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POST MERGER AND ACQUISITION FINANCIAL PERFORMANCE ANALYSIS : A CASE STUDY OF SELECT INDIAN AIRLINE COMPANIES

Mahesh R. & Daddikar Prasad,
Department of studies in Business Administration, University of Mysore, Mysore, India

ABSTRACT
Mergers and Acquisitions are important corporate strategy actions that aid the firm in external growth and provide it competitive advantage. In today's globalized economy, mergers and acquisitions (M&A) are being increasingly used the world over, for improving competitiveness of companies through gaining greater market share, broadening the portfolio to reduce business risk, for entering new markets and geographies, and capitalizing on economies of scale etc. This paper has focused on the performance of Indian Airline Companies after the consolidation of Airline sector in year 2007-08. The main objective of this paper is to analyze whether the Indian Airline Companies have achieved financial performance efficiency during the post merger & acquisition period specifically in the areas of profitability, leverage, liquidity, and capital market standards. Paired sample t-test has been performed to determine the significance differences in financial performance standards two year before and two year after the merger activity. In general, Airline Companies merger in India does not bring significance difference on the financial performance after the merger. The finding of this study shows that there is no improvement in surviving Company's return on equity, net profit margin, interest coverage, earning per share and dividend per share post-merger & acquisition.

KEYWORDS: Mergers and Acquisitions, Airline Company, Profitability, Leverage, Liquidity, Capital Markets

INTRODUCTION
Financial performance metrics provide a relative basis for comparing a company with itself over time or with a company versus competitors within its industry. Financial performance metrics also know no international boundaries and are useful in assessing company performance throughout the world. It has often been said that financial statements are the language of business. The value of this approach is that quantitative relations can be used to diagnose strengths and weaknesses in a firm's performance.

Financial performance analysis must also include consideration of strategic and economic developments for the firm's long-run success. Financial managers as well as general senior managers are demanding evaluative standards by which they can rapidly measure the firm's performance and chart an appropriate course. These metrics should immediately provide actionable feedback to improve the operations of the firm. Management's intense interest in financial performance metrics has dramatically risen as more and more annual and long-term incentive compensation is tied to attaining acceptable levels of performance as measured by financial performance metrics.

OBJECTIVES
1. To study post M&A influence on profitability standards of the surviving company in Indian Airline industry
2. To analyze post M&A effect on leverage standards of the surviving company in Indian Airline industry
3. To determine post M&A liquidity position of the surviving firm in Indian Airline industry
4. To ascertain post M&A improvement in capital market standards of the surviving company in Indian Airline industry

RESEARCH HYPOTHESES:
1. **H_0:** Post-Merger and Acquisition, there is no significant improvement in profitability standards of the surviving company in Indian Airline industry
2. **H_0:** Post-Merger and Acquisition, there is no significant improvement in leverage standards of the surviving company in Indian Airline industry
3. **H_0:** Post-Merger and Acquisition, there is no significant improvement in liquidity position of the surviving firm in Indian Airline industry
4. **H_0:** Post-Merger and Acquisition, there is no significant improvement in capital market standards of the surviving company in Indian Airline industry

SCOPE OF THE STUDY
The study has focused on Merger & Acquisition activities in Indian context with special reference to Airline Industry/Sector in particular to analyze post Merger & Acquisition financial performance based on case study methodology.

RESEARCH METHODOLOGY
In this paper we have tested influence of M&A on the financial performance of the surviving company by considering Pre and Post M&A financial ratios for the entire set of sample firms. For the present study relevant financial

ratios are identified and categorized into four broad groups. Each group is further classified into various important ratios for pre & post performance analysis and they are shown as follows:

Table 1 Profitability Standards

Ratio	Description	Standard
Gross Profit Margin (%)	(Sales – COGS) / Sales	High
Net Profit Margin (%)	(NPAT / Sales)	High
Return on Assets or ROI (%)	(NPAT/ Average Total Assets)	High
Return on Equity (%)	(NPAT – Preference Dividend / Average Shareholders Fund)	High
Return on Capital Employed (%)	EBIT / Avg. total Capital employed	High

