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Strategy implementation at two organizations

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“A vision is little more than an empty dream until it is widely shared and accepted. Only then does it acquire the force necessary to change an organization and move it in the intended direction.” (Nanus, 1992)

Preface

This is the master thesis that is written to finish my master education. My master education was in Business Administration, specifically the track Innovation and Entrepreneurship. The master thesis is written at an organization in Twente, Netherlands called the larger organization. They have some opportunities and challenges that cannot be examined at every organization. During the writing of the master thesis they merged with the smaller organization, a similar organization and they will be located at the same location as the larger organization.

I want to thank the mentor at both organizations the CEO and the plant manager for their time, especially for their feedback and cooperation during the writing of this master thesis. The feedback sessions were open conversations that produced many ideas about this master thesis. I also appreciate the opportunity to be involved with the 'topfabriek' team, which is responsible for achieving the merger. This gave a practical look into the manner in which the organization is organized but also made sure I communicated a lot with different employees in the organization. The main advantage of this is that many employees want to cooperate with the interviews and are interested in the conclusions of this master thesis. I also want to thank an operation manager and an operation manager on their constructive input in making the interviews with different employees possible and their contribution in their own interviews.

I also want to thank the mentors from the University of Twente (UT). Michel Ehrenhard for his fast and constructive feedback during the meetings we had. I appreciated the manner in which the feedback was mentioned and the many different tips he gave me during the period I worked on this master thesis. I would also like to thank my second mentor from the UT, Kasia Zalewska-Kurek for the feedback she gave me, which shed a different light on the construction of this master thesis.

Summary

This paper focuses on both organizations, they merged in 2012. The central question that will be answered is "*is the relationship between communication and resistance to change moderated by structure when implementing lean methods?"* The sub-questions focused on lean, implementation, resistance, communication and structure, for implementation, resistance, communication and structure we developed propositions that are answered in the results part of this paper. We mainly used interviews to answer the sub-questions, but for lean we used the LAI Self Assessment Tool (LESAT). Using the LESAT tool we found that there is a difference between the current and the desired variables that focus on lean. After analyzing the data we found that both organizations could best be focusing on Kaizen and use three different tools that focus on different challenges at both organizations. The first proposition is *"post-merger strategy is effectively implemented if employees are well informed about strategy, informed about their role, motivation is stimulated and capabilities are stimulated".* For Both organizations this proposition could not be completely accepted, because there are other variables that both organizations neglect that can be important for both organizations in implementation. Examples are generating short-term wins and empowering employees to act on the vision. Especially the last point is a challenge because this requires knowledge about the vision and an amount of involvement. The second proposition is "*resistance in post-merger integration can be managed when analyzing, the nature of change, the level of change, positive vs. negative focus on change and the research strategy used in the post-merger integration"*. This proposition cannot be fully accepted at both organizations, because there are parts of the subjects in the proposition that can have a major influence resistance. One is how both organizations focus on resistance, because an organization can see resistance as an obstruction in their management but resistance can also be assessed as valuable input from employees that are involved with the organization. This is called readiness for change, but this type of resistance requires a different assessment of resistance. Analyzing the change on an individual level can also be very important in managing resistance, when tasks change a lot managers can assess the amount/type of resistance in advance. The third proposition is "*communication in post-merger integration is positively effected by affect communication, discursive frame and the negotiation position*". This proposition can be accepted for both organizations, when Both organizations focus on the impact of communication, if different employees understand communication differently and with whom employees talk the most about the organization this could positively effect communication. The last proposition is "*SMEs with a fit between structure and organization, use trust as an alternative for contractual governance".* This proposition is partly confirmed, both organizations have a fit between structure and type of organization. But they merged during the writing of this paper, the new organization does need to change, or else important structural factors from the smaller organization could be lost. Both organizations mainly use trust in their cooperation, but there is also contractual governance, so trust is not solely used in their cooperation. We concluded this paper looking back at the central question, especially resistance, communication and structure. In this paper we found that structure has a major influence on the relationship between communication and resistance and that both organizations can influence this in their post-merger integration by protecting positive structural influence from the smaller organization. A challenge is that the smaller organization now is in a much larger organization, with more democracy.

