

The \$2M Bottleneck

How a Fortune 500 MedTech company removed the system bottleneck that was blocking their growth



The Situation

A Fortune 500 MedTech company had a growth problem.

Not a strategy problem. Not a sales problem.

Their systems could not support the contracts they wanted to sign, the markets they wanted to enter, or the leads they were already generating.

The integration between their CRM and ERP had carried technical debt for years. New contracts were stalling. Sales reps could not close deals the system would not process. Leadership knew the company could not scale on top of a foundation this fragile.

The planned integration redesign was not a technology project. It was a growth prerequisite.

But it could not start.

Not because of budget.

Not because of headcount.

Because nobody could answer two questions.

The Two Unanswered Questions

1. How much of this is a **data problem**?
2. How much of this is an **integration problem**?

Until someone answered those questions, every decision was a guess.

What the Business Was Actually Living With

While the redesign sat frozen, the business kept running on a system that was quietly breaking things every day.

Inactive / Active Mismatch

Accounts marked as inactive in one system were still active in the other. When the integration ran, it failed. When someone manually pushed the record again, it went through. Nobody knew why. Nobody had time to find out.

Currency Defaulting to Euro

Currency was defaulting to euro regardless of the account's actual market. Teams were catching it manually. Sometimes they were not.

Missing Account Relationships

Parent and child accounts were disconnected, which meant hierarchies were wrong, reporting was wrong, and anything built on top of that data was wrong too.

Inconsistent Units of Measure

Products had inconsistent units of measure across systems. The same product, different UOM depending on where you looked.

Missing Critical Fields

Key fields were missing from the integration entirely. Instead of fixing the source, the team had built additional logic inside the integration to compensate.

Conflicting Integrations

Two separate integrations were running against the same records. When both triggered, they contradicted each other and caused failures neither team could explain in isolation.

☐ Nobody knew how many there were, which ones were blocking growth, and which ones would fix themselves once the integration was rebuilt.

Why Discovery Had to Come First

The business already knew they could not start a redesign without understanding what they actually had.

The integration carried years of technical debt. The data issues were real but unquantified. Leadership needed someone who could sit with both IT and Business, speak both languages, and come back with a picture both sides could trust.

That is what I was brought in to do. Not to deliver a report. To give both sides something they could finally agree on. Before the first workshop, I reviewed every available SOP, architecture map, and system spec. I walked in already knowing the landscape so the sessions could start at level three, not level one.

