



# New Business Scalability Audit

Playbook & Client Example

March 2026



# Agenda

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- Anding Approach
- Client Example
- Outcomes and next steps
- About Anding & Co.

# 4-week new business audit ensures successful scaling, by identifying and solving potentials roadblocks

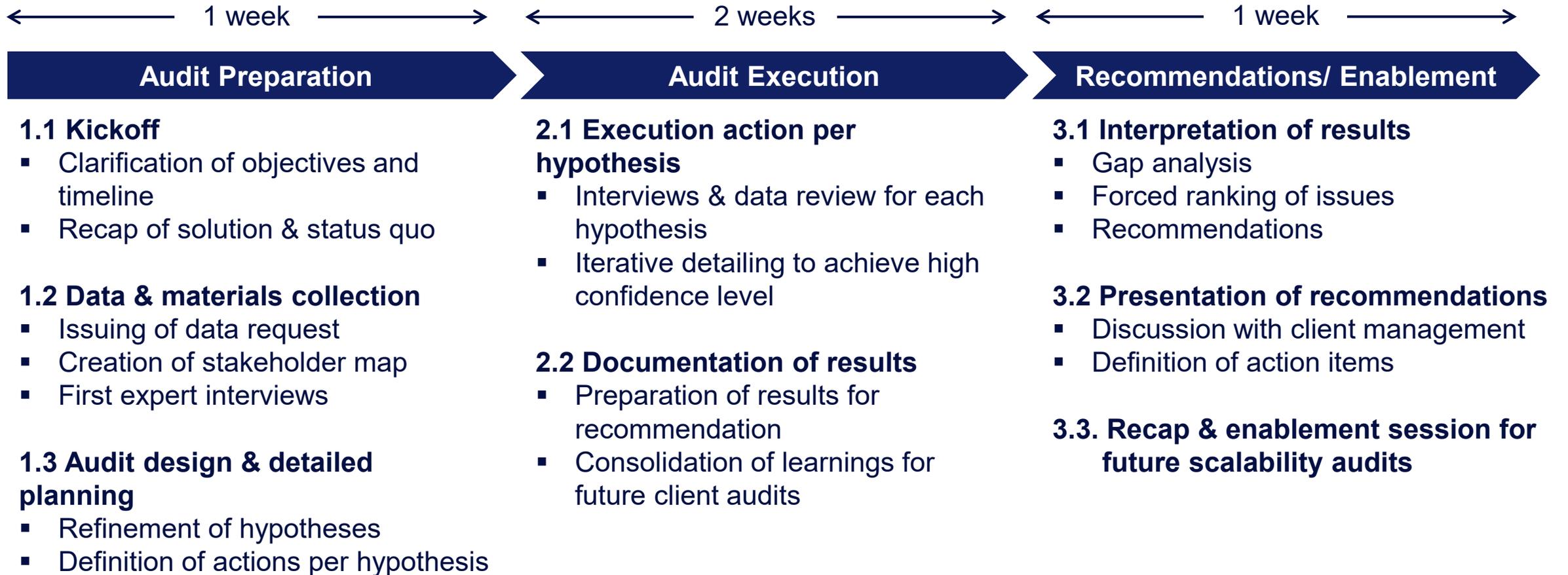
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- Many companies have developed and invested into a **portfolio of new businesses**, many of which are still **struggling to move from MVP to a scaling venture** with tangible momentum
- The **root cause** lies in one or more **aspects of the business model**, e.g. **value creation** for company and customers, **technical** ability, **data** security, **team** skill & will, adherence to regulation, ...
- With a very **structured, thorough and quick scalability audit**, we create transparency on those aspects that are either already **set up for scaling success** (“green”), need further **improvement** (“yellow”) or are a **major roadblock** to growth (“red”)
- Leveraging **our expertise in building new businesses** across industries as well as our expert network, we can effectively and reliably **prioritize need for action** and support in outlining a **100-day improvement plan** to get the venture on a scalability track
- The audit follows a **clear, repeatable project blueprint** and runs for **4 weeks** with a staffing of **100% Consultant, 50% Project Lead and 20% Partner** capacity



