Integration planning and execution for a molecular diagnostics client expanding its product portfolio, manufacturing capabilities, and global footprint through acquisition

Client Challenge

The client, a US diagnostics provider, sought to expand its product portfolio, vertically integrate manufacturing, and expand its global footprint through the acquisition of a European oncology diagnostics company with offerings spanning biopharma services, clinical IVDs, and IVD manufacturing. KPMG led the due diligence process which led to signing of the deal – given the client had recently completed another acquisition, had never closed a cross-border transaction, and had significant deal value hinging on integration success, they needed a partner with the depth and breadth of cross-functional and international capabilities to support integration of their recent transformative acquisition

Project Phases

Alignment on Guiding Principles
Conducted pre-kick-off activities with senior stakeholders to align on integration guiding principles to shape program development, workstream goals, and lead to a successful program kick-off

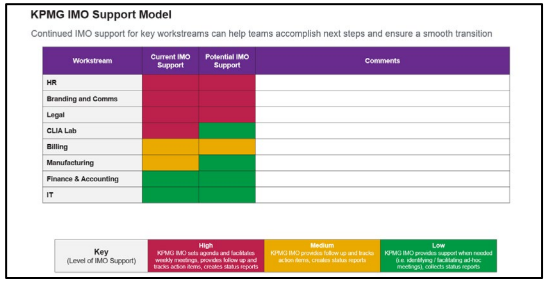
Launch IMO and Pre-Close Activities
Stood up IMO (integration management office) and workstreams, established meeting cadence / governance structure, and developed plans to achieve goals for Day 1, Day 1-60, and Day 60+

IMO Management and Workstream Support
Led IMO pre- and post-close activities in conjunction with client stakeholders, identify risks / issues and resolutions, provide in-workstream support along with subject matter professionals (e.g., IT, manufacturing), and provide cross-workstream visibility into execution and interdependencies

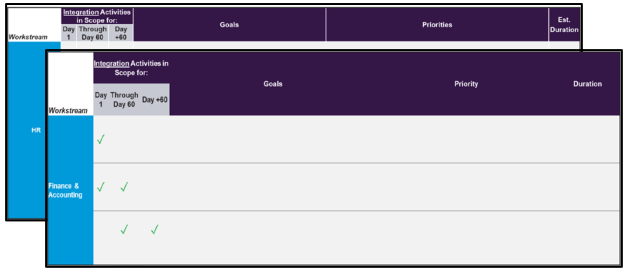
Outcome For The Client

- Integration management structure (meetings, touchpoints, weekly updates, etc.) that ensured consistent focus on objectives
- Function-specific goals, priorities, and project plan that led to positive outcomes for consolidated company
- Proactive project management support that enhanced ability to see the "big picture" and accomplish integration tasks

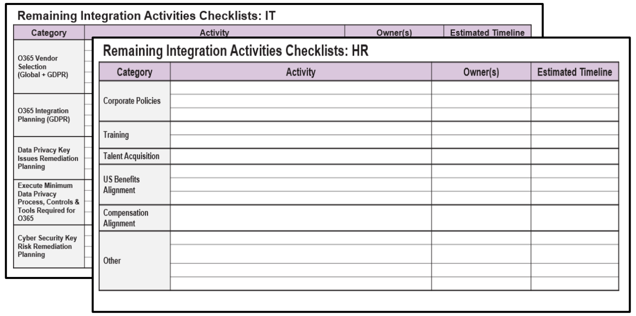
Integration Management Structure



Function-specific Goals, Priorities and Project Plan



Day 60+ Integration Activity Checklist



Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities.