Cheers lads, let us bring some fish’n’chips to the smorgasbord!

- *A case study of Volvo Aero integrating into GKN Aerospace.*

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*Subject:* Business  
*Administration III*
ABSTRACT

The purpose of this thesis has been to examine how cultural differences influence post-acquisition organizational change when there is an acquisition between two countries, in this case, the United Kingdom and Sweden. The study followed a qualitative research method. This is to get a deep insight into the company's actions of how they assimilate and adapt to the new country and culture.

The theoretical basis implies mainly acquisitions, culture, integration and organizational change. Furthermore, in the empirical part introduces one case company from the United Kingdom whose acquiring a Swedish company; how they have adapted to each other, how the cultural differences have influenced each other and how integration has proceeded.

The analysis combines our theoretical framework with the collection of empirical data, which they put against each other in a discussion of how well the theory is consistent with empirical data. It also analyzes the context and differences between theory, empirical evidence and case companies' experiences from how the acquisition was formed. This is in order to find patterns showing how employees from lower to higher ranks within the company perceive the acquisition from a Swedish to a British company.

The analysis leads to the conclusion that when the British company takes over a Swedish organization, extreme amount of changes need to be done. The British company culture is reflected by the national culture where financial profits are more important than the personal relationships that Swedes highly value. It is possible to deal with cultural differences if one is aware of their existence, even between countries where the cultural distance is extremely significant.

Keywords: Acquisitions, Cross-Border Acquisitions, Post Acquisitions, Culture, Integration, Organizational Change, United Kingdom, Sweden.
Acknowledgement

We would like to extend a big thanks to the people who helped shape the character of this thesis with their commitment.

A special thanks to our respondents at GKN Aerospace who took time to participate in our interviews.

Thanks, Conny Berglund, Joakim Andersson, Martin Andreasson, Robert Strömberg, Stefan Oscarsson, Stefan Smith and Thomas Odelius.

We also want to highlight and thank our supervisor Niklas Åkerman, for his constructive criticism during this project, giving comments and expertise in the subject and helped us to continuously develop and improve the study.

Finally, we would like to thank the opponents and our examiner Richard Owusu who contributed constructive criticism during the study.

Kalmar 27 May 2014

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1 Introduction

This introductory chapter provides the background to the thesis problem, highlighting the central topics the paper intends to treat. The problem discussion leads to a research question, the purpose of this thesis and a disposition.

1.1 Background

As the world is growing and markets are stagnating corporations are looking all of the time for new markets for selling and buying through. Corporations often outsource parts of the firm’s supply chain and establish local offices or even move their headquarters this is part of the globalization in the world. One way to establish quickly in a new market is cross-border Mergers and Acquisitions (M&A).

M&A have been a well-known strategy (Sudarsanam, 2003) for companies and are an important alternative for expansion. Ahammad, et al (2011) states in his research that cross-border M&A have developed increasingly and become a common method for corporations seeking global scope. M&A provide access to human capital and new intelligence base without encumbrance of starting up a subsidiary (Ahammad, et al, 2011). Technological development and globalization have made it easy to conduct M&A’s, contributing to the increased popularity of cross-border M&A. Because of this the opportunities and competition pressures to engage in cross-border M&A are increasing (Shimizua, et al, 2004). There might be various general perceptions of what the words M&A mean, and how they will be used in the research; therefore the terms will be explained and described here. In a “merger” two or more corporations combine their resources to achieve common goals; the shareholders often remain as join owners in the combined entity. For example two law firms joint into one. An “acquisition” is when one firm purchases assets or the total amount of shares of another company and thus becomes the new owners (Sudarsanam, 2003). An example of an acquisition is the purchase of a house. Other words for this kind of transaction could be “buyout”, “takeover” or “reverse takeover.” The research will be focusing on the “Acquisition” part and it will only use the term “acquisition.”
In the 1990s the usage of this strategy increased massively in 1991 that is strengthened. (Datta, 1991). Datta (1991, 281) continue and says “Many senior executives also believe that the pace of merger and acquisition activity is unlikely to slow down considerably in the 1990s”. With value increasing from less than $100 billion in 1987 to $720 billion in 1999 (UNCTAD, 2009), acquisitions completed in 1997 alone were valued at more than all acquisitions during the whole -80s (Shimizu et al., 2001). The year of 2007 had the highest value in M&A so far in history of $4117 billion (Sevenius, 2012).

Some high-profile cross boarder M&As on the Swedish market are the buyout of “Vin & Sprit” from the Swedish government, Volvo cars which was sold to Chinese conglomerates, SAAB Automobile was also sold to Chinese investors. Some M&A around the globe are also Google's acquisition of Motorola mobility 2011 a deal worth $9.8 billion, Microsoft acquiring of Skype for $8, 5 billion (Sevenius, 2012). These transactions have great significance not only for the acquiring company but also for many institutions including, workers, managers, suppliers, competitors, communities, economy, lenders, share and stakeholders. M&A are equal to great risk and great opportunities. Even though more and more M&A are conducted it is hard for practitioners as well as for theorists to determine whether the benefits outweigh the disadvantages (Sevenius, 2012). When a company buys a business of a company, it is about acquisitions, Sevenius (2012) literature define cross-border M&As as an acquirer firm and a target firm whose headquarters are located in different home countries. Hopkins (1999) argues that the integrating process of a firm to a new environment is essential for success in cross-border acquisitions. Up to 33% failed due to the integration problem. It is further debated that the cultural distance amongst the nation of the acquirer and that of the target firm is an important determinant of the success of cross-border acquisitions, (Hofstede, 2001, Kogut & Singh, 1988 and Very & Schweiger, 2001). Acquiring companies often have motives to efficiently save in production or other activities in the value chain. Most of the time companies do this by layoffs. But also in the society in form of end economic activity that happens when plants and factories being outsourced to other countries or just being shut down. Sudarsanam (2003) continues in his reaches to state that there he divides the M & A process into 5 areas: (1) Corporate strategy development, (2) Organizing for acquisitions, (3) Deal structuring and negotiations, (4) Post-acquisition integration, (5) Post-acquisition audit and organizational learning (Figure 1). This research will be
focusing on the fourth stage within a cross-border acquisition, the cultural integration. Differences in corporate, business and national culture are the most difficult thing to handle and are the first cause for acquisition disappointment. It is commonly known that acquisitions fail because the elements of the two organizations could not be combined into a coherent and operative entity (Sudarsanam, 2003). The divided triangle is to simplify the five steps and highlight our focus area of research, the design and shape are not to show anything else.

Figure 1. Acquisition process

1.2 Problem discussion

Corporate mergers and acquisitions have high failure rates and over half of them have decreased shareholder economic value (Sudarsanam, 2003). According to Jin & Tian (2007) 70-83% of mergers and acquisitions are failing to deliver economic value. This is also supported from KPMG (2011). The pursuit of cross-border M&A comes with challenges. Firms taking on cross-border M&A needs to tackle unique risks such as difference in culture in the organization and the country. The difference between the acquiring company and the acquired company that is in the process of merging can in many cases be huge. Differences in the national culture, customer preferences, business practices or the institutional forces, such as government regulations, can delay firms from fully realizing their strategic objectives according to Cartwright & Cooper (1993). Schein (2004, 17) defines organizational culture as “A pattern of shared basic assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.” Bolman & Deal (2012) shares the same opinion as Schein (2004). House et al., (2014) declare that the country culture is made up of
experienced similar language, religious and political systems, ethnic heritage and also history.

A survey with more than 200 European CEOs found that the ability to integrate the new company was ranked as the greatest important aspect for acquisition success realization (Cartwright & Cooper, 1993). Lees (2003, 7) makes a couple of statements about acquisitions history and how it’s been developed: “Buying know-how is simple; knowing how to manage and develop it is far more complex”, “laptop computers can identify synergy potential; raising the synergy can defeat teams of world-class managers”, “it is easy to buy market share, but much harder to retain and increase it”.

Cross-border M & As poses tremendous challenges, in particular, at the post-acquisition stage (Child et al., 2001). Cross-border organization integration requires people to change their mindset, cultures and behaviors in many ways (Sudarsanam, 2003). Cultural issues have to be addressed in the post-acquisition integration stage. Given the inherent risks of entering foreign markets (Johanson & Vahlne, 1977) and the importance and complexity of a cross-border acquisition for companies, we state the question why research on this process is rare and limited.

The integrating part is highly critical for an acquisition success both in domestic as in cross-border acquisitions (Child et al., 2001). Two major findings in this line of research are: (1) the cultural differences associated with acquirer and acquired firms’ home countries create additional challenges for post-M&A integration. (2) The success/performance of acquisitions depends on the integration process and adopted control systems. Previous researching has been made by Lakshman (2011), he state in his research that a stream of research on integration processes and the mechanisms that mark an integration success, are increasing because the literature on M&As lack an sufficient theoretical framework. There have not been a great amount of studies presented about M&A’s between specific countries, especially not between European countries. A specific study between countries is presented by Nicholson et al, (2013). The author has study the performance of cross-border acquisitions between Chinese and Indian firms. The conclusion from the authors is that Indian and Chinese companies benefits from M&A that are from small cultural distance countries.
1.3 Research question

How do cultural differences influence the post-acquisition organisational change in cross-border acquisitions between United Kingdom & Sweden?

1.4 Purpose

The purpose with this thesis is to analyses the cross border acquisitions and how different cultural aspects influence the integration process between the two companies that eventually will merge together. We will perform a case study with two companies in different countries, United Kingdom and Sweden. In this study we have an abductive qualitative approach.

The aim is to expand knowledge in cross border acquisitions and if cultural differences have an impact on the organizational change in a positive or negative way and how to adapt to it.

1.5 Disposition

Figure 2. Disposition
2. Methodology

In this chapter, the research methodological framework that will work along in the formation of this essay is going to be discussed and argued. Then a discussion will be followed by the selected approach and a short presentation of case companies. Finally, an explanation of the essay validity, reliability and operationalization.

2.1 Approach

We will use an abductive approach, to understand why and the benefits about abductive approach we will explain the concepts of the others to give an understanding why we chosen this approach.

Methodology theory discusses how knowledge should be produced. We should understand three approaches, deductive, inductive and abductive to help us decide which method approach, the research should use, whereas the research question will be answered to its best potential (Patel & Davidson, 2003 and Bryman & Bell, 2011). Each process is vital for a researcher to know in order to manage and combine the theory with empirical data and vice versa. The deductive theory is usually anchored by a quantitative research method while the inductive usually anchored by a qualitative research (Bryman & Bell, 2011).

The deductive approach is generated when researchers want to test theories or knowledge that already exists. With chosen theories researchers develop new ones which are called hypothesis and test them out with the new collected empirical data (Bryman & Bell, 2011), (Saunders et al., 2009). This may lead to a result that is analyzed with a goal to, either confirm or refute their hypothesis (Bryman & Bell, 2011). A reflection after collection depending on result over the theory can be conducted to determine if further data collection is needed. In order to understand if it is possible to get a different conclusion about their hypothesis depends on how information is gathered according to theories. Since we are not going to study a problem that anchors on our own developed hypotheses, we believe that this method would not give the best result for our research.
Intuitionism, inductive approach or the empirical generalization is generated based on the collection of empirical material and the data collected. The data is retrieved before identifying any theory to test. The data analyzed and the findings will lead to new theories (Patel & Davidson, 2003). Since we do research on a problem that is currently happening and using existing theories and are not looking to find or develop new we will not use this approach.

