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Nota di contenuto	Cover; Title Page; Copyright; Contents; List of Exhibits; Foreword: Building M&A Integration Capabilities as a Competitive Advantage; Preface; The Authors; Chapter 1 Integration: Where Deal Value Is Realized; Buyer Beware!; Factors Contributing to Poor M&A Results; Deal Strategy-Then and Now; Strategic Deal Rationale: The Eight Cs; Serial Acquisitions as a Growth Strategy; Integrations Exist on a Continuum; Ten Key Recommendations for Maximizing Deal Value; Determine the Required or Desired Degree of Integration; Make Speedy (But Not Reckless) Decisions Get Support and Commitment from Senior Managers Apply a Clearly Defined Approach; Appoint Capable M&A Leadership; Utilize an M&A Core Team and Task Forces; Apply Best Practices; Adhere to Measurable Goals and Objectives; Provide Continuous Communication and Gather Feedback; Develop a Sustained M&A Capability; Be Sure to Avoid the Killer Phrases; Chapter Summary; Discussion Questions; Rapid Assessment Tool; Chapter 2 The Deal Flow Model: Pitfalls and Best Practices Throughout the M&A Process; The Deal Flow Model; Stage 1: Formulate; Stage 2: Locate; Stage 3: Investigate; Stage 4: Negotiate Stage 5: Integrate Integrate with Prudent Speed; Stage 6: Motivate; Stage 7: Innovate; Stage 8: Evaluate; Chapter Summary; Discussion Questions; Rapid Assessment Tool; Chapter 3 Integration Begins with Due Diligence; Due Diligence Should Prevent Surprises; Due Diligence Is

an Iterative Process; Managing Due Diligence as a Rapid Results Project; Target or Partner Firm Participation in Due Diligence; Prioritize Synergies According to Their Impacts on Deal Value; Due Diligence and Integration Strategy; Due Diligence and Integration Risk Factors; Due Diligence and Organizational Culture
Due Diligence and Human Resources Due Diligence and Human Capital; Chapter Summary; Discussion Questions; Rapid Assessment Tool; Chapter 4 Welcome to the Big Leagues of Change Management; Organizational Dynamics Created by Mergers and Acquisitions; Seven Fundamentals of M&A Change Management; Address "Me" Issues Quickly; Provide Extensive Communication; Ensure a Focus on Customers; Make Timely, Tough Decisions; Create Focused Initiatives; Manage Resistance to Change at Every Level; Chapter Summary; Discussion Questions; Rapid Assessment Tool; Chapter 5 The Merger Integration Work Streams Model
The Merger Integration Work Streams Model Initial Strategic Planning; Top-Level Leadership Team; Change Leadership; Business Processes; Deploying the Model; The Discovery Phase: Before the Announcement; The Invention Phase: The First Sixty Days; The Delivery Phase: Beyond Sixty Days; Chapter Summary; Discussion Questions; Rapid Assessment Tool; Chapter 6 Organizing, Involving, and Coordinating Integration Task Forces; Establishing the Integration Infrastructure; Staffing the Integration Project Team; Launching the Planning Process; Kickoff Meeting for Task Force Leaders
Specification of Deliverables

Sommario/riassunto

Ease the M&A process with a more effective integration plan The Complete Guide to Mergers and Acquisitions is the ultimate handbook for planning and managing post-merger integration. Packed full of "how to" guidance, tools, templates and resources that have been put to the test on numerous due diligence and integration efforts around the world, The Complete Guide to Mergers and Acquisitions has been the go-to guide for firms seeking to maximize the value of their deals since the release of the first edition in 1999. Poor integration management virtually ensures that
