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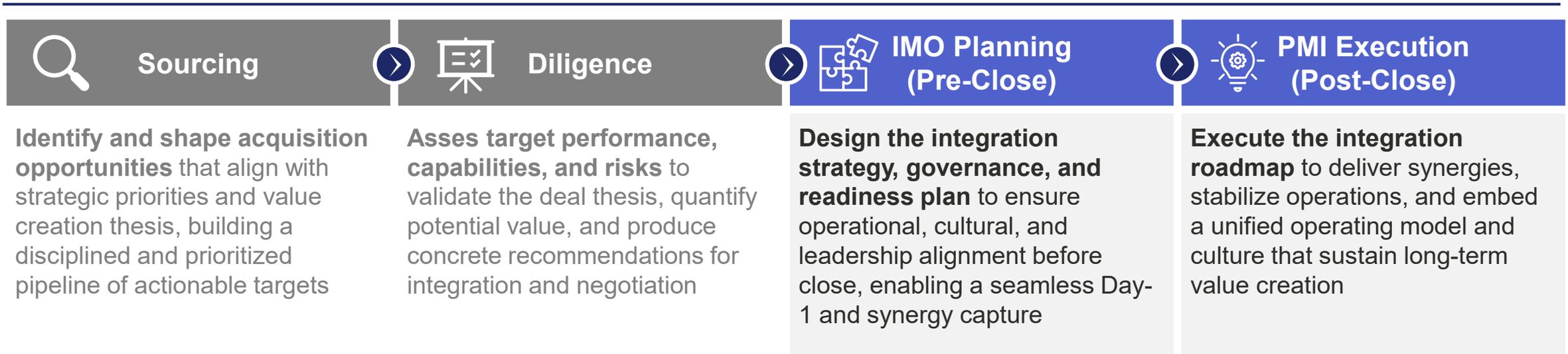
## Integration Practice Overview

November 2025



# Within the M&A lifecycle, our Integration practice focuses on pre-close and post-close activities

## M&A Lifecycle



# Our Integration practice drives significantly more value than those at other firms



## Robust experience with *integration*, not just consulting

- Brings consulting-trained and **proven integration leaders** with **within-firm execution experience**
- Drives **rapid risk recognition** and **opportunity capture** given integration and M&A experience
- **Embeds with management** to align, execute, and deliver measurable impact



## Strategic integration mindset *accelerates and sustains value*

- Accelerates impact and **realize synergies quickly** while securing long-term value
- Reveals **interdependencies, downstream effects, and growth levers**
- **Drives a results-oriented** business transformation approach



## Working *with you* to secure stakeholder engagement

- Engages executives and leaders to **align on priorities** and consider trade-offs
- **Collaborates side-by-side** to build trust, mobilize teams, and preempt friction
- **Complements internal team's skills** and leverage existing resources



## Proven track record in *cultural/organizational alignment*

- Provides **expertise in enterprise-wide organizational change** and integration governance
- Addresses cultural implications to **sustain engagement, retention, and adoption**
- **Has clear view of structures, roles, and decision rights** across both legacy organizations



## Integrity and transparency for sustainable impact

- Has **daily touchpoints with senior team**
- Emphasizes that **right ethical decisions always equal right business decisions**
- Leads with **empathy and transparency**
- Establishes a **clear path to transfer know-how** and avoid consultant lock-in

**Traditional Consulting Firms**

- Bring experience concentrated at Partner/SME level
- **Execute generic playbooks with junior team**

- Emphasize **process and milestone tracking**
- **Focus solely on long-term** business value

- Have **limited ability to marshal support** across levels
- **Impose decisions** instead of co-owning them

- Provide primarily a **project management** skillset
- Have **limited ability to shape culture** or alignment

- Have incentives to **extend projects indefinitely**
- Have model of **'Senior team sells, junior team shows up for work'**

