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| 并购重组调查问卷 |
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| **1.**本次调查只针对过去三年发生过兼并与重组的公司，如果贵公司过去三年内没有发生过兼并与重组，无需参加。谢谢！ |
| **2.**公司名称 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| **3.**公司性质 |
|   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  |
|   **第一部分：战略导向相关问题** |
|  |
| **4.下列是关于贵公司的描述，请选择符合程度：** |
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|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（完全不相符） | 2 | 3 | 4（部分相符） | 5 | 6 | 7（完全相符） |
| **顾客满意度能够被准确监测** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **员工彼此间分享竞争对手信息** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **顾客满意度决定着我们的目标和战略** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **我们能够对竞争对手的变化作出迅速反应** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **高层管理人员经常关注重要客户** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **公司内部经常交换顾客的信息** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **竞争对手的战略以顾客需求为基础** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **我们的业务流程是以市场需求为导向的** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **顾客的价值提升机会决定着我们的战略** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **我们经常分析顾客满意度** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **售后服务对我们来说很重要** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **高层管理人员经常讨论如何抵制竞争对手** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **我们的管理者了解员工如何为顾客创造价值** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **企业并购在我们的战略中发挥核心作用** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

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|  |
| **5.**通常，我们公司的高层管理人员（根据两端的描述选择与贵公司最相符的情况）：  |
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|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（与左边描述一致） | 2 | 3 | 4（居于两边描述中间） | 5 | 6 | 7（与右边描述一致） |  |
| **非常重视长期在售的产品或服务** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **非常重视研究与开发，技术领先和创新** |

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|  |
| **6.**我们公司的高层管理人员倾向于（根据两端的描述选择与贵公司最相符的情况）： |
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|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（与左边描述一致） | 2 | 3 | 4（居于两边描述中间） | 5 | 6 | 7（与右边描述一致） |  |
| **风险很低的项目（收益保守但可计算）** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **风险很高的项目（收益高但难以预料）** |
| **为达商业目标，采取很小步进取式地改变** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **为达商业目标，采取综合性长远式地改变** |

 |
|  |
| **7.**在不确定的环境中，我们公司选择（根据两端的描述选择与贵公司最相符的情况）： |
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|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（与左边描述一致） | 2 | 3 | 4（居于两边描述中间） | 5 | 6 | 7（与右边描述一致） |  |
| **典型安全的观望政策，使损失风险降到最小** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **典型勇敢的进攻性姿态，从而充分利用潜在机会** |

 |
|  |
| **8.**在过去的5年里，贵公司的产品或服务发生了哪些变化？（根据两端的描述选择与贵公司最相符的情况） |
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|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（与左边描述一致） | 2 | 3 | 4（居于两边描述中间） | 5 | 6 | 7（与右边描述一致） |  |
| **没有新的产品或服务投放市场** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **许多产品或服务投放市场** |
| **产品线或服务提供只发生一些轻微的改变** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **产品线或服务提供被全面地/彻底的改变** |

 |
|  |
| **9.**与竞争对手相比（根据两端的描述选择与贵公司最相符的情况）： |
|

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（与左边描述一致） | 2 | 3 | 4（居于两边描述中间） | 5 | 6 | 7（与右边描述一致） |  |
| **我们经常被动应对竞争** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **竞争对手必须经常对我们的战略和行动作出反应** |
| **我们几乎从来不是第一个推出新产品／服务、新行政管理流程、新操作技术等的公司** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **我们经常是第一个推出新产品／服务、新行政管理流程、新操作技术等的公司** |
| **我们避免与竞争对手交锋，表示出一种“共存”的态度** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **我们寻求与竞争对手交锋，经常采取一种“摧毁对手”的态度** |

