



Student Name: Vadym Kozlov

Student Number: 1703901

Module Code: LCMB7020

DISSERTATION

**THE EFFECTS OF ACQUISITION ON VODAFONE'S OPERATIONS IN
THE POST-ACQUISITION PERIOD (THE CASE OF VODAFONE IN
UKRAINE)**



Part 2: Thesis

Module Tutor: Dr Hossein Shokri

Contents

Declaration	4
University of Wales: Trinity Saint David E-Thesis Deposit Agreement	5
Abstract	6
Acknowledgement	6
Part 1: Brief Description of the Study	7
1.1. Background of the Study	7
1.2. Purpose of the Study	7
1.3. Research Aim and Objectives	8
1.4. The Main Motive for Undertaking the Study.....	8
1.5. The Outline of The Dissertation.....	9
Part 2: Literature Review	11
2.1. Introduction	11
2.2. International Business	11
2.3. International Expansion Strategy	12
2.4. Drivers of Internationalisation.....	12
2.5. Different Modes of Entry for Foreign Markets.....	13
2.6. Advantages and Disadvantages of Cross-Border Acquisitions, Greenfield Ventures and Mergers.....	15
2.7. Post-Acquisition Literature Overview and Hypothesis Formulation.....	17
Part 3: Research Methodology	19
3.1. Introduction	19
3.2. Research Approach	19
3.3. Methodological Choice and Research Strategy	20
3.4. Data Source and Collection.....	20
3.5. Data Analysis.....	20
Part 4: Data Analysis and Discussion	20
4.1. Introduction	20
4.2. The Overview of the Telecommunications Industry	21
4.3. Vodafone's Overview	21
4.4. The Overview of Ukraine	22
4.5. The Overview of Ukrainian Telecommunications Industry.....	24
4.6. Ukraine versus United Kingdom: Country Comparison	24
4.7. Case Studies Overview and Analysis	27
4.8. Hypothesis Testing.....	33

4.8.1. <i>The Acquisition and Internal Operations</i>	33
4.8.2. <i>The Acquisition and Uncertainty, Redundancy Worries</i>	33
4.8.3. <i>The Acquisition and “Cultural Clash”</i>	34
Part 5: Conclusion and Recommendation	34
5.1. Introduction	34
5.2. Summary	35
5.3. Key Findings	35
5.3.1. <i>The Acquisition and Internal Operations</i>	35
5.3.2. <i>The Acquisition and Uncertainty, Redundancy Worries</i>	36
5.3.3. <i>The Acquisition and “Cultural Clash”</i>	36
5.4. Contribution of the Study	36
5.5. Research Limitations	37
5.6. Recommendation	37
References	37
Appendices	44
Appendix 1: The Scenario of the Interview (English Version)	44
Appendix 2: The Scenario of the Interview (Ukrainian Version)	45
Appendix 3: Vodafone Questionnaire (English Version)	46
Appendix 4: Vodafone Questionnaire (Ukrainian Version)	47
Appendix 5: The Results of the Questionnaire	48
Appendix 6: The Results of the Questionnaire (Continued)	49
Appendix 7: Percentage Calculation of the Results of the Questionnaire	49
Appendix 8: Vodafone Franchise Opportunities Webpage	50
Appendix 9: Vodafone UA Shops in the City of Ivano-Frankivsk, Western Ukraine	51
Appendix 10: Vodafone UA Shops in the City of Ivano-Frankivsk, Western Ukraine (Continued)	52
Appendix 11: Vodafone’s Customer Engagement Highlights	52
Appendix 12: Ukrainian Telecommunications Customers Segmentation Chart	53
Appendix 13: Consent Form (English Version)	54
Appendix 14: Consent Form (Ukrainian Version)	55

Declaration



PRIFYSGOL CYMRU
Y Drindod Dewi Sant
UNIVERSITY OF WALES
Trinity Saint David

Master's Degrees by Examination and Dissertation Declaration Form.

1. This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Signed: **Vadym Kozlov**

Date: **11/06/2021**

2. This dissertation is being submitted in partial fulfilment of the requirements for the degree of Master in Business Administration.

Signed: **Vadym Kozlov**

Date: **11/06/2021**

3. This dissertation is the result of my own independent work/investigation, except where otherwise stated.

Other sources are acknowledged by footnotes giving explicit references.

A bibliography is appended.

Signed candidate: **Vadym Kozlov**

Date: **11/06/2021**

4. I hereby give consent for my dissertation, if accepted, to be available for photocopying, inter- library loan, and for deposit in the University's digital repository

Signed (candidate): **Vadym Kozlov**

Date: **11/06/2021**

Supervisor's Declaration.

I am satisfied that this work is the result of the student's own efforts.

Signed: **Dr Hossein Shokri**

Date: **11/06/2021**

University of Wales: Trinity Saint David
E-Thesis Deposit Agreement

Details of the Work

I would like to deposit the following item in the digital repository maintained by the University, and/or in any other repository authorized for use by the University:

Title: THE EFFECTS OF ACQUISITION ON VODAFONE'S OPERATIONS IN THE POST-ACQUISITION PERIOD (THE CASE OF VODAFONE IN UKRAINE)

This item is a product of my own research endeavours and is covered by the agreement below in which the item is referred to as "the Work". It is identical in content to that deposited in the Learning Resources Centre, subject to point 4 below.

I agree that the University of Wales: Trinity Saint David may electronically store, copy or translate the Work to any approved medium or format for the purpose of future preservation and accessibility. The University is not under any obligation to reproduce or display the Work in the same formats or resolutions in which it was originally deposited.

UW: TSD Digital Repository

I understand that work deposited in the digital repository will be accessible to a wide variety of people and institutions, including automated agents and search engines via the World Wide Web.

I understand that once the Work is deposited, the item and its metadata may be incorporated into public access catalogues or services, such as national databases of electronic theses.

I agree as follows:

1. That I am the author or have the authority of the author/s to make this agreement and do hereby give the University of Wales: Trinity Saint David the right to make available the Work in the way described above.
2. That the electronic copy of the Work deposited in the digital repository and covered by this agreement, is identical in content to the paper copy of the Work.
3. That I have exercised reasonable care to ensure that the Work is original, and to the best of my knowledge, does not breach any laws including those relating to defamation, libel and copyright.
4. That I have, in instances where the intellectual property of other authors or copyright holders is included in the Work, gained explicit permission for the inclusion of that material in the Work, and in the electronic form of the Work as accessed through the open access digital repository, or that I have identified and removed that material for which adequate permission has not been obtained and which will be inaccessible via the digital repository

5. That University of Wales: Trinity Saint David does not hold any obligation to take legal action on behalf of the Depositor, or other rights holders, in the event of a breach of intellectual property rights, or any other right, in the material deposited.
6. That I undertake to indemnify the University of Wales: Trinity Saint David against all actions, suits, proceedings, claims, demands and costs occasioned by the University in consequence of any breach of this agreement.

Signature: Vadym Kozlov

Date: 11/06/2021

Abstract

Despite many existing publications regarding the post-acquisition integration, they are still not fully exploring such effects of acquisition as changes in the internal operations, feelings of the workforce and the existence of so-called “cultural clashes” or “cultural misfits” (Stahl & Voigt, 2015). Based on the eight interviews conducted with managers of regional office “West 1” of recently acquired company Vodafone UA the author will be examining three hypotheses relating to the post-acquisition integration.

Acknowledgement

First of all, I would want to thank my dissertation supervisor, Dr Hossein Shokri, for all of his wonderful advice and kind support during my dissertation process. Throughout my dissertation time, he provided me with exceptional and continuing assistance in carrying out this study endeavour. I would also want to take this time to thank the MBA Programme Director, Dr Gladius Kulothungan, for all of his assistance and superb leadership during my MBA studies at UWTSD. I would also want to thank the academic and administrative personnel at UWTSD, as well as Mr Bart Plange, who gave exceptional assistance at various phases of my MBA studies and established a scenario in which I could do my MBA dissertation research. I also would like to thank the Ukrainian team helping me in my research: Mr Ihor Maslov, The Representative of the President of Ukraine for Telecommunications Industry in the region of Ivano-Frankivsk, Mr Andrey Blindar, IT consultant and marketing advisor and Mr Vitaliy Savchin, the driver, local guide and security.

Part 1: Brief Description of the Study

1.1. Background of the Study

This study investigates the impact of the Vodafone UA acquisition on the company's internal operations. According to Caiazza and Volpe (2015), for many decades, cross-border mergers and acquisitions (M&A) have fascinated the attention of academics and practitioners. The research aims to analyse and assess changes in the company's internal environment during the post-acquisition period based on eight study cases produced through interviewing Vodafone UA regional office managers. Vodafone UA was acquired by the company Bakcell LLC from MTS on the 25th of November 2019 (Vodafone Ukraine, 2021).

1.2. Purpose of the Study

Hill (2012) provides following description of international business: "An international business is any firm that engages in international trade or investment." Daniels et al. (2015) states that export and import are the most popular modes of international business strategy. Simply exporting or importing goods from another country qualifies this firm or organisation for international business, according to Hill (2012). The popularity of export and import is a result of their main benefits. Both are relatively simple, low-cost, and fast ways to enter foreign markets; they introduce minimal business risk, require minimal resource commitment, and increase marketplace flexibility (Daniels, et al., 2015). Once a specific national market was identified for entry, an organisation must decide how to enter that market (Johnson, et al., 2008). A company that wants to enter a foreign market must make an important strategic decision about which entry mode to use. Exporting, licensing, joint venture, and sole venture are the four most popular methods of entering international markets (Agarwal & Ramaswami, 1992). Mergers, acquisitions, and greenfield ventures are examples of joint ventures and sole ventures. Juneja (2015) identifies cross border mergers and acquisitions as "deals between foreign companies and domestic firms in the target country." The companies involved in cross-border M&A will face cultural differences and disputes. How to manage these cultural gaps and resolve disputes becomes a critical problem for businesses (Zhu & Huang, 2007). The main purpose of this research would be to analyse and assess the changes in the company's internal

environment created by cross-border acquisition. The above-mentioned transaction in which Bakcell LLC acquired Vodafone UA from MTS in 2019 is an example of such an acquisition.

1.3. Research Aim and Objectives

This research main aim is to investigate and analyse the effects of the acquisition of Vodafone UA on the company's internal operations in the post-acquisition period. The research will be focused only on the changes within the internal environment of the regional Vodafone UA office called "West 1", which is based in the Ivano-Frankivsk region of Western Ukraine. The author of the study travelled to this area in person in March 2021 to collect relevant data from primary sources. This information, along with online research and the use of academic resources, will serve as the foundation for the thesis. The author has also identified four major research objectives on which the study will be focused:

1. To conduct a critical study on post-acquisition integration publications relating to three phases: changes in the internal operations; uncertainty and fears of redundancy among the workforce and the existence of "cultural clash".
2. To investigate the impact of the acquisition on the internal operations of the company using the data samples collected from the managers of Vodafone UA regional office "West 1" as the main thesis of this study.
3. Test another two hypotheses related to uncertainty and fears of redundancy and the existence of "cultural clash" as the matters connected to the internal operations.
4. Based on the empirical results of this report, conclude and make recommendations to future researchers on how to manage cross-border post-acquisition integration strategies.

1.4. The Main Motive for Undertaking the Study

As previously mentioned in this thesis, the acquisition and merger is one of the entry modes into a particular national market (Johnson, et al., 2008). In recent years, there has been a significant rise in cross-border mergers and acquisitions (M&As) all over the world (Weber & Tarba, 2011). Since this study focuses solely on acquisitions, the author wishes to distinguish them from mergers, even though they are often discussed in the same context. Johnson, et al. (2017) identifies acquisition as a purchase of a

majority of shares in the target company. There are numerous reasons for looking for acquisitions. One is to gain a key resource that would otherwise be difficult or time-consuming for the investor to access. Alternatively, an investor may be able to acquire the employees but lacks experience in efficiently managing them (Daniels, et al., 2015). Mergers on the other side are different to acquisitions: it refers to a circumstance in which two or more smaller firms combine to pool their resources to become a massive leader in their industry or market (Hitt, et al., 2001). Regardless of how such deals are marked, mergers are primarily regarded as friendly in the sense that both the acquiring and target companies want the deal to take place (DePamphilis, 2012). Over the years, there has been a significant amount of research on mergers and acquisitions (M&A) operation. Cross-border mergers and acquisitions (CB M&A) research is also becoming quite popular (Hopkins, 2008). Post-acquisition 'cultural clashes' are often blamed for poor M&A results, but there is little evidence to direct organizations through the complex process of cultural integration, according to Bligh (2006). Cross-border M&A cultural integration aims to minimize cultural disparities in the acquired company as much as possible. As a result, whether or not cultural integration is successful is important to the success or failure of a cross-border merger or acquisition (Zhu & Huang, 2007). The *primary reason* for conducting this study, according to the author, was to determine the impact of the acquisition on the internal operations of the Vodafone UA entire organisation, such as changes in duties and procedures, uncertainty among management and employees, changes in the company's norms and values, and the existence or non-existence of "cultural clash" within the organisation. As a result, the study's initial contribution will be to identify the presence of changes in Vodafone UA's internal operations following the acquisition. The second contribution will be an examination of the company's workforce's existing uncertainties and fears of redundancy in the aftermath of the acquisition. Third, the next contribution would emphasize the need of considering cross-cultural variations when it comes to cross-border acquisition.