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Chapter 1 Introduction

1.1 Research goal

The larger organization is an organization located in Twente, Netherlands that treats different types of material (e.g. metal, aluminum, etc.) ranging from milling of material, to making precision holes in material. In 2008 it went through some changes, which replaced the management of the organization. The new management saw need for change in the organization. A part of this is that the larger organization will further merge with the smaller organization in 2012. The smaller organization is a smaller organization located in Twente, which also treats metal but in a more quantitative manner. The start from what both organizations call the 'topfabriek' is in the third quartile of 2012, the organizations will actually merge. The 'topfabriek' is the team that organizes the actual moving of the smaller organization to the larger organization. The management of the larger organization formulated a new strategy for the combined organization, because the culture and structure from the smaller organization is very different from that of the larger organization.

This master thesis focuses on the implementation of the new strategy, with the differences that the two organizations have. The focus of the new strategy is making the work environment leaner, also with more responsibilities for the employees. The responsibilities the employees have, should make them proud of the company they work for and the workstation they work at. To make sure the employees do not fall back to the old habits. This research will focus on implementation of the new strategy and make clear what the desired situation is and the difference between the old and new situation. The contribution of this thesis will be the implementation of the new strategy and employees continue to work with this new strategy. These aspects are mainly focused on the contribution for the organization, but there is also academic relevance. Many theories about post-merger integration focus on different aspects that are important, but a connection between these different aspects is not clearly researched.

A limitation of this study is its focus on the internal actions both organizations should take to reinforce their strategy. This thesis does not focus on the external actions both organizations could take. This limitation is important because if the thesis also focused on external factors the research will be very broad. It is important to remember this when reading about communication and lean goals because these subjects often involve external actions, for example communications with suppliers to implement just in time delivery.

1.2 Central question

When both organizations merge they want an organization that is leaner than what the two organizations are now. Both organizations want to achieve this through a flat hierarchy, more responsibilities and competencies for employees, elimination of losses, improvement of communication, focus on the important things and customer friendliness. With the elimination of losses Both organizations mean focus on transport, waiting times, non-essential process steps, more supplies then necessary, non-essential movement and waste (Hines & Taylor, 2000). When the larger organization mentions lean they mainly focus on 5 factors: selection (remove all non-essential equipment/material), structure (give everything a fixed workplace), clean (make sure everything is clean), standardization (make appointments to keep everything clean) and maintain (self disciple to keep working with this method) (Chapman, 2005). The improvement both organizations want to establish with this approach is a higher quality product. New technologies, by empowering the employees to think about what they are doing and if this could be done more effective/efficient (Wiggerman, 2007). Lean also has an influence on flexibility in an organization, a reduced development time and has a positive effect on complexity and fuzziness in an organization (Gerhard, Engel, Scheiner, & Voigt, 2012). This paper will be an analysis how both organizations could achieve a leaner organization after their integration. In theories about post-merger integration communication, structure and resistance (Shrivastava, 1986) are often mentioned as important variables to analyze. The central research question is: *is the relationship between communication and resistance to change moderated by structure when implementing lean methods?* The implementation of lean is the context of the research question, a change can create resistance or readiness for change, this can probably be influenced by communication and this relationship is influenced by the different organizations.

1.3 Research questions

The central question can be split up between five parts that cover the aspects in the central question (see figure 1). The central research question "is the relationship between communication and resistance to change moderated by structure when implementing lean methods?" The sub-questions that will answer the part about implementation of lean in post-merger integration will be addressed first:

1. Which lean methods could both organizations implement in the post-merger integration?

2. What are the main obstacles/enablers to implement a strategy correctly in a post-merger integration?

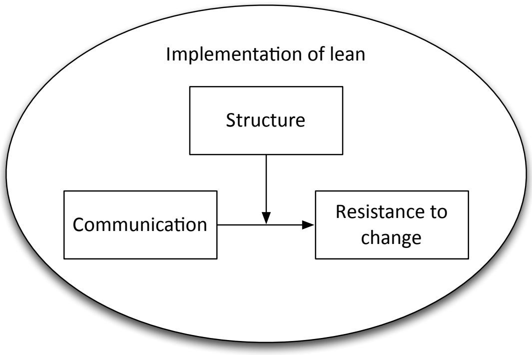
The following questions will be answering the causal model from figure 1.

