# Contents

**Foreword**  ix  
**Preface**  xi  
**Acknowledgments**  xiii  

## Chapter 1: Asia Rewrites the M&A Rules  1

- Deal Activity Is on the Rise in an Ascendant Asia  2
- Natural Progression in M&A, the Asian Way  5
- Tomorrow’s Winners Are Moving Fast, Today  8  

## Chapter 2: Asian Companies Are Poised to Triumph in the Merger Endgame  11

- The Drive Toward Consolidation  12
- Asia’s Fragmented Markets Create Opportunity  15
- Asian Players Will Drive Local Optima  16
- Consolidation Looms for Asia’s Nascent Retail Sector  16
- The Tale of Two Soft Drink Markets: Why Local Optima Will Emerge  21
- Henan Brouhaha Heralds Beer Consolidation Drive  23
- Banking and Telecom Sectors Dominated by Asian Champions  25
- The Exceptions: Some Industries Likely to Be Dominated by Global Players While Others Resist Consolidation  26
- Acknowledgments  29  

## Chapter 3: The Rise and Rise of Cross-Border M&A  31

- The Numbers Point East  34
- The Drivers behind Asia’s Cross-Border M&A Boom  37
- The Risks Inherent in M&A Are More Pronounced in Asia  50
- Acknowledgments  52
<table>
<thead>
<tr>
<th>Chapter 4: Transforming Government-Linked Companies through Mergers and Acquisitions</th>
<th>53</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Role of the Public Sector in Key Asian Economies</td>
<td>54</td>
</tr>
<tr>
<td>M&amp;A: A Tool That Makes Both Companies and Economies More Competitive</td>
<td>56</td>
</tr>
<tr>
<td>The Emerging Threat from the Private Sector</td>
<td>59</td>
</tr>
<tr>
<td>Meeting the Challenges</td>
<td>60</td>
</tr>
<tr>
<td>A Better Way to Achieve Transformation</td>
<td>67</td>
</tr>
<tr>
<td>Acknowledgments</td>
<td>68</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter 5: Getting It Right Before You Begin</th>
<th>69</th>
</tr>
</thead>
<tbody>
<tr>
<td>Step 1: A Framework Helps Forward Planning</td>
<td>71</td>
</tr>
<tr>
<td>Step 2: Methodical Tracking and Screening Underpin Successful M&amp;A</td>
<td>75</td>
</tr>
<tr>
<td>Step 3: Choose Your Model: Classic M&amp;A versus the Acquisition Factory</td>
<td>76</td>
</tr>
<tr>
<td>Step 4: Surround Yourself with Experts</td>
<td>83</td>
</tr>
<tr>
<td>Plan Early, Think Small: The Risk-Averse Route to Success</td>
<td>86</td>
</tr>
<tr>
<td>Acknowledgments</td>
<td>87</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter 6: Due Diligence</th>
<th>89</th>
</tr>
</thead>
<tbody>
<tr>
<td>Risk Is on the Rise</td>
<td>90</td>
</tr>
<tr>
<td>Follow the Leaders, Learn from the Failures</td>
<td>91</td>
</tr>
<tr>
<td>Bridging the Due Diligence Gap</td>
<td>92</td>
</tr>
<tr>
<td>Due Diligence: The Classic Approach</td>
<td>94</td>
</tr>
<tr>
<td>Operations Due Diligence</td>
<td>95</td>
</tr>
<tr>
<td>The 100-Day Plan: A Road Map to Success</td>
<td>101</td>
</tr>
<tr>
<td>Jump-Starting the Clean Room</td>
<td>104</td>
</tr>
<tr>
<td>Acknowledgments</td>
<td>106</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Chapter 7: A Guide to Successful Post-Merger Integration</th>
<th>107</th>
</tr>
</thead>
<tbody>
<tr>
<td>Merger Integration Overview: The Key Pillars of a Solid Post-Merger Plan</td>
<td>109</td>
</tr>
<tr>
<td>Merger Management: The Keys to Success</td>
<td>116</td>
</tr>
<tr>
<td>Synergy Value Capture: How to Get It Right</td>
<td>122</td>
</tr>
<tr>
<td>Merger Enablement: The Glue That Holds It All Together</td>
<td>127</td>
</tr>
<tr>
<td>Acknowledgments</td>
<td>135</td>
</tr>
</tbody>
</table>
### Chapter 8: Culture Matters

- It’s Not a Small World, After All 138
- National Culture and Communication: What the Interpreter Won’t Tell You 142
- Corporate Culture Matters: Making Mixed Marriages Work 145
- Expect the Unexpected: Local Business Culture and Norms Can Be Costly and Surprising 147
- How to Bridge the Culture Gap 148
- It’s Not as Hard as It Seems 159
- Acknowledgments 160

### Chapter 9: Conclusion

- Now Is the Time to Go on the Offensive 162
- M&A the Asian Way 162
- The Key to Success: Planning Ahead 164
- Think Globally, Act Globally 165

### Appendix: PMI Tools

- Prepare for and Execute a Perfect Day One 167
- Launch Integration Structure and Project Teams 169
- Launch Benefits Tracking and Reporting (BTR) Process 173
- Launch Risk Management Process 178
- Launch Change Management and Communications Processes 181

### Notes 189

### About the Authors 195

### Index 197