

- List of Tables and Figures · 7
- Preface · 9
- 1 Corporate Groups in Global Economy · 13**
- Corporate Group or Group of Companies · 13
- Business Relations in Corporate Groups · 20
- Types of Corporate Groups · 25
- Operational Areas, Relations and Processes in Corporate Groups · 28
- Special Purpose Vehicle in Corporate Groups · 33
- Special Purpose Vehicle Funding Structure
in Project Finance Formula · 37
- 2 Synergy in the Perspective of Company Owners · 45**
- The Essence of Synergy · 45
- Resources Sharing as a Determinant of Synergy · 47
- Capital Investment: A Unique Instance of Resource Sharing · 52
- Synergy Feasibility in the Scope of Activities Sharing · 56
- Synergy Prerequisites in Corporate Groups · 58
- Selected Aspects of Value Management · 62
- 3 Corporate Group Formation: Synergy and Value
– Key Aspects · 69**
- Corporate Group Formation Phases · 69
- Capital Investments – Opportunities and Threats to Synergy · 72
- Integration of Corporate Groups · 88
- Corporate Group Management · 104
- Identity Management in Corporate Groups · 111
- 4 Synergy and Value Prospects in Corporate Groups · 117**
- Type of Value Growth in Corporate Groups · 117
- Synergy Effects Related with Corporate Group's
Revenue Growth · 118
- Synergy Effects Related to an Operating Margin
in a Corporate Group · 132
- Synergy Effects Related to the Assets Efficiency · 142
- 5 Role of Intellectual Capital in Value Creation · 149**
- Knowledge-Based Enterprise · 149
- Classification of Intellectual Capital Assets · 152

6 Contents

Synergy Effect in Intellectual Capital Resources
within Corporate Groups · 160

Synergy in Organizational Culture · 180

Conclusions · 183

References · 189

List of Tables and Figures

Tables

- 1.1 Advantages and Disadvantages of Scenarios That Corporate Groups Emerge within · 19
- 1.2 Basic Processes in Corporate Groups · 29
- 1.3 Ancillary Processes in Corporate Groups · 31
- 1.4 Typical Risk Classification in *Project Finance* · 41
- 3.1 Example Net Synergy Effects as a Result of Acquisition · 86
- 3.2 Relations between Processes and Resources within a Corporate Group · 111
- 5.1 Elements of Capital Structure Management Process vs. Synergy Building · 159

Figures

- 1.1 Formation of Companies as a Result of Capital Outsourcing · 15
- 1.2 Internal Investment: Establishment of New Companies · 16
- 1.3 Acquisition Processes (Takeovers) · 17
- 1.4 Classification of Types of Corporate Groups in Terms of Business Relations · 21
- 1.5 Examples of Horizontal and Vertical Integration of a Corporate Group · 22
- 1.6 Business Diversification Process in a Corporate Group · 24
- 1.7 Types of Corporate Groups by Business Activity · 26
- 1.8 Investment Risk Diversification in a Corporate Group · 27
- 1.9 Synergistic Integration of Processes within Corporate Groups · 32
- 1.10 Traditional Value Chain and Relations within Corporate Groups · 32
- 1.11 Simplified Project Finance Structure with SPV's Participation · 34
- 1.12 Development Stages of Corporate Groups Based on SPV Principles · 36
- 1.13 Standard Procedure of Contractor Appointment · 37
- 1.14 Potential Sources of Financing in an Optimum Project Structure · 39
- 1.15 Cash Flow in Project Finance Formula · 40
- 2.1 Competitive Advantage as a Result of Resource Sharing · 48
- 2.2 Synergy Implementation in Resource Sharing Model · 51

- 2.3 The Structure of Assets of the Parent Company
as a Result of Capital Investment · 54
- 2.4 Net Synergy in Capital Investment · 55
- 3.1 Stages of Corporate Group Development and Value Creation · 70
- 3.2 Decision Making Formula in the Process of Corporate Group
Creation · 71
- 3.3 Nature of Selected Areas in Diversified Companies · 74
- 3.4 Critical Stages of Acquisition · 76
- 3.5 Elements of Due Diligence · 77
- 3.6 The Process of a Final Estimate of Company Value · 81
- 3.7 Change Management Stages in Integrative Processes · 91
- 3.8 Corporate Culture Conditioning · 93
- 3.9 Functional Organization of a Company · 105
- 3.10 Process-Based Organization of a Company · 105
- 3.11 Processes in Corporate Groups · 106
- 3.12 Complex Process Management in a Corporate Group · 107
- 3.13 Business Entities and Processes Integration
in a Corporate Group · 108
- 3.14 The Entirety of a Business Process Management Related
Area · 110
- 4.1 Corporate Group Value Generators · 118
- 4.2 Sales Synergy Types in Corporate Groups · 119
- 4.3 Strategic Marketing Processes in Corporate Groups · 121
- 4.4 Sales Synergy in the Area of a Growing Bargaining Power
over Clients · 125
- 4.5 Structured Back-Office Processes in a Corporate Group · 137
- 4.6 Shared Service Center in a Corporate Group · 138
- 4.7 Types of Tax Synergy in Corporate Groups · 142
- 5.1 Standard Classification of Intellectual Capital Assets · 154
- 5.2 Classification of Intellectual Capital · 155
- 5.3 Extending Customer Life Cycle by Collective
Management of CLV · 178
- 5.4 Synergy Effect of Cooperative Resources
in Corporate Groups · 179