## Common integration pitfalls...

<b>Strategic Misalignment</b>	<ul style="list-style-type: none"> <li>• <b>Integration not tied to the deal thesis:</b> The IMO executes a generic playbook instead of one anchored to the investment rationale and value drivers</li> <li>• <b>Activity over impact:</b> Teams measure progress by milestones completed, not value captured</li> <li>• <b>Unclear success definition:</b> Leadership lacks transparent linkage between integration workstreams and the deal's P&amp;L or synergy targets</li> </ul>
<b>Organizational and Cultural Breakdown</b>	<ul style="list-style-type: none"> <li>• <b>Misaligned incentives and KPIs:</b> Legacy leaders are rewarded for protecting their silo, not for integration success</li> <li>• <b>Culture and communication gaps:</b> Integration planning overlooks culture diagnostics, leading to distrust and resistance</li> </ul>
<b>Operational &amp; Executional Friction</b>	<ul style="list-style-type: none"> <li>• <b>Overengineering and slow execution:</b> Teams over-plan instead of prioritizing high-value Day-1 and Day-100 actions</li> <li>• <b>Systems and process bottlenecks:</b> Technology, finance, and/or HR integration drags delay synergy capture</li> <li>• <b>Decision gridlock:</b> Ambiguous governance creates confusion on who decides what and when</li> </ul>

## ... and how HPA overcomes them

	<ul style="list-style-type: none"> <li>• We <b>design the integration roadmap directly from the deal thesis</b>, linking each initiative to financial and strategic outcomes</li> </ul>
	<ul style="list-style-type: none"> <li>• We <b>embed measurable synergy metrics</b>, ownership, and reporting cadence into every workstream</li> </ul>
	<ul style="list-style-type: none"> <li>• We <b>implement governance that connects integration activities to realized business impact</b> – visible to both IMO and executive sponsors</li> </ul>
	<ul style="list-style-type: none"> <li>• We <b>redesign KPIs and performance frameworks</b>, so leaders share ownership of post-close results</li> </ul>
	<ul style="list-style-type: none"> <li>• Our <b>operators have lived integrations</b>; they model trust-building and consistent messaging across both organizations</li> </ul>
	<ul style="list-style-type: none"> <li>• We <b>design pragmatic integration sequences</b> that minimize customer and employee disruption</li> </ul>
	<ul style="list-style-type: none"> <li>• Our experts <b>coordinate cross-functional dependencies</b> to keep operations stable through transition</li> </ul>
	<ul style="list-style-type: none"> <li>• Our IMO governance model <b>defines clear decision rights and escalation paths</b> to maintain momentum</li> </ul>

# Recent integration projects reflect our flexible staffing model

	Full Team	Teamlet	Individual
Client	 <p>PE firm with upper mid-market focus required a plan to evaluate <b>two simultaneous acquisitions</b> and <b>identify growth opportunities</b></p>	 <p>Healthcare services leader preparing a major acquisition needed support to <b>establish an IMO</b> for <b>pre-merger planning</b> and <b>PMI execution</b></p>	 <p>Leading industrial equipment manufacturer sought support to <b>lead integration planning</b> and <b>execution</b> for a complex international acquisition</p>
Team Experience	<p><b>Pre-Merger Planning Team</b> 8 consultants</p> <ul style="list-style-type: none"> <li>Former McKinsey &amp; Bain</li> <li>PMI</li> <li>M&amp;A</li> <li>Market Assessment</li> </ul>	<p><b>PMI Support &amp; Execution Team</b> 2 consultants</p> <ul style="list-style-type: none"> <li>Former McKinsey</li> <li>IMO</li> <li>Pre-Merger Planning</li> <li>Post-Close Execution</li> </ul>	<p><b>Integration Lead</b> 1 consultant</p> <ul style="list-style-type: none"> <li>Former McKinsey &amp; CFO</li> <li>PMI</li> <li>Change Management</li> <li>Global M&amp;A</li> </ul>
Project Overview	<ul style="list-style-type: none"> <li><b>Market Analysis:</b> Assessed total addressable market size, competitive landscape, and growth trajectory across priority geographies</li> <li><b>Integration Hypotheses:</b> Assessed feasibility of merging the two companies' platforms and operating models</li> <li><b>Execution Framework:</b> Defined the high-level organizational design and requirements to realize targeted synergies</li> </ul>	<ul style="list-style-type: none"> <li><b>IMO Setup:</b> Partnered with ELT to stand up the IMO and roll out standardized planning / reporting across 5 areas and 8+ functions</li> <li><b>PMO Leadership:</b> Led pre-merger and early PMI cadence, addressing resourcing gaps and resolving key functional issues</li> <li><b>Execution Outcomes:</b> Merger completed ahead of schedule with a fully trained IMO in place to manage remaining integration</li> </ul>	<ul style="list-style-type: none"> <li><b>Integration Planning:</b> Developed a comprehensive playbook and roadmap detailing timing, savings, and ownership to guide execution</li> <li><b>Execution Leadership:</b> Led initial implementation, established tracking mechanisms, and drove early progress across workstreams</li> <li><b>Capability Transfer:</b> Identified and trained internal leaders, enabling full client ownership and seamless handoff within four months</li> </ul>