1.5. The Outline of The Dissertation

This section contains a thorough outline of the dissertation. This MBA dissertation is organized under the guidelines developed by the University of Wales Trinity Saint David. It is organized as follows, divided into five parts:

Part 1 – Brief description of the study: This section offers a summary of the dissertation project as a whole. It provides a summary of academic research studies in the field of international business, modes of international business policy, and mergers and acquisitions (M&A). It reflects the research goal as well as the study's three key objectives. As the research concerns only cross-border acquisition, there will be an explanation of the differences between mergers and acquisitions. The gap in the researches regarding the impact of cultural leadership on the company's internal climate during post-acquisition integration also will be highlighted. It also emphasizes four major contributions of cross-cultural research. The dissertation's structure is outlined in the final section of this section.

Part 2 – Literature review: This section of the research offers a thorough critical examination, critique, and discussion of the current scholarly literature relevant to this research. This section discusses prior empirical and theoretical research related to international business, international business strategies, global expansion decisions, and foreign market entry modes. It also provides a brief analysis of acquisitions, mergers, and greenfield ventures. The last part of the literature review is designated to post-acquisition articles related to internal operations, uncertainty and fears of redundancy among the workforce and the existence of the “cultural clash” caused by the acquisition.

Part 3 – Research methodology: This section outlines the researcher's techniques, processes, and tactics used in this empirical study, justifying the choice of particular research methods dealing with data collection and analysis, as well as research limits, limitations, and ethical issues.

Part 4 – Data analysis and discussion: This section summarizes the primary data acquired and reflects a systematic analysis of the primary data acquired using quantitative and qualitative research methodologies based on a person-to-person survey. It emphasizes the most significant findings in terms of the study's aims. It goes through the survey results analysis and synchronization, as well as the important conclusions. Part 4 concludes with hypothesis testing and a discussion of the outcomes.

Part 5 – Summary and key findings: This section summarizes the key findings of this research project and shows the degree to which the research goals and objectives

were met. It makes some suggestions for MNEs in the telecommunications industry about how to organize and deliver the best post-acquisition integration within newly formed or acquired companies to prevent "cultural clashes." It also addresses the limitations of this empirical study and suggests future research directions in this area.

References: This section contains references to all sources used in this study, including scholarly books, high-quality journal papers, and other secondary data, that have been properly referenced using the Harvard Referencing format.

Appendices: This section contains additional and supporting evidence for this research project.

Part 2: Literature Review

2.1. Introduction

This chapter provides a critical review of international business and international expansion strategy. It also provides a review of drivers of internationalisation and describes different entry modes to the foreign markets. The next section explains the differences between mergers, acquisitions and greenfield ventures. The finishing part of the chapter is a post-acquisition literature review and formulation of three hypotheses.

2.2. International Business

Daniels et al. (2015) provides following description of international business: "all commercial transactions, including sales, investments, and transportation, that take place between two or more countries." According to Hill (2012) an international business occurs when firm or a company is involved in international investment or international trade. Vodafone Group Plc is a prime example of an international business. The company has a presence in 25 countries. It collaborates with local operators in 41 countries, provides IP-VPN service in 74 countries, and provides 4G roaming coverage in 168 countries. Vodafone Group operated 535.8 million mobile subscribers, 19.7 million fixed broadband customers, 14 million TV customers, and 121.7 million 4G customers in 23 countries as of the end of March 2019 (MarketLine, 2020). In the City of Ivano-Frankivsk, Western Ukraine, where Vodafone UA regional office "West 1" located, Vodafone UA has three shops currently operating and three

more are going to be open after the end of lockdown restrictions (please see Appendices 9 and 10).

2.3. International Expansion Strategy

“There are as many motives as there are strategies for international expansion.” (DePamphilis, 2012). Study conducted by Li (1995) shows how unique strategy decisions (diversification plans and entrance tactics) and company characteristics (organizational learning and experience) result in varied survival probability for foreign subsidiaries, and hence have a substantial impact on performance in international markets. Hill (2012), also confirms that a company considering international expansion must make three fundamental decisions: the markets to enter when to enter those markets, and on what scale to enter those markets.

2.4. Drivers of Internationalisation

International strategy, according to Johnson, et al. (2017), due to its complexity, “should be underpinned by a careful assessment of trends in each particular market.” Imperial College Business School's George Yip proposes a framework for examining "drivers of globalisation" or internationalisation drivers. The diagram below depicts four internationalisation drivers, with more extensive explanations to follow.



Diagram 1: *Four drivers of internationalisation*, based on sources: (Johnson, et al., 2017; Johnson, et al., 2008; Yip, 2003)

1. Market drivers: Some market standardisation is a significant facilitator of internationalisation. This driver is supported by three components: similar customer needs, global customers and transferrable marketing (Johnson, et al., 2008; Yip, 2003).

2. Cost drivers: Costs can be decreased by operating on an international market. Cost drivers, once again, have three major components: scale economies, country-specific differences and favourable logistics (Johnson, et al., 2017).

3. Government drivers: These can both help and hinder internationalization. Tariff barriers, technical standards, subsidies to local enterprises, ownership limitations, local content requirements, controls over technology transfer, intellectual property regimes, and currency and capital movement controls are significant parts of the policy (Johnson, et al., 2008; Yip, 2003).

4. Competitive drivers: These are specifically related to globalisation as an integrated global strategy as opposed to basic international strategies. There are two components to this. First, the interconnectedness of national operations enhances the need for global cooperation. The second factor is directly related to competitive strategy. Because competitors may utilise revenues from one country to cross-subsidise their operations in another, the presence of globalised competitors raises the temptation to adopt a global strategy in response (Johnson, et al., 2017).

2.5. Different Modes of Entry for Foreign Markets

“Once a particular national market has been selected for entry, an organisation needs to choose how to enter that market.” (Johnson, et al., 2017). The diagram shown below presents five main modes of foreign entry with more detailed explanations to follow.



Diagram 2: Five main modes of foreign entry, based on sources: (Johnson, et al., 2017; Hill, 2012; Daniels, et al., 2015)

1. *Exporting* - It has two distinct benefits. For starters, it prevents the often prohibitively expensive costs of developing manufacturing operations in the host country. Second, exporting will assist a company in achieving experience curve and location economies (Hill, 2012). However, there are some drawbacks to consider: the company will be unable to benefit from the host country's geographic advantage; opportunities to gain awareness of the local market will be limited; and shipping and import duties, as well as local taxes, will be prohibitively expensive (Johnson, et al., 2017).
2. *Licencing* - The licensing mode is a low-investment, low-risk/return option that gives the licensing firm the least amount of power (Agarwal & Ramaswami, 1992).
3. *Franchising* - It entails the franchisee performing specific tasks such as manufacturing, delivery, or sale, while the franchiser is in charge of the brand name, promotion, and possibly training. Coca-Cola and McDonald's are well-known examples of franchising (Johnson, et al., 2017). Vodafone Group Plc is also a big franchiser. "Our franchise systems are set up all over the world. 80% of our global retail estate has seen investment and there are already 114 live

Partner stores in the UK (as of April 2019).” (Vodafone Limited, 2021). Appendix 8 presents Vodafone’s webpage dedicated to attracting new franchisees.

4. *Joint venture* - The key benefits include the ability to share investment risk with a partner, as well as the ability to leverage know-how and complementary tools. The key drawbacks are: finding an acceptable partner will be difficult; agreeing on appropriate negotiating terms will be challenging; maintaining the partnership with the international partner will be complicated, and the ability to incorporate and manage activities across the border will be restricted (Johnson, et al., 2017).
5. *Acquisition/Merger/Greenfield venture* - According to DePamphilis (2012), “an acquisition occurs when one company takes a controlling ownership interest in another firm, a legal subsidiary of another firm, or selected assets of another firm, such as a manufacturing facility.” On the other side, merger, according to Johnson, et al., (2017) and Hill (2012) is a mutually agreed-upon decision for organizations to share ownership. It is the primary distinction between acquisitions and mergers, and later in the sense of the review, the primary focus of the analysis would be a cross-border acquisition rather than a merger. Companies can prefer greenfield venture if no suitable company is available for acquisition; acquisition is more difficult to finance, or acquisition would result in carryover problems (Daniels, et al., 2015).

2.6. Advantages and Disadvantages of Cross-Border Acquisitions, Greenfield Ventures and Mergers

Acquisition	
<i>Advantages</i>	<i>Disadvantages</i>
1. Fast to carry out. A firm can quickly develop a presence in a target foreign market by acquiring an existing enterprise.	1. Acquiring companies sometimes overpay for the acquired firm's assets. If more than one firm is interested in purchasing the target firm, the price of the acquired firm will rise.
2. Firms make acquisitions to gain a competitive advantage. Pre-emption is	2. Many acquisitions fail due to a clash of cultures between the acquiring and

especially important in rapidly globalizing markets, such as telecommunications, which is the topic of this report.	acquired firms. Many acquired businesses have high management turnover after an acquisition, probably because their employees do not like the acquiring company's way of doing business.
3. Acquisitions are less risky than greenfield ventures. When a company makes an acquisition, it buys a collection of assets that generate a predictable revenue and profit stream.	3. Another explanation for failure is that attempts to realize growth opportunities by merging the activities of the acquired and acquiring organizations often hit roadblocks and take much longer than been forecasted.

Table 1: *Advantages and disadvantages of acquisitions*, based on sources: (Avinadav, et al., 2016; Gregoriou & Neuhauser, 2007; Hill, 2012; Hitt, et al., 2001; Hopkins, 2008)

Merger	
<i>Advantages</i>	<i>Disadvantages</i>
1. Expands market share.	1. Increases the cost of goods and services.
2. Reduces operational costs.	2. There is a high likelihood of a "cultural clash."
3. Geographically expands the business.	3. In the event of an aggressive merger, the possibility of generating unemployment in the host country exists.

Table 2: *Advantages and disadvantages of mergers*, based on sources: (Avinadav, et al., 2016; Caiazza & Volpe, 2015; DePamphilis, 2012; Gregoriou & Neuhauser, 2007; Hitt, et al., 2001)

Greenfield venture	
<i>Advantages</i>	<i>Disadvantages</i>

1. Creates jobs in the host country.	1. It takes longer to establish.
2. Local funding would be much more available compared to an acquisition.	2. Because of the uncertainties surrounding potential sales and profit opportunities, this may be risky.
3. Possibility of investing in industries with few rivals.	3. The risk of being out-competed by a more aggressive foreign competitor who enters the host country via acquisition and establishes a large market presence, limiting the market opportunity for our greenfield company.

Table 3: *Advantages and disadvantages of greenfield ventures*, based on sources: (Daniels, et al., 2015; Hill, 2012; Li, 1995)

2.7. Post-Acquisition Literature Overview and Hypothesis Formulation

During the overview of the post-acquisition related literature, the author will be dividing his research into three phases, each corresponding to the specifics of post-acquisition integration. Later it will be used as the base of the hypotheses tested due the course of this study. This approach is recommended by Caiazza & Volpe (2015), and it proved to be quite successful.