# New business audit consists of three steps: Preparation, execution, and recommendation/ future enablement

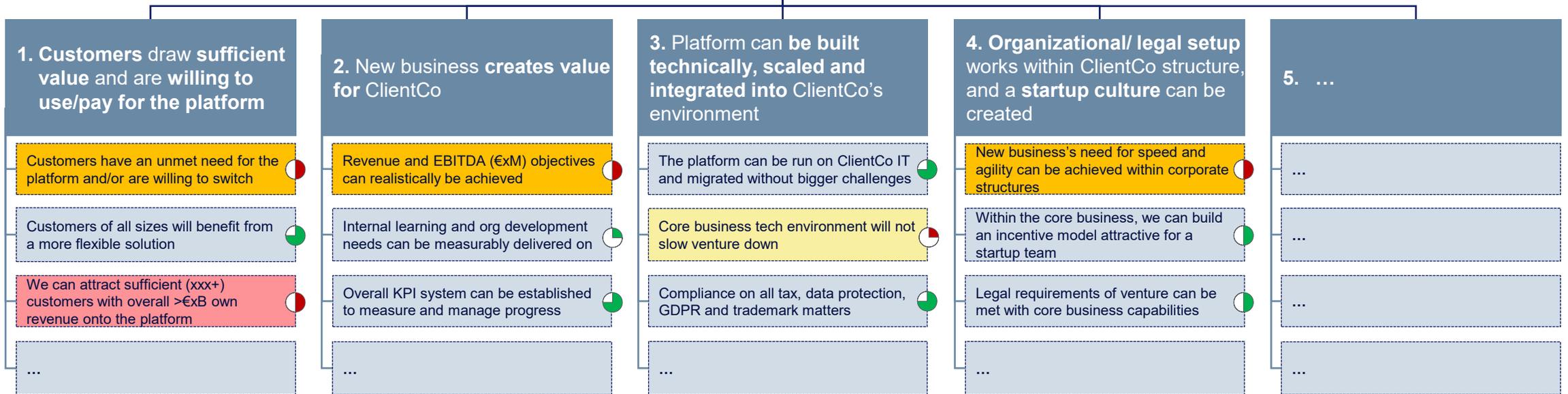
SIMPLIFIED OVERVIEW



# Hypothesis tree framework guides our focus on key scaling problems and the main analyses to crack them accordingly

SIMPLIFIED ILLUSTRATIVE CLIENT EXAMPLE

New business is a viable and scalable model with significant value potential for ClientCo and its customers



**Validation status:**

● We believe in this   ● We don't (yet) believe in this   Level of confidence: ○ ◐ ◑ ◒ ◓

Non-Issue	Critical Challenge
Watch Out	Potential Show Stopper

Source: Anding & Co. analysis

Anding & Company 2026 – These materials have been prepared by Anding solely for the use of our client and are not to be relayed on to any third party without Anding's written consent.



# To validate the hypotheses, we analyze data and synthesize information from a variety of internal and external sources

SIMPLIFIED ILLUSTRATIVE

	Internal Sources			External Sources		
<b>Inputs</b>	<p><b>Interviews</b></p> <p>with key stakeholders and subject matter experts</p>	<p><b>Documents</b></p> <p>detailing the new business and product offerings</p>	<p><b>Other...</b></p>	<p><b>Interviews</b></p> <p>with Anding partner network and industry experts</p>	<p><b>Publications and databases</b></p> <p>relevant for specific hypothesis</p>	<p><b>Other...</b></p>
<b>Examples</b>	<ul style="list-style-type: none"> <li>▪ Innovation Mgmt.</li> <li>▪ Business Dev.</li> <li>▪ Regional Sales</li> <li>▪ IT Dev. &amp; Infra</li> <li>▪ ...</li> </ul>	<ul style="list-style-type: none"> <li>▪ Product overviews</li> <li>▪ Price lists</li> <li>▪ Process maps</li> <li>▪ Business cases</li> <li>▪ ...</li> </ul>	<ul style="list-style-type: none"> <li>▪ ...</li> </ul>	<ul style="list-style-type: none"> <li>▪ Senior Advisor Tech &amp; AI</li> <li>▪ Senior Advisor HR</li> <li>▪ Account Exec. Google</li> <li>▪ MD Logistics comp.</li> <li>▪ ...</li> </ul>	<ul style="list-style-type: none"> <li>▪ Benchmarks</li> <li>▪ Technical libraries</li> <li>▪ Market studies</li> <li>▪ Statistical databases</li> <li>▪ ...</li> </ul>	<ul style="list-style-type: none"> <li>▪ ...</li> </ul>



