



CASE STUDY · 2026 · HR STRATEGY ASSESSMENT

# From *siloes* portco HR to *portfolio people intelligence*.

A mid-market PE firm with six healthcare and business services portcos needed one lens to see them all. Six months later — a portfolio-grade baseline, eleven shared risk areas surfaced, and the people side of the portfolio elevated from afterthought to strategic input.

CLIENT

**Mid-Market PE Firm**

Healthcare & Business Services Portfolio

ENGAGEMENT

**HR Strategy Assessment**

Portfolio-Wide · Jun 2025 – Dec 2025

ONGOING DISCUSSION

**M&A People Diligence & Integration**

Proposed · 2026

## 01 THE VANTAGE POINT *What we saw.*

When Vantage entered, the symptoms were familiar to any PE Operating Partner with a multi-company portfolio. Six healthcare and business services portcos. Six HR functions. Six stages of maturity — founder-managed and informal at one end, professionalized and outpacing its own systems at the other. The structural truth sat upstream. At PE scale, people risk and HR capability are diligence inputs and value-creation levers — but without standardized measurement across the portfolio, the operating partner is making decisions on uneven data.

## 02 THE ROADMAP *What we designed.*

We deployed the **HR Strategy Assessment** — Vantage's steady-state diagnostic, built on the **Seven Ps to High Performance**. Not six standalone assessments, but one architecture applied six times. **Thirty-three strategic focus areas** evaluated per portco, against four capability levels and five risk levels, scored on the same lens every time. Stakeholder interviews and document review at each portco fed portco-level and portfolio-level roadmaps with prioritized recommendations, communicated to PE leadership and portco leadership in parallel. The architecture made six different companies legible as one portfolio.

## 03 THE DRIVE *What actually happened.*

The work ran from June through December 2025. In early December, the aggregate rollup to the PE firm placed every portco on the capability-risk matrix, surfaced eleven shared risk areas across the portfolio, and mapped synergy opportunities for economies of scale and PE-level visibility. Post-rollup, two of the priority recommendations were deployed in-house: **compliance work** brought inside the PE firm, and **additional HR support** stood up internally for the portcos that needed it. In parallel, two portcos with adjacent product sets entered active consolidation discussions — and the assessment was used to validate people-side risk and confirm viability for the conversation underway.

## 04 THE TRANSFORMATION *Where they arrived.*

<b>6</b>	<b>33</b>	<b>11</b>	<b>1<sup>st</sup>-ever</b>
PORTCOS DIAGNOSED ON ONE LENS	FOCUS AREAS EVALUATED PER PORTCO	SHARED RISK AREAS SURFACED	PORTFOLIO HR BASELINE

By Q1 2026, the PE firm had what it didn't have six months earlier — a portfolio-grade view of where people risk lived, where HR capability was already strong enough to lean on, and where the next dollar of operating work would create the most value. And for the first time, the people side of the portfolio was no longer the afterthought — including in the consolidation conversation now underway.

**Six portcos. One lens. A portfolio finally legible to the people running it.** Together, we architected the diagnostic that turned six HR functions into one portfolio people strategy.