

Merged of Three IT Companies, Results, and Recommendations

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The purpose of this paper is to evaluate the result of merge three companies. The researcher has examined the merge case through the collected information from three senior managers. The financial losses and mismanagement (after the merge) are the critical problems of the merge. The best solution is proper planning. A business plan can help companies to achieve their priorities. The operations deliver high performance by managerial processes that performance in the long-term. Moreover, the company shall care of employees through defining companies' capabilities. The professional management will have a direct positive effect on the company's performance while unprofessional management will have a negative impact on company performance—also, the unprofessional merge negative effect in leading the company to success.

Keywords: merge, management and performance

Introduction

There are many companies and businesses out there that are successful at what they do. Most of them are doing well in the market. Companies like BMW, eBay, Microsoft, Google, Time Warner, and others have been part of either a merger or an acquisition. "A merger is when two companies or businesses merge into one. It is when a company or business takes over another". Many cases are successful, and some of them are badly failed (Blanchard, 2019). The merger is one of the most important influencing dynamics of the world economic growth. However, a significant number of acquisitions turns out to be unsuccessful, which encourages one to examine reasons for failures and factors to assure successful merge. However, when a merger energy is well, the new company will appreciate as investors forestall interactions to be actualized, creating cost savings and/or increased revenues for the new company (Dumont, 2019).

The researchers have studied the merge of three companies as lessons learned for the upcoming merger companies. Companies are bound to compete with another to stay on the top. However, there are always business entities that are more successful than others. The other businesses continue their way and grab any opportunity they can to succeed. The excellent plan can help to support the company financially. Also, a business plan can give control over the business and avoid mismanagement.

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This study has shown that it's important to have a business plan to keep it up to date. A business merger is to create interaction between numbers of companies and establish the value that is greater than what the individual businesses are on their own. Mergers and acquisitions are a chance for corporate restructuring that plays an important role in the corporate finance world. A well-executed merger can be an excellent idea for all companies because it should result in improved capabilities, increased shareholder value, better operational efficiency, and cost reductions. To put it simply, it is a process where companies are combined while acquisition involves a company that wants to acquire a business to stay competitive. The research has proposed possible process through proper planning. The right plan will help to support the company financially.

The research paper discusses the merge of three companies specialized in the field of information technology (IT) and the result of the merger. The researcher has examined the merge case through the collected information from three senior managers who have worked from five to 10 years in the same company. The facts have been highlighted and divided into two phases. The first phase had highlighted during the period when the companies managed excellently, and the second phase had highlighted during the period when the companies managed in a bad manner. The researcher has underlined the financial losses and mismanagement after the merge as critical problems. The analysis part focused on the analysis of three questions: Why do they exist? The existence of a plan to gather companies to form a new union, how do it impact the organization? The results were the obliteration of the companies and who is responsible for that? The new management was responsible for that. Proper planning, relying on capable employees, rebuilds the new company based on the remaining companies' assets; administrative and performance periodically auditing are possible solutions to perform this merge.

The data have been collected through interviews with senior managers, from one of each company. But the data were not collected from different levels of employees. Also, customers' views missed. Usually, employees used to use the old system, so they will not convince any change. Moreover, the company's performance is not compared with other companies during the same period. The researcher has urged that the existence of an economic recession during the merge period (CNBC, 2019; Alarabiya.net, 2019) can be the cause of merge and the focus in cash in and out, but that also needs a planning to reduce the cost of downsizing to avoid any issue during the merge.

In the background, the researchers have reviewed the information about these companies. While they have described the case of the merged according to senior managers who worked on the three companies, the paper method part describes the qualitative method used to analyze the paper followed by the cases analysis. Moreover, the researchers on the alternatives of this study followed by the proposed solutions. The recommendation part assumed that excellent plan can help to support the merge of companies. However, the paper has ended by paper's limitation and conclusion to summarize the outcomes.