Visconti (2010, 25) writes in his case study “abduction is a method of reasoning in which the researcher selects the explanations that would, if true, best explain the relevant evidence.” An abductive approach is seen as a combination and complement to the deductive and the inductive approach. Where the researcher initially has an inductive approach and formulates preliminary theory from a case and tests it (Patel & Davidson 2003). To use this approach it could be argued that the researcher are influenced by previous experience, research and by extension it may led to the researcher not entirely being neutral and objective (Patel & Davidson 2003 and Bryman & Bell 2011). By making use of a method that will include taking part of the respondents’ knowledge, we will achieve the best underlying data to answer our research question. The research question is in the center and determines the method we choose. The reason for this is that we can analyze our theories and empirical result of respondent knowledge. We started with acquire knowledge in existent theory and based on that (conceptual framework), we established a foundation for what we should research. From there operationalized appropriate interview questions, in order to empirically answer these. The empirical data were interpreted based on theory and then we tested our chosen theories.

2.2 Quantitative and qualitative methods

According to Bryman & Bell (2011), there are two research methods to formulate research after, which governs the business administration research. Some researchers say that these two research methods, quantitative and qualitative, are fundamentally different while other researchers think there is no distinction between. Furthermore Bryman & Bell (2011) says that these research methods can be perceived as opposites to each other. Many times they can be used in parallel with better results versus using
one of the research methods. In that case the other method works as complementary. The qualitative and the quantitative research method differ significantly when it comes to applications and can thus be used to obtain various types of data. Which are best-suited mean Olsson & Sorensen (2011) depends on what the researcher wants to know. Quantitative research focuses according to Bryman & Bell (2011) and Bell & Nilsson (2006) on the gathering of quantitative data, from that researcher constructs and focuses on solid data such as statistics and surveys. The survey questions will be written in a common way and needed to be comparable with each other. The subjected element in this method needs to be kept under control, at the same time quantitative research must meet the requirement of reproducibility, which means that the survey can be repeated exactly, and given the same result again (Olsson & Sörensen, 2011). According to Merriam (2011) is the quantitative method's strength that using quantities to explain and distinguish between different phenomena.

Qualitative research focuses on more in-depth visit in one pre-selected topic. The researcher focuses on soft data in the form of interviews and interpretive analysis (Bryman & Bell, 2011). The researcher relinquishes this question of "how much" and instead focuses on the question of "how and why". The topic should not be too specific but allow for different reasoning’s. The qualitative method is the weight of an understanding of social reality on the basis of how the participants in a particular environment interpret this reality. This research is constructed to work with the qualitative research method so it will highlight our main topic in the best way. We decided that we want a more in-depth analysis so therefore we are focusing on a single case. We want to find how M&A might fail and the importance of neglecting the impact of corporate and national culture, and how our respondents manage these issues. We believe that our analysis of the selected theories, combined with our interviews, respondent’s views and experiences that can be best implemented using the qualitative method answering our question in the best way. Qualitative interviews in most cases have one common denominator in a low degree of standardization that results in descriptive answers to the given question. This gives the respondent space to answer in their own words, which means that both the interviewer and the respondents are co-creators of the image created. It is also desirable to keep the interview moving in different directions, as this provides knowledge about what respondents perceive to be important and interesting (Patel & Davidson, 2011).
2.3 Case studies

There are several different methods to use in business administration research, such as case studies, surveys and experiments. All of them have its own advantages and disadvantages depending on the research focus. Case studies are often used when the research questions are formulated with “why” and/or “how”. The researchers then have little to no control over real life events where contemporary frameworks are in focus Yin (2014). We have chosen to perform a case study because it is well argued Yin (2014), Svensson (2003) and Gillham, (2000) that case studies are well used in organizational research. In our research we have an organizational approach as well as how question. A case study is the analysis of a case; it contains research of individuals and organizations Gillham (2000). For our research this is a perfect fit due to the fact that we are conducting a single case study in an ongoing process with GKN aerospace acquisition of Volvo Aero, which started in 2011. Mentioned earlier, we chose a single case study design to allow for an in depth analysis of the case company - something that would not have been possible for us if we conducted multiple case studies.

There are in research methodology several types of case studies. Exploratory case studies, explanatory cases, a descriptive case study (Yin, 2014). Exploratory case studies are conducted in a way where information and fieldwork is collected, before a research question and/or hypothesis is stated. The groundwork of the study is needed to be formed beforehand (Yin, 2014). Explanatory case studies, are used in more complex and multivariate cases, in the analysis part it can use pattern-matching techniques (Yin, 2014). In the descriptive case study, the researcher is obliged to first start the research with a descriptive theory. If not, there are possibilities that problems will occur throughout the research. A descriptive theory needs to cover depth and a scope of the case within the case the research is conducted (Yin, 2014). In our thesis we are conducting a single-case study, Yin (2014) says where the case represents an extreme or unique case. In our thesis we have GKN that acquired Volvo Aero and is as mentioned before an ongoing process. The data we can retain from this is unique and updated because they are in the end of the process. Another reason to conduct a single-case study is a revelatory case situation which exists when a researcher obtains an opportunity to observe and/or analyze a situation or phenomena not previously accessible (Yin, 2014). We can argue that our case has hints of this because this is the
first time Volvo Aero and its employees are bought. We also have the possibility to get explicit interviews from different levels of hierarchy, two people from the executive management team where one is working with integration, managers and employees. The City of Trollhättan has never experienced a bigger acquisition; GKN acquired Volvo Aero for £633 million (SEK6.9 billion) including 3000 employees (gkn.com, 2014).

2.4 Choice of case company

Merriam (2011) writes when doing a qualitative research the most appropriate selection strategy is a non-problematic in the most common form of targeting. From a non-problematic approach it is impossible to calculate the probability of each element in the population, which gives a true and fair view within the sample.

This came to our attention during the initialization phase of the selection process and therefore chosen to follow the targeted approach. This is for us to be reassured that it was appropriate for our research. The purpose of our analysis should be anchored in the collected empirical material and reflect an honest picture of the real world. This is consistent with what Merriam (2011) says, that researcher mean by a targeted selection solves the problem that the non-problematic approach illuminates where it is based on assumptions to discover, understand, and gain insight into. Our study is limited to companies undergoing an acquisition process where the buyer is non Swedish (cross-border) and have reason to make changes in the purchased organization. We wanted to focus one company to be able to achieve some empirical saturation. Yin (2014) confirm this when he argues that a smaller focus area fulfills this. In order to have a better understanding of internal change we chose to focus on an acquiring deal between two companies. GKN Aerospace acquiring Volvo Aero was the companies we finally chose. The company GKN has roots in the United Kingdom and Volvo Aero has roots in Sweden, which was what we had been looking for. It is an ongoing integration process has occurred throughout the duration of the 20 months from when Volvo Aero was first bought in Trollhättan until present day (May 2014). So we believed that we could get information of the intended goals and strategies and also some results of what has already been achieved, either resulting with success and not so desirable outcomes. Thru connections we were able to make contacts with peoples employed in various positions. We interviewed employees at many levels of the hierarchy, it proving our study goes
through many stages in a company, we also believe through this that we get a broad picture of the subject we are studying. All the interviews where personal interviews face-to-face.

2.4.1 GKN Aerospace Engine System

GKN Aerospace is a first tier supplier to the world's aviation industry and a leader in manufacturing of high complex composite and metallic aero structures and engine parts, to civil, military and space markets. In engines and aero structures GKN is between third and second biggest in the world. Around 5000 people are employed in 14 sites around the world, from San Diego in US west coast, through Mexico to Scandinavia and India. GKN headquarter that has the most employees is in Trollhättan Sweden 90 km north from Gothenburg. GKN, founded in 1930, is a highly international company. (gkn.com/aerospace, 2014)

2.5 Method - Data Collection

Merriam (2011) suggests that there are two approaches to gather information; primary and secondary data collection. Bryman & Bell (2011) writes that the secondary data collection is the information that other researchers have collected, processed and finally conducted an analysis of. Furthermore, they write about the secondary analysis, which means that researchers use existing data. For example, the researcher finds different forms of statistics that previous researchers have collected and processed.

2.5.1 Primary data

The primary data collection is that all relevant information is taken from reality i.e. interviews (Ghauri & Gronhaug, 2010). Primary data is the data the researchers collected and also have the purpose to contribute to answer the research question (Ghauri & Gronhaug, 2010). There are several ways to collect primary data, they include, observations, experiments, surveys or interviews. The advantage of this type of data is that it is explicitly collected for the purpose and is designed for the research questions. In our research we are using primary data sources in forms of interviews with people from an organization that are involved and are affected of an integration process as part of a cross-border acquisition.
2.5.2 Secondary data

Secondary data consist of information that is gathered by others and with different purpose that one may have. This type of data is well suited to find information that enables the researchers to find solutions on the research topic but at the same time get a better understanding of the problem, which is the base of the research question. The data includes research from scientific articles, literature and Internet sites from different organizations and companies. The advantages of secondary data are the amount of time is saved when using this. In addition it provides an advantage when the data can be collected from different countries and then give a more internationally viable perspective (Ghauri & Gronhaug, 2010). Secondary data is well suited to students who works on small project or thesis, but is also beneficial to researchers as it saves time and money. Another advantage is the possibility of high quality data. The disadvantage of secondary analysis is according to Bryman & Bell (2011), where the researcher is not familiar with the material it is likely to become time consuming to understand and be familiarizing with it.

2.6 Criteria for assessing the research

Below we will discuss three common criteria’s for assessing Business administration research, which is operationalizing, validity, reliability and the importance they have for the credibility of the research.

2.6.1 Operationalizing

Patel & Davidson (2011) writes that the operationalization is for researcher to construct an instrument to translate theoretical concepts to a questionnaire or interview question. At operationalization, it is crucial if the researcher intends to collect verbal or numerical information. Patel & Davidson (2011) argues that if the researcher intends to study something that can be described in terms of the quantity of something. The author is primarily interested in information that is in numerical form, such as putting a cross on a numerical scale. This form of operationalization aims for a quantitative analysis. Is the
researcher more interested in studying the nature or character of a phenomenon says Patel & Davidson (2011) that it is impossible to operationalize, but then it is more common for researchers to allow the respondent to answer in their own words. This is characterized in that the researcher is likely to make a qualitative analysis. To demonstrate clear and precise reliability, we have chosen to target similar questions to our respondents regarding the current position and the company's credibility to our focus. From our theoretical framework, we found old and new theories from various theorists. The theory has formed the basis for the empirical part, interviews, in which we seek answers and comparison of our respondents towards theory. Operationalization of qualitative research shows the connection we have between our conceptual framework and our design for our interview questions in order to obtain suitable empiric material to answer the research question. In the theory synthesis we have explained how the theories relate to each other and how they contribute to solve our research question. Our interview question is simplified from complex theoretical terms; to more commonly used words that our respondents who are not aware of what we study can understand the questions.

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**Figure 3. Operationalizing**

### 2.6.2 Reliability

A research requires data collection and information that is reliable and pertains to the subject so the result of the research can be useful for others. An assessment of the research is done by breaking down its components to smaller fractions and examines them (Yin 2014). The data is examined from how it's collected, analysed, processed and presented by the authors for the readers (Merriam 1998). Reliability expresses the
accuracy and reliability of the survey. There are various forms to test reliability such as Test-retest reliability, (same results when repeated the same procedure) interpreter reliability the (same result regardless of who perpetrates procedure) according to Bryman & Bell (2011). The qualitative studies consist of the reliability and quality of the technical equipment researcher use. It also shows the quality of the researcher's ability to do interviews in a way that that gives respectable answers. Patel & Davidson (2003) argue that lack of reliability is called error value and are factors that the researcher cannot control. Researcher should keep the error value as low as possible in order for the research to be as reliable as possible. In order to have increased reliability, the key research steps should be described in detail so that the study would result the same way when done by others. In our research we are aiming to have a high level of reliability therefore we use respondents that have explicit knowledge in the research subject. A research with high reliability has few errors. The difficulty with this is, according to Merriam (1998) to assume that human behaviour is static that is not.