# Our model ensures right-fit talent across the integration lifecycle

## Enterprise Integration Management Office

Our senior leaders provide strategic oversight while our embedded subject matter experts optimize delivery across all workstreams for measurable value creation

Our **Senior Integration** project leaders...



...partner with our **industry SMEs**



**HPA teams embed seamlessly with client teams to accelerate integration impact**

# Our Integration project leaders have extensive 'in-seat' experience



## Chris Bauer

Former Alvaraz & Marsal Manager with deep experience in **M&A, integration**, cost savings, synergy identification and execution, performance improvement, transformation, and restructuring for **private equity portfolio** clients across industries. Held an additional role as **Lead M&A Analyst** at Colorado National Bancorp, where he focused on acquisitions and due diligence.



## Anang Singh

Former McKinsey Engagement Manager and Kearney Senior Manager who brings **M&A strategy and integration** experience spanning pre-close planning, **post-merger integration** (PMI), transformation, strategic planning & execution, and digital innovation (GenAI/ML). Most recently, served as Director of Strategy, Strategic Planning, & Execution and Chief of Staff for Abbott's Nutrition business.



## Chris Huss

**Integration and transformation SME** who has decades of experience in operations and transactions spanning consulting and PE. Held numerous consulting roles at Alvarez & Marsal and EY in their **M&A and Performance Improvement** Practices. Most recently, held senior roles in PE at Platinum Equity and Waud Capital, guiding complex transactions, stand-ups, and **merger integrations**.

## Experience

- **Served as IMO and Finance lead across pre-acquisition integration planning and post-close execution**; built Day-1/Day-100 plans, TSAs, and synergy models, and **led market integration** across 17 countries
- Coordinated the post-acquisition **global synergy identification, integration planning, and integration management office** for US-based auto parts **manufacturer**
- **Led the pre-acquisition process and functional integration** (3 functions) to support the formation of a top global salt mining and consumables company
- **Captured \$200M in synergies through operations optimization** (fleet & network management) and **commercial** workstreams (cross-selling and co-selling for 2 airlines)
- **Led \$100M cross-border eCommerce supply chain player buyout and integration**; post-integration, the asset drove 80% of the vertical's revenue
- **Captured \$25M in synergies across a pharmaceuticals & nutrition business**. Sourced 100+ ideas from 20 GMs; prioritized joint GTM, retail partnerships, distribution, sales productivity levers; piloted in 4 countries; instituted value tracking & global rollout playbook
- Designed **future organizational structure**, created the **Day-1 readiness plan** (critical to close items, communications, transition plan) and **established/executed the 100-Day implementation** plan for 2 PE-backed organizations as they underwent a merger
- **Led IMO** for industry-consolidating merger of equals, including management of 3rd party resources, functional teams, and executive reporting to facilitate post-close activities
- **Managed post-merger integration activities** for supply chain, distribution, finance, sales, and customer service for the combination of two B2C businesses