 |
|  |
| **10.**高层管理人员管理理念包括以下（根据两端的描述选择与贵公司最相符的情况）： |
|

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（与左边描述一致） | 2 | 3 | 4（居于两边描述中间） | 5 | 6 | 7（与右边描述一致） |  |
| **多数流程需要被严密正式的控制，伴随着严格苛刻的监督系统** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **宽松非正式的控制，以及很大程度上依靠非正式关系** |
| **对员工着重强调规定的工作流程** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **着重强调结果导向，即便偏离了规定的工作流程** |
| **即使商业环境变化，也要着重强调要遵守已被检验过的管理原则** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **着重强调根据变化自由调整，不要过分依赖先验经验** |
| **着重强调自始至终使用一致的领导风格** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **着重强调领导风格的自由选择，从正式的到非正式的** |
| **着重强调和遵守员工个人的规定权限** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **着重强调根据情境和个人来调整规定权限** |

 |
|  |
| **11.**以下几点在多大程度上符合您的组织： |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（完全不相符） | 2 | 3 | 4（部分相符） | 5 | 6 | 7（完全相符） |
| **我们对改革持欢迎态度** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **我们被鼓励去质疑现状** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **以非集中式方式做决策** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **我们的公司中有开放的沟通氛围** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **我们公司产生的现金流要足以支撑市场的扩张** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **我们能自由地处理足够的、可用的金融财产** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **我们拥有足够的抵押品（例如：良好信用）** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
|   **第二部分：收购交易相关问题** |
|  |
| **12.**在过去五年里，贵公司完成了多少起并购交易？ |
|

|  |  |  |  |
| --- | --- | --- | --- |
|    ○ 0 |    ○ 1-2 |    ○ 3-4 |    ○ 5-6 |
|    ○ 7-8 |    ○ >8 |  |  |

 |
|  |
| **13.**多少交易是发生在你们的核心业务，多少是发生在拓展的业务中呢？（请提供一个数字） |
|

|  |  |
| --- | --- |
| **核心业务** | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
| **拓展业务** | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |

 |
|  |
| **14.**在多大程度上保留之前并购交易的经验？ |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（完全不） | 2 | 3 | 4（部分） | 5 | 6 | 7（完全） |
| **并购过程的见解有文件记录（例如：尽职调查清单或手册）** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **过程指令或技术指令（例如：系统调整，合并整合手册，系统培训指南等）** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **将实用的管理技巧予以记录** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
| **15.**以下几点在多大程度上符合您公司中的并购经验： |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（完全不相符） | 2 | 3 | 4（部分相符） | 5 | 6 | 7（完全相符） |
| **可以轻松获得和专家的知识** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **可以从同事那里轻松获得他们的个人专业技术和经验** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **有用于知识分享的非正式的交流和会议** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **可以通过一对一直接的导师来获取和分享知识** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
|   **并购过程的责任** |
|  |
| **16.**谁负责并购过程的实施和协调？ |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（完全不相关） | 2 | 3 | 4（部分相关） | 5 | 6 | 7（完全相关） |
| **高层管理人员** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **并购部门** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **分散非集中式的方式（由各个不同部门）** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **其他外部公司（咨询顾问）** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
|   **整体规划和实施** |
|  |
| **17.**对于下列描述，请评估贵公司，与竞争对手公司相比较： |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（明显更坏） | 2 | 3 | 4（相似的） | 5 | 6 | 7（明显更好） |
| **整合规划能力** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **有效地检测和管理协同效应来源的能力** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **开发适用的整合战略** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **综合整合规划** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **有效分配整合资源** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **有效分配整合任务** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **迅速实施措施** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **快速执行整合战略** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
|   **整合弹性** |
|  |
| **18.**以下几点在多大程度上符合您的组织： |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（完全不相符） | 2 | 3 | 4（部分相符） | 5 | 6 | 7（完全相符） |
| **比较容易对整合计划进行调整** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **我们做好准备跟随和改进，一个更加可行的整合计划** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **整合过程中的变化可以被控制** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **我们有调整整合计划的实践知识** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **我们可以前瞻性的开发新的整合方法** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **整合过程中所作的调整有很高的可能性** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
|   **第三部分：具体并购交易问题** |
|  |
| **19.**以下目标在交易中的重要程度？ |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（微不足道的） | 2 | 3 | 4（有点重要的） | 5 | 6 | 7（非常重要的） |
| **战略目标（例如：市场占有率，新产品开发，产品组合）** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **营运目标（例如：员工保留，裁员，顾客维持）** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **财务目标（例如：营业收入，营业利润，成本节约）** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
|   **整合团队** |
|  |
| **20.以下描述在多大程度上符合贵公司的整合团队？** |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（完全不相符） | 2 | 3 | 4（部分相符） | 5 | 6 | 7（完全相符） |
| **有正式的清晰的规则和方法** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **遵守正式规则和方法** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **实施进度监控** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **自主设定中期目标** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **自主作出整合决策** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **承担整合责任** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **决定金融资源的使用** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **决定人力资源的使用** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **决定资源的重新分配** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
|   **整合程度** |
|  |
| **21.**以下领域整合到什么程度？ |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（完全不） | 2 | 3 | 4（部分） | 5 | 6 | 7（完全） |
| **社会文化整合方面** |
| **组织结构** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **组织文化（例如：愿景，使命陈述）** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **人力资源管理** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **职能整合方面** |
| **市场营销** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **研究与开发** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **营运过程** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **战略规划** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
| **22.**这些方面整合的速度有多快？(单位：月) |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | <6月 | 6-9月 | 10-13月 | 14-17月 | 18-21月 | 22-24月 | >24月 |
| **社会文化整合的持续时间（组织结构，组织文化，人力资源）** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **市场营销的持续时间** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **研究与开发整合的持续时间** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **营运过程整合的持续时间** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **战略规划整合的持续时间** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|   **整合决策的评估** |
|  |
| **23.**以下描述在多大程度上符合整合决策？整合决策...... |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（完全不相符） | 2 | 3 | 4（部分相符） | 5 | 6 | 7（完全相符） |
| **大大有助于实现目标** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **与我们的愿景一致** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **有助于提高整合过程的效率** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **有助于提高自主程度** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
|   **被并购目标公司准予的自主性** |
|  |
| **24.**以下领域和职能中，目标公司准予的自主性到什么程度？ |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（没有自主性） | 2 | 3 | 4（部分自主性） | 5 | 6 | 7（完全自主性） |
| **社会文化整合方面** |
| **组织结构** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **组织文化（例如：愿景，使命陈述）** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **人力资源管理** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **职能整合方面** |
| **市场营销** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **研究与开发** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **营运过程** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **战略规划** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
|   **被并购目标公司人员的反应和行为** |
|  |
| **25.**目标公司人员会： |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（完全不） | 2 | 3 | 4（部分） | 5 | 6 | 7（完全） |
| **强烈反对变革** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **强烈反对收购者的管理** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **支持工会反对变革的活动** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **支持同事反对变革的行动** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **向管理层抱怨变革** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
|   **竞争对手对于并购交易的反应** |
|  |
| **26.**竞争对手的反应会影响......的完成 |
|

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | 1（不同意） | 2 | 3（中立的） | 4 | 5（完全同意） |
| **消极的影响并购交易目标** | ○ | ○ | ○ | ○ | ○ |
| **消极影响产品开发目标** | ○ | ○ | ○ | ○ | ○ |
| **消极影响市场开发目标** | ○ | ○ | ○ | ○ | ○ |
| **消极影响技术目标** | ○ | ○ | ○ | ○ | ○ |

 |
|  |
|   **第四部分：环境相关问题技术和部门** |
|  |
| **27.**在我们行业（根据两端的描述选择与你最相符的情况）： |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（完全不相符） | 2 | 3 | 4（部分相符） | 5 | 6 | 7（完全相符） |
| **技术变革迅速** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **技术发展提供了大量的机会** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **技术进步促进了新产品点子的产生** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **技术变革很难被预测** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
| **28.**您会如何描述您所在的行业？这个行业（根据两端的描述选择与你最相符的情况）： |
|

