

Deciphering the Success of PT Pamapersada Nusantara's Acquisition of PT Agincourt Resources: A Strategic Analysis and Impact Exploration

Sugeng Utoyo*, Muhammad Harist Muhtadin, Rinaldi Pratama, Tengku Mohd Khairal Abdullah

Master of Management, Binus Business School, Bina Nusantara University, Indonesia

*Corresponding Author: sugeng.utoyo@binus.ac.id

Received: 2023-10-16. Accepted: 2023-12-21. Published: 2024-01-13.

Abstract. The research investigates the success factors behind the acquisition process of PT Pamapersada Nusantara (PAMA) of PT Agincourt Resources (PTAR) and provides insights into how successful strategic management within various aspects can lead to successful mergers and acquisitions in the mining sector. A qualitative case study approach was employed in the study. The 11 key managerial personnel of PTAR were engaged and an interview was used to gather extensive data on the acquisition process. Thematic analysis was conducted on the collected data using NVivo software. Five key success factors were identified: strategic communication, cultural integration, leadership, complementary resources, and employee commitment. Strategic communication was essential for ensuring the company's vision and goals were aligned to minimize change resistance. The importance of addressing and accommodating differences during the post-acquisition process to ensure smooth integration was highlighted with cultural integration. The organization's sustainable leadership was crucial during the transition and for achieving long-term success. Complementary resources were critical for operational efficiency, and employee commitment was important for stability and continued performance post-acquisition. These findings provide a useful framework for companies entering the M&A process and indicate that a holistic approach encompasses clear communication, cultural homogenization, visionary leadership, resource optimization, and integrated and committed employees.

Key words: acquisition strategy, success factors, impact evaluation, pamapersada nusantara

How to Cite: Utoyo, S., Muhtadin, M. H., Pratama, R., Abdullah, T. M. K. (2024). Deciphering the Success of PT Pamapersada Nusantara's Acquisition of PT Agincourt Resources: A Strategic Analysis and Impact Exploration. *The Journal of Educational Development* 12 (1) 2024,1-9.

INTRODUCTION

PT Pamapersada Nusantara (PAMA), a titan in Indonesia's mining landscape, has earned its reputation not only through its preeminence as a top-tier mining contractor focusing on coal production but also through its visionary approach to growth. The approach balances organic development with strategic mergers and acquisitions (M&A), ensuring PAMA remains at the forefront of the industry's evolution (Boiral et al., 2018; Den Hond et al., 2015; Hayworth et al., 2014; Masood & Egger, 2019). The company's commitment to sustainable practices and diversification, especially after the global call for environmental sustainability following the Paris Agreement 2015, marked a pivotal turn in its strategic direction. By acquiring PT Agincourt Resources (PTAR), a prominent gold mining company based in North Sumatra, in a groundbreaking transaction valued at USD 1.2 billion in 2018, PAMA not only broadened its operational horizon beyond coal but also significantly enhanced its portfolio, reinforcing its industry leadership with a foray into the lucrative gold mining sector.

The strategic acquisition reflects PAMA's adeptness in navigating the complex dynamics of the mining sector, aligning with global environmental standards while pursuing growth and profitability. The inclusion of PTAR into its fold brought about a synergetic integration that leveraged PAMA's extensive experience in mining operations and management with PTAR's specialized expertise in gold extraction and processing. The merger was not merely a financial investment but a strategic move to diversify PAMA's revenue streams and mitigate the risks associated with dependency on a single commodity market. The success of the acquisition has been evident in the subsequent boost to PAMA's overall financial performance and its strengthened position in the global mining arena, showcasing the company's ability to integrate and maximize the value of its acquisitions effectively.

Research and industry observations highlight the varied outcomes of mergers and acquisitions (M&A) within the mining sector, demonstrating that such strategic endeavors can result in a spectrum of results. While PAMA's growth through organic means has been consistently impressive, the uncertain terrain of M&A presents opportunities and challenges. Indeed, only some M&A ventures yield the anticipated benefits, with certain acquisitions failing to achieve their expected operational and financial performance improvements. The variability underscores the complex nature of M&A activities, where strategic fit, due diligence, and post-merger integration are critical in determining success. However, a substantial body of research is advocating for the positive impact of M&A on a company's operational efficiency and financial health. The perspective is supported by the PT Agincourt Resources (PTAR) case, which, under PAMA's stewardship, has risen to become Indonesia's third-largest gold mine. The acquisition has significantly contributed to PAMA's revenue, marking a noteworthy success in the company's strategic expansion efforts (Ghssein et al., 2016; Moktadir et al., 2020; Nikolay et al., 2014; Schreiweis et al., 2019; Zhang et al., 2020).