Source: Anding & Co. analysis

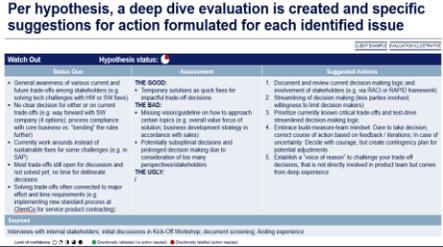
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# Detailed audit results document status quo and highlight need for action to remove key scalability roadblocks

## Hypothesis tree



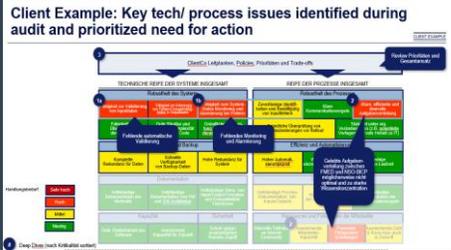
## Hypothesis summary



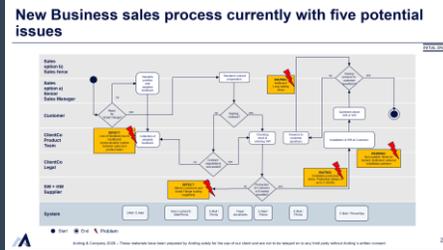
## Value Canvas



## Tech & process heat map



## Workflow gap analysis



## Recommendations



# An effective audit results from a structured working mode between our client and us

ILLUSTRATIVE CLIENT EXAMPLE



## Client

- **Provide expertise** for client solution use cases from various comparable client projects
- **Involve the right Anding advisors** for technical / legal assessment
- **Provide cross industry access** to map client against international best practices
- **Bring right** (partly proprietary) **methodology** to deliver desired results and enable client team
- **Do heavy lifting** on research, interviews, workshops, analysis and results documentation
- **Challenge and train team** regarding the key business model elements, specifically economic value of identified use cases
- **Provide seamless documentation of process** and set basis for client to scale solution

- **Set us up for success** with the right documentation and insights, aiding our quick understanding of the point of departure
- **Give guidance** on use cases, solution requirements and limitations, aspirations and vision
- **Provide all data and access** necessary for our assessment (e.g. stakeholder map, code documentation)
- **Provide contact details for identified stakeholders** for interview sessions
- **Give feedback** on work delivered, understanding of use cases and direction proposed
- **Work with us** to ensure effective transfer of knowledge and finally enable/ train client for future audits with help of dedicated resource for support (30% allocation)

Source: Anding & Co. analysis

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# ClientCo's audit had three objectives

