

KPMG provided full-service diligence, acquisition, integration, and performance transformation to a large diagnostics client expanding into biopharma services via M&A of an ex-US Target



Client Challenge

A leading diagnostics company identified an ex-US acquisition Target that also had US-based operations. The client believed that the Target would bring together a powerful combination of diagnostic tools that could expand its reach into the global oncology market. KPMG was initially hired to conduct commercial due diligence (CDD) of the Target's tests, as well as assessing the overall strategic fit with the client. Based on the successful outcome of this initial piece of work, upon acquisition KPMG was asked to develop an operational integration plan to preserve value of the Target

Project Phases

Full service Due Diligence (CDD, FDD, ODD, Tax, and other)

For the CDD, conducted a deep-dive assessment across various stakeholders (pathologists, oncologists, payors, competitors etc.) from the US and EU5 to understand more on the diagnostic testing dynamic in a range of solid tumors; conducted an operational due diligence to identify value capture opportunities

Integration Support and Full Service Cross Border Due Diligence, Integration, and Strategy Support

KPMG developed the target operating model, integration plans for each function, developed tools and templates to manage overall integration as well as day to day activities, then expanded the due diligence and integration findings to ex-US markets to ensure global value creation and capture

Performance Transformation

Post-integration, worked with the client on various performance transformation initiatives to maximize current offerings, partner identification to meet additional market needs, identified ways to operationalize the business as part of a bigger footprint, and explored new modalities and geographies as the business expands

Outcome For The Client



Robust analysis highlighting internal and external factors shaping the Target's market and identifying additional value to be captured through integration



Prioritized list of integration areas and visibility across the program of workstreams & timing

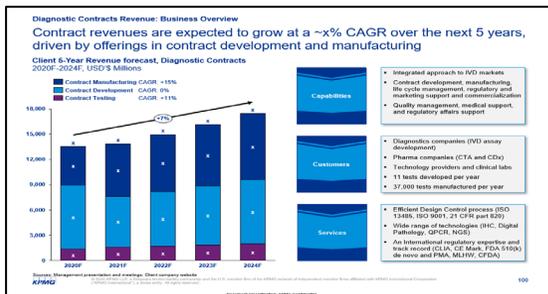


A process for managing individual workstreams and cross-program dependencies to preserve value of the acquired biopharma services business

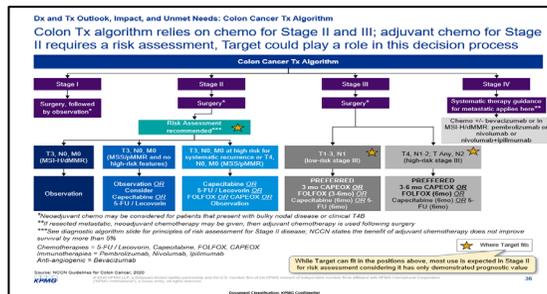


Past and current work shaped the company's 10-year organic & inorganic plan

Market Dynamics & Growth Analysis



Use Case and Strategic Fit



Workstream Integration Framework

Workstream / Functional Area Overview	Timeline (Start/End)	Priority (High/Low)	Dependencies (Key Stakeholders)	Integration Status	
				Progress (%)	Completion
Business Development	Q1 2021 - Q4 2021	High	Legal, Finance, HR	100%	Complete
Finance	Q1 2021 - Q4 2021	High	Legal, HR	100%	Complete
Legal	Q1 2021 - Q4 2021	High	Business Development, HR	100%	Complete
HR	Q1 2021 - Q4 2021	High	Business Development, Finance	100%	Complete
IT	Q1 2021 - Q4 2021	High	Business Development, Finance, HR	100%	Complete
Marketing	Q1 2021 - Q4 2021	High	Business Development, Finance, HR, IT	100%	Complete
Product Development	Q1 2021 - Q4 2021	High	Business Development, Finance, HR, IT, Marketing	100%	Complete
Operations	Q1 2021 - Q4 2021	High	Business Development, Finance, HR, IT, Marketing, Product Development	100%	Complete
Supply Chain	Q1 2021 - Q4 2021	High	Business Development, Finance, HR, IT, Marketing, Product Development, Operations	100%	Complete
Customer Support	Q1 2021 - Q4 2021	High	Business Development, Finance, HR, IT, Marketing, Product Development, Operations, Supply Chain	100%	Complete
Quality Assurance	Q1 2021 - Q4 2021	High	Business Development, Finance, HR, IT, Marketing, Product Development, Operations, Supply Chain, Customer Support	100%	Complete
Regulatory Affairs	Q1 2021 - Q4 2021	High	Business Development, Finance, HR, IT, Marketing, Product Development, Operations, Supply Chain, Customer Support, Quality Assurance	100%	Complete
Compliance	Q1 2021 - Q4 2021	High	Business Development, Finance, HR, IT, Marketing, Product Development, Operations, Supply Chain, Customer Support, Quality Assurance, Regulatory Affairs	100%	Complete
Security	Q1 2021 - Q4 2021	High	Business Development, Finance, HR, IT, Marketing, Product Development, Operations, Supply Chain, Customer Support, Quality Assurance, Regulatory Affairs, Compliance	100%	Complete

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