

Haleon launches as a global leader in consumer health





Call for change

A standalone consumer health business

The journey for Haleon started back in 2019 as a new consumer health joint venture between two pharmaceutical companies, bringing together the portfolios of trusted consumer health brands to be a leader across many categories, including Oral Health, Pain Relief, Respiratory, Vitamins, Minerals and Supplements, Digestive Health and Other.

At the time of the joint venture, the stated intention was to demerge and list the new consumer health company on the UK equity market, within three years.

Demergers can help large companies clarify the value of their underlying

business units and separation can boost speed, efficiency and value for both the former company and the newly formed spin-off.

Like many demergers at scale, achieving this for Haleon was no easy process. In many M&A situations, technology presents the biggest challenge as well as the biggest opportunity. For Haleon, hundreds of systems that made up the overall technology estate needed to be formally separated, so that the new standalone consumer health company would be able to operate independently. This also offered an opportunity for Haleon to pivot to the cloud, boosting efficiency and setting up the company for future growth.

When tech meets human ingenuity

A compressed timetable, a strategic plan and one team

Accenture worked with the company that would become Haleon and an ecosystem of partners from strategy to execution to enable the separation against a very tight timeline.

An announcement had indicated to the market that Haleon would list publicly by July 2022. To be successful, this needed to be a highly compressed transformation, as hitting the deadline was imperative.

Unlike a brand-new deployment of technology, the separation had layers of complexity, involving the separation of hundreds of systems, with numerous suppliers and contracts. The SAP environment alone was over 40 Terabytes, one

of the largest in the industry. The process of migrating, cloning and purging that in four short days had never been done before.

Making the whole process more pressure-filled, there was a single opportunity on the horizon to execute the separation: over the four-day Easter holiday weekend. While there was a full-dress rehearsal ahead of that weekend, it was crucial that all deadlines and goals were met. If not, it would be significant period before they could try again. Over that bank holiday weekend, the team would undertake multiple simultaneous procedures to transfer the technical ecosystem to the new environment—including all critical manufacturing and financial

processes. After that, Haleon would be standing on its own.

This is where the importance of one, unified team came in. Working shoulder to shoulder, the team included future Haleon employees and strategic partners blended seamlessly to operate as one integrated unit. Over the weekend, everything went without a hitch, on time.

Finally, as part of the overall separation strategy, Accenture helped Haleon to pivot to the cloud. Infrastructure migration was a key workstream, as part of the separation, as it positioned Haleon to hit the ground running with a modern technology estate from day one.



A valuable difference

A lean and strong company emerges

In July 2022, Haleon was listed on the London Stock Exchange, its largest listing in over a decade, as well as on the New York Stock Exchange. Haleon then became one of the largest independent consumer health businesses in the world.

Post-demerger, some of the world's leading consumer health brands—such as Sensodyne, Centrum, Theraflu, Panadol and Voltaren—found a new home within a more focused independent company.

Also, by pivoting 100% to the cloud, Haleon is set up for success by ensuring it has an entirely modern foundation for its technology estate.

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I needed to rely on people that I could trust.

Amy Landucci

Chief Digital & Technology Officer at Haleon, of the collaboration with Accenture.

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If you have a group of individuals that stop acting as individuals and act as one team, there is nothing that can't be achieved.

Liza Jordan,

Global Client Account Lead at Accenture.

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