2.6.3 Validity

Bryman & Bell (2011) states that validity in several aspects is an important research criteria. There exist conceptual, external and internal validity. According to Bryman & Bell (2011) the external validity is how generalizable a research is and which individuals and companies are involved. The internal validity deals with causality referring to how different variables interrelate to each other. Conclusion about how variables relate to each other can be tested to exclude potential factors that may affect the result, and this can determine the extent of the internal validity (Merriam 1998). This becomes current aspect of a qualitative research where we as researchers are the main instruments for data collection. Bryman & Bell (2011) and Merriam (1998) argues that although the reliability and validity have disparate meanings, it is possible to analytically separate the. Merriam (2011) says that many researchers even claim that there is no way of determining validity and reliability when conducting qualitative research and that the terms are invalid in this field of research.
2.7 Interview techniques and execution

Within the qualitative research approach, there are two different types of interviews, structured and the unstructured interview (Bryman & Bell, 2011). The semi-structured interview technique involves a list of more specific questions and themes that the respondent may answer freely on. In the unstructured interview it is usually the researcher of checklists and various main themes that the interview should be about, this means that the interview is done in an improvisational manner. This type of interview is more like a normal conversation than an interview (Bryman & Bell, 2011). When conducting interviews, we prefer to use the semi-structured interview technique, so that we have a clear focus around our questions. This means that the respondent could justify and express themselves freely on the subjects. This study data will consist of interview responses. The interviews is being recorded to be used as a supplement to the author's' notes, also if there is any missed important information and to simplify the analysis and increase reliability. Both authors are to ask interview questions, take notes and compile data in order not to miss anything centrally is content option according to Bryman & Bell (2011).

We had our interviews in Trollhättan where GKN Aerospace has it’s headquarter. We believe it was best to meet all respondents personally in an environment they feel comfortable in face-to-face. Jacobsen (2002) argues that in a personal interview when debating sensitive topics, it is easier for respondent to provide information face-to-face rather than through a phone call. During a phone interview, an impersonal tone may occur that can possibly affect response. Through the phone body language is non-existent and it is also easier for respondents to evict questions. Depending on timing constraints, one may have to do interviews through phone or Skype. In the end we had neither phone nor Skype interviews. According to Bryman & Bell (2011) the snowball selection the researcher works in the way to contact a small group of persons, acting respondents, which are relevant to the research question and use these to get contact and connect with additional respondents. This is how we came in contact with our respondents. In this research we interviewed seven different people that represent different positions within the company. They include two process operators; Conny Berglund and Robert Strömberg that do manual work in different workshops, two first line department managers Martin Andreasson and Odelius with staff responsibilities in different departments. Stefan Oscarsson who is the VP of account and business
development, he has the responsibility for business developments. Stefan Smith and Joakim Andersson are in the executive management team, Smith is working as HR manager and Andersson is the vice president of operations and industrial strategies and are responsible for integrate new companies. From the interview with Berglund and Strömberg we had similar answers, also after interviewing Andreasson and Odelius we had similar answers and experienced an empirical saturation with this and we made the decision that no further interviews would be done.

We decided to not send questions beforehand because we found it interesting to see what they would answer without too much preparation. We explained the topics relatively well to them before. We believe that we have received honest answers from our respondents. Sometimes they answered a little more factually on the issues than expected and this has given us respectable clear information we been searched for to present in the empirical part of the study.
3. Literature Review and Conceptual Framework

This chapter will explain the basis for the study area in terms of the theoretical framework it is based upon. Finally, a theoretical synthesis is presented, which is intended to enhance the reader's understanding of how the different theories relate to each other.

3.1 Acquisitions

"When a company buys a business of a company, it is about acquisitions". Sevenius (2012, 32) states that is concept-determining acquisitions and continue that is not always easy to determine with a few words. Acquisitions occur in many various forms and Sevenius (2012) continues to mention, what primarily associated with an acquisition is the purchase of all outstanding shares of a publicly listed company. These transactions are often referred to takeovers or buyouts. This type of acquisitions terms should not be limited to those still unusual situations. Most acquisitions take place with private equity companies, subsidiaries of listed companies or other private partially owned companies. The transaction need not include all of the shares in a company to be considered as an acquisition. When buying just a few individual shares in a company with a large spreading, the author’s state that this cannot classify this as an acquisition. Acquisitions require that involvement of a controlling or a quantity of shares that give influence in the company, which is the same explanation as Kang & Johansson (2000) gives.

3.1.1 Cross-border acquisitions

Cross-border acquisitions are within the category of acquisition that takes place between companies with different national origin explains Kang & Johansson (2000). Cross-border acquisitions are included in the basic mechanisms for industrial globalization. Kang & Johansson (2000) mention that one big motivational factor for companies to do cross-border acquisition is that the majority of the foreign direct investment that occurs in relation with going abroad. This is the main tool of engagement in business across international borders, which now consists almost entirely of acquisition rather than Greenfield investment. Kang & Johansson (2000) continue to state that cross-border acquisition occur in all sectors, from manufacturing to services. These cross-border
acquisitions change the shape in different industries on a global scale. It florists of all
the sectors from automotive chemicals, pharmaceuticals, telecommunications to
financial industries. Cross-border acquisitions may either be inward or outward mean
Kang & Johansson (2000). Inward cross-border acquisition involves an inward
movement of capital through the sale of domestic enterprises to foreign investors, while
outgoing cross-border acquisitions involve an outward movement of capital through the
purchase of all or part of foreign companies.

3.1.2 The purchasing and the selling companies

In acquisitions, there are many parties involved, but they are divided into two main
parts, the purchasing side and the selling side.
Sevenius (2012) mentions that a takeover often aims to the purchase perspective, when
referring to handover of businesses it often told from in the seller's perspective.
The various parties have a number of people in different groups with special
permissions, roles and functions of the transaction period. The companies’ management
consists by the group that determines how the transaction will be carried out and carries
the overall responsibility. Another important group, which is not a direct part of the
negotiation process but is an important part of and deeply involved in the transaction
process is the new company that has been created by the acquisitions. Other groups that
have great involvement in corporate acquisitions are the employees, customers,
suppliers and other business related to the companies. Banks and lenders are additional
groups involved but these are mostly without influence but which are indirectly affected
by a transaction. This group consists also of the society, governments and the media that
will be interested. A buyer in this complex process can arise in several different shapes.

Sevenius (2012) divides the buyer in two categories; Financial and industrial buyers.
The financial buyers have no operational coordination with the target company.
Examples of financial buyers may be investment companies, conglomerates,
acquisitions, corporations or private equity firms. These buyers are not according to
Sevenius (2012) particularly interested in how the business is acquired. Their interest
lies in the cash flow and the financial risks involved. In the industrial buyer's interest
incorporate how the business is acquired, with this buyers are likely to have some sort
of connection with the target company movement. Examples of these can be
multinational corporations, expansive owner-managed businesses, competitors or
business partners. A seller is normally an entrusted stock company that is identified as the shareholder. There may be several shareholders who have more or less influence in the company. Thus, the seller's consist of several different sellers in a business. According to Sevenius (2012) the sellers may occur in many different forms such as; groups that focus on their core businesses, entrepreneurs and inventors, executives who go in pension, private capitalist companies, venture capitalist company but also the shareholding individuals.

3.1.3 Other stakeholders

The above-mentioned groups are those working most intensively with the transaction process. There are those who are formally involved in the transaction and as economic and commercial terms carry the result of it (Sevenius, 2012). There are other groups that are tied to businesses and become a direct and indirect impact of such a transaction. These groups are often not in an ownership relationship with any of the companies. Examples of these can be employees, customers, suppliers, long-term partners, funders, media or authorities. The employees according to Sevenius (2012) are the most important group which consist mostly of the target company employees. It is a group that is directly affected by transaction in their everyday lives. It is also common that employees are not informed or involved in the preparation of the transaction. It is not only the target company employees who are affected by this, but also the employees in the sales and purchase company are affected in a large extent. Even if the employee does not have any special influence in the transaction process, they often have a great practical influence on the outcome of the acquisition. The attitude of employees towards the transaction is reflected many times often determine whether the measure will succeed. Other groups might be people with specific responsibilities in different stages of the project management, corporate inspection or measurement (Sevenius, 2012).

3.2 Culture

The cultural concept is not easy to identify believes Lees (2003) and says that it is more helpful to get a taste of the different ways the term used. For leaders can culture collective awareness this can be explained as acquired habits and behaviour and customs of a social group. For others, it involves culture of collective thinking, to share
the same mind set, values, beliefs and assumptions. Lees (2003) continues to say that organizational cultures are artefacts that include logos, office layout and distinctive products. Dominant social functions including management style, design of organization, the dress code and gatherings. This is seen as something that gives more in depth on how the firm is exposed. Lees, (2003) stresses how managers think and also what their values and priorities are. To understand how the change in culture takes place, one must know how and what is the basis for the change. When companies make acquisitions, there is a great risk, especially in international acquisitions. In which there may be a culture clash.

3.2.1 National Culture

It is important to distinguish between culture of countries and organization culture argues the authors House, et al (2014). The authors explain that country culture consist of commonly experienced language, ideological belief systems, including religion and politics, ethnic heritage and history. They continue and explain that the organizational culture that consists of usually shared organizational values and organizational history. Schein (2004) argues that a group of its members that have a shared history develop some degree of culture together both national and corporate. Schein (2004, 11) continues to explain the strength of a culture, which is depending on different aspects; “The length of its existence, the stability of the group’s membership, and the emotional intensity of the actual historical experience they have shared.” Lees (2003) argues that when one cannot explain all aspects of the company culture is used as an explanatory term that is the last resort. Lees (2003) mentions that we often say "it's because of their culture" and this suffices as a sufficient explanation and somehow says everything about why it is as it is. The author continues and says that the national culture is more visible in larger companies for which are more employees involved and it becomes easy for them to relate and identify with their national culture. The best way to start exploring corporate cultures is to see organizations as subcultures of the national culture (Lees, 2003).

3.2.2 The comparison between cultures in a global perspective.

Hofstede did a study in 1980, Lees (2003) argues in a positive matter for Hofstede’s research. Lees (2003) has made a further research on Hofstede (1980), since countries and organisation has changes from the time when he did his research. The dimension by
describes the national and organizational parts and how they are linked. These fall into five cultural dimensions that can identify differences that may have an impact how integration is managed and the way to control the management of the acquisition.

### 3.2.3 Power distance

Relates to the degree of power that consists in an organization and how people of the country accept the differences. Lees (2003) says that the highest degree of power distance is found according to Hofstede (1980) in countries including Mexico, Venezuela, India and Singapore. In these countries, management is generally more autocratic and centralized. One question rarely orders coming from management. Scandinavian countries, New Zealand and Israel are among the countries, which are controlled by a low level of power distance (Lees, 2003). This implies that management control by integrating and consulting with operating core. The operational core in turn expects that managers will be more accessible and you can walk past them to get their job done (Hofstede, 1980).

### 3.2.4 Individualism

Individualism relates to the alley when the people prefer to act individually or in groups, which is the opposite of this and is called collectivism. The highly rated individual communities see life more as a competition. You take more care of yourself and a common thought is, "I'm against you." says Hofstede (1980) and states that one can find the greatest degree of individualism in North America, Australia and the UK. In collectivist societies they focus on the family and protect their group in exchange earning loyalty. One thinks, on the contrary, "I am with you." Countries in the Far East and Latin America have a high degree of collectivism in their communities (Lees, 2003).

### 3.2.5 Uncertainty avoidance

Uncertainty avoidance presents various degrees of high and low uncertainty to avoid. High uncertainty avoidance societies generally view often "what is different is hazardous." When one leans back on rules and procedures, they expose themselves to a low risk and would prefer a high level of security before acting. Lees (2003) argues that Hofstede (1980) identified Japan, Greece and South America countries of this kind.
Low uncertainty avoidance societies usually see that "what is different is interesting." They are more flexible and easy-going outlooks on life such as less control of how people should live and behave. Lees (2003) argues that managers in these countries are usually more spontaneous and flexible; it is more accepted with deviant behaviour and innovation. Examples of these countries are Sweden, Denmark, Singapore and the UK.

3.2.6 Masculinity

Masculinity determines according to Lees (2003) the extent to which tough values such as assertiveness, performance, success and competition. These are factors that are often associated with a man's role in society. The management of masculine enterprises / societies emphasize achievement, advancement, to gain greater power and responsibility. Countries with a high masculinity according to Hofstede (1980) are Japan and Austria. Femininity is the opposite and evaluates quality of life, maintaining personal relationships, service, and care for the weak. Which woman is generally perceived in society to be according to Lees (2003). In this case the Executive Management evaluates the quality of work life, safety at work in both the physical and the mental. Scandinavian countries are according to Hofstede (1980) a high degree of femininity.

3.2.7 Time Orientation

Time Orientation is the fifth and final dimension (Hofstede, 1980). Here one sees the long term over the short term, if a society's time-orientation is localized mainly in the front or the past. Post time-oriented individuals believe that plans should be evaluated based on the traditions of the society, changes and innovation is motivated by past experience. Future-oriented people are motivated by innovation and change in terms of future economic ventures and have less respect for previous societal and organizational customs and traditions. In business terms, it follows parallel to drive short-term profits over long-term growth.

Hofstede's definition of culture dimensions makes it possible to distinguish between organizational and national culture mean Dickson, et al. (1999). They have used Hofstede's theory as a basis in their statement. Societal culture can be seen as the collective programming of the mind. While the organizational culture can be defined as
the collective programming of the mind, and the collectively in this case is the organization.

Hofstede’s official website presents (geerthofstede.nl, 2014) an updated version of the five dimensions it is referring to the old publication on the basic sentence of these five dimensions has not changed during time.

3.3 Integration

Integration is described by Lees (2003) as the process to achieve coordination between different departments, groups or organizations. In an acquisition, it is about two or more companies resulting in a new one. When talking about integration in economic terms, there are two types vertical and horizontal integration (slu.edu, 2014). Vertical integration is integration into parts of the whole production process that previously have been handled by third-party distribution channels in their own group. That will later expand its operations to incorporate more aspects (slu.edu, 2014). Examples of this may be that a manufacturing company initially produces only to start its own transportation system. Starting the party trade their various goods and boot sale shops. Horizontal integration is the way to build a business to include similar features in the value chain. This type of specialization makes it possible to invest in the resources of various kinds in order to exploit their skills optimally and maintain the power they have created over this type of business. Saint Louis University (slu.edu 2014) makes a descriptive example of horizontal integration; a company purchases its competitors until the company has a monopoly on the market. In this work, horizontal integration is in the spotlight and is the term for the integration mentioned in the further text.

Cameron & Green (2009) discusses the topic of managing cultural integration in a business and how management can do to reduce the problems that arise. The best way to handle the problem is to get people to work together and especially to solve problems and achieve results that before the merger had not been possible. They even made as part of the integration process, all available for a cultural training. The authors believe that managing cultural barriers are extremely important for a major reason that acquisitions are failing is when culture clashes occurs. Cameron & Green (2009) talks about 25-30 per cent in lost performance when cultural collisions occur. It is at an early stage to identify how the operational core experience acquisition in a
negative way. Schweiger, (2002) mentions that it can often be a conflict-like situations and speaking about "us and them", "good old days", the newcomers will be maligned, triggering conflicts very easily, forming coalitions, where information is not shared with and part of the company who is portrayed as more strong than the other in some cases can be identified as the "weak" in the chain. Making an acquisition is often a sensitive process for most of those involved. They are given a fresh start and a termination of the old (Schweiger, 2002). A strike is about to say goodbye to the old way of doing things, which may be as specific ways of working.

When an acquisition is made, there is a great risk of trying to reduce the costs of all kinds, which can lead to loss of employees. Cameron & Green (2009) have suggestions on how managers can manage the final phase of a business and says it is important to clarify that the old company will also disappear with the old way of working also disappears. It is also important to provide the operational core time to mourn about staff cuts have been made. One suggestion the authors bring is that one can make a clear statement when the old company ends for example by having a gathering with everyone involved. It is also important for management on both sides of the acquisition to be respectful about the old company. There may be a great temptation in backbiting the old management's way of running the company and raise up the new as it can easily be deemed more attractive. It will only have negative effect and resentment (Cameron & Green, 2009). The authors continue and state that when making integration an organisational change will naturally be created, which leads to the main concept that is going to be study, the organisational change.

3.4 Organizational change

Organisational change is an important part of an acquisition; all organizational aspects of the acquisition are involved, buy-side, sell-side, which becomes the new company in charge. Kotter (1997) argues to which methods then used for a successful change is based on a right key insight; the big change will not happen easily. Kotter (1997) states that although an objective person outside can easily observe that, for example, that the costs are too high, the products are of poor quality, that employees have a poor trust each other, or perhaps a general human fear of the unknown. Kotter (1997) argues that most models now have a simplified picture of reality by a process of change and how best to handle it. Kotter (1997) therefore studied a process that is more realistic and
outlining the steps to develop a successful change to any extent in organizations and this process is divided into eight basic steps. Kotter himself made a follow up on his research to see the eight stages negative sides 10 years later (Kotter, 2007). Cameron & Green (2009) has done research on how best to use these eight steps in corporate acquisitions.

### 3.4.1 Establish a sense of urgency

For change to be possible, according to Kotter (1997) the organization must mobilize, employees have to work harder than usual to handle it, and everyone must be convinced that change is necessary as soon as possible. If the organization is too self-righteous, convinced that things are going well and that no change is absolutely necessary, no change will take place. Kotter (2007) argues that the cap is reached when about 75% of a company's management is confident to work as normal is unacceptable. Everything else can cause serious problems later in the process. Cameron & Green (2009) suggests that this step is a tough balancing act for management. They must begin to address the issues that have led to the acquisition, without revealing the transaction. Cameron & Green (2009) suggests that this step is a tough job for management. They must begin to address the issues that have led to the acquisition, without revealing the transaction itself. For example, if the firm is in a shrinking market, then managers should emphasize the need to make a change. Employees will be suspicious of a business that makes no sense. "*Why are we diversifying now?*" They will most likely ask themselves this with the thought that the plan was to buy competitors.

### 3.4.2 Form a powerful guiding coalition

Kotter (1997) argues that no change is possible through one single man's efforts, however good the man may be. It is necessary with a team of leaders with sufficient status and power in the organization to implement the changes. The team should consist of leaders from different levels to achieve maximum credibility and it must be focused and stand united behind a common goal. According to Kotter (2007) companies that fail in this phase usually underestimate the difficulties of producing change and therefore importance of a strong coalition. Sometimes they have no history of teamwork at the top and therefore undervalue the importance of this type of compound. Cameron & Green (2009) states that the management of both companies in an acquisition have to start working together as soon as possible. They need to spend quality time together and
build confidence. Once the deal has been made public, the managers then are able to work at a more rapid pace.

3.4.3 Create a new vision

Kotter (1997) argues that every successful change process is based on a vision of the future, designed by the management, which appeals to customers, shareholders and employees. Kotter (1997) identifies three reasons why a vision is necessary for change: The vision clarifies the company's direction, where the process of change will lead. The vision motivates employees to do things that may not be in their own short-term interests, yet shows a future that could be worth sacrificing for. The vision is coordinating efforts, which he means if everyone knows where they are going, they can make individual decisions. Kotter (2007) state that in failed transformations, one often finds a variety of plans, programs and directions but no vision. Kotter (2007, 8) continue and say "If you can’t communicate the vision to someone in five minutes or less and get a reaction that signifies both understanding and interest, you are not yet done with this phase of the transformation process." Cameron & Green (2009) mean that the vision for the new company has to be built by the new management. The vision will be used to guide the whole integration process and develop a clear strategy to achieve the best results. Integration efforts have targeted at specific areas and clear timeframes for the implementation need to be provided. The new structure must be added quickly, one level at a time, ensuring that customers are well managed. New values and procedures should also be taken into consideration.

3.4.4 Communicate the vision

When the vision is formulated, it must be communicated to all involved and interested. Kotter (1997) believes that there are a couple of principles that streamline the communication of a vision. Keep it simple - write and speak simple. Use metaphors and stories. Spread the word through many different channels - meetings, memos, newsletters and more. Repeat. If leaders do not follow the vision; no one else will. Kotter (1997) continues to say that if management does not follow the vision they have to make sure that this is clearly explained and listen to the employees and ensure that it is a two-way communication. Kotter (2007) says that change is impossible unless, for
example, large companies, hundreds or thousands of employees are willing to help. This is often to the point that can make short-term sacrifices. Employees will not make any sacrifices, if they are unhappy; unless they believe that useful change is possible. Cameron & Green (2009) suggests that managers need to be creative with their communication strategies in this step, it is important to work hard on getting the two companies to build relationships at all levels. The authors believe that the ruling coalition in the acquisition should be the one that shows the new behavior.

3.4.5. Empower others to act on the vision

Kotter (1997) says when the work are in progress there will be many different obstacles that will emerge. It's important to give as many employees as possible, the tools to resolve these barriers on there own so the process does not halt. Kotter (2007) argues that during the first half of a change, no organization has the driving force, power, or the time to dispose of all obstacles. But the major must be confronted and removed. Cameron & Green (2009) states that management must focus on removing barriers to change such structures that do not work, cultural issues, or non-integrated systems. At this stage in the acquisition, people are invited by management to experiment with new relations and new approach to make things.

3.4.6 Plan for and create short-term wins

Kotter (1997) argues that change process takes time and many employees will need to see progress towards able to continue. Clear immediate progress also counteracts resistance and cynicism and shows that the work is progressing. The authors say that as a rule, leaders must actively create and communicate short-term success, not just wait for them to appear by themselves. Kotter (2007) argues that it is important to see the other side of this. When employees begin to understand that the major changes will take a long time, there is a high risk that the urgency levels fall. The obligation to create short-term profits can discourage and may levels drop, which can lead to analytical thinking that can clarify the created vision. Cameron & Green (2009) suggests that managers should look for and advertise short-term visible improvements such as joint innovation projects, or day-to-day results of public groups. Something that demonstrates progress towards the original purposes of the acquisition is worth passing publicly. It is
essential to publicly reward a person for acquisition-related improvements, stresses Cameron & Green (2009).

3.4.7 Consolidate improvements and produce still more change

Celebrating the short-term gains should not be construed as the process of change is done. The short-term gains will be used to actively take the next step in the overall vision stresses Kotter (1997). Kotter (2007, 10) argues and says that it is dangerous to declare the wins too soon and too big “After a few years of hard work, managers may be tempted to declare victory with the first clear performance improvement. While celebrating a win is fine, declaring the war won can be catastrophic.” Cameron & Green (2009) continues on this matter saying management should encourage the promotion and reward those who work for and support the new vision in the acquisition. In this step, the authors think that it is important to provide the energy to change with new joint projects, agents of change and new resources.

