

INDEX

- Absorption, 113–115
- Acquisition
 - business, 5
 - business case/type, 270
 - calculation, 56
 - goals, 13, 33, 104–109
 - integration planning, 104–109
 - large-scale, 4
 - strategy and depth of integration, 112
- Amalgamation, 111–117
- Antitrust, 19, 20, 67, 68, 89, 165
- Assessment
 - realistic, 28–31
 - risk, 168, 169, 171, 286
 - self/third-party, 200, 208
- Asset, 23, 73, 98, 293
- Asset deal, 73–77
- Awareness, 33, 151, 195, 199, 292

- Best practice, 293–295
- Bidding, 51, 108
- Bottleneck, 139, 151, 277
- Brand
 - copyrights, 177
 - design, 198
 - image, 284, 289
 - marketable, 289
 - patent rights, 55
 - ‘smaller’ or ‘lower,’ 289
- Branding, 82, 108, 284, 288–289
- Business case
 - document, 121
 - expectations and appraisals, 121
 - IT integration goals, 270
 - merger and achieving, 49
- Business continuity, 75, 91, 276–277
- Business division, 73, 92, 255, 268, 269
- Business function, 141–144, 268, 282
- Business model
 - choosing right, 122–125
 - HR, 264
 - Internet-based, 20, 276
 - IT-assisted, 269
 - structures and processes, 58
- Business opportunities, 51
- Buyer
 - management capabilities, 76
 - modus operandi, 114
 - perspective, 255
 - seller’s perspective, 53
 - standards, 143

- Capability, 5, 6, 40, 116, 220
- Capacity
 - administrative, 251
 - decision makers, 104
 - organization’s, 258
 - overstretching, 29, 115
 - project leaders, 40
 - project workflow, 155
- Capital market, 4, 81
- Change management, 35–36, 175–186
- Closing, 7, 67–72, 89–92
- Coaching, 216
- Communication, 239–248
 - creating reality, 241
 - Day 1, 84–85, 93, 99
 - external, 84–85
 - integration, 209
 - interactions, 191
 - internal, 264
 - IT, 268, 276
 - merger, 21, 37, 240–242
 - strategy, 242–248
- Competitive advantage, 6, 19, 105
- Competitor, 3, 34, 71, 91, 130
- Compliance, 103, 143, 154, 258
- Conflict
 - ability to solve, 42–43
 - rivalry, 257
 - shareholders, 104
- Conflict resolution, 39
- Conglomerate merger, 111
- Consolidation, 20–21

- Consulting
 - external, 6, 11, 51
 - internal, 264
- Controlling, 157–163, 271
- Core competencies, 21, 54, 194
- Corporate culture, 167, 192–195
 - active shaping and changing, 188
 - typologies, 200–202
- Cross-border transaction, 3
- Cultural change, 14, 189, 191
- Cultural differences, 116, 187, 195, 203
- Cultural due diligence (CDD), 189, 195, 253
- Cultural identity, 190, 202, 207, 208
- Cultural integration, 187–209
- Cultural merger, 14, 130, 177, 209
- Culture
 - business, 98
 - corporate, 188, 189, 192–195
 - leadership, 37
 - management, 31
 - organizational, 42, 189, 209
 - risk, 166–167
 - shared, 206–209
 - uniform, 192
- Culture typologies, 200–202
- Customer
 - approach, 118
 - bank accounts, 76
 - Day 1, 96–99
 - external, 276
 - mood of, 33
 - satisfaction ratings and feedback, 159
 - workshops, 119
- Customer relations, 72, 276, 286, 289
- Day 1, 76, 81
 - checklist, 90
 - customers and suppliers, 96–99
 - employees and management staff, 85–89
 - external communication, 84–85
 - procedure, 92–96
 - transaction ends and integration begins, 83–84
- Deal-making, 13, 84
- Deal team, 62, 168, 199, 283
 - decision-makers, 57
 - PMI team, 63
- Decision-making, 5, 48, 57, 110
 - authority, 136, 139, 140
 - preferences, 268–271
 - principle, 269
 - steering committee, 140
- Distribution model, 288, 291–292
- Double boxing, 144
- Drivers of acquisitions, 106
- Due diligence, 33, 52, 55, 150
 - cultural, 189, 253
 - HR, 253
 - IT, 273
- Early warning, 62, 98
- Efficiency, 28, 105, 109, 158, 279
- Emergency team, 90
- Emerging countries, 3
- Emotion, 13, 180–186
- Empirical analysis, 169, 197
- Empowerment, 182
- Engagement, 233–234
- Enthusiasm, 87, 92
- Entrepreneurial, 5, 24, 108, 119, 157
- Expenditure, 76, 150, 158, 162
- External communication, 84–85
- Failure, 5, 28–31, 180, 279
- Feedback, 41, 200, 230, 241, 294
- Feedback format, 234–237
- Feedback loop, 229–237
- Fever, 121
- Financial merger, 9
- First movers, 20
- Foresight, 11, 65, 285
- Framework, 58, 132, 159, 166, 215
- Functional integration, 12, 14, 112
- Globalization, 3, 18, 19, 105, 188
- Hard facts, 9–10, 53
- Headhunter, 34, 130
- Holding, 112–113, 169, 263
- Holistic planning, 11
- Horizontal merger, 19, 111
- HR
 - help, 253–261
 - integration process, 252, 263–264
 - merging, 261–263
 - policies, 198