The successful acquisition of PTAR is a testament to PAMA's strategic acumen and ability to integrate and leverage the strengths of its acquisitions effectively. Despite encountering challenges such as the decline in gold grade quality, PTAR has experienced a significant revenue and net profit increase since becoming a part of PAMA. The achievement indicates a well-executed integration process and operational synergy, reflecting the strategic foresight of PAMA's leadership. The acquisition expanded PAMA's mining portfolio and enhanced its competitive edge and market positioning in the global mining industry. Demonstrates how well-planned and effectively managed M&A activities can be a powerful tool for growth, diversification, and sustainability in the volatile mining sector (Abramsky et al., 2014; Almaiah et al., 2020; Chen et al., 2016; Seddon et al., 2017; Zhu et al., 2018). The synergy between PAMA and PTAR highlights the critical importance of strategic alignment, due diligence, and post-merger management in realizing the full potential of M&A ventures.

Despite the apparent success of PAMA's acquisition of PTAR, a deeper investigation has yet to be extensively pursued into the underlying factors that are content to the achievement. The mining sector, known for its volatility and susceptibility to global economic and environmental shifts, presents a unique backdrop against which the strategic maneuvers of mergers and acquisitions (M&A) unfold. The broader implications of such strategic initiatives, especially regarding how they correlate with established strategic management theories and practices, still need to be explored (Ferraro & Hanauer, 2014; Hastig & Sodhi, 2020; Hayes et al., 2014; Karan et al., 2017; Liu et al., 2017). The gap in research leaves unanswered questions about the specific elements that ensure the success of M&A activities in the sector and how these elements can be systematically applied to foster sustainable business growth. Understanding the interplay between strategic management principles and the operational realities of the mining industry could offer invaluable insights into optimizing the outcomes of future M&A endeavors.

The successful integration of PTAR into PAMA's operations provides a compelling case study for examining the practical application of strategic management theories in context of M&A. The strategies employed, challenges overcome, and synergies achieved through acquisition offer fertile ground for academic inquiry (Almaiah et al., 2019; Autio & Rannikko, 2016; Dangi & Jamal, 2016; Finney et al., 2016; Fleischer et al., 2019). Such an exploration could illuminate the critical success factors that align with broader strategic management objectives, including market expansion, diversification, and enhancing competitive advantages. By delving into these aspects, researchers can contribute to a more nuanced understanding of how M&A activities can be leveraged not just for immediate financial gain but as strategic tools for navigating the complexities of the mining industry, ensuring long-term sustainability and resilience in the face of dynamic global challenges.

Understanding the nuanced dynamics that drive the success of such strategic endeavors can offer valuable insights into effective M&A strategies, not just for PAMA but for the mining industry and beyond. It aids in delineating the critical success factors, strategic alignment, and operational synergies that can serve as a blueprint for future acquisitions (Alqahtani & Rajkhan, 2020; Rajapathirana & Hui, 2018; Whitehouse & Lanman, 2014). Exploring the specific acquisition's success can contribute to the broader academic discourse on M&A, offering empirical evidence and theoretical expansion in the context of the mining sector's unique challenges and opportunities.

Given the strategic importance of M&A in corporate growth and the potential for diverse outcomes, the research seeks to dissect the acquisition of PT Agincourt Resources by PT Pamapersada Nusantara.

It aims to identify the strategic, operational, and financial levers that facilitated the success of the acquisition, thereby offering a structured framework for analyzing and understanding the critical success factors in M&A within the volatile mining industry. What are the critical success factors that contributed to the successful acquisition of PT Agincourt Resources by PT Pamapersada Nusantara, and how do these factors align with broader strategic management theories in enhancing company value and operational efficiency?

METHODS

The study, we employed a constructivist approach to delve into the intricacies of PT Agincourt Resources (PTAR) acquisition by PT Pamapersada Nusantara (PAMA) and the subsequent post-acquisition integration process. Anchored in the constructivist paradigm, which prioritizes understanding participant meanings, social constructions, and concept development, our research aimed to uncover the 'how' and 'why' behind the successful acquisition and integration of PTAR into PAMA's operations. The theoretical stance, acknowledging that knowledge is constructed through human interaction, guided our methodological choices, emphasizing the subjective experiences and perceptions of those directly involved in the acquisition process.

Opting for a qualitative research method allowed us to engage deeply with the complex and nuanced phenomena under investigation (Gall et al., 2003; Islam et al., 2022; Leavy, 2020; "Research Methods in Information," 2013). The approach was deemed most suitable for exploring individuals' varied perspectives, experiences, and understandings close to the acquisition and integration processes. The end of interviews were selected as the primary data collection technique, enabling us to gather rich, detailed insights and facilitate the development of a nuanced understanding of the acquisition's success factors and the challenges encountered during post-acquisition integration.

