

**Appendix F: Sample letter requesting participation in study**

Nicholas Ingle,  
Address removed for confidential reasons,  
14/10/12.

**Re: Doctoral (DBA) study in Mergers and Acquisitions integration.**

Dear Sir / Madam,

In recent years, acquisition growth has been phenomenal but statistics show that almost 50% of these deals end in failure. Many of these failures are due to problems with integrating the two firms after the acquisition has taken place.

I am writing to ask for your assistance with my doctoral studies (DBA) that I am conducting at Edinburgh Business School, Scotland, on the management of acquisition integration. The purpose of my dissertation research is to understand:

**‘In acquisition integration, how do parent organisations align M&A strategic intent?’**

Please regard this letter as an invitation to participate in this research exercise. I am requesting involvement of only a limited number of people, such as you, for this project. This process will involve carrying out a semi-structured interviewee that will take approximately one hour. The questions below are indicative of the typical questions that will be asked in this study.

- What was the acquisitions strategic intent?
- In relation to this recent acquisition, could you describe the pre-acquisition due diligence process?
- What do you consider to be the most important criteria for assessing acquisitions?
- How does your company assess the alignment of the target’s strategy with your organisation’s strategy? Do you consider alignment of M& strategic intent?
- When does your organisation start planning for post-acquisition integration?
- How does your company assess the alignment of the target’s culture with your organisation’s culture?
- What are your company’s main criteria for measuring acquisition integration?

- How do you approach integrating the target company into the parent organisation?
- What do you consider to be the most important factor in integrating the acquired company into the parent organisation?
- What are your company's criteria for judging acquisition success?

There are no right or wrong answers to any of the questions. I am interested only in what you think and do in your acquisitions. All participants' responses will be treated confidentially, names will be veiled for secrecy and the thesis will have limited access (typically 5 years) and will be used strictly for research purposes only.

Hoping that you can take part and thanking you in advance for your time – it is important. If you have any questions regarding this study or the questions, please feel free to call me at \*\*\*\*\* or contact me at [nicholas.ingle@dit.ie](mailto:nicholas.ingle@dit.ie).

Regards,

Nicholas Ingle

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