3.4.8 Institutionalize new approaches

The final step in the change process argues Kotter (1997) is to incorporate the changes in the organization's culture. The new becomes the accepted norm: it is how we do things here. Organizational culture consists of norms for how to behave, with rewards and sanctions to maintain those standards; and employees' shared values that can take years to establish and change. Kotter (1997) continues and says that it takes both patience and power to act to change the organization's culture to fit the realized vision. Kotter (2007) says that until new behaviors are seated in the fundamental basis in the organization's social norms and shared values. The old norms and values are subject to degradation until they are finished and the pressure for change is removed.

There are two elements that are important to consider believes Kotter (2007) when there is an institutional change in corporate culture. One is to consciously try to show the employees how the new approaches; behaviours and attitudes have changed the organization for the better. When employees take the initiative to create contacts, sometimes it results into highly improper contacts. The second is that when people are left on their own to make the connections, they sometimes create highly improper
contacts. When it comes to the acquisition believes Cameron & Green (2009) that it is important to ensure that everyone involved and especially employees see the link between the acquisition and the success. Do the employees have to work hard to make the acquisition successful, is it important for the management to ensure that all involved feel that it all has been worth it.

3.5 Theory Synthesis

To increase understanding of the chosen theoretical framework, we will explain how the theories relate to each other and to the study subject. In the theoretical framework we use variable established literature in the field of organization and integration to make it clear and concise. This helps and shows what the theory says about the corporate and cultural differences in the integration between the two companies. It also helps and shows how important and to what extent the national cultures have on large corporations. With the help of what we have read, we have gathered a variety of theories and concepts that we have processed to support our own text. We have used established and recognized name in the field of organization and acquisitions. Acquisitions are the main subject in this study, Sevenius (2012) covering the of subject corporate acquisitions. Corporate culture is an important part of how a business works therefore we have justification for having that part, when two companies with different cultures become one. Hofstede is covering the cultural diversity and the dimensions. We have used Kotter and the research he has done on organizational change, which is a major change in corporate acquisitions. In addition to these, we have supporting literature from Lees and Cameron & Green. We complement this with an elaborate synthesis model to provide further clarity in how the theory designed to be used.
4 Report of results

This chapter will present the primary data that has been collected through interviews with the respondents. A presentation of each interview including perception of culture differences layers and managing cultural differences.

4.1 Conny Berglund & Robert Strömberg - operators in workshops, GKN

Berglund and Strömberg working for GKN in Trollhättan in the production of A-workshop. Both were employed before Volvo Aero became GKN and say they have not been greatly affected by the integration. It essentially consist the changes of logos and more of a focus on “lean”, the new way of working in GKN. They also have felt GKNs new way to work and employee safety procedures have improved positively. Previously they had multiple kinds of shifts now they have standardized shifts towards a so-called GKN-shift. Both Berglund and Strömberg says that it is difficult to notice whether or not the new global production manager who was hired shortly before the acquisition operates this or if it is part of GKN's plan. Berglund believes that relations between the operators and their managers have not change. Circulating information has decreased, smaller department meetings, which formerly
received financial information weekly and monthly events in other departments, and new public information says Strömberg. By the time when information arrives, they feel the content of the info is not of the same quality. At the same time, they find it does not affect them in their daily lives but are still curious about the progress of their employers. When it comes to group assignments and decisions in their work situation none have been affected, nothing has changed said Berglund, which is confirmed by Strömberg.

The merger out of GKN and Volvo Aero has not been quite noticeable in production. They have no contact with British colleagues in GKN and no information about British culture has reached out to them. Both feel that the change process passed quickly and clearly. The desire to become GKN was great because it was experienced within the company that Volvo AB wanted to get rid of Volvo Aero. Both Berglund and Strömberg were optimistic about the new changes. They also had the perception that many more employees would feel the same. Berglund says that the information of how large GKN has become and how it is supposed to develop its operations in Trollhättan is not assigned to them either. The pressure of time in production is not changed because they are "always in a hurry" to be producing. Both Berglund and Strömberg say that flexibility has increased. The managers want to increase the flexible training, which allows them to do several tasks in various kinds of jobs and can move more spontaneously around where manpower is most needed of the moment. With flexibility developing, both have learned many new tasks, which they feel is both fun and good. Regarding the transition from Volvo Aero to GKN experience Berglund and says that they were properly informed about that an acquisition where coming but they did not get information that organizational change was important to implement but it happen quickly. Strömberg says that Volvo Aero disappeared quickly, logos uniforms and other Volvo Aero symbols were quickly removed and everything was replaced with GKN theme. Berglund says it did not have any funeral for Volvo Aero wherefore it just dissolved, Strömberg (2014) says the same thing. Both Berglund and Strömberg say that a big difference with GKN and Volvo Aero is that personnel safety has increased, which is positive because it gives the impression that they care about their employees.

Before the change of the organization they were a little worried at first when rumors started going on that there would be an acquisition, when it became clear that GKN who would take over Berglund felt that the reaction was positive. Strömberg had a clear
overview of the type of company GKN was. Berglund says that the milestones and how
to celebrate milestones is exactly the same as they were at Volvo Aero. Finally
Berglund says that there have not been any direct major changes in their situation. He
feels as if he’s going to work just like how it was 3 years ago. At the operator level, no
major changes have occurred that affect them in their daily lives, but there is a belief
that the greatest changes have taken place in the “LEAN”. Berglund says he has not met
any British and does not know if there are any British or foreign employees besides for
the CEO.

4.2 Martin Andreasson & Thomas Odelius - First Line Managers A &
C workshop, GKN

Andreasson & Odelius working as first line managers on each workshop, A and C, at
GKN and are both from a hierarchical perspective of middle managers. Andreasson and
Odelius have both worked in middle management over the same department during the
Volvo Aero and have been deeply involved in the acquisition. Andreasson feel that
there was much that changed with the acquisition that was performed but he also adds
that a year before the acquisition, they received a new Production Manager, Gunnar
Brunius, which changed in the working method enormous. He continues to say that it is
difficult to distinguish whether the changes were due to the acquisition or the new
production manager. This is somewhat consistent with Odelius’s description of the
acquisition. Andreasson describes that the changes Brunius did could just as well have
occurred without the acquisition. It was a tough direction and this took place especially
in the beginning, when this was not working. Andreasson talked about a manager who
had to resign for it did not work with Scandinavian way of controlling a company which
management now has learned to do. Odelius says that they did standardized GKN three
shifts for everyone in the workshop.

This was something new in which all of stages of production, including middle
managers were influenced by the shift changes. Andreasson says GKN; unlike Volvo
Aero want the middle managers to meet with their colleagues of the lower rank more often. Odelius say this happens about once a week now and earlier periods of four weeks. Andreasson and Odelius description of this gives a picture that they are happy with this change. Andreasson explains and gives an example of a major change when GKN took over Volvo Aero all outsourcing was stopped and taken back which mean that this was because to GKN wanted more hours, which would lead to GKN earn more money, this confirmed by Odelius. Andreasson says that a big difference since the acquisition is that there are more English in the everyday corporate language, e-mail and information is often in English. He continues saying that GKN is working on integrating the Swedish language more for the job, and believes that GKN wants everyone to feel comfortable working with their native language. Both Andreasson and Odelius say that the relationship with their boss has not changed anything, neither the everyday work experience since the acquisition was completed. Andreasson describes the workshops handles its own work two levels up. The operator, production manager and another step is the same as before the acquisition, but everything above this is the GKN management in charge. Odelius says, however, that all jobs that require financial decisions is much slower and requires approval from the top. Andreasson says they are now working on the basis of a way, which is standardized called "lean" within GKN worldwide. The Education of this system occurs in a hierarchical order and neither Andreasson nor Odelius have received the training yet, even though it's been two years. Both say that it would be a positive being a part of the training. Andreasson and Odelius also felt that there was a great desire to integrate into GKN even though it was the worry at first. The employees were concerned that disposing of employee, which also came quite promptly. Andreasson continue to say that before the acquisition, each of these decisions from Volvo Aero in Trollhättan were completely independent, having no influence from other external sources. Andreasson says that there has only been one occasion where one has been taught about British people and their culture. Stating in particular learned that Brits are extremely polite regardless of whether the intention is good or not. He thinks it was absolutely educational but in retrospect it has been shown that they do not have much use for it.

Andreasson does not think there is any difference between the British ways of setting goals and how the Swedes tend to go about it. There is however a big difference in working under time pressure because the British require more things to be accomplished
within the same timeframe, which is a custom that Odelius agrees with. When it comes to celebrate partial victories when goals are achieved, Andreasson and Odelius have different perceptions of. Both said that they have received a bonus of 5% of annual salary, which is higher during the Volvo Aero. Andreasson says that Volvo went out with promises that it would get bonuses while GKN has not announced anything about this but just came anyway. Odelius means that this type of bonus was already decided before the acquisition took place. The information that is shared within the company has decreased. Andreasson and Odelius mean not that it is a secret, but that they can look it up on their own, "they are assigned only the information necessary for you." Either Odelius or Andreasson think there is difference in how to work in groups or individually after the acquisition. Andreasson says that a big difference in the corporate culture is that GKN has brought along a part of the British culture. An employee that stands out gets a new title that has not existed before. There is nothing that is noticeable inside the workshops, but refers to the engineering department in which has been affected more. Finally Andreasson thinks that the biggest difference since the British took over the English language is that it dominates the information within the enterprise. Odelius sees the greatest change in that it has become a more intense focus on employee safety.

4.3 Stefan Oscarsson - IHI, VP account and business development, GKN

Oscarsson works at GKN in Trollhättan with business development on a global level and with technical sales. Oscarsson worked for Volvo Aero and has been well involved in the acquisition that occurred. Oscarsson mention three different aspects on how the transition has been from Volvo Aero to GKN. He continues to say that GKN has a more short term way of looking at their business relationships over the way it was during the Volvo Aero time. It looks different on the personal relationships that are created whereby Volvo Aero is investing heavily in long-term personal contacts. The second aspect is that GKN does not have a clear hierarchy level; Oscarsson means that it is not obvious that certain issues should go upwards but sometimes sideways. Occasionally you have to search intensively to know whom to contact. The third aspect is about the decisions taken within the company. Oscarsson says that Volvo Aero or that Swedes could challenge certain decisions while GKN's leadership takes a decision and applies it without anyone questioning it. Oscarsson says that the relationship with his boss has
changed indirectly; the new organization will require more data collection and reporting. This has led to less time being spent on talking to their superiors and colleagues on business development and strategies says Oscarsson. Oscarsson mentions that since the acquisition of GKN it felt better to work in groups. Groups are formed quite rapidly, and remodeling of groups is not an issue, yet occurs swiftly. Oscarsson continues to say that there is no hidden hierarchy in groups. “I feel I can really make my voice heard”. The acquisition of the two companies, where Volvo Aero was integrated into GKN was something that Oscarsson experienced closely. He was with the group that was created to examine the organizational design, the expectations and the image that had been painted by management of the new organization. The main aim of the group was to identify the main content, decision-making, who was the owner of the decisions and who were supporters of the decisions. Oscarsson acknowledges that this became the cornerstone of every organization within GKN to build on. He says it is not 100% done yet and thinks that sluggishness may be due to the change and the unfamiliarity of tackling such a task. Yet Oscarsson still believe that it has gone surprisingly well with the transition. Learning to work with the British has been limited with few meetings about British culture. Afterwards Oscarsson says they "learn by doing". The fact that Oscarsson had received a foreign employer changed his task to take responsibility. He describes it as a lesser but well-changed through the economic responsibility to conduct business has declined while the responsibility to make things happen has not changed anything special.