Background

The researcher has reviewed the website, profiles, and information available on the Internet about these companies. The IT Company A (ITA) has founded before 10 years. It was a primary Technology Systems Integrator and IT Company C (ITC) provider which is serving the public safety, civil government, education and healthcare sectors, and others. It has more than 500 employees backed by the government and private investments as one of the most important IT companies in the region. It has launched many investment initiatives which have transformed into successful, profitable operations in multi-disciplinary sectors. It is a

diverse business development and creative in the investment field. ITA strategy was to explore, create, and realize new investment initiatives in local markets to add value for both shareholders and customers. While IT Company B (ITB) has founded before eight years, IT Company C (ITC) has established before seven years. They were a network and communication, solution providers. Each of ITB and ITC has more than 100 employees which backed by private Investments. Also, they have launched many investment initiatives. Both companies have strategy to explore and create value for both shareholders and customers.

Holding Group Company (HGC) founded before five years. It is a holding company formed by merging ITA, ITB, and ITC to be a competitor IT company in the country. The main concept of HGC is to provide a necessary need for the market, to bundle and improve the IT industry. HGC has established an integrated IT platform three years after the date of the foundation. It was integrated into local knowledge contexts and global expertise, taking advantage of its global partnerships and cross-cutting capabilities across different sectors and business areas. HGC has created to focus on importing modern technology, providing a high quality of products and services, and building strategic global partnerships with reputable and global service organizations. The company is keen to develop local capabilities and acquire advanced systems and techniques to help to improve the local sector and enhance the prospects for growth that lead to establishing strong partnerships. HGC needs to provide technical services in the fields of advanced technology, professional consultancy as well as IT human resources services.

To demonstrate the problems in this case study, we need to understand the status of the companies before and after the merge. Before the merge, ITA was active IT Provider Company in the country. It has perfect organization structure, managed by high qualified people, owned professional employees, an appropriate work environment for production and succeeded in building great relationships with local and international companies, which earned the company a high reputation that allows the company to compete at various levels. Moreover, the status of the other two companies was similar to ITA but in their fields. However, after the merge, HGC has failed to develop capabilities to help to develop the national sector and to establish any new partnership. Indeed, the company lost its acquired relationships from its three companies. The new top management of HGC has failed to build a strategic plan to gather the companies to form a new union. New top management's impact on the organization has resulted in obliteration most of the company's businesses. They have lost the companies' earnings and wasted money by their mismanagement.

Case in Details

The case has described according to senior managers who spent nine years in the ITA, seven years in the ITB, and four years in the ITC. The senior managers have worked with the companies before and after the merge period. Based on that, they can explain the status of the companies during the period and summarize the outcome of the merge.

The ITA describes when senior manager of ITA has joined to work by saying it is one of the largest local companies in the field of IT at that time. The work environment was perfect, which allows the employees to learn and innovate. He said the company attracts competent cadres from the market and cares about them. The employees were motivated to work hard following the monetary incentives and non-monetary incentives. The monetary incentives are by providing them rewards in terms of money. Therefore, in many factories, various wage plans and bonus schemes are introduced to motivate and stimulate people to work. While non-monetary incentives are providing curtailed, non-financial incentives can satisfy the needs of employees. The Human

Resource (HR) system was providing the necessary support and creating the needed plan for both employees and the company.

To ensure the work processes followed by high standers, the Information Management System (IMS) Team Department has been assigned to follow ISO standards. Also, the IMS team has worked to keep developing the processes and creating a complete integrated system for the company, which made a stable system and continued improvement. The IMS team has supported by the top management, which consisted of the Chief Executive Officer (CEO), Chief Operation Officer (COO), and directors of all operating departments. Moreover, the marketing team has made the company known in the field of IT in the local and international domain. The company has registered in many institutions as an IT supplier and advanced technology solutions. The Project Management Office (PMO) always has new projects and is able to manage several large projects with budgets up to millions for each project on its own. All of that made the company financial very strong.

