



TTG INTEGRATION DAY 1 READINESS & EXECUTION CASE STUDY

Background

A private equity-backed healthcare company pursued a platform expansion acquisition during a period of rapid growth. Prior to close, the organization lacked a formal integration strategy, HR playbooks, and people-focused due diligence, despite expanding headcount from 30 to 75 employees, increasing valuation from \$20M to \$50M, and extending operations into a sixth state.

Client Challenge

The transaction carried significant people risks, as no HR or payroll diligence was conducted prior to close. Key processes, systems, pay types, and HR foundations were unevaluated, and no integration strategy or playbook was in place. This created high Day 1 exposure across payroll, benefits, ERISA compliance, worker classification, and retirement plan integration. HR foundations needed to be established while simultaneously integrating a new medical practice, and these unresolved people risks contributed to a contentious post-close environment.

TTG's Solution

- **HR Foundations:** Built HR foundations while managing ongoing integration activities
- **Day 1 Strategy:** Created and launched a comprehensive Day 1 execution strategy
- **Payroll:** Established payroll activation processes with validation and controls
- **Benefits:** Reviewed and restructured benefits for ALE compliance, implemented nationwide coverage, and aligned STD/LTD with state programs
- **Compensation:** Standardized compensation structures, job architecture, and pay types
- **Employee Handbook:** Rolled out a compliant handbook across all locations
- **Systems Access:** Enabled HRIS and systems access for all staff
- **Onboarding:** Facilitated formal onboarding for every employee
- **Integration Roadmap:** Developed and executed a 100-day post-close integration plan

Results

- **Payroll Accuracy:** Zero missed payroll at close; all subsequent cycles aligned
- **Benefits Compliance:** Delivered compliant, non-duplicative medical and ancillary benefits for Day 1 elections with zero over-coverage risk
- **Retirement Integration:** Successfully executed the compliant merger of the acquired company's qualified retirement plan into the buyer's existing retirement plan, centralizing investments, fiduciary oversight, and ERISA compliance, based on materially identical plan designs
- **Compensation Integrity:** No classification or pay structure corrections required post-Day 1
- **Employee Handbook:** Compliant across all six states of deployment
- **Onboarding & Systems:** Fully stabilized and compliant by state law, worker classification, and FLSA exemption status
- **Audit Success:** Post-close audit completed successfully
- **Integration Roadmap:** 100-day integration plan achieved on schedule
- **Employee Retention:** Maintained above 95% during ownership transition
- **HR Scalability:** Infrastructure scaled to support 2.5x workforce and valuation growth
- **M&A Model:** Institutionalized end-to-end integration model embedding early people-side diligence, proactive risk detection, improved seller confidence, stronger retention, and reduced sponsor-level reputational risk