- Iceberg Model, 190, 191, 200
- Implementation, 8, 47–59, 108
 - errors, 61
 - integration process, 260
 - IT, 278
 - leadership principles, 209
 - managers, 25, 31, 122, 231
 - measures, 220, 223
 - risks, 121–122
- Implementation phase, 7, 63, 93, 159
 - Commerzbank, 30
 - ‘good’ leadership, 211
 - HR, 251
- Integral approach, 10
- Integration competence, 4–6, 33–37
- Integration consultants, 11
- Integration diamond, 105
- Integration dynamics, 64, 73
- Integration management, 31, 52
- Integration manager, 10, 12, 30, 108, 121, 230
 - pre-merger phase, 49–52
 - profile, 39–44
- Integration objective, 136, 160
- Integration phase, 7, 8, 10, 31, 130
 - central tasks, 49
 - duration, 136
 - HR, 253
 - management processes, 57–59
 - merger project, 39
 - project plans and models, 230
- Integration planning, 103–125, 219, 222, 290
- Integration process, 6, 9, 14, 42, 130–132
 - assisting change, 178–180
 - HR, 251–265
 - leadership support, 214
 - market perspective, 117–119
 - merger, 31, 149
 - shared culture, 206–209
- Integration project, 13
 - business functions, 141–144
 - conflicts, 43
 - HR staff, 251
 - IT work package, 274–280
 - medium-scale, 89
 - organizational projects, 148–149
 - risks, 165–171
 - rules and roles, 35
 - training schemes, 258
- Integration readiness, 81–99
- Integration risks
 - assessing, 170–171
 - classifying, 169–170
 - formal approach, 167–169
- Integration strategy, 12
 - short-term, 117
 - superordinate, 13, 103, 110
- Interdependence, 111, 112
- Intranet, 240–242
- Intuition, 36, 108
- Investment, 3, 23, 162, 274
- Investor Relations, 95
- IT
 - applications, 258
 - business management perspective, 73
 - decision-making, 268–271
 - functional integration strategies, 14
 - human resources (*See* Human resources)
 - infrastructure and services, 74
 - project approach, 132
 - project controlling team, 158
 - right IT system, 191
 - workbench, 6
- IT integration
 - business continuity, 278
 - contracts, 277
 - Day 1, 276–277
 - decision making, 268–271
 - definition, 267
 - stages, 271–274
 - tasks on hand, 275
 - technical IT migration, 278–280
 - work packages, 274–275
- Jobs
 - cut jobs, 94, 252
 - insecurity, 259
 - management perspective, 176
 - medium level of risk assessment, 169
 - onboarding process, 253
 - uncertainty, 181
- Knowledge, 229
 - experience-based knowledge, 6, 31
 - implicit knowledge, 56
 - in-depth knowledge, 95
 - methodological competence, 40–41
 - public knowledge, 67, 90

