VALUEONSHORE

CASE STUDY

Post Merger Integration (PMI) For a Medical Devices Company

ABOUT THE CLIENT

Client is India's largest independent medical device company and the second-largest player in the country's surgical consumables market. They focus on products used in surgical, post-surgical, and chronic care, operating across three key markets:

BUSINESS REQUIREMENT

The acquisition of a complementary company created an urgent need to integrate operations and streamline planning processes.
The client sought support to harmonize demand forecasting, sales and production planning, optimize distribution networks, and leverage spare capacity for P&L gains, while shaping a unified

OUR APPROACH

Aligned with Client on clear Goals for each process to be integrated, secured buy-in from respective process owners, and agreed with management on timelines, communication protocols, and key deliverables

AS-IS process mapping, evaluated data quality to pinpoint commonalities and improvement opportunities, and created action plans for each change area. A comparative framework was designed to assess solution options, while tight cross-functional coordination ensured timely execution and issue resolution.

Implementation and Monitoring. Process deployed standardized monitoring and review mechanisms, evaluated synergy outcomes, and implemented key templates such as demand planning, distribution channels, COG analysis, and 3SC-driven RM/PM planning. Automated BOM-vs-Actual analysis further strengthened integration visibility and control.

Evaluation of accountability and decision-making hierarchy

BUSINESS IMPACT

Valueonshore Advisors delivered significant business impact by enabling the organization to realize merger synergies and operate as a unified, efficient entity. The redesigned S&OP and clarified process frameworks strengthened strategic reviews, enhanced accountability, and improved demand alignment across the merged business. Complete visibility into product volumes and activities, coupled with the rollout of automated templates and team training, empowered faster, data-driven decisions and improved operational performance across the organization

ABOUT US

Valueonshore Advisors is a global consultancy and advisory firm led by Big 4 alumni and industry executives. Our portfolio spans multi-billion-dollar companies, mid-cap public firms, and pre-IPO organizations across growth stages. We are a trusted partner to multinational and Indian clients, valued for our functional expertise, industry knowledge, and objective solutions to complex challenges.

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