

Appendix K: 4th Phase Data analysis

In-case and Cross-case Nvivo matrix (Category 3)

Appendix K - 4th Phase - In Case & Cross Case Analysis (Nvivo Matrix)

Phase 4 - In Case & Cross Case Analysis	A : Cases: Research Site = Organisation A	B : Cases: Research Site = Organisation B	C : Cases: Research Site = Organisation C	D : Cases: Research Site = Organisation D
1 : 3.0 PRE-ACQUISITION PHASES	119	78	101	70
2 : 3.1 Acquisition context	16	9	8	3
3 : 3.1.1 Analysis of acquisition context	12	9	6	0
4 : 3.1.1.1 Competitive sale	7	3	6	4
5 : 3.1.1.2 Fire sale	7	3	3	4
6 : 3.1.2 Background checks on organisation	5	0	2	3
7 : 3.2 Strategic High-level analysis	88	58	86	67
8 : 3.2.1 The parents corporate vision and strategy	6	12	15	15
9 : 3.2.2 Acquisition purchasing motive	76	57	72	63
10 : 3.2.2.01 Strategic motive	2	19	23	19
11 : 3.2.2.02 Financial motive	2	4	18	2
12 : 3.2.2.03 Expand the business	6	13	6	3
13 : 3.2.2.04 Risk mitigation motive CBT	0	9	31	14
14 : 3.2.2.05 To improve Market position - Brand	15	5	4	12
15 : 3.2.2.06 Knock down selling price	19	10	7	0
16 : 3.2.2.07 To improve Market share	11	1	2	6
17 : 3.2.2.08 To move into Related markets - Fit	16	9	0	8
18 : 3.2.2.09 Business process reengineering	24	0	2	1
19 : 3.2.2.10 To obtain Synergies	0	0	7	11
20 : 3.2.2.11 Had known of the acquisition previously	0	3	0	5
21 : 3.2.2.12 Unique opportunity	7	1	0	0

22 : 3.2.2.13 To Grow business quickly	1	2	0	0
23 : 3.2.3 High-level Plan for the acquisition (Acquisition strategy)	12	0	3	1
24 : 3.2.3.1 Did you develop an acquisition strategy - plan	0	0	0	0
25 : 3.2.3.1.1 Yes	1	1	2	1
26 : 3.2.3.1.2 No	2	0	1	1
27 : 3.2.4 Strategic acquisition objectives	6	1	17	19
28 : 3.3 Detailed candidate analysis	0	0	0	0
29 : 3.3.1 Unique weighting of Pre-acquisition fit factors	12	7	12	14
30 : 3.3.1.1 Strategic fit weighting	7	3	3	10
31 : 3.3.1.2 Organisational fit weighting	7	2	2	5
32 : 3.3.1.3 Cultural fit weighting	4	3	7	5
33 : 3.3.2 Fit factor analysis	4	1	3	4
34 : 3.3.2.1 Strategic fit	4	5	10	12
35 : 3.3.2.1.1 Strategic alignment	4	5	10	12
36 : 3.3.2.2 Organisational fit	7	33	4	15
37 : 3.3.2.2.1 Organisational fit	3	1	3	7
38 : 3.3.2.2.2 Organisational alignment	1	0	0	4
39 : 3.3.2.2.3 Technology fit	3	8	1	3
40 : 3.3.2.2.4 Technology alignment	1	28	0	1
41 : 3.3.2.3 Cultural fit	2	15	17	23
42 : 3.3.2.3.1 Cultural fit	1	9	10	12
43 : 3.3.2.3.2 Cultural alignment	0	1	3	0
44 : 3.3.2.3.3 Hard Cultural factors (Tangible - formal processes)	1	5	5	12
45 : 3.3.2.4 Financial fit	12	4	30	12
46 : 3.3.3 Due diligence investigation	80	26	49	33
47 : 3.3.3.1 Pre-due diligence checks	5	0	2	3
48 : 3.3.3.2 Strategic High-Level due diligence	50	22	29	5
49 : 3.3.3.3 Detailed due diligence	15	4	20	27
50 : 3.3.3.4 Post due diligence review (Business plan - objectives)	17	0	3	1
51 : 3.4 Pre-acquisition plans for post-acquisition integration - strategies	4	18	0	0
52 : 3.4.1 Integration Approach	0	0	0	0
53 : 3.3.1.1 Standalone - financial integration aspect only (org D)	0	0	0	30