One of the ITA senior managers said he was a lucky person to work with this company. He has started his career as a junior employee then he has moved up to a higher position. He has always learned and is able to develop his skills and managed several projects. Also, he was leading the IMS team. The top management appreciated his work. He earned several certificates of appreciation from the company which honored the ideal employee every month. Furthermore, if any employee's position closed, the company tried to get another position for him/her within the company. If the company could not find a new position, it searched for him/her another position within the local market by and promoted him/her to companies. Also, job security was evident to everyone, and the employees were not afraid to lose his/her job for whatever happened.

Also, the researcher has described the other two parts of HGC by interviewing two senior managers from them before the merger by saying that, the two companies were performing like the ITA-based on work environment, financial, Human Resource (HR) system, job security, work processes, continuing owning new projects and the way of managing projects in their fields. Logically, if the merge happened systemically, it will provide a united of knowledgeable and capabilities company across different sectors and business areas. It can be keen to develop techniques.

The local advertising media is bustling with the announcement of a large local IT company. This company shall acquire three local companies. It should be a holding company formed by merging three companies (ITA, B, and C) to be one of the biggest IT companies in the region. The main concept of HGC needs to provide a necessary need for the market. The announcement by a large conference attended by many media personalities. HGC has established an integrated IT platform three years after the date of the foundation. HGC needs to provide technical services in the fields of technology. New management people have been assigned to lead HGC. All the staffs were very pleased when they heard the news. But then comes the story of suffering.

The board members have assigned new CEO to lead HGC who has responsibility for restructure the three companies. The CEO has merged the HRs, finances, and procurements and appointed new directors to lead the three departments. The CEO did not give any value for the marketing and IMS departments. However, all other operations departments were running without any guidance advice. The CEO has replaced the old CEOs and COOs, so he was the top management of the HGC. Also, he was the link between the HGC and board members. During a company management meeting, he did not define the clear strategic for HGC. The employees knew that they are part of a big IT company without having a mission, vision, value, and target so they could not follow. They had only one Key Performance Indicator (KPI), which is related to financial (cash in and out). The new directors of HRs, finances, and procurements had managed their departments by using three different

systems from the three old companies. However, the operations work within HGC followed very basic processes. The basic processes have created by the CEO. However, the processes did not cover all the works area and not applicable to most of working.

No plan has been created to lead the merge. The senior manager of ITA, who is well educated and has deep experience, said, he has proposed different plans to help the integration processes. However, the CEO did not take any one of them. The CEO did not have time to study, create, or lead the merge. During his time in HGC, he has reviewed the cash only. It seems to employees of HGC that he is not a capable CEO since he does not know the responsibility of CEO. It seems to him that the board members made a mistake when they assigned a CEO who is not able to deal a company so how about managing a merged company which needs outstanding efforts and team work closely with CEO. The HGC employees had felt that they do not have a plan. After the merge, the CEO has directed the HR director to reduce the employees' number to save cost by giving power to the HR director to terminate anyone. He believes that the company did not need any study or analysis. The work pressures increased, and the company lost several key employees, which no one can replace them. The businesses have been affected. Moreover, the core clients have complained to Project Managers (PMs) since the performances, and the behavior of the company has reduced. While the CEO does not take any action, he asks to review and analyze the recorded complains. All that leads to losing several businesses and projects until the company lost all the ITB businesses and most of ITA and ITC. Moreover, the CEO does not maintain a partnership with suppliers. The scope of HGC has reduced. The absence of a plan and qualified people lead to this mess.

The things went worse as all terminated employees, and any employee has a chance to move to competitors' company. At one time, HGC terminated a large number of employees without any notices. These employees used to work for ITB project. This information has described by one of senior manager from ITB who has terminated with his team. The client has refused to renew the contract with HGC because of the company's low performance. The senior and the line manager of the employees advised the CEO to pay three months' salary in advance, but the CEO has refused to pay. That led the employees to go to court to open cases for the arbitrary dismissal from work. The cost of legal proceedings against the company was similar to employees' salary of the three months. The cost of all cases up to three times more than the cost of the three months' salary included psychological compensation for arbitrary dismissal and three months' salary. Moreover, during the discussion phase to renew one of the most significant ITA projects, the client asked for some new requirements from the company, but the CEO did not take actions for the client's request. He said to the client that you have a choice to accept the offer as is or leave it. The client did not agree to renew the contract, which was one of the ITA most important projects in terms of size, which means losing profit and trust.

