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Autore	Someda, Giovanni
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Autore	Davis Danny <1972->
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Nota di contenuto	M&A INTEGRATION; CONTENTS; PREFACE; ABOUT THE AUTHOR; INTRODUCTION; PART I: THE STRATEGIC DRIVERS; CHAPTER 1: M&A OVERVIEW; CHAPTER SUMMARY; WHAT TYPES OF M&A ARE THERE?; HOW MUCH SHOULD WE PAY?; MOST MERGERS FAIL; DEFINE SUCCESS; THE M&A PROCESS; STRATEGIC M&A PROCESS; STRATEGY: LINKING PRE-DEAL AND POST-DEAL STRATEGY; CHAPTER 2: INTEGRATION OVERVIEW; CHAPTER SUMMARY; INTEGRATION OBJECTIVE; WHAT IS INTEGRATION?; INTEGRATION STRATEGIES; REASON FOR SUCCESS; WILL WE SUCCEED?; LEARNING FROM MERGERS; DIFFERENT MERGERS AT DIFFERENT STAGES OF THE COMPANY LIFE CYCLE WHAT SHOULD WE EXPECT DURING THE INTEGRATION?TRANSFORMING THE BUSINESS; CHAPTER 3: PLANNING FOR INTEGRATION; CHAPTER SUMMARY; MODEL FOR INTEGRATION PLANNING; INTEGRATION CHECKLIST; WHAT IS 100 DAY PLANNING?; DAY 1; INFORMATION; BRINGING THE COMPANIES TOGETHER; PLANNING FOR "THE DIP" IN PRODUCTIVITY AND SERVICE; REVIEW INTEGRATION READINESS;

CHAPTER 4: INTEGRATION DRIVERS; CHAPTER SUMMARY; WHAT ARE SYNERGIES?; HOW DEEP TO CUT; THE PRINCIPLES OF INTEGRATIONS; BUDGET FOR INTEGRATION; INTEGRATION TRACKING; 2ND WAVE INTEGRATION; CHAPTER 5: INTEGRATION GOVERNANCE OR STRUCTURE; CHAPTER SUMMARY
PUT PEOPLE IN PLACE RESPONSIBILITY AND ACCOUNTABILITY; CONTROLS IN PLACE AT DIFFERENT LEVELS; BOARD TRACKING OF INTEGRATION; AGREE REPORTING REQUIREMENTS; TEACHING INTEGRATION IN OUR COMPANY; INTEGRATION STANDARDS, TOOL KITS, PROCESS; RISK WORKSHOP AND RISK MANAGEMENT; TRACK PROGRESS; CHAPTER 6: DELIVERY - "INTEGRATION MANAGEMENT"; CHAPTER SUMMARY; MOBILIZE A MERGER TEAM; STRATEGIC DELIVERY OF INTEGRATION; ROLL OUT NEW PROCEDURES FOR MANAGING PROJECTS; INTEGRATION MANAGEMENT OFFICE; INTEGRATION MANAGEMENT; STRATEGIC PLANS, PARALLEL PLANNING PROCESS, DETAILED PLANS; PART II: THE FUNCTIONS
CHAPTER 7: FINANCE CHAPTER SUMMARY; LINKS WITH OTHER PARTS OF THE INTEGRATION; FINANCE READINESS REVIEW; FINANCIAL INTEGRATION STRATEGIES; LEARNING POINTS FOR FINANCE; OUTSOURCING; FINANCIAL BASICS; FINANCIAL RISK MANAGEMENT; BENCHMARKS, KEY PERFORMANCE INDICATORS; WHAT INFRASTRUCTURE IS NEEDED?; FINANCE ORGANIZATION - PEOPLE; PROCESSES AND IT; CHAPTER 8: IT; CHAPTER SUMMARY; IT PERSPECTIVE DAY 1; ASSESS READINESS FOR INTEGRATION; IT AND INTEGRATION STRATEGY; REASONS FOR CHANGE IN IT DURING A MERGER; LEVEL OF INTEGRATION; LINKS WITH OTHER PARTS OF THE INTEGRATION; ISSUES DURING AN INTEGRATION
DO THE BASICS INTEGRATE OR CONSOLIDATE SYSTEMS; IT INTEGRATION SUCCESS; IT INTEGRATION CHECKLIST; CHAPTER 9: HUMAN RESOURCES; CHAPTER SUMMARY; HR FOR THE INTEGRATION (OUTSIDE HR); HR CHECKLIST; HR FOR THE HR INTEGRATION; CHAPTER 10: COMMUNICATIONS; CHAPTER SUMMARY; MANAGEMENT COMMUNICATIONS; COMMUNICATIONS OVERVIEW; COMMUNICATIONS FOR THE WHOLE INTEGRATION; COMMUNICATIONS PERSPECTIVE DAY 1; THE INTEGRATION OF COMMUNICATIONS; CHAPTER 11: SALES AND MARKETING; CHAPTER SUMMARY; LINKS WITH OTHER PARTS OF THE INTEGRATION; SALES AND MARKETING OVERVIEW; BRAND; CULTURE OF SALES AND MARKETING
COMMUNICATION PLANNING

Sommario/riassunto

The flurry of M&A deals announced in 2011, including AT&T's agreement to acquire T-Mobile USA, ConAgra's proposed bid for Ralcorp, and eBay's acquisition of GSI Commerce, indicate that M&A has returned, and is perhaps headed back to the levels seen before the financial crisis. Most firms of a certain size will turn to it in their search for growth, forcing almost all managers to face up to the challenge of integration at some point in their career. For many managers it is often their first, and only time and M&A is high on the list of things that many managers hate. According to many studies, 5
