

Department of Marketing

Research Seminar

Reverse Merger and Acquisition by Chinese Firms: The Invisible-Touch Model of Post-M&A Integration Process

By Prof. Peter Ping Li

Li Dak Sum Chair Professor of International Business
University of Nottingham at Ningbo, China

Abstract

The emerging phenomenon of cross-border mergers and acquisitions (M&As) by emerging multinational enterprises (EMNEs) in advanced economies seems to challenge the extant theories being developed in advanced economies. Framing M&A by EMNE as a special mode of international strategic entrepreneurship (ISE), this paper seeks to elucidate the holistic and dynamic patterns of M&A by EMNE in an integrative framework. This is accomplished by conducting a comparative case study with five Chinese M&A deals in Germany's machine-tool industry and comparing case evidence with specific literature streams on symbiosis, transaction value, and ISE. The novel contributions lie in three specific aspects around the central theme of long-term symbiosis. First, black box of "invisible-touch" integration is opened by specifying four core enabling mechanisms (i.e., governance autonomy, business alignment, deep-level interface management, and learning-unlearning balancing). Second, an underlying rationale is provided for long-term symbiosis as ultimate strategic goal, especially the insight into long-term symbiosis as a special mode of entrepreneurial partnership to maximize transaction value. Third, Eastern perspective of yin-yang balancing sheds unique light on the unique role of "inactive action" (无为而治 in Chinese) as Taoist approach to long-term symbiosis. Both theoretical and practical implications are discussed toward the end.

Biography

Peter Ping Li is Li Dak Sum Chair Professor of International Business at the University of Nottingham at Ningbo, China; Research Director, the Greater China Region of US-based Center for Creative Leadership (CCL), and also Professor of Chinese Business Studies at Copenhagen Business School, Denmark. He was Professor of International Business at Xian Jiaotong-Liverpool University, China, and retired Professor of Management at California State University. His primary research focus is on building geocentric (West-meeting-East) theories from the cultural and historical perspectives, especially applying the Chinese philosophy of wisdom to the development of holistic, dynamic and duality theories. He has been widely recognized as one of the global thought leaders in two fastest emerging research streams: (1) multinational firms from the emerging economies, and (2) indigenous research on the Chinese management.

Date : 23 March, 2018 (Friday)
Time : 10:30 a.m. – 12:00 p.m.
Venue : Room 7-207, 7/F, Lau Ming Wai Academic Building, CityU
Inquiry : 3442-9979

All Are Welcome!!