

Mergers And Acquisitions Playbook Lessons From The Middle Market Trenches Wiley Professional Advisory Services

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.

With its inception at the end of the nineteenth century as a means of consolidation and reorganization, mergers and acquisitions (M&A) have since become quasi-institutionalized as one of the primary strategic options for organizations, as they seek to secure their position in an ever more competitive and globalizing market place. Despite the optimism surrounding M&A as strategic moves, research on post-merger company performance suggests that most firms engaging in M&A activity do not achieve the sought-after performance targets, either immediately or in the years following the deal. What is it that drives M&A activity when research results do not support the performance expectations of these undertakings? Alternatively, have M&A scholars got it all wrong in the way that M&A performance is measured? Is the topic too complex, enduring, and multifaceted to study? The Handbook argues that the field of M&A is in need of a re-rooting: past research needs to be critically reviewed, and fundamental assumptions revisited. A key issue preventing efforts in the practice and study of M&A from achieving dynamic syntheses has been the disciplinary gulf separating strategy, finance, and human relations schools. The Handbook aims to bridge the hitherto separate disciplines engaged in the study and practice of M&A to provide more meaningful results. Toward this end, the Handbook brings together a set of prominent and emerging scholars and practitioners engaged in the study of M&A to provide thought-

provoking, state of the art overviews of M&A through four specific 'lenses' - strategic, financial, socio-cultural, and sectorial approaches. By summarizing key findings in current research and exploring ways in which the differing approaches could and should be 'synthesized', it aims to highlight the key issues facing M&A practitioners and academics at the dawn of the third millennium.

Proven strategies and tactics to manage the integration of acquired and/or merged companies Mergers & Acquisitions Integration Handbook is a comprehensive resource to help companies create a scalable postmerger or acquisition integration process and framework that accelerates operating and business benefit goal realization. Includes tools, templates, forms, examples and checklists to provide a no nonsense "handbook" style approach to managing an effective integration. Helps integration managers quickly get up to speed on various integration challenges, including guidance on developing detailed operational and functional integration plans to support flawless execution. Reveals how to avoid integration failure by establishing an in-house integration management office to handle integration projects. Includes a sample integration playbook that can be used to create a core competency within companies to support ongoing integration activity. Botched integration is the number one reason mergers fail. Mergers & Acquisitions Integration Handbook shows you how to develop, execute and implement merger integrations and business strategies to realize your organization's mergers and acquisitions goals.

Thomas M. Brunner-Kirchmair analysiert, inwiefern Corporate Governance Einfluss auf die Performance von Mergers & Acquisitions hat. Neben einer theoretischen Aufarbeitung und einer intensiven Analyse der bestehenden Literatur führt der Autor eine umfangreiche empirische Studie zum kaum erforschten kontinentaleuropäischen M&A-Markt durch. Er präsentiert und diskutiert neue Erkenntnisse zum M&A-Erfolg, den Erfolgsdeterminanten, der Bedeutung der Corporate Governance und wesentlichen Interaktionseffekten. Konkrete Handlungsempfehlungen für die weitere Forschung als auch für die Praxis werden aufgezeigt.

THE NEW M&A STRATEGY FOR LONG-TERM SUCCESS IN TODAY'S VOLATILE MARKETS "Rich in examples and details, well-grounded in wisdom from years of experience, and blessedly practical . . . engaging, well-written, and loaded with worthy insights. Study this book and prosper." -- DR. ROBERT B RUNER, Dean, University of Virginia's Darden School of Business, and author of Deals from Hell, The Panic of 1907, and Applied Mergers & Acquisitions. "Drawing on his experience with more than 100 M&A transactions, Hoffmann has written a definitive 'how-to' for acquiring companies in the below \$50 million sales market space. The examples . . . [offer] astute insight into every feature of the topic." -- DR. NANCY BAGRANOFF, Dean, Robins School of Business of the University of Richmond; President of the American Accounting Association; and coauthor of Core Concepts of Consulting for Accountants and Core Concepts of IT Auditing. "This is a wonderful history with compelling lessons from the great successes of the Trader Publishing and Landmark Communications leadership and business model. The reflection on past deals gone wrong helps the reader understand why you do deals, how to pursue M&A, and what principles you need to be successful." -- MACON B. ROCK, founder and Chairman of Dollar Tree Stores, Inc., and founder and former President of K&K Toys. "A must-

read for those who hope to start small and grow big by acquiring, improving, and innovating. Following his rules may not lead you to be part of the 1 percent, but it will certainly keep you from being part of the 70 percent that fail." -- HOWARD S. TEVENSON, Senior Associate Dean, Harvard University; Director of Publishing, Harvard Business Publishing Company board; and author of New Business Ventures and the Entrepreneur, Make Your Own Luck, and Do Lunch or Be Lunch.