CLIENT EXAMPLE

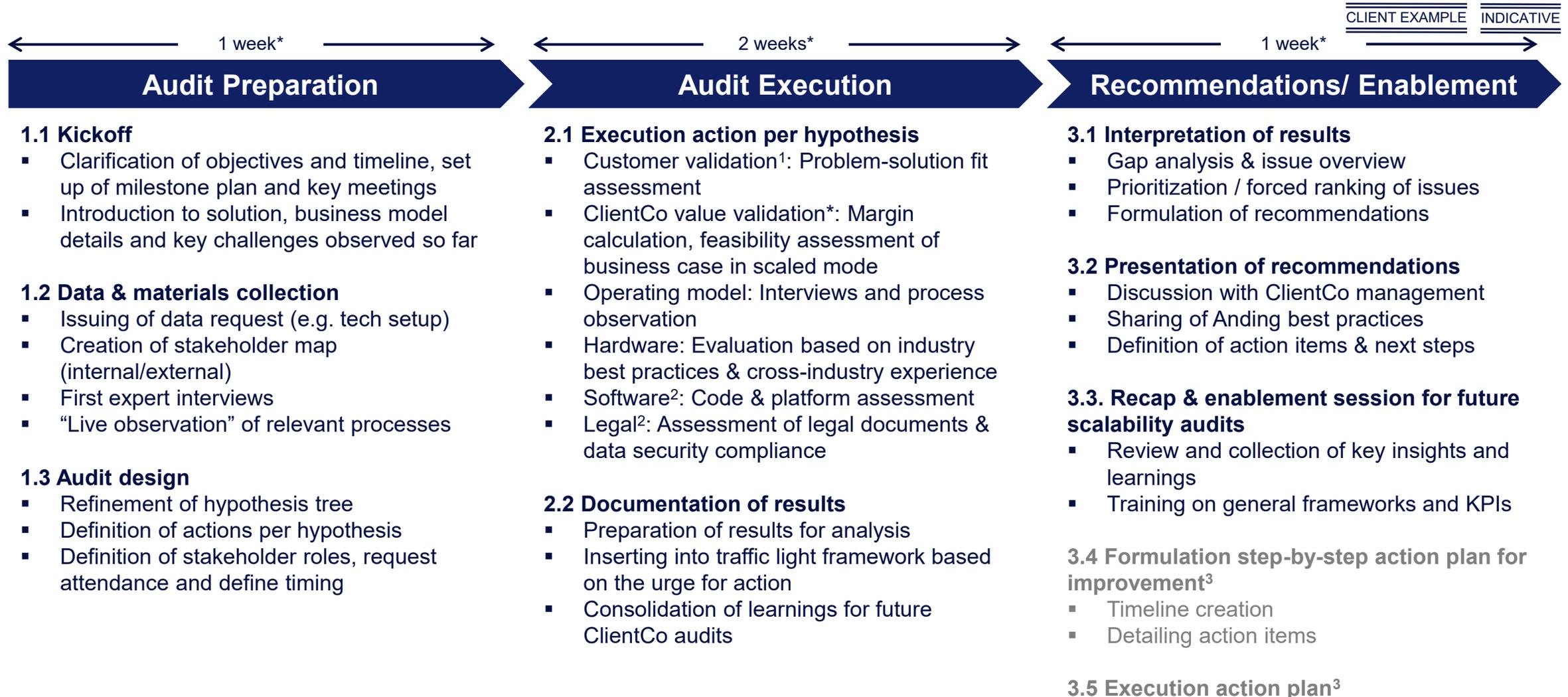
Identify potential shortcomings & barriers to scale

Suggest actions for identified shortcomings

Derive learnings to enable ClientCo for future audits



# The audit for ClientCo consisted of three steps: Preparation, execution, recommendation/ future enablement



Source: Anding & Co. analysis; <sup>1</sup>We recommend to include these two steps to verify overall business case; <sup>2</sup>Involvement of expert partners; <sup>3</sup>Potential scope for further Anding support, tbd after audit  
 \*Dependent on information/expert availability on ClientCo side

