

Appendix I: 2nd Phase Data analysis

(19 Categories)

Appendix I - 2nd Phase - Categorisation of Codes

Categories of Codes (55 codes reduced to 19 categories of codes)	Category Definitions (Rules for Inclusion)	Interviews Coded	Units of Meaning Coded
Acquisition - Purchasing motive	The reason why organisations acquire the acquisition (Merged with acquisition risk mitigation, targeted acquisitions and past relationships - collaborations)	16	966
Acquisition benefit	Merged with synergies	16	652
Acquisition integration performance management criteria	What criteria were used in the performance management of the acquisition.	13	98
Due diligence process	Merged with due diligence tasks and subsumed selling motive into here	15	296
Earn-out strategy	Did the organisation develop an earnout strategy to ensure the knowledge management of the target organisation would be retained?	3	7
External market forces - competition	It is imperative to keep an eye on what is happening in the external marketplace and what your competitors are doing. Especially in the fast moving information technology sector.	4	43
Integration implementation	Implementation of the integration plans	15	254
Integration project management (IPM)	Merged with integration project management	10	67
Luck	Something happens outside of the organisations control to make the acquisition more successful or the integration easier	3	12
M&A Process	The process of carrying out the acquisition has the potential to cause problems	15	44
M&A Process model	A M&A process model is believed to help the M&A process, by keeping it focused	11	28

Negotiation process	The stages involved in the negotiation process.	16	767
New product development strategy	Renamed from new product development	2	17
Opportunistic acquisition	An acquisition that arises, that is unexpected or out of the blue (candidate selection, targeted acquisitions and past relationships - collaboration). Merged unique industry aspect also.	13	88
Overall vision - Corporate strategy of parent organisation	The parent organisations strategy. (renamed from corporate strategy)	1	6
Post-acquisition integration strategy	Merged post-acquisition strategy - plan, integration strategy, pre-acquisition planning and integration planning.	16	1908
Post-acquisition verification review	Did the acquiring organisation verify their pre-acquisition plans in the post-acquisition stage, based on the new realities they find themselves in	16	569
Pre-acquisition planning (for post-acquisition integration)	Merged business case, pre-acquisition integration planning duration and selling motive into here. And renamed it from pre-acquisition planning to new name	15	399
Target candidate analysis	What analysis did the acquiring organisation carry out on the target candidate	14	87