

WILLOWBARK CONSULTING LLC

REDACTED TECHNICAL DUE DILIGENCE SAMPLE REPORT

CONFIDENTIAL - REDACTED EXAMPLE BASED ON A REAL ENGAGEMENT

Executive Summary

Willowbark Consulting was engaged by an investor to perform technical due diligence on a mature B2B SaaS company operating in a regulated market.

The company demonstrates a technically competent engineering organization, strong customer retention, and a credible strategy for modernizing a significant legacy platform while continuing to deliver customer value.

The business benefits from deep domain expertise and long-standing customer relationships. These factors create meaningful commercial defensibility today. However, long-term differentiation will depend on the company's ability to leverage its data assets and domain knowledge to create increasingly intelligent workflow-enhancing capabilities.

The technology platform itself should not be considered a barrier to investment.

The principal risks identified during our review relate to execution, prioritization, and organizational scaling rather than fundamental architectural weaknesses.

Overall Assessment

Technology Risk: Low to Moderate

Scalability Risk: Low

Security Risk: Low

Operational Risk: Low

Execution Risk: Moderate

Investor Questions Addressed

- Is the software platform built using modern and maintainable engineering practices?
- Can the platform support future customer growth?
- Does technical debt represent a material investment risk?
- Is the engineering organization capable of executing the company's roadmap?
- Does the business possess a defensible technology position?
- Are AI developments a threat or an opportunity?
- What investments are likely to be required over the next 12-36 months?

Snapshot

What's Strong

- Healthy engineering culture
- Modern cloud-native infrastructure
- Strong delivery discipline
- High customer retention
- Significant domain expertise
- Mature security posture
- Credible platform modernization strategy
- Good employee retention among senior staff

Main Risks & Smells

- Legacy platform continues to consume significant engineering attention
- Product leadership maturity lags engineering maturity
- Organization relies heavily on experienced long-tenured staff
- Limited senior engineering depth
- Product innovation constrained by modernization efforts
- Informal operational knowledge not always codified

Board-Level Priorities

1. Accelerate Legacy Platform Retirement
2. Increase Senior Technical Leverage
3. Create a Defensible Data and AI Strategy

Organization & Leadership

The engineering organization is structured around cross-functional teams capable of delivering features across the application stack. The structure supports flexibility and collaboration while maintaining clear ownership.

Employee retention appears healthy. The company benefits from a long-standing culture of internal development and promotion. This approach has produced strong institutional knowledge and cultural consistency.

Product Assessment

The company operates a focused SaaS platform serving a clearly defined market. Customer switching costs are meaningful and supported by domain expertise, workflow integration, regulatory knowledge, customer trust, and historical data.

Engineering Assessment

Observed strengths include automated testing, continuous integration, code review requirements, infrastructure as code, feature flag usage, observability, and modern deployment practices.

Architecture Assessment

The architecture represents a mixture of modern cloud-native services, incrementally modernized components, and legacy platform dependencies. The migration strategy is technically sound and follows industry-standard modernization approaches.

Data & AI Assessment

The organization possesses a substantial historical dataset and significant domain expertise. Future opportunities include predictive workflow assistance, automated classification, risk detection, decision support, compliance intelligence, and advanced analytics.

Operations & Security

Operational maturity is above average. Observed strengths include cloud-native hosting, infrastructure automation, modern monitoring, structured deployment processes, multi-factor authentication, audit logging, and independent security assessments.

Recommendations

- Accelerate legacy platform retirement.
- Increase senior engineering capacity.
- Strengthen product leadership.
- Invest in data and AI differentiation.
- Expand quality assurance capacity.
- Increase product experimentation.
- Expand user research.

Investor Conclusion

This company represents a technically healthy software business with strong operational foundations, a capable engineering organization, and a credible path toward future growth.

Technology should not be considered a barrier to investment. The most important future value-creation opportunities lie in accelerating platform modernization, improving execution leverage, strengthening product leadership, exploiting proprietary data assets, and developing differentiated AI-enabled capabilities.

About This Sample

This document is a redacted and condensed example derived from a real technical due diligence engagement. Company names, technologies, employee names, customer information, market details, and other identifying information have been removed or generalized to preserve confidentiality while demonstrating Willowbark Consulting's approach to investor-focused technical assessment.

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