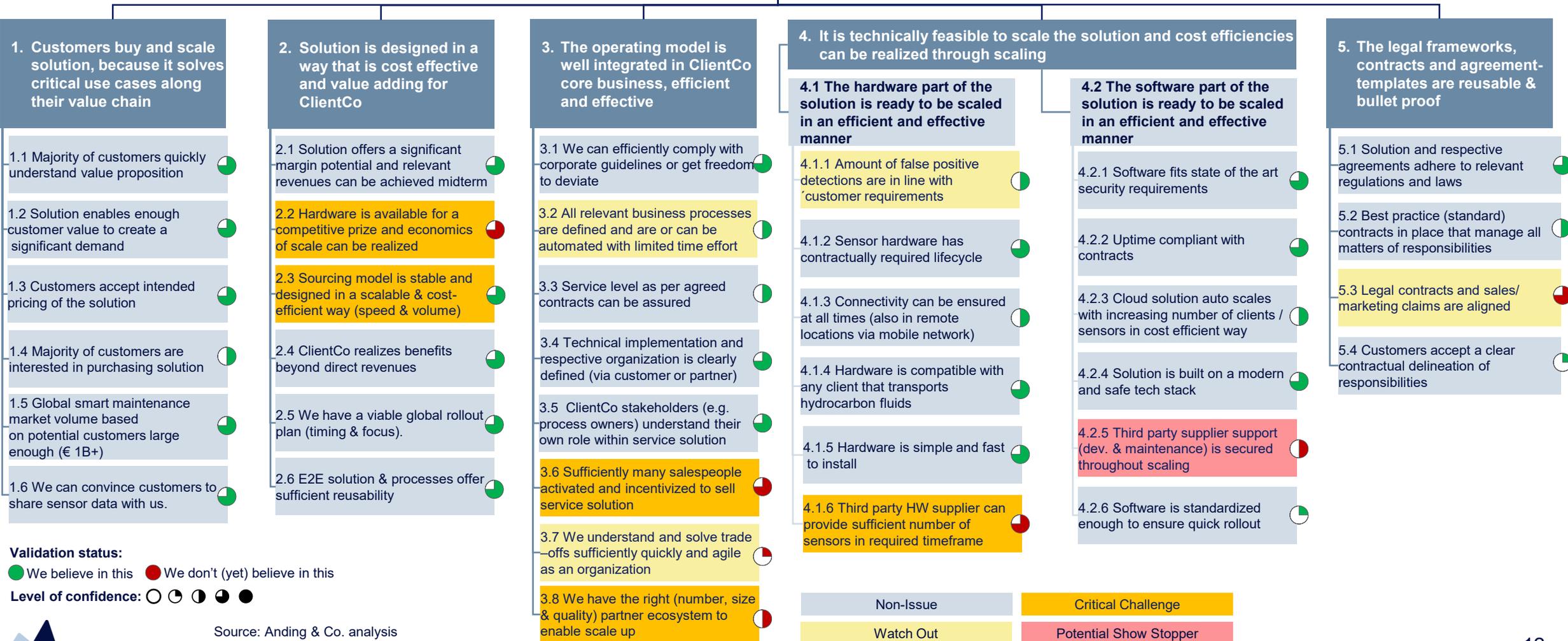
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# Hypothesis tree: What do we have to believe in to successfully scale ClientCo's solution?

CLIENT EXAMPLE INDICATIVE

## We offer a scalable, effective solution to generate significant value for our customers and for ClientCo



Source: Anding & Co. analysis

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# Recommended areas of action to overcome scaling roadblocks of the new business

CLIENT EXAMPLE FOR DISCUSSION

	1. Review supplier strategy	2. Set up winning sales organization	3. Set up internal processes & organization for success
What	Ensure continuous development & set the path for mass production	Empower salesforce & activate distributors	Standardize, document, slim down
How	<ul style="list-style-type: none"> <li>▪ <b>Software:</b> Challenge partner performance, clarify IP, and validate future cloud and architecture setup</li> <li>▪ <b>Hardware:</b> Scale to serial production and define cost-efficient mass production strategy</li> <li>▪ <b>Sourcing process:</b> Standardize documentation, simplify stakeholder structure, and reduce process risks</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enable salesforce to scale solution sales through training and learning materials</li> <li>▪ Expand customer footprint beyond large accounts</li> <li>▪ Start early distributor discussions to prepare a scalable distribution model</li> </ul>	<ul style="list-style-type: none"> <li>▪ Standardize processes with clear RACI governance to secure knowledge and speed decisions</li> <li>▪ Activate expert and customer success teams to support sales and enable scaling</li> <li>▪ Implement structured feedback and KPI tracking with clear ownership per account</li> </ul>

