

Thinking Straight in a Non-linear World



Brainovation

Innovation & Expertise Advice to Grow your Business

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To our new readers, welcome to Brainovation®!
And to our returning readers, welcome back.



As always, I look forward to continue to share insights into global developments in the Innovation and Expertise fields - and how they can work in and improve your business. This month I continue my commentary on mergers & acquisitions and include a reference to what's involved in doing legal due diligence on Intellectual Property and Information Technology.

Is your organization involved in a merger or acquisition? Share your thoughts on my blog, the Brainovation Twitter feed, Facebook page, or by email.

In Brainovation® Buzz I highlight selected news and upcoming events.

Our contact information is at the bottom, as well as reprint permissions. Also included is a brief taste of what you can expect in upcoming issues. And remember, "in knowledge organizations, learning is work, thinking is doing"
Anders Hemre

Making M&As Work: Doing the Due

M&As are supposed to create value, but according to industry analysts as many as 60% actually don't. An example of the latter is Hewlett-Packard's \$11.1 billion acquisition of British software company Autonomy in 2011, followed by a massive write down and legal tangle.

Reasons for unsuccessful M&A transactions include overestimating synergies, unrealistic belief in strategic (i.e. future) value and poor execution of post deal integration.

Some M&A analysts suggest that investment banks should not become engaged in the actual negotiations as they tend to have a preference for closing the deal rather than actually creating value. But doing due diligence is crucial as it provides the basis for valuation, risk assessment and deal structure as well as for the post transaction management.

Due diligence clearly requires multi-functional expertise by both parties involved. On the technical side, the analysis can be quite extensive and include not only products and processes but also staffing, competences, quality management, intellectual property rights and information technology. The legal part alone of IP and IT due diligence can be rather involved. Here's an example of what lawyers suggest should be considered:

[Doing IP and IT due diligence](#)

Brainovation® Buzz

Deloitte published their [fourth global Millennial survey](#) of what tomorrow's leaders think about today's business.

The [2015 Trust Barometer](#) was published by Edelman.

Some upcoming conferences and events of interest:

Learning & Knowledge Management

March 25-27: [Learning Solutions Expo](#), Orlando, FL

April 20-21: [ICKM](#), Boston, MA

April 30-May 1: [APQC's KM Conference](#), Houston, TX

Innovation

March 26: [The Economist Innovation Forum](#), Chicago, IL

April 28-29: [Business Innovation Summit](#), Toronto, Canada

May 20-21: [InnoTown](#), Ålesund, Norway

June 15-17: [ISPIM](#), Budapest, Hungary

June 23-26: [R&D Mgmt](#), Pisa, Italy

For more Brainovation buzz, follow me on [Blogger](#), [Twitter](#) & [Facebook](#) where I try to think straight in a non-linear world and where I share "micro thoughts" on life and work in the knowledge economy.

In the Previous Issue

In case you missed the January issue, here it is again:

[In search of synergy: M&As on the rise](#)

In Upcoming Issues

Planned features for future issues of our newsletter include conversations with leading management gurus, interviews with international technology management executives as well as more readers' spotlights.



If you have feedback or questions about Brainovation, please contact me by email or through my twitter feed [@geoffdahl](#)

[Geoff Dahl](#)

Brainovation editor

Guru Interviews

Since our inception, sharing management and technology insights from around the world has been a focus of Brainovation. Now we give you the chance to enjoy all our guru interviews in one document.

[What The Gurus Say: Brainovation® Interviews 2007-2014](#) (PDF)

- **Benjamin Gilad:** On Competition and Regulation
- **Thomas Hagbard:** Realizing Creativity
- **Mats Andersson:** Technology Innovation
- **Richard McDermott:** Knowledge and Expertise
- **Göran Fröling:** Managing Technology
- **Adam Gordon:** Forecasting the Future
- **Alan Middleton:** Managing Innovation
- **Michael Sutton:** Knowledge Management
- **Leif Edvinsson:** Intellectual Capital
- **Benjamin Gilad:** Competitive Intelligence

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ahemre@interknowledgetech.com

Phone: +46 763264773

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Anders Hemre | Styrfarten 2C | 417 64 Gothenburg | Sweden