Regarding the work processes and documents, the senior manager from ITC was surprised (as he said) when he reviewed the file explaining the processes of the working mechanism that was being circulated by the new CEO. He said that the file was a PowerPoint slide that included templates, policies, processes, and procedures. Also, the senior manager of ITA has confirmed the same. Moreover, the senior manager from ITA said that he attended the audit of company departments assigned by the new CEO. The auditor was asked about things either that he knew nothing about it. He described the auditor as a confused and inexperienced person.

After of working environment has become chaotic, the board member of the company has decided to give the responsibility of HGC company to another CEO. This CEO has followed the old CEO way of managing

HGC. The only change he did was that he spent more time with departments' line managers. Also, give the responsibility of HR to one HGC operation manager who has no experience in managing HR. The CEO continues to care about the cash in and out without any change in work processes or any other things in the company.

HGC came from a group of companies with a reputation for providing high-quality services and high-quality products to one company that used one of the competing companies to provide services to the HGC using several employees who were terminated and got jobs in the competitor company. The HGC has signed a contract to provide services from that competitor company.

Paper Methods

Interviews used with senior managers, one of each company, and one-to-one interviews were also used to address confidentiality. These matters were noted and analyzed (The WritePass, 2013). Interviews helped to get details of interviewees' experience and obtain in-depth information about the situations before and after the merge (Dapzury&Pallavi, 2017). The structured interviews used one question about the status of the company before and after the merge to identify general patterns, which helped the researcher to gather valid and reliable data that are relevant to the paper. The data collected in this section subjected to qualitative analysis. The researcher used open questions that allowed the responses to describe the situation of the companies (Mark, Philip, & Adrian, 2012). The researcher used coding guided by a fixed framework matrix.

The researcher recorded the interviews using actual words. The next step involved identifying categories to which the researcher theme. The second activity was attaching relevant extracts of data, which referred to as units of data. The third activity was generating alternatives and reorganizing the data according to the meaning, which is the process of outline possible alternatives (Mark, Philip, & Adrian, 2012).

There are analytical techniques that lend themselves to data analysis: constant comparison analysis, classical content analysis, keywords-in-context, and discourse analysis. The researcher used traditional content analysis in this case study. The classical content analysis includes creating smaller amounts of the data and then allocating a code to each chunk. However, instead of creating a theme then outlining possible alternatives from the codes, these codes used to be placed into similar groupings by using classical content analysis (Mark, Philip, & Adrian, 2012).

Case Analysis

The three IT companies were performed successfully since the top management of them was professional in leading their companies. Also, they care about developing and motivating their employees to assure their success. While the new management of the three companies after the merge was failed to deal with the merge and lead the company lost most of what was earned by the three companies, it is clear to the researcher that they have mismanagement. Moreover, they do care about money, but they have wasted money because of their limited view and weak management.

Successful Company

Professional management has an immense scope and a bright future market in the account of increasing demand for specialized and quality care (Tabish, 1998). The business processes are sustaining the performance of organizations over time. The operational and support processes deliver high performance; it is the managerial processes that sustain performance in the long-term (Garengo et al., 2011). The projects of ITA

were managed by the project management office, which showed that the company maintains its projects following project management structure. This led to the strong and professional control of the projects. The ITA was following ISO standards to keep developing the processes and create a complete integrated system. Furthermore, ITA had a team to lead the processes, and they have supported by the top management. When the partnership was involving business organizations, there was a significant focus on the dominance of business priorities (Lee, 2011). The ITA has registered in many institutions as an IT supplier and advanced technology solutions. Also, the marketing team has made the company known in the field of IT in the local and international domain. The significant directions affected employees' loyalty and interprofessional. Organizations should appreciate employees' loyalty (Bridget, Knox, John, & Nigel, 2017). The work of employees was appreciated and honored by the ITA. This leads to the acquisition of employees' loyalty.

