

Private Equity Backed Succession Buyouts

Explorative Study of Critical Success Factors

Bearbeitet von
Maxim David Littek

1. Auflage 2010. Taschenbuch. 192 S. Paperback
ISBN 978 3 631 60003 0
Format (B x L): 14,8 x 21 cm
Gewicht: 260 g

[Wirtschaft > Corporate Responsibility > Mergers & Acquisitions \(M&A\), Übernahmen & Buy-outs](#)

Zu [Inhaltsverzeichnis](#)

schnell und portofrei erhältlich bei


DIE FACHBUCHHANDLUNG

Die Online-Fachbuchhandlung beack-shop.de ist spezialisiert auf Fachbücher, insbesondere Recht, Steuern und Wirtschaft. Im Sortiment finden Sie alle Medien (Bücher, Zeitschriften, CDs, eBooks, etc.) aller Verlage. Ergänzt wird das Programm durch Services wie Neuerscheinungsdienst oder Zusammenstellungen von Büchern zu Sonderpreisen. Der Shop führt mehr als 8 Millionen Produkte.

Contents

1	Introduction	13
1.1	Research context	13
1.2	Research objective	15
1.3	State of Research	18
1.4	Research Structure	21
2	Background	23
2.1	Family businesses	23
2.1.1	Definition and confinement	23
2.1.2	Economic relevance	26
2.1.3	Financing structure of German family businesses	29
2.2	Succession in family businesses	31
2.2.1	Overview of succession	32
2.2.1.1	Definition and confinement	32
2.2.1.2	Succession in numbers	34
2.2.1.3	Phases of succession	36
2.2.2	Systematization of succession	38
2.2.2.1	Succession forms	39
2.2.2.2	Characteristics of succession forms	41
2.2.3	Issues	44
2.2.3.1	General issues	45
2.2.3.2	Issues related to economic and financial challenges	48
2.3	Private Equity	50
2.3.1	Classification and confinement	51
2.3.2	Characteristics	52
2.3.2.1	Financing stages	52
2.3.2.2	Investment criteria, selection process and holding period	54
2.3.2.3	Financing instruments	57
2.3.2.4	Divestment	58
2.3.2.5	Market structure	60
2.3.3	Private equity backed buyouts	63
2.3.4	German market for private equity backed buyouts	66
2.4	Success factors	70
2.4.1	Success as a relative parameter	70
2.4.2	The system theory perspective	71

2.4.3	Appraisal criteria for success in this study	73
2.4.5	Systematization of success factors in this study	74
3	Theoretical reference framework	75
3.1	Interaction theory	77
3.2	Transaction cost theory	79
3.2.1	Rationale for the existence of private equity investment companies.....	80
3.2.3	Scope of transaction costs in the private equity market	82
3.2.4	Typology of transaction costs in private equity financing	83
4	Empirical study	87
4.1	Methodology	87
4.1.1	Interview research.....	88
4.1.2	Quality measures of the research method.....	90
4.2	Research design.....	91
4.2.1	Sample	92
4.2.2	Ascertainment of data	92
4.2.3	Analysis of data	94
5	Analysis and discussion.....	95
5.1	Involved parties.....	95
5.1.1	Expectations towards family business owners	96
5.1.1.1	Attitude towards and experience with institutional private equity	96
5.1.1.2	Resolute mind set.....	99
5.1.1.3	Realistic price expectations and give-and-take disposition.....	102
5.1.1.4	Participatory leadership style.....	104
5.1.1.5	Ability and willingness to transfer knowledge.....	105
5.1.1.6	Conclusion	107
5.1.2	Expectations towards private equity investment companies ..	108
5.1.2.1	Social compatibility and trustworthiness.....	108
5.1.2.2	Reputation, expertise and regional connectivity	110
5.1.2.3	Customized investment approach.....	113
5.1.2.4	Involvement and scope of influence.....	116

5.1.2.5 Conclusion	118
5.1.3 Expectations towards buyout managers.....	119
5.1.3.1 Formal qualifications, experience and risk affinity....	119
5.1.3.2 Team composition and team stability	122
5.1.3.3 Balanced motives and sufficient motivation	126
5.1.3.4 Long-term involvement and vision for the business ..	128
5.1.3.5 Conclusion	131
5.1.4 Involvement of consultants and other financial intermediaries	131
5.1.4.1 Consultants	131
5.1.4.2 Other financial intermediaries	135
5.1.4.3 Conclusion	137
5.2 Framework conditions.....	138
5.2.1 Expectations towards the targeted business.....	138
5.2.1.1 Cashflow generation and earning power	139
5.2.1.2 Market positioning and size.....	141
5.2.1.3 Organizational structure and information management	143
5.2.1.4 Concentrated ownership	146
5.2.1.5 Conclusion	147
5.2.2 Expectations towards the external environment.....	148
5.2.2.1 Economic environment.....	148
5.2.2.2 Tax environment.....	149
5.2.2.3 Legal environment.....	151
5.2.2.4 Cultural environment.....	151
5.2.2.5 Conclusion	153
5.3 Transaction process.....	154
5.3.1 Information sourcing costs.....	155
5.3.1.1 Character of information sourcing costs.....	155
5.3.1.2 Determinants of information sourcing costs	156
5.3.2 Information provision costs	158
5.3.2.1 Character of information provision costs	158
5.3.2.2 Determinants of information provision costs	159
5.3.3 Negotiation costs.....	161
5.3.3.1 Characteristics of negotiation costs	161
5.3.3.2 Determinants of negotiation costs	162
5.3.4 Conclusion	164
6 Conclusions and outlook.....	167
6.1 Summary of findings.....	167

6.2 Implications 172

6.3 Limitations 174

6.4 Suggestions for future research..... 176

6.5 Outlook 177

References 179

Index of figures and tables 189

Abbreviations 191