The study was structured around a qualitative case study of the PTAR acquisition, chosen for its potential to provide an in-depth analysis of the specific instance within its real-life context. The focused investigation aimed to answer the 'how' and 'why' questions central to our research, exploring the phenomenon of the acquisition's success and the intricacies of integrating PTAR into PAMA. To capture a comprehensive view of the situation, data collection encompassed interviews, observations, documents, and audiovisual materials, employing text and image analysis to identify key themes, patterns, and interpretations. The methodological framework was grounded in qualitative research and constructivism principles, emphasizing a deep, contextualized understanding of the phenomena at hand.

A purposive judgmental sampling strategy was used to select approximately ten participants for interviews. These individuals were chosen based on their direct involvement in the post-acquisition integration process and their ability to provide insightful perspectives on the acquisition's success factors and challenges. The participants, mainly high-level managers from PTAR and PAMA, offered invaluable insights into the integration process's operational, strategic, and cultural dimensions.

Data analysis was conducted using NVivo software, facilitating a comprehensive examination of the collected data's narrative, inductive, and content dimensions. NVivo supported the organization, analysis, and interpretation of complex qualitative data, enabling us to effectively code, explore, and visualize the findings (QSR International Pty Ltd, 2020). Through narrative analysis, we examined the stories and experiences shared by participants; inductive analysis helped us derive general explanations and patterns from the data; and content analysis allowed us to assess the symbolic content of the communication between individuals involved in the acquisition and integration processes. The multifaceted analysis, supported by NVivo, provided a robust foundation for understanding the success factors and challenges of the PTAR acquisition by PAMA, contributing to our broader understanding of mergers and acquisitions in the mining sector.

RESULTS AND DISCUSSION

Results and Discussion

The research conducted on the acquisition of PT Agincourt Resources (PTAR) by PT Pamapersada Nusantara (PAMA) yielded insightful results regarding the critical factors contributing to the success of the strategic corporate maneuver. A comprehensive understanding of the acquisition's dynamics and critical success factors was achieved through in-depth interviews with 11 key personnel in Table 1,

ranging from operational superintendents to the CEO of PTAR. The data, meticulously analyzed using NVivo software, revealed five dominant factors in Table 2 instrumental to the acquisition's success: communication, culture, leadership, complementary resources, and commitment.

Table 1. List of Respondents

No	Names	Positions	Date	Method
1	WAB	Operation Superintendent	14-Oct-23	Full Voice
2	EMA	Financial Senior Manager	16-Oct-23	Full Text
3	ELF	HC Superintendent	17-Oct-23	Text & Voice
4	MKE	Management Development	17-Oct-23	Full Text
5	RLU	Operation Division Head	05-Nov-23	Zoom
6	OCH	Financial Superintendent	30-Oct-23	Full text
7	WDP	Operation Dep. Div. Head	05-Nov-23	Zoom
8	RFP	Tax Manager	30-Oct-23	Full text
9	BIR	Tax Senior Manager	05-Nov-23	Zoom
10	AGH	Tax Site Superintendent	05-Nov-23	Full text
11	MSU	Presiden Direktur	13-Nov-23	Zoom

Table 2. Findings Results

No	Factors	Delivered by
1	Communication	9 respondents
2	Culture	7 respondents
3	Leadership	6 respondents
4	Resources Complimentary	6 respondents
5	Commitment	6 respondents

Communication emerged as the most cited factor, highlighted by 9 respondents as essential for ensuring seamless integration and alignment of goals across all levels of the organization. Effective communication facilitated clear articulation of the company's vision, strategy, and objectives, fostering team cohesion and cultural integration.

7 respondents identified culture as a pivotal element in the acquisition's success. Integrating diverse cultures was crucial for promoting cooperation, creativity, and respect for differences. Successful cultural adaptation and integration were instrumental in minimizing operational disruptions and maximizing synergistic potential.

As noted by 6 respondents, leadership played a critical role in guiding the company through the transition, motivating employees, and providing a clear vision for the future. Strong leadership was essential for driving change, setting a sustainability agenda, and ensuring the efficient optimization of resources.

6 respondents also highlighted Complementary Resources as key to achieving operational efficiency and cost savings. The synergy between PAMA's and PTAR's resources enabled competitive pricing, access to new resources, and operational integration, which, in turn, contributed to the overall success of the acquisition.

Commitment from top management to integrate and develop the workforce, maintain employee benefits, and pursue long-term strategic goals was emphasized by 6 respondents as crucial. The commitment ensured that integration challenges were effectively addressed, fostering trust and smoothing the internalization of company culture.

These findings provide a nuanced understanding of the factors underpinning the success of PTAR's acquisition by PAMA and contribute to the broader discourse on mergers and acquisitions. The research highlights the importance of strategic communication, cultural integration, strong leadership, resource

complementarity, and unwavering commitment for a successful acquisition and integration process. The implications of these results extend beyond the specific case of PTAR and PAMA, offering valuable insights for other companies considering mergers and acquisitions as a strategy for growth and diversification.

