



# MERGERS AND ACQUISITIONS DEAL-MAKERS

**BUILDING A WINNING TEAM**

**SECOND EDITION**

**MICHAEL E.S. FRANKEL**

# Mergers And Acquisitions Deal Makers Building A Winning Team

**Ensheng Dong**



## **Mergers And Acquisitions Deal Makers Building A Winning Team:**

**Mergers and Acquisitions Deal-Makers** Michael E. S. Frankel, 2007-04-27 A behind the scenes look at the underlying roles of each player in a mergers and acquisitions transaction Mergers and Acquisitions Dealmaker explores the roles of the buyers and sellers involved in mergers and acquisitions as well as executive management line management and the corporate development team Now in a second edition this book provides readers with a behind the scenes look into the roles approaches and motivations of each key player in a strategic transaction and provides strategies on building a successful team Providing a unique insight into the various professionals that drive mergers and acquisitions Mergers and Acquisitions Dealmakers is a valuable reference destined to become essential reading for anyone trying to understand how mergers and acquisitions actually work Michael E S Frankel Chicago IL is a seasoned corporate development executive with extensive experience in mergers and acquisitions corporate strategy and business development transactions He has led over 100 transactions and has worked on hundreds more He has executed transactions as an attorney investment banker and corporate development officer for VeriSign GE Capital and IRI where he currently heads corporate development Mergers and Acquisitions Deal-Makers Michael E. S. Frankel, 2007-07-20 A behind the scenes look at the underlying roles of each player in a mergers and acquisitions transaction Mergers and Acquisitions Dealmaker explores the roles of the buyers and sellers involved in mergers and acquisitions as well as executive management line management and the corporate development team Now in a second edition this book provides readers with a behind the scenes look into the roles approaches and motivations of each key player in a strategic transaction and provides strategies on building a successful team Providing a unique insight into the various professionals that drive mergers and acquisitions Mergers and Acquisitions Dealmakers is a valuable reference destined to become essential reading for anyone trying to understand how mergers and acquisitions actually work Michael E S Frankel Chicago IL is a seasoned corporate development executive with extensive experience in mergers and acquisitions corporate strategy and business development transactions He has led over 100 transactions and has worked on hundreds more He has executed transactions as an attorney investment banker and corporate development officer for VeriSign GE Capital and IRI where he currently heads corporate development Making Mergers and Acquisitions Work Markus Venzin, Matteo Vizzaccaro, Fabrizio Rutschmann, 2018-06-21 This book addresses the salient question of how to make mergers and acquisitions work using a five step approach It explores insights gained from Prysmian s acquisitions and other prominent M A deals and compares them to existing best practices The Routledge Companion to Mergers and Acquisitions Annette Risberg, David R. King, Olimpia Meglio, 2015-06-19 Mergers and acquisitions M As are events that attract considerable interest from academics and practitioners and much research has been conducted into their impact on individuals organizations and societies Yet despite all the existing research and the varied theoretical and methodological approaches employed there remains more to learn about M As The Routledge Companion to Mergers and

Acquisitions takes a detailed look at this multifaceted subject using a novel framework of four domains substantive issues contextual issues methodological issues and conceptual issues Drawing on the expertise of its international team of contributors the volume surveys the state of the field including emerging and cutting edge areas such as social network analysis and corporate branding This Companion will be a rich resource for students researchers and practitioners involved in the study of M As and organizational and strategic studies more widely

*Mergers, Acquisitions, and Other Restructuring Activities* Donald DePamphilis, 2015-07-28 *Mergers Acquisitions and Other Restructuring Activities* is unique in that it is the most current comprehensive and cutting edge text on M A and corporate restructuring available It is current in that it includes many of the most up to date and notable deals e g Facebook s takeover of WhatsApp the Dell privatization and Verizon s mega buyout of Vodafone s share of Verizon Wireless precedent setting judicial decisions e g efforts to overturn defenses at Airgas and Sotheby s new regulations e g expediting backend mergers trends e g increasing role of activist investors in takeovers and new tactics e g two tiered poison pill employed in M As Most integrative case studies are new for this edition and involve transactions that have been announced or completed since 2013 It is comprehensive in that nearly all aspects of M As and corporate restructuring are explored It is cutting edge in that conclusions and insights are anchored by the most recent academic research with references to more than 200 empirical studies published in leading peer reviewed journals just since 2012 And the substantially updated content is illustrated with numerous practical exhibits case studies involving diverse transactions easy to understand numerical examples and hundreds of discussion questions and practice exercises The highlights of the new edition are listed here