# Recently completed integration engagements span various industries and functions

	Client Need	Engagement Outcome
IMO Structure Development	Global CPG company had completed a growth acquisition of a technology product firm and needed support <b>developing and implementing an integration management structure to drive internal decision-making</b>	<ul style="list-style-type: none"> <li>• <b>Integration Framework &amp; Governance:</b> Designed integration framework to hit revenue targets, ensure holiday-season production, stabilize operations, and establish roles, accountability, and fact-based decision-making</li> <li>• <b>Transition &amp; Execution:</b> Addressed key priorities and transitioned integration process to internal client stakeholders</li> </ul>
IMO/PMO Establishment and Synergies	Two industry-leading financial service companies merged and required support <b>to establish and manage an Integration Management Office (IMO) without business disruption</b>	<ul style="list-style-type: none"> <li>• <b>Integration Leadership:</b> Established IMO and led integration, merging branch networks and consolidating back-office operations across countries while maintaining business continuity</li> <li>• <b>Synergy Realization:</b> Delivered ~80% of first-year synergies in 100 days and doubled projections by year-end, under budget</li> <li>• <b>Cultural &amp; Operational Alignment:</b> Managed cultural integration and stakeholder alignment, improving operational efficiency, systems, corporate culture, and strategic positioning</li> </ul>
PMI Operational/ Functional Efficiency	Industry-leading gaming technology provider merged with a complementary player of equal size and needed <b>assistance integrating operations between the two organizations</b>	<ul style="list-style-type: none"> <li>• <b>Integration Planning &amp; Execution:</b> Drove pre-close planning and supported integration in major functional areas throughout the company in two stages</li> <li>• <b>Synergy Identification and Planning:</b> Identified synergies and developed integration plans across IT, supply chain, product teams, and other functions</li> <li>• <b>Leadership &amp; Governance:</b> Worked directly with the CFO to prepare for management meetings, led staff integration efforts, and track synergies corporate-wide</li> </ul>
Integration Planning & Execution	Leading industrial equipment manufacturer had recently undertaken a complicated international acquisition (the largest the company had ever undertaken) and needed a resource <b>to lead integration planning and execution</b>	<ul style="list-style-type: none"> <li>• <b>PMI Design:</b> Built comprehensive PMI playbook and roadmap outlining timing, expected results, savings, and roles/responsibilities to guide the team through the full integration effort</li> <li>• <b>Early Implementation:</b> Served as integration lead, spearheading initial execution against the playbook and ensuring momentum across early workstreams</li> <li>• <b>Leadership Enablement &amp; Transition:</b> Identified and trained internal leaders, established tracking mechanisms, and seamlessly transitioned ownership back to client executive</li> </ul>