A focus on care emphasizes the flourishing of organizational members through defining their capabilities (Liedtka, 1999). The companies find that providing a productive, flexible, and dynamic work environment can be a critical asset for attracting and keeping valuable employees (Heather, 2003). The companies attract good cadres from the market. It cared about their employees. Moreover, as the senior manager from ITA described, the HR system was providing the necessary support and creating the needed plan for both employees and company. There is positive relationship between learning ability and organization performance (Jorge, Pedro, José Emilio, & Miriam, 2014). The work environment in ITA was perfect, which allowed the employees to learn and innovate. They always were able to learn and develop skills. The companies can improve by giving job security to its employees and make them more motivated as the chance of making employees redundant will reduce in the long term (Abhilasha, 2015). The employees were not afraid to lose their job for whatever happened. So, job security was encouraging employees to work hard. Career planning is considered the fastest-developing part of employees. Career plan needs real efforts from the company, and the individual together (Yehuda, 1996) as the senior manager of ITA has moved to a higher position during his work period.

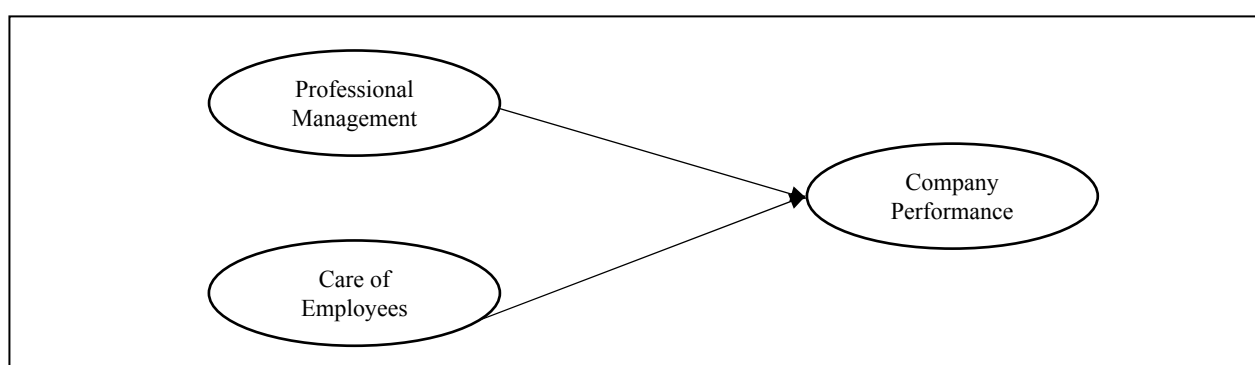


Figure1. Professional Performance.

The company should be performed successfully if the company professionally managed the management. So, professional management has a direct positive effect on the company's performance. Also, when the company cared about their employees, the company performance will be increased, so the employee's care has a direct positive effect on the company's performance.

Unprofessional Merge

An active marketing effort based upon information, which can be used in terms of developing sound business strategies, increase company return-on-investment, allow for more successful innovation, and lead to

better branding efforts (Leventhal, 2005). While the first new CEO did not give any value for the marketing, moreover, the first and second new CEO did not build processes to ensure the workflow will follow the right path or give any attention proposed plan from his staffs. The tasks and relevant processes for any team task should be identified and defined (Honts, Prewett, Rahael, & Grossenbacher, 2012). Organizational processes promote both effective and cognitive trust (Peter, 2013). After the merge, the first new CEO has directed the HR director to reduce the employees' number to save cost by giving power to the HR director to terminate employees. There is a curvilinear relationship between job security and extra effort (Koster & Fleischmann, 2017). At one time HGC management terminated many employees, a number of them were key employees, without any notices which reflected the misleading of the merge situation and missing the clear plan for merge processes. They will lead the remaining employees to be under pressures as the senior manager of ITB said that the work pressures increased. However, the scope of HGC has reduced to the size of employees who shall be reduced to ensure there is a balance between the scope and employees' size. They shall not affect the company performance while the company performance has been affected negatively since the senior manager of ITB said the client has refused to renew the contract with HGC because of the company's low performance.

