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tout “synergies” as the reason compelling them to seek this medium of inorganic growth. Synergy implies that the whole is greater than the sum of parts.

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At the end of the day, value is created through M&A when the actual rate of return on invested capital exceeds the required rate of return. Measuring that potential value with reasonable accuracy is therefore critical to the entire M&A process. Essential Concepts Valuation has many

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definitions, depending on how it will be used.

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If combined returns are positive, mergers certainly create value for the overall market, and, therefore, for

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