



The Invisible Bottleneck

A Fortune 500 MedTech redesign was frozen for months. In six weeks, it was moving again. Here's how I found the errors nobody could see.

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THE SITUATION

A business trying to grow, and a system that wouldn't let it

A Fortune 500 MedTech company was trying to scale, more quotes, more contracts, more volume, and couldn't. Its CRM had been in place for years, but it was never built for the scale the business now needed. The integration between it and the ERP was failing. Data wasn't syncing, processes were breaking, and every fix made something else worse.

The plan was to rebuild the integration so the business could grow. But months in, the project had produced nothing but errors, delays, and frustration. Growth initiatives and regional rollouts were frozen. Millions in approved work sat waiting. Teams kept the business running on manual workarounds, losing dozens of hours a month just to move orders through.

Everyone knew something was wrong. That was never the problem. The problem was that everything looked wrong at once, and no one could tell which thing to fix first.

THE STANDOFF

Two sides, both convinced, both half right

IT said the integration was too complex to touch without breaking something else. Business said the data was too dirty for fixing the integration to matter anyway.

So nothing moved. Leadership wouldn't approve more spend on the integration only to watch the data break it again. They didn't need another opinion. They needed a sequence: what to fix, in what order, and whose job it was. That's what I was brought in to find.

WHAT I FOUND

Three things sinking the project

I didn't start with the code. I ran 20 workshops with the people doing the work, across IT, Business, and Operations, and with the teams running the same processes in different countries, Spain, the UK, France, Japan, and more. Then I connected what the business was experiencing to what was happening in the systems underneath. Three problems stood out.

The zombie accounts

Reps kept hitting a wall on certain accounts. A deal would be ready to close, the system threw an error, and it stalled, with no explanation. What I found: the account was marked active in one system and inactive in the other. Every time a rep touched one, the mismatch broke the deal. It wasn't just messy data. It was lost revenue, one deal at a time.

Two sources of truth

Product data was wrong across both systems, constantly. Products lived in two systems that each claimed to be the source of truth, buried under years of technical debt and custom fixes. The same SKU could exist as two different products, or carry the same attribute twice with two different values. Every patch failed because there was no single truth to patch toward.

No home for the truth

Reps were quoting products that couldn't be sold in their market, and quoting discontinued products as current. The CRM had no structure to hold product details per country. It carried one global view that wasn't true for individual markets, and country-level detail got overwritten or lost. The system couldn't store the truth it needed.

These three were killing the project, but they weren't the whole list. In total I found and prioritized more than 50 distinct issues, each traced to its source. None of them showed up in a report. That was the point. Nobody had connected the business symptoms to the technical causes underneath, so nobody could see them.

WHAT I DID

Turned the stalemate into a sequence

The cause wasn't bad data or bad code. It was both, built up over years of technical debt and patch-on-patch fixes, on top of a business that had changed faster than the systems beneath it. The data had drifted, the integration had tangled, and no one was translating between the two.

That's why I start with the business, not the code. A good solution serves the business. It exists to help the company execute and grow, so it has to be built around what the operation actually needs to do, not the other way around. And the people who know what it needs are the ones doing the work. So that's where I began.

Growing companies get frustrated with IT for the same reason every time: the problems never get fixed at the root. But IT can't fix a root cause it can't fully see, and the full picture is scattered. Departments work in silos. One department is split across countries, each with its own version of the truth. The real challenge wasn't technical. It was getting everyone, IT and Business, in every region, to look at one clear picture and agree on it.

So I extracted the business issues one by one, connected each to its technical cause, and turned them into a single list: every issue ranked by impact, scoped as master data or IT, and separated by integration.

For the first time, everyone was looking at the same map.

The standoff didn't need a winner. It needed a shared view, and now there was one. Both sides saw one ranked list of issues, with clear owners. Not "the data is wrong" or "the integration is too complex," but exactly what was broken and who needed to fix it. That list became the foundation the technical team took into discovery and design.

THE RESULT

The business got its path to growth back

Six weeks earlier, the project had been frozen, with no agreement on where to start. Now it had an approved way forward and a list the whole team could act on. The redesign was approved, and technical discovery began.

But the approval wasn't the point. What it unlocked was. The growth the company couldn't reach was back in play. The quotes, contracts, and rollouts stuck behind the integration finally had a clear path. The team stopped guessing and started building. And the months of blind trial and error that would have followed never happened.

6

weeks, kickoff to root cause

17

teams aligned across one
migration

50+

issues found and prioritized

No new system. No 60 slide deck. A diagnosis, and a sequence.



Is your migration stalled?

The company in this story didn't know it had zombie accounts either, until a rep couldn't close a deal and no one could say why. If you're scaling on a CRM, ERP, or platform that was never built for where the business is heading, you may have the same problems hidden in your architecture right now. Most companies never fix these at the root. They patch, the patch breaks something else, and the real problem only surfaces later, in UAT or production.

Don't scale the noise.

- Stakeholder interviews across IT, Business, and Operations
- The business issues connected to their technical causes
- Every issue ranked by impact, scoped as master data or IT, separated by integration
- A prioritized list your technical team can take straight into design

Find out what's actually broken, before it costs you ten times more.

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