An indispensable guide to strategic best practices for business mergers Thirteen years ago, the experts at A. T. Kearney embarked on a landmark, worldwide study of business mergers. Encompassing 25,000 companies across 24 industries in 53 countries, the study revealed much crucial information that was previously unknown about business consolidation. This book shares those revelations and insights with senior executives, consultants, and industry analysts involved in the merger process. More important, it builds on those findings to present readers with a solid game plan for winning the consolidation game. Readers learn about the consolidation cycles through which industries pass, how to identify where in the cycle their industry currently lies, how to leverage that knowledge in determining which organizational changes they need to make and when they need to make them, and how to develop and deploy the most successful merger strategies.

Leadership principles from a master of the business turnaround In Reinvent, renowned CEO and business leader Fred Hassan explains how to transform a struggling business into a raging success by reinventing the culture, attitude, and behaviors of organizations and people. Leaders who want to change cultures and individuals need a cool head, a clear vision, and a well-refined ability to inspire that change. Here, Hassan explains how a productive organizational culture leads to real success. The first part of the book focuses on how you, as a leader, can unleash your full powers by learning to be authentic, purposeful, and connected with your organization. The second part of the book focuses on groups, how to lead them, how to be a role model for the effort you expect, and how to keep winning and innovating. Taken together, these principles fuel smarter strategies, more effective execution, and better governance. Features practical, proven guidance appropriate for every business leader in any industry Ideal for corporate executives, managers, team leaders, human resources professionals, board members, and consultants Written by a renowned public speaker and former CEO known for turning around struggling companies Revealing how you can make culture your secret weapon, Reinvent is the perfect tool for business leaders in highly competitive industries.

Revised edition of the author's Contemporary strategy analysis, 2013.

Discover the power of the CFO's role in delivering shareholder value During the past decade, the CFO role has expanded dramatically in its breadth, complexity, and criticality. Filled with proven strategies, best practices, and keen insights, The Essential CFO describes how today's CFOs are responding to their expanded roles within both public and private companies. With straightforward and pragmatic guidance, author Bruce Nolop shows how CFOs are partnering with CEOs to deliver shareholder value by articulating a strategic plan, determining capital allocations, managing the capital structure, driving financial performance, and implementing strategic transactions. Covers how CFOs are

establishing robust accounting and risk management processes and effectively communicating with both external and internal constituencies Looks at the role of the CFO in transforming financial organizations to drive effectiveness and efficiencies Examines how CFOs can develop talent with the experience, expertise, and leadership skills to meet the challenges of the future Written from a balanced, top-down perspective of the modern CFO, The Essential CFO provides you with practical prescriptions for executing impactful corporate finance strategies.

The world of M&A has always been complex and nuanced. Corporations encounter their toughest business problems during a divestiture or a merger. At the same time, optimal execution of divestitures can also create high value for the seller as well as the buyer. This book is a collection of leading practices on Divestitures and covers end to end transaction life cycle from readiness through execution including post deal transformation. It contains the synthesis of experiences across a wide array of clients across industries, ranging from \$500 million to \$100 billion in revenue. Each chapter in this book can stand on its own as an authority on leading practices related to the topic it presents, and together, these chapters provide a comprehensive set of perspectives needed to successfully complete a divestiture. The highlight of the book is valuable real-life examples and references that a business can benefit from, when it is considering, analyzing or implementing a divestiture.

#1 NEW YORK TIMES BESTSELLER • A memoir of leadership and success: The executive chairman of Disney, Time's 2019 businessperson of the year, shares the ideas and values he embraced during his fifteen years as CEO while reinventing one of the world's most beloved companies and inspiring the people who bring the magic to life. **NAMED ONE OF THE BEST BOOKS OF THE YEAR BY NPR** Robert Iger became CEO of The Walt Disney Company in 2005, during a difficult time. Competition was more intense than ever and technology was changing faster than at any time in the company's history. His vision came down to three clear ideas: Recommit to the concept that quality matters, embrace technology instead of fighting it, and think bigger—think global—and turn Disney into a stronger brand in international markets. Today, Disney is the largest, most admired media company in the world, counting Pixar, Marvel, Lucasfilm, and 21st Century Fox among its properties. Its value is nearly five times what it was when Iger took over, and he is recognized as one of the most innovative and successful CEOs of our era. In *The Ride of a Lifetime*, Robert Iger shares the lessons he learned while running Disney and leading its 220,000-plus employees, and he explores the principles that are necessary for true leadership, including: • Optimism. Even in the face of difficulty, an optimistic leader will find the path toward the best possible outcome and focus on that, rather than give in to pessimism and blaming. • Courage. Leaders have to be willing to take risks and place big bets. Fear of failure destroys creativity. • Decisiveness. All decisions, no matter how difficult, can be made on a timely basis. Indecisiveness is both wasteful and destructive to