Table 2 Financial Leverage Standards

Ratio	Description	Standard
Debt-to-Equity	(Total Debt / Equity Share Capital)	Low
Total Capitalization	(Total Debt / Total Capital)	Low

Table 3 Liquidity Standards

Ratio	Description	Standard
Current Ratio	(Current Assets / Current Liabilities)	High
Acid-Test Ratio	(Quick Assets / Current Liabilities)	High
Interest Coverage	(EBIT / Interest Charges)	High

Table 4 Capital Market Standards

Ratio	Description	Standard
Earnings Per Share	(PAT / No. of Equity Share)	High
Price/Earnings Ratio	(Avg. stock price / EPS)	High
Price-to-Book Ratio	(Avg. Stock Price / BV per share)	High
Market Capitalization	Avg. Stock Price x Outstanding shares issued	High

SAMPLING TECHNIQUE

Convenience sampling has been employed to select the sample companies for the study. Such a selection is undertaken as these units represent the sample in a better way and reflect better relationship with the other variable.

SAMPLE SELECTION

To perform the research study, we have selected a sample of three companies from Indian context. The sample units have been taken form Airline Industry. Further, we have analyzed two year data for both Pre and Post merger performance analysis.

DATA COLLECTION

The companies involved in Merger & Acquisition in Indian Airline sector from 2005-2010 are compiled from several sources like journals, investment web sites, and web sites of the BSE and NSE. Data on performance evaluation parameters for up to two years prior and two years after the M&A year for each acquiring company in the sample has been extracted from AGM reports & other related data sources.

STATISTICAL TOOLS & TECHNIQUES

To analyze the data collected from sources and to prove hypotheses, various statistical tools and techniques have been applied in this study. Mean, Variance and standard deviation were used for descriptive statistics. The hypotheses are tested using Pearson Correlation, Paired Sample t-test, and regression. The data has been analyzed with the help of SPSS and MS-Excel.

DATA ANALYSIS

Pre and post-merger performance ratios are computed for the entire set of sample companies, which have gone through M&A during the selected period. The pre and post M&A performance ratios are compared to see if there is any statistically significant change in performance of acquirer firm after M&A, using "paired sample t-test" at confidence level of 0.01 or 99%. Also Pearson Correlation coefficient test has been employed to assess the significance level.

LIMITATIONS OF THE STUDY

1. The study shall focus only on select Industry & company merger & acquisition in Indian context for a

period of five years [2005-10] & did not consider other merger & acquisition took place during the period due to the inadequacy of time and resources

2. The study has analyzed Pre and Post merger & acquisition performance results for only two years, which may not provide the true picture of improvements in financial performance.
3. The study has ignored the impact of possible differences in the accounting methods adopted by different companies in the sample.
4. The study has also not used any control groups for comparison (industry average or firms with similar characteristics).
5. The small sample size of merger & acquisition in Airline Industry, which might bring in the question of statistical validity of the results

LITERATURE REVIEW

Anup Agrawal Jeffrey F. Jaffe (1999), in their article **"The Post-merger Performance Puzzle",** examines the literature on long-run abnormal returns following mergers. The paper also examines explanations for any findings of under-performance following mergers. We conclude that the evidence does not support the conjecture that under-performance is specifically due to a slow adjustment to merger news. We convincingly reject the EPS myopia hypothesis, i.e. the hypothesis that the market initially overvalues acquirers if the acquisition increases EPS, ultimately leading to long-run under-performance.

Saple V. (2000) in his research thesis on **"Diversification, Mergers and their Effect on Firm Performance: A Study of the Indian Corporate Sector"**, finds that the target firms were better than industry averages while the acquiring firms had lower than industry average profitability. Overall, acquirers were high growth firms which had improved the performance over the years prior to the merger and had a higher liquidity.

