

WILEY FINANCE

APPLIED
MERGERS
& ACQUISITIONS

ROBERT F. BRUNER

FOREWORD BY JOSEPH R. PERELLA

Contents

Foreword	xv
Preface	xvii
PART ONE	
Introduction and Key Themes	1
CHAPTER 1	
Introduction and Executive Summary	3
<i>“How Can My Team Do Better Than the Averages?” A Framework for M&A Success. Seven New Big Ideas Worthy of the Best Practitioners.</i>	
CHAPTER 2	
Ethics in M&A	13
<i>Why Should One Care? In Whose Interests? What Is Good?— Consequences, Duties, Virtues. Promoting Ethical Behavior. Greenmail Case: Walt Disney, 1984.</i>	
CHAPTER 3	
Does M&A Pay?	30
<i>The Measurement of M&A Profitability: Better Than What? Findings Based on the Analysis of Returns to Shareholders. Findings Based on the Analysis of Reported Financial Performance. Findings about the Drivers of Profitability. Findings from Surveys of Executives. Findings from Clinical Studies.</i>	
PART TWO	
Strategy and the Origination of Transaction Proposals	67
CHAPTER 4	
M&A Activity	69
<i>M&A Activity Appears in Waves. Explanations of M&A Activity. “Creative Destruction” as the Driver of M&A Activity. The Many Forms of Economic Turbulence, and Where to Look for It. Turbulence Drives M&A Activities and Opportunities.</i>	
CHAPTER 5	
Cross-Border M&A	98
<i>Cross-Border M&A Activity. M&A within Regions and Trading Bloc. Drivers of and Returns from Cross-Border M&A. Strategic Analysis of Countries: Getting a “View.”</i>	

CHAPTER 6		
Strategy and the Uses of M&A to Grow or Restructure the Firm		123
<i>Setting Strategy. Expansion by Inorganic Growth. Restructuring, Redeployment, and Sale. Choosing a Path. Does It Pay to Diversify or Focus the Firm?</i>		
CHAPTER 7		
Acquisition Search and Deal Origination: Some Guiding Principles		183
<i>Eight Principles of Acquisition Search. Case Study: Kestrel Ventures LLC.</i>		
PART THREE		
Diligence, Valuation, and Accounting		205
CHAPTER 8		
Due Diligence		207
<i>The Concept of Due Diligence. Principles and Strategies. Timing, Team, and Outputs. The Target's View: The Data Room and Its Pressures. Focus on Knowledge. Excellence in Due Diligence.</i>		
CHAPTER 9		
Valuing Firms		247
<i>Rule #1: Think Like an Investor. Rule #2: Intrinsic Value Is Unobservable; We Can Only Estimate It. Rule #3: An Opportunity to Create Value Exists Where Price and Intrinsic Value Differ. Rule #4: So Many Estimators, So Little Time—It Helps to “Have a View.” Rule #5: Exercise Estimators of Intrinsic Value to Find Key Value Drivers and Bets. Rule #6: Think Critically; Triangulate Carefully. Rule #7: Focus on Process, Not Product. Rule #8: When in Doubt, see Rule #1. Valuation Case: Chrysler Corporation, March 1998.</i>		
CHAPTER 10		
Valuing Options		296
<i>Option Basics. Option Theory. Option Applications. A Practical Guide to Financial Option Valuation, with Some Important Caveats.</i>		
CHAPTER 11		
Valuing Synergies		325
<i>The Concept of Synergy. Synergy Estimates Must Be a Central Focus of M&A Analysis. A Framework for Synergy Analysis. Estimating Synergy Value, with Examples. Synergies in the Daimler/Chrysler Merger. Rules of Thumb.</i>		

CHAPTER 12		
Valuing the Firm across Borders		348
<i>How Borders Affect M&A Valuation. Strategy for DCF Approach: Home versus Foreign Valuation. Adjusting Cash Flows. Estimating the Discount Rate. Recapitulation: Valuation Process with Adjusted CAPM. Valuation Cases across Borders.</i>		
CHAPTER 13		
Valuing the Highly Levered Firm, Assessing the Highly Levered Transaction		393
<i>The World of Highly Levered Firms. The Effect of Leverage on Firm Value. The “Whole Deal” Approach. A Case in Leveraged Recapitalization: Koppers Company. LBO Case: MediMedia International, Ltd. LBO Case #2: Revco Drug Stores.</i>		
CHAPTER 14		
Real Options and Their Impact on M&A		424
<i>Types of Real Options. Where Real Options Appear in M&A. Why Not Value Everything as an Option? How to Assess the Impact of Real Options. Four Mini-Cases in the Analysis of Real Options.</i>		
CHAPTER 15		
Valuing Liquidity and Control		455
<i>Adjusting Values for Discounts and Premiums. Where Do Illiquidity Discounts Come From? Where Do Control Premiums Come From? Interaction of Liquidity and Control. Case Study: Volvo/Renault, 1993.</i>		
CHAPTER 16		
Financial Accounting for Mergers and Acquisitions		478
<i>Overview of Purchase Accounting. How to Interpret Reported Financial Results from a Business Combination. Linkage among Accounting Choices, Form of Payment, Financing, and Price. Dangers of Earnings Management.</i>		
CHAPTER 17		
Momentum Acquisition Strategies: An Illustration of Why Value Creation Is the Best Financial Criterion		511
<i>Four Cautionary Tales. Momentum Acquisition Strategies. The Arguments for and against Momentum Acquiring. Value Creation Is the Best Criterion for Evaluating Acquisition Strategies. Momentum versus Value Strategies.</i>		

