

Driving Long-Term Value Through a People-Centered, Execution-Focused Approach to M&A Integration

Background

A leading biopharmaceutical company, with a workforce of over 25,000 employees worldwide, sought to expand its product pipeline and strengthen its presence in key global markets. To achieve this, the company acquired a mid-sized pharmaceutical company specializing in innovative treatments for rare, autoimmune, and inflammatory diseases across the U.S. and Europe, valued at over \$25 billion. Recognizing that this was a complex, multi-year program, leadership understood that integration success depended not only on aligning systems and processes but also on how effectively their teams could adapt, collaborate, and embrace change. To navigate this critical integration, they partnered with Syner-G to implement a strategic, people-focused, and execution-driven approach, emphasizing long-term engagement and organizational alignment.

Scope

The integration spanned all core IT capabilities, while partnering with business functions including R&D, operations, commercial, and G&A, bringing significant operational complexity. Beyond technical and regulatory considerations, the company needed to foster alignment and trust across diverse teams and manage organizational change effectively.

Key areas of focus also included systems integration, cybersecurity, collaboration tools, business continuity, and infrastructure development throughout the integration lifecycle.

Success hinged on supporting employees, empowering leaders, and creating a unified culture—making clear communication, proactive change management, and a structured, organization-wide approach essential.



Solution & Approach

Syner-G's team developed a comprehensive governance framework built on collaboration, accountability, and stakeholder engagement. This process involved forming a steering committee, establishing a dedicated PMO, and developing various specialized and targeted workstreams to address areas of complexity. It also included collaboration with business units such as R&D, operations, commercial, customer service, global infrastructure, cybersecurity, supply chain, engineering, and quality. Additionally, a value-driven, prioritized end-to-end plan was developed.

Recognizing that every element of change impacts people, the team prioritized a user-centric approach to systems integration—developing practical, long-term enablement strategies that supported employee adaptation and growth. They emphasized the importance of detailed technical mapping and milestone planning—covering pre-deal activities, Day 1 readiness, the first 100 days, full system integration, and program exit—to ensure both operational and cultural alignment.

Throughout the process, transparency, stakeholder involvement, and continuous communication fostered trust, minimized disruption, and reinforced a shared vision of success.