

CREATING SHAREHOLDER VALUE

A GUIDE FOR MANAGERS AND INVESTORS



ALFRED RAPPAPORT

REVISED AND UPDATED

Alfred Rappaport Creating Shareholder Value

Douglas Lamont



Alfred Rappaport Creating Shareholder Value:

Creating Shareholder Value Alfred Rappaport, 1986 Begins with dramatic proof of the shortcomings of accounting numbers as earnings per share return on investment and return on equity and explains to develop value creating business strategies and how to *Creating Shareholder Value* Alfred Rappaport, 1999-10-13 Economist consultant and Wall Street Journal contributor Alfred Rappaport provides managers and investors with the practical tools and tests for a corporate strategy that creates shareholder value The ultimate test of corporate strategy the only reliable measure is whether it creates economic value for shareholders After a decade of downsizings frequently blamed on shareholder value decision making this book presents a new and indepth assessment of the rationale for shareholder value Further Rappaport presents provocative new insights on shareholder value applications to 1 business planning 2 performance evaluation 3 executive compensation 4 mergers and acquisitions 5 interpreting stock market signals and 6 organizational implementation Readers will be particularly interested in Rappaport s answers to three management performance evaluation questions 1 What is the most appropriate measure of performance 2 What is the most appropriate target level of performance and 3 How should rewards be linked to performance Through the lens of high stakes case studies like the notable acquisition of Duracell International by Gillette Rappaport dissects the intricate decisions and risks inherent in the merger and acquisition process The shareholder value approach presented here has been widely embraced by publicly traded as well as privately held companies worldwide Brilliant and incisive this is the one book that should be required reading for managers and investors who want to stay on the cutting edge of success in a highly competitive global economy *Creating Shareholder Value (Summary)* Alfred Rappaport, 2007 getAbstract Summary Get the key points from this book in less than 10 minutes For the past 12 years The Wall Street Journal has published Dr Alfred Rappaport s brainchild the Shareholder Scoreboard This special section lists 1 000 of the largest U S corporations representing 90% of all listed equity values and shows statistically how shareholder friendly each one is This journalistic feature popularizes Rappaport s Shareholder Value SV theory among institutional and individual investors Investors use this theory to make equity commitments that reflect the author s economics based criteria Frankly the lay reader who has not majored in economics or in corporate accounting and finance will find Rappaport s book abstruse But it leads the way for the informed inquisitive investor who seeks business enlightenment and Wall Street success Do not be thrown off by the original 1986 print date A classic is just that a book that can be read and wisely used for decades The small silent shareholder revolution that Rappaport started is far from over By now shareholder analysis has become part of the mainstream for hundreds of big companies though they accepted it gradually SV is far from perfect as a corporate strategy indicator The true worth of this book for CEOs and other executives resides in its lessons for implementing the SV approach throughout a corporation getAbstract recommends it to all three informed constituencies of every public corporation executives employees and shareholders Book Publisher Copyright 1986 1998 by Alfred Rappaport Reprinted by

permission of Free Press a division of Simon Schuster Inc N Y **Integrated Performance Management** Kurt Verweire, Lutgart Berghe, 2004-12-23 Linking various disciplines and management functions Integrated Performance Management provides the reader with a concrete framework to manage organizations successfully The authors do not isolate a single strategy to manage performance Instead the book focuses on a range of strategies providing the reader with an introduction to each one The concepts under analysis were developed through intense dialogue with business managers While maintaining academic rigour Integrated Performance Management presents ideas that students will find relevant outside of the classroom Postgraduate and MBA students in a range of areas including strategy accounting finance operations management marketing leadership and human resource management will find this book useful *Value-Based Metrics* Frank J. Fabozzi, James L. Grant, 2000-06-15 Investors shareholders and corporate leaders looking for an edge in today's New Economy are moving beyond traditional accounting yardsticks toward new means of gauging performance and profitability An increasing number of Wall Street analysts and corporate boards are adopting value based metrics such as EVA MVA and CFROI as a measure of a firm's profitability because these standards adjust for all of the firm's cost of capital equity as well as debt James Grant tackled the issue of economic value added in its infancy with Foundations of Economic Value Added one of the first primers on the topic endorsed by its creator G Bennett Stewart Now in Value Based Metrics Foundations and Practice he and Frank Fabozzi head a team of some of the leading proponents of value based metrics on both the investment management side and the corporate side This comprehensive reference outlines how corporations and analysts can use value based metrics to more accurately measure the financial performance of individual companies industries and economies as well as how to get an edge in today's turbulent market **Saving Capitalism From Short-Termism: How to Build Long-Term Value and Take Back Our Financial Future** Alfred Rappaport, John C. Bogle, 2011-08-19 Conquering the obsession with short term profits is critical to the future of business society and capitalism itself Alfred Rappaport presents a game plan every business leader should read As Rappaport keeps on speaking out for the realities surrounding investment and speculation our society will profit as it builds on his keen insights John C Bogle founder of The Vanguard Group from the Foreword About the Book Alfred Rappaport who first introduced the principles and practical application of shareholder value in his groundbreaking 1986 classic Creating Shareholder Value reiterated the basic message in his 2006 Harvard Business Review article Focusing on Wall Street quarterly earnings expectations rather than on creating long term value is an invitation to disaster Rappaport shows how deeply flawed short term performance incentives for corporate and investment managers were an essential cause of the recent global financial crisis In Saving Capitalism from Short Termism Rappaport examines the causes and consequences of short termism and offers specific recommendations for how publicly traded companies and the investment management community can overcome it Whether you're a corporate manager money manager public policymaker business school student or simply concerned about your financial future Saving