Ramaswamy and Waegelein (2003) in their article, **"Firm Financial Performance Following Mergers,"** studied the post-merger financial performance of 162 merging firms that occurred during 1975-1990 in the US. They used industry-adjusted operating cash flow returns on market value of assets as the measure of performance & used only firms that had not gone in for any merger during the study period as part of their control sample, since they felt that only that would make the data incorruptible and the results more robust. The study found a significant increase of 12.7 per cent in firm performance after the merger had taken place.

Jose Manuel Campa & Ignacio Hernando (2005), in their research paper **"M&A performance in the European Financial industry"**, they reports evidence on shareholders returns from mergers. Mergers announcements brought positive excess returns to the shareholders of the target company around the date of the announcement. Returns to shareholders of the acquiring firms were essentially zero around announcement. One year after the announcement, excess returns were not significantly different from zero for either targets or acquirers. The paper also provides evidence on changes in operating performance for the subsample of mergers involving banks.

Pramod Mantravadi & A Vidyadhar Reddy (2008), in their empirical study **"Post-Merger Performance of Acquiring Firms from Different Industries in India"**, aimed to study the impact of mergers on the operating performance of acquiring corporates in different industries, by examining some pre- merger and post-merger financial ratios, with the sample of firms chosen as all mergers involving public limited and traded companies in India between 1991 and 2003. The results suggest that there are minor variations in terms of impact on operating performance following mergers, in different industries in India.

Dr. Salma Ahmed & Yasser Mahfooz (2009) in their case study paper, "**Consolidation in the Sky - A Case Study on the Quest for Supremacy between Jetlite and Kingfisher Airlines",** did an attempt to descriptively analyze the rationale for consolidation in the Indian airline industry. The paper also evaluates major changes in the business environment affecting the airline industry.

Dr. Neena Sinha, Dr. K.P.Kaushik & Ms. Timcy Chaudhary (2010) in their research article on **"Measuring Post Merger and Acquisition Performance: An Investigation of Select Financial Sector Organizations in India**", examines the impact of mergers and acquisitions on the financial efficiency of the selected financial institutions in India. The analysis consists of two stages. Firstly, by using the ratio analysis approach, we calculate the change in the position of the companies during the period 2000-2008. Secondly, we examine changes in the efficiency of the companies during the pre and post merger periods by using nonparametric Wilcoxon signed rank test. The result of the study indicate that M&A cases in India show a significant correlation between financial performance and the M&A deal, in the long run, and the acquiring firms were able to generate value.

N. M. Leepsa & Chandra Sekhar Mishra (2012) in their research paper on **"Post Merger Financial Performance: A Study with Reference to Select Manufacturing Companies in India",** intends to study the trend in merger and acquisition (M&A) particularly with reference to manufacturing companies. The present study is an attempt to find out the difference in post-merger performance compared with pre-merger in terms of profitability, liquidity and solvency. The statistical tools used are descriptive statistics, paired sample t-test

LIMITATIONS OF THE PAST STUDIES AND RESEARCH DIMENSION

The literature review survey highlights the following limitations of the various studied examined above and some of these issues are sought to be addressed in this paper.

- Number of merger cases analyzed by various studies is much less and have taken only mergers and leaving acquisitions.

- From the survey of Indian M&As literature, it is mainly found that apart from growth and expansion, efficiency gains and market power are the two important motives for M&As. Apart from measuring post merger profitability of the merged entity, there have been no reported works on these issues in the Indian context.
- It is noticed that none of the studies dealt comprehensively on the post M&A performance analysis.

With this back drop, here an attempt has been made to address some of the above issues on the Indian context which are as follows,

- The present paper has taken both M&As. Further, in order to carry out analysis of M&As in Indian Airline sector with special reference to Air India, Kingfisher Airlines & Jet Airways
- By using financial and accounting data, an attempt has been made to investigate the impact of M&A on the performance of the select companies from Indian Airline sector.