Response to Misconduct Allegations is a part of Elsevier's Security Executive Council Risk Management Portfolio, a collection of real world solutions and "how-to" guidelines that equip executives, practitioners, and educators with proven information for successful security and risk management programs. Describes the ethical and legal reasons for a company to follow up on and take every employee complaint seriously Provides a framework of best practices the investigative team can use to prepare for and conduct workplace investigations Includes a series of checklists and templates to aid the investigative team before, during, and after the investigation

The focus of this volume is on the myriad dynamics associated with these interorganizational ventures. Emphasis is placed on (1) understanding the nature of these different interorganizational forms and (2) ways to enhance their effectiveness, creating and sustaining complex problem-solving capabilities and collaborative tendencies in a multiorganizational environment. While the orientation of many of the initiatives and interventions in this volume reflects a traditional organization-development (OD) focus, emphasis is placed on working across organizational interfaces, attempting to create the capacity and systemic potential for greater interorganizational learning and performance, rather than releasing human potential solely within an organization (see, e.g., Cummings, 1984). Consultants and researchers in this realm thus focus on spanning organizations, creating and modifying networks of participants that (1) have a stake in particular interorganizational outcomes and (2) depend on those inter-firm relationships and networks to accomplish their goals.

This text explains how firms achieve strategic competitiveness, emphasizing integration of resources and capabilities to obtain a sustained competitive advantage. The text integrates the resource-based view of the firm with the more traditional model.

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 a merger or acquisition will fail to meet financial and strategic goals. The Complete Guide to Mergers and Acquisitions provides the information that enables firms to quickly and prudently capture projected cost and revenue synergies, and to move the combined organization forward. The book addresses strategic deal considerations, due diligence, integration management, people dynamics and cultural integration, common integration mistakes, communications strategies, and provides actionable steps toward creating measurable, positive results throughout the integration process. The updated third edition contains new information and tools to help firms in any industry manage deals of all sizes, including: Results of The State of M&A Integration Effectiveness Survey, 2014 A new chapter on the M&A process deal stages, with an expanded Deal Flow Model Findings of substantial M&A research from various studies in multiple industries and organizations, supporting the concepts presented throughout the book New and revised tools and templates for due diligence,

integration, and results measurement and reporting New case examples of recent transactions Highlighted 'Key Principles' throughout each chapter A summary of key points at the end of each chapter Discussion questions addressing the key themes of each chapter A 'rapid assessment' diagnostic regarding the key elements of each chapter, which can be completed for any organization A revised chapter on taking your M&A game to the next level – essential requirements for building M&A capabilities into a consistently successful enterprise competency Merger and acquisition activity across the globe continues to grow, and is also playing a major role in the development of expanding markets. A well-managed integration effort is essential to success, and failure means a tremendous waste in terms of time and money, as well as the rapid destruction of shareholder value. The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A Integration at Every Level, Third Edition is an invaluable resource to guide firms in managing M&A integration and maximize the value of their deals.

Offering specific tactics and advice for three distinctly different age groups, this work details the signs leading up to, and the concerns following a corporate shakeup, with tips on financial planning and remaining effective

The International Encyclopedia of Organizational Communication offers a comprehensive collection of entries contributed by international experts on the origin, evolution, and current state of knowledge of all facets of contemporary organizational communication. Represents the definitive international reference resource on a topic of increasing relevance, in a new series of sub-disciplinary international encyclopedias Examines organization communication across a range of contexts, including NGOs, global corporations, community cooperatives, profit and non-profit organizations, formal and informal collectives, virtual work, and more Features topics ranging from leader-follower communication, negotiation and bargaining and organizational culture to the appropriation of communication technologies, emergence of inter-organizational networks, and hidden forms of work and organization Offers an unprecedented level of authority and diverse perspectives, with contributions from leading international experts in their associated fields Part of The Wiley Blackwell-ICA International Encyclopedias of Communication series, published in conjunction with the International Communication Association. Online version available at Wiley Online Library Awarded 2017 Best Edited Book award by the Organizational Communication Division, National Communication Association

