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Mastering the Merger: Four Critical Decisions That Make or...

Mastering the Merger An excerpt from the first chapter, "Four Critical Decisions That Make or Break the Deal." Success at deal making turns out to be no small feat. Dozens of studies have indicated that the odds of success for the classic, big-company acquisition of another big company are no more than about 30 percent.

Mastering the Merger | Bain & Company

In Mastering the Merger, David Harding and Sam Rovit argue that a laserlike focus on just four key imperatives—before executives finalize the deal—can dramatically improve the odds of M&A success. Based on more, Today's corporate deal makers face a conundrum: Though 70% of major acquisitions fail, it's nearly impossible to build a world-class company without doing deals.

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Business strategy Mastering the Merger.: About the Author Four Critical Decisions. David Harding be a control in Bain & Company's Boston department and is an licensed in corporate strategy and organizational cost. Sam Rovit is a director in the Chicago office and boss of Bain & Company's intercontinental merger & acquisitions custom.

Mastering the Merger: Four Critical Decisions That Make or...

In Mastering the Merger, David Harding and Sam Rovit argue that a laserlike focus on just four key imperatives—before executives finalize the deal—can dramatically improve the odds of M&A success. Based on more than 30 years of in-the-trenches work on thousands of deals across a range of industries—and supplemented by extensive Bain & Co. research—Harding and Rovit reveal that the best M&A performers channel their efforts into (1) targeting deals that advance the core business; (2 ...

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Mastering the Merger: Four Critical Decisions That Make or...

They are the authors of the forthcoming book Mastering the Merger: Four Critical Decisions That Make or Break the Deal (Harvard Business School Press), from which this article was adapted.

Your Best M&A Strategy—Harvard Business Review

Today's corporate deal makers face a conundrum: Though 70% of major acquisitions fail, it's nearly impossible to build a world-class company without doing deals. [Read or Download] Mastering the Merger: Four Critical Decisions That Make or Break the Deal Full Books [ePub/PDF/Audible/Kindle] In Mastering the Merger, David Harding and Sam Rovit argue that a laserlike focus on just four key imperatives—before executives finalize the deal—can dramatically improve the odds of M&A success.

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And rather than wasting time on excessive number crunching, they implement a highly disciplined dealmaking process focused on four key imperatives: Invest with a sound thesis Ask and answer the big questions in due diligence Integrate quickly where it matters Develop contingency plans for the ...

Mastering the Merger | Bain & Company

Mastering the Merger is structured around the sequence of tasks that a firm is likely to take up before, during, and after a deal. It is focused on value: how to create it, how to avoid destroying it. Each chapter addresses one of the four decisions that a manager needs to take along the life cycle of a typical deal. How should he pick his target?

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Mastering the Merger: Four Critical Decisions That Make or Break the Deal offers guidance in this quest. [ILLUSTRATION OMITTED] Authors David Harding and Sam Rovit draw from their own extensive experiences in the field to outline specific tactics that top deal makers use to improve their odds of success in the mergers and acquisitions game.

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Mastering the Merger: Four Critical Decisions That Make or...

Today's corporate deal makers face a conundrum: Though 70% of major acquisitions fail, it's nearly impossible to build a world-class company without doing deals. In Mastering the Merger, David Harding and Sam Rovit argue that a laserlike focus on just four key imperatives—before executives finalize the deal—can dramatically improve the odds of M&A success. Based on more than 30 years of in-the-trenches work on thousands of deals across a range of industries—and supplemented by extensive Bain & Co. research—Harding and Rovit reveal that the best M&A performers channel their efforts into (1) targeting deals that advance the core business; (2) determining which deals to close and when to walk away; (3) identifying where to integrate—and where not to; and (4) developing contingency plans for when deals inevitably stray. Top deal makers also favor a succession of smaller deals over complex “megamergers”—and essentially institutionalize a success formula over time. Helping executives zero in on what matters most in the complex world of M&A, Mastering the Merger offers a blueprint for the decisions and strategies that will beat the odds.

Ask any established business owner to identify his or her toughest challenge when just starting out, and you'll likely get this answer: raising capital. Most aspiring entrepreneurs know far too little about the sources of money that can help start a business or fuel its growth. Where do you get capital? What are investors looking for? How do you ask for money in a way that gets results? This book answers these and many other critical questions. Even more important, entrepreneur and consultant David Nour shows how to develop long-term relationships with financial partner—the people who can help keep a business humming throughout its life. The Entrepreneur's Guide to Raising Capital, designed to help entrepreneurs navigate the money-raising maze, shows how to attract financing to fund the start-up and growth phases any business moves through. It answers the most common—and the most perplexing—questions entrepreneurs have about financing a business: How do I put together a credible request for funds? How do I choose wisely from among the plethora of financial and strategic investors, consultants, investment bankers, and other intermediaries? How do I identify and avoid the risks associated with various sources of capital? How do I plan for the right kind, amount, and source of smart capital as the business evolves? How do I get the highest return on invested capital? How do I avoid the biggest mistakes entrepreneurs make when raising capital? This book provides real-life, pragmatic advice from entrepreneurs who have raised money from friends, family, angel investors, and banks, as well as institutional investors such as venture capitalists and private equity firms. It details the process from start to finish while spotlighting the danger spots and ways to avoid them. It will be especially useful to those who are uncomfortable making important financial decisions, and to those who are confused by all the conflicting opinions offered by advisors—both well meaning and otherwise. By showing readers the financing ropes, Nour removes a major source of stress for budding entrepreneurs and moves them closer to their dream come true: a successful business.