**We recommend to establish a 100-day scaling plan that defines concrete actions, assigns clear ownership, and sets steering milestones to track execution progress**

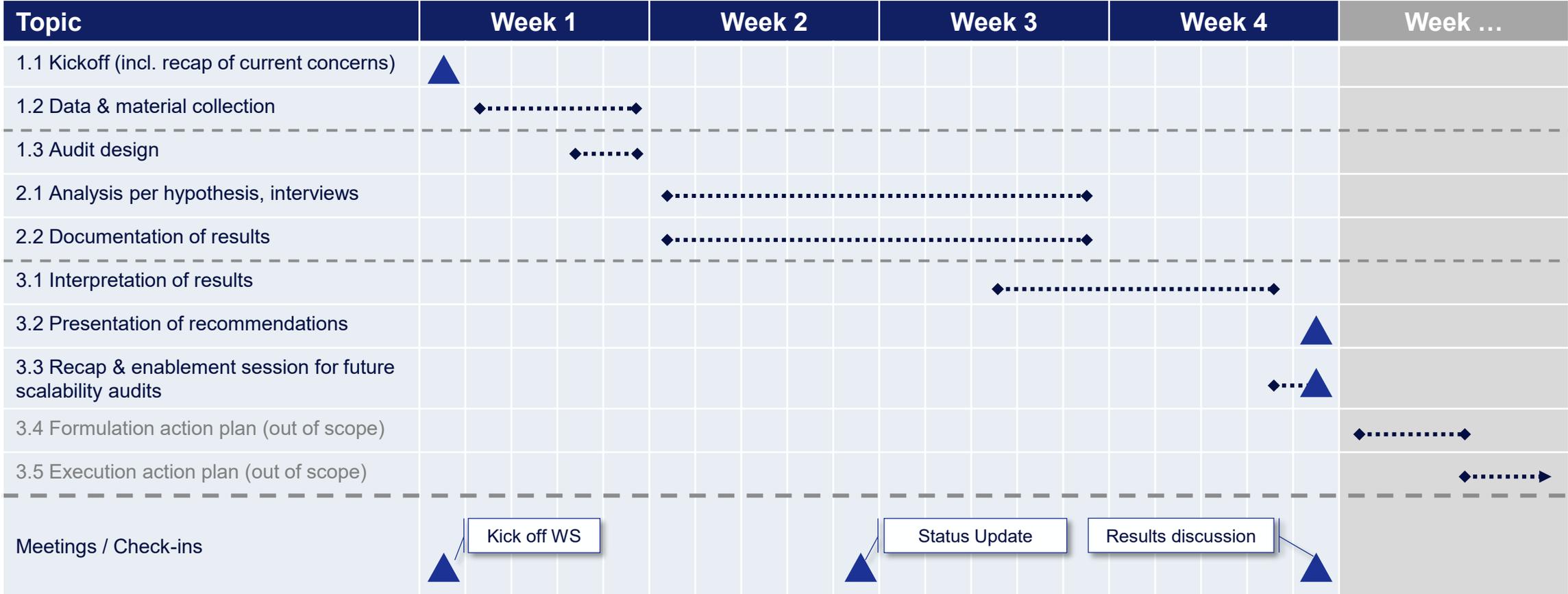
Source: Anding & Co. analysis

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# Anding concluded the audit within four weeks

CLIENT EXAMPLE INDICATIVE



▲ Key milestones  
◆-----◆ Workstream



Source: Anding & Co. analysis  
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# Outcomes of the new business scalability audit and steps to achieve it

