Product & Software

Capabilities

✛ **Product and engineering maturity.** Review product management, technology approach, processes, tools, metrics and teams to identify short- and long-term corrective actions and create a blueprint for transformation.

✛ **Product roadmap creation.** Working with the product and engineering organization, co-create an annual roadmap in alignment with corporate strategy and goals — supported by quarterly review processes, metrics and KPIs for ongoing measurement and reporting.

✛ **Organizational strategy.** Assess leadership gaps and deploy interim professionals as needed to provide both strategic direction and operational support.

✛ **Platform consolidation.** Rationalize product portfolio to align with investment thesis and product strategy.

✛ **Cloud optimization.** Holistically review cloud footprint to optimize from architectural, functional, commercial and contractual perspectives.

Common client scenarios

- We're considering an acquisition and need to understand the current product / engineering environment
- We need to identify and resolve challenges with people, processes and tools that are causing our product / engineering teams to miss critical roadmap milestones

- We need help aligning product and engineering priorities to deliver on revenue and EBITDA targets
- We've grown through acquisition and now support multiple products across multiple platforms and cloud environments
- We lack the right product / engineering leadership or have critical skills gaps on our team

Leaders

Manoj Narayana
Global tech executive with CTO and advisory and operating experience at Real Chemistry, Cognizant, Vista Equity Partners, GTCR, and CapGemini; MBA from IIM

Cynthia Williamson
Tenured product leader with advisory and operating experience at Vista Equity Partners, Jamf, and Thomson Reuters; MBA from Kellogg

SMEs

Jags Vasishtha
Technology strategist and former head of engineering practice at Infosys, with experience at Vista Equity Partners and serving as interim CPTO

Jayti Singh
Product and strategy specialist with experience at Wells Fargo, Flipkart, and Bharti Airtel, backed by degrees from IIM and NIT

CROSSLAKE

CASE STUDY

How do you rationalize new R&D investments?

Challenge

With a rapidly evolving market and increasing demand for their platform, this B2B software business needed to align product innovation to revenue and EBITDA targets to drive sustainable growth and remain competitive

Our approach

Our team's assessment included stakeholder interviews, spend analysis, and documentation and roadmap reviews across the product management and engineering functions to identify constraints and opportunities across talent, processes, tools and spend

Business outcome

Our action plan focused on helping the business maintain competitive advantage through improved productivity and innovation, outlining short-, mid-, and long-term initiatives that improved efficiency by closing gaps in planning, resourcing and prioritization

B2B MARKETING SOFTWARE

US

ESTABLISHED ($20M-$250M)

500 EMPLOYEES