# IMO: Initial questions to align strategy, governance, and communication

Areas	Pre-close questions to answer now
Guiding Principles	<ul style="list-style-type: none"> <li>• What is the <b>investment thesis</b> and the key sources of <b>value</b>?</li> <li>• What does <b>success</b> look like, and what decisions have been made about the <b>end state/blueprint</b>?</li> <li>• What <b>guiding principles</b> will govern how we treat people during integration?</li> </ul>
Governance & Structure	<ul style="list-style-type: none"> <li>• <b>How/who</b> will make integration decisions?</li> <li>• What is the integration <b>governance structure</b> (escalation path, cadence)?</li> <li>• What workstreams and cross-functional dependencies need to be defined and sequenced?</li> </ul>
Synergies & Risks	<ul style="list-style-type: none"> <li>• What <b>synergies</b> have been identified, how rigorous is the <b>analysis</b>, and where are the <b>gaps</b>?</li> <li>• Which initiatives are planned to <b>capture these synergies</b> (workplans, objectives, dates, milestones, resources), and what changes/decisions are required?</li> <li>• What are the <b>major risks</b> (commercial, regulatory, operational), and how will we <b>mitigate</b> them?</li> </ul>
Integration Plan & Readiness	<ul style="list-style-type: none"> <li>• What does the <b>100-day plan include</b>, and what are the <b>must-haves prior to close</b>?</li> <li>• What is the <b>expected timing/sequence</b> of initiatives, and what are the key <b>interdependencies</b> and <b>constraints</b>?</li> <li>• What <b>teams</b> do we need, what <b>resource constraints</b> could limit progress, and what is required to <b>retain key customer/business</b> relationships and talent?</li> </ul>
Day-1 / Week-1 Stabilization	<ul style="list-style-type: none"> <li>• What <b>Day-1 readiness</b> activities must be completed before close?</li> <li>• What is the scope and plan for <b>Day-1/Week-1 stabilization</b>? Who are the <b>owners</b> and <b>team</b> required to execute stabilization?</li> </ul>
Communications, Tracking, & Back Office	<ul style="list-style-type: none"> <li>• What <b>Day-1 continuity</b> activities must be in place across each <b>function</b> (e.g., payroll, system access, compliance approvals, contract obligations)?</li> <li>• What critical <b>risks, dependencies, or regulatory requirements</b> exist before close, and how are they being mitigated?</li> <li>• What <b>baseline data, system inventories, and contract/people information</b> must be gathered to enable Day-1 readiness and integration planning?</li> </ul>

# IMO: Pre-close planning & Day-1 readiness playbook

Areas	Details
 <b>Strategic Planning</b>	<ul style="list-style-type: none"> <li>• <i>Define vision/objectives</i>: Set out the integration's strategic intent (e.g., end-to-end observability, stronger customer growth) with measurable KPIs</li> <li>• <i>Stand up an integration team</i>: Form an Integration Management Office with clear decision rights and leadership from both companies</li> <li>• <i>Develop an integration roadmap</i>: Phase work into Day-1, 30/100-day, and 12-month milestones with clear accountability</li> </ul>
 <b>Cultural Integration</b>	<ul style="list-style-type: none"> <li>• <i>Conduct a cultural assessment</i>: Understand similarities and differences in values and ways of working between two companies</li> <li>• <i>Align leadership behaviors</i>: Ensure executives model collaboration and reinforce the integration story</li> </ul>
 <b>Human Resources</b>	<ul style="list-style-type: none"> <li>• <i>Retention plan for critical talent</i>: Protect expertise/critical talent through targeted retention and career pathing</li> <li>• <i>Plan workforce needs</i>: Identify overlaps and fill skill gaps</li> </ul>
 <b>IT &amp; Technology</b>	<ul style="list-style-type: none"> <li>• <i>Plan Day-1 readiness</i>: Guarantee secure access to email, systems, and data on close</li> <li>• <i>Establish frameworks &amp; priorities</i>: Unified cybersecurity controls and audit points</li> </ul>
 <b>Finance &amp; Legal</b>	<ul style="list-style-type: none"> <li>• <i>Map out financial systems</i>: Plan billing, accounting, and reporting processes</li> <li>• <i>Develop tax and treasury strategy</i>: Optimize cash management, capital structure, and global tax planning</li> </ul>
 <b>Operations &amp; Customer</b>	<ul style="list-style-type: none"> <li>• <i>Design standardized processes</i>: Create "to-be" core workflows in sales, procurement, and customer service</li> <li>• <i>Review supply chain &amp; facilities</i>: Outline supply-chain optimization and facilities review</li> <li>• <i>Design customer onboarding</i>: Build combined customer-onboarding playbooks</li> </ul>
 <b>Communication &amp; Stakeholders</b>	<ul style="list-style-type: none"> <li>• <i>Develop a communications charter</i>: Define purpose, guiding principles, and desired outcomes for integration communications</li> <li>• <i>Craft program-level messaging</i>: Establish consistent messages on vision, priorities, and synergy goals for all stakeholders</li> <li>• <i>Design media matrix &amp; work plan</i>: Map which audiences (employees, customers, partners) get which messages, through which channels, when</li> <li>• <i>Orchestrate pre-close communications</i>: Prepare customer FAQs, employee welcome packs, and joint press/analyst briefings</li> </ul>
 <b>Day-1 &amp; Tracking</b>	<ul style="list-style-type: none"> <li>• <i>Deliver a Day-1 playbook</i>: Cover essentials (system access, payroll, welcome materials, FAQs) and ensure immediate customer reassurance</li> <li>• <i>Set KPIs and dashboards</i>: Track cross-sell attach rates, customer retention, and time-to-resolution metrics</li> </ul>