Customer satisfaction has a positive impact on a firm's value. Also, customer satisfaction positively and significantly moderates the earnings-firm value relationship (O'Sullivan & McCallig, 2012). The first new CEO did not maintain the partnership with suppliers; the company loses several businesses, and no action took about customer complain.

"An examination of the origins, nature, and dynamics of these powerful institutional pressures of conformity provides insight into conformist organizational behavior that we call mismanagement" (Vit, 1996,). The plan of merge has not finalized since the three companies have been integrated three years after the date of the founded date. The employees of HGC have worked without strategic, mission, vision, value, target, or guidance, which led to mismanagement. It mentioned in the case context that the HR manager has no experience in managing HR, and the auditor asked about things either that he knew nothing. An incompetent HR manager auditor relied on which supports the assumption of mismanagement. A Key Performance Indicator (KPI) is a measurable value that demonstrates how effectively a company is achieving key business objectives. Usually, any entity uses KPIs at several levels to assess their success at reaching targets. (Klipfolio Inc., 2019). However, HGC has measured the financial part, which is an impotence part while they need to measure all the other elements to assess their success at reaching targets.

The first new CEO has not managed the merge since he did not share any plan with the company's employees. Also, the CEO is a hasty person in deciding, without building decision-based on analysis. If the CEO cared about the cash, then he/she shall believe in the study to evaluate the performance with the company's cash. A corporation that target company is known for a culture of innovation and flexibility leaves culture alone successfully work ("Ensuring a Successful Business Merger", 2019). The excellent management shall develop work culture by governance of the company; this will require policies, processes, and procedures while the CEO has created a max template, policies, processes, and procedures in one folder. It mentioned in the case context that, the new directors of HRs, finances, and procurements had managed their departments following using three different systems from the three old companies; this is the result of a clear plan of developing a new process. High achievers in the target company terror before a merge are completed using an expert in the process of company integration ("Ensuring a Successful Business Merger", 2019).

The HGC has wasted money during the merge duration; the three companies earned money even with its interest in financial performance. Moreover, the HGC reached to sign the agreement from the competitor to provide services to HGC. HGC has lost several businesses and projects equal to wasted money. Research and development are missing in the new merge company which is a must in this situation to avoid customer loss and profits reducing,

