A Dual View on IT Challenges in Corporate Divestments and Acquisitions

Abstract:

Acquisitions of new businesses and divestments of existing ones are frequently components of large organizations’ corporate strategies. In both acquisitions and divestments, corporate IT infrastructure plays a critical role for realizing business objectives. In this paper, we take a dual view of the IT-related challenges in divestment and acquisition strategies, studying them as a single integrated transaction between a buyer and a seller and investigating how the IT carve-out and IT integration strategies influence each other. The extant literature on the interaction between carve-outs and integration strategies is an empty set. Here, we begin to shed light to the limitations of the carve-out contract, the processes of carving out a business unit from one and integrating it into another multi-business organization, asymmetries in both parties’ preferences for an IT transaction process and its influence on arising challenges and organization performance.

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