3. What are the factors at both organizations that resist change?

4. What is the influence of communication within the organization on securing the new strategy?

5. Which aspects of the different structures are obstacles/enables in the post-merger integration?

Figure 1. Implementing the new strategy



This approach focuses on post-merger integration, according to Shrivastava (1986) an organization should have a new strategy when merging with another organization. The new strategy for both organizations is an organization that applies lean practices in every part of the manufacturing process. The process of implementation is an important point in post-merger integration, because different employees can experience a new strategy completely different. Strategy in this research is the creation of a unique and valuable position involving a different set of activities (Porter, 2002). Obstacles or enablers of implementation are what in the literature is seen as a key factor for successful implementation and what is seen as factors that could be obstacles. In this research the independent variable will be communication, because 'communication enables individuals to better understand the impact of their actions on individual and group outcomes through a process of discussion and learning' (Kretschmer & Puranam, 2010, pp. 6–7). Dooley and Zimmerman state about communication (2003, p. 59) 'redirecting our attention to the conversation in a rigorous manner may provide opportunities to improve the success rate of mergers which to date have had a rather unimpressive track record in all industries'. So the right communication is important for the employees view of a change process. The goal here is not a problem free relationship with employees, but to improve interactions and patterns of communication and thereby indirectly solve problems and create opportunities (Dooley & Zimmerman, 2003). The fifth research question is often a critical point in post-merger integration, Azan and Sutter (2010, pp. 310–311) state: 'organizational culture represents a significant source of complexity in post-merger integration and organizational literature stresses the need for a culture fit as a necessary for a successful trade of the strategic resources'.

The first sub-research question: 'which lean methods should both organizations implement in the post-merger integration?' This question focuses on what methods both organizations should apply to implement the lean goals. This question focuses on lean methods and lean tools. This is the first sub-question because the purpose behind the model (figure 1) is that employees work with lean methods. The second sub-question: ‘what are the main obstacles/enablers to implement a strategy correctly in a post-merger integration?’ This question is an important research question because implementation has a vital role if an organization wants to anchor its new strategy in a post-merger integration. Results from a survey showed that 80% thought their organization had a good strategy, but only 14% thought they implemented this strategy thoroughly (Merchant & Stede, 2007). This is the second research question, because it is an important aspect for lean implementation. The central topics in this research question are strategy and obstacles/enablers of implementation. These two research questions will be addressed in the same parts of the chapters in this master thesis, because they are the context of the model (figure 1).

The third sub-question: ‘what are the factors at both organizations that resist change?’ This research question focuses on the organization and what factors resist the change that is coming. The central topics are the new strategy and resistance to this change. Strategy means the new strategy formulated by both organizations that is mentioned in the explanation of the central research question. Resistance to change comes for different stakeholders in the organization.

The sub-research question: ‘what is the influence of communication within the organization on securing the new strategy?’ This research question focuses on communication and what kind of positive influence this could have on securing the new strategy? The central topics in this research question are communication and the new strategy. With communication we mean how the employees are communicated with examples are memos, meetings, personal conversation or mail. The new strategy in this research question means the new strategy that is formulated at both organizations, with an emphasis on lean manufacturing and empowering the employees. A part of this research question is the different opinions from the different employees in the post-merger integration process.

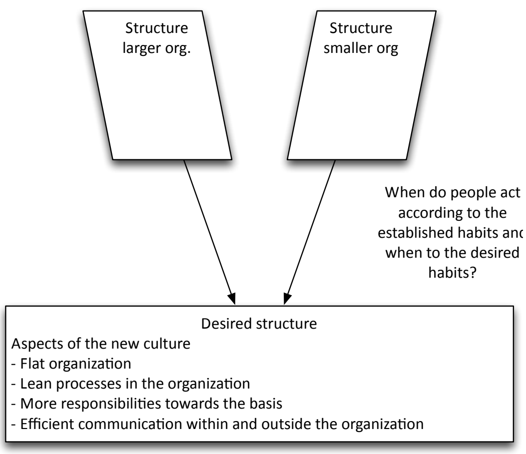
The fifth sub-question: ‘Which aspects of the different structures are obstacles/enables in the post-merger integration?’ This research question focuses on the structural differences between both organizations. A wrong/correct structure can have a major influence on the strategic fit between strategy and culture (Christian, 1987), which is important to know in a post-merger integration process. The central topics in this research question are the different structures, which aspects of these structures should be kept for the new strategy and when do employees fall back to their old habits. The different structures focus on both organizations and use a theoretical distinction between the two organizations. A part of this distinction will be between simple structure, machine bureaucracy, professional organization and adhocratie and (Mintzberg, 1980). This will be broadened with additional literature. The new strategy will be elaborated on, from the strategy both organizations have formulated. We will make a distinction between two parts ‘which aspects of the different structures are obstacles/enables in the post-merger integration?’ and ‘when do employees fall back on the established habits’ (see figure 2).

