

RELAȚIA SINERGIE INTERCULTURALĂ- PERFORMANȚĂ ÎN F&A. MEGA FUZIUNI ȘI ACHIZIȚII ÎN INDUSTRIILE ELECTRICĂ ȘI ELECTRONICĂ

THE INTERCULTURAL SYNERGY- PERFORMANCE RELATIONSHIP IN M&A. MEGA MERGERS AND ACQUISITIONS IN ELECTRICAL AND ELECTRONICS INDUSTRIES

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Abstract: Cross-border mergers and acquisitions (M&As) are strategic business expansions across national boundaries, which can prove rather problematic and complex due to intercultural clashes. The most challenging part of the process is the integration of two different companies that feature different organizational and national cultures. Many of the largest and most established names in business, including IBM and General Electric, as well as newer stars, such as Tyco and Cisco, drove a significant part of their growth through acquisitions. This study aims to highlight the controversial intercultural synergy-performance relationship in M&A research. Our study proposes a review of the most important facets of intercultural synergy and its impact on human integration related to M&A performance in electrical and electronics industries. Our study underscores the importance of cultural differences as sources of intercultural synergy. In this article, we aim to answer the questions “What are the facets of intercultural synergy?”, “What is the impact of intercultural synergy on human integration in M&A?” and “What is the correlation between intercultural synergy and M&A performance?”. We intend to contribute to the M&A literature by revealing the current understanding of the intercultural synergy creation and its impact on M&A performance.

Keywords: mergers and acquisitions (M&As), intercultural synergy, M&A performance, electrical industry, electronics industry