The findings was the acquisition of PT Agincourt Resources (PTAR) by PT Pamapersada Nusantara (PAMA) significantly contribute to filling the previously identified gap in the specific success factors of mergers and acquisitions (M&A) in the mining sector. The outcomes of M&A activities, delves into the nuanced mechanisms and strategies underpinning successful acquisitions, particularly in the dynamic and complex mining industry. The emphasis on communication, culture, leadership, complementary resources, and commitment as pivotal factors offers a detailed blueprint for understanding how strategic, operational, and human resource considerations converge to influence the success of M&A endeavors (McKenzie & Woodruff, 2014; Zollo & Meier, 2008).

The prominence of communication as a critical success factor underscores the essential role of clear, consistent, and inclusive communication strategies in facilitating organizational integration and alignment (Wen et al., 2019; Whitehouse & Lanman, 2014). The finding enriches the existing body of knowledge by highlighting how strategic communication acts not just as a conduit for information but as a foundational element that supports all other aspects of the acquisition process, from cultural integration to leadership effectiveness. The aligns with and expands upon previous research that links effective communication with positive organizational outcomes post-merger. It provides a more nuanced understanding of its role in ensuring continuity, minimizing disruptions, and fostering a unified vision across merged entities.

Cultural integration emerged as another vital factor, reflecting the complexity of blending different organizational cultures in a way that respects diversity while establishing a cohesive and harmonious working environment (Karanja et al., 2021; Strobl et al., 2020). The study's focus on the immediate and strategic management of cultural differences contributes to filling the knowledge gap by detailing the processes and practices that facilitate successful cultural integration. By offering insights into how cultural factors are navigated and harmonized post-acquisition, the research enriches the theoretical and practical understanding of cultural management in M&A, highlighting its significance in achieving operational synergy and employee cohesion.

The role of leadership in steering the acquisition toward success, emphasizing the need for visionary, committed, and adaptable leaders (Autio & Rannikko, 2016; Chen et al., 2016; Christie et al., 2019; Nikolay et al., 2014; Rajapathirana & Hui, 2018; Storey et al., 2016). The finding deepens the discourse on leadership's role in M&A by illustrating how leaders can effectively drive change, motivate employees, and integrate new and existing operational strategies to achieve sustainability and growth. The leadership as a determinant of strategic direction and a critical enabler of integration, cultural alignment, and operational efficiency (Bocken, 2015; Chae et al., 2022; Trapczyński et al., 2018; Zaks et al., 2018).

A key factor for achieving competitive advantages and operational efficiencies post-acquisition. The study's examination of resource complementarity provides valuable insights into how leveraging the strengths of both companies can lead to cost savings, enhanced capabilities, and improved market positioning. By detailing how resources can be synergized for mutual benefit, the research fills a gap in understanding the tangible and strategic value of resource integration in M&A success, offering a concrete framework for assessing and leveraging resource complementarity in future acquisitions (Authors et al., 2019; Costantino et al., 2015; Ferraro & Hanauer, 2014; Gautam, 2022; Teste et al., 2017).

The significance of commitment from top management emerged as a foundational element for the successful integration and long-term success of the acquisition (Hayworth et al., 2014; Joshi et al., 2020; Wossen et al., 2017; Zuiderwijk et al., 2021). The study contributes to the literature by highlighting how commitment manifests in strategic decision-making, employee engagement, and maintaining operational integrity and cultural values. By unpacking the multifaceted nature of commitment and its impact on the acquisition process, the research provides a deeper understanding of how sustained dedication from leadership can overcome integration challenges, foster trust, and ensure the realization of the acquisition's strategic objectives (Álvarez-González & Otero-Neira, 2023; Campbell-Washburn et al., 2019; Candra et al., 2021; Liu et al., 2017; Polowczyk et al., 2021).

The synthesis of findings offers a comprehensive framework for understanding the multifaceted and interconnected factors that contribute to successful M&A activities in the mining sector. By addressing the specific research gap related to the success factors of PTAR's acquisition by PAMA, study enriches the academic discourse on M&A and provides practical insights for industry practitioners. The detailed exploration of how communication, culture, leadership, complementary resources, and commitment interact to facilitate successful acquisitions adds valuable knowledge to strategic management and M&A research (Chang et al., 2020; Dangelico, 2016; Kredo et al., 2016; Seddon et al., 2017; Zhu et al., 2018).

The study's implications extend beyond the mining industry, offering lessons and strategies that can be applied in various sectors considering M&A as a pathway to growth, diversification, and sustainability. The nuanced understanding of the critical success factors identified through the research provides a template for companies to evaluate, plan, and implement M&A activities with a greater likelihood of success (Den Hond et al., 2015; Hayes et al., 2014; Rizzoli et al., 2017).

