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 crossworkstream visibility into execution and interdependencies

Outcome For The Client

Integration management structure (meetings, touchpoints, weekly updates, etc.) that ensured consistent focus on objectives

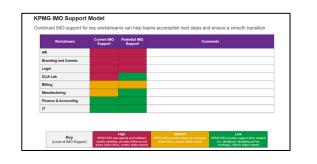


Function-specific goals, priorities, and project plan that led to positive outcomes for consolidated company



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

orkstream	Day Th	ion Activities icope for: rough Day ay 60 +60	Goals	Priorities	Est. Duration
	Workstream	Integration Activities in Scope for: Day Through 1 Day 60	Goate	Priority	Duration
HR	Finance & Accounting	V			
		J J			
		√ √			

Day 60+ Integration Activity Checklist

Category		Activity	Owner(s)	Estimated Timeline				
0365 Vendor	Remaining Integration Activities Checklists: HR							
Selection (Global + GDPR)	Category	Activity		Owner(s)	Estimated Timeline			
0365 Integration Planning (GDPR)	Corporate Policies							
r laining (OD/R)	Training							
Data Privacy Key Issues Remediation Planning	Talent Acquisition							
Execute Minimum Data Privacy Process, Controls &	US Benefits Alignment							
Tools Required for 0365	Compensation Alignment							
Cyber Security Key Risk Remediation Planning	Other							
	-							

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

© 2022 KPMG LLP, a Delaware limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved. General Disclaimer: The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act upon such information of the particular situation. Independence Disclaimer: Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities.