

## **CULTURAL CIRITICAL SUCCESS FACTOR OF CHINESE CROSS-BORDER M&A'S IN GERMANY**

**MARIUS ALEXANDER BLUSZCZ, PROF. DR. SHA ZHEN QUAN**

SOUTH CHINA UNIVERSITY OF TECHNOLOGY (SCUT) GUANGZHOU-CHINA

---

### **ABSTRACT:**

Chinese M&A activities globally and particularly also in Germany made the headlines of many international newspapers lately. The complexities of cross-border M&A's however result in significant failure rates and destruction of value. Cultural Barriers are increasingly considered to be a critical factor for the M&A Success. In this paper, we will investigate the Cultural Critical Success Factors of Chinese M&A's in Germany based on both qualitative and quantitative research. The results will contribute to a better understanding of these factors, the cultural integration process in general and ultimately enable a higher rate of M&A Success.

**KEYWORDS:** China, Germany, cross-border M&A, cultural integration, mergers and acquisition, mixed method research, organizational culture.

---

### **References**

- Anderson, D. R., Sweeney, D. J., & Williams, T. A. (2007). *Statistics for Business and Economics*. London: Thomson Learning.
- Baker & McKenzie. (2013, 04 22). *Trends in Cross-Border M&A*. Retrieved from [http://www.bakermckenzie.com/files/Uploads/Documents/Publications/FINALHGM\\_April22.pdf](http://www.bakermckenzie.com/files/Uploads/Documents/Publications/FINALHGM_April22.pdf)
- Burns, A., & Burns, R. (2008). *Basic Marketing Research 2nd Edition*. New Jersey: Person Education.
- Duncan, C., & Mtar, M. (2006). Determinants of International Acquisition Success: Lessons From. *European Management Journal Vol 24 No 6*, 396-410.
- Galpin, T. &. (2007). *The Complete Guide to Mergers and Acquisitions: Process Tools to Support M&A Integration at Every Level*. San Francisco: Jossey Bass.
- Jemison, D. B., & Sitkin, S. B. (1986). Acquisition: The Process Can Be A Problem. *Harvard Business Review March Edition*, 107-116.
- Johnson, R. B., Onwuegbuzie, A. J., & Turner, L. A. (2007). Toward a Definition of Mixed Methods Research. *Journal of Mixed Methods Research*, 112-133.
- McKinsey. (2009). *Global capital markets: Entering a new era*. McKinsey Global Institute.

Mirvis, P. H., & Marks, M. L. (1992). *Manging the Merger: Making it work*. Beard Books.

Morosini, P., Shane, S., & Singh, H. (1998). National Cultural Distance and Cross-border Acquisition. *Journal of International Business Studies Vol 29 No 1*, 137-158.

Weber, T. B. (2011). Merger and aquisitions performance paradox: the mediating role of integraion approach. *Journal of Management Vol5 Issue 4*, 373-393.

Yin, R. K. (2013). *Case Study Research: Design and Methods*. Thousand Oaks, CA: Sage.