1.4 Research strategy

This research follows a deductive approach (Babbie, 2010). It starts with a thorough analysis of the literature and focus on the important aspects it mentions. After a valid literature basis the deductive approach looks at the practice, if this fits or if the practice needs adjustment. To answer the five research questions we used a systematic literature research (Hagen-Zanker, Duvendack, Mallet, & Slater, 2012). We made a distinction between recent literature and older literature that authors often used and at the end of this part we will look at references used by these authors. With this approach we will get a thorough understanding of the important elements according to literature.

The details about the different literature reviews can be found in the appendix, the specific appendix will be mentioned in the paragraph of that research question. The systematic literature research starts with entering important variables for that research question in web of knowledge, these variables come from literature reviews authors had made. We start with focusing on literature in web of knowledge and continue with business literature, because different variables could also be used in other areas that are not relevant for this master thesis. We continue with articles because sometimes there are presentations or other forms in web of knowledge, which do not contain detailed information about the subject. Then we separate between years and how often an article is cited, in the first column (of the tables in the appendix) are recent articles, the second column are older articles that are often cited by authors. With this systematic literature research we have many articles that could be relevant for this master thesis, we continue with reading the titles. We continued with reading the abstracts of the selected articles, based on relevance for this master thesis we selected articles. Articles relevant for this master thesis are studies about production organizations, SME's and studies conducted in countries that are similar to the Netherlands. Research question one 'which lean methods should both organizations implement in the post-merger integration?' This research will focus on what lean manufacturing is, how it can be improved and what the critical factors are if lean wants to succeed. We focus on manufacturing because this is relevant for Both organizations, we used a basis from Nightingale and Mize (2002) (see appendix 1). Research question two 'what are the main obstacles/enablers to implement a strategy correctly in a post-merger integration?' For this research question it means an analyses of literature about obstacles/enablers of strategy implementation. Especially what the literature writes about strategy implementation in the manufacturing industry. In the research part of this thesis we will look how the findings from the literature research apply to both organizations. In the conclusion/recommendation part of this research it will be analyzed how these points could affect the larger organization and their new strategy. The topics for the literature review are found in a book about management control systems (Merchant & Stede, 2007). They translate strategy in action as strategy execution or strategy implementation Merchant & Stede found this in a literature review about strategy (see appendixes 2 and 3). Research question three 'what are the factors at both organizations that resist change?' The search strategy focused on resistance to change (Mayle, 2006), (see appendix 4). Research question four 'what is the influence of communication within the organization on securing the new strategy?' The systematic literature review focused on communication in organizations (May & Mumby, 2005) (see appendix 5). Research question five 'which aspects of the different structures are obstacles/enables in the post-merger integration?' This question can be separated by two questions: 1) what is the established structure at both organizations and 2) when do employees fall back on the established habits. This can be done according to figure 2. To answer the second part of this question we will first try to establish a structure for Both organizations, the starting

Figure 2. Structure change at both organizations



point will be the article from Mintzberg (1980). When we know basic aspects of this topic we will continue with a systematic literature review, the key words are organizational design, organizational configurations and organizational structure. These key words come from the article from Mintzberg. Because the literature was extensive we limited our search (see appendix 6 and 7). To answer the second part of the research question 'when do employees fall back on the established habits' we well start with Faems, Janssens, Madhok and van Looy (2011), about alliance governance they analyzed cooperation between two organizations. This method will be elaborated on further using the article that cited Faems et al. (see appendix 8).

There also was literature often used in the different papers selected (table 1). We looked at the resistance, communication and structure in extra depth because this is important because these are the content of this master thesis. The lean manufacturing and implementation of strategy is the context for resistance, communication and structure.