TESTING OF HYPOTHESIS:

To test the hypotheses, Pre and Post M&A financial performance standards of surviving firms are compared to see if there are any statistically significant changes in the financial performance after M&A, using "paired sample t-test" at confidence level of 0.01 or 99% (df =1, t_{tab} = 63.65 {2-tailed}) and also descriptive statistics analysis has been performed to ascertain the mean difference. The results are shown in the following tables related to the sample firms.

ANALYSIS OF PROFITABILITY STANDARDS

Table 5 Paired Sample t-test for Profitability standards of Air India

Ratios	Mean		Std. Deviation		Mean Difference	t-value	p-value (2-tailed)
	Pre	Post	Pre	Post			
GPM (%)	34.89	17.50	6.56	9.69	17.39	1.513	.372
NPM (%)	-1.57	-50.58	3.71	11.62	49.01	4.521	.139
ROA/ROI (%)	-1.10	-19.52	4.74	7.69	18.42	2.096	.283
ROE (%)	-97.36	-662.27	176.83	157.19	564.92	2.392	.252
ROCE (%)	-1.56	-.47	.61	.12	-1.10	-2.126	.280

Source: AIL various AGM reports & money control.com database

- Profitability ratios reflect the AI's ability to deliver air travel service at a high cost or a low price. All profitability ratios have declined post-merger, demonstrating negative impact of operating performance and lowering overall yield.
- Post-merger GPM has declined by 50% indicating inability of the management to control the COGS and unfavorable purchasing policies. Major contributing factor for lower gross profit is attributed to rising ATF prices and hike in airport fees.
- During past five years Indian airline industry had witnessed major downturn on account of global economic crisis, lower passenger count, rising fuel prices, fluctuations in foreign exchange rate, all these external environmental factors along with internal environmental factors like operational inefficiency, non-strategic management decisions, higher overheads & financial charges influenced NPM negatively & resulted in greater losses. Post-merger period AI had shown highest losses that were greater than the reported losses of all the private airline companies operating in India on domestic routes.
- Positive Mean difference value of ROA/ROI indicates destruction of shareholders' funds by bad management policies and intense competition in airline industry. AI did not utilize its assets to the full extent to generate higher sales revenue in spite of increased fleet size post-merger period.
- Pre & post-merger ROE has been negative which reflects greater financial leverage practices. Higher debt component in capital structure resulted into greater financial charges, expropriating shareholders' value.
- The analysis reveals the negative relationship between profits actually earned and capital actually employed. ROCE had shown negative return over the years due to non-strategic investment decisions. Management team has failed to provide minimum return on capital employed on account of unsound financial investment decisions. Top management did not take strict measures to control the budgetary system that lead to imperfect borrowing policies. Leading financial institutions downgraded AI's creditworthiness due to lack of professional management practices & inefficiency to generate minimum required rate of return on the capital employed.

Table 6 Paired Sample t-test for Profitability Ratios of KFA Ltd

Ratios	Mean		Std. Deviation		Mean Difference	t-value	p-value (2-tailed)
	Pre	Post	Pre	Post			
GPM (%)	-19.07	7.49	6.38	6.21	-26.56	-2.984	.206
NPM (%)	-17.71	-24.02	7.37	11.35	6.31	2.240	.267
ROA / ROI (%)	19.48	-114.50	9.61	58.70	133.98	2.774	.220
ROE (%)	-109.18	33.99	.16	8.08	-143.17	-25.542	.025
ROCE (%)	-24.43	13.04	4.53	12.28	-37.47	-3.152	.196