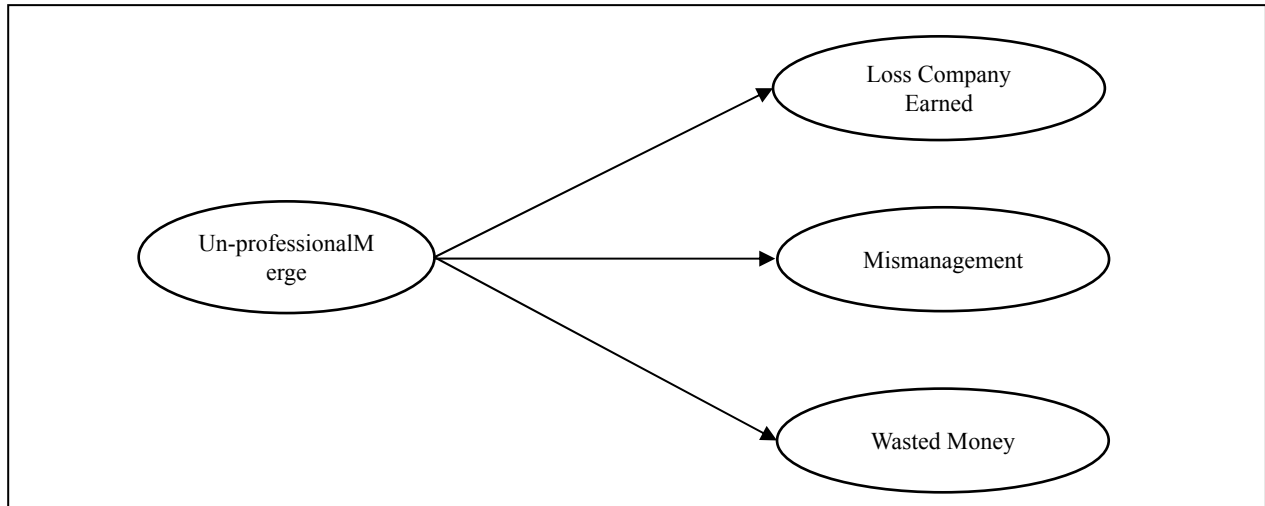


Figure2. Unprofessional Merge.

The merge between companies required professional work to ensure the new organization will earn benefits from the merge. A clear strategy is needed to create the vision, mission, and value, which will lead to reaching the merge targets. However, the unprofessional merge will have negative effects on new company profits and performance. Also, unprofessional managers will have a negative impact on leading the company to success.

Alternatives

The performance of the three companies before the consolidation phase under the previous management was excellent in every respect until the merge took place. After the merge, the performance started to be a decline, and the scope of work of the company reduced. The HGC has lost most of the three companies earns by the mismanagement, which leads to waste money even with its interest in financial performance.

The top management of the three companies was professional and cared about their employees, therefore, the maintenance of the old management by considering the retention of their expertise. However, the board members have replaced the professionals to unprofessional management to manage the merge and perform the integration process if they used the old management of the three companies and educated them about the new strategies that keep companies' earnings, management the merge to reach new target by planning for the new scope, and avoid wasting money.

Proposed Solution

The researcher urged the existence of an economic recession during the merge period (CNBC, 2019; Alarabiya.net, 2019). Economic recession may be the cause of merge and lead the management to think about the cash since the economic recession period. Moreover, the customers during an economic recession will

reduce their investments and spending money. The author believes the HGC management has to downsize the scope of the company to save money as much as they can. But that also needs a plan to reduce the cost of downsizing and avoiding any issue during the merge. Knowing that on the HGC profile that mentioned, the concept of HGC is to provide a necessary need for the market, to bundle and improve the IT industry. The research has proposed possible solutions which have uncovered during the merge.

Good Planning

Merger described the consolidation of companies or assets. Merge can include several different dealings that are often in the pursuit of synergy, growth, competitive advantage (Dotdash, 2019). For a suitable merge, the top management should have a good plan. A business plan is a drawing of how a company will perform. Good plans are highly detailed and include information on all parts of the business (Hearst Newspapers, 2019).

Relying on Employees

The HGC shall rely upon the employee to perform his/her job and keep the business running smoothly (Dotdash, 2019). Since previous management has performed well, the research has not found any reason to replace them with new management. They will need to be known about the new strategies so they will be able to drive the merge into the right path.

Periodically Auditing

The auditing profession should, on an ongoing basis, continue to improve the efficiency (Rocco, 1998). The periodically auditing is required to monitor the financial, administrative, and performance so the top management can intervene to correct and take the necessary action at the appropriate time.

