



# Post Merger Integration (PMI) For a Medical Devices Company



## ABOUT THE CLIENT

- Our client is the largest independent medical device company in India and the second largest in the surgical consumables market in India.
- Our client focusses on products used in surgical, post-surgical and chronic care, operating across three key markets, India, UK and Rest of the World



## BUSINESS CHALLENGE

- Our client acquired a company which had a complimentary market and wanted to integrate the target company's business processes, data and alignment of management information with its own in-order to achieve merger synergies
- The client required post merger assistance in the areas of sales and operations planning, distribution optimization and developing a GTM strategy for decision making.
- Some of the key areas that we focused on as a part of the assignment were as under:

- 1 Robustness of input data and underlying processes
- 2 Shelf-life management, Distribution channel management
- 3 Integration and Automation of MIS reporting
- 4 Integrate demand forecasting, sales and production volume planning processes
- 5 P&L opportunities by leveraging spare capacity across production and distribution assets



# Post Merger **Integration** (PMI)

## OUR APPROACH



### Identify GOALS

- Agreeing to the **specific GOALS** of each process identified to be integrated
- **Alignment of GOALS** with the process owners
- Discussion with management on project timelines, communication protocols and deliverables

### Identify Change Areas & Opportunities

- Mapping of the AS-IS process of both companies – Acquirer & Target to **identify the change areas**
- Review of Data, its robustness & underlying process to identify **Commonalities & Opportunities for improvements**
- **Detailed Action Plan** under each Change Area & Opportunities
- Designing a framework to assess and compare qualitative and quantitative aspects of each alternative option
- Very close and aggressive coordination with teams to track, troubleshoot and measure their target time for integration



### Implementation & Monitoring

- Implemented monitoring mechanism in Target company according to the acquirer requirements
- Designed formats of review mechanism for the suggested change areas.
- Assessment whether the desired merger synergies have materialised
- Implementation of demand planning template, distribution channel template, The Centre of Gravity (COG) analysis – the deliverables as agreed
- Integrated 3SC- RM/PM order planning as monitoring tool for gap hours, shortage of RM/PM and expected RM/PM quantity in pipeline
- Automated BOM vs Actual analysis template





## BUSINESS IMPACT & VALUE CREATION

**Valueonshore Advisors** assisted the organization achieve synergies expected from the proposed merger and ensured effective implementation and streamlining of processes of the combined company. The major impact areas included the following:

- Strategic Management and Executives level Business review
- S&OP design adjustment to suit integration process
- Revised process defined acted as suggestive document for Standard operating procedures with clearly defining roles responsibilities and accountability of process owners
- Demand review for integration plan to suit the ultimate objective of organization
- Created complete visibility into volumes & activities of the products
- Presentation to key management personnel and handholding / Trainings to process owners in use of multiple automated templates

## ABOUT US

Valueonshore Advisors is a niche advisory services firm, founded in 2009 by senior professionals from the Big 4 firms and global corporates. Our team of close to 300 experienced professionals provide customised solutions and relevant industry insights to clients. Our portfolio includes multi-billion-dollar companies, mid-cap public, and pre-IPO companies that range from late stage to early stage. We are a trusted, preferred partner for various multinational and Indian clients who engage us for our functional expertise, industry knowledge, and for our objective solutions for complex problems.

If you need any further information on our services, please contact us:

### Krupa Ruparel

*Vice President, Operations Consulting*  
[krupa.ruparel@valueonshore.com](mailto:krupa.ruparel@valueonshore.com)



### Karan Sharma

*Assistant Vice President*  
[karan.sharma@valueonshore.com](mailto:karan.sharma@valueonshore.com)



## OUR OFFICES



### Gurugram – Enkay Tower

Enkay Centre, Wing A, Second Floor, Plot No A, Vanijiya Nikunj, Udyog Vihar, Phase V, Gurugram-122016

### Hyderabad

CWS One, Plot No: 40, 41 & 42, Survey No: #54 Kondapur, Serilingampally, Hyderabad, Telangana 500084.

### Mumbai

2nd Floor, 264-265, Vaswani Chambers, Dr Annie Besant Rd, Municipal Colony, Worli Shivaji Nagar, Mumbai, Maharashtra - 400025/30

### Gurugram - Ocus Technopolis

Third Floor Tower A, Ocus Technopolis, Golf Course Road, Sector – 54, Gurugram - 122002

### Bengaluru

2nd & 3rd Floor, 235,13th cross Road, 2nd Stage, Indiranagar, Bengaluru, Karnataka 560038

### USA

572, Cascade Dr, Sunnyvale, CA, 94087

**WWW.VALUEONSHORE.COM**

*This document is being submitted to your organization / you for the purpose of describing **Valueonshore Advisors** qualifications to provide the services outlined herein. In consideration of receiving the disclosures, we request for this document to be treated as confidential material. This document shall remain the property of **Valueonshore Advisors** and reserves the right to request the return of any and all materials included in this document.*