Capitalism from Short Termism provides valuable insights and practical ideas to change the course of your organization and contribute to a healthier economy that benefits all

The Capstone Encyclopaedia of Business Capstone,2013-10-22 The business world has changed beyond all recognition in recent years New skills insights tools technologies and best practice have emerged The Capstone Encyclopaedia of Business brings all of this progress together distilling the facts and essential information into one single volume It represents the most up to date authoritative and accessible guide to the modern business world available providing a gateway to the state of the art in marketing finance strategy leadership people management and beyond The Capstone Encyclopaedia of Business is organized alphabetically into over 1 000 entries covering the whole spectrum of business and management including business terms concepts thinkers practitioners organizations brands companies Each entry provides a sharp incisive overview of the subject and crucially points to how the ideas can be put into practice The Capstone Encyclopaedia of Business makes sense of the new world of business embracing the best of the new and the most robust of the old The first one volume accessibly priced reference book for business in years Kicks off this exciting new series and will anchor Capstone as the one stop shop for busy professionals Key title in large promotion including web site and extract mailings Internationally recognized editorial board Annual updates will occur making this a classic key title to keep on the shelves

Management Ideas Klaus Brockhoff,2022-09-01 This book offers a short history of business administration in four parts Part 1 takes the reader from 8000 BCE with the development of simple control techniques to the middle of the nineteenth century At this time normative empirical and theoretical approaches to business problems in the industrial area were developed Furthermore more powerful methodologies came into use In Part 2 the criteria for science are discussed and related to the development of business administration as a science at the beginning of the twentieth century Part 3 demonstrates using Germany as an example the development of business administration as strongly influenced by its societal environment The cases of National Socialist Germany the socialist environment of the German Democratic Republic and the reconstruction of an academic inspired business administration in Western Germany are provided as illustrative examples Part 3 also presents a typology of major specializations in business administration examples of their development and a proposal for a curricular approach to the discipline The fourth and final part presents the benefits of studying the history of management ideas This book is useful for academics in business administration advanced students and anyone who seeks to understand recent developments in business administration

THE HANDBOOK OF BUSINESS VALUATION AND INTELLECTUAL PROPERTY ANALYSIS Robert F. Reilly,Robert Schweih,2004-09-20 As well as covering traditional valuation issues this book also seeks to address the complexities associated with measuring the value of intangible assets in a practical context Provides information on key aspects of business and intellectual property valuation economic damages analysis and intercompany transfer price analysis

Financial Management Theory and Pract Chandra Prasanta,Chandra,1997 McGeorge Law Review ,2008 IBM

Cognos TM1 The Official Guide Karsten Oehler, Jochen Gruenes, Christopher Ilacqua, 2012-03-14 Publisher's Note Products purchased from Third Party sellers are not guaranteed by the publisher for quality authenticity or access to any online entitlements included with the product The only official guide to IBM Cognos TM1 Deliver timely accurate and actionable performance management solutions to users across your enterprise Filled with expert advice from a team of IBM professionals IBM Cognos TM1 The Official Guide shows you how to deploy and maintain a dynamic planning forecasting and scenario analytic solution Learn the latest Cognos TM1 10.1 best practices on how to model Cognos TM1 cubes develop highly agile performance management solutions generate feature rich reports and employ dashboards and scorecards Securing sizing and performance tuning are also covered in this IBM authorized resource This book can also be used with former TM1 versions Build Cognos TM1 models with cubes dimensions rules and TurboIntegrator processes Load data and establish workflow using the TurboIntegrator Model and analyze multidimensional business processes Develop applications using Excel and Cognos TM1 Web Manage high user volumes with scaling and concurrency Assign and enforce roles privileges and permissions Deliver custom reports to end users through dashboards Use KPIs and balanced scorecards to monitor performance From the Authors Why We Wrote This Book It is not surprising that in 25 years best practices and fantastic ideas of how to use Cognos TM1 have evolved For many business problems excellent solutions already exist We participated in this development process and learned from experienced people But knowledge about Cognos has been like a patchwork Only a few sites and communities exist and most experience has been gained by intuition and trial and error Every novice has to go the hard way and build solid knowledge from various more or less trustworthy sources It often takes years to become an expert We have felt this ourselves to train our colleagues in the secrets of Cognos TM1 takes time and effort Our intention is to increase the speed of the diffusion of Cognos TM1 into the business world For this of course marketing is necessary but good and comprehensive knowledge is more important So we want to provide everything that is necessary to work with Cognos TM1 effectively or at least what we think is necessary to work with it The obvious question is why hasn't there been a book about Cognos TM1 before now Perhaps Cognos TM1 has been a tool for insiders You definitely need critical mass for a book project However with Cognos TM1 becoming part of the IBM software family the time is right the first comprehensive book is now available Who This Book Is For Who should read this book Everybody who is interested in increasing their company's performance can profit from it External and internal consultants in particular will find a broad range of solutions Do you already work with Cognos TM1 Do you want to improve your existing applications You can find lots of practical tips and tricks for projects and your daily work in this book If you are a consultant you can find ideas to improve your service offerings Are you an implementer or a so called end user Although we provide concrete implementation advice our conceptual proposals help users to understand better what is possible with Cognos TM1 This facilitates the communication between the user and the developers Perhaps you plan to use Cognos TM1 or are you simply interested in the

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