

## CASE STUDY

# From Day 0 to Day 1: Standing Up a Global Legal Function Through Divestment

*A Defensible Legal Technology  
Blueprint for a Multi-Billion-Dollar  
Carve-Out*



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*Divestments move fast, but Legal still needs to work on Day 1. As a multi-billion-dollar business prepared to separate, Consilio was engaged to take the uncertainty out of what comes next, ensuring the Legal function was fully operational from Day 0, independent by Day 1, and built for scale and innovation beyond Day 1.*

## THE CHALLENGE

Standing up Legal at speed without over-investing, under-building, or slowing the business

**Divestments don't fail because of deal strategy; they fail when operational foundations aren't ready in time.** For the divested global business, Legal needed to operate as an independent, global function immediately, while still relying on the parent organisation's systems during transition.

The team faced several interconnected risks:

- Navigating complex data, access, and workflow dependencies across the multinational's technology stack
- Securing Transition Service Agreements (TSAs) under significant cost and time pressure
- Avoiding both under-capability (operational risk) and over-investment (unnecessary separation cost)
- Ensuring Legal did not delay commercial execution, regulatory compliance, or IPO readiness
- Aligning Legal, IT, Separation, and Establishment teams around a single, defensible plan

Without a clear roadmap, Legal risked becoming the bottleneck at the most critical moment of the business's transition to independence.

## What the Client Needed

To move from divestment decision to operational confidence, the client required:

- A clear **Day 0 → Day 1 → Beyond Day 1 Legal roadmap**
- **Immediate Legal operability** from Day 0
- A **defensible technology and operating model aligned** with separation and establishment objectives
- **Evidence-based investment justification** for both the parent organisation and the divested entity
- **Rationalisation of an inherited, fragmented legal technology landscape**
- **Strong governance for data security**, system access, and separation controls
- A **future-ready Legal foundation** capable of supporting AI-enabled services

A fully functioning global Legal team from Day 0 delivered at just 12% of the multinational's cost baseline.

## SOLUTION

Consilio delivered a structured, lifecycle-based divestment solution designed to remove risk, reduce cost, and accelerate Legal readiness.

### Day 0 - Legal Continuity

To ensure immediate operability, Consilio conducted a comprehensive baseline assessment of the multinational's legal technology ecosystem — more than 80 systems — identifying overlaps, dependencies, critical gaps, and opportunities for rationalisation.

We designed a Day 0 legal architecture that enabled:

- **Logical separation of data** and access
- **Immediate Legal functionality** without disruption
- Clear **governance controls across systems and workflows**

This ensured the Legal team was fully operational from the first day of independence.

### Day 1 – Legal Independence

As the separation progressed, Consilio designed the technical transition required for full independence from the parent organisation's systems.

This included:

- **Day 1 legal architecture design**, with particular focus on high-risk contracting systems
- **TSA negotiation and definition** to support continued system use where required
- **A defensible separation investment business case** funded by the parent organisation

By balancing the interests of both parties, Consilio enabled a clean technical separation without compromising Legal capability or continuity.

### Beyond Day 1 – Legal Scale and Optimisation

Beyond separation, the client needed Legal to scale efficiently and support long-term strategic priorities.

Consilio designed a future-state Legal architecture and operating model that:

- Dramatically **reduced system complexity and cost**
- Enabled **AI-ready Legal processes**
- Supported a lean, **globally capable Legal team**
- Provided a clear **roadmap for ongoing optimisation and innovation**

An establishment investment business case was developed and approved with the divested entity's IT function, securing long-term sustainability.

## RESULTS ACHIEVED

The engagement delivered immediate operational readiness for the divested Legal function while significantly simplifying the technology landscape and reducing separation cost. The outcome was a lean, defensible Legal architecture that supported Day 0 continuity, Day 1 independence, and long-term scalability without introducing operational risk or disruption.

### Quantified Outcomes

- +88% reduction in legal technology investment compared to the multinational baseline
- +67% reduction in total legal technology systems
- +80 legacy systems rationalised to 26 Day 0 solutions and 19 Day 1 solutions
- 100% funding approval secured across both Separation and Establishment phases
- Zero Legal-related operational blockers impacting the divestment programme
- Day 0 and Day 1 readiness achieved without disruption to Legal operations
- Future-ready architecture established, enabling AI-enabled legal services
- Architecture reused by the parent organisation to inform its own system rationalisation

## Why This Matters

This engagement illustrates a structured approach to supporting Legal functions through complex divestments, from initial separation through to long-term operational readiness. By providing clarity on what follows the divestment decision, the approach helps organisations establish Legal teams that are operational from Day 0, technically independent by Day 1, and positioned to evolve beyond Day 1.

The outcome is greater certainty at a critical point in the separation process enabling Legal to manage cost and risk effectively while supporting, rather than constraining, the organisation's transition to independence.



## Divesting? Here's What Comes Next

Whether you're planning a carve-out, spin-off, or full separation, Consilio's Divestment as a Service helps you stand up a fully functioning Legal organisation from Day 0 continuity to Day 1 independence and beyond Day 1 optimisation.

*You focus on the transaction.  
We'll handle what comes next.*