1. **Phase 1: Internal operations related articles.** Johnson, et al. (2017) mentions internal operations in relations to reorientation acquisitions, such as the case of Vodafone UA (changing business profile from being service provider to service and retail provider). "From the resource-based view, we divide the cross-border M&A integration risk into external resource integration risks and internal resource integration risks." (Chen & Wang, 2012). Post-acquisition integration and its relation to internal operations of the company also being investigated by Datta (1991), Chen et al. (2010) and Hill (2012). In another study, conducted by Grigorieva & Petrunina (2015) the emphasis is made on inconsistency when it comes to assessing changes in the company's internal operations in the post-acquisition period, as more researchers concentrating on the financial side of the deal. To fill the gap in this area of post-acquisition integration the author will create the first hypothesis to be tested later:

H1: *Has the acquisition of Vodafone UA changed the company's internal operations?*

2. **Phase 2: *Uncertainty and redundancy worries among management and employees.*** There is evidence of quite limited research was done to connect post-acquisition integration and feelings of the company's workforce (Lee, et al., 2013). Most of the existing post-M&A literature concentrates on the financial performance of the newly merged or acquired entity. But it has been argued that the success of the post-acquisition stage is equally dependent on the integration of human resources and the degree of cultural fit (Lawlor, 2013). One of the major themes that emerged from the research completed by Ager (2011) was that the acquisitions (and subsequent communication about them) frequently led to actors characterising the experience as leaving them full of feeling particularly negative emotions like anxiety, worry and fear. The effectiveness of the integration process is dependent on the collaboration of both organisations' management and workers, as well as the capacity to solve disputes and different human resource challenges (Weber, et al., 2011). All these articles mentioned above and similar studies performed by Falkum et al. (2014) and Yalabik (2013) has prompted the author to formulate the next hypothesis:

H2: *Has the acquisition of Vodafone UA caused uncertainty and redundancy worries among the management and employees?*

3. **Phase 3: *The evidence of "cultural clash" during post-acquisition integration.*** Cultural differences and integration efforts during the post-merger integration era, according to most management experts and practitioners, are crucial to performance (Weber & Tarba, 2011). Post-M&A 'cultural clashes' are frequently blamed for poor acquisitions outcomes, but there is little research to aid firms through the difficult process of cultural integration (Bligh, 2006). Because of cultural and linguistic variations between nations, international acquisitions are especially vulnerable to organizational mismatches, albeit the amount to which there is a genuine cultural clash will be influenced by the degree of integration sought (Johnson, et al., 2017). The success of an M&A determined by strategic complementarity, cultural fit, and the degree of integration (Bauer & Matzler, 2014). Several researchers have employed cultural fit concepts to explain the variety in M&A success, focusing on the negative link between pre-acquisition cultural differences (both organizational and national) and post-acquisition integration effectiveness: Bjo`rkman et al. (2007), Stahl & Voigt (2015).

However, another article by Weber & Drori (2014) points out at “inconsistent effects of culture clash on M&A performance”, stating that “cultural clashes” can be avoided if the correct M&A strategy was used or at least it was quickly rearranged during the post-acquisition period. All these articles plus research studies completed by Hu & Ngo (2015), Zhu & Huang (2007) and Jain & Ramesh (2015) has inspired the author to formulate another hypothesis to be tested in due course of this research:

H3: Has the acquisition of Vodafone UA caused a “cultural clash” within the company?

Part 3: Research Methodology

3.1. Introduction

The approach of this study research is discussed in this chapter. It describes the research methodologies, methodologies, and project designs employed throughout the study, as well as the researcher's decision to employ one research strategy over another, as well as important boundaries, constraints, and ethical issues. The impacts of the acquisition are investigated using mixed quantitative and qualitative methods in this study. The structure of this chapter focuses on the 'onion' model of research (Saunders, et al., 2007), which displays the several main acts necessary in deciding on a methodology for an academic research project in the field of business and management as layers.

3.2. Research Approach

A researcher must consider the goal of the research approach before establishing or organizing a research project (Creswell, 2014). The research onion proposed by Saunders et al. (2007) can be seen in Figure 1.

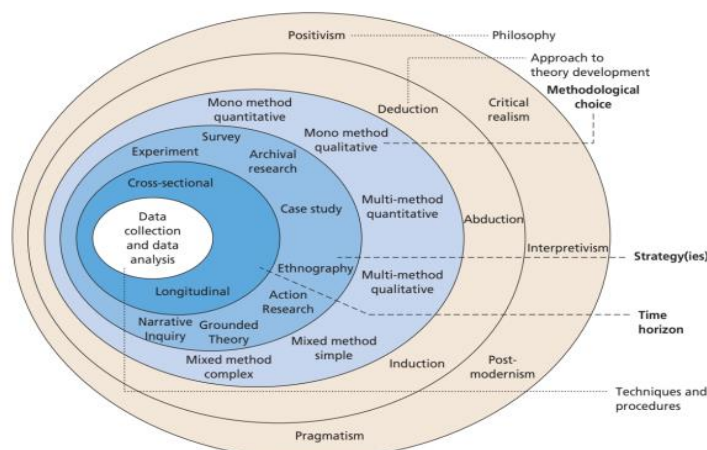


Figure 1: *The research onion*, based on source: (Saunders, et al., 2007)

As previously demonstrated, there are three ways to theory formation and research project design that may be used: deduction, induction, and abduction. These major techniques to theory development illustrate several intellectual approaches to data usage. Any part of any research process (such as studying the literature and collecting data) is dependent on the researcher's methodology.

3.3. Methodological Choice and Research Strategy

The major methods of academic research available to researchers include quantitative, qualitative, and mixed techniques, according to Saunders et al. (2007). The author of this study will be using mixed techniques. Mixed methods research is an approach that combines quantitative and qualitative elements. Mixed methods researchers collect data, both numerical and non-numerical when a mix of both approaches might contribute to realizing the potential of a more complicated research project and accelerating its completion (Newby, 2014).

3.4. Data Source and Collection

The data for this research will be collected by the author in person during his trip to Ukraine. The sources of prime data will be eight personal interviews conducted with eight managers of the regional office “West 1” of Vodafone UA.

3.5. Data Analysis

After collecting the data, the author of this study will analyse it firstly by using quantitative methods of research and later the qualitative methods also will be used to get the full picture for the analysis. Graphs, tables and pie charts will be used to make data analysis more presentable and readable.

Part 4: Data Analysis and Discussion

4.1. Introduction

The purpose of this chapter is to organize and analyse the main data gathered from the personal interviews. It analyses the conclusions of this cross-cultural study and gives the conclusions of testing the research hypotheses. The study at hand employs a quantitative and qualitative mixed research approach, as indicated in the methodology chapter. The acquired data is statistically analysed. This chapter focuses

on three derived hypotheses that were covered in the literature review chapter. It analyses and examines the conclusions based on the reviews and empirical work of previous researchers.

4.2. The Overview of the Telecommunications Industry

Cable companies, internet service providers, satellite companies, and telephone companies comprise the telecommunications industry. Telecommunications is defined as long-distance communication. The origins of the sector can be traced back to postal courier services (CFI, 2015). Telecommunications in modern times entails the use of electrical devices such as the telegraph, telephone, radio, and microwave communications. Communication channels rely on fibre optics and the electronics that go with them, as well as orbiting satellites and the Internet. Modern telecommunications industry participants manufacture communication equipment and provide voice, data, and broadband services via wireline or wired infrastructure of cables, networks, servers, computers, and satellites (TechnoFunc, 2020). According to IP Carrier (2013), worldwide telecommunications income is increasing across nearly any period. The global telecommunications services industry is expected to be worth \$1,356 billion in 2024, a 12.6 percent rise from 2019 (MarketLine, 2020). Telecommunications is incredibly crucial now. Within the industry, there is a lot of innovation and competitiveness. Product innovation and mergers and acquisitions will only aid the industry's growth and success (CFI, 2015).

4.3. Vodafone's Overview

Vodafone Group Plc is a telecommunications firm that provides phone, voice, texting, fixed broadband, cloud and security services, and carrier services. The company's headquarters are in Newbury, Berkshire, England (MarketLine, 2020). The company has a presence in 25 countries. It collaborates with local carriers in 41 countries, provides IP-VPN service in 74 countries, and provides 4G roaming coverage in 168 countries (MarketLine, 2020). Vodafone's customer engagement highlights for the year 2020 is presented in Appendix 11 of this study. For the fiscal year ended March 2019 (FY2019), the company reported revenues of EUR 43.666 million, a 6.2% reduction from FY2018. The company's operating loss in FY2019 was EUR 951 million, compared to an operating loss of EUR 4.299 million in FY2018 (MarketLine, 2020).

4.4. The Overview of Ukraine

PEST Analysis is the preferred method for analysing external influences (Kochkina, 2019). The PEST Analysis performed specifically for the Ukrainian market environment is presented below.

<i>Political</i>	<i>Economical</i>
1. Political serenity. 2. Corruption on a large scale. 3. Relations with Russia are strained as a result of the ongoing conflict in the Donbas region.	1. Investments and exports are both on the decline. 2. The economy is in a slump, and growth is slow.
<i>Social</i>	<i>Technological</i>
1. Education and health care are well-established sectors. 2. The population is declining.	1. With an increasing number of mobile customers, the telecommunications market is on the increase. 2. The rapid spread of 4G technology.

Table 4: *Ukraine's PEST Analysis*, based on sources: (MarketLine, 2020; Kochkina, 2019)

1. *Political:*

- 1.1. *Political serenity:* In 2018, Ukraine was ranked in the 6.19 percentile for political strength and lack of violence. Political stability and the absence of violence assess the likelihood that the government would be destabilized or toppled through unconstitutional or violent tactics, such as domestic violence and terrorism. Ukraine was ranked somewhat lower than Romania, which was at the 48.57 percentile (MarketLine, 2020).
- 1.2. *Corruption on a large scale:* Ukraine was ranked 18.27th in the 2018 Corruption Prevention Percentile. Corruption regulation assesses the extent to which public power is used for private gain, including both petty and large-scale corruption, as well as the appropriation of the state by leaders and private interests. Ukraine was scored lower than Romania, which was in the 52.40 percentile (MarketLine, 2020).
- 1.3. *Relations with Russia are strained as a result of the ongoing conflict in the Donbas region:* Despite existing Normand and Minsk accords, the conflict in

Eastern Ukraine continues, destabilizing the whole Ukrainian economy, destroying the Donbas area, and resulting in the additional military and civilian fatalities and injuries. It also forced the majority of Russian corporations, including MTS, the former owner of Vodafone UA, to exit the Ukrainian market (Kochkina, 2019).

2. Economical:

2.1. *Investments and exports are both on the decline:* Due to a drop in investment and exports, the GDP declined by 0.03 per cent in 2013. As a result of Ukraine's armed war with pro-Russian rebels in eastern Ukraine, which is the centre of the country's steel, chemical, and coal industry, the economy dropped by 6.55 per cent in 2014, followed by a 9.77 per cent drop in GDP in 2015 (MarketLine, 2020).

2.2. *The economy is in a slump, and growth is slow:* Economic growth remained moderate in 2017, at 2.47 per cent, and 3.41 per cent in 2018, indicating signs of stabilization. In 2019, the rate of growth slowed to 3.20 per cent. The imposition of a lockdown due to the coronavirus outbreak is expected to send the economy into a slump (-6.16 per cent) by 2020 (MarketLine, 2020).

3. Social:

3.1. *Education and health care are well-established sectors:* Ukraine has always had well-established education and public health sectors since the days of the Soviet Union. According to MarketLine (2020), the country has a high literacy rate of 99.81% in 2019. Ukrainians have traditionally had a high level of education. In 2017, 99.76% of the population over the age of 15 could read and write. Primary education served 96.2 per cent of the population, secondary education served 99.2 per cent, and higher education served 82.3 per cent of the population (Kochkina, 2019).

3.2. *The population is declining:* Ukraine has regularly shown negative population reduction patterns. The biggest number of residents in the previous 70 years was seen in 1991 — more than 51 million individuals. As a result, Ukraine has lost approximately 9 million citizens in the years since its independence. The last significant loss associated with the occupation of Crimea was documented in 2014 (Kochkina, 2019).

4. Technological:

4.1. *With an increasing number of mobile customers, the telecommunications market is on the increase:* The smartphone penetration rate climbed from 105.28 per 100 in 2006 to 122.43 per 100 in 2019, with 54.46 million mobile users in 2019 (MarketLine, 2020).

4.2. *The rapid spread of 4G technology:* The Ukrainian government has begun to work on expanding the scope of the new 4G technology throughout Ukraine and bringing internet access to rural areas that now lack it. In 2019, internet users made up 64.45% of the total population (MarketLine, 2020). Vodafone UA is offering great deals on handsets adapted to 4G technology (Vodafone Ukraine, 2021).

