



# Navigating the Tech Terrain: Product, R&D and Technology Performance Improvement Case Studies

In today's dynamic and ever-changing technology landscape, optimizing research and development (R&D), product mix, and technological capabilities are critical for companies to keep pace. However, businesses face multifaceted challenges in improving these functions.

"Navigating the Tech Terrain" is a comprehensive case study series where our Software, Services, and Technology experts dive into the intricacies of enhancing product innovation, streamlining R&D processes and leveraging technology for sustainable growth. Through real-world examples and actionable insights, we shed light on common pitfalls and solutions for growth within:

- Architecture and Technology
- R&D Efficiency and Structure
- Product Function and Leadership

By comprehensively addressing these areas, businesses can chart a course toward sustained success and growth, where each improvement not only enhances operational efficiency but also contributes to the overarching goal of driving top-line growth and securing a competitive advantage in the ever-evolving landscape of technology and innovation.

In the first case study of the series, we feature the importance of proper Architecture and Technology and its impact on a medical hub technology business that coordinated payments between pharmacies, insurance providers, and benefit managers.

## THE BACKGROUND

### Situation:

- Despite its financial health and higher than 50% EBITDA margins, the company faced challenges with underperforming R&D and product development functions
- The new private equity owners lacked clarity into the operations of the product development team in Pakistan
- Even with an investment opportunity that would quintuple revenue, the company's technological constraints restricted growth
- The company was also hemorrhaging cash due to the team's creation and maintenance of an unapproved software product

### Complications Leading to Situation:

- A lack of pre-acquisition product diligence and communication caused disconnects among the development team in Pakistan, the private equity owners, and leadership
- The product development and engineering department was disorganized and poorly managed, which led to significant delays in delivering products and entering new markets
- The development team created and marketed a proprietary pharmaceutical customer relationship management product—without authorization—fully maintaining and commercializing it
- Nonexistent process and product management functions prevented the team from effectively prioritizing ideas
- Code bases were individually tailored for each client, complicating their management and limiting the team's ability to hit goals
  - The private equity sponsor wanted to increase the customer onboarding processes to 50 a year, whereas the team was currently at three a year

## THE CHALLENGE & OUR APPROACH

A&M conducted a comprehensive review of the client's product and engineering operations. A&M took the following actions to develop and propose strategies that would enhance performance:

- Facilitated discovery sessions with essential management team members, met with the Chief Technology Officer, and deployed personnel to Pakistan, one of whom spoke Urdu, to interview and work with the development team
- Analyzed core technology-driven product solutions, their foundational architecture, and the overarching IT infrastructure supporting business operations, comparing code bases line-by-line to identify customer-specific changes
- Redesigned the code structure and system architectures to accommodate customer-specific functionality while defining a multitenant code structure
- Identified concrete issues within the source code and applied engineering and architectural expertise to suggest architectural improvements
- Developed an improved data and technology architecture that would utilize a multi-tenant architecture—where all employees work on one server—and supported its implementation
- Created an internal AI tool to securely translate client data and institutional knowledge into usable documentation, which provided the offshore team with the CTO's institutional knowledge, removing a bottleneck

## RESULTS DELIVERED

The client now had a high performing product development function primed for growth

- Developed a strategic roadmap for enhancing performance that encompassed organizational restructuring, technology, and architecture modernization and product management practices
- Established a suite of tools to capture, prioritize, and execute roadmap initiatives, leveraging integrations to track initiatives from ideation through to final release
- Increased growth, enhanced agility, and decreased costs through the consolidation to a single code base and a plan to get to a multitenant architecture
- Empowered the development and engineering team in Pakistan, who knew which processes needed to be improved and better ways to do things
- Advised on strategic staffing to address skill gaps and reinforce accountability throughout the product development cycle, which was supported by the documentation of knowledge

At A&M, we understand the ways software and technology companies transform and innovate our work and lives. With deep technical expertise and proven execution capabilities, our seasoned operators are uniquely positioned to help our clients evolve, grow and address unprecedented industry challenges today and tomorrow. Our Technology Industry Group brings specialized end-to-end capabilities to optimize architecture, technology, efficiency, product function, and leadership.

## CONTACT US



**Ian Ross**

Senior Director

[iross@alvarezandmarsal.com](mailto:iross@alvarezandmarsal.com)



**Alex Lee**

Senior Director

[alex.s.lee@alvarezandmarsal.com](mailto:alex.s.lee@alvarezandmarsal.com)



**Vamsi Nadimpalli**

Senior Director

[vnadimpalli@alvarezandmarsal.com](mailto:vnadimpalli@alvarezandmarsal.com)

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