

## **Appendix M: Internal and external validation study's**

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An internal and external validation study has been undertaken to verify that the complete acquisition integration process model developed in this research and that organisations would consider using it to guide their integration process. In terms of the validation, drawing from Gregor (2006), this model should be evaluated under three criteria; usefulness, distinctiveness and simplicity. The following definitions were used:

**Usefulness:** Referring to the explanatory potential.

**Distinctiveness:** Boundaries between categories and characteristics that define each category are clear.

**Simplicity:** A trade-off between possible categorisations and their contribution towards explanatory.

Stage of integration process	Usefulness (explanatory potential)	Distinctiveness	Simplicity	Suggested changes
Acquisition context				
Strategic high-level analysis				
Review				
Detailed candidate analysis				
Review go/no go?				
Pre-acquisition planning for post-acquisition integration				
Review				
Negotiation process				
Review				
Post-acquisition integration of pre-acquisition plans				
Verification and review				
Development of new plans or detailed planning				
Long-term integration				
Feedback & Review				
Learning loop				
Completeness				
Would you adopt this model	Y/N		Suggestions	

**Table:** Summary of findings in external validation survey (Adapted from Gregor, 2006)

The internal validation study was conducted with all the In-case organisation participants and the external validation study was carried out with 8 participants (not involved in the main study). The ethical stance adopted in the earlier research was applied in this study. Each participant was asked four questions around the usefulness, distinctiveness, simplicity and suggested changes for each stage / criteria of the

complete acquisition integration process model developed in this study. They were also asked two extra questions, not covered by Gregor, relating to the completeness of the model with related suggestions and also their willingness to use the model for future acquisitions.