# PMI: Key questions to drive post-close execution and value

Areas	Post-close questions to answer now
<b>Operations</b>	<ul style="list-style-type: none"> <li>• How is the <b>IMO operationalized</b> (kickoff, resourcing, charters for workstreams)?</li> <li>• How are <b>Day-1 activities</b> executed, validated, and signed off? How are <b>post-Day-1 priorities</b> sequenced (quick wins vs. long-term initiatives)?</li> <li>• How is <b>sponsor engagement</b> structured for oversight and decision-making?</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• How are <b>integration updates</b> cascaded to employees (cadence, format)?</li> <li>• How is <b>customer reassurance</b> and <b>retention messaging</b> executed?</li> <li>• How are sensitive changes (org design, systems, roles) communicated effectively?</li> </ul>
<b>Tracking</b>	<ul style="list-style-type: none"> <li>• How is progress against plan and <b>milestones tracked</b> across workstreams?</li> <li>• How are <b>synergies validated</b> and reported vs. deal model assumptions?</li> <li>• What is the cadence and format for <b>reporting to leadership</b> and <b>sponsor</b>?</li> <li>• How are <b>risks/issues</b> logged, prioritized, and escalated consistently?</li> </ul>
<b>Back Office</b>	<ul style="list-style-type: none"> <li>• How will <b>policies, systems, and processes</b> be harmonized across functions (e.g., HR policies, IT platforms, finance reporting, compliance frameworks, legal templates)?</li> <li>• What is the <b>roadmap for longer-term integration</b> and optimization (system migrations, org design, treasury centralization, entity rationalization)?</li> <li>• How will ongoing <b>monitoring and governance</b> be structured to track risks, compliance, and value realization across back-office functions?</li> </ul>

# PMI: Post-close execution & synergy capture playbook

Areas	Details
 <b>Day-1 Execution</b>	<ul style="list-style-type: none"> <li>• <i>Execute the Day-1 playbook:</i> access to systems/email, payroll, welcome materials/FAQs, customer reassurance.</li> </ul>
 <b>Human Resources</b>	<ul style="list-style-type: none"> <li>• <i>Unify HR policies and systems:</i> Bring payroll, benefits, and HR platforms into a consistent model</li> <li>• <i>Retain and upskill talent:</i> Execute retention actions and career paths; launch cross-training to strengthen combined capabilities</li> </ul>
 <b>IT &amp; Security</b>	<ul style="list-style-type: none"> <li>• <i>Integrate core IT platforms:</i> Consolidate CRM, collaboration, and service management systems.</li> <li>• <i>Operationalize cybersecurity controls:</i> Apply unified controls and establish ongoing audits to monitor vulnerabilities</li> </ul>
 <b>Finance &amp; Legal</b>	<ul style="list-style-type: none"> <li>• <i>Integrate financial systems:</i> Align billing, accounting, and reporting processes</li> <li>• <i>Implement tax and treasury strategy:</i> Optimize cash management, capital structure, and global tax; update contracts/compliance</li> </ul>
 <b>Operations &amp; Customer</b>	<ul style="list-style-type: none"> <li>• <i>Standardize core operations:</i> Align sales, procurement, and customer service processes across the enterprise</li> <li>• <i>Optimize supply chain and facilities:</i> Consolidate vendors/contracts and execute facility changes where efficiency gains exist</li> </ul>
 <b>Commercial Integration &amp; Execution</b>	<ul style="list-style-type: none"> <li>• <i>Unify commercial model:</i> Align segments, coverage, and territories; harmonize pricing and packaging</li> <li>• <i>Launch growth plays:</i> Execute priority cross-sell initiatives; integrate CRM/pipeline governance with shared KPIs</li> </ul>
 <b>Measurement &amp; Adaptation</b>	<ul style="list-style-type: none"> <li>• <i>Stand up dashboards and cadence:</i> Track attach, retention, and time-to-resolution with a clear reporting rhythm</li> <li>• <i>Reinforce the synergy story:</i> Communicate progress and adapt plans based on risk signals and employee/customer feedback</li> </ul>