4.5. The Overview of Ukrainian Telecommunications Industry

Ukraine represents 2% of the value of the European telecommunications services market. In recent years, the Ukrainian telecommunications services sector has seen erratic development. In 2014, the Ukrainian telecommunications services market increased by 6% to \$6.8 billion. Wireless telecommunications services are the largest part of Ukraine's telecommunications services industry, accounting for 77.2 per cent of the overall market value (MarketLine, 2015). There are three major companies in the Ukrainian telecommunications industry when it comes to mobile service providers: Kyivstar, Vodafone, and Lifecell, all of which are privately held. They have a combined subscriber base of 26,4 million, 19,8 million, and 6,9 million. Because the overall number of customers is 53,1 million, which is significantly more than Ukraine's population (41,8 million), many Ukrainians have at least two SIM cards from various mobile network carriers (Rybak, 2020). Appendix 12 presents more detailed customer segmentation of Ukrainian telecommunications.

4.6. Ukraine versus United Kingdom: Country Comparison

In this section of the study, the author used the Country Comparison tool provided by the Hofstede Insights (2021) website to conduct a cross-cultural test between UK and Ukraine. The reason for this is that the company Bakcell LLC, which purchased Vodafone UA from MTS in 2019, engaged senior managers from Vodafone Group Plc to oversee corporate reform, and they, of course, brought components of UK culture with them. Professor Geert Hofstede has performed one of the most in-depth studies on how culture influences workplace values. Professors Geert Hofstede, Gert Jan Hofstede, and Michael Minkov studied and analysed national cultures six aspects in

their book "Cultures and Organizations: Software of the Mind" (2005). Hofstede Insights (2021) website analysing those six aspects in their Country Comparison Tool.

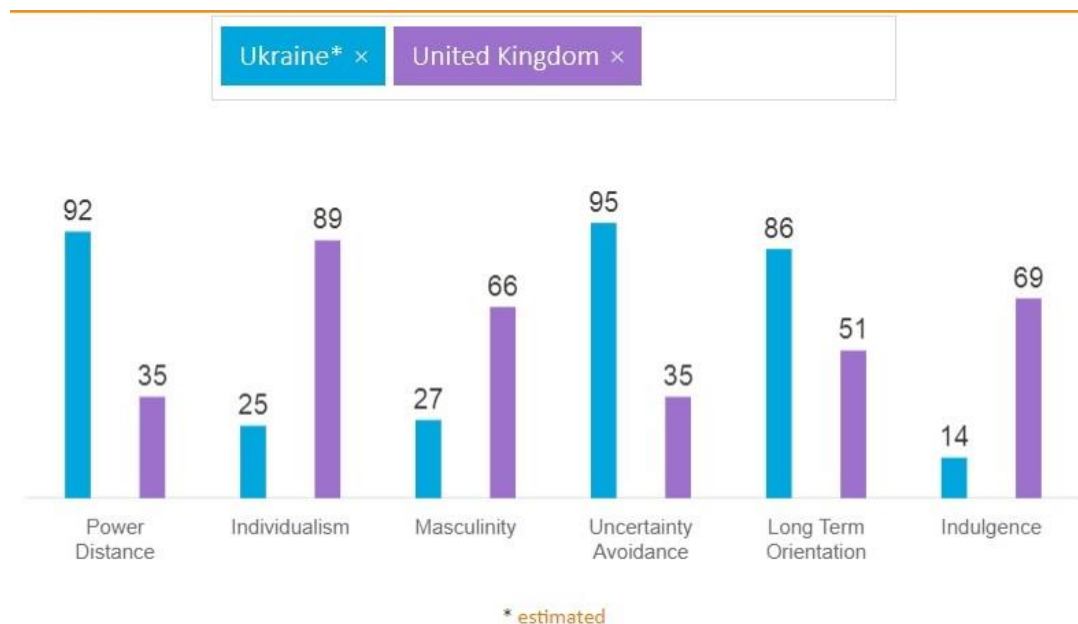


Figure 2: Country Comparison Tool: Ukraine versus United Kingdom, based on sources: (Hofstede Insights, 2021; Hofstede, et al., 2005)

1. **Power distance index (PDI):** This dimension addresses the reality that not all persons in civilizations are equal - it represents the culture's stance toward these discrepancies among us. Power distance defined as the extent to which less powerful members of a country's institutions and organizations expect and tolerate unequal power distribution (Hofstede Insights, 2021). **Ukraine**, with a score of **92**, is a country in which authority holders are socially detached. Because of the disparity between the less and more powerful individuals, status symbols are extremely important. In all aspects of corporate contacts, such as visits, negotiations, or collaboration, the behaviour must reflect and represent the status roles; the approach should be top-down and offer clear directives for every work (Hofstede Insights, 2021). **United Kingdom** ranks **35th** on the PDI, indicating that it is a society that believes inequities between individuals should be minimized. Surprisingly, research suggests that the PD index is lower among the upper classes in Britain than among the working classes (Hofstede Insights, 2021).
2. **Individualism:** This dimension's fundamental concern is the degree of interconnectedness that society maintains among its members. Individualist

civilizations expect people to look after themselves and their immediate family solely. People in Collectivist societies belong to "in groups" that look after them in exchange for allegiance (Hofstede Insights, 2021). For **Ukraine**, with its index of **25**, relationships are critical in gaining information, being introduced, and negotiating successfully. Before one can focus on duties and build on a caring for the receiver, rather implicit communication style, they must be personal, real, and trusting (Hofstede Insights, 2021). With a score of **89**, the **United Kingdom** is among the top Individualist countries, trailing only some of the Commonwealth countries it birthed, such as Australia and the United States. Individualism and privacy are strongly valued in the United Kingdom (Hofstede Insights, 2021).

3. **Masculinity:** A high score (Masculine) on this dimension suggests that rivalry, accomplishment, and success will drive society, with success defined by the winner - a value system that begins in school and continues throughout organisational life. A low score (Feminine) on the dimension indicates that caring for others and quality of life are the prevailing values in society (Hofstede Insights, 2021). **Ukraine's** relatively low score of **27** may surprise some given its affinity for status symbols, but this is due to the country's high Power Distance. Dominant behaviour may be tolerated when coming from the boss, but it is not tolerated among equals (Hofstede Insights, 2021). **Britain**, at **66**, is a Masculine society — extremely successful and determined. The seeming contradiction between the British culture of humility and understatement, which is at variance with the country's underlying success-driven value structure, is a crucial point of perplexity for the outsider (Hofstede Insights, 2021).
4. **Uncertainty avoidance index (UAI):** 'Uncertainty avoidance can therefore be defined as the extent to which the members of a culture feel threatened by ambiguous or unknown situations.' (Hofstede, et al., 2005). The degree to which individuals of culture are threatened by ambiguous or unclear events and have developed ideas and institutions to avoid them is represented in the Uncertainty Avoidance score (Hofstede Insights, 2021). Scoring **95** **Ukrainians** feel very much threatened by ambiguous situations. Presentations must be extremely detailed and well prepared. Also, detailed planning and briefing are very common (Hofstede Insights, 2021). The **UK** has a low Uncertainty Avoidance score of **35**, indicating that as a nation, people are content to wake

up without knowing what the day holds and can 'make it up as they go along,' altering plans as new information becomes available (Hofstede Insights, 2021).

5. **Long term orientation:** This dimension illustrates how every society must keep some connection to its past while dealing with present and future concerns, and how civilizations prioritize these two existential aims differently (Hofstede Insights, 2021). **Ukraine** has a score of **86**, indicating that it is a very pragmatic society. People in pragmatic civilizations think that truth is highly dependent on circumstances, context, and time (Hofstede Insights, 2021). A dominating preference in **British** culture cannot be identified with an intermediate score of **51** in this factor (Hofstede Insights, 2021).
6. **Indulgence:** Indulgence reigns supreme in a culture where basic and natural human needs are related to living life to the fullest. Restraint is a culture that puts pressure on pleasure demands and controls them through strict social rules (Hofstede, et al., 2005). **Ukrainian** culture's restraint is readily apparent from its relatively low score of **14** in this category. Societies with low scores in this category are more likely to be cynical and pessimistic (Hofstede Insights, 2021). With a high score of **69**, **British** culture is categorised as Indulgent. People in communities with a high Indulgence score are often more inclined to act on their impulses and wishes to enjoy life and have fun (Hofstede Insights, 2021).

4.7. Case Studies Overview and Analysis

The author will provide an overview of the case studies as well as an analysis of the relevant statistical numbers in this section. The author collected data for the case studies using interview-based techniques, which Saunders et al. (2007) refer to as Scenario A, in which the author will seek direct access to managers who would be study participants. The author conducted interviews with the managers from eight different departments of the Vodafone UA regional office "West 1" as part of his study. For that purpose, the author travelled to the City of Ivano-Frankivsk, Western Ukraine, where the regional office is based. Firstly, the scenario of the interview has to be prepared accordingly to the recommendations of Saunders et al. (2007). The examples of the interviews scenarios are presented in Appendices 1 and 2. Before beginning each interview, the author provided each participant with an information sheet summarizing his study endeavour, including the pros and drawbacks of

participating. The author asked them whether they wanted to participate after thoroughly describing his research and emphasizing that they were not required to join unless they wanted to. Those who did so were required to sign a consent form (see Appendices 13 and 14).

In all, eight interviews were conducted, six of those were one-to-one interviews and two were completed over the phone. Eight study cases were created. They were labelled A1 to A8 in that order. For future analysis, the control questions were labelled from Q1 to Q12. Appendices 5, 6, and 7 include a detailed analysis of the questionnaire findings. The table below shows the average data for the participants' gender, age, length of service with the company, and interview time.

<i>Gender: M=Male, F=Female</i>	<i>Number of participants</i>	<i>Average age, years</i>	<i>Average length of service, years</i>	<i>Average length of the interview, mins</i>
M	4(50%)	45.75	4.75	16.0
F	4(50%)	45.5	5.75	16.5

Table 5: *Participants average statistics*, based on source: (Author's research; Appendices 5 and 6)

According to the table, there were a total of eight participants, four of whom were males and four of whom were females. The average age of both groups is approximately the same, and females have a relatively longer average period of service with the organisation than males. Both groups spent about the same amount of time doing the interview. This puts each participant in a comparable and fair situation to the next person being questioned, making the results more accurate and objective. It is quite significant in terms of explaining some interview questions. Because the data acquired is both numerical and non-numerical, the author will employ mixed (quantitative and qualitative) research methods, where a mixture of both approaches can help to realizing the potential of a more complicated research project and accelerating its completion, according to Newby (2014). As a start, the author will be analysing the statistics of the answers Yes, No and Not sure. The chart presented below is based on the answers percentage statistics published in Appendix 7.

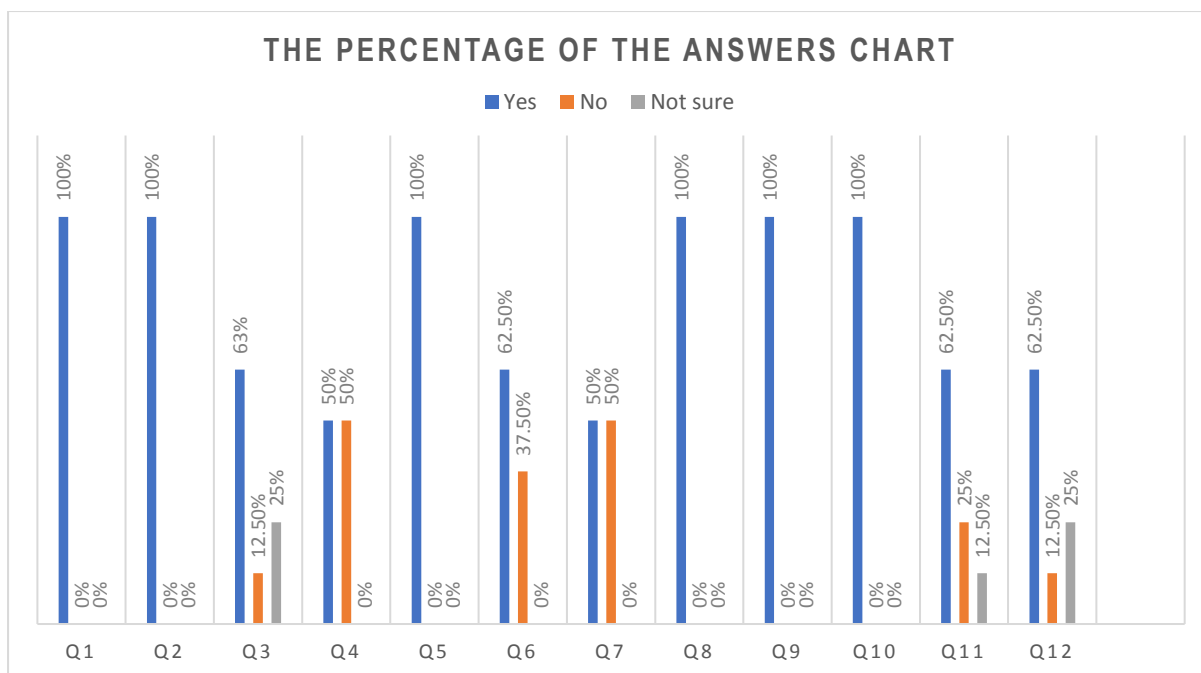


Figure 3: The percentage of the answers chart, based on source: (Author's research, Appendix 7)

In the author's opinion, the best way to organise this data would be to divide the questions with similar results into different groups, which will help to use the qualitative method of research later. The way the chart is shown above was built allows seeing questions with similar answers quite clearly. It makes it possible to organise three groups of questions:

1. *Group A "Yes"*: will be containing the questions answered 100% "Yes" by the participants.
2. *Group B "Yes/No"*: will containing the questions answered "Yes" or "No" with 0% of the answer "Not sure".
3. *Group C "Yes/No/Not sure"*: will be presenting the questions answered "Yes", "No" or "Not sure" with different figures of percentage.