This new edition of *Crafting and Executing Strategy* continues to provide a valuable resource for European readers while embracing new and updated core concepts and key theories in strategy. Throughout the text you will find a range of examples that illustrate how strategy works in the real world and encourage the practical application of learning. Complementing the chapters is a section of new cases providing in-depth analysis of the challenges of strategic management at a range of companies. This edition includes:

- A new 6Ds framework, allowing readers to structure their approach to strategic management around the fundamental elements of the strategy process (Diagnosis, Direction, Decisions and Delivery) and the context within which that process is managed (Dynamism and Disorder).
- Opening cases that begin each chapter and feature real-life business scenarios from companies such as Tinder, Ikea and Victorinox, introducing strategic concepts and theories.
- Illustration Capsules, which have been updated to illustrate contemporary business concerns and demonstrate how companies have reacted strategically, increasing understanding of

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successful strategies. Companies featured include Burberry, TOMS, Aldi, Novo Nordisk and more. • Key Debates that stimulate classroom discussion and encourage critical analysis. • Emerging Themes that present contemporary strategic opportunities and issues such as ripple intelligence and technology and new organizational structures. • A Different View encouraging readers to appreciate differing viewpoints on strategic concepts and theories. • End of chapter cases that capture each chapter's main theories through engaging cases on companies such as Adidas and Nike, Lego and Uber. • New recommended reading at the end of each chapter which help to further knowledge, including classic texts and advanced reading, and author notes providing context. Connect is McGraw-Hill Education's learning and teaching environment that improves student performance and outcomes while promoting engagement and comprehension of content. New for this edition are interview-style videos, featuring author Alex Janes in discussion with business leaders, exploring how organizational strategy has developed within companies as diverse as Jeep, Levi Strauss, Novo Nordisk and a prestigious oil and gas company. The videos are provided in full-length or in segments, with questions aimed at encouraging classroom discussion or self-testing. This new edition is available with SmartBook, McGraw-Hill Education's adaptive, digital tool that tests students' knowledge of key concepts and pinpoints the topics on which they need to focus study time. Crafting and Executing Strategy is also available with both The Business Strategy Game and GLO-BUS – the world's leading business strategy simulations.

Containing practical guidance for program managers involved in high tech mergers and acquisitions who need a framework. This book describes the top 10 industries for growth, the decision making process, criteria and the playbook to integrate products, people and process. It provides checklists and dashboards to the deal flow for the high tech industry, merger and acquisition scenarios, dashboards to best in class organizational effectiveness to assess the areas of improvement as well as action summaries to remind you of what you need to do to prepare for the next merger and acquisition in the future. It also combines information for program managers, project managers, individual contributors and executives into a single package they can apply directly.

"With an emphasis on global advantage, the text offers a comprehensive examination of regional and international issues to provide a complete, accurate and up-to-date explanation of the strategic management process. New coverage on environmental concerns and emerging technologies as well as examples and cases from Australia, New Zealand and Asia-Pacific serve to engage students while updated international content demonstrates how strategic management is used in the global economy. The text takes a 'resource-based' approach, which requires the examining of a firm's unique bundling of its internal resources." --Publisher's website.

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

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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.

A strategy text on value creation with case studies The ninth edition of Contemporary Strategy Analysis: Text and Cases focuses on the fundamentals of value creation with an emphasis on practicality. Topics in this edition include: platform-based competition and ecosystems of related industries; the role of strategy making processes; mergers, acquisitions and alliances; and strategy implementation. Within the twenty case studies, students will find leading companies that are familiar to them. This strategy analysis text is suitable for MBA and advanced undergraduate students.

The ultimate "tricks of the trade" guide to mergers and acquisitions Mergers and Acquisitions Playbook provides the practical tricks of the trade on how to get maximum value for a middle-market business. This book uniquely covers how to prepare for a sale, how to present the business most positively, and how to control the sale timetable. Written in a straight-talking style Provides the tricks of the trade on how to get maximum value for a middle-market business Shows how the sellers can take capitalize their inherent "unfair advantages" Examines the differences between "value" and "currency" Explains how to handle bankruptcy and distress company sales Offers tips on managing your lawyers in the documentation process Filled with empirical examples of successful-and unsuccessful-techniques, this practical guide takes you through every step of the M&A process, from how to manage confidentiality, how to create competition (or the impression of competition), to what to do once the deal is closed.

