

Leading Talent

Case Study – M&A / Divestiture
Global Consumer Health Company Separation
*(Global Fulfilment Data & Analytics Carve-Out and
Overarching Data Separation Programme Management)*

Leading Talent supported a leading Global Consumer Health Company through the separation of its Global Fulfilment data and analytics capability from its former parent company, delivering a fully compliant, **on-time, on-budget carve-out** of business-critical reporting infrastructure

Case Study: Delivering a Compliant Global Data and Analytics Separation through a Corporate Divestiture

Client Situation

Following a major corporate divestiture, a leading Global Consumer Health Company completed its separation from its former parent company — a global pharmaceutical and healthcare conglomerate — becoming an independent, publicly listed business in one of the largest consumer health separations in recent corporate history.

As part of the wider corporate separation, the Company's Global Fulfilment function needed to disentangle its data and analytics capability — including business-critical reporting solutions supporting order-to-cash and physical delivery — from the parent company's shared IT infrastructure, without disrupting decision-making for the newly independent business.

The Ask

The Company's Deliver leadership needed a Project Team to own the separation of the Global Fulfilment analytics capability end-to-end, working within the fixed timeline imposed by the corporate divestiture and collaborating with other 3rd party consultants responsible for raw data migration activities. The request was to:

1. Own end-to-end programme delivery for the migration of all global analytical solutions from the parent company's shared infrastructure onto independent, Company-owned infrastructure
2. Ensure zero disruption to business-critical reporting and analytics capability throughout the carve-out
3. Deliver the migration on time and on budget, aligned to the wider corporate separation milestones
4. Manage the multi-disciplinary delivery team from multiple 3rd parties through discovery, design, build, test, deployment and business change management

In addition, the Company required overarching Programme Management support to ensure ALL data sources and applications were migrated to the divested company and ultimately deleted and switched off within the parent company's infrastructure.

Leading Talent provided a project team supporting end-to-end programme management, Product Ownership and Business Analysis services for the Data and Analytics carve-out

What did we do?



Assessed the existing data and analytics landscape to identify every dependency on the parent company's shared infrastructure requiring separation.



Defined the target architecture and migration approach to move both analytical solutions onto independent, Company-owned infrastructure, including raw data, harmonisation of disparate data sources as well as a semantic data layer.



Agreed upfront objectives, timelines and value proposition for the programme, aligning technical delivery milestones to the wider corporate separation timeline and where necessary working with the corporate separation team to negotiate adjustments to TSA timelines that would not support cutover of business-critical capabilities.



Managed a multi-disciplinary delivery organisation end-to-end — 6 Business Analysts and 2 technical scrum teams (5–7 people each) — through discovery, design, build, test and deployment of the Company's Global Fulfilment analytics capabilities.



Management and performance of Business Simulation testing and End User Acceptance Testing to confirm reporting outputs matched pre-separation baselines.



Led business change management and cutover planning to ensure a smooth transition to business-as-usual on independent infrastructure.



Provided overarching Programme Management oversight across the full data and application estate, tracking migration of all data sources and applications to the divested Company's environment through to final deletion and switch-off within the parent company's infrastructure.

This work delivered a compliant, on-time, on-budget separation of business-critical reporting capabilities

Outcome Delivered

1

Data Architecture

Delivered the migration of all global analytical solutions from the parent company's shared infrastructure to an independent environment, on time and on budget (6 Data Products, 30 key reports, 100s of raw data and harmonised data tables).

2

Business Continuity

Ensured continuity of business-critical reporting and analytics capability throughout the carve-out, with zero disruption to decision-making.

3

Delivery Management

Successfully transitioned the multi-disciplinary delivery organisation— 6 Business Analysts and 2 technical scrum teams — through the full separation lifecycle, from discovery to business-as-usual.

4

Repeatable Approach and Detailed Documentation

Established a repeatable, disciplined delivery approach with clear documentation which was later reapplied to subsequent rebuild of the same capabilities consuming from the new SAP S/4 HANA instance.

5

Overall Programme Governance

Senior programme and project management, RAID management, steering committee support and progress reporting — aligned to legal milestones and stakeholder complexity. Supporting the Company's transition into a standalone, independently operating business — one of the largest consumer health separations in corporate history.

End-to-End Separation & Migration Programme

Parent Company: Shared IT & Data Infrastructure

Business-critical reporting, analytics, and TSA-covered datasets embedded across shared, entangled infrastructure



Analytics Solutions Migration

All global analytical solutions — 6 Data Products, 30+ key reports, 100s of raw data and harmonised data tables — migrated to independent, Company-owned infrastructure, on time and on budget.

TSA Dataset Exit & Sign-off

Every TSA (Transitional Service Agreement) dataset exit tracked, formally signed off by the Company's team and decommissioning within the Parent Company on schedule.

Full Estate Migration & Decommission

Overarching Programme Management across all remaining data sources and applications — migrated, then deleted and switched off within the parent environment.



Independent Company: Day 1 Operational Readiness

On time • On budget • Zero disruption to business-critical reporting

At Leading Talent, we don't just provide solutions, we lead the way

With deep industry knowledge and a commitment to innovation, we offer strategic guidance and hands-on support to help businesses navigate complex challenges. Our team of experts works closely with clients to develop customised solutions that align with their goals, ensuring sustainable success and measurable impact.



Digital IT & Business Transformation



Project Management



Technical & Solution Architecture



Data and Analytics



Business Application Implementations



OS Deployment & System Migration



Digital Supply Chain



Business Continuity & Emergency Planning



Cybersecurity

