



<input checked="checked" type="checkbox"/>
<input type="checkbox"/>
<input type="checkbox"/>

Master's thesis
Licentiate's thesis
Doctor's thesis

Subject	International business	Date	27.3.2008
Author(s)	Taneli Ranki	Student number	
		Number of pages	77
Title	Committing employees through internal communication in cross-border acquisitions: case: Sandvik Mining and Construction		
Supervisor(s)	Ph.D. Kari Liuhto, M.Sc. Kaisa-Kerttu Peltola		

Abstract

Cross-border acquisitions have been increasing in recent years. It has been argued that less than one quarter of mergers and acquisitions are successful when measured against financial objectives. Core of many failed combinations is concerned on the how the deal is conceived and executed. Focusing on internal communication during integration can have positive effects on employees' commitment. Especially, when the motives for acquisitions are related on acquiring knowledge, the need for committing employees is increased.

The purpose of this study was to analyse how internal communication can be used as a tool for committing employees in cross-border acquisitions. The problem was examined through following sub-objectives:

- How was internal communication conducted during the different phases of acquisitions?
- What kind of challenges internal communication has in cross-border acquisitions?
- How employees can be committed during cross-border acquisitions?

This research was conducted as a case study for Sandvik Mining and Construction. Five theme interviews were done for the study's purposes. Four of them were face-to-face interviews and one was a phone interview. Main findings of this study indicated that communications has a crucial role in reducing uncertainty among the employees. During the human resources due diligence, identifying key persons and opinion leaders were focused. Face-to-face communication was the preferred communication channel during acquisitions. Also, the use of integration newsletter was seen as a positive method of frequent communication. Acquisitions were considered to be a special case of committing employees. Therefore, positive aspects of the acquirer were highlighted in order to reduce uncertainty among employees.

Key words	Acquisitions, committing, communication,
Further information	