



# Global Medical Manufacturer

Developing a commercial strategy and operating model for a new joint venture



## Client challenge

Our client, a global medical devices manufacturer, was looking to form a joint venture with a US startup to co-develop and fast track certification for a portfolio of new medical devices.

Both partners offered technologies that from the outset appeared complimentary. Our client offered a globally recognisable brand and international routes to market and distribution channels, whereas the US start-up offered high quality R&D capabilities.

However, alignment around a core commercial strategy and operating model had not been agreed.

## Our approach

Our medical device specialists were able to instill best practice in the design of the proposed joint venture (JV) commercial and operating model.

KPMG benchmarking was used to help rightsize the proposed JV. This analysis highlighted the need to streamline our client's current commercial footprint and identified inefficiencies with their operating model.

The specialist JV team was assembled at short notice and was fully operational within a week of agreeing a scope of work.

## Benefits for the client

The client was extremely happy with the services we provided. Although the deal ultimately fell through, the final deliverable was reconfigured as a playbook for the M&A team to use on future JV opportunities.

Both parties recognised that they had devoted insufficient time to defining the deal rationale, key principles and red lines. As a result, they expended more time and resources than was necessary in a potential partnership that was flawed from the outset.

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CREATE | CRT151062A | September 2023