CONCLUSION

The study meticulously unravels the intricacies behind the successful acquisition of PT Agincourt Resources by PT Pamapersada Nusantara, shedding light on pivotal elements such as strategic communication, cultural integration, leadership, resource complementarity, and employee commitment. These factors collectively underscore the essence of a holistic approach to post-acquisition management, emphasizing the importance of aligning company visions, minimizing cultural conflicts, fostering responsive and visionary leadership, optimizing operational resources, and ensuring employee well-being. The findings offer a robust blueprint for navigating the complex dynamics of mergers and acquisitions within the mining sector and across various industries. Moving forward, the research underscores companies' need to adopt a strategic, integrated approach to M&A activities, prioritizing clear communication, cultural harmony, sustainable leadership practices, efficient resource management, and deep-rooted commitment to employee welfare as cornerstones for success. The holistic perspective enhances our understanding of M&A success factors and sets a precedent for future endeavors in strategic business management and sustainable corporate growth.

REFERENCES

- Abramsky, T., Devries, K., Kiss, L., Nakuti, J., Kyegombe, N., Starmann, E., Cundill, B., Francisco, L., Kaye, D., Musuya, T., Michau, L., & Watts, C. (2014). Findings from the SASA! Study: A cluster randomized controlled trial to assess the impact of a community mobilization intervention to prevent violence against women and reduce HIV risk in Kampala, Uganda. *BMC Medicine*, 12(1). Scopus. <https://doi.org/10.1186/s12916-014-0122-5>
- Almaiah, M. A., Alamri, M. M., & Al-Rahmi, W. (2019). Applying the UTAUT Model to Explain the Students' Acceptance of Mobile Learning System in Higher Education. *IEEE Access*, 7, 174673–174686. Scopus. <https://doi.org/10.1109/ACCESS.2019.2957206>
- Almaiah, M. A., Al-Khasawneh, A., & Althunibat, A. (2020). Exploring the critical challenges and factors influencing the E-learning system usage during COVID-19 pandemic. *Education and Information Technologies*, 25(6), 5261–5280. Scopus. <https://doi.org/10.1007/s10639-020-10219-y>
- Alqahtani, A. Y., & Rajkhan, A. A. (2020). E-learning critical success factors during the covid-19 pandemic: A comprehensive analysis of e-learning managerial perspectives. *Education Sciences*, 10(9), 1–16. Scopus. <https://doi.org/10.3390/educsci10090216>
- Álvarez-González, P., & Otero-Neira, C. (2023). Mergers and acquisitions success: Examining customer loyalty. *Marketing Intelligence & Planning*, 41(1), 48–61. <https://doi.org/10.1108/MIP-02-2022-0074>
- Authors, C., Bright, D. S., Cortes, A. H., Hartmann, E., Parboteeah, K. P., Pierce, J. L., Reece, M., Shah, A., Terjesen, S., Weiss, J. W., White, M. A., Gardner, D. G., Lambert, J., Leduc, L. M., Parks-Leduc, L., Leopold, J., Muldoon, J., & O'Rourke, J. S. (2019). *Principles of Management*. OpenStax, Rice University.
- Autio, E., & Rannikko, H. (2016). Retaining winners: Can policy boost high-growth entrepreneurship? *Research Policy*, 45(1), 42–55. Scopus. <https://doi.org/10.1016/j.respol.2015.06.002>