With the same contemporary approach and dynamic examples that made previous editions so popular, FUNDAMENTALS OF FINANCIAL MANAGEMENT, 14e continues to provide students with a focused understanding of today's corporate finance and financial management. This market-leading text offers a unique balance of clear concepts, contemporary theory, and practical applications in order to help students understand the concepts and reasons behind corporate budgeting, financing, working capital decision making, forecasting, valuation, and Time Value of Money (TVM). Offering the most cutting-edge coverage available, the Fourteenth Edition includes discussions of the federal debt, the ongoing recovery of financial markets, and the European debt crisis. Numerous practical examples, Quick Questions, and Integrated Cases demonstrate theory in action. Important Notice: Media content referenced within the product description or the product text may not be available in the ebook version.

This collection of exclusive articles presents the latest research in the area of mergers and acquisitions. It presents what drives corporate performance under different economic conditions, both in the US and across the globe, and examines the role of mergers and acquisitions in maintaining the efficiency of world markets.

Mergers, Acquisitions, and Other Restructuring Activities, Fourth Edition, is a real-world teaching tool for finance courses on mergers, acquisitions, and other restructuring activities. The author, Dr. Donald DePamphilis, shares his academic knowledge and personal experiences with over 30 such deals. The book covers 99 case studies that span every industry, country, and region worldwide demonstrate how deals are done rather than just the theory behind them, including cross-border transactions. The book is ideal for MBA and advanced undergraduate and graduate finance students taking courses in mergers & acquisitions, corporate restructuring, and corporate strategy. Over 90 cases

Dr. Donald DePamphilis explains the real-world of mergers, acquisitions, and restructuring based on his academic knowledge and personal experiences with over 30 such deals himself. The 99 case studies span every industry and countries and regions worldwide show how deals are done rather than just the theory behind them, including cross-border transactions. The interactive CD is unique in enabling the user to download and customize content. It includes an Excel-based LBO model and an M&A Structuring and Valuation Model in which readers can insert their own data and modify the model to structure and value their own deals. CD also real options applications and projecting growth rates. Student Study Guide on CD contains practice problems/solutions, powerpoint slides outlining main points of each chapter, and selected case study solutions. An extensive on-line instructor's manual contains powerpoint slides for lectures following each chapter, detailed syllabi for using the book for both undergraduate and graduate-level courses, and an exhaustive test bank with over 750 questions and answers (including true/false, multiple choice, essay questions, and computational problems). * CDROM contains extensive student study guide and detailed listings of online sources of industry and financial data and models on CDROM * Numerous valuation and other models on CDROM can be downloaded and customized by readers * Online Instructor's Manual with test bank, extra cases, and other resources * Over 90 cases

Mergers and Acquisitions Basics: All You Need to Know provides an introduction to the fundamental concepts of mergers and acquisitions. Key concepts discussed include M&As as change agents in the context of corporate restructuring; legal structures and strategies employed in corporate restructuring; takeover strategies and the impact on corporate governance; takeover defenses; and players who make mergers and acquisitions happen. The book also covers developing a business plan and the tools used to evaluate, display, and communicate information to key constituencies both inside and outside the corporation; the acquisition planning process; the negotiation, integration planning, and closing phases; financing transactions; and M&A post-merger integration. This book is written for buyers and sellers of businesses, financial analysts, chief executive officers, chief financial officers, operating managers, investment bankers, and portfolio managers. Others who may have an interest include bank lending officers, venture capitalists, government regulators, human resource managers, entrepreneurs, and board members. The book may also be used as a companion or supplemental text for undergraduate and graduate students taking courses on mergers and acquisitions, corporate restructuring, business strategy, management, governance, and entrepreneurship. Describes a broad view of the mergers and acquisition process to illustrate agents' interactions Simplifies without overgeneralizing Bases conclusions on empirical evidence, not experience and opinion Features a recent business case at the end of each chapter

Following a quiet period in global M&A activity, a new boom seems to be underway, but in an age where two-thirds of all merger deals can be said to fail (where deals fall short of the minimum required financial returns to the acquiring company), how can future success be guaranteed? And what can acquirers, and their shareholders and advisers, do to improve the chances of success? Masterminding the Deal looks at performance in two critical areas - merger segmentation (the identification of critical characteristics and attributes separating more successful mergers from the rest) and category-specific synergy diagnosis (the differentiation of synergy benefits - expenses, revenues, tax - to ensure maximum rewards). Through this in-depth analysis, the book provides the managers and advisers of acquiring firms with concise and actionable frameworks to improve and enhance merger performance. Masterminding the Deal will help you to identify and apply the key components of merger success.

This book addresses synergy management, which poses an important challenge for firms, advisors and practitioners involved in mergers and acquisitions (M&A). Synergy plays a key role in M&A contexts, both in the decision-making process and, subsequently, in the integration phase. However, despite the fact that synergy value is commonly regarded as one of the key success factors in M&A, research shows that firms generally fail to achieve the expected synergy. The extant literature is characterized by a lack of comprehensive models of synergy management: the assessment of synergy value remains a “black box” for scholars and practitioners alike. The authors provide a comprehensive framework for synergy management by integrating findings from prior research and various disciplines. The framework highlights the main dimensions of synergy management in mergers and acquisitions, common pitfalls, and new models and tools for avoiding them. As such, the book enriches the M&A literature, offers new insights for scholars, and provides valuable guidelines for practitioners involved in synergy management.

The financial crisis of 2008 has thrown many of the mergers and acquisitions of recent years into sharp focus. Too many have failed to generate real value for shareholders and many others have only proved lukewarm successes. Although it is impossible to assess accurately the extent to which these failures may be the result of poor planning and execution, they have raised considerable questions about the process, breadth and effectiveness of traditional due diligence activities. Value in Due Diligence explores new applications for due diligence including areas such as corporate culture, social responsibility, and innovation. It also examines the due diligence process itself to draw out those elements that provide effective risk and opportunity management as opposed to simple compliance.

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