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## ▪ Outcomes

- **Scalability Diagnosis** – clear, evidence-based assessment of the new business’s readiness across all critical business model dimensions — value creation, technical capability, data security, team, regulation, etc. — each rated green/yellow/red so leadership knows exactly where they stand
- **Definitive go/no-go assessment** on whether the new business can move from status quo to scaling – and what it specifically takes to get there
- **Basis for a clear 100-day improvement plan** with prioritized actions, focusing resources on the red and yellow areas that most block growth

## ▪ How we collaborate to achieve outcomes

- Management contact briefs Anding on the new business and scaling topics – e.g.:
  - what scaling success of the new business would look like
  - which 1-2 aspects of the new business are of the biggest concerns (e.g. customer value, technology, ...)
  - which key people/experts (internal or external) are seen as important to involve
- Management team and Anding select people for interviews
- Anding runs the audit in 4 weeks according to plan and decides together with management on next steps

Source: Anding & Co. analysis

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# Who we are

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We are **professional entrepreneurs** and **business builders** focusing on **value creation** for **established and new businesses**.

Our purpose is to deliver **market-proof results** and **minimize uncertainty** associated with **business value creation**.

We deliver results by coupling **best-in-class management consulting** with **hands-on implementation** and **technology** capabilities.



# Anding partner team brings extensive consulting, corporate and entrepreneurial expertise



**Dr. Markus Anding**  
Partner, Munich

- PhD in **Information Systems**, Munich
- 12 years **Bain & Co.**, Associate Partner
- 10 years Excubate, Founder
- **8 ventures built** as founder/co-founder (incl. Software 3x, Consulting, Real Estate, HealthTech)
- **Manufacturing focus**, works with clients like ZEISS, ABB, Henkel, Trumpf



**Dr. Lyudmyla Kovalenko**  
Partner, Munich

- PhD in **Neuroscience**, Berlin, Charité
- 10 years **management consulting** (Siemens Advanta, Strategy&)
- Tech Startup **interim COO**
- **HealthTech** Startup founder
- Business building, **transformation** expert
- **Manufacturing, tech & healthcare** focus



**Christoph Schierle**  
Partner, Düsseldorf

- MBA **International Finance**, FOM
- 9+ years **corporate business building**
- **Venture Lead** IoT/ ESG Business
- **Strategic Controlling/ Investor Relations** in PE-backed Energy Services
- Product Owner **Healthcare venture**
- **Energy Services**, Infrastructure & Real Estate, healthcare focus

+Team of experienced Managers and Consultants, based in Munich and Düsseldorf



# Our team has been working with clients across industries to strengthen the value of their businesses (client selection)

