

**Appendix C: Main Study - Questions proposed for Main Study**

## **Abstract:**

Published theory indicates that acquisitions tend to be more successful when the acquiring organisation has a clearly articulated acquisition strategy and when the activities of the target operation are aligned with this strategy. Those acquisitions that are undertaken for strategic reasons are founded on the premise of synergies, and in order to “realise these synergies they need to successfully share or exchange those critical skills and resources that form the foundation for value creation” (Pablo & Javidan, 2002, p.207). Therefore in order to derive the acquisition strategy during the subsequent integration process, strategic, organisational and cultural fit factors need to be aligned throughout, as fit is posited to influence post-acquisition performance through its ability to integrate the previously separate firms (Jemison & Sitkin, 1986b, p.107). Hence acquisitions that ‘fit’ parent organisation capability and that are consistent with corporate goals (Kitching, 1967) have a greater chance of realising their acquisition strategy.

In addition the literature shows that the M&As process is a complex one (Jemison & Sitkin, (1986 a,b); Pablo, (1994); Ellis, (2000)) in which organisations tend to lose focus, due in part to the lack of a complete acquisition integration process model to guide them. A number of process models (Howell, (1970); Jemison & Sitkin, (1986); Pablo, (1991 & 1994); Schweiger et al., (1993); Askenas, DeMonaco & Francis, (1998)) have been found to be deficient in vary elements of the integration process, specifically stages in the integration process, inter-connectedness of various integration factors (i.e. strategic, organisational and cultural fit), in addition to, the fact that they are not complete models *per se* (i.e. they don’t incorporate all phases such as pre-, post- and performance management).

Therefore this exploratory study will develop a complete acquisition integration process model, based on the premise of the acquisition strategy driving the integration process. It will include the various stages involved in the complete integration process (pre-, post and performance management) and show how the integration factors should be aligned throughout, in order to improve the chances of integration success.

## **Research Aim**

To develop a complete acquisition integration process model for improved acquisition integration.

**Private and Confidential**

**Name of student researcher:** Nicholas Ingle

**Institution of Regulation:** Edinburgh Business School

**Title of Research:** Development of complete acquisition integration process model

**Interview Schedule:**

**Company Name:** \_\_\_\_\_

**Interviewee:** \_\_\_\_\_

**Position in organisation:** \_\_\_\_\_

**Date of interview:** \_\_\_\_\_

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**Important information:**

- Firstly I would like to record this conversation, and then create a written transcript, which I will email to you for verification and comment. If something in the text requires clarification or if you are not comfortable with the way something was stated let me know and I can edit the transcript.
- Secondly I want to assure you I will keep your comments as confidential as you require. I may use your comments either with colleagues or in print with your permission. However your name or the organisations name or other descriptive information that would identify the source will be anonymised in the thesis or any other print media. I will identify you only with your professional title (e.g. VP Finance, organisation A)
- The interview will last approximately one hour.

(Badhe, 2003)

## **Main Study Questions:**

1. Please outline the background to your acquisition case?

2. What was the motivation behind the acquisition?

(Cote, Langley & Pasquero, 1999).

**Prompt:**

- What specific milestones, objectives and KPI's did you set?

(Cote, Langley & Pasquero, (1999); Salim, (2011)).

3. In relation to this recent acquisition, could you describe the pre-acquisition due diligence process?

**Prompt:**

- Did you look for compatibilities?

(Cote, Langley & Pasquero, (1999); Handler, (2006)).

4. What do you consider to be the most important criteria for assessing acquisitions?

**Prompt:**

- How were the acquisition candidates identified and selected?

(Cote, Langley & Pasquero, 1999)

5. How does your company assess the alignment of the target's strategy with your organisation's strategy?

**Prompt:**

- How important is strategic fit to the organisation?

6. Do you consider alignment of the Acquisition strategy to be worthwhile?

**Prompt:**

- How do you achieve this?
- Can you give an example?

7. When does your organisation start planning for post-acquisition integration?

8. How does your company assess the alignment of the target's culture with your organisation's culture?

**Prompt:**

- How do you achieve this?
- Can you give an example?

9. What are your company's main criteria for measuring acquisition integration?

**Prompt:**

- Pre-acquisition, CSF's?
- Post-acquisition, CSF's and timelines?

10. How do you approach integrating the target company into the parent organisation?

**Prompt:**

- Can you give an example

11. What do you consider to be the most important factor in integrating the acquired company into the parent organisation?

12. Do you use any of the pre-acquisition information to develop an integration strategy?

- Pre-acquisition or post-acquisition?

13. What are your company's criteria for judging acquisition success?

**Prompt:**

- What were the reasons for success or failure?  
(Cote, Langley & Pasquero, 1999).
- Did you align acquisition strategy and operating strategy to achieve integration success? (Handler, 2006).
- If so, how?

14. If you were to carry out an acquisition again, what would you do differently in the integration process?

**Prompt:**

- Pre-acquisition? / Post-acquisition?