- Bocken, N. M. P. (2015). Sustainable venture capital—Catalyst for sustainable start-up success? *Journal of Cleaner Production*, 108, 647–658. Scopus. <https://doi.org/10.1016/j.jclepro.2015.05.079>
- Boiral, O., Guillaumie, L., Heras-Saizarbitoria, I., & Tayo Tene, C. V. (2018). Adoption and Outcomes of ISO 14001: A Systematic Review. *International Journal of Management Reviews*, 20(2), 411–432. Scopus. <https://doi.org/10.1111/ijmr.12139>
- Campbell-Washburn, A. E., Ramasawmy, R., Restivo, M. C., Bhattacharya, I., Basar, B., Herzka, D. A., Hansen, M. S., Rogers, T., Patricia Bandettini, W., McGuirt, D. R., Mancini, C., Grodzki, D., Schneider, R., Majeed, W., Bhat, H., Xue, H., Moss, J., Malayeri, A. A., Jones, E. C., ... Balaban, R. S. (2019). Opportunities in interventional and diagnostic imaging by using high-performance low-field-strength MRI. *Radiology*, 293(2), 384–393. Scopus. <https://doi.org/10.1148/radiol.2019190452>
- Candra, A., Priyarsono, D., Zulbainarni, N., & Sembel, R. (2021). Literature Review On Merger and Acquisition (Theories and Previous Studies). *Studies of Applied Economics*, 39(4). <https://doi.org/10.25115/eea.v39i4.4627>
- Chae, S., Son, B.-G., Yan, T., & Yang, Y. S. (2022). Supply chains and the success of M&As: Investigating the effect of structural equivalence of merging firms’ supplier and customer bases. *International Journal of Operations & Production Management*, 42(8), 1272–1293. <https://doi.org/10.1108/IJOPM-12-2021-0745>
- Chang, V., Baudier, P., Zhang, H., Xu, Q., Zhang, J., & Arami, M. (2020). How Blockchain can impact financial services – The overview, challenges and recommendations from expert interviewees. *Technological Forecasting and Social Change*, 158. Scopus. <https://doi.org/10.1016/j.techfore.2020.120166>
- Chen, W., Koide, R. T., Adams, T. S., DeForest, J. L., Cheng, L., & Eissenstat, D. M. (2016). Root morphology and mycorrhizal symbioses together shape nutrient foraging strategies of temperate trees. *Proceedings of the National Academy of Sciences of the United States of America*, 113(31), 8741–8746. Scopus. <https://doi.org/10.1073/pnas.1601006113>
- Christie, A. P., Amano, T., Martin, P. A., Shackelford, G. E., Simmons, B. I., & Sutherland, W. J. (2019). Simple study designs in ecology produce inaccurate estimates of biodiversity responses. *Journal of Applied Ecology*, 56(12), 2742–2754. Scopus. <https://doi.org/10.1111/1365-2664.13499>
- Costantino, F., Di Gravio, G., & Nonino, F. (2015). Project selection in project portfolio management: An artificial neural network model based on critical success factors. *International Journal of Project Management*, 33(8), 1744–1754. Scopus. <https://doi.org/10.1016/j.ijproman.2015.07.003>
- Dangelico, R. M. (2016). Green Product Innovation: Where we are and Where we are Going. *Business Strategy and the Environment*, 25(8), 560–576. Scopus. <https://doi.org/10.1002/bse.1886>
- Dangi, T. B., & Jamal, T. (2016). An integrated approach to “sustainable community-based tourism.” *Sustainability (Switzerland)*, 8(5). Scopus. <https://doi.org/10.3390/su8050475>
- Den Hond, E., Govarts, E., Willems, H., Smolders, R., Casteleyn, L., Kolossa-Gehring, M., Schwedler, G., Seiwert, M., Fiddicke, U., Castaño, A., Esteban, M., Angerer, J., Koch, H. M., Schindler, B. K., Sepai, O., Exley, K., Bloemen, L., Horvat, M., Knudsen, L. E., ... Schoeters, G. (2015). First steps toward harmonized human biomonitoring in Europe: Demonstration project to perform human biomonitoring on a European scale. *Environmental Health Perspectives*, 123(3), 255–263. Scopus. <https://doi.org/10.1289/ehp.1408616>
- Ferraro, P. J., & Hanauer, M. M. (2014). Quantifying causal mechanisms to determine how protected areas affect poverty through changes in ecosystem services and infrastructure. *Proceedings of the National Academy of Sciences of the United States of America*, 111(11), 4332–4337. Scopus. <https://doi.org/10.1073/pnas.1307712111>
- Finney, D. M., White, C. M., & Kaye, J. P. (2016). Biomass production and carbon/nitrogen ratio influence ecosystem services from cover crop mixtures. *Agronomy Journal*, 108(1), 39–52. Scopus. <https://doi.org/10.2134/agronj15.0182>
- Fleischer, K., Rammig, A., De Kauwe, M. G., Walker, A. P., Domingues, T. F., Fuchslueger, L., Garcia, S., Goll, D. S., Grandis, A., Jiang, M., Haverd, V., Hofhansl, F., Holm, J. A., Kruijt, B., Leung, F., Medlyn, B. E., Mercado, L. M., Norby, R. J., Pak, B., ... Lapola, D. M. (2019). Amazon forest response to CO₂ fertilization dependent on plant phosphorus acquisition. *Nature Geoscience*, 12(9), 736–741. Scopus. <https://doi.org/10.1038/s41561-019-0404-9>
- Gall, M. D., Gall, J. P., & Borg, W. R. (2003). *Educational Research: An Introduction*. Allyn and Bacon.