- Latency, 12, 68
- Leadership development, 14, 195, 211–217
- Legal, 10, 22, 47, 74, 254
- Legislation, 5, 17–19
- Marketing, 58, 97, 119, 281, 284
- Market share, 20, 25, 106, 111, 175
- Maturity, 8, 30, 37, 59, 215
- M&A wave, 18–20
- Merger integration competence, 33–37
- Merger integration project, 8, 30, 157
- Merger integration seminar, 187, 234
- Merger story, 21, 82, 86, 183, 216
- Merger success, 121
- Meta-competence, 34, 35
- Methodology, 5, 9, 28
- Middle management, 59, 245
- Monitoring, 13, 158, 231, 235
- Motivation, 10, 44, 72, 91, 212
- Moving target, 150
- Non-disclosure agreement, 39
- Non-negotiables, 29, 143
- Onboarding, 143, 253–254
- One voice, 92–93
- Organic growth, 3, 6, 29
- Organizational integration
 - competence, 6
- Organizational learning, 6
- Organizational projects
 - communication, 244
 - feedback loops, 229
 - integration projects, 148–149
 - management culture, 31
 - M&A projects, 35
- Organizational reality, 152
- Organizational structure, 114, 197, 252, 290–291
- Performance
 - consolidation, 84
 - financial performance., 161
 - high-performance management, 212
 - indicators, 161
 - limitations, 44
 - management, 30
 - marketing skills, 54
 - optimizing, 31
 - staff performance, 262
- Phase model, 48–49
- Playbook, 8, 9, 31, 153
- PMI. *See* Project Management Institute (PMI)
- Post-merger integration, 187
- Pre-merger, 7, 36, 47, 49–52
- Pricing, 55–57
- Procurement, 281–297
- Product portfolio, 258, 276, 286, 291–292
- Professionalization, 21–22
- Project control, 161–162
- Project management, 34–35, 140, 144, 153
- Project Management Institute (PMI), 55, 166, 169, 170, 294
- Project management office, 6, 162
- Project management office (PMO), 143, 162
- Project manager, 40, 43, 63, 167
- Project team
 - communication, 242
 - integration projects, 41
 - risk management, 169
 - stress, 150–151
- Psychological contract, 36
- Purchase
 - agreement, 33
 - definition, 4
 - know-how, 5
 - price, 55, 57, 193
 - strategic process, 105
 - ‘thrust of reality,’ 33
- Reorganization, 7, 39, 256–257
- Reputation, 26, 56, 287
- Resilience, 42
- Resources
 - demand, 75
 - financial resources, 113
 - in-house resources, 50
 - integration, 131
 - know-how, 5
 - M&A process, 136
 - organization, 7
 - potential cost synergies, 270
 - realistic assessment, 28–31
- Retention, 259–261, 265
- Retention management, 259–261
- Risk
 - business acquisitions, 5, 106

- culture, 166–167
- definition, 200
- entrepreneurial risk, 111
- error, 75
- failure, 110
- integration, 165–171
- M&A transactions, 50
- mergers, 123
- people risks, 286–288
- post-merger risk categories, 170
- sales integration, 284
- software, 153
- strategic sales, 285–286
- Risk assessment, 168, 169, 171, 280, 286
- Risk management, 13, 141, 166, 168, 169
- Road map, 12, 186, 215
- Sales
 - ‘hard’ sales targets, 10
 - integration, 145
 - managers, 285
 - measures, 294
 - people risks, 286–288
 - procurement, 281–297
 - risks, 284
 - strategic marketing tasks, 288–290
 - strategic tasks, 288
 - supplier’s sales staff, 96
 - tasks, 288
- Seller, 70–71, 75, 91, 255
- Serial acquirer, 143, 273
- Share deal, 73–77
- Shareholder value, 20, 24, 26
- Signing, 67–72
- Skill base, 3, 31, 222
- Soft facts, 9–10
- Soft skills, 41–42
- Stakeholder, 244–246
- Standardization, 103, 200, 270
- Steering group, 58, 138
- Strategic intelligence, 11
- Strategic merger, 8–9
- Strategic option, 3, 11, 50, 294
- Strategic planning, 11
- Strategic rationale, 106–107
- Stress, 42, 150–152
- Success factor, 11, 27, 31, 193–195
- Supplier, 96–99
- Symbiosis, 115–117
- Synchronicity, 149–150
- Synergy, 119–122
- Synergy effect, 212, 270, 271, 288
- Synergy potential, 268–271, 283–284
- Takeover, 4
 - company takeovers, 17
 - hostile takeovers, 159
 - pending takeover, 90
 - strategic aspects, 19
- Target
 - company, 39, 72
 - concept, 62
 - perspective, 39
 - staff, 90
 - success targets, 159–161
 - target-orientated transaction phase, 50
- Tax
 - concessions, 19
 - regulations, 62
 - second-wave integration, 117
- Terminology, 7–8
- Transaction
 - global transaction markets, 12, 24
 - integration, 52–55, 61–65
 - integration activities, 10
 - M&A integration, 30
 - merger transaction, 49
 - professionalization, 12, 21–22
- Transaction frequency, 50
- Transaction manager, 68
- Transaction phase, 52–55
- Value driver, 145–146
- Vertical merger, 111, 296
- Volatile market, 3, 159
- 2nd Wave integration, 117
- Work package, 136, 144, 163, 274–275
- workstream, 108, 132, 142, 245