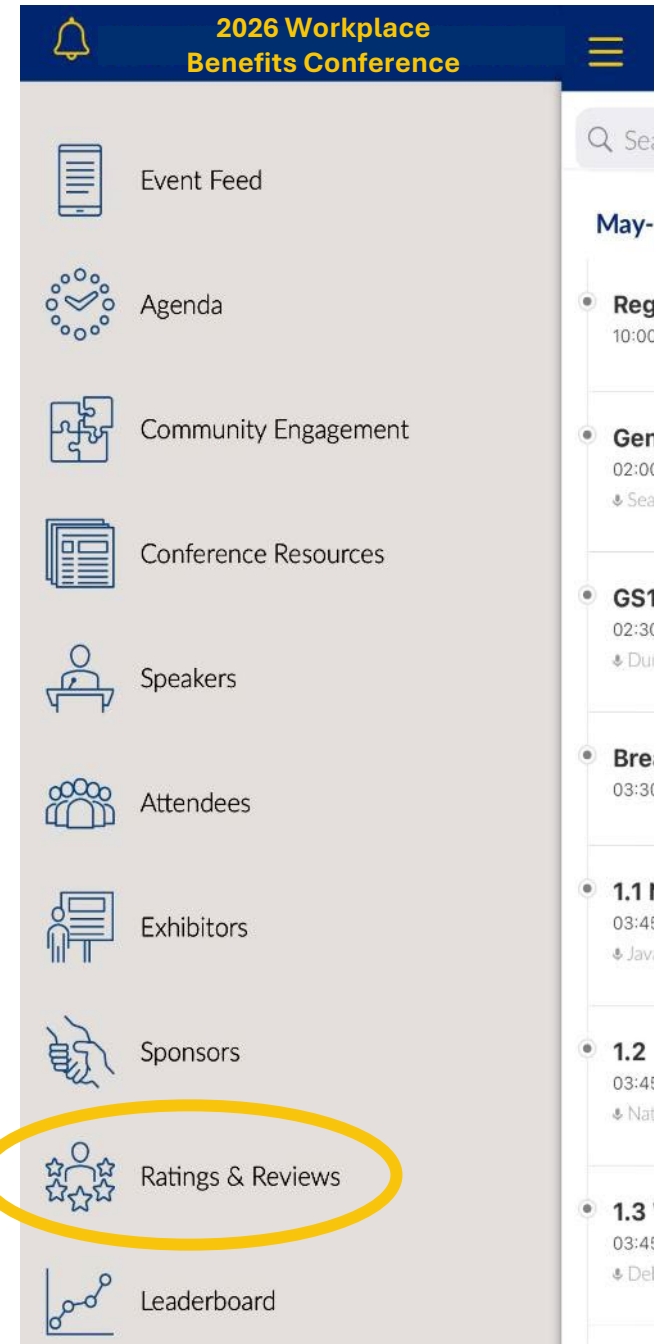
- Define success
- Outside in vs. inside out
- Stakeholder involvement
- Do not be afraid to fail



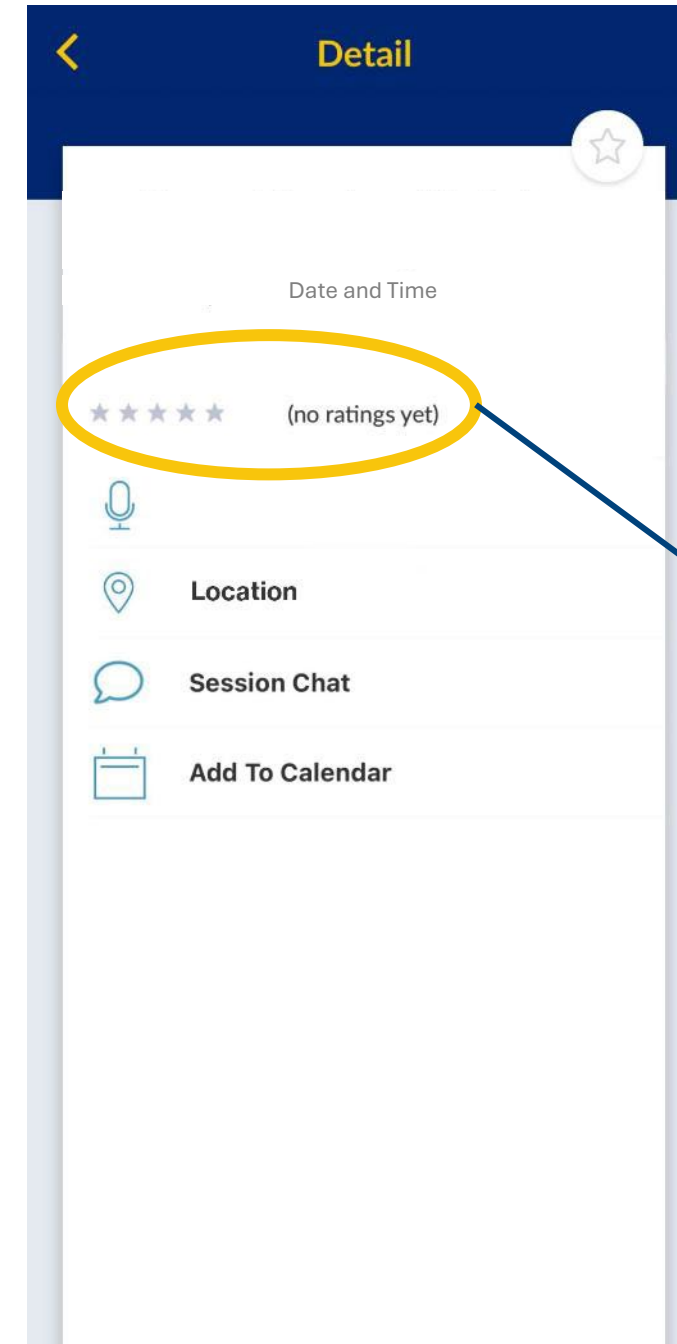
Open Q&A

We Value Your Feedback — Share It in the Conference App

Module Option



Agenda Option



Thank You



Navigate With Confidence