Source: KFA various AGM reports & money control.com database

- Profitability ratios reflect the KFA's capability to deliver luxury air travel service at a high cost. All profitability ratios have declined post-merger, demonstrating negative impact of operating performance, inefficient management policies and lower yield.
- Post-acquisition mean value of GPM has improved indicating management's control over the COGS and favorable purchasing policies. Major contributing factor for positive gross profit is attributed to route rationalization and commencement of international flights.
- During past five years Indian airline industry had witnessed major downturn on account of global economic crisis, lower passenger count, rising fuel prices, fluctuations in foreign exchange rate, all these external environmental factors along with internal environmental factors like non-strategic management decisions, higher overheads & financial charges influenced NPM negatively & resulted in greater losses. Post-merger period KFA had shown continual losses that were greater than the reported losses of pre-merger period losses.
- Post-acquisition mean value of ROA/ROI indicates erosion in shareholders' funds by bad management policies and intense competition in airline industry. KFA did not utilize its assets to the best extent to generate higher sales revenue in spite of increased fleet size.
- Post-acquisition mean value of ROE has been positive which reflects greater reserves accumulation. Improved performance nullified previous losses and safeguarded shareholders' value.
- The analysis reveals the negative relationship between profits actually earned and capital actually employed. ROCE had shown both negative & positive returns over the years due to non-strategic investment decisions. Management team has able to provide minimum return on capital employed on account of sound financial investment decisions. Though leading financial institutions downgraded KFA's creditworthiness on the basis of rising debt component in capital structure over the years assuming the possibility of financial risks.

Based on the results of the **paired sample t-test analysis at 99%** confidence level, the Hypothesis **H_0:** "**Post-Merger and Acquisition, there is no significant improvement in profitability standards of the surviving company in Indian Airline industry"** was **not rejected**, since paired sample t-test failed to reveal a statistically reliable difference between the pre & post M&A **mean values, SD, t_{cal} value < t_{tab} value** and **p-value > α = 0.01** for all the select profitability standards in sample companies under study.

ANALYSIS OF FINANCIAL LEVERAGE STANDARDS

Table 7 Paired Sample t-test for Financial Leverage standards of Air India

Ratios	Mean		Std. Deviation		Mean Difference	t-value	p-value (2-tailed)
	Pre	Post	Pre	Post			
Debt-to-Equity	29.41	58.62	26.51	47.71	-29.21	-.557	.677
Total Capitalization	.95	.98	.05	.02	-.03	-.600	.656

Source: AIL various AGM reports & money control.com database

- Post-merger D/E ratio has doubled indicating the higher leverage policy employed by AI instead of infusing more equity funds in its capital structure. AI cannot access the capital markets for fund raising purpose on account of being a PSU and all equity shares are held by president of India that are non-tradable or not issued to public at large. Every year GoI infuses additional capital into AI but this capital is devoted for long-term investment purposes and acquisition of capital assets. Thus, in order to fulfill working capital needs, AI had borrowed loan from leading Indian banks & financial institutions on short-term basis. Over the years the debt amount had increased on account of inefficient borrowing policies and at the same time low operating probability contributed limited funds to service the debt and amortization of the same. The analysis indicates that the claims of outsiders are more than the owner, lenders interests are not safe & they have to bear the probable future losses.

- Over the years total capitalization had shown increasing trend on account of more debt addition to the capital structure. The proportion of debt is high compared to equity funds reflecting use of over leveraging to fund the business operations. Post-merger AI had incurred losses & unable to create enough reserves for future investment purposes. To fulfill operating activities and strategic plans AI had dependent on debt financing as a result it is leading to debt trap wherein future earnings are not enough to meet the obligations and there is a likely possibility of default.

Table 8 Paired Sample t-test for Financial Leverage standards of KFA Ltd

Ratios	Mean		Std. Deviation		Mean Difference	t-value	p-value (2-tailed)
	Pre	Post	Pre	Post			
Debt-to-Equity	6.82	8.90	.08	3.09	-2.08	-.924	.525
Total Capitalization	.76	1.84	.08	.18	-1.08	-5.832	.108

