

SINERGIA INTERCULTURALĂ. COOPERAREA CA FACTOR DETERMINANT PENTRU REALIZAREA FUZIUNILOR ȘI ACHIZIȚIILOR

INTERCULTURAL SYNERGY. COOPERATION AS A KEY DETERMINANT FOR MERGERS AND ACQUISITIONS PERFORMANCE

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Abstract: This article focuses on post-investment issues especially on cooperation, intercultural synergy, and M&A performance. The authors propose an examination of some of the most important key determinants for mergers and acquisitions performance. Cross-border M&A are a principal means, by which companies can evolve and internationalize in foreign markets. Post-merger integration phase is a complex process of mixing and repositioning processes to materialize possible efficiencies and synergies that typically motivate mergers and acquisitions. For the past decades, there has been a large amount of research on the performance implications of intercultural synergy in the post-acquisition phase of M&As. Despite all efforts, the key determinants for success remain poorly understood. This article aims to reveal the perception of the top managers involved in post-M&A stage on the main aspects of cooperation among them: Misunderstandings, Mistrust, Incapacity to reconcile different points of view, Unwillingness to reconcile different points of view, and Conflicts. The contribution to the intercultural aspects of M&A literature consists in improving the current understanding of cooperation as a stimulus for intercultural synergy.

Keywords: mergers and acquisitions (M&As); intercultural synergy; conflict prevention; intercultural issue