The table submitted below presents the results of such group selection.

Groups	Questions
A	Q1. Awareness of the acquisition. Q2. New duties and procedures – management team. Q5. New duties or procedures – department employees.

	Q8. New procedures; changes in day-by-day activities – department's internal operations. Q9. Setting new goals, targets and objectives – department's internal operations. Q10. Changes in the organisational structure – regional office.
B	Q4. Any changes in the management team. Q6. Any uncertainties – department employees. Q7. Any redundancies or new members being hired – department employees.
C	Q3. Any uncertainties – management team. Q11. Any cultural clash during the post-acquisition period – regional office. Q12. Any changes in norms and values – regional office.

Table 6: Groups selection by the answers, based on source: (Author's research, Appendices 5 and 6)

The author will begin to apply the qualitative technique of research at this stage in the study by analysing non-numerical data such as additional remarks given by certain participants to particular questions.

1. Group A:

- 1.1. **Q1** (*Awareness of the acquisition*): All participants were aware of the acquisition happening through internal communications from HO, participants A1 and A8 even added that they were told informally by the Head Office of the reason for such acquisition: growing political pressure on the Russian companies to leave the Ukrainian market. It confirms the good communication structure of the Vodafone UA and well-organised internal communication links between HO and regional offices.
- 1.2. **Q2** (*New duties and procedures – management team*): All managers received notices and were informed through online briefings about new duties and procedures within their departments due to switching the company's profile from just service provider to service and retail provider. Specific instructions received in every department, confirmed by participants A1, A4, A6 and A8.
- 1.3. **Q5** (*New duties or procedures – department employees*): After receiving new duties and procedures instructions from the manager of each department all the employees of each department were made informed about new duties and procedures caused by the acquisition. For that purpose, internal emails and

daily meetings were used and some training was arranged, confirmed by all the participants.

1.4. **Q8** (*New procedures; changes in day-by-day activities – department's internal operations*): All the participants agreed that the internal operations of their departments also changed. Participants A2, A3, A5 and A7 in particular, confirming changes in their internal operations, such as new forms of communications (video chats), new forms of reports to be completed and new procedures regarding the department's employees. Some changes were related to the company's changing profile, confirmed participants A1, A4, A6 and A8.

1.5. **Q9** (*Setting new goals, targets and objectives – department's internal operations*): All departments representatives are confirming the settings of new goals, targets and objectives, specified to the profile of each department. It was done under strict control from the HO, stating participants A1, A6 and A8.

1.6. **Q10** (*Changes in the organisational structure – regional office*): 100% of the participants confirmed the changes in the organisational structure of the regional office. New subdepartments were added to the sales and customer service department, the departments of marketing, strategy were also restructured. Other departments were reorganised to be able to support the retail profile of the company, such as the technical department, confirmed by participants A2 and A3.

2. **Group B:**

2.1. **Q4** (*Any changes in the management team*): 50% of the participants reported changes to the management team. This was due to restructuring the company profile from service provider to retail and service provider. Participant A1 (Sales and Customer Service Dept.) mentioned the creation of the retail and franchise subdepartment with new managers coming, all of them had previous retail experiences, such as working for Adidas, Ikea or Volkswagen. Participants A4, A6 and A8 also informed about new managers coming on board. Four other departments did not have any changes in the management team, the current managers were told to undergo relevant training to be able to fulfil new duties and procedures.

2.2. **Q6** (*Any uncertainties – department employees*): In five out of eight departments, employees were having uncertainty regarding their future.

The main reasons were the new duties and procedures introduced, requiring a high level of computer literacy and basic knowledge of English as standard. The previous owners of Vodafone UA were Russian based company MTS with different standards and requirements. The change of the company's profile to the retail side also made some employees feeling worried about their employment perspectives. This question confirms the correct UAI given by Hofstede Insights to Ukraine, which is 95 (Hofstede Insights, 2021).

2.3. Q7 (*Any redundancies or new members being hired – department employees*):

It is a 50/50 split result again. Interestingly, the same departments' representatives (A2, A3, A5 and A7) reported no redundancies or new members were hired as they answered question 4 regarding the changes in the management teams ("No"). The other four departments, including Sales and Customer Service Dept., Marketing Dept., Strategy Dept. and Corporate Management Dept. confirmed redundancies and new members of staff were hired. Some staff departed on their own, shortly after learning of the acquisition, while others were asked to leave following interviews to determine their capacity to perform new roles and processes. During the purchase process, officials from Vodafone UA HO and Bakcell LLC (the acquiring firm) conducted interviews.

3. Group C:

3.1. Q3 (*Any uncertainties – management team*): This question confirmed why

Ukraine was given such a high index of uncertainty avoidance (95) by Hofstede Insights (2021). Five out of eight participants confirmed having uncertainties in regard to their future with the company after receiving news about the acquisition. Two participants (A2 and A7) could not give the exact answer, because they were receiving lots of units of information sometimes contradicting each other. Only participant A5(IT Dept.) firmly said "No", because he added that his team was a "solid group of professionals, which can adapt to any changes".

3.2. Q11 (*Any cultural clash during the post-acquisition period – regional office*):

The majority of respondents (62.5 per cent) agreed that there was a "culture clash" inside the regional office during the post-acquisition integration. The conflict was between "old school" management and newcomers, or current office members prepared to accept changes in the company's profile. The

Vodafone UA HO was aware of the situation and revised the post-acquisition integration strategy to minimize the cultural conflict. All regional office managers were invited to attend re-training sessions (management, computer literacy, sales and retail, English language for business). Department heads were dispatched to the United Kingdom to study and practice at the Vodafone Group headquarters. This strategy aided in reducing the number of foreign managers in the office and making better use of the current employees. Those who refused to accept the reforms were given redundancy pay-outs.

3.3. **Q12** (*Any changes in norms and values – regional office*): The same percentage of respondents (62.5 per cent) confirmed the changes in norms and values within the regional office. by the opinion of respondents A1, A4 and A8 it was caused by the changes in the norms and values of Vodafone UA as a company going through reprofiling after acquisition. However, respondent A2 (Technical Dept.) did not notice any changes at all, or maybe he was far away in his mind at the moment of answering this question.

4.8. Hypothesis Testing

4.8.1. The Acquisition and Internal Operations

The first hypothesis to be tested here is **H1: *Has the acquisition of Vodafone UA changed the company's internal operations?*** The answer to this is **yes**, the acquisition of Vodafone UA has changed the company's internal operations, it confirmed by the results of the interviews with eight managers from the regional office "West 1" of Vodafone UA. Questions **Q8**(*New procedures; changes in day-by-day activities – department's internal operations*) and **Q9**(*Setting new goals, targets and objectives – department's internal operations*) were answered 100% "Yes". The main reason for the changes was the changing profile of the company: going from just service provider to retail and service provider. This confirms previously mentioned results of studies by Datta (1991), Chen et al. (2010), Chen & Wang (2012) and Grigorieva & Petrunina (2015).

4.8.2. The Acquisition and Uncertainty, Redundancy Worries

The second hypothesis to be tested here is **H2: *Has the acquisition of Vodafone UA caused uncertainty and redundancy worries among the management and***

employees? The answer to this is **yes**, the acquisition of Vodafone UA has caused uncertainty and redundancy worries among the management and employees, it confirmed by 62.5 per cent of respondents answering “Yes” to question **Q6** (*Any uncertainties – department employees*) and 63 per cent of respondents answering “Yes” to the question **Q3** (*Any uncertainties – management team*). Questions **Q4** (*Any changes in the management team*) and **Q7** (*Any redundancies or new members being hired – department employees*) were answered positively 50 per cent in each case, which confirms the existence for grounds of worries of being unemployed, but it does not give the reason to be positive because the redundancies were not massive. This hypothesis also confirms some studies results, where the correct HR policy during the post-acquisition integration period lessen the negative impact of the acquisition itself (Ager (2011); Falkum et al. (2014); Lawlor (2013); Lee et al. (2013); Yalabik (2013)).

4.8.3. The Acquisition and “Cultural Clash”

The third hypothesis to be tested here is **H3: Has the acquisition of Vodafone UA caused a “cultural clash” within the company?** The answer is **yes**, the acquisition of Vodafone UA caused a “cultural clash” within the company. 62.5 per cent of the respondents answered question **Q11** (*Any cultural clash during the post-acquisition period – regional office*) positively “Yes”. They confirmed the existence of cultural difficulties caused by foreign managers coming to the regional office as well as to Vodafone UA HO. Company Bakcell LLC, an acquirer of Vodafone UA had strong links with Vodafone Group Plc. That caused the Western-type managers to replace Eastern European ones. They brought with them a culture very different from the one that existed before within the company. The collision of such different cultures can cause cultural incompatibility or cultural misfit, according to Bauer & Matzler (2014). And that is actually happened, which also confirmed by the researches of Hu & Ngo (2015), Stahl & Voigt (2015) and Weber & Tarba (2011).

Part 5: Conclusion and Recommendation

5.1. Introduction

This chapter summarizes the key findings of this cross-cultural study based on primary data acquired through personal interviews and demonstrates the extent to which the research objectives were satisfied. It discusses the study's contributions and

shortcomings. It makes some recommendations on the impact of post-acquisition integration that other researchers might utilize in their study.

5.2. Summary

This cross-cultural study investigated whether the acquisition of Vodafone affected its internal operations. Previous studies provided empirical evidence that most acquisitions fail for a variety of reasons, one of which was changes in internal operations, which caused uncertainty and fear of redundancy among the acquired company's workforce, as well as "cultural clash," which significantly slowed post-acquisition integration. The researcher attempted to investigate the impact of post-acquisition integration by conducting personal interviews with 8 respondents in Ukraine, all of whom were managers from various departments of Vodafone UA's regional office "West 1" in the city of Ivano-Frankivsk, Western Ukraine. Following a comprehensive examination of the literature, three hypotheses related to post-acquisition interaction were offered to be investigated, with the final replies "Yes" or "No" to be given. As a result, this cross-cultural study attempted to investigate the following issues and achieve the following research objectives: to conduct a critical study on post-acquisition integration publications relating to three phases: changes in internal operations; uncertainty and fear of redundancy among the workforce; and the presence of "cultural clash":

1. To investigate the impact of the acquisition on the internal operations of the company using the data samples collected from the managers of Vodafone UA regional office "West 1" as the main thesis of this study.
2. Test another two hypotheses related to uncertainty and fears of redundancy and the existence of "cultural clash" as the matters connected to the internal operations.
3. Based on the empirical results of this report, conclude and make recommendations to future researchers on how to manage cross-border post-acquisition integration strategies.

5.3. Key Findings

5.3.1. The Acquisition and Internal Operations

The **H1** hypothesis examined the fact that the internal operations of the Vodafone UA regional office had changed following the company's acquisition. It tested positive,

indicating that there were changes after the acquisition. It backs up the findings of prior studies conducted by several researchers, including Johnson et al. (2017) mentioning internal operations in relations to reorientation acquisitions, which is exactly the case of Vodafone UA. More researchers names were mentioned in the literature overview and hypothesis testing.

