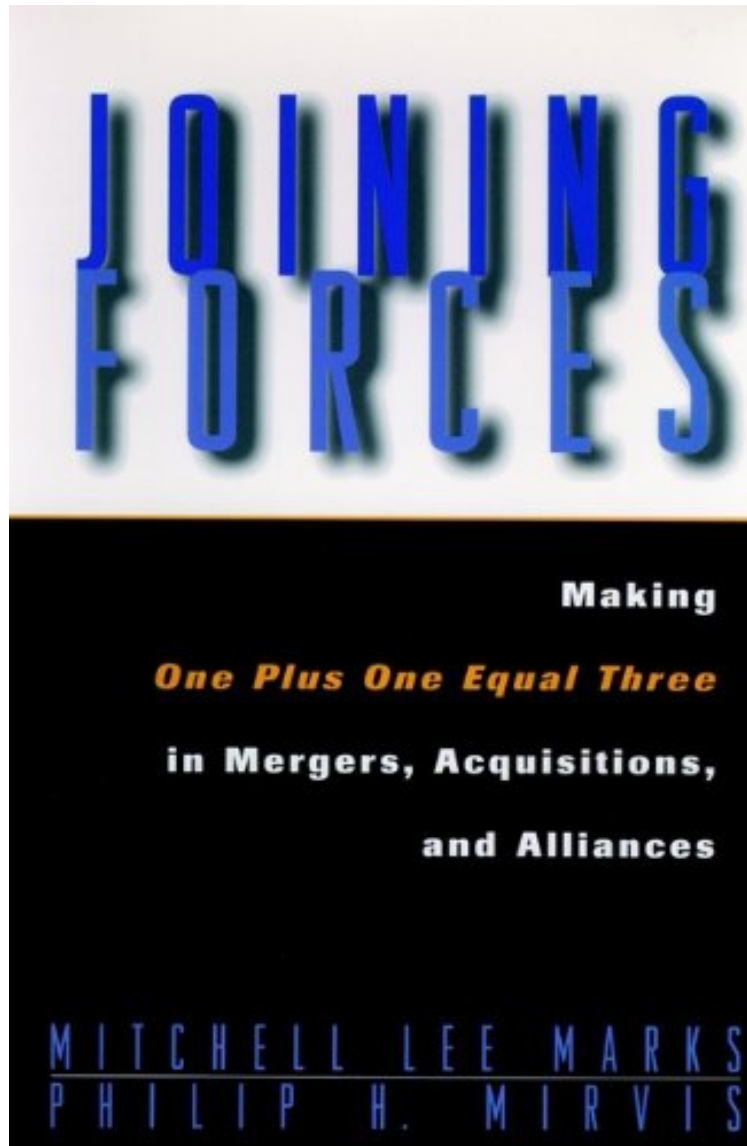


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## **Joining Forces: Making One Plus One Equal Three in Mergers, Acquisitions, and Alliances (Jossey-Bass Business Management)**

*Mitchell Lee Marks, Philip H. Mirvis*  
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**Mitchell Lee Marks, Philip H. Mirvis : Joining Forces: Making One Plus One Equal Three in Mergers, Acquisitions, and Alliances (Jossey-Bass Business Management)** before purchasing it in order to gage whether or not it would be worth my time, and all praised **Joining Forces: Making One Plus One Equal Three in Mergers, Acquisitions, and Alliances (Jossey-Bass Business Management)**:

0 of 0 people found the following review helpful. Valuable MA information for anyone...experienced or not  
By Shopper from Ohio  
Been assigned to a transition team and needed to learn the MA process. This is an awesome book and so much more. Very well structured and organized with tons of information, "Best Practices" and checklists to use during the integration process. Information is valuable to anyone (experienced or not) in MA  
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Great point of view!

If 75% of all mergers fail, what makes the 25% succeed? Mergers, acquisitions, and strategic alliances are all the rage in today's business world. We have seen and will continue to see in the coming years major shifts in computers, electronics, banking/financial services, healthcare, and telecommunications. Large corporations as well as small, entrepreneurial companies are discovering significant strategic advantage when they merge or align business processes. *Joining Forces* is a guide to making these combinations successful. From pre-merger planning to post-merger alignment, Mitchell Marks covers the three key components of a successful transition: hardware (organizational structure), software (policies and processes), and people.

.com Mitchell Lee Marks and Philip H. Mirvis, who separately and together have worked on more than 50 major corporate "marriages," offer a useful distillation of the myriad lessons they've learned about this vital and increasingly common business activity in *Joining Forces: Making One Plus One Equal Three* in Mergers, Acquisitions, and Alliances. By examining their own projects, along with various other winners and losers, they've identified a number of specifics that can help ensure that such combinations ultimately succeed. Included are details on preparation, managing transition, minimizing stress, and developing an entirely new culture.  
From Publishers Weekly  
The "one plus one equal three" of the subtitle is the authors' way of signaling that they are focusing here on business combinations that aim to "build some strength or capacity greater than that present in the partners as independent organizations." Marks (From Turmoil to Triumph) and Mirvis (coauthor of *Managing the Merger*), both management consultants, cover the basics of preparing for a successful combination of businesses in the form of a merger, acquisition or alliance. In their straightforward approach, they discuss the need for due diligence at the outset, and they explain that there must be a lot of psychological work to communicate clearly what is going on to all concerned and to ensure that the companies joining forces can peacefully coexist. Why the need for such careful planning? Because, the authors point out, "more than three quarters of corporate combinations fail to attain projected business results." Succeeding parts of the book take readers through the steps of building a new culture for the combined organizations and reaping the rewards of the union. This insightful guide should aid all managers involved in joining forces. Copyright 1998 Reed Business Information, Inc.  
From the Inside Flap  
This thoroughly revised and updated edition of *Joining Forces* offers a proven framework designed to help organizations, managers, and employees confidently navigate a merger or acquisition in today's rapidly changing global climate. In addition to the standard MA scenarios like industry consolidations, big companies absorbing small firms, and United States, European, or cross-Atlantic combinations, this revised volume addresses the strategic, human, organizational, and cultural challenges brought on by new types of mergers and acquisitions. It shows how forward-thinking firms like Cisco and Google use alliances and partial ownership as a research and development strategy and take a phased approach to mergers and acquisitions; how companies like Proctor Gamble, Hewlett Packard, and Unilever do deals to expand their customer base and talent pools; and how Chinese and Indian firms, like Lenovo and Tata, are globalizing by acquiring U.S. and European assets. MA experts Mitchell Lee Marks and Philip H. Mirvis share their tested techniques for managing a single combination (how to select a partner, set integration goals, put the companies together, manage cultural clash, and bring people along), and also tools for developing ongoing MA capability within an organization. This capacity  
to conceive, organize, and implement multiple combinations  
is a new source of competitive advantage for companies. This proven resource will help seasoned MA managers accelerate the process of putting companies together as well as show how to build longer-term resilience in a merged workforce. With hands-on experience in more than 100 deals over the past 30 years  
including some of the most prominent and complex combinations  
the authors' observations and practical advice provide executives, managers, and employees with what they need to join forces  
successfully.