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（与左边描述一致） | 2 | 3 | 4（居于两边描述中间） | 5 | 6 | 7（与右边描述一致） |  |
| **很安全，公司很少有外部威胁** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **很危险，一个错误的决定可能导致毁灭** |
| **丰富的投资和营销机会** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **很有压力，严苛的不利于生存；很难保持运转** |
| **可控的，我们可以操作该行业使我们处于优势** | ○ | ○ | ○ | ○ | ○ | ○ | ○ | **没有可能去影响，因为竞争、政策或技术发展太强大了** |

 |
|  |
|   **第五部分：绩效评估相关问题** |
|  |
| **29.**以下测量项在并购交易后产生怎样的变化？ |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（大幅度下降） | 2 | 3 | 4（没有变化） | 5 | 6 | 7（大幅度提升） |
| **投资报酬率** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **净资产收益率** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **销售利润率** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **公司价值** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
| **30.**以下描述在多大程度上是真的？ |
|

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
|  | 1（完全不） | 2 | 3 | 4（部分） | 5 | 6 | 7（完全） |
| **完成收购目标** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **收购是一个正确的决策** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **总的来说，收购是成功的** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **我们公司的业绩在收购之后变得更好** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **一代代的新产品被引进** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **拓展了产品范围** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **进入了新兴市场** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **开发了新技术领域** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **提高了现有产品质量** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **提高了生产柔性** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **降低了生产成本** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| **提高产量或降低原料损耗** | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

 |
|  |
|   **第六部分：其他信息**请评估在收购前一年被收购公司的收入与进行收购的公司的收入比较： |
|  |
| **31.**在并购交易之前三年贵公司收入增长了多少？ |
|

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|    ○ <-15% |    ○ -15%至-5% |    ○ -4%至0% |    ○ 1%至5% |  |
|    ○ 6%至10% |    ○ 11%至20% |    ○ 21%至30% |    ○ >30% |  |

 |
|  |
| **32.**在并购交易之后贵公司收入增长了多少？ |
|

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|    ○ <-15% |    ○ -15%至-5% |    ○ -4%至0% |    ○ 1%至5% |  |
|    ○ 6%至10% |    ○ 11%至20% |    ○ 21%至30% |    ○ >30% |  |

 |
|  |
| **33.**请评估在并购交易之前一年，目标公司和贵公司的收入比较： |
|

|  |  |  |
| --- | --- | --- |
|    ○ <25% |    ○ 25%-49% |    ○ 50%-74% |
|    ○ 75%-100% |    ○ >100% |  |

 |
|  |
| **34.**请评估在并购交易之前三年行业平均增长速度： |
|

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|    ○ <-15% |    ○ -15%至-5% |    ○ -4%至0% |    ○ 1%至5% |  |
|    ○ 6%至10% |    ○ 11%至20% |    ○ 21%至30% |    ○ >30% |  |

 |
|  |
| **35.**贵公司现有员工多少人？ [填空题] |
|  |
|   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  |
| **36.**请注明在并购交易之后，合并公司目前的年收入水平： |
|

|  |  |  |  |
| --- | --- | --- | --- |
|    ○ <25百万欧元 |    ○ 25-49百万欧元 |    ○ 50-99百万欧元 |    ○ 100-249百万欧元 |
|    ○ 250-499百万欧元 |    ○ 500-1000百万欧元 |    ○ >1000百万欧元 |  |

 |
|  |
| **37.**贵公司创建于什么时候？ [填空题] |
|  |
|   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  |
| **38.**贵公司在什么行业中经营？ [填空题] |
|  |
|   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  |
| **39.**收购方的位置： |
|    ○ 中国   ○ 其他 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  |
| **40.**目标公司的位置： |
|    ○ 中国   ○ 其他 \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |
|  |
| **41.**收购类型： |
|

|  |  |  |  |
| --- | --- | --- | --- |
|    ○ 横向收购 |    ○ 纵向收购 |    ○ 混合收购 |  |

 |
|  |
| **42.**交易类型： |
|

|  |  |  |
| --- | --- | --- |
|    ○ 合并 |    ○ 收购 |  |

 |
|  |
| **43.** |
|

|  |  |  |  |
| --- | --- | --- | --- |
|  | B2B（企业对企业商务模式） | B2C（企业对消费者商务模式） | 二者都有 |
| **收购方的市场** | ○ | ○ | ○ |
| **目标公司的市场** | ○ | ○ | ○ |

 |
|  |

 |