

WHERE REAL COMPANIES LAND

Three anonymized engagements. Each is a combination of both decisions – and each kept a path to owning the function over time.

BUY + PARTNER → OWN

■ Profit · ● Velocity

Atlas Mutual – regional insurer

Bought enterprise AI seats nine months earlier. Adoption flat, ROI zero – the classic dead zone: the license was signed, the path never built. The partner built the claims workflows, the integrations, and the adoption program around the tool they already owned, and trained an internal team to run it. Buy stayed; the path got built.

NOW **Claims summarization live, internal owners in place.**

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Meridian Health – regional payer

Prior-authorization triage: differentiating, regulated, urgent – and no internal AI bench yet. The partner co-built it and transferred the capability deliberately, so Meridian’s own team could extend it. Outsourced to start, owned by design.

NOW **Shipped in a quarter; Meridian extends it themselves.**

BUY + DIY

● Velocity

Cedar & Vale – regional law firm

Contract review across thousands of NDAs and MSAs – a commodity capability, well served by mature vendors. They bought it and implemented it internally because they already had the bench and an adoption owner. We told them not to build and not to over-hire a partner; that would have been waste.

NOW **Live in six weeks, run in-house.**

THE TELL

None of these is “a Build company” or “a Buy company” – each made two calls per capability, and every one kept a path to ownership. If a partner’s answer is always “build it with us forever,” you’re being sold, not advised. The honest partner builds your independence in.