Table 1. Often cited literature

Research question	Literature
Change	Making change permanent (Armenakis, Harris, & Mossholder, 1993)
	Rethinking resistance and recognizing ambivalence (Piderit, 2000)
	Leading change: why transformation efforts fail (Kotter & gestion, 1995)
	Overcoming resistance to change (Coch & French Jr, 1948)
	The role of cognitive and affective processes (Bovey & Hede, 2001)
Communication	Getting counted: markets, media and reality (Kennedy, 2008)
	Critical-culture research: New sensibilities and old realities (Deetz, 1985)
Structure	Strategy and structure (Chandler, 1993)
	Designing complex organizations (Galbraith, 1973)
	Organization and environment (Lawrence & Lorsch, 1986)
	Organization in action (Thompson, 2003)
	Industrial organization (Woodward, Dawson, & Wedderburn, 1965)

Chapter 2 Theoretical framework

This chapter starts with the lean methods, then the theory about implementation, these sub-questions are the context of this master thesis. Next the model will be described, first the resistance, followed by the variables in communication and as last the structure. At the end of the parts about implementation, resistance, communication and structure we will develop several propositions that will be answered in the results chapter.

2.1 Actions for lean goals and implementation/execution

We will start with an analysis of lean and continue with implementation and executions.

Action for lean goals

The first research question was 'which lean methods should both organizations implement in the post-merger integration?' The book *The machine that changed the world* (Womack, Jones, & Roos, 1991) describes the origin of lean manufacturing. The article starts with describing craft production, these were employees who did very specialized work. They developed a car specific to the customer needs. Ford saw the flaws and developed mass production; the disadvantage of this was the monotone work. This resulted in more than 10% of the employees not showing up for work. Also, because the line could not stop, the products at the end of the line often had flaws in them, which resulted in a lot of work for quality checkers. Lean production tries to eliminate the flaws from craft and mass production. Employees should have a very broad knowledge of the tasks of their colleagues, so if anyone is sick he/she could easily be replaced. The very broad knowledge from employees was also effective in eliminating flaws in development of a car, because ones a flaw was discovered employee could hold the line and everyone in that team could help to find the source of the flaw so it could not happen again. The employees were trained to ask the five why questions, which is a method to identify the source of a problem by asking why five times (Shook, 2010). There are a couple of different measurement systems of lean production, a good example is LESAT (Lean Enterprise Self-Assessment Tool) (Nightingale & Mize, 2002). It starts with an elaboration on different phases in lean implementation (see figure 3).

Figure 3: Enterprise level roadmap

1. Enterprise Transformation/Leadership
   A. Determine strategic imperative
   B. Engage enterprise leadership in transformation
   C. Understanding current enterprise state
   D. Envision and design future enterprise
   E. Develop enterprise structure and behavior
   F. Create transformation plan
   G. Implement and coordinate transformation plan
   H. Nurture transformation and embed enterprise thinking
2. Lifecycle processes
   A. Align develop and leverage enterprise capabilities
   B. Optimize network-wide performance
   C. Incorporate downstream customer value into the enterprise value change
   D. Actively engage upstream stakeholder to maximize value creation
   E. Provide capability to monitor and manage risk and performance
3. Enabling infrastructure
   A. Organizational enablers
   B. Process enablers

The authors explain LESAT as a tool that consists of three parts. The first is lean transformation it is the process and leadership attributes nurturing the transformation to lean principles and practices. The second is life cycle processes are the process responsible for the product from concept through post delivery support. And the third is enabling infrastructure this is the process that provides and manages the resources enabling enterprise operations. The three sections are made up of 54 questions in total, which organizations can answer with one (least capable) until five (world-class). The organization can also make a distinction between the current situation (C) and the desired situation (D). It is advised to compare responses by organization level, thereby highlighting key differences in perspectives. The three sections from LESAT show similarities with the ten factors that are important according to Shah and Ward (2007) for lean production. The ten factors are: 1) supplier feedback, 2) JIT delivery by suppliers, 3) supplier development, 4) customer involvement, 5) pull, 6) continuous flow, 7) set up time reduction, 8) total productive/preventive maintenance, 9) statistical process control and 10) employee involvement. In both articles employee involvement or enabling infrastructure are very important, which comes from motivating employees from assuring membership in the organization, rather than from buying and selling time (Shook, 2010). This is in line with this thesis we will focus on point five till point ten.

To achieve a lean organization, organizations use many different methods. These methods are the empty pillars in figure 4. A couple of methods often used in organizations that start with implementing lean, are listed in table 2 (Wong & Wong, 2011). Wong and Wong do not elaborate on every tool therefore we used other literature to elaborate on these tools. We will analyze the methods for lean manufacturing according to the lean manufacturing house (Heizer & Render, 2005). The methods that are relevant for both organizations will be analyzed with the results of the LESAT tool.

