LEARNING TARGETS AND COMPETENCIES

within the model “Innovation Strategy: Modelling Merger & Acquisition Processes” students should gain the competency to understand the contribution and the limitations of Merger & Acquisition (M&A)-Strategies for the implementation of innovation and technology strategies. More precisely students should train their competencies to assess - for an intended M&A project - the value contribution from a financial point of view and the contribution with respect to competitive advantage from a strategic point of view. They should also know in detail the different core modules of a typical M&A project and how the process of an M&A project might be designed and orchestrated.

Students will as well gain detailed knowledge and insights in the fields of innovation, technology, and M&A strategies from the experts and managers of the target companies they will be working with as part of this lecture series: what is the role of M&A within technology and innovation strategies? How could M&A project in a world of disruptive innovations and digitization be efficiently and effectively designed? What are the success factors of such a design? Students will apply their acquired knowledge on a dedicated project. Based on in-depth interview with managers of target companies students will gain a deep understanding with respect to M&A, innovation and technology and how these topics are intertwined. At the same time they will train their team competencies, as they will work in small team designs, as well as their communication and visual thinking capabilities.

CONTENT

1. The lectures will focus on the implementation of corporate and business units strategies - especially innovation and technology strategies - within a highly dynamic market and competitive environment by M&A strategies. To realise the intended value add and the contribution for the long-term competitive advantage of M&A projects, the links and route courses between corporate strategies, innovation and business model designs, and M&A projects will be highlighted. Also an intensive assessment of a dedicated M&A process model design will be discussed:

Modelling Merger & Acquisition processes for the implementation of innovation strategies

- Strategy, Business Model Design and M&A
- Corporate, Business Unit, Innovation, and M&A Strategies
- M&A Transaction I: Valuation and Pricing
- M&A Transaction II: Due Diligence
- Post-Merger Integration
- Synergy Modelling
2. The concept of the lectures for the design of suitable M&A projects for technology focused companies (Startups, VCs, Corporate Ventures or Incubators) will be blended by executing a real world M&A project with the company chosen by the students.

Thereby the industry will be of second priority, as the Boston Consulting Group described in their latest study on the global M&A markets, „The 2017 M&A Report: The Technology Takeover“: “For an increasing number of organizations, the answer is to buy rather than to build. Acquisitions of high-tech targets have become an instrument of choice for buyers in all sectors looking to boost innovation, streamline operations and processes, shape customer journeys, and personalize products, services, and experiences. High-tech deals represented almost 30% of the total $2.5 trillion of completed M&A transactions in 2016. Approximately 70% of all tech deals in 2016 - 9 percentage points more than in 2012 - involved buyers from outside the tech sector.”

SCIENTIFIC METHODS, TOOLS & INPUTS
- Intense lectures with respect to M&A, strategy and innovative business modelling (as inputs)
- Detailed backup of scientific inputs by books, articles and online sources
  - Using modern technologies by the application of Skype, Xing, Social Media... besides the classical literature research and the interviews within the target corporates / startups
  - Applying quantitative and qualitative scientific research methods like expert interviews and statistically driven data analysis

LITERATURE
- DePamphilis, D. M.: “Merger, Acquisitions, and other Restructuring Activities”; Chapter 1, 2, and 3; pages 1-137.