Oscarsson expresses that there was a comfort to belong to a large enterprise such as Volvo. Whereas belonging to the Volvo AB group gave the feeling of insecurity for some time. When information was received that GKN would take over, it was a concern at first but as he describes, "it swung to a positive force" when the information had come out properly. Oscarsson describes that there was a great willingness to implement the integration in this stage. He explains that he and the staff received the information through a variety of ways that include meetings, email and the website. Oscarsson do not feel that there was any excitement from GKN pushing how it would feel to be part of the new organization. The information was about what would be done and when it would be done, fact-based. Oscarsson says that spontaneity is encouraged more in the British owners, yet almost all the economic process has been felt more sluggish and controlled from above. When GKN sets goals, they must be achieved, which is different
from the time of Volvo Aero in that it was fun to achieve the goals but the same "must" did not exist says Oscarsson. Oscarsson continue to explain that it is low profile in public and on the intranet when any group has reached the targets; it was published more in Volvo Aero. Oscarsson thinks that the British way of controlling GKN pervades the economic aspects, many aspects are about to make profits, and money is the focus which he says differs from Volvo Aero where one is more concerned with personal long-term relationships in business settings.

The biggest change that has occurred since the acquisition accordingly to Oscarsson is to allow multiple ways to solve problems and is supportive of this. The biggest cultural difference between GKN and Volvo Aero he says is the way of handling the financial management that has become significantly tougher controlled and that the freedoms have been reduced.

4.4 Stefan Smith - Vice President Human Resources, GKN

Smith works as Vice President of Human Resources at GKN in Trollhättan. The acquisition between Volvo Aero and GKN started very early for Smith who says he was involved long before it became official. Smith was actively involved early during the acquisition process which continues to mature. Smith describes his work has changed considerably since GKN took over Volvo Aero. During GKN work has changed into a huge global aspect and there are more parts to be taken into consideration in several countries when it comes to global issues say Smith. He continues to say that Volvo Aero had it simpler because it was easier to travel to Gothenburg to have a meeting with his colleagues on global issues. When Smith talks about how the integration carried out, he does it with enthusiasm and describes that all the top executives at Volvo Aero had to take a course on how British business culture works and GKN managers were allowed to go educational how Swedish business culture works. This meant that "you are not just thrown into the new culture, we were no experts either, but were well aware of the differences." He argues that it can sometimes be difficult to see the differences when the cultures are close together just like British and Swedish. Rather than if the cultures are completely different from each other. Smith has personally learned the most by working closely with its British counterpart Andrew about how the British business culture works.
Working in groups or individually said Smith, is better now than the Volvo Aero times when one had his responsibility and when they came off the field, placed one above it, which is the other way around the GKN way to deal with similar situations. Smith says this is not in typical Swedish culture but part of the corporate culture at Volvo Aero. Smith says that since the British took over the organization, it has become more economically controlled "the new owners took control of this directly." He continues and describes that there is a certain difference between working during time pressure now but says that it is because during the Volvo Aero was the organization in the periphery and by GKN is the middle of the core business. It clearly shows that there has been more pressure on our organization now. Through all the changes that have occurred with the acquisition, Smith believes that there was a great willingness to implement that permeated the entire company. Smith believes that Volvo Aero would have become gradually smaller and eventually would have ended completely outside the business and "die from disease of any kind." Smith refers to union officials that say that the concern was generally low for the acquisition. There were some concerns about moving the entire production to low cost countries, but this has been particularly unlikely to compete that way. GKN needs the quality which is required that Sweden can produce Smith says. Spontaneity and flexibility both are pros and cons since the acquisition, to be flexible and spontaneous usually tended only to contribute because of the poor structure. He had to invent solutions for problems that he believes should already be solved on his high level within a company; Smith omits details on what might be examples of this. The time aspect within GKN was presented in hopes that issues would be resolved faster and smoother but Smith feels that it has become more sluggish. More people need to be involved than before, and attend more meetings.

When timing and goals achieved are celebrated this in a better way within GKN than at Volvo Aero, although there are marginal differences Smith says. The major cultural differences that have changed within the business Smith feels, that when you contact someone around the world within GKN network titles play a greater role than previously, especially in the case of contacts in the U.S. and England. GKN is more financially driven than what Volvo Aero was the also permeates the entire organization says Smith. GKN has a much greater focus on employee safety than what Volvo Aero had said Smith, adding that they are few accidents in the workplace. There was not much to improve from Volvo Aero, but what little there was to enhance became the
focus on and which GKN will work harder to improve. Finally Smith says and returns to the greatest change is that GKN has let the whole organization in Trollhättan to be the center focus of GKN while at Volvo Aero was the organization sidelinier, barely noticeable in the large Volvo Group.

4.5 Joakim Andersson - Vice President of Operations and industrial strategies, GKN

Andersson is vice president of Operations and industrial strategies at GKN, Trollhättan. Andersson had the major responsibility for the corporate integration. Andersson describes that Volvo Aero was truly partner-focused committing to long-term business. The majority of the management in the old Volvo Aero is still in the new GKN and he stresses that it is interesting that the acquired company becomes the base of the new organization. Where Andersson leads the work to integrate additional sites to GKN. There are several ways to accomplish integration, economic integration, how to account, cultural integration, how to do business with different types of partners. Andersson says that an integration process between two companies with different business models will be more difficult, and result in having to learn more from a management perspective.

Andersson continues to describe how they have learned the management team from GKN and how Volvo Aero has been working on new business historically. He also believes that the key factor for the success of GKN is to continue to work at same direction as before to continue to be successful. They have reported only one (1) negative annual result in 85 years says Andersson. He also believes that large multinational corporations and are very influenced by a financial culture. Swedish culture has a long-term financial culture, while a general financial British culture is more short-term and distinct investor relationship.
Andersson says that GKN wants to integrate the British finance approach into the organization, which is much more financially determined without interference or surprises. The Swedish culture is more that "if one does it in the right way but the outcome is not what was predicted" this is generally accepted. In the British culture and in GKN is it intolerable to not deliver what has been promised. The British have a distinct and exact goal that are to be fulfilled and especially economically adds Andersson.

Andersson says that if you miss the results no matter what they may be, the consequence is higher for leaders in British and American culture. This affects leaders in different ways.

Anderson has experience of this management style when he was working in USA so he feels more acquainted in the new environment as he delivers on time and expects his colleagues to do the same. Andersson believes that those who were not familiar with the extended monitoring have a tougher transition. Even for Andersson it has become strictly framed but he says it's a natural progression from the buyer's side to take control until everyone understands the business. He also mentions that this will take a while before it will go back to normal frames.

Andersson tells a few weeks into the acquisition; both the British and the Swedes at GKN and Volvo Aero had courses in how national cultures contradict. Corporate cultures can be different to national cultures. GKN have hired an independent Dutch company working with integration questions. Andersson describes the acquisition with a general impression from the company's executive management team as positive. Volvo Aero has been part of Volvo AB, which have been good owners but Volvo Aero only contributing 2% of turnover to Volvo AB. This is not part of their core business which is heavy-duty vehicles that may have led to the lack of investment in Volvo Aero as Anderson wishes would grow. He symbolizes this when saying “the accounting for Volvo AB could see Volvo Aero as a very small part so small that some declared Volvo Aero as a rounding error in the large”. Andersson saw that Volvo Aero could be part of GKN's aerospace core business instead of a small part of Volvo AB, which is positive. But he believes that most employees may not have the same opinion because at an early stage there were a lot of layoffs of employees.

Andersson says that from the GKN's side the acquisition was important and they were slightly worried to mess up too much "dust" in the new organization. This led to caution
when express that the changes would be vast internally in the beginning. After one week, two people from the company executive management team had to leave the company. According to Andersson he perceives it as a symbol act that was directed to the management team to probably show that changes will occur now. They added new a CEO who had an origin from the British / American's leadership style that was just there for a month at GKN. According to Andersson there were purely cultural clashes with his leadership style towards Volvo Aero executive management team, so therefore he had to be let go. Partial victories are celebrated differently in British and Swedish culture; Swedish jante law says Andersson is not present at GKN. Andersson personally thinks it is important to celebrate small partial victories. Andersson see problems with this, it’s likely becomes a unfairness issue, if Dep. X should have something in their advantage then Dep. Y should demand to have it also, which has led to that it rarely becomes any celebration for a specific Dep. "What will everyone else think about this now then", which Andersson experience as negative and would like to see a change in, he points out that it is probably rooted in the Volvo Aero or the Swedish culture. He continues to consequent that celebrating partial victories are not expensive and also give back so much in return. According to Andersson GKN has now introduced a profit sharing scheme to all employees, which has a maximum ceiling for a percentage of the annual earned income and was applied in 2013. An Andersson point out that "employee safety" is a very important subject since the acquisitions. There also may occur situations where the employees do not report incidents because they affect the statistics in negative way, which worries Andersson and he says "no one should be injured on the job at GKN."

Andersson concludes by telling about that the biggest changes he has experienced so far as part of executive management team. He says that the management of the new GKN is watch and examined carefully by the major global GKN enterprise department. Andersson sees an exceptionally positive future in the industry for GKN Aerospace and sees improvements in order to communicate this to the employees.
5 Analysis

In this chapter, the theoretical and empirical sections that are most relevant in the essay are going to be analyzed. The theoretical framework is placed with the collected empirical data, where the outcome of this can be interpreted and assumptions can be made from it. These analyses are the basis for our conclusion.

5.1 Acquisitions

The cause of the acquisitions may occur in many different forms argues Sevenius (2012) he further mentions examples of entrepreneurs, investors, executives who are retiring, private venture capitalist companies or groups who want to endorse their focus on core business. Andersson says that the biggest reason for GKN to purchase Volvo Aero was to develop its core business in the development and manufacture flight section and continues to say that Volvo AB had let Volvo Aero fall into the periphery. Smith is of the same opinion but would add that Volvo Aero had become smaller and finally ended up completely outside the Volvo Group's operations. Berglund and Strömberg had the feeling that Volvo AB wanted to do get rid of Volvo Aero and believe that the acquisition GKN did was because they wanted to invest in Volvo Aero. In the situation of a selling in the situation between Volvo AB and Volvo Aero, is necessary when a business cannot afford or want to invest in one of its business areas where it is more efficient for both parties to split. Companies wishing for globalization an international business activity should be looking for companies they can acquire outside the national framework. If there are no companies in the same industry to acquire, on a national level, it is an additional argument for the company to prepare to expand internationally. This clearly show that Volvo AB wanted to sell in order to focus on the core business that was not aerospace. GKN wanted to grow in the field of aerospace which is now their core business. This is a win-win situation for both of the organizations.
5.2 Culture

Hofstede (1980) speaks of a difference in the structure of power of an organization and how the people of a country accept this difference. Hofstede (1980) calls this the "power distance" and that some countries have more centralized control the opposite of these countries, for example Lees (2003) mention Sweden, which has a lower "power distance". Hofstede (1980) states that you do not need to go through superiors to get the job done. For Oscarsson, this has really changed since the British took over and says that it has become more reporting and the financial freedom has diminishing. This is something Smith agrees with, saying the British came in and controlled the economic part overall. It is also something Andreasson and Odelius say they have noticed in the aspect that the financially is more demanding now and it’s a slower process. This analysis says that the British were not interested in making a change in the hierarchy of production but to have a more controlled Executive management team. GKN had no intentions to change in manufacture floor. This has been 20 months since the acquisition and nothing in this area has changed, which suggests that it will remain that way. It gives a clear picture of the status quo for the employees at this stage that GKN has done. Therefore calm down the anxiety that is often created in the process of reorganization.

