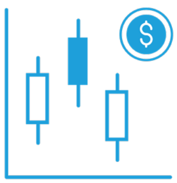
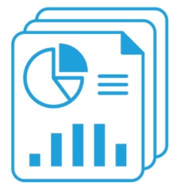
Global Medical Device Manufacturer Integrates Acquired Business Without Disruption



Integrated a newly acquired global business in weeks

Unified sales, finance, and operations data across 20 + source systems



Reduced post-acquisition reconciliatio n and manual adjustments by 60%+

SITUATION

A global medical device manufacturer operating across multiple regions and product lines relied on a complex ecosystem of systems to support sales execution, order management, and financial reporting. Sales activity originated in CRM platforms, order fulfillment and invoicing were managed through ERP systems, and downstream reporting followed strict regulatory and financial requirements.

Following the acquisition of another large medical technology business, the organization faced the challenge of bringing together two distinct operating models, system landscapes, and data structures. The acquired business introduced additional CRM, ERP, and finance platforms, each with its own product hierarchies, customer structures, and sales rules.

CHALLENGE

Historically, system integrations had been tightly coupled and difficult to adapt. Large-scale change, particularly following acquisitions, risked long delays, duplicated processes, and extended periods of limited visibility. Aligning sales performance data across legacy and newly acquired systems was especially challenging given differences in data models, regional practices, and operational timelines.

The organization needed to integrate the acquired business quickly without disrupting ongoing sales operations, delaying reporting cycles, or introducing compliance risk. Manual reconciliation was not a viable long-term option given data volumes and regulatory expectations.

SOLUTION

The company adopted a unified, system-agnostic integration approach that treated sales, operational, and financial data as part of a single governed model, rather than attempting to force one system landscape into another. Data from both legacy and acquired systems was mapped declaratively, with transformations, validations, and enrichment rules managed centrally.

This approach allowed the organization to absorb the acquired business without rewriting integrations or pausing ongoing operations. Differences in product structures, customer definitions, and regional rules were handled through configuration rather than custom code, with full traceability and controlled promotion into production environments.

OUTCOMES

The manufacturer successfully integrated the acquired business into its global sales and financial processes without disrupting day-to-day operations. Data flowed consistently across combined systems, reconciliation effort was significantly reduced, and leadership gained timely visibility into performance across the expanded organization. Most importantly, the acquisition was treated as an extension of the existing operating model rather than a one-off integration project, allowing the company to scale and adapt confidently in a regulated environment.