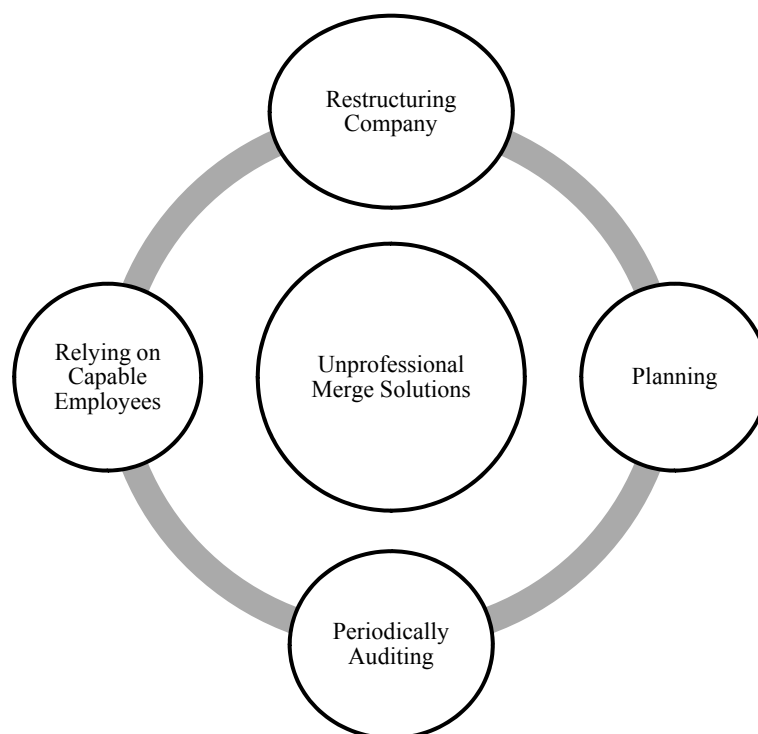


Figure3. Unprofessional Merge Solution.

Restructuring the Company

In all cases, the current situation of the HGC must be examined, whatever it is, and then build on it. To be able to develop and create a new situation, the management must use the assets available to them based on the remaining companies' assets. Business owners should periodically assess how to improve financial results. An action shall consider whether a business should restructure to achieve the required performance levels. Before pursuing this strategy, a business restructuring the plan should evaluate. Big discussion points shall include why restructuring might need, what is required, and how to implement the resulting strategies (Hearst Newspapers, 2019).

The best solution is thoughtful proper planning. The business plan is vital to help to get finance since HGC has been focused on cash in/out. The right plan will help to support the company financially. A business plan can help a company to achieve its priorities as they were missing from the company. The management did not give attention to the three companies' assets in addition to providing attention to the competent cadres it owns. Also, a business plan can give you control over the business and avoid mismanagement. It's important to have a business plan; it's just as important to keep it up to date (Business.gov.au, 2019).

General Recommendations

The excellent plan can help to support the company financially. Also, a business plan can give control over the business and avoid mismanagement. It's important to have a business plan to keep it up to date. A business merger is to create interaction between numbers of companies, establishing the value that is greater than what the individual businesses are on their own. A well-executed merger can be an excellent idea for both companies because it should result in improved capabilities, increased shareholder value, better operational efficiency, and cost reductions,

The steps of merge should be taken to ensure the success of merge by identifying possible interactions and mapping them out carefully, develop a talent retention plan to keep achievers involved during the merger process, plan integration of IT systems and any new structure earlier, navigate and make determinations on cultural issues, keep lines of communication open between the top management and employees, and make needed dismissals initial in the process ("Ensuring a Successful Business Merger", 2019).

Paper Limitation

The researcher encountered different views about the case, which gave some limitations. The research has not focused on varying levels of employees. On the other hand, the limitation of the research in its ability to offer comparisons of the company's performance not compared with other companies during the same period.

Conclusion

The three companies used to have the scope and future market in the account of increasing demand for specialized and quality care. The operations deliver high performance by managerial processes that performed in the long-term. Moreover, the three companies have cared for organizational members through defining their capabilities, and professional management has a direct positive effect on the company's performance. While unprofessional management has a negative impact on the new company's profits and performance, also, the unprofessional merge has a negative effect in leading the company to success. As decision-making considering a business merger, the decision must be aware of the business merger needs to be aligned with a strategic plan ("Ensuring a Successful Business Merger", 2019).

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