

# Pre-divestiture restructuring and post-acquisition integration

2025



## Pre-Divestiture Restructuring and Post Acquisition Integration

Strategic M&A and corporate carve-outs, spin-offs and business divestitures are expected to continue surging as businesses look for value and flexibility. In most cases, companies need to prepare for these transformational events by reorganizing their corporate and business operations and relationships to effectively carve out and divest the business units, operations and supporting contractual arrangements. Similarly, for private equity funds or strategic acquirers, the post-transaction integration of these business units is imperative to realize and preserve the value and benefit of the transaction.

We have a fully integrated, global team that is deeply immersed in and breathes the full range of sourcing and commercial agreements arising from these transactions. We are able to work with our client's internal and external advisors to strategically plan and effectively execute the tactical aspects of these projects. We take a resolutely business-oriented and outcomes-based approach, advising our clients on how best to achieve a more efficient process.

Our clients benefit from our extensive transactions experience, deep understanding of differing business models, varied industry exposure and our partnership approach to engagements. Because our group is highly focused in this area, our experience is notably deeper than that typically found at large law firms, and many of our team members have worked on in-house legal teams and as technology executives.

These transactions often require the reconfiguration or replacement of hundreds, and sometimes thousands, of contracts that are affected in various ways by the transaction. In most instances, the parties will enter into a transition services agreement (TSA) that enables the acquired company to continue business operations based on a commitment from the selling company to support the acquired entity for a limited period of time. We support both TSA enablement and post-TSA replacement of the transition services, as well as post-transaction readiness where no TSA services are provided.

We approach the project from the outset to leverage our sourcing experience and market knowledge to help operationalize the carved-out entity for a successful separation on timelines that are aggressive and with less than ordinary negotiation leverage as a result.

### Our work in support of these projects includes:

TSA readiness, enablement and replacement and post-acquisition enablement

MSP (managed service provider) and outsourcing arrangements

Technology, cloud/software, advertising/marketing, supply chain and other commercial arrangements

Intellectual property licenses and transfers

Intracompany arrangements and dependencies

Back-office functions (HR, Finance, Accounting, Legal)

The breadth of our global platform enables our team to manage the complete scope of restructuring and integration required for these transactions. We regularly collaborate with our employment and labor and privacy colleagues to assist with:

- Employee health and welfare benefits arrangements
- Employee health and welfare benefit plan and related process development
- Data privacy compliance
- Data sharing and data transfers

Our teams work seamlessly across these subject areas to triage, prioritize, plan for and execute against high volumes of sourcing and commercial contract reconfigurations and replacements, leveraging our innovation consultants to:

- Define playbooks to standardize review
- Project manage the workflow
- Deploy technology to streamline review and enable dashboarding and reporting for internal project management and client reporting

The resulting output and artifacts can then be and often are leveraged to develop and enhance an internal sourcing function where the carve-out is greenfield.

We approach these projects as we would any high-volume outsourced support engagement, leveraging people, process and technology to streamline and expedite fulfillment and achieve often aggressive timelines, while maintaining continuity of operations and minimizing the need for ongoing expenses under extended TSAs.

## Select experience

Following the spin-off of a retail business unit, we advised the **retailer** on a time-sensitive project to go to market for, contract for, implement and transition to new technology and services, replacing the existing shared services previously provided by its parent company. This included the negotiation, early-stage termination and replacement of all third-party arrangements in support of previously shared operations.

Advised a **private equity client** on the commercial contract aspects of acquiring a portion of a global life sciences company's business working alongside M&A counsel.

Advised the same **private equity client** on the post-acquisition work necessary to enable TSA replacement across various business functions, including IT, HR and Finance for what effectively became a greenfield operation. The project included over 200 contracts with many significant players in-scope for the project, including MSP arrangements, outsourced services arrangements, cloud subscription and software licensing and implementation arrangements with providers including Allegis Global Services, Microsoft, Oracle, SAP, Salesforce, TCS and HCL.

Advised a **domestic online printed products company** in the restructuring of its commercial operations in anticipation of the spin-out of the print and mail portion of the business, including post-carve-out reverse services and contract replication and replacement. The goal of the divestiture was to prepare the online printed products company for an initial public offering.

Advised a **spun-off insurance entity** in the negotiation and documentation of a managed service provider arrangement, along with numerous cloud and data platform arrangements, in a greenfield operation to replace and provide IT infrastructure, as well as application development and maintenance services for the spun-off entity, enabling the exit from the TSA and its replacement.

Advised a **Fortune 100 financial services institution** on TSA replacement for all of its health and welfare benefits arrangements and supporting cloud, software and IT services arrangements in connection with the divestiture of its bank and related operations.

## Awards and accolades

Chambers Global, Global-wide: Global Market Leaders,  
Outsourcing

[Chambers and Partners, 2024](#)

---

Chambers USA, Nationwide: Outsourcing

[Chambers and Partners, 2024](#)

---

Chambers USA, Georgia: Technology and Outsourcing

[Chambers and Partners, 2024](#)

---

Legal 500 USA, Nationwide: Media, technology and telecoms:  
Outsourcing

[Legal 500, 2024](#)

---

## Publications

[Norton Rose Fulbright publication, Inside Tech Law](#)

[ICLG, Technology Sourcing Laws and Regulations USA, 2023](#)

[GLI AI, Machine Learning and Big Data, USA, 2023](#)

---

## Contacts



### Sean Christy

Head of Technology Transactions,  
United States

Atlanta\*

+1 404 443 2146

[sean.christy@nortonrosefulbright.com](mailto:sean.christy@nortonrosefulbright.com)



### Chuck Hollis

Head of Artificial Intelligence, United States  
Atlanta

+1 404 443 2147

[chuck.hollis@nortonrosefulbright.com](mailto:chuck.hollis@nortonrosefulbright.com)

Note: The Firm does not maintain an office in Atlanta, GA, but we have a team of Georgia-licensed lawyers who work remotely.





Norton Rose Fulbright is a global law firm. We provide the world's preeminent corporations and financial institutions with a full business law service. We have more than 3000 lawyers and other legal staff based in more than 50 cities across Europe, the United States, Canada, Latin America, Asia, Australia, the Middle East and Africa.

[nortonrosefulbright.com](http://nortonrosefulbright.com)

Norton Rose Fulbright Verein, a Swiss verein, helps coordinate the activities of Norton Rose Fulbright members but does not itself provide legal services to clients. Norton Rose Fulbright has offices in more than 50 cities worldwide, including London, Houston, New York City, Toronto, Mexico City, Hong Kong, Sydney and Johannesburg. For more information, see [nortonrosefulbright.com/legal-notices](http://nortonrosefulbright.com/legal-notices).

© Norton Rose Fulbright.  
US\_61245 - 01/25