PART FOUR	
Design of Detailed Transaction Terms	529
CHAPTER 18	
An Introduction to Deal Design in M & A	531
<i>Deal Structures Are Solutions to Economic Problems. Possible Desirables in Designing a Deal. Design Leads to Results. Each Deal Is a System: The "Whole Deal" Perspective. Some Implications for the Deal Designer.</i>	
CHAPTER 19	
Choosing the Form of Acquisitive Reorganization	547
<i>Five Key Concerns for the Deal Designer. Deals That Are Immediately Taxable to the Selling Shareholders. Deals That Defer Tax to the Selling Shareholders.</i>	
CHAPTER 20	
Choosing the Form of Payment and Financing	564
<i>Patterns and Trends in Form of Payment. Does Form of Payment Matter? Considerations in Selecting the Form of Payment. Assessing the Financing Aspects of a Deal.</i>	
CHAPTER 21	
Framework for Structuring the Terms of Exchange: Finding the "Win-Win" Deal	589
<i>A Model for Critically Assessing Exchange Ratios. Uses and Illustration of the Model. Extension to Cash-for-Stock Deals. Choosing Exchange Ratio Targets in the "Win-Win" Zone.</i>	
CHAPTER 22	
Structuring and Valuing Contingent Payments in M&A	609
<i>Contingent Payments in M&A. Earnouts Can Be Useful; But If So, Why Aren't They Ubiquitous? Earnouts Are Options on Future Performance. Structuring an Earnout. Tax and Accounting Considerations. A Generic Approach to Valuing Earnout Instruments. The Eli Lilly Case. Proposing and Negotiating an Earnout and Other Contingent Payments.</i>	
CHAPTER 23	
Risk Management in M&A	636
<i>Value at Risk When a Deal Fails. Transaction Risk: Types and Sources. Types of Risk Management. Collars and Their Analysis. Contingent Value Rights Case. Staged Acquiring Case. Where and When to Manage Risk.</i>	

PART SIX	
Competition, Hostility, and Behavioral Effects in M&A	771
CHAPTER 30	
Negotiating the Deal	773
<i>The Relevance of Negotiation Process. Behavioral Finance. Influencing Bargaining Outcomes: An Overview of the Challenge. How to Prepare for a Negotiation. Managing the Negotiation Process Proactively.</i>	
CHAPTER 31	
Auctions in M&A	790
<i>Auction Structures and Motives. Advantages and Disadvantages of Auctions. Auctions in Practice: The Case of RJR Nabisco. The "Winner's Curse" in M&A: Is It Real? Some Practical Advice to Sellers in Auctions.</i>	
CHAPTER 32	
Hostile Takeovers: Preparing a Bid in Light of Competition and Arbitrage	804
<i>Takeovers Are Games. A Profile of Hostile Takeovers. Beware of the Players, Both on the Field and Off. The Arb Is the Consummate Economic Actor. Interpreting Arbitrage Spreads. The Arb Assesses a Recapitalization Proposal in Terms of Blended Value. Government Constraints on the Game. Selling Shareholders Face a Prisoner's Dilemma. To Set a Bid Price: Think Like an Investor. The Game Has Implications for Design and Defense of Takeovers.</i>	
CHAPTER 33	
Takeover Attack and Defense	824
<i>The Prevalence of Antitakeover Defenses. Profile of the Target of a Hostile Bid. Optionality in Takeover Attack and Defense. Tactics of Takeover Attack. Tactics of Takeover Defense. Implications for the Practitioner.</i>	
CHAPTER 34	
The Leveraged Restructuring as a Takeover Defense: The Case of American Standard	856
<i>The American Standard Case. The Response. Of Parachutes, Pills, and Litigation. Restructuring Defenses. When Does a Restructuring Make Sense?</i>	

PART SEVEN	
Communication, Integration, and Best Practice	877
CHAPTER 35	
Communicating the Deal: Gaining Mandates, Approvals, and Support	879
<i>Core Challenges to Effective Communication. Some Guiding Principles for Communicating the Deal. Presenting the “Concept Proposal.” Communicating the Deal to the Board for Approval. Communicating with Employees. Announcing the Deal to the Public.</i>	
CHAPTER 36	
Framework for Postmerger Integration	891
<i>Integration Strategy. Implementation of Integration Strategy. The Case of Union Bank of Switzerland and Swiss Bank Corporation. Integration as Transformation.</i>	
CHAPTER 37	
Corporate Development as a Strategic Capability: The Approach of GE Power Systems	914
<i>Business Development at GE Power Systems. Deal Process at GE Power Systems. The M&A “Factory”: Operationalizing Business Development. Implications for Best Practice.</i>	
CHAPTER 38	
M&A “Best Practices”: Some Lessons and Next Steps	926
<i>Some Elements of M&A Best Practice. Where the Sidewalk Ends. Developing Best Practitioners. The End of It All.</i>	
About the CD-ROM	939
References and Suggestions for Further Reading	945
Index	1001