Individualism is something Hofstede (1980) mentions and refers to the way one looks at working individually or in groups. Lees (2003) states UK has a high individualism and they prefer to work independently. Oscarsson who argues that since the British took over, the quality of team work in his department has improved and developed for the better. This contradicts the theory saying they prefer to work individualistic. Oscarsson mean that you really get to make their voice heard which previously might have not been as obvious. Andreasson and Odelius believe working in groups or individually have not significantly changed since the acquisition. The reality contradicts the theory in this case that British are strict individualists and that GKN has become more of an organization that thinks "I am with you" and not "me against you". If an employee is not accustomed to working along a corporate culture that rather than thinking that "me against you" and not become "I am with you", it can be assumed to have negative consequences. Employees may want to quit because they have worked with and for each
other. Suddenly the pleasant job becomes not so pleasant, where it only consists of competitiveness and individualism.

Hofstede's (1980) third aspect in the field of culture is "Uncertainty avoidance" (UA) and talks about how organizations look at uncertainties, low UA "What is new is interesting" or the opposite high UA "What is new is dangerous." Lees (2003) mentions that low UA is countries such as Sweden and the UK. These countries have more flexible and spontaneous leaders continue Lees (2003). Smith says that spontaneity is allowed to the same extent as before the acquisition, yet uses spontaneity most to solve the problems that he thinks should be resolved at his level. Oscarsson thinks that spontaneity is encouraged by his superiors from the UK except as means for carrying heavy economic costs. Berglund and Strömberg became more flexible after getting trained to work in the different parts of the production, where they now can work spontaneously in when needed. GKN has affected the organization in Trollhättan to have a more flexible and spontaneous approach but with some financial restrictions. By being flexible and spontaneous, is provides a space for the employee let to think and experience new events that were previously unknown. Giving room to try new things also provide new experiences, both advantages and disadvantages, which often benefit how the employee handles future events.

Masculinity in countries such the U.S. and England indicate that values and motivation are controlled by power and money states Hofstede (1980) and continuing with the reverse is femininity where personal relationships, job security and quality of job life in countries such as the Scandinavian countries. GKN has certainly put a focus on staff safety and to clarify it says Berglund and Strömberg but also Odelius who have noticed a big difference in the workshops. Andersson confirms this and says that GKN has invested more in personnel safety since the acquisition. The goal is that no one at GKN will get injured during working hours. Smith points out that there is not much to improve; there have been limited accidents during Volvo Aero.

Smith comments that titles have become more important when contacting colleagues in the GKN network outside Sweden, especially in the UK and the U.S. Since the acquisition GKN began distributing new titles in Sweden for employees, both Andreasson and Odelius has heard about but never experienced themselves. Oscarsson
feel that the British always have a financial goal in mind in comparison with the Swedish-controlled Volvo Aero who always have the main focus on "long-term relationships" with their stakeholders. This is confirmed by Andersson saying that GKN has been working to get Volvo Aero into the British way of managing finances. The financial aspect of the British is clearly masculine. Constantly working toward financial gain has been implemented in GKN while the Swedish organization is femininity and values to protect employees in the work have been preserved. Creating titles or other benefits that value employees higher than other employees can have a negative side of a deeply rooted Swedish company. In Sweden, the jante law "require" everyone to please everyone and no one should stand out, to violate the unofficial jante law may result in jealousy.

"Long-term" or "short-term" are two approaches of how an organization looks at time perspective (Hofstede 1980). It can be oriented in the future or in the past, the author argues that this in the business world is to follow a model to be short-term or long-term excessive in making profit. Berglund and Strömberg experience no direct difference since the acquisition of time-orientation of production is always rushed. Andreasson and Odelius do not agree with this but feel that there has been a big difference in the time aspect, with tougher and stricter time constraints since the British took over. Smith agrees with this and says that this is because the organization is no longer in the periphery but that it is the main part of the GKN business. Oscarsson says that Volvo Aero invested more in long-term human relationships than GKN, which has a more short-term view of these facts to rapidly make profit. It confirms Andersson by say that Volvo Aero was partner concentrated and focused on having long-term relationships. GKN has transformed the old organization to think more about timing margins, and it suggests that the company targets to make financial profits. The strangled financial assets in the hierarchy have demonstrated this. To create "long-term" relationships with clients or with humans overall is a strong Swedish behavior likely to be unnecessary to completely eliminate.

5.3 Integration

Lees (2003) describes integration as the process to achieve coordination between different departments such groups and organizations. Lees (2003) speaks about
integration divided in two parts it including Vertical and horizontal integration. Berglund, Strömberg, Andreasson and Odelius say that there have not been changes in production due to the acquisition integration and the workdays stay the same. The vertical integration phase has not yet started and can be assumed that it never will. Andersson says that from the GKN's side this acquisition was important whereas they were slightly worried to mess up too much "dust" in the new organization. This may have led to the idea to let the production work stay the same. Respondents, who are in leading positions, have been more affected by the way GKN use to do business with economic aspects combined with resource restriction. This is connected to horizontal integrations to include the companies in the same value chain. Cameron & Green (2009) states that cultural training should be available for employees and to be part of the integration process. Andersson, Smith, Andreasson and Odelius say they have been to a four hour cultural course where they had to learn about the differences in the Swedish and the British national culture. Andersson states that the colleagues from GKN had the same cultural course. Cameron & Green (2009) continue to argue and believe that cultural barriers are particularly important to manage correctly if one wants a successful integration. The operators Berglund and Strömberg have not attended such a course or received information on the topic. This is a natural decision due to the fact they have not got in contact with British people. It is a good idea to have these courses, but it can be assumed that it may lead to false expectations from both sides. Both sides are likely to see a future to learn about the new foreign culture, which they in such a case waiting for something that will never happen.

Schweiger, (2002) Cameron and Green (2009) talk about how important it is to identify in early stages, how the operational core in the integration phase experience the acquisition. It is important to collect this data and analyse it because the dangerous is, if too much negativism is spread it can be conflicts wherefore employers may start speaking about “us and “them”, “good old days”. This can easily trigger conflicts and counteract the process. None of the respondents talked about such activity had occurred but all respondents said that they are positive and feel that is the generalized judgment. Cameron & Green (2009) says when acquisition is made there is a risk of reducing cost of all kinds which can lead to loss of co-workers. Oscarsson describes that there was a great willingness to implement the integration. Andersson mentions the cost reductions and restrictions, Odelius and Andreasson speaks from their perspective about an
economical restriction. When major companies, such as GKN make an acquisition, it is assumed to cost an excess amount of money, not only upon purchase, but also in the integration process. This makes it natural to eliminate certain existing costs in the acquired company.

Cameron & Green (2009) explain from their studies that it is important for management on both sides of the acquisition to be respectful about the old company. They go on and ad to not be tempted to backbite the old management’s way of running the company whereas this will have a negative effect and resentment beyond control. The majority of the management in the old Volvo Aero is still in the new executive management and the old company is the base of the new GKN aerospace. This is quite interesting where it could probably prevent a situation where it will lead to “us and them”, “good old days” or backbiting the old company and management. Andersson continues to say that his job in the new company is to integrate old GKN sites into GKN aerospace (old Volvo Aero). GKN follows the rule they had to not stir up to much in the organization, this could come from the fact that GKN aerospace is now in the center of GKN and has the attention from the international board. They are expected to deliver good results as Volvo Aero has been doing for 85 years.

5.4 Change

5.4.1 The feeling that a change is necessary

Kotter, (1997) states that for a change to be possible the organizations must mobilize. Employees have to work harder than usual to handle it and the majority must be convinced that a change is necessary as quickly as possible. If all involved not believe in the change and feel that it is necessary and if it work well already no change will take place. Kotter (2007) argues that about 75% of a company’s management has to be convinced that work without any change is unacceptable. Cameron & Green (2009) say that it is important to clarify why the acquisition has been done and makes an example of a shrinking market, which has lead them to make change. According to Berglund and Strömberg they felt that the major group Volvo AB wanted to get rid of the subsidiary Volvo aero. Berglund and Strömberg continue to say that they felt content to be part of GKN. Oscarsson mentions that it was comforting belonging to such a big enterprise as Volvo AB but a time before the acquisition it had felt insecure for a period. Andersson
and his team saw the opportunities in being a part of the core business within GKN instead of a small subsidiary of Volvo AB. GKN has conveyed the message that the acquisition was important for the organization in Trollhättan to process in order to survive. Volvo AB had made sure that the employees at all levels had an insecure feeling of existence. The employees did not have to be convinced that a change was important; they were already convinced before the acquisition.

5.4.2 Creation of a strong new group

Kotter (1997) states that no change will succeed through a single man’s efforts neither how good the man’s effort even maybe. It is necessary with a team of leaders with sufficient status and power in the organization to implement the changes from different levels to achieve maximum credibility, and must stand behind and trust the common goals that are set. Kotter (1997) continues argue that companies usually fail here. They underestimate the difficulties and the top management may not be used to work in teams therefore undervalue the importance in this type of compound. Cameron & Green (2009) argue that the management of both companies in an acquisition should start working together as soon as possible. Spending as much time together building confidence and trust, because at the end of the day when the deal is made public the managers can work in a more rapid pace.

Berglund, Strömberg, Andreasson or Odelius don’t know if there is an explicit integration team but they know that there is a team working on it. Oscarsson was in a group that was created to examine the organizational design that was made by the management. He says this later becomes cornerstones in every smaller organization in GKN. Andersson had a major responsibility for the integration to work smoothly. He was to make sure that the two companies with different business models integrated with each other. Andersson believed in keeping in the business model Volvo Aero used that was successful, which GKN was able to accept. Oscarsson continues to say that this is a slow process and it may be because the changes and tasks are unusual. He is positive towards the outcome and says it has gone surprisingly well.

Within GKN there are several employees working on making a strong coalition between the two companies. The construction of this coalition started before and after the acquisition was done. The negative aspect of this is that GKN has not clearly indicated
that there is a group dedicated solely to the integration process. If companies spread the message of how and why the group works, one can make the assumption that employees involved in becoming integrated feel a better participation.

5.4.3 Establish a new visual modality

Kotter (1997) states there are three reasons why a new vision during a change is important. First it clarifies the company’s direction. Second it motivates the employees to make sacrifices that are not in their short-term advantage. Lastly, if everyone knows the direction of the change they can make individual decisions (Kotter 1997). Cameron & Green (2009) say that the new vision has to be built by the new management. The vision will be used to clarify the strategy for the integration and to achieve the best results.

Berglund and Strömberg did not feel the new vision reached out to them. They described that the work was just as usual and just felt more secure that GKN had taken over, Andreasson and Odelius agreed with this. Oscarsson was as mentioned part of newly created group whom had the aim to identify the main content, decision making among others. Andersson states that GKN did not want to mess up too much “dust” in the organization. Instead they wanted everyone to know what was going on, which was a tactic that had worked well. GKN has not put much effort for employees to be involved in the understanding of what direction GKN will choose in the future. In this case, it has not made any difference to the employees of Volvo Aero, because they have been motivated since being acquired by GKN. Whether it's supposed to not mess around and create disturbances in the lower part of the hierarchy, it is important that all employees have an idea of the vision the company complies with.

