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Business strategy Mastering the Merger:. About the Author Four Critical Decisions. David Harding be a control in Bain & Company's Boston department and is an licensed in corporate strategy and organizational cost. Sam Rovit is a director in the Chicago office and boss of Bain & Company's intercontinental merger & acquisitions custom.

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They are the authors of the forthcoming book Mastering the Merger: Four Critical Decisions That Make or Break the Deal (Harvard Business School Press), from which this article was adapted.

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Today's corporate deal makers face a conundrum: Though 70% of major acquisitions fail, it's nearly impossible to build a world-class company without

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Mastering the Merger is structured around the sequence of tasks that a firm is likely to take up before, during, and after a deal. It is focused on value: how to create it, how to avoid destroying it. Each chapter addresses one of the four decisions that a manager needs to take along the life cycle of a typical deal. How should he pick his target?

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