Figure 4: Lean manufacturing house

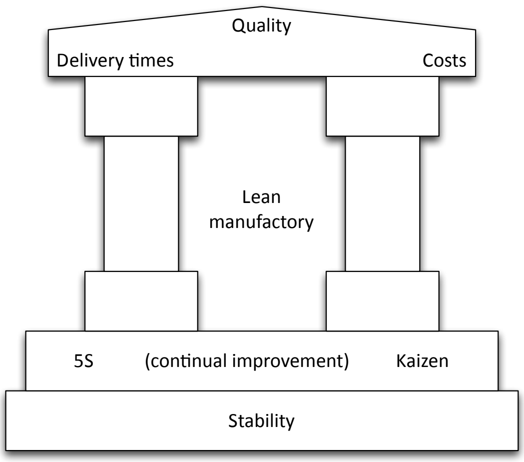


Table 2. Methods used in lean implementation	
Tool	Elaboration
5S	5S creates a better surrounding by having a clean housekeeping, it eliminates waste (Chapman, 2005)
Visual control	An example is displaying quality and productivity charts, the charts illustrate the current trends and performance and serves as an indicator for the current situation
Genchi Genbutsu	Which is to go to the place and see for yourself, it is totally different from looking at reports and seeing the data and numbers
Andon	Aims to contribute through facilitating discussion and communication among the people involved (da Silva & Baranauskas, 2000)
Cellular layout	Involves three stages: 1) grouping of equipment into cells, 2) allocation of the machines cells and 3) layout of the machines within each cell (Bazargan-Lari, 1999)
Kanban	The production status is only changed if one of the (output) buffers is about to run empty (Runkler, 2011)
Heijunka	Aims to establish periodic schedules and thus harmonize the overall manufacturing process (Runkler, 2011)
Kaizen	Pervasive and continual activities, outside the contributor's explicit contractual roles, to identify and achieve outcomes he believed contribute to the organizational goals (Brunet & New, 2003)
Total preventive maintenance	Seven pillars of TPM: focused improvements, autonomous maintenance, planned maintenance, quality maintenance, education and training, early equipment maintenance, safety and the environment (Ireland & Dale, 2001)
Value stream mapping	A process for linking together lean and quality improvement initiatives in order to give the greatest overall benefit to an organization (Lummus, Vokurka, & Rodeghiero, 2006)
A3 (plan-do-act-check)	A3 is a systematic sheet of getting to the source of a challenge in six steps, identify problems, understand current situation, root cause analysis, countermeasures, develop the target state and implementation plan (Sobek II & Smalley, 2008)
Senpai and Kohai relations	An older employee (Senpai) helps a younger employee (Kohai) to teach him/her the routines (Cave, 2004)

According to Wong and Wong organizations often use supporting approaches like six sigma and QCC to support the lean goals. Six sigma is an organized, parallel-meso structure to reduce variation in organizational processes by using improvement specialists, a structural method and performance metrics with the aim of achieving strategic objectives (Schroeder, Linderman, Liedtke, & Choo, 2008). QCC are quality control circles are activities that are taken spontaneously by staff for quality management with principles of self-inspiration, self-improvement and mutual cooperation between team members (Hu, 2011).

Implementation and execution

To answer the second research question: 'what are the main obstacles/enablers to implement a strategy correctly in a post-merger integration?' We start with the statement mentioned in a couple of articles that there should be no distinction between strategy and execution (HBR, 2010; Martin, 2010). Hrebiniak (2006) mentions "making strategy work is more difficult than strategy making". Hrebiniak also states that planning affects execution and execution strategy. The relationship suggests two critical points: 1) successful strategies are achieved when employees responsible for implementation are involved with planning and 2) strategy success demands a simultaneous view of planning and doing. In the article the execution trap (Martin, 2010) rests on the approach that empowers employees, to make their own choices which will produce better results, happier customers and more satisfied employees. This is an alternative approach to the choiceless-doer dilemma, which is a faithful executioner, instead of basing his/her actions on choices about whether it is best for the customer. There are several models that elaborate on steps organizations should take in implementing strategy (see table 3).

