

# CREATING SHAREHOLDER VALUE

A GUIDE FOR MANAGERS AND INVESTORS



ALFRED RAPPAPORT

REVISED AND UPDATED

# Creating Shareholder Value A Guide For Managers And Investors

**Dale S Rogers,Rudolf  
Leuschner,Thomas Y Choi**



## **Creating Shareholder Value A Guide For Managers And Investors:**

**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](#) Alfred Rappaport, 1998 [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 **Creating Shareholder Value** Alfred Rappaport, 1998 **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.

**QFINANCE** Bloomsbury Publishing, 2014-11-20. QFINANCE: The Ultimate Resource, 5th edition is the first step reference for the finance professional or student of finance. Its coverage and author quality reflect a fine blend of practitioner and academic expertise whilst providing the reader with a thorough education in the many facets of finance.

Comprehensible Science Tatiana Antipova, 2021-08-27. This book gathers selected papers that were submitted to the 2021 International Conference on Comprehensible Science (ICCS 2021) that aims to make available the discussion and the publication of papers on all aspects of single and multi-disciplinary research on conference topics. ICCS 2021 held on June 18-19, 2021. An important characteristic feature of the conference is the short publication time and worldwide distribution. Written by respected researchers, the book covers a range of innovative topics related to artificial intelligence, research, big data, and data mining, blockchain, and cryptocurrency, business, finance, and accounting, and statistics, cyber security, systems, ecology, systems, educational technologies, engineering, and technology, innovative economics, media technologies, medicine, public health, and rehabilitation, nutrition, and diet researches, physical and material sciences, and smart cities and contracts. This book may be used for private and professional, non-commercial research and classroom use, e.g., sharing the contribution by mail or in hard copy form with research colleagues for their professional, non-commercial research and classroom use for use in presentations or handouts for any level students, researchers, etc., and for the further development of authors' scientific career, e.g., by citing and attaching contributions to job or grant applications.

*Supply Chain Financing: Funding The Supply Chain And The Organization* Dale S. Rogers, Rudolf Leuschner, Thomas Y. Choi, 2020-03-19. This book is a comprehensive introduction to supply chain financing as a business model that enables companies to reduce costs, improve their working capital, and manage risks more tightly. Supply chain financing is using the supply chain to fund the organization and using the organization to fund the supply chain. Supply chain financing is of growing importance; the book explains what supply chain financing is and its different components, as well as its impact and potential, not only on companies using it but more globally. The content moves from the basics of supply chain management to how to structure a global supply chain finance program in

today's marketplace the emergence of fintech providers and alternative methods of payment while also offering a view of the future that incorporates new platforms and analytical tools to optimize efficiencies in an organization and increase working capital flows Supply Chain Financing is based on the authors research and teaching at two leading US business schools This book is useful for supply chain or finance professionals decision makers in corporate disciplines as well as students and professors in business fields Harvard Business Review ,1999-07 Includes sections Review of business literature and Book notices *Business* □□□□□□□□□□,2003 THE HANDBOOK OF BUSINESS VALUATION AND INTELLECTUAL PROPERTY ANALYSIS Robert F. Reilly,Robert Schweihs,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 **Recent Trends in Valuation** Luc Keuleneer,Willem Verhoog,2003-03-28 Conventional valuation techniques take little account of the unexpected outcomes and uncertainties of real life Real options are one method of tackling these problems in order to give a realistic view in practice rather than simply in the theoretical world Tom Copeland in his contribution considers the probability that real options will in the future become the standard method of valuation and of evaluating the financial viability of ventures This book follows past current and potential future valuation techniques and discusses current trends in this area in the light of the ever increasing desire to assess and manage risk and uncertainty

Value-based Management Glen Arnold,Matt Davies,2000-06-08 The business management trend of Value Based Management VBM and the related area of Shareholder Value are attracting interest This text provides a critical look at the success and failure of VBM its development the principles on which it is based and the techniques that it involves *Henley Manager Update* ,2003 *Vault Guide to the Top 50 Consulting Firms* Daniel McHugh,2001 A collection of company profiles offering an inside look at management consulting careers and the firms that shape the industry **Columbia Law Review** ,2002 **Saving Capitalism From Short-Termism: How to Build Long-Term Value and Take Back Our Financial Future** Alfred Rappaport,John C. Bogle,2011-07-21 PRAISE FOR SAVING CAPITALISM FROM SHORT TERMISM As Rappaport keeps on speaking out for the realities surrounding investment and speculation our society will profit as it builds on his keen insights from the Foreword by John C Bogle founder of the Vanguard Group Al Rappaport brings insight and wisdom to the short termism debate fully demonstrating the way perverse incentives are undermining public companies and capital markets John Plender Financial Times In this rigorous useful and delightful book Rappaport undresses short term financial incentives for what they are parasites that draw the value creating innovation out of companies And he shows how executives can align long term value creating investments with the right investors expectations Clayton Christensen Harvard Business School How to make managers focus on the long run is one of the most consequential and difficult questions in corporate governance and is the subject of much debate and disagreement Professor Alfred Rappaport's insightful book is a

valuable contribution to this important debate Lucian Bebchuk Professor Harvard Law School and coauthor of Pay Without Performance Saving Capitalism from Short Termism insightfully exposes the contradictions by which we incentivize money managers to require short term focus by company managers Again and again in rereading this book I am struck with the author's felicitous style in raising subject after subject in which I have long been interested but until this read have not been able to resolve Buy it read it and enjoy Robert A G Monks founder ISS Institutional Shareholder Services Lens Governance Advisors and The Corporate Library Capitalism fails when corporate managers and professional investors prefer their own interests to those the true owners of businesses In Saving Capitalism from Short Termism Al Rappaport shows how new incentives schemes can deliver shareholder value for the 21st century Edward Chancellor author of Devil Take the Hindmost A History of Financial Speculation and member of GMO's Asset Allocation team About the Book Business leaders today obsess over quarterly earnings and the current stock price and for good reason Corporate incentives typically focus on short term profits rather than long term value creation Nothing is more harmful to businesses and to the broader economy Few business thinkers in recent decades have contributed more to this subject than Alfred Rappaport As an author and educator Rappaport is a pioneer in developing the principles of values based management and is an acknowledged authority on how to make long term shareholder value the essential driver of corporate strategy His latest work Saving Capitalism from Short Termism is a clarion call for conquering the addiction to short term profit and getting on the path to building long term value Rappaport's solution to short termism is simple but profound business leaders must align the interests of corporate and investment managers with those of their shareholders and beneficiaries His plan includes Gaining the commitment of senior management and the board to long term value creation as their governing objective Incentives that reward CEOs operating unit managers and front line employees for delivering superior long term value A major overhaul of corporate financial reporting that provides more relevant and transparent information to investors and other financial statement users Performance fees that align the interests of investment managers and shareholders Actively managed funds with concentrated holdings and long investment horizons that tilt the odds in favor of better long term shareholder returns If corporate and investment leaders do not address the problem of short termism more financial crises may be in store and they are likely to be more severe and broader than the meltdown in 2008 The trade off is clear We can continue to pursue short term profit at the expense of economic vitality individual financial security and perhaps even the dominance of the free market system itself Or we can take the responsible path outlined in this book and generate innovation quality growth and value over the long term

**Journal of Applied Corporate Finance** ,2006 *Academy of Management Journal* Academy of Management,1963 Focus on management theory and practice **Management Science** ,2005 Issues for Feb 1965 Aug 1967 include Bulletin of the Institute of Management Sciences

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