5.3.2. The Acquisition and Uncertainty, Redundancy Worries

The **H2** hypothesis examined the fact of the existing uncertainties and worries about becoming unemployed among the company's workforce following the acquisition. It tested positive, confirming the previous research from Yalabik (2013) in regard to the right strategy during the acquisition and during the post-acquisition integration. The managerial staff and the employees were fully informed by the HR department and that reduced the uncertainty and worries about redundancy. That proves the correct post-acquisition strategy chosen by the Vodafone UA HO.

5.3.3. The Acquisition and "Cultural Clash"

The **H3** hypothesis examined the fact of the existence of a "cultural clash" as the result of the acquisition. It also tested positive, proving that researchers like Johnson et al. (2017) were right in emphasising the importance of cultural differences on the success of the acquisitions. The most important, that the existing "cultural clash" was managed successfully by realigning the post-acquisition strategy to minimise the damage to the company's performance, also confirmed by studies from Björkman et al. (2007) and Stahl & Voigt (2015).

5.4. Contribution of the Study

This cross-cultural research on the effects of Vodafone UA acquisition has three main contributions. First, it is a sharp increase in cross-border mergers and acquisitions (M&As) around the world (Weber & Tarba, 2011). Also, operating in the international business environment has its challenges and difficulties (Hill, 2012). By focusing on the most successful post-acquisition strategies, we can make them work better in the future. The fact of acquisition of Vodafone UA by Bakcell LLC was the second contributor, triggering this research to be completed. Finally, this cross-cultural empirical research study is one of the attempts to critically examine the effect of the acquisition on the carefully chosen areas of the business environment, such as internal operations, feelings of the workforce and the management of "cultural clashes".

5.5. Research Limitations

As with any research effort, this cross-cultural empirical study has significant limitations, which might be viewed as possibilities for international business and marketing researchers to further analyse and enhance the field study. This quantitative and qualitative study employed numerical and non-numerical data to address specific difficulties of post-acquisition integration. Back in Ukraine, the author has very little time and resources to acquire the necessary data. As a result, instead of the two regional offices previously intended, only managers of one Vodafone UA regional office might be questioned. This is due to COVID-19 limitations established in Ukraine shortly after the author's arrival.

5.6. Recommendation

This study found the existence of changes to the acquired company's internal operations. They should be controlled and changed as needed by carefully examining the potential dangers to post-acquisition integration in order to make the acquisition truly work. Taking into account the human factor and potential cultural conflicts that may arise during the post-acquisition period is also critical in reducing the potential harm done by the acquisition to the company's workforce because people are one of the most important assets of the company and must be cared for.

References

- Agarwal, S. & Ramaswami, S. N., 1992. Choice of Foreign Market Entry Mode: Impact of Ownership, Location and Internalization Factors. *Journal of International Business Studies*, Issue 23, pp. 1-27.
- Ager, D. L., 2011. The Emotional Impact and Behavioral Consequences of Pos-M&A Integration: An Ethnographic Case Study in the Software Industry. *Journal of Contemporary Ethnography*, 40(2), pp. 199-230.
- Avinadav, T., Chernonog, T. & Perlman, Y., 2016. Mergers and acquisitions between risk-averse parties. *European Journal of Operational Research*, 259(2017), pp. 926-934.

Bauer, F. & Matzler, K., 2014. Antecedents of M&A success: the role of strategic complimentary, cultural fit and degree and speed of integration. *Strategic Management Journal*, Volume 35, pp. 269-291.

Björkman, I., Stahl, G. K. & Vaara, E., 2007. Cultural differences and capability transfer in cross-border acquisitions: the mediating roles of capability complementarity, absorptive capacity, and social integration. *Journal of International Business Studies*, Volume 38, pp. 658-672.

Bligh, M. C., 2006. Surviving Post-merger 'Culture Clash': Can Cultural Leadership Lessen the Casualties?. *Leadership*, 2(4), pp. 395-426.

Byrne, T., 2018. *Value Chain Analysis Of Vodafone*. [Online]
Available at: <https://www.essay48.com/value-chain-analysis/13626-Vodafone-Value-Chain-Analysis>
[Accessed 14 January 2021].

Caiazza, R. & Volpe, T., 2015. M&A process: a literature review and research agenda. *Business Process Management Journal*, 21(1), pp. 205-220.

CFI Education, 2021. *Merger*. [Online]
Available at:
<https://corporatefinanceinstitute.com/resources/knowledge/deals/merger/>
[Accessed 13 May 2021].

CFI, 2015. *What is the Telecommunications Industry?*. [Online]
Available at:
<https://corporatefinanceinstitute.com/resources/careers/companies/telecommunications-industry/>
[Accessed 30 May 2021].

Chen, C.-H., Chang, Y.-Y. & Lin, M.-J. J., 2010. The Performance Impact of Post-M&A Interdepartmental Integration: An Empirical Analysis. *Industrial Marketing Management*, Volume 39, pp. 1150-1161.

Chen, F. & Wang, Y., 2012. Integration risk in cross-border M&A based on internal and external resource: empirical evidence from China. *Springer Science+Business Media*, 12(1), pp. 1-16.

- Creswell, W. J., 2014. *Research Design: Qualitative, Quantitative and Mixed Methods Approaches*. 4 ed. London: Sage Publications.
- Daniels, J. D., Radebaugh, L. H. & Sullivan, D. P., 2015. *International Business: Environments and Operations*. 15 ed. Harlow: Pearson Education Limited.
- Datta, D. K., 1991. Organizational Fit and Acquisition Performance: Effects of Post-Acquisition Integration. *Strategic Management Journal*, Volume 12, pp. 281-297.
- Davies, M. & Hughes, N., 2014. *Doing a Successful Research Project: Using Qualitative or Quantitative Methods*. 2 ed. London: Macmillan International Higher Education.
- DePamphilis, D. M., 2012. *Mergers, Acquisitions, and Other Restructuring Activities*. 6 ed. Oxford: Academic Press.
- Dike, M. C. & Rose, E. L., 2017. Internationalization of mobile telecommunications: a systematic literature overview. *Review of International Business and Strategy*, 27(3), pp. 308-321.
- Dillard, J., 2017. *The Data Analysis Process: 5 Steps To Better Decision Making*. [Online]
Available at: <https://www.bigskyassociates.com/blog/bid/372186/The-Data-Analysis-Process-5-Steps-To-Better-Decision-Making>
[Accessed 26 February 2021].
- Falkum, E., Colman, H. L. & Bråten, M., 2014. Industrial relations in merger integration. *Economic and Industrial Democracy*, 35(2), pp. 267-287.
- Globalisation Partners, 2019. *Tips for Developing an International Expansion Strategy*. [Online]
Available at: <https://www.globalization-partners.com/blog/tips-for-developing-an-international-expansion-strategy/#:~:text=Your%20Business%20Internationally-,What%20Is%20a%20Foreign%20Expansion%20Strategy%3F,growth%20more%20structured%20and%20sustainable.>
[Accessed 10 May 2021].
- Gregoriou, G. N. & Neuhauser, K. L., 2007. *Mergers and Acquisitions: Current Issues*. Basingstoke: Palgrave Macmillan.

Grigorieva, S. & Petrunina, T., 2015. The Performance of Mergers and Acquisitions in Emerging Capital Markets: New Angle. *Journal of Management Control*, Volume 26, pp. 377-403.

Hill, C. W. L., 2012. *International Business: Competing in the Global Marketplace*. 9 ed. New York: McGraw-Hill/Irwin.

Hitt, M. A., Harrison, J. S. & Ireland, R. D., 2001. *Mergers & Acquisitions: A Guide to Creating Value for Stakeholders*. New York: Oxford University Press.

Hofstede Insights, 2021. *COUNTRY COMPARISON*. [Online]
Available at: <https://www.hofstede-insights.com/country-comparison/the-uk,vietnam/>
[Accessed 3 June 2021].

Hofstede, G. H., Hofstede, G. J. & Minkov, M., 2005. *Cultures and Organisations: Software of the Mind*. 2 ed. New York: McGraw-Hill.

Hopkins, H. D., 2008. Cross-Border Mergers and Acquisitions: Do Strategy or Post-Merger Integration Matter?. *International Management Review*, 4(1), pp. 1-7.

Hu, M. & Ngo, M. T., 2015. Cross Border Mergers and Acquisitions: An Overview. *Corporate Financial Review*, pp. 17-27.

IP Carrier, 2013. *Does the Telecom Industry have a Life Cycle?*. [Online]
Available at: <https://ipcarrier.blogspot.com/2013/12/does-telecom-industry-have-life-cycle.html>
[Accessed 29 May 2021].

Jain, R. P. & Ramesh, B., 2015. The Roles of Contextual Elements in Post-Merger Common Platform Development: An Empirical Investigation. *European Journal of Information Systems*, Volume 24, pp. 159-177.

Johnson, G., Scholes, K. & Whittington, R., 2008. *Exploring Corporate Strategy*. 8 ed. Harlow: Pearson Education Limited.

Johnson, G. et al., 2017. *Exploring Strategy: Text and Cases*. 11 ed. Harlow: Pearson.

Juneja, P., 2015. *Cross Border Mergers and Acquisitions and Some Recent Trends in this Field*. [Online]

Available at: <https://www.managementstudyguide.com/cross-border-mergers-and-acquisitions.htm>

[Accessed 30 April 2021].

Kochkina, N., 2019. DYNAMICS OF PESTLE FACTORS OF UKRAINIAN MARKET ENVIRONMENT. In: *Sustainable Development under Conditions of European Integration, Part 1*. Ljubljana: Ljubljana School of Business, pp. 250-265.

Kumar, B. R., 2012. *Mega Mergers and Aquisitions*. Basingstoke: Palgrave Macmillan.

Laerd Dissertation, 2021. *Principles of research ethics*. [Online]

Available at: <https://dissertation.laerd.com/principles-of-research-ethics.php#:~:text=In%20practice%2C%20these%20ethical%20principles,give%20participants%20the%20right%20to>

[Accessed 26 February 2021].

Lawlor, J., 2013. Employee perspectives on the post-integration stage of a micro-merger. *Personnel Review*, 42(6), pp. 704-723.

Lee, D. et al., 2013. How and when organizational integration effects matter in South Korea: a psychological process perspective on the post-merger integration. *The International Journal of Human Resource Management*, 24(5), pp. 944-965.

Li, J., 1995. Foreign Entry and Survival: Effects of Strategic Choices on Performance in International Markets. *Strategic Management Journal*, Volume 16, pp. 331-351.

MarketLine, 2015. *Telecommunication Services in Ukraine*, s.l.: MarketLine.

MarketLine, 2020. *Company Profile: Vodafone Group Plc*, s.l.: MarketLine.

MarketLine, 2020. *Global Telecommunication Services*, s.l.: MarketLine.

MarketLine, 2020. *PEST Country Analysis Report: Ukraine*, s.l.: MarketLine.

Newby, P., 2014. *Research Methods for Education, second edition*. 1 ed. London: Routledge.

Rashid, Y. et al., 2019. Case Study Method: A Step-by-Step Guide. *International Journal of Qualitative Methods*, Volume 18, pp. 1-13.

Rybak, V., 2020. *Competitive, vibrant, and partly free: Key facts about Ukraine's telecom industry*. [Online]

Available at: <https://ukraineworld.org/articles/ukraine-explained/key-facts-about-ukraines-telecom-industry>

[Accessed 3 June 2021].

Sanders, M., 2018. *What Is a Company Merger?*. [Online]

Available at: <https://smallbusiness.chron.com/company-merger-21903.html>

[Accessed 3 May 2021].

Saunders, M., Lewis, P. & Thornhill, A., 2007. *Research Methods for Business Students*. 4 ed. Harlow: Pearson Education Limited.

Shrivastava, P., 1986. Post-merger integration. *Journal of Business Strategy*, 7(1), pp. 65-76.

Stahl, G. K. & Voigt, A., 2015. *IMPACT OF CULTURAL DIFFERENCES ON MERGER AND ACQUISITION PERFORMANCE: A CRITICAL RESEARCH REVIEW AND AN INTEGRATIVE MODEL*. [Online]

Available at: [http://dx.doi.org/10.1016/S1479-361X\(04\)04003-7](http://dx.doi.org/10.1016/S1479-361X(04)04003-7)

[Accessed 10 June 2021].