Table 3. Steps to implement a strategy

Martin (2010)	Kotter and Gestion (1995)	Neilson, Martin and Powers (2008)
Explain the choice that has been made and the rationale for it	- Creating a sense of urgency - Creating a guiding coalition (Hertog, Iterson, & Mari, 2010; Miller, Wilson, & Hickson, 2004; Neilson et al., 2008). - Developing a vision and strategy - Communicate the vision	Information
Explicitly identity the next downstream choice	- Empowering employees to act on the vision (Huy, 2011)	Decision right
Assist in making the down stream choice as needed	- Generate short-term wins (Knight, Durham, & Locke, 2001) - Producing more change	Motivators
Commit to revisiting and modifying the choice based on downstream feedback	- Anchoring the new approach in the culture	Structure

Miller, Wilson and Hickson (2004) add that an organization should not start with changing its organizational structure unless really necessary, the decision matters more that changing the organization structure. Miller et al. add that planning is not intrinsically sufficient in it self but it is a means of gaining acceptance for what has to be done. For managers it is also important to collect information and use analytic techniques this has a positive effect on decision making (Dean Jr & Sharfman, 1996). Hertog, Iterson and Mari (2010) add that HRM can contribute to the design of the change process, HRM managers have an important participation role in the communication of the strategy/change and HRM can have a valuable input in the top-down and bottom-up communication. Other authors see middle managers as key figures in strategy implementation (Balogun & Johnson, 2005). Especially in post-merger alignment the middle manager is important, because different managers can have a different view of things (Shrivastava, 1986). Balogun and Johnson found that the middle managers translate the strategy in a way it makes sense to them and translate this too the rest of the organization.

Strategic implementation is far from straightforward and requires complex interaction processes between managers and employees (Van Riel, Berens, & Dijkstra, 2009). Van Riel et al. developed a framework to improve strategic aligned behavior (figure 5). The four different variables can be achieved through different steps. Stimulating motivation is influenced by: 1) explaining the rationale, 2) openness, 3) participative decision making, 4) supportiveness, 5) managers stimulates involvement and 6) media stimulates involvement. Stimulating capabilities are influenced by: 7) sufficient resources and 8) sufficient training. Informing about strategy is influ-

Figure 5: Stimulating strategically aligned behavior

enced by: 9) internal media about the strategy, 10) management about overall strategy and 11) management about specific strategy. The last informing about role is influenced by: 12) employees work in organizational context, 13) contribution to performance, 14) contribution to overall strategy and 15) information from other divisions. The four should contribute to strategic aligned behavior which results in: 16) discussing the strategy, 17) explaining the why, 18) taking initiatives, 19) helping colleagues and 20) helping their employees. Hrebiniak (2006) found challenges in effective implementation: 1) managers are trained to plan, not execute, 2) strategy implementation is something best done by lower levels, 3) planning and execution are interdependent, 4) implementation is a process that takes longer then formulation, 5) execution involves more people then strategy formulation.

A pitfall with strategy and actual results is that there can be a gap between them (Mankins & Steele, 2005). Mankins and Steele calls it a venetian blind phenomenon and it creates a number of problems: 1) management cannot confidently tie capital approval to strategic planning, 2) portfolio management gets derailed and 3) poor financial forecasts complicate communications with the investment community. Management should follow rules to close the gap between strategy and actual results: 1) keep the strategy simply and concrete, 2) debate assumptions not results, 3) use a framework, speak a common language, 4) discuss resource deployment early, 5) clearly state the identity priorities, 6) continuously monitor performance and 7) reward and develop execution capabilities.

We will answer this part with the following proposition: **post-merger strategy is effective implement if employees are well informed about strategy, informed about their role, motivation is stimulated and capabilities are stimulated.**

2.2 Resistance in a post-merger integration process

The research question was: 'what are the factors at both organizations that resist change?' We will start with the main difference found in the articles, according to Bouckenooghe (2010). The literature review starts with a distinction between types of attitudes towards change (Bouckenooghe, 2010; Klarner, By, & Diefenbach, 2011). A approach towards change is readiness for change Bouckenooghe defines it as "organizational members beliefs attitudes and intentions regarding the extent to which changes are needed and the organizations capability to successfully make those changes" (2010, p. 505). Another approach is resistant to change this is defined as "any set of intentions and actions that slow down or hinders the implementation of change" (Bouckenooghe, 2010, p. 504). Different authors use different focuses to explore research into people's attitudes (Bouckenooghe, 2010): 1) the nature of change, 2) the level of change, 3) positive vs. negative focus on change and 4) the research strategy.