- Gautam, P. K. (2022). Organizational Culture Integration Initiation in Merger and Acquisition, Changing Work Culture and Employees' Work Behavior. *The Batuk*, 8(1), 16–30. <https://doi.org/10.3126/batuk.v8i1.43507>
- Ghssein, G., Brutesco, C., Ouerdane, L., Fojcik, C., Izaute, A., Wang, S., Hajjar, C., Lobinski, R., Lemaire, D., Richaud, P., Voulhoux, R., Espaillet, A., Cava, F., Pignol, D., Borezée-Durant, E., & Arnoux, P. (2016). Biosynthesis of a broad-spectrum nicotianamine-like metallophore in *Staphylococcus aureus*. *Science*, 352(6289), 1105–1109. Scopus. <https://doi.org/10.1126/science.aaf1018>
- Hastig, G. M., & Sodhi, M. S. (2020). Blockchain for Supply Chain Traceability: Business Requirements and Critical Success Factors. *Production and Operations Management*, 29(4), 935–954. Scopus. <https://doi.org/10.1111/poms.13147>
- Hayes, P., Turner, B. L., Lambers, H., & Laliberté, E. (2014). Foliar nutrient concentrations and resorption efficiency in plants of contrasting nutrient-acquisition strategies along a 2-million-year dune chronosequence. *Journal of Ecology*, 102(2), 396–410. Scopus. <https://doi.org/10.1111/1365-2745.12196>
- Hayworth, K. J., Morgan, J. L., Schalek, R., Berger, D. R., Hildebrand, D. G. C., & Lichtman, J. W. (2014). Imaging ATUM ultrathin section libraries with WaferMapper: A multi-scale approach to EM reconstruction of neural circuits. *Frontiers in Neural Circuits*, 8(JUNE). Scopus. <https://doi.org/10.3389/fncir.2014.00068>
- Islam, M. R., Khan, N. A., & Baikady, R. (Eds.). (2022). *Principles of Social Research Methodology*. Springer Nature. <https://doi.org/10.1007/978-981-19-5441-2>
- Joshi, M., Sanchez, C., & Mudde, P. (2020). Improving the M&A success rate: Identity may be the key. *Journal of Business Strategy*, 41(1), 50–57. <https://doi.org/10.1108/JBS-08-2017-0115>
- Karan, A., Yip, W., & Mahal, A. (2017). Extending health insurance to the poor in India: An impact evaluation of Rashtriya Swasthya Bima Yojana on out of pocket spending for healthcare. *Social Science and Medicine*, 181, 83–92. Scopus. <https://doi.org/10.1016/j.socscimed.2017.03.053>
- Karanja, A. W., Mugambi, H. N., & Muriu, S. M. (2021). The Role of Communication in Employee Retention and Its Effects on Organizational Performance in Mergers in Kenya: A Case of Quick Mart Limited. *Management and Economics Research Journal*, 7(2), 1–10. <https://doi.org/10.18639/MERJ.2021.1417190>
- Kredo, T., Bernhardsson, S., Machingaidze, S., Young, T., Louw, Q., Ochodo, E., & Grimmer, K. (2016). Guide to clinical practice guidelines: The current state of play. *International Journal for Quality in Health Care*, 28(1), 122–128. Scopus. <https://doi.org/10.1093/intqhc/mzv115>
- Leavy, P. (2020). *The oxford handbook of qualitative research: Second edition*. In *The Oxford Handbook of Qualitative Research*. Oxford University Press. <https://doi.org/10.1093/oxfordhb/9780190847388.013>
- Liu, F., Lössl, P., Scheltema, R., Viner, R., & Heck, A. J. R. (2017). Optimized fragmentation schemes and data analysis strategies for proteome-wide cross-link identification. *Nature Communications*, 8. Scopus. <https://doi.org/10.1038/ncomms15473>
- Masood, T., & Egger, J. (2019). Augmented reality in support of Industry 4.0—Implementation challenges and success factors. *Robotics and Computer-Integrated Manufacturing*, 58, 181–195. Scopus. <https://doi.org/10.1016/j.rcim.2019.02.003>
- McKenzie, D., & Woodruff, C. (2014). What are we learning from business training and entrepreneurship evaluations around the developing world? *World Bank Research Observer*, 29(1), 48–82. Scopus. <https://doi.org/10.1093/wbro/lkt007>
- Moktadir, M. A., Kumar, A., Ali, S. M., Paul, S. K., Sultana, R., & Rezaei, J. (2020). Critical success factors for a circular economy: Implications for business strategy and the environment. *Business Strategy and the Environment*, 29(8), 3611–3635. Scopus. <https://doi.org/10.1002/bse.2600>
- Nikolay, B., Brooker, S. J., & Pullan, R. L. (2014). Sensitivity of diagnostic tests for human soil-transmitted helminth infections: A meta-analysis in the absence of a true gold standard. *International Journal for Parasitology*, 44(11), 765–774. Scopus. <https://doi.org/10.1016/j.ijpara.2014.05.009>
- Polowczyk, J., Zaks, O., & Trąpczyński, P. (2021). On the role of communication and management engagement for acquisition success: A study of Israeli startups. *International Entrepreneurship Review*, 7(4), 7–22. <https://doi.org/10.15678/IER.2021.0704.01>
- QSR International Pty Ltd. (2020). NVivo (released in March 2020) [Computer software]. <https://www.qsrinternational.com/nvivo-qualitative-data-analysis-software/home>