Streefkerk, R., 2021. *Qualitative vs. quantitative research*. [Online]

Available at: <https://www.scribbr.com/methodology/qualitative-quantitative-research/#:~:text=Quantitative%20research%20deals%20with%20numbers%20and%20statistics%2C%20while%20qualitative%20research,ideas%20and%20experiences%20in%20depth.>

[Accessed 26 February 2021].

TechnoFunc, 2020. *Overview of the Telecommunications Industry*. [Online]

Available at: <https://www.technofunc.com/index.php/domain-knowledge/telecom-industry/item/overview-of-telecom-sector>

[Accessed 30 May 2021].

Ukraine open for business, 2018. *VODAFONE UKRAINE PLANS TO OPEN 170 OWN STORES IN CURRENT YEAR*. [Online]

Available at: <https://open4business.com.ua/vodafone-ukraine-plans-open-170->

stores-current-year/

[Accessed 14 January 2021].

Vodafone Group Plc, 2020. *Annual Report 2020*, Newbury: Vodafone Group Plc.

Vodafone Group Plc, 2021. *Our supply chain*. [Online]

Available at: <https://www.vodafone.com/our-purpose/operating-responsibly/supply-chain-integrity/supply-chain>

[Accessed 13 January 2021].

Vodafone Limited, 2021. *Vodafone Franchise Opportunities*. [Online]

Available at: <https://www.vodafone.co.uk/mobile/franchise>

[Accessed 10 May 2021].

Vodafone Ukraine, 2021. *NEQSOL Holding group of companies announces signing of agreement by its controlled company for acquisition of Vodafone Ukraine*. [Online]

Available at: <https://www.vodafone.ua/en/news/zmina-vlasnyka>

[Accessed 30 April 2021].

Vu, D. A. & Moisescu, O. I., 2013. Brand Integration Practices in Mergers and Acquisitions. *Management & Marketing Challenges for the Knowledge Society*, 8(3), pp. 403-428.

Weber, Y. & Drori, I., 2014. Integrating Organizational and Human Behavior Perspectives on Mergers and Acquisitions. *International Studies of Management & Organisation*, 41(3), pp. 76-95.

Weber, Y., Rachman-Moore, D. & Tarba, S. Y., 2011. HR Practices During Post-Merger Conflict and Merger Performance. *International Journal of Cross Cultural Management*, 12(1), pp. 73-99.

Weber, Y. & Tarba, S., 2011. Exploring integration approach in related mergers. *International Journal of Organizational Analysis*, 19(3), pp. 202-221.

Yalabik, Z. Y., 2013. Mergers and acquisitions: does organizational socialization matter?. *Human Resource Development International*, 16(5), pp. 519-537.

Yip, G. S., 2003. *Total Global Strategy II*. 2 ed. Upper Saddle River, NJ: Prentice Hall.

Zhu, Z. & Huang, H., 2007. The Cultural Integration in the Process of Cross-border Mergers and Acquisitions. *International Management Review*, 3(2), pp. 40-44.

Appendices

Appendix 1: The Scenario of the Interview (English Version)

1. **Settings:**

- 1.1. *Adjusting* light, noise and furniture to the most comfortable state.
- 1.2. *Setting* the length of the interview.

2. **Introduction:** introducing myself and explaining my research project and the purpose of the interview.

- 2.1. *Asking* permission of the interviewed person to be recorded.
- 2.2. *Giving* the interviewed person the consent form to sign.

3. **Asking the interview questions:**

- 3.1. *Please* introduce yourself and tell me how long you have been with Vodafone and what is your position.
- 3.2. *Please* tell me about the recent acquisition of Vodafone, are you aware of such event.

4. **Now specific questions:**

- 4.1. Has the acquisition of Vodafone affected the management team of your department: new duties or procedures, any uncertainties for managers, any changes in the management team.
- 4.2. Has the acquisition of Vodafone affected employees of your department: new duties or procedures, any uncertainties for employees, any redundancies or new members of staff.
- 4.3. Has the acquisition of Vodafone affected the internal operations of your department: new procedures or changes in day-by-day activities, setting new goals, targets and objectives.
- 4.4. Has the acquisition of Vodafone affected the organisational structure and cultural environment of the regional office as a whole: change in organisational structure, any cultural clash in the post-acquisition period, changes in norms and values.

5. **Finishing the interview:** thanking the person being interviewed for their time.

6. **Noting:** the observations being made during the interview.

7. **Checking:** the notes and the quality of the recording.

Appendix 2: The Scenario of the Interview (Ukrainian Version)

1. Налаштування:

- 1.1. *Налаштування світла, шуму та меблів до максимально комфортного стану.*
- 1.2. *Встановлення тривалості співбесіди.*

2. Вступ: представляючи себе і пояснення мого дослідницького проекту та мети співбесіди.

- 2.1. *Просити дозволу особи, з якою взяли інтерв'ю, записати її.*
- 2.2. *Надання опитаній особі форми згоди на підписання.*

3. Задаючи питання співбесіди:

- 3.1. *Будь ласка, представтесь і скажіть мені, як довго ви працюєте у Vodafone UA і яка ваша посада.*
- 3.2. *Розкажіть, будь ласка, про нещодавню аквизицію Vodafone UA.*

4. Тепер конкретні питання:

- 4.1. *Чи аквизиція Vodafone UA вплинула на керівну команду вашого департаменту: нові обов'язки або процедури, нові способи спілкування з працівниками та вищим керівництвом, будь-яке скорочення.*
- 4.2. *Чи аквизиція Vodafone UA вплинула на працівників вашого департаменту : нові обов'язки або процедури, будь-яке скорочення, будь-які невизначеності для працівників.*
- 4.3. *Чи аквизиція Vodafone UA вплинула на внутрішні операції вашого департаменту: нові процедури або зміни у повсякденній діяльності, встановлення нових цілей, цілей та завдань.*
- 4.4. *Чи аквизиція Vodafone UA вплинула на організаційну структуру та культурне середовище регіонального офісу в цілому: зміна організаційної структури, будь-який культурний збій після придбання, зміни норм та цінностей.*

5. Закінчення співбесіди: подякувавши співрозмовнику за свій час.

6. Відзначаючи: спостереження, зроблені під час співбесіди.

7. Перевірка: нотатки та якість запису.

Appendix 3: Vodafone Questionnaire (English Version)

1. **Introduction:** Hello, how are you today? My name is Vadym Kozlov, and I am currently studying an MBA course at the University of Wales Trinity Saint David, Great Britain. The thesis of my dissertation called THE EFFECTS OF ACQUISITION ON VODAFONE'S OPERATIONS IN THE POST-ACQUISITION PERIOD (THE CASE OF VODAFONE IN UKRAINE). It refers to the recent acquisition of the Vodafone UA by the company Bakcell LLC on the 25th of November 2019 from MTS. I aim to research how this acquisition affected the internal environment of the regional office of Vodafone UA. That is why I am conducting this interview.
2. **Please introduce yourself:** your name, your position within Vodafone UA and please state how long you have been with this company.
3. **Please tell me:** are you aware of the recent acquisition of Vodafone UA? (YES/NO/NOT SURE), explain if possible.
4. **Now please answer:** four specific questions regarding Vodafone's acquisition:
 - 4.1. *Has the acquisition of Vodafone UA affected the management team of your department:*
 - New duties or procedures (YES/NO/NOT SURE), explain if possible.
 - Any uncertainties for managers (YES/NO/NOT SURE), explain if possible.
 - Any changes in the management team (YES/NO/NOT SURE), explain if possible.
 - 4.2. *Has the acquisition of the Vodafone UA affected employees of your department:*
 - New duties or procedures (YES/NO/NOT SURE), explain if possible.
 - Any uncertainties for employees (YES/NO/NOT SURE), explain if possible.
 - Any redundancies or new members being hired (YES/NO/NOT SURE), explain if possible.
 - 4.3. *Has the acquisition of Vodafone UA affected the internal operations of your department:*
 - New procedures; changes in day-by-day activities (YES/NO/NOT SURE), explain if possible.
 - Setting new goals, targets and objectives (YES/NO/NOT SURE), explain if possible.
 - 4.4. *Has the acquisition of Vodafone UA affected the organisational structure and cultural environment of the regional office as a whole:*
 - Change in the organisational structure (YES/NO/NOT SURE), explain if possible.
 - Any cultural clash during the post-acquisition period (YES/NO/NOT SURE), explain if possible.
 - Any changes in norms and values (YES/NO/NOT SURE), explain if possible.
5. **On behalf of myself and the University of Wales Trinity Saint David,** I would like to thank you for taking the time to complete this questionnaire and I wish you all the best in your career with Vodafone UA and your personal life.

Appendix 4: Vodafone Questionnaire (Ukrainian Version)

1. **Вступ:** Привіт, як Ви сьогодні? Мене звуть Вадим Козлов, і я зараз вивчаю курс MBA в Університеті Уельсу Трійці Сент-Девід, Великобританія. Тема моєї дисертації під назвою “ЕФЕКТИ АКВИЗИЦІЇ НА ОПЕРАЦІЯХ VODAFONE UA В ПОСТ - АКВИЗИЦІЙНИЙ ПЕРІОД (СПРАВА VODAFONE UA В УКРАЇНІ)”. Це стосується нещодавньої аквизиції Vodafone UA 25 листопада 2019 року компанією Bakcell LLC у МТС. Я прагну дослідити, як ця аквизиція вплинула на внутрішнє середовище регіонального офісу Vodafone UA. Ось чому я проводжу це інтерв'ю.
2. **Будь ласка, представтесьь**, своє ім'я та прізвище та свою посаду у Vodafone UA та, будь ласка, зазначте, як довго Ви працюєте в цій компанії.
3. **Будь ласка скажіть мені** про нещодавню аквизицію Vodafone UA (ТАК/НІ/НЕ ЗНАЮ), поясніть, якщо можливо.
4. **А тепер будь ласка дайте відповідь** на чотири конкретні питання щодо аквизиції Vodafone UA:
 - 4.1. *Чи аквизиція Vodafone UA вплинула на керівну команду вашого департаменту:*
 - 4.1.1. Нові обов'язки або процедури (ТАК/НІ/НЕ ЗНАЮ), поясніть, якщо можливо.
 - 4.1.2. Будь-яка надмірність, спричинена аквизицією (ТАК/НІ/НЕ ЗНАЮ), поясніть, якщо можливо.
 - 4.1.3. Будь-які зміни в управлінській команді (ТАК/НІ/НЕ ЗНАЮ), поясніть, якщо можливо.
 - 4.2. *Чи аквизиція Vodafone UA вплинула на працівників вашого департаменту :*
 - 4.2.1. Нові обов'язки або процедури (ТАК/НІ/НЕ ЗНАЮ), поясніть, якщо можливо.
 - 4.2.2. Будь-яка надмірність, спричинена аквизицією (ТАК/НІ/НЕ ЗНАЮ), поясніть, якщо можливо.
 - 4.2.3. Будь-які невизначеності для працівників (ТАК/НІ/НЕ ЗНАЮ), поясніть, якщо можливо.
 - 4.3. *Чи аквизиція Vodafone UA вплинула на внутрішні операції вашого департаменту:*
 - 4.3.1. Нові процедури; Зміни у повсякденній діяльності (ТАК/НІ/НЕ ЗНАЮ), поясніть, якщо можливо.
 - 4.3.2. Постановка нових цілей та завдань (ТАК/НІ/НЕ ЗНАЮ), поясніть, якщо можливо.
 - 4.4. *Чи аквизиція Vodafone UA вплинула на організаційну структуру та культурне середовище регіонального офісу в цілому:*
 - 4.4.1. Зміна організаційної структури (ТАК/НІ/НЕ ЗНАЮ), поясніть, якщо можливо.
 - 4.4.2. Будь-який культурний крах після аквизиції (ТАК/НІ/НЕ ЗНАЮ), поясніть, якщо можливо.
 - 4.4.3. Будь-які зміни норм і цінностей (ТАК/НІ/НЕ ЗНАЮ), поясніть, якщо можливо.
5. **Від імені себе та Університету Уельсу Трійці Святого Девіда**, Я хотів би подякувати Вам за те, що Ви витратили час на заповнення цієї анкети, і бажаю Вам всього найкращого у Вашій кар'єрі у Vodafone UA та особистому житті.

