



## Post Merger Control - an examination of tools for success measurement

By Karolina Kuta

GRIN Verlag Jun 2010, 2010. sonst. Bücher. Book Condition: Neu. 208x144x1 mm. This item is printed on demand - Print on Demand Neuware - Seminar paper from the year 2009 in the subject Business economics - Industrial Management, grade: 1,7, Zeppelin University Friedrichshafen, language: English, abstract: The fourth Mergers & Acquisitions (M&A) wave is characterized by the extensive use of debt capital to finance merger deals and a very strong orientation on capital markets. During this development stakeholders became very influential and demanding actors with great expectations of high returns and the accomplishment of transactions in an enormous speed. This causes a strong concentration on overestimated synergies and high yields, but lead to an underestimation of functional and sustainable controlling systems, although they play a very important role in reimbursing expenses and capturing integration costs. These shortcomings are the main reason for mergers failure. But for many managers this fact still remains unrecognized and explanations are frequently seen in exogenous, environmental factors. Rather costs caused by coordination, agreement and inflexibility often reach an unpredicted height. Their overwhelming impact on economic and integration success is the explanation why synergies projected for M&A are not achieved in 70-80 percent of the cases....



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