Source: KFA various AGM reports & money control.com database

- Post-merger D/E ratio has increased indicating the higher leverage policy employed by KFA instead of infusing more equity funds in its capital structure. KFA accessed capital markets for fund raising purpose from public at large. The raised equity capital is devoted for long-term investment purposes and acquisition of capital assets. Thus, in order to fulfill working capital needs, KFA had borrowed loan from leading Indian banks & financial institutions on short-term basis. Over the years the debt amount had increased on account of inefficient borrowing policies and at the same time low operating probability contributed limited funds to service the debt and amortization of the same. The analysis indicates that the claims of lenders are more than the equity shareholders' and their interests are not safe & they have to bear the probable future losses.
- Over the years total capitalization had shown increasing trend on account of more debt addition to the capital structure. The proportion of debt is high compared to equity funds reflecting use of over leveraging to fund the business operations. Post-acquisition KFA had incurred losses & unable to create enough reserves for future investment purposes. To fulfill operating activities and strategic plans KFA had dependent on debt financing as a result it is leading to debt trap wherein future earnings are not enough to meet the obligations and there is a likely possibility of default.

- Based on the results of the **paired sample t-test analysis at 99%** confidence level, the Null Hypothesis **H_0: "Post-Merger and Acquisition, there is no significant improvement in leverage standards of the surviving company in Indian Airline industry"** was **not rejected**, since paired sample t-test failed to reveal a statistically reliable difference between the pre & post M&A **mean values, SD, t_{cal} value < t_{tab} value** and **p-value > α = 0.01** for all the select leverage standards in sample companies under study.

ANALYSIS OF LIQUIDITY STANDARDS

Table 9 Paired Sample t-test for Liquidity Standards of Air India Ltd

Ratios	Mean		Std. Deviation		Mean Difference	t-value	p-value (2-tailed)
	Pre	Post	Pre	Post			
Current Ratio	1.79	0.97	.72	.19	.83	1.28	.422
Acid-Test Ratio	0.80	0.59	.18	.16	.21	10.50	.060
Interest Coverage	-4.50	-2.18	14.76	1.25	-2.32	-0.24	.848

Source: AIL various AGM reports & money control.com database

- Post-merger current ratio decreased by 56% indicating scarcity of resources to pay its debts over the short-term period and difficulty meeting current obligations. Over the year's relative increase in current liabilities is greater than the addition in current assets on account of rising financial charges, creditors payments etc.
- A falling acid-test ratio indicates worsening liquidity positions of AI and failure to meet immediate current liabilities. It is also observed that acid-test ratio is much

lesser than the current ratio suggesting current assets are highly dependent on inventory & sundry debtors.

- Over the years interest coverage had shown negative trend and AI's inability to honor its debt payments due to negative operating profit margin reported over past five years. Post-merger the interest coverage had lowered its negative trend on account of GoI bailout and negotiation with creditors.

Table 10 Paired Sample t-test for Liquidity Standards of KFA Ltd

Ratios	Mean		Std. Deviation		Mean Difference	t-value	p-value (2-tailed)
	Pre	Post	Pre	Post			
Current Ratio	1.37	0.86	.42	.14	.51	2.590	.235
Acid-Test Ratio	1.58	0.79	.56	.11	.79	2.492	.243
Interest Coverage	32.64	0.58	41.97	1.33	32.06	1.047	.485

Source: KFA various AGM reports & money control.com database

- Post-merger current ratio decreased by 35% indicating scarcity of resources to pay its debts over the short-term period and difficulty meeting current obligations. Over the year's relative increase in current liabilities is greater than the addition in current assets on account of rising financial charges, creditors payments etc.
- A falling acid-test ratio indicates worsening liquidity positions of KFA and failure to meet immediate current liabilities. It is also observed that acid-test ratio is much lesser than the current ratio suggesting current assets are highly dependent on inventory & sundry debtors.
- Over the years interest coverage had shown declining trend and KFA's inability to honor its debt payments due to negative operating profit margin reported over past three years. Post-merger the interest coverage had lowered below industry standards indicating possibility of default to creditors.
- Based on the results of the **paired sample t-test analysis at 99%** confidence level, the Null Hypothesis **H_0: "Post-Merger and Acquisition, there is no significant improvement in liquidity position of the surviving firm in Indian Airline industry"** was **not rejected**, since paired sample t-test failed to reveal a statistically reliable difference between the pre & post M&A **mean values, SD, t_{cal} value < t_{tab} value** and **p-value > α = 0.01** for all the select leverage standards in sample companies under study.