# PMI: Deliverable examples

## Objective: Drive integration execution and impact from Day 1



### Key Deliverables

- **Workstream launch**
  - Kickstarted cross-functional working teams aligned to integration priorities
- **Coordinated integration**
  - Facilitated joint planning workshops to align merged teams on objectives, roles, and systems
- **Best practices & quick wins**
  - Implemented leading practices from both legacy organizations to optimize efficiency
  - Identified and fast-tracked synergy opportunities for immediate impact
- **Managed progress**
  - Identified potential roadblocks early via issue tracking and escalation protocols
  - Tracked synergies and integration metrics, reporting results to leadership

### Workstreams & Coordinated Integration

Workstreams are prioritized across four categories

Must Do's (Day 1 Readiness)	Drive Synergy Value	Best Practices	Post-Close +90
<b>Critical activities that must be done by Close +1</b>	<b>Execute immediately post close to capture value</b>	<b>Business improvements to execute within first year</b>	<b>Long term value activities that can further wait post closing</b>
<ul style="list-style-type: none"> <li>Finance (Treasury, Closing Accounting, Tax)</li> <li>Legal (key contracts, closing documents)</li> <li>Insurance key policies only</li> <li>Compliance (red flags only)</li> <li>Communication (Day 1)</li> <li>Regulatory approvals</li> </ul>	<ul style="list-style-type: none"> <li>Payer consolidation (bridge, negotiations)</li> <li>PoS system migration</li> <li>Cash checking ramp up</li> <li>Human Resources (benefits, payroll, comp, structure, long lead time activities)</li> <li>Branch network</li> </ul>	<ul style="list-style-type: none"> <li>Finance (FRBA, Other)</li> <li>Legal (general contract migration)</li> <li>Compliance</li> <li>Go to market (benefits, payroll, comp, structure, long lead time activities)</li> <li>HR (staffing, improve compensation)</li> </ul>	<ul style="list-style-type: none"> <li>Digital</li> <li>Marketing</li> <li>PoS improvements</li> <li>Customer Service</li> </ul>

Decisions summary (2 of 4)

Workstream	Status	Category	Decision	Recommendation	Timing
Payroll	Closed	1	Payroll will remain the same through March 30, until migration to XXX is complete		Done
Pos	Open	2	Company B sequence: What is timing and sequence of DoEx store migration	Begin testing sample DoEx locations in Texas	XXXX
Steering Committee	Open	2	Channel C growth: Fill role	Engage recruitment firm to hire a senior channel business development position	XXXX
Agent growth	Open	2	Territory managers: Hire territory managers to support growth	Determine headcount pre-close and engage recruitment effort	XXXX
Ops	Open	2	Outsource vs Insource call centers	Assessments: COO A and COO B meeting with outsourcing companies	XXXX