54 : 3.3.1.2 Partial integration - standalone - financial - staff - products (org A)	9	0	0	0
55 : 3.3.1.3 Full integration - but still standalone facilities (org C)	0	0	18	0
56 : 3.3.1.4 Full integration - but still let them run the operation (org D long-term)	0	0	0	42
57 : 3.3.1.5 Full integration (org B)	0	7	0	0
58 : 3.4.2 High-level integration planning	4	0	0	0
59 : 3.4.3.1 Short-term plans	5	0	5	0
60 : 3.4.3.2 Medium-term plans	2	0	2	1
61 : 3.4.3.3 Long-term plans	5	0	0	0
62 : 3.4.3 Specific integration plans	0	18	0	0
63 : 3.4.4.01 Business process reengineering plan	17	0	1	1
64 : 3.4.4.02 New product development plan	20	19	3	0
65 : 3.4.4.03 Business Process Re-engineering task integration planning	55	1	2	0
66 : 3.4.4.04 Risk management planning	14	0	27	0
67 : 3.4.4.05 Earnout strategy planning	2	0	0	6
68 : 3.4.4.06 Communication plans	16	0	31	0
69 : 3.4.4.07 SLA's - TSA's plans	5	0	0	0
70 : 3.4.4.08 Business plans	61	0	16	18
71 : 3.4.4.8.1 Equity raising plan	5	0	0	0
72 : 3.4.4.09 Efficiency plans	1	0	4	0
73 : 3.4.4.10 Hard Cultural plans	1	5	5	12
74 : 3.4.4 Weighting of Post-acquisition integration fit tasks	0	0	0	0
75 : 3.3.2.1 Strategic fit weighting.	1	3	3	3
76 : 3.3.2.2 Organisational fit weighting	4	4	0	2
77 : 3.3.2.3 Cultural fit weighting	8	3	5	1
78 : 3.4.5 Task integration plans	0	0	0	0
79 : 3.4.5.1 Organisational tasks	0	0	0	0
80 : 3.4.5.1.1 Organisational plan	44	5	19	22
81 : 3.4.5.1.2 Organisational integration	20	0	12	4
82 : 3.4.5.1.3 Organisational structure	12	4	14	5
83 : 3.4.5.1.4 IT Platform plans	33	1	5	0
84 : 3.4.5.1.5 Infrastructure plans	7	0	0	0

85 : 3.4.5.1.6 Credit control aspect	0	0	0	2
86 : 3.4.5.1.7 Management structure	1	0	0	0
87 : 3.4.5.2 Cultural tasks	0	0	0	0
88 : 3.4.5.2.1 Hard Cultural tasks	0	0	0	0
89 : 3.4.5.2.1.1 HR integration planning (Tangibles)	23	1	10	5
90 : 3.4.5.2.1.2 Staff reductions - Implications for soft cultural issues	26	1	2	0
91 : 3.4.5.2.1.2.1 Staff protection agreement	4	0	0	0
92 : 3.4.5.2.1.3 Tupe	3	0	1	4
93 : 3.4.5.2.1.4 Pension	1	0	4	0
94 : 3.4.5.2.1.5 Pay - Bonus - Benefits	2	0	5	1
95 : 3.4.5.2.1.6 Change process - Training	2	0	2	0
96 : 3.4.5.2.1.7 Performance management - progression	2	0	4	1
97 : 3.4.5.3 Strategic tasks	2	4	3	10
98 : 3.4.6 Detailed integration plans	0	0	0	0
99 : 3.4.6.1 S - Specific Tasks - objective	73	6	74	31
100 : 3.4.6.2 M - Measurable - KPI's - CSF's	38	19	24	35
101 : 3.4.6.3 A - Authority	21	14	7	0
102 : 3.4.6.4 R - Risk register	14	0	27	0
103 : 3.4.6.5 T - Timeframes	43	3	15	2
104 : 3.4.6.5.1 Stalled activities	8	0	6	0
105 : 3.4.6.6 Gantt charts	9	0	0	0
106 : 3.5 Negotiation process	26	17	11	3
107 : 3.5.1 Pre-acquisition plans and the negotiation process	6	3	2	0
108 : 3.5.2 Unique sale aspect	0	0	0	0
109 : 3.5.2.1 Market position	31	11	11	3
110 : 3.5.2.2 Economic Climate	0	1	1	1
111 : 3.5.2.3 Competitive sale	4	0	15	6
112 : 3.5.2.4 Fire sale	7	5	15	0
113 : 3.5.3 Strategic negotiation issues	0	0	0	0
114 : 3.5.3.1 Unique integration issues	9	0	4	1
115 : 3.5.3.2 SLA's - TSA's	13	1	0	0
116 : 3.5.4 Negotiation strategy	7	5	1	0

