

Nadine Pahl / Anne Richter

International Strategic Alliances and Cross-Border Mergers & Acquisitions

**Research Paper
(undergraduate)**

YOUR KNOWLEDGE HAS VALUE



- We will publish your bachelor's and master's thesis, essays and papers
- Your own eBook and book - sold worldwide in all relevant shops
- Earn money with each sale

Upload your text at www.GRIN.com
and publish for free



Bibliographic information published by the German National Library:

The German National Library lists this publication in the National Bibliography; detailed bibliographic data are available on the Internet at <http://dnb.dnb.de> .

This book is copyright material and must not be copied, reproduced, transferred, distributed, leased, licensed or publicly performed or used in any way except as specifically permitted in writing by the publishers, as allowed under the terms and conditions under which it was purchased or as strictly permitted by applicable copyright law. Any unauthorized distribution or use of this text may be a direct infringement of the author s and publisher s rights and those responsible may be liable in law accordingly.

Imprint:

Copyright © 2008 GRIN Verlag
ISBN: 9783640298037

This book at GRIN:

<https://www.grin.com/document/124619>

Nadine Pahl, Anne Richter

International Strategic Alliances and Cross-Border Mergers & Acquisitions

GRIN - Your knowledge has value

Since its foundation in 1998, GRIN has specialized in publishing academic texts by students, college teachers and other academics as e-book and printed book. The website www.grin.com is an ideal platform for presenting term papers, final papers, scientific essays, dissertations and specialist books.

Visit us on the internet:

<http://www.grin.com/>

<http://www.facebook.com/grincom>

http://www.twitter.com/grin_com



Fachhochschule für Ökonomie und Management

University of Applied Science

Berlin

Master of Business Administration (MBA)

3rd Academic Semester

International Business Strategy

Assignment II

International Strategic Alliances and Cross-Border Mergers & Acquisitions

Course Instructor:

Handed in by:

Nadine Pahl

Anne Richter

Berlin, November, 15th 2008

Table of Contents

Table of Contents	I
List of Abbreviations.....	II
List of Figures.....	III
1 Overview	1
1.1 Introduction	1
1.2 Why Strategic Alliances Occur.....	2
1.3 The Rationale for Mergers & Acquisitions and their Development.....	3
2 International Strategic Alliances: Characteristics and Assessment Criteria.....	6
2.1 Typology of Alliances	6
2.2 Advantages and Disadvantages of Alliances	10
2.3 Ways to Make Alliances Work	11
2.4 Four Steps of Analysing Strategic Alliances	12
2.4.1 Framework	12
2.4.2 Strategic Context and Value Potential	13
2.4.3 Partner Analysis	14
2.4.4 Negotiation and Design.....	19
2.4.5 Implementation.....	22
2.5 Case Study: Idea and Key Success Factors of the Renault- Nissan Alliance	24

3	Cross-Border Mergers & Acquisitions (M&As) - Key Elements and Risk Factors	35
3.1	The Difference between Mergers and Acquisitions	35
3.2	Pros & Cons of M&As	36
3.3	The Stages of the M&A Process	37
3.3.1	Framework for Establishing and Implementing a M&A Strategy	37
3.3.2	Pre-Acquisition Phase – The Decision-Making Process	38
3.3.3	Post-Acquisition Phase – The Integration Process	44
3.4	Why M&A Deals do Often Fail	48
3.5	How Leadership can Make a Difference in the M&A Process	52
3.6	Case Study: Banking Across Borders - How Santander Wants to Benefit from Acquiring Abbey	55
3.6.1	About Santander: Company Profile and Development	55
3.6.2	About Abbey – Santander’s Latest Acquisition Target	58
3.6.3	Assumed Financial Benefits of Santander’s Acquisition of Abbey	60
3.6.4	Transaction Terms of Santander’s Acquisition of Abbey	63
4	Conclusion	65
	Appendix 1 Characteristics of Global Strategic Alliances	IV
	Appendix 2 Important Managerial Flexibility of Skills	V
	Appendix 3 Worldwide Sales of Renault and Nissan, 2007	VI
	Appendix 4 Nissan Revival Plan	VII
	Appendix 5 Integral Total Management (ITM) Checklist ...	VIII
	Bibliography	IX
	Declaration In Lieu of Oath	X

List of Abbreviations

\$	<i>Currency Symbol, Dollar(s)</i>
%	<i>Symbol, per cent</i>
€	<i>Currency, Euro</i>
CCT	<i>Acronym, Cross Company Teams</i>
CFT	<i>Acronym, Cross Functional Teams</i>
COO	<i>Acronym, Chief Operating Officer</i>
e.g.	<i>Latin, exempli gratia (for example)</i>
et al.	<i>Latin, et alii (and others)</i>
FY	<i>Acronym, Fiscal Year</i>
HRM	<i>Acronym, Human Resource Management</i>
i.e.	<i>Latin, it est (that is)</i>
ibid.	<i>Latin, ibidem (at the same place)</i>
M&As	<i>Mergers & Acquisitions</i>
p.	<i>Page</i>
R&D	<i>Acronym, Research and Development</i>
RNIS	<i>Acronym, Renault-Nissan Information Services</i>
RNPO	<i>Acronym, Renault-Nissan Purchasing Organisation</i>
s.l.	<i>Latin, sine loco (without place)</i>
SUV	<i>Acronym, Sport Utility Vehicle</i>
UK	<i>International Country Indicator, United Kingdom</i>
USD	<i>Currency, United States Dollar</i>
Y	<i>Currency, Yen</i>