HR Integration moving to ensure to retain talent and limit business disruption

Activity	Analysis	Prepare Recommendations for Approval	Present Recommendations for Approval	Preparation for Iteration	Execution	Comments
Payroll system Migration	●	●	●	●	○	
Align Titles/Positions	●	●	●	●	○	
Define compensation, metrics and incentives by position	●	●	●	●	○	
Benefits by position	●	●	●	●	○	
Align HR policies	●	●	●	●	○	

Closing week agenda

Date	Monday 20XX	Tuesday 20XX	Wednesday 20XX	Thursday 20XX	Friday 20XX
8:00 AM					
9:00 AM		IT CEO Meeting	2023 Budget	Full Systems Migration Plan	
10:00 AM		Concrete Identity	Spring Meeting & Training	Benefits Communication	
11:00 AM		Lunch	Lunch	Lunch	
12:00 PM		Culture Session	Regulatory Compliance, Agent Enrollment	Channel & Growth Plan	
1:00 PM		Org Working Sessions by Function	Brand Date Presence	Cash & Financial Controls	
2:00 PM			Team Bonding Activity		
3:00 PM					
4:00 PM					
5:00 PM					
6:00 PM					
7:00 PM					
8:00 PM					

System integration in development



Integration planning is already under way with a team of over 30 executives and hundreds of hours working together

- ✓ System integration under development
- ✓ Budget & timeline approved
- ✓ IT teams already working together
- ✓ Payer negotiation initiated
- ✓ Negotiation strategy set
- ✓ Initial conversations starting next week
- ✓ Human Resources
- ✓ CEO direct report structure and responsibilities defined
- ✓ Initial jobs/responsibility comparison completed
- ✓ Updated census submitted to start new structure design
- ✓ Other activities
- ✓ Published press release
- ✓ Town hall meetings for each company with both CEOs present
- ✓ Initial brand map by state

### Best Practices/Quick Wins

Accelerated specific activities to maintain progress irrespective of closing

Workstream	SC Decision	Status
Treasury needs post close	Dedicate resources for treasury	Ongoing
DoC licenses	Continue on EOY objective	XX on regular contact with attorneys
Day 1 legal	Lawyer to provide checklist	Pending
New insurance policies	Search for broker, define risk levels/limits	Initial broker calls
Combine PoS Systems	White label POS development (due XX/2019)	Ongoing - determining sequence, resources, training
Secure network opportunity	Continue conversations with payers, continue bridge development	Partner negotiations ongoing
Track synergies	Track and monitor consistent with accounting reports	Ongoing
Update compliance policies	SC to review different risk structure	Compliance to present recommendations to BO
HR (New benefits & payroll)	Search for new broker, initiate CHRO, Chain, GC search, HR System migration by 11/2023	Initial broker calls
Multi-platform call center	Approach: multiplatform and redundant call centers	Working on migration plan that guarantees uptime (backup, redundant sites, XXX system)
Single accounting	Migrate to MS Dynamics	Ongoing

High level timeline for key synergy initiatives



### Progress Tracking

Closing pending items - Co B status

Item	Activity	Owner	Due Date	Open/Closed	Status	Comments/Next Steps
Finance	Finalize head/term & discounts	Jan	4/30/20	Open	Investment Banker Lateral	
Finance	Request funding from investors	Jan	4/30/20	Open	All funding requested, Set-up review account.	
Finance	Flow of funds memo (final version)	Jan	4/30/20	Open	SAR need preliminary version from Investment Banker Lateral	
Legal	Closing documents, finalize schedules, & support base process	Jan	4/30/20	Open	In place & linking documents	Legal
Legal	Agreement with Salomon & The Submitter (SST)	Jan	4/30/20	Open	Pending - meeting with update	
Legal	Sign and pay required Insurance (M&A), etc.	Jan	4/30/20	Open	Pending	
Legal	Example agreement	Jan	4/30/20	Open	Ongoing	
Legal	Confirm the legal entity structure for the combined organization (equity)	Jan	4/30/20	Open	Pending	
Legal	Capital Call - schedule with details	Jan	4/30/20	Open		



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**Trusted Partners Since 2002**

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