- Rajapathirana, R. P. J., & Hui, Y. (2018). Relationship between innovation capability, innovation type, and firm performance. *Journal of Innovation and Knowledge*, 3(1), 44–55. Scopus. <https://doi.org/10.1016/j.jik.2017.06.002>
- Research Methods in Information. (2013). *The Electronic Library*, 31(5), 682–683. <https://doi.org/10.1108/EL-06-2013-0113>
- Rizzoli, P., Martone, M., Gonzalez, C., Wecklich, C., Borla Tridon, D., Bräutigam, B., Bachmann, M., Schulze, D., Fritz, T., Huber, M., Wessel, B., Krieger, G., Zink, M., & Moreira, A. (2017). Generation and performance assessment of the global TanDEM-X digital elevation model. *ISPRS Journal of Photogrammetry and Remote Sensing*, 132, 119–139. Scopus. <https://doi.org/10.1016/j.isprsjprs.2017.08.008>
- Schreiweis, B., Pobiruchin, M., Strotbaum, V., Suleder, J., Wiesner, M., & Bergh, B. (2019). Barriers and facilitators to the implementation of eHealth services: Systematic literature analysis. *Journal of Medical Internet Research*, 21(11). Scopus. <https://doi.org/10.2196/14197>
- Seddon, P. B., Constantinidis, D., Tamm, T., & Dod, H. (2017). How does business analytics contribute to business value? *Information Systems Journal*, 27(3), 237–269. Scopus. <https://doi.org/10.1111/isj.12101>
- Storey, C., Cankurtaran, P., Papastathopoulou, P., & Hultink, E. J. (2016). Success Factors for Service Innovation: A Meta-Analysis. *Journal of Product Innovation Management*, 33(5), 527–548. Scopus. <https://doi.org/10.1111/jpim.12307>
- Strobl, A., Bauer, F., & Matzler, K. (2020). The impact of industry-wide and target market environmental hostility on entrepreneurial leadership in mergers and acquisitions. *Journal of World Business*, 55(2), 100931. <https://doi.org/10.1016/j.jwb.2018.03.002>
- Teste, F. P., Kardol, P., Turner, B. L., Wardle, D. A., Zemunik, G., Renton, M., & Laliberté, E. (2017). Plant-soil feedback and the maintenance of diversity in Mediterranean-climate shrublands. *Science*, 355(6321), 173–176. Scopus. <https://doi.org/10.1126/science.aai8291>
- Trąpczyński, P., Zaks, O., & Polowczyk, J. (2018). The Effect of Trust on Acquisition Success: The Case of Israeli Start-Up M&A. *Sustainability*, 10(7), 2499. <https://doi.org/10.3390/su10072499>
- Wen, Z., Li, H., Shen, Q., Tang, X., Xiong, C., Li, H., Pang, J., Ryan, M. H., Lambers, H., & Shen, J. (2019). Tradeoffs among root morphology, exudation and mycorrhizal symbioses for phosphorus-acquisition strategies of 16 crop species. *New Phytologist*, 223(2), 882–895. Scopus. <https://doi.org/10.1111/nph.15833>
- Whitehouse, H., & Lanman, J. A. (2014). The ties that bind us: Ritual, fusion, and identification. *Current Anthropology*, 55(6), 674–695. Scopus. <https://doi.org/10.1086/678698>
- Wossen, T., Abdoulaye, T., Alene, A., Haile, M. G., Feleke, S., Olanrewaju, A., & Manyong, V. (2017). Impacts of extension access and cooperative membership on technology adoption and household welfare. *Journal of Rural Studies*, 54, 223–233. Scopus. <https://doi.org/10.1016/j.jrurstud.2017.06.022>
- Zaks, O., Polowczyk, J., & Trąpczyński, P. (2018). Success Factors of Start-Up Acquisitions: Evidence from Israel. *Entrepreneurial Business and Economics Review*, 6(2), 201–216. <https://doi.org/10.15678/EBER.2018.060211>
- Zhang, Y., Sun, J., Yang, Z., & Wang, Y. (2020). Critical success factors of green innovation: Technology, organization and environment readiness. *Journal of Cleaner Production*, 264. Scopus. <https://doi.org/10.1016/j.jclepro.2020.121701>
- Zhu, B., Liu, J. Z., Cauley, S. F., Rosen, B. R., & Rosen, M. S. (2018). Image reconstruction by domain-transform manifold learning. *Nature*, 555(7697), 487–492. Scopus. <https://doi.org/10.1038/nature25988>
- Zollo, M., & Meier, D. (2008). What Is M&A Performance? *Academy of Management Perspectives*, 22(3), 55–77. <https://doi.org/10.5465/amp.2008.34587995>
- Zuiderwijk, A., Chen, Y.-C., & Salem, F. (2021). Implications of the use of artificial intelligence in public governance: A systematic literature review and a research agenda. *Government Information Quarterly*, 38(3). Scopus. <https://doi.org/10.1016/j.giq.2021.101577>