ANALYSIS OF CAPITAL MARKET STANDARDS

Table 11 Paired Sample t-test for Capital Market standards of Air India

Ratios	Mean		Std. Deviation		Mean Difference	t-value	p-value (2-tailed)
	Pre	Post	Pre	Post			
EPS	-8.45	-297.46	20.58	337.59	289.02	1.141	.458

Source: AIL various AGM reports & money control.com database

- Post-merger EPS had indicated a negative trend due to continual losses incurred by the AI. Management team failed to provide bare minimum profit to equity holders. Fortunately, AI's equity is not traded in open market otherwise investors' would have lost their funds. Decline in EPS is attributed to higher operating expenses, increasing interest payments, proportionate decrease in sales revenue on account of inefficient management practices and intense competition.

Table 12 Paired Sample t-test for Capital Market Ratios of KFA Ltd

Ratios	Mean		Std. Deviation		Mean Difference	t-value	p-value (2-tailed)
	Pre	Post	Pre	Post			
EPS	-22.41	-41.30	12.106	29.211	18.89	1.561	.363
Price/Earnings Ratio	-2.46	-.70	.014	.382	-1.76	-6.286	.100
Price-to-Book Ratio	8.97	2.06	10.324	1.471	6.91	.829	.560
Market Value	2150	1912.5	315.37	767.21	237.50	.743	.593

Source: KFA various AGM reports & money control.com database

- Post-acquisition EPS had indicated a negative trend due to continual losses incurred by the KFA since its inception. Management team failed to provide bare minimum profit to equity holders. Unfortunately, KFA's equity shareholders' have lost their funds. Decline in EPS is attributed to higher operating expenses, increasing interest payments, proportionate decrease in sales revenue on account of inefficient management practices and intense competition.

- Over the years P/E ratio has indicated a negative trend reflecting lower price paid by the investors for reported low EPS. Investors' expectations and market appraisal has been violated by KFA on account of deteriorating profitability. During past five years KFA did not reported any dividend payments which further worsened investors' confidence.
- Post acquisition P/B ratio had declined but it did not support the concept of Fama and French, low P/B ratio results in higher equity returns. This contradictory outcome is attributed to decline in market price of equity share due to deteriorated investors' confidence in KFA's future performance & quality of earnings.
- Post-acquisition market value had deteriorated by 11% and KFA eroded investor's wealth year-on-year basis. Investors' have lost their confidence in KFA's future earning quality and market analyst have given sell signal in order to recover the investment amount as early as possible so as protect against the further loses.

Based on the results of the **paired sample t-test analysis at 99%** confidence level, the Null Hypothesis **H_0:** "**Post-Merger and Acquisition, there is no significant improvement in capital market standards of the surviving company in Indian Airline industry"** was **not rejected**, since paired sample t-test failed to reveal a statistically reliable difference between the pre & post M&A **mean values, SD, t_{cal} value < t_{tab} value** and **p-value > α = 0.01** for all the select leverage standards in sample companies under study.

CONCLUSION

The result shows that there is insignificant improvement in return on equity, expenses to income, earning per share and dividend per share post-merger. The result from paired sample t-test at significant level of 99% illustrated that there is no significance difference in the defined financial performance standards between pre-merger and post-merger due to the significance value is greater than 0.01. Hence, this study has not rejected the null hypotheses which consider that there are no significant improvements in surviving company's performance post-merger and acquisition and rejected the alternative hypothesis which considers that there is significance improvement in surviving company's performance post-merger and acquisition activity for the sample under consideration.

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