**New Chapters** Two new chapters Chapter 9 and 14 Chapter 9 discusses the basics of applying financial modeling methods to firm valuation and assists the reader in understanding the power and limitations of models in analyzing real world situation Chapter 14 illustrates how complex financial models often are used to support the deal structuring process during M A negotiations

**New Cases** Ninety percent of the nearly forty case studies are new and involve transactions announced or completed during the last three years These cases represent friendly hostile highly leveraged and cross border deals in ten different industries involving public and private firms as well as firms experiencing financial distress

**All end of chapter case studies** begin with a Key Objectives section indicating what the student should learn from the case study and include discussion questions and solutions available in the online instructors manual

**Latest Research** This edition focuses on the most recent and relevant academic studies some of which contain surprising insights changing the way we view this subject matter Recent research has significant implications for academicians students M A practitioners and government policy makers shedding new light on current developments and trends in the ever changing mergers and acquisitions market The market for corporate control and corporate restructuring strategies are constantly changing reflecting the ongoing globalization of both product and capital markets accelerating technological change escalating industry consolidation changing regulatory practices and intensifying cross border

competition While continuing to be relevant empirical research covering the dynamics of the M A markets of the 1970s 1980s and 1990s may be less germane in explaining current undercurrents and future trends *Raising Capital For Dummies* Joseph W. Bartlett, Peter Economy, 2011-04-27 While raising capital has never been easy it has become a lot more difficult over the past few years The dot com debacle has made investors skittish especially when it comes to financing early stage start ups As a result more and more entrepreneurs are being forced to compete harder and harder for a spot around the money well At the end of the day all most have to show for their efforts are tattered Rolodexes and battered egos What they need is the competitive edge that comes with having a friend in the business an advisor who ll cut through the mumbo jumbo and tell them in plain English how to get the money they need What they need is *Raising Capital For Dummies* Whether you re just starting your business and need a little seed capital to launch your first product or you re looking for a little help expanding an established business into a new market this friendly guide helps you get the financing you need to realize your dreams You ll discover how to Tap personal sources of financing as well as family and friends Approach customers and vendors for financing Hook up with commercial lenders Find angel investors Get an SBA loan Raise cash through private equity offerings Woo and win investment bankers and venture capitalists Venture capital guru Joseph Bartlett explains in plain English the capital raising strategies and techniques used by some of today s most successful businesses including tried and true methods for Assessing your financial needs and creating a solid financial plan Researching sources of financing and making first contact Finding contacting and convincing angels Getting your customers to finance your company Understanding and exploiting matching services Exploring commercial banks savings institutions credit unions finance companies and the SBA Qualifying for a loan Working with placement agents Raising cash through IPOs and mergers From raising seed capital and funds for expansion to IPOs and acquisitions *Raising Capital For Dummies* shows you how to get the money you need to survive and thrive in today s winner take all marketplace *Value in Due Diligence* Ronald Gleich, Gordana Kierans, 2017-11-22 The recent financial crisis 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 *The Complete Guide to Mergers and Acquisitions* Timothy J. Galpin, Mark Herndon, 2010-12-23 Mergers and acquisitions M A experts Tim Galpin and Mark Herndon present an updated and expanded guide to planning and managing the M A process This comprehensive book is unique in providing the tools to address both the human and operational sides of integration Based on the authors

consulting experience with numerous Fortune 500 companies this resource will help organizations capture deal synergies more quickly and effectively Augmenting their step by step advice with helpful templates checklists graphs and tools Galpin and Herndon provide sound guidance for successfully integrating different processes organizations and cultures The authors also address pre deal do s and don ts people dynamics common mistakes communications strategies and specific actions you can take to create measurable positive results throughout the integration process The revised edition not only updates case studies and presents recent integration research but it also adds new tools

