

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

KPMG IMO Support Model
Continued IMO support for key workstreams can help teams accomplish next steps and ensure a smooth transition

Workstreams	Current IMO Support	Potential IMO Support	Comments
HR	High	Medium	
Branding and Comms	High	Medium	
Legal	High	Medium	
CLIA Lab	High	Medium	
Billing	High	Medium	
Manufacturing	High	Medium	
Finance & Accounting	High	Medium	
IT	High	Medium	

Key (Level of IMO Support): High (KPMG IMO with agenda and facilitation, weekly meetings, weekly follow-up and tasks action items, create status reports), Medium (KPMG IMO provides follow-up and tasks action items, create status reports), Low (KPMG IMO provides support when needed (e.g. ad-hoc), facilitate ad-hoc meetings, collect status reports)

Function-specific Goals, Priorities and Project Plan

Workstream	Integration Activities in Scope for	Goals	Priorities	Est. Duration
HR	Day Through Day 60			
	Day 60 Day +60			
Finance & Accounting	Day Through Day 60	✓		
	Day 60 Day +60	✓		

Day 60+ Integration Activity Checklist

Remaining Integration Activities Checklists: IT			
Category	Activity	Owner(s)	Estimated Timeline
O365 Vendor Selection (Global + GDPR)	Corporate Policies		
	Training		
O365 Integration Planning (GDPR)	Talent Acquisition		
	US Benefits Alignment		
Data Privacy Key Issues Remediation Planning	Compensation Alignment		
	Other		

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