20 Workshops

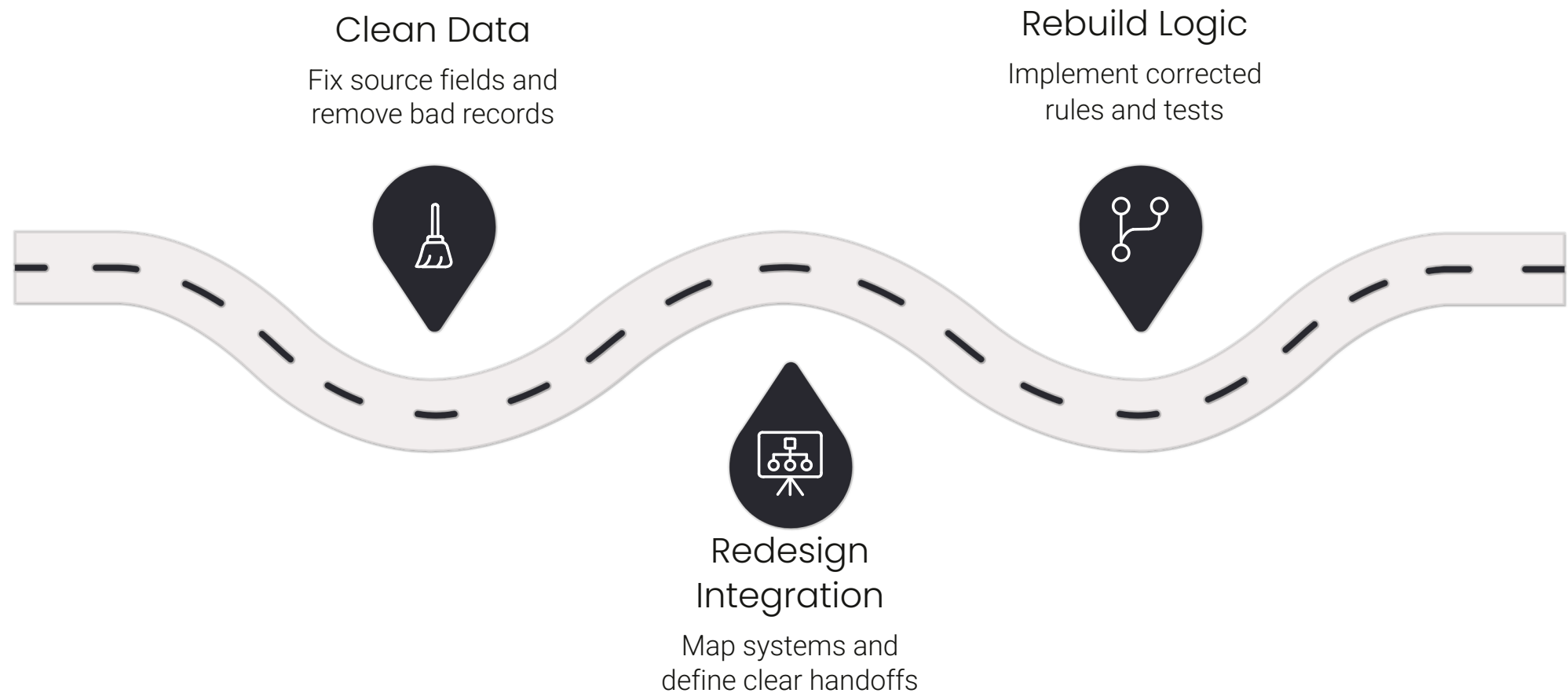
Across IT, Business, and Operations. Not to gather opinions. To map what was actually happening against what the system was supposed to do.

What I Actually Did

I did not fix the code. That was not the job.

The job was to give both sides a complete picture so the redesign could actually start.

- 1 Traced every issue to the source**
I traced every issue to the specific field, system, and process it was breaking. Not "the data is wrong." Which data. In which system. Breaking which process downstream.
- 2 Separated data problems from integration problems**
I separated what was a data problem from what was an integration problem. That single distinction changed every conversation that followed.
- 3 Built a prioritized remediation roadmap**
Not an IT ticket queue. A sequenced plan that leadership could read, approve, and act on immediately.



For the first time, both sides were looking at the same list.

That was it.

What Happened in 6 Weeks

6

Weeks to Approval

6mo

Of Debate Eliminated

The redesign was approved in 6 weeks, but the real result was not a project milestone. **The company could now grow.**

New contracts could be processed. New markets could be entered. The sales team could close deals the system had been blocking for months.

The foundation the business needed to scale was finally in place

Not because the technology changed overnight. Because for the first time, everyone was working from the same picture.

Is Your Project in the Same Place?

If your team is arguing about whether it is a data problem or an integration problem, it is probably both.

And until someone maps exactly where the two connect and which one to fix first, nothing can safely move forward.

The Signs

- Ongoing debate between IT and Business
- Manual workarounds keeping things running
- No clear answer on what to fix first
- Leadership unwilling to approve spend

That is what the diagnostic is for

In 6 Weeks You Get:



Stakeholder Interviews

Across IT, Business, and Operations so everyone is finally looking at the same picture.



Complete Issue List

A complete list of every data and integration issue blocking your project, traced to the specific field, system, and process it is breaking.



A Clear Answer

Is it the data, the integration, or both, and which one do you fix first?



A Prioritized Roadmap

Your team can execute the week you receive it. Not a report that sits in a folder. A sequence that moves the project forward.

Ready to Talk?

Book a 30-minute call.

Tell me what is going on with your project. I will ask a few questions. If it sounds like something I can help with, I will tell you what that looks like. If it is not the right fit, I will tell you that too.

No pitch. No deck. Just a conversation.

30-Minute Call

Tell me what is going on with your project.

A Few Questions

I will ask a few questions to understand your situation.

Honest Answer

If it sounds like something I can help with, I will tell you what that looks like. If it is not the right fit, I will tell you that too.

[Book a 30-Minute Call](#)