Information Security Management Handbook, Sixth Edition Harold F. Tipton, Micki Krause, 2007-05-14 Considered the gold standard reference on information security the Information Security Management Handbook provides an authoritative compilation of the fundamental knowledge skills techniques and tools required of today s IT security professional Now in its sixth edition this 3200 page 4 volume stand alone reference is organized under the CISSP Common Body of Knowledge domains and has been updated yearly Each annual update the latest is Volume 6 reflects the changes to the CBK in response to new laws and evolving technology

*Mergers & Acquisitions For Dummies* Bill Snow, 2023-05-31 Explore M A in simple terms Mergers Acquisitions For Dummies provides useful techniques and real world advice for anyone involved with or thinking of becoming involved with transactional work Whether you are a transactions pro a service provider tangentially involved in transactions or a student thinking of becoming an investment banker this book will provide the insights and knowledge that will help you become successful Business owners and executives will also find this book helpful not only when they want to buy or sell a company but if they want to learn more about what improves a company s value The evaluation process used by M A professionals to transact a business sale is often quite different from the processes used by owners and executives to manage those businesses In plain English terms that anyone can understand this book details the step by step M A process describes different types of transactions demonstrates various ways to structure a deal defines methods to identify and contact targets provides insights on how to finance transactions reveals what helps and hurts a company s valuation offers negotiating tips explains how to perform due diligence analyzes the purchase agreement and discloses methods to help ensure the combined companies are successfully integrated If you re getting involved with a merger or an acquisition this book will help you gain a thorough understanding of what the heck is going on Updates to this second edition include quality of earnings reports representation and warranty insurance how to hire investment bankers changes to the offering documents the rise of family offices and the ubiquity of adjusted EBITDA earnings before interest tax depreciation and amortization as a basis for valuation Understand the merger and acquisition process in a simple easy to understand manner Learn the nomenclature and terminology needed to talk and act like a player Determine how to hire the people who will help you conduct M A deals Discover tips on how to successfully negotiate transactions Mergers Acquisitions For Dummies is a great choice for business owners and executives students service providers and anyone interested in M A transactions

**Mergers and Acquisitions Basics** Michael E. S.

Frankel, Larry H. Forman, 2017-03-27 *The essential executive M A primer with practical tools and expert insight* Mergers and Acquisitions Basics provides complete guidance on the M A process with in depth analysis expert insight and practical tools for success This new second edition has been updated to reflect the current M A landscape giving busy executives the ideal resource for navigating each step in the process Veteran executives relate guidelines lessons learned and mistakes to avoid as they explain how M As work identify the major players and describe the roles involved in a successful transaction Both buyer and seller must consider a broad range of factors and this essential guide provides checklists forms sample reports and presentations to help you avoid surprises and ensure your organization s full preparation for the deal Equity investments valuation negotiation integration legal aspects and more are explained in detail to provide a foundational primer for anyone seeking to clarify their role in the process Mergers and acquisitions are becoming ever more critical to the growth of large and mid sized companies This book balances depth and breadth to provide a one stop guide to maximizing the financial and operational value of the deal Identify key drivers of purchase or sale Understand major roles processes and practices Avoid valuation detractors and negotiate effectively Overcome common challenges to successful integration Effective M As are highly strategic solidly structured and beneficial on both sides It s a complex process with many variables many roles and many potential pitfalls but navigating the deal successfully can mean the difference between growth and stagnation Mergers and Acquisitions Basics is the comprehensive resource every executive needs to understand the ins and outs of strategic transactions **American Book Publishing Record**, 2007 *Mastering the Merger* David Harding, Sam Rovit, 2004-11-04 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 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 **HBR's 10 Must Reads for Sales and Marketing Collection (5 Books)** Harvard Business Review, 2020-05-26 Stop pushing products Start empowering your salespeople cultivating relationships with the right customers In today s economy companies are fighting tooth and nail for their customers attention Hyper informed buyers with more options are making purchasing decisions faster than ever How can you optimize your marketing operations and sales teams and so your offerings can get through and rise to the top HBR s 10 Must Reads for Sales and Marketing Collection offers the ideas and strategies to help you get there Included in this set are HBR s 10 Must Reads on Sales HBR s 10 Must Reads on Strategic Marketing HBR s 10 Must Reads on Communication HBR s 10 Must Reads on Negotiation and HBR s 10 Must Reads on Public Speaking and Presenting This