Wall Street Journal and Publishers Weekly bestseller Discover the Remarkable way to supercharge and accelerate your career. Become the most valuable team player in your company, climb the ladder as a top performer, and gain the utmost recognition and respect from your peers and superiors. A comprehensive guide to what really counts and isn't taught in business school, Remarkable is the first and last professional playbook you'll ever need. Step-by-step advice takes you from the early stages of a business career to the top-level executive position. Follow the journey, lessons, and remarkable insights of an executive who has seen it all, and now offers pragmatic and infallible wisdom that you can use immediately. David Kronfeld has mentored professionals and executives who now lead successful careers. He's been a management consultant with Booz Allen, a corporate executive, and the founder and chairman of JK&B Capital, a leading venture capital firm. His extensive top management experience and sitting on boards of directors means he's been actively involved with the highest priority challenges facing dozens of companies. He's championed strategies that flourished, helmed businesses that thrived, and knows what makes leaders prosper or fail. Be it hiring or firing, he's decided the fates of employees and managers at all levels, including CEOs. Within Remarkable, David Kronfeld offers his incomparable life lessons, experience, and proven insight for your entire career, from entry level skills—writing a great resume, performing well on interviews, how to get promoted—to the management-level expertise that covers becoming a better negotiator, employer, and company leader. With his extensive guidance, you'll learn how to accelerate your career and powerfully

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book provides ready-made solutions specific to distributed and multicultural teams, to help you achieve the full potential of the global talent pool. Overcome common challenges of virtual projects with distributed teams Navigate complex team dynamics to ensure effective collaboration Work seamlessly across borders, time zones, and cultures Determine optimal virtual communication and collaboration tools Apply traditional project management practices in a virtual setting A team fails or thrives on the strength of its management. Fitting the group's needs, expectations, personalities, and skills into a cohesive whole is seldom simple — and distance adds an additional layer of complexity. Projects Without Boundaries provides expert guidance on keeping it together, with proven practices, tools, and virtual team leadership strategies.

In the newly revised Fourth Edition of Strategic Management, distinguished author Frank T. Rothaermel delivers an insightful synthesis of empirical research, theory, and practical application in the area of strategy and business management. The book combines evidence-based rigor with modern relevance and includes case studies of familiar companies facing contemporary management challenges.

"I enthusiastically endorse the fourth edition of IHRM. The editors are to be congratulated for recruiting the top-rated authors in this field to contribute to this volume. The chapters are up to date, insightful, and sometimes even provocative. Students, including post-grads and advanced undergraduates, as well as savvy practitioners, will benefit from reading this volume." Neal M. Ashkanasy, Professor of Management, The University of Queensland Anne-Wil Harzing and Ashly Pinnington's bestselling textbook has guided thousands of students through their International Human Resource Management studies. The fourth edition retains the critical edge, academic rigour and breadth of coverage which have established this book as the most authoritative text on the market. The new edition by our international team of experts provides an even more stimulating journey through the core curriculum, contemporary debates and emerging issues in IHRM. New for the fourth edition: Reduced number of chapters to allow for greater depth and an improved structure ensuring fundamental topics underpin your knowledge Expanded coverage of Equality and Diversity, Corporate Social Responsibility and Sustainability and Cross-Cultural Management in line with developments in the field New Stop and Reflect feature provides an opportunity to test your understanding at regular intervals This text comes with access to a companion website containing web links, SAGE journal articles and more.

Add value to your organization via the mergers & acquisitions IT function As part of Deloitte Consulting, one of the largest mergers and acquisitions (M&A) consulting practice in the world, author Janice Roehl-Anderson reveals in M&A Information Technology Best Practices how companies can effectively and efficiently address the IT aspects of mergers, acquisitions, and divestitures. Filled with best practices for implementing and maintaining systems, this book helps financial and technology executives in every field to add value to their mergers, acquisitions, and/or divestitures via the IT function. Features a companion website containing checklists and templates Includes chapters written by Deloitte Consulting senior personnel Outlines best practices with pragmatic insights and proactive strategies Many M&As fail to meet their expectations. Be prepared to succeed with the thorough and proven guidance found in M&A Information Technology Best Practices. This one-stop resource allows participants in these deals to better understand the implications of what they need to do and how

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