SELECTION

## FINANCIAL SERVICES & PRIVATE EQUITY

COMMERZ REAL 

SOCIETE GENERALE

FREMMAN CAPITAL

KFW

CVC CAPITAL PARTNERS

ARCUS infrastructure partners

Advent

PROM12

## PRIVATE EQUITY PORTFOLIO COMPANIES

rehaneo Nähe bewegt

RAYLYTIC The AI healthtech company

OFFICIUM *ista*

INNIO

SCALEX SCALING LAW FIRMS

## TECHNOLOGY & SERVICES

SAP 

swisscom

T-Systems

aws

SIEMENS

EnBW

all for one Group

## MANUFACTURING, DISCRETE & PROCESS

ABB SIEMENS

KUKA SANDVIK ZEISS TRUMPF

VELUX SCHOTT

GILGEN DOOR SYSTEMS wilo

PORSCHE 

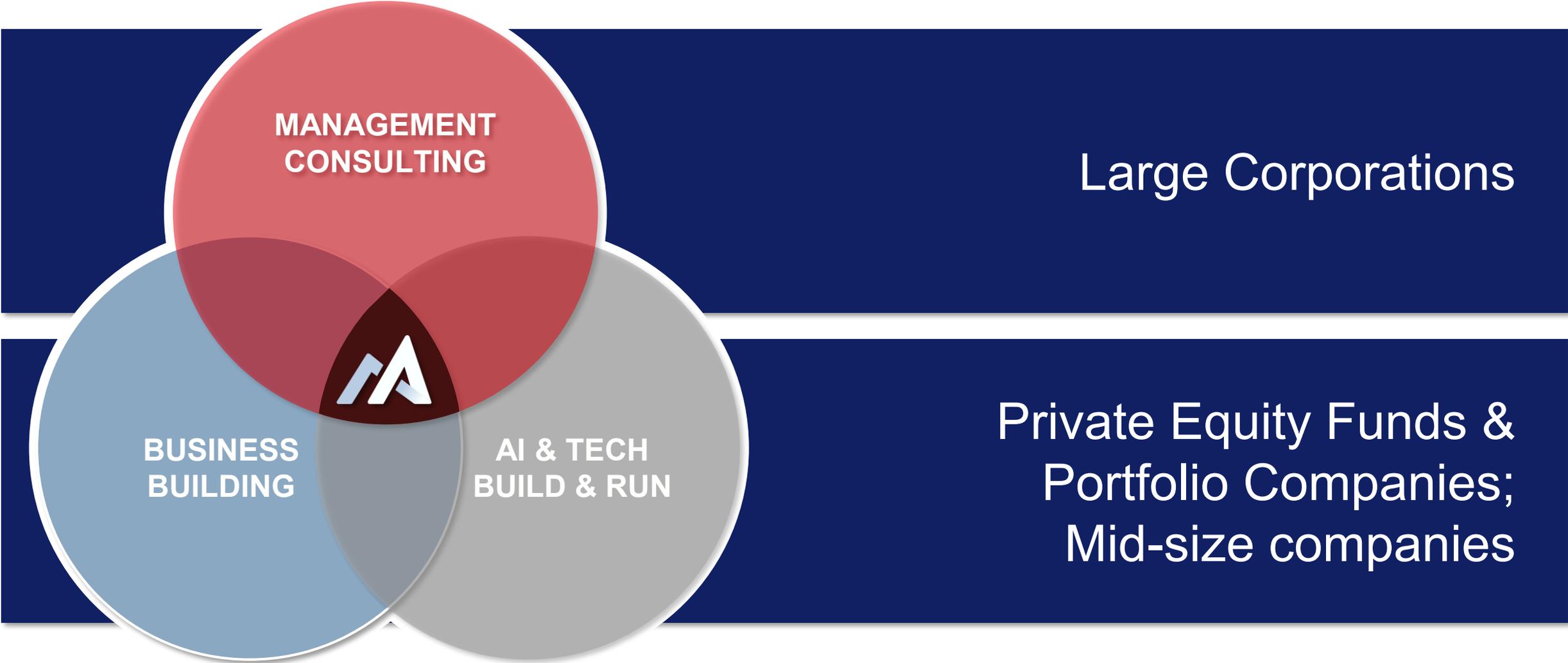
Kneipp DAIMLER

HARTMANN BAYER Henkel

Ravensburger GILEAD Roche



# We combine best-in-class consulting, implementation & technology capabilities for large and mid-size companies



# End-to-End Value Creation: We step in at all stages of the company and investment lifecycle to ensure full value capture

## Investment / Acquisition / Build-up

- **Innovation DD** to assess digital and entrepreneurial capabilities (e.g. team, market potential, culture) of target during commercial DD
- **Scalability audit** for adjacent and new business models and products
- **Startup/ technology scan** for target technology, talent and best practices (in stealth mode)

## Performance Direction Setting

- **Value Canvas** to prioritize new business fields and align stakeholders
- **Portfolio/ company review** to identify levers for growth and divestment for full potential
- **Growth initiative** definition, valuation and implementation plan
- **Targeted capability /tech asset** ramp-up for growth

## Performance Improvement

- **Full-service business build** and partner orchestration (incl. sales, financing, legal, tech, marketing)
- **Market-proof product launch** for core and new business fields, incl. co-innovation with future customers
- **Campus mode** for organizational refresh and upskilling
- **Delivery drumbeat** (i.e. Results Delivery Office) to speed up results delivery



We use the **Value Canvas** to scope and capture new value pools





# Partner Contact

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