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Navigate cross border M A for a flawless integration execution Cross Border Mergers and Acquisitions is a practical toolbox for corporate strategy and development professionals dealing with the many challenges involved in cross border M A With a detailed discussion of key market specifics and broadly applicable critical insight this book demystifies the cross border M A process and provides a host of practical tools that ease strategic implementation A geographical overview explains the trends in major M A markets including Australia Brazil China Russia the U K and the U S and industry specific guidance covers Financial Services Aerospace and Defense Health Care Tech Manufacturing and more Leading experts relate lessons learned while managing actual PMI post merger integration processes and the discussion of cultural impacts and specific situational needs provides deep insight into the type of leadership a flawless integration requires Corporate restructuring and internationalization efforts are increasingly relying on cross border mergers and acquisitions Strategies motives and consequences are a complex navigational minefield but this insightful guide provides solid actionable guidance for leading a successful integration Understand the region specific details that make an impact Overcome common challenges and manage complex deals Gain practical insight and valuable tools for leading integration Learn the most current best practices for PMI processes Cross border M A is complex with myriad challenges and obstacles inherent to the situation Successful integration and a smooth transition are critical and there s little wiggle room it s a situation where you have only one chance to get it right Cross Border Mergers and Acquisitions is an essential guide to the process with key tools for execution **Strategic Management** Graham Hubbard,John Rice,Peter Galvin,2014-09-01 Renowned for its comprehensive rigorous and case rich approach this resource trains future business leaders to analyse a wide range business issues apply appropriate concepts and successfully implement business strategy Strategic Management is written with practical usage in mind and is designed to



suit the needs of both post graduate and undergraduate students The 5th edition brings the subject to life with ten brand new in depth case studies covering a wide variety of Australian and international examples **The Wall Street Journal**,2007 **Building Better Organizations** Claudy Jules,2022-07-05 This essential playbook shows how companies can scale success by coupling digital strategies with an investment in the health of their organizations and the people within To scale and grow a company must get the organizational elements right That begins with having the right strategy the right leadership to drive it and the right talent culture and organizational design to realize a company s potential This is especially true in the AI era where a company s most valuable assets are its people To begin with leaders must rethink their value creation strategies To hone their organizational edge leaders must prioritize their organization s health in seven vital areas strategic direction culture leadership talent organizational design EID equity inclusion and diversity and well being No matter what type or size of business those essential conditions must be leveraged for increased value and growth Put simply organizational matters matter To hone their digital edge leaders must understand AI as advances in technology allow leaders to build organizations that can compete and win in the future Finally an investor mindset will enable leaders to invest wisely in the technology and leverage that tech that sets their organizations apart *An Introduction to Global Financial Markets* Stephen Valdez,Philip Molyneux,2017-09-16 This textbook provides an accessible introduction to finance and financial markets around the world Requiring no previous knowledge of the subject the authors comprehensively cover a broad range of different types of banking markets foreign exchange and derivative products Incorporating recent events and current developments in finance contemporary international examples are used throughout to illustrate this fast moving subject area With Stephen Valdez s decades of experience as a financial trainer and Philip Molyneux s academic experience they are the perfect team for this accessible and applied textbook This textbook is core reading for second and third year undergraduate students studying modules in financial markets and institutions as part of business and management degree courses In addition it is suitable for use on MBA finance courses New to this Edition Provides updated and expanded coverage of the global financial crisis of 2007 08 and its aftermath Explains and contextualises the major structural and regulatory reforms of global banking and financial markets A new design to make it more student friendly such as illustrative boxes that explain key financial issues Leading and Managing Creators, Inventors, and Innovators Elias G. Carayannis,Jean-Jacques Chanaron,2007-03-30 The development of an enterprising culture is a primary objective of progressive nations and organizations While entrepreneurship may occur as a natural result of personal drive it occurs most often most robustly and is most sustainable in environments designed to encourage it This book showcases emerging research theory and practice in the management of creativity invention innovation and entrepreneurship Featuring cases and examples from around the world and from a diverse array of industries the authors explore such issues as organizational design knowledge management and technology transfer providing valuable insights for researchers educators students technology

professionals business executives scientists and policymakers concerned with promoting entrepreneurship and its impact on organizational and economic growth

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