5.4.4 Communicate the information

When a new vision is formulated it is important to communicate information to all parts that are involved (Kotter 1997). Spread the word through many different forms of communications such as meeting, news letters and emails. This should be repeated frequently states Kotter (1997). Kotter (2007) mean that in large enterprises the
willingness of the employees help is essential to the success of a new vision. The author continues to say that the employees will not make any sacrifices if they are unhappy, unless they see a brighter future. Cameron & Green (2006) state that it is important for the management to be creative when communicates this information. Another important aspect believes that authors are to work hard on building the relationships between the two companies at all levels. Berglund and Strömberg said they were not given information about how important a change process was. They received information but it was general information on what is going on. Oscarsson says when the information reached him about that GKN was the buyers, it was a concern at first and counties describe, "It swung to a positive force" when the information had come out properly. The information was about what would be done and when it would be done, describes Oscarsson. He did not get the feeling that GKN was pushing it. Andreasson and Odelius have the same feeling. Oscarsson say he and the colleagues obtained the information through email, meetings and newsletters on the website, which he believes had a broad way of reaching out. The respondents at GKN who had worked for Volvo aero have a positive attitude towards the acquisition and felt that it was necessary. In the lower sector of the hierarchy the message was not delivered as well as higher in the chain. How GKN spread the information was not in fact that creative or much if one look from a broad perspective, but in this case it was enough, since the information flows through email and intern communication.

5.4.5 Encourage others to act towards to the same goal

There will be many obstacles to face in an organizational change states Kotter (1997). The author mentions the importance of giving as many employees the power to solve these obstacles on their own so the process does not halt. Cameron & Green (2009) say that the management must change structures that do not work. Smith tells about the change of dealing with other human resource managers within Volvo AB, which he describes as easier before the acquisition because he could participate in a few meeting in the neighbor town. Smith says they did not have to take into account anyone else. Now it is more complicated but still more developing to solve the problems that can occur with having meetings all around the world and takes all parts of GKN into consideration. Oscarsson says that GKN does not have the same line of hierarchy level as Volvo Aero. When he encounters problems there is often no
superior that should obviously be contacted. Oscarsson means that this is part of the process to find whom you should contact.

Volvo Aero employees where from start motivated to be a part of GKN, this simplified the situation for both sides of the integration. GKN has made the employees solve the problems that occur, rather than is nothing that going to stop or make the process slower. If the employees not been as motivated to become part of GKN there would have been interesting to see how GKN had drawn up their own plans to overcome this.

5.4.6 Create short term wins and celebrate them

A change takes major time and for employees to get motivation and go on with the change is important for them being able to experience progress according to Kotter (1997). The author continues to state that the management has to communicate short term goals and importance it is not to wait for them to reveal themselves. When employees realize that the major change is going to take extensive time to complete, there is a risk that the urgency levels fall (Kotter, 2007). Cameron & Green (2009) suggest that the management should improve and advertise all types of short-term improvements. The authors also argue that the importance of publicly rewarding a person for progress, especially if it is acquisition related enhancement. According to Kotter (1997) it is important to celebrate short-term achievements. Cameron & Green (2009) agree with this aspect that the management should reward those who work for and support the acquisition. The authors explain that this will create new energy for continued improvements.

Berglund and Strömberg say that there has not been much of a change for them in the subject of hearing about short term achievements. They believe that the information about achievements has increased and there is no special celebration for them to take part in. Andreasson has noticed the bonus everyone received from GKN, 5 % of their annual salary, which was a new record for him. The bonus was delivered after GKN made an annual profit, because GKN made their set goals, the parameters of how bonus is evaluated from is not official. Andreasson and Odelius have just heard rumors at the technical side of new titles that GKN gives out to those who achieve expert status. Smith has the opinion that GKN has improved since Volvo aero, the attention to celebrate small term achievements. Andersson thinks it is importance to celebrate small
achievements but see a problem with this. In Sweden there is an integrated jealousy in humans, which is a common unfair issue. Andersson explains if department X should get something for their achievements, department Y will demand some kind of celebration also. He continues to say this is a negative trend that he wishes to work for change.

GKN does not visibly celebrating the small achievements of their employees. Neither was that common during the time of Volvo aero. Part of management wants to show the side that they caring for their employees and other parts is aware the negative effects giving attention for achievements to some parts and not others. This has not affected the change during the acquisition. Show appreciation to the employees, as well as showing that the new company will work even better. Provide more sustainable short-term motivations could be helpful to develop its recognition and celebration of partial successes.

5.4.7 The way we things around here

Integrate the changes that have been made into the organizational culture where the new becomes the accepted norms states Kotter (1997) and that everyone should feel that ‘this is the way we things around here. Kotter (2007) state that the management should show the employees that their own changed behavior changes the organization to the better. This also stated by Cameron & Green (2009) that everyone involved in an acquisition has to be able to see the link between the acquisition and the success.

Berglund, Strömberg, Andreasson or Odelius do not believe they get any information about how the integration is progressing. Berglund says that he received clear information about what type and how big GKN was when they were ready to buy Volvo Aero. Oscarsson agrees with this and says that he never received the information how the process will progress, just how and when it will be done.

GKN does not seem to have updated ongoing information shared for the employees on how it progresses and how it has proceeded so far for the integration process, or any other part of the acquisition. There has been almost two years since the acquisition and there are no indication that that they will improve this sharing.
6. Conclusion

In this final chapter, results of this thesis will be accounted. The results derived from the conclusions can be identified when the analysis is set against the main problem this thesis intends to answer. Furthermore, suggestions for further research in the discipline essay touches.

6.1 Answering the research question

*How do cultural differences influence the post-acquisition organisational change in cross-border acquisitions between United Kingdom & Sweden?*

Acquisitions and what constitutes acquisitions across countries through the literature demonstrate all involved elements of an acquisition. Buyers or sellers of enterprises and other stakeholders are important to take into account, and respect into different levels for the residual process to proceed as smoothly as possible. The literature that constitutes culture say that it lies at the basis of the individual's identity and believes that it affects all human behavior. Integration theorists of literature argue that it is usually sensitive to make integration. It easily can create conflicts, which can spread easily and form alliances between the two integral parties. There are different ways to handle these problems. One of them being that both parties feel comfortable with each other. Theoretically, authors predict that an organizational change is complex and vital in order to get the best possible output. One must take into account many different factors that are best handled through eight different stages.

Based on our empirical study and analysis, we can state and draw some conclusions. Companies that grow across borders and acquire companies on an international level are forced to take into consideration that there are different cultures to take into account. Culture differences have an impact on the integration, but more on a basis of how the integration will proceed.

The British and Swedish have a close national culture distance, but are still affected by one another. Also the organisations are affected when an acquisition occurs. In the matter of that the British way of reaching for financial profits is characterized clearly by
the British national culture. Swedish corporate culture is influenced by the Swedish national culture and highly value personal relations. When an acquisition between countries occur it stimulates many questions consisting of how employees are to perform their tasks. This modifies the everyday working life, which is the culture within the company. When British cultural forces make changes in a Swedish organization it disorder will occur. British culture affects the way to change a company as mentioned before from the economic aspect. It causes many Swedish employees to worry that their jobs will be terminated or moved away from Sweden. The output shows how much cooperation there is in performing the change. The unrest affects negatively but with the passage of time, it can through the dissemination of information calm these concerns and make it turn to the positive. Corporate culture is heavily influenced by the national culture. Although national cultures outwardly have a significant difference between Sweden and the United Kingdom.

Most of the employees should be aware of how development occurs internally and reduce the anxiety while experiencing that the company wants its employees to be well informed. This creates transparency in the organization, legitimacy of the leadership and organization. Set goals are always important to have whereas it is a part of employees' everyday lives. With the goals, employees can self-identify their own part in it and thus creates a sense of belonging. Cultural information about the differences and similarities is important in order to create an understanding of one another to simplify the understanding in international organizations. The fact that people are different is not anything newly discovered, but the key to success in organizational change is knowledge. Courses in British and Swedish national cultural differences may be a decent start but is not enough especially for those with external contacts or where employees shall work closely across borders.

Leaders of an organization must be able to reorganize their activities because they thus position themselves in the changing world we live in. Through the reorganization, there will always be obstacles internally and externally intended if cultures are involved. Important aspects of an organizational change are to have clear goals and visions. These goals and visions must be easy to understand for employees. If the goals or the vision is written in a way that no one understands it, no one will follow it wherefore in the end change will not occur no matter the national origin.
6.2 Managerial Implications

As for this part we want to give some important hands on managerial implications that we found especially important. One big issue is that when closed distanced country companies are combined, managers don’t think there will be cultural barriers but there is. So to not neglect closed distanced culture and to understand and learn the differences and accept that there will be some problem are crucial for managers when integration and organizational change. Next step when making cross-border organizational change, are to get everyone involved and spread the new goals and the companies vision that is to achieve. To this a crucial part is do develop information and give this to all the employees on regular basis. It is important that the information is easy to understand, with this employees will be better informed about how the companies is currently working.

6.3 Limitations

This study has only dealt with two companies, one of which has been discontinued, further focusing on two countries, Sweden and the United Kingdom in one industry. We have only interviewed people who were employees at the acquired company Volvo Aero but continued in GKN. Our theoretical framework highlights only the chosen theories cases where the substance surrounding M & As is a broad field with many different approaches.

6.4 Suggestions for further research

The research studies about M&A are of significant numbers, but still there are a lot that have to be study. The studies about M&A businesses between specific countries are limited.

- Research how the British financial factors in this case are effecting the Swedish organization. The financial aspects of how to run a business have differences between UK and Sweden, a study of more specifics how it can affect.
• *Research how the M&A businesses have been handled between different specific countries.* We believe that it will be a lot of differences between countries. If the countries are closer, the cultural differences will be slighter.

• Understanding knowledge in distant cultures, and developing communication ties that span distant cultures.

• *Research on how* acquirers would be able to develop key competencies in order for improved acquisition integration.
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Appendix 1

Interview guide

Basic Facts, asked towards, Andersson, J and Andreasson, M

- Can you tell us a little about GKN Aerospace and its core business?
- How many employees have GKN Aerospace in Trollhättan and the group?
- How is the predicted future for GKN?
- Give a brief explanation about Volvo Aero?
- How many employees were there at VA?

Exclusively for Andersson, J
- Why have integration teams from an organizational cultural perspective?
- What you want to achieve

Acquisitions
1. Did you work at Volvo Aero?
2. Can you describe how the acquisition was presented and how the process proceeded?
3. How did it affect you and your work, given that you had a new and foreign employer?

Integration
4. Explain how organizations where united from being two different companies with different cultures to become GKN Aerospace.
5. How do you perceive the differences between being flexible and spontaneous in your work now since the integration started?
6. Have you been taught to work together, and describe how.
7. How does the new organization see on individually and group work?
   - Describe the difference between taking individual and/or group-related decisions?

Culture
8. How do you experience differences when it comes to work under time-pressure now relative when you worked for a Swedish company?
9. How has the conversion from Volvo Aero to GKN effect the relationship in hierarchal manors you and your boss?
10. How does GKN deal with uncertainties relative to Volvo Aero?
11. Swedes think a lot about personal relationships and service than many other countries who value money, power and status. How do you think this has been noticeable since Volvo Aero was bought by a British company?
12. How do the time-aspect looks to reach goals now when it was Swedish-owned?
Can you describe the British actions to set goals and communicate them against the Swedish' way?

13. Can you describe the difference you experience in the corporate culture since GKN took over the organization?

Organizational change
14. Can you describe how you have experienced the conversion from Volvo Aero to GKN?
15. How do you perceive that there has been a difference with the new British organization?

16. Where there a general willingness / unwillingness to implement this change?
- Describe why they were willingness / unwillingness and what do you think they were about?
- Was it exciting and interesting or perceived as something to be precarious against?
17. How communicate GKN that they had an integration team?
- Describe how you felt that the integration team worked?
18. Did GKN communicate that a change was desirable and that it was important for the integration?
19. Are there plans to celebrate partial victories during the integration process and in GKN?
20. How are you encouraged to be involved in achieving the new goals and targets?
21. Can you describe a specific example where you experienced the biggest new change that is anchored today?