Appendix 5: The Results of the Questionnaire

Codes Qs	A1	A2	A3	A4	A5	A6	A7	A8
1. Sex	F	M	F	M	M	M	F	F
2. Age (years).	48	39	45	48	45	51	47	42
3. Time with the company (whole years).	7	4	5	5	5	5	6	5
4. Position within the company.	Manager, Sales and Customer Service Dept.	Manager, Technical Dept.	Manager, HR Dept.	Manager, Marketing Dept.	Manager, IT Dept.	Manager, Strategy Dept.	Manager, Financial Dept.	Manager, Corporate Management Dept.
Q1. Awareness of the acquisition.	Y	Y	Y	Y	Y	Y	Y	Y
<i>Management team:</i> Q2. New duties and procedures.	Y	Y	Y	Y	Y	Y	Y	Y
Q3. Any uncertainties.	Y	NS	Y	Y	N	Y	NS	Y
Q4. Any changes in the management team.	Y	N	N	Y	N	Y	N	Y
<i>Department's employees:</i> Q5. New duties or procedures.	Y	Y	Y	Y	Y	Y	Y	Y
Q6. Any uncertainties.	Y	N	N	Y	Y	Y	N	Y
Q7. Any redundancies or new members being hired.	Y	N	N	Y	N	Y	N	Y
<i>Changes in department's internal operations:</i> Q8. New procedures; changes in day-by-day activities.	Y	Y	Y	Y	Y	Y	Y	Y
Q9. Setting new goals, targets and objectives.	Y	Y	Y	Y	Y	Y	Y	Y

(The legend: M=Male, F=Female, Y=Yes, N=No, NS=Not Sure)

Appendix 6: The Results of the Questionnaire (Continued)

Codes Qs	A1	A2	A3	A4	A5	A6	A7	A8
<i>Regional office:</i> Q10. Changes in the organisational structure.	Y	Y	Y	Y	Y	Y	Y	Y
Q11. Any cultural clash during the post-acquisition period.	Y	N	Y	Y	N	Y	NS	Y
Q12. Any changes in norms and values.	Y	N	Y	Y	NS	Y	NS	Y

(The legend: Y=Yes, N=No, NS=Not Sure)

Appendix 7: Percentage Calculation of the Results of the Questionnaire

	Yes	No	Not Sure
Q1	8(100%)	0(0%)	0(0%)
Q2	8(100%)	0(0%)	0(0%)
Q3	5(62.5%)	1(12.5%)	2(25%)
Q4	4(50%)	4(50%)	0(0%)
Q5	8(100%)	0(0%)	0(0%)
Q6	5(62.5%)	3(37.5%)	0(0%)
Q7	4(50%)	4(50%)	0(0%)
Q8	8(100%)	0(0%)	0(0%)
Q9	8(100%)	0(0%)	0(0%)
Q10	8(100%)	0(0%)	0(0%)
Q11	5(62.5%)	2(25%)	1(12.5%)
Q12	5(62.5%)	1(12.5%)	2(25%)

Appendix 8: Vodafone Franchise Opportunities Webpage

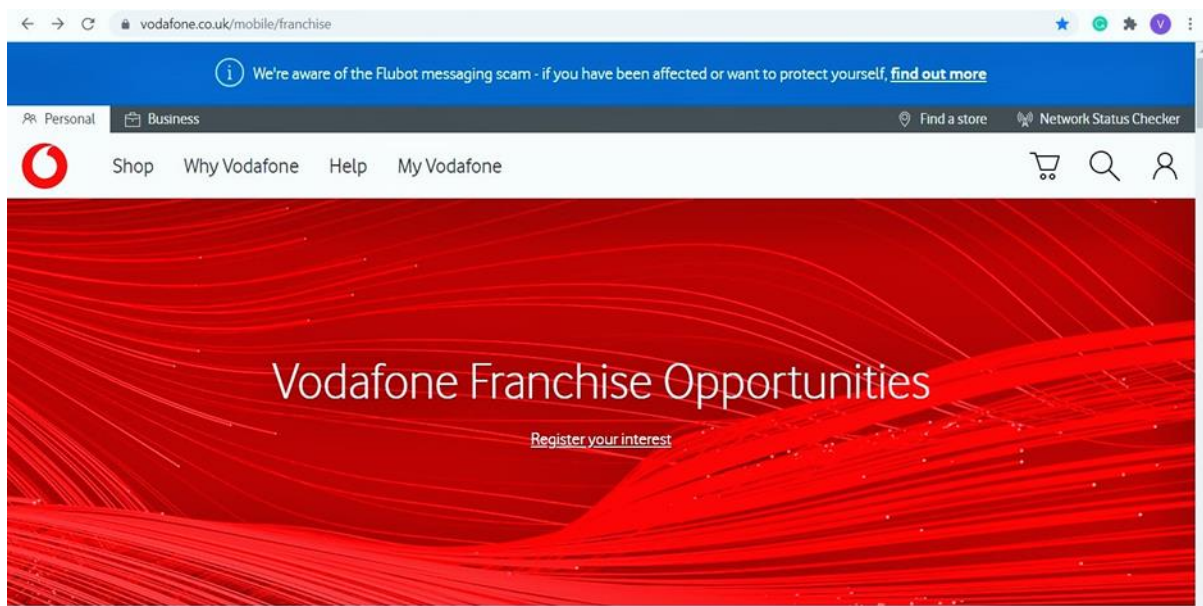


Figure 1: Vodafone Franchise Opportunities webpage, based on source: (Vodafone Limited, 2021)

Appendix 9: Vodafone UA Shops in the City of Ivano-Frankivsk, Western Ukraine

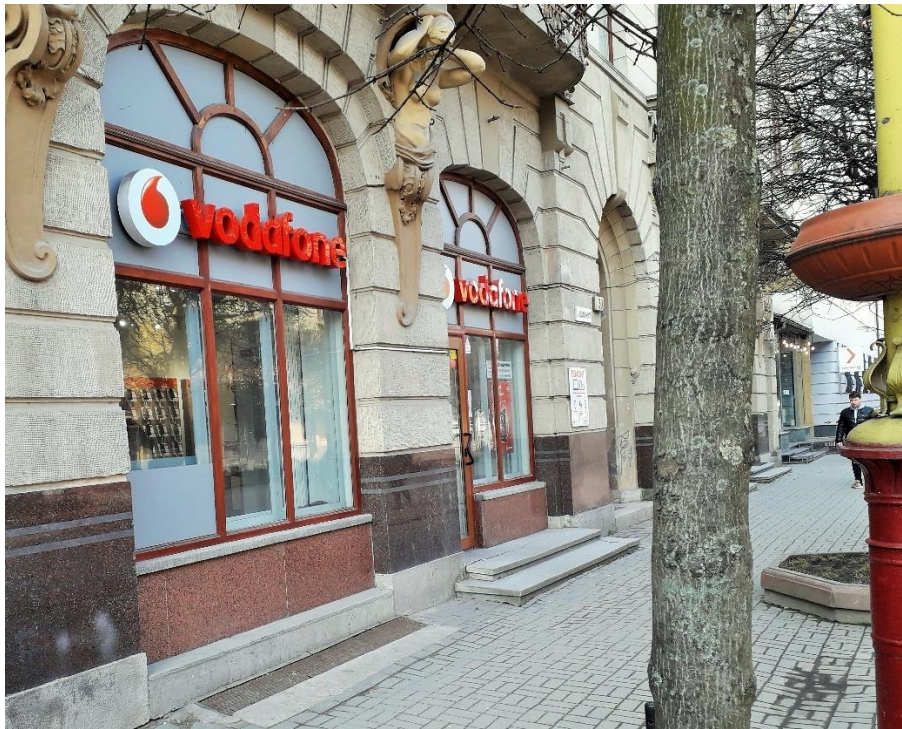


Figure 2: Vodafone UA shop, High Street, City of Ivano-Frankivsk, based on source: (Author's research)



Figure 3: Vodafone UA shop, Nezalezhnosti Street, City of Ivano-Frankivsk, based on source: (Author's research)

Appendix 10: Vodafone UA Shops in the City of Ivano-Frankivsk, Western Ukraine (Continued)



Figure 4: Vodafone UA shop, Halytska Street, City of Ivano-Frankivsk, based on source: (Author's research)

Appendix 11: Vodafone's Customer Engagement Highlights

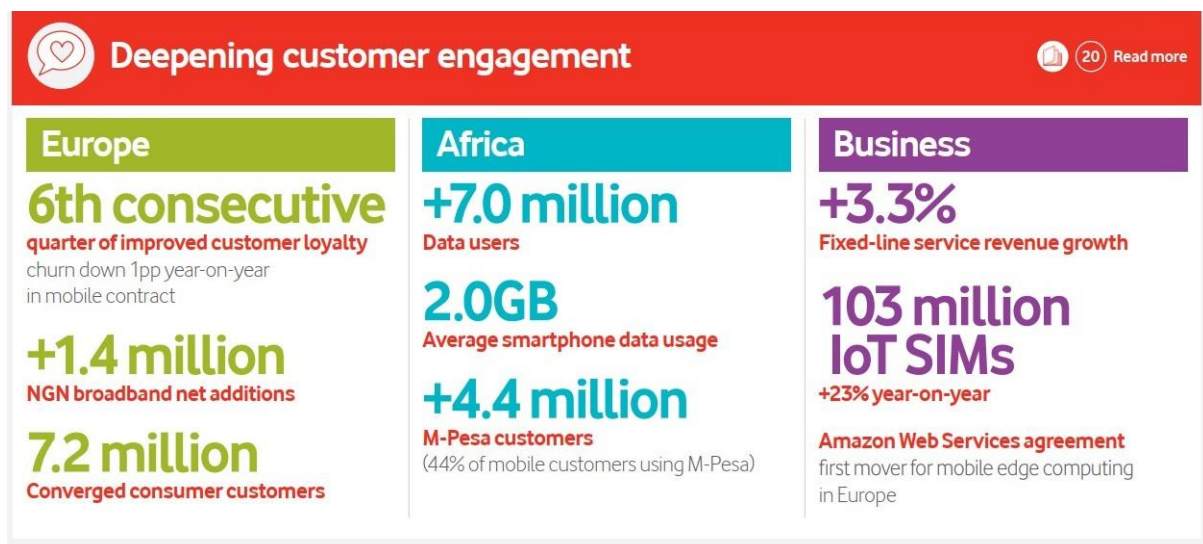


Figure 5: Vodafone's customer engagement highlights, based on source: (Vodafone Group Plc, 2020)

Appendix 12: Ukrainian Telecommunications Customers Segmentation Chart



Figure 6: Ukrainian telecommunications customers segmentation chart, based on source: (Rybak, 2020)

Appendix 13: Consent Form (English Version)



CONSENT FORM

Title of research project:

THE EFFECTS OF ACQUISITION ON VODAFONE'S OPERATIONS IN THE POST-ACQUISITION PERIOD (THE CASE OF VODAFONE IN UKRAINE)

Name and position of researcher:

Vadym Kozlov, MBA course post-graduate, University of Wales, Trinity Saint David

I affirm that I read and comprehended the information sheet for the aforementioned study and had the chance to ask questions.

Initials

I realize that my participation is entirely voluntary and that I am free to leave at any moment without explanation.

Initials

I am aware that, while every effort will be taken to keep the information I supply secret, this can only be done within the confines of the law.

Initials

I accept to participate in the current study.

Initials

Name of participant:

Date:

Signature:

Vadym Kozlov (researcher)

Date:

Signature:

ФОРМА ЗГОДИ

Назва дослідницького проекту:

**ЕФЕКТИ АКВИЗИЦІЇ НА ОПЕРАЦІЯХ VODAFONE UA В ПОСТ - АКВИЗИЦІЙНИЙ ПЕРІОД
(СПРАВА VODAFONE UA В УКРАЇНІ)**

Ім'я та посада дослідника:

Вадим Козлов, аспірант курсу MBA, Університет Уельсу, Трініті Сент-Девід

Я підтверджую, що прочитав і осягнув інформаційний лист для вищезгаданого дослідження і мав можливість задати питання.

Ініціали

Я розумію, що моя участь є повністю добровільною і що я вільний піти в будь-який момент без пояснень.

Ініціали

Я усвідомлюю, що, хоча будуть докладати всіх зусиль, щоб інформація, яку я надати, була в таємниці, це можна зробити лише в межах закону.

Ініціали

Я приймаю участь у поточному дослідженні.

Ініціали

Ім'я учасника:

Дата:

Підпис:

Вадим Козлов (дослідник)

Дата:

Підпис: