

# Zero-Downtime Divestiture: A Pharmaceutical M&A Case Study

Led the complex IT workstream for a \$500M+ pharmaceutical asset divestiture, directing 15 workstreams to transition over 70 systems—including validated GxP environments—with zero downtime and a 15% cost reduction.

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## The Challenge

The sale of the VOWST product line to a major global corporation required a complex and rapid separation of deeply integrated IT systems under strict regulatory oversight. The primary challenges were:

- **Extreme Complexity:** Separating 70+ systems, including shared infrastructure, enterprise applications, and validated GxP systems subject to FDA regulations.
- **Aggressive Timeline:** An 8-month Transition Service Agreement (TSA) demanded parallel execution across 15 distinct IT workstreams.
- **Zero-Downtime Requirement:** Business continuity was non-negotiable, requiring a seamless transition with no disruption to operations or data integrity.

## The Approach

We established a robust governance framework and a systematic execution plan to manage the complexity and mitigate risk:

1. **Establish Centralized Governance:** Created a dedicated M&A Program Management Office (PMO) to oversee all IT workstreams, manage dependencies, and provide executive visibility.
2. **Organize into Workstreams:** Broke the transition into 15 distinct workstreams (e.g., Infrastructure, Applications, Data, Security), each with a dedicated lead and clear charter.
3. **Implement Risk-Based Rigor:** Applied the highest level of scrutiny to validated GxP systems while using more agile approaches for non-regulated systems to accelerate progress.
4. **Drive Executive Visibility:** Maintained a weekly cadence of executive-level reporting on progress, risks, and budget, ensuring alignment and rapid decision-making.

## The Results

<b>\$500M+</b>	<b>70+</b>	<b>Zero</b>	<b>15%</b>
<b>Transaction Scale</b>	<b>Systems Transitioned</b>	<b>Downtime Events</b>	<b>Cost Reduction</b>

### **Key Takeaway**

Successful M&A technology transitions are won or lost in the planning phase. By establishing a strong governance framework early, clearly defining workstreams, and maintaining executive visibility, it is possible to manage extreme complexity and deliver a seamless transition on an aggressive timeline. A reusable framework not only ensures success for the current deal but also accelerates future M&A activities.

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**Navigating an M&A transaction? Ensure your technology transition is seamless. Schedule a consultation at [ThompsonTech.co](http://ThompsonTech.co).**