The article from Ford and Ford (2009) is an example of nature of change, it focuses on change that is step by step. Ford and Ford focus on how to use resistance to achieve more productivity (see table 5).

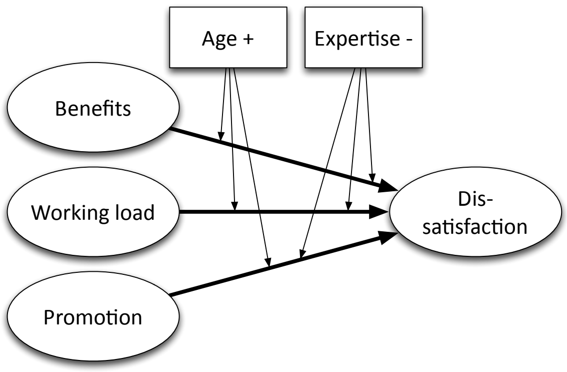
Table 5. Steps managers can take

Step	Elaboration
First	Boost awareness, drop two levels in the hierarchy and the tasks of employees will change in many ways if without a dialogue the manager misses the opportunity to gain buy-in for the change
Second	Return to purpose, employees who are not involved in the planning need to understand what is going to change and why
Third	Change the change, employees who are resisting are often genuinely care about getting things right
Fourth	Build participation and engagement, buy-in for change can be as simple as being heard
Fifth	Complete the past, if a manager does not know the history an explanation for the resistance can be elusive

Level of change refers to the individual level and the collective level. Change is looked at differently between members of an organization (Strebel, 1996). Often managers see it as an opportunity, while employees see it as a threat. Raza and Standing (2011) wrote an article that focuses on the individual level, they developed a systematical model for managing and evaluating conflicts in organizational change. The article focuses on three parts (table 6).

Table 6. A systematic model for managing and evaluating conflicts	
Parts	Elaboration
Who is resisting	Parties can be involved in two manners: 1) actively and 2) passively involved
Why is there resistance	Sources or resistance can be: 1) self interest, 2) psychological impact, 3) tyranny of custom, 4) redistributive factor, 5) destabilizing effects, 6) cultural incompatibility or 7) political effects
Using the information	Some strategies are: - A brief conversation about the change between the change facilitator and other change participants - Exercising is helping individuals or groups learn new skills and reflect on their learning - An open-ended statement is collecting information about change on a blank sheet of paper

Figure 6: Factors that cause employee dissatisfaction



An elaboration on who is resisting, is made by Wu and Wu (2011), they used an empirical case study to find sources of dissatisfaction and developed a framework (figure 6). Wu and Wu found three factors that influence employee dissatisfaction: benefits, workload and promotion. Age and expertise have a moderating effect on the level of employee dissatisfaction. Attachment to an organization becomes stronger with age, while a high level of expertise weakens an employee's attachment to the company. Why is there resistance is in detail treated by Piderit (2000). Piderit focuses on a three dimensions cognitive, emotional and intentional. Cognitive focuses on what individuals believe about a change effort. Emotional is the feeling of an individual about the change. And intentional is the individual's behavior in the past and his/her future intentions. Harich (2010) states that the root cause of failure within the classic activism approach is that they do not see the forces resisting change, they assume it is a minor issue and easily solved by overcoming individual change resistance. The article focuses on problems like sustainability and why classic activism fails to implement the solutions properly. At the heart of the process lies a crippling false assumption: that change resistance occurs at the level of the individual and can thus be overcome by the inspiration, exhortation and bargaining. According to Bouckenooghe (2010) the reason for this is that people's attitudes are rooted in psychology.

Positive and the negative, the negative focus draws attention to approaches that stress negative aspects of organizations and the positive focus is more concerned with identifying factors that enable, motivate and facilitate people's openness or readiness to change. The article from Armenakis, Harris and Mossholder (1993) focuses on positive and negative effects on change. There are three strategies for influencing readiness for change (see table 7).

Table 7. Strategies for influencing readiness for change	
Strategy	Elaboration
Persuasive communi-cation	Primarily a source of explicit information regarding the discrepancy and efficiency. It also sends a message about commitment, prioritization and urgency of a change effort
Management of ex-ternal information	Using external sources of information to emphasize the importance of a change effort
Active participation	Organizational members learn through their own activities and send the readiness message indirect. This approach is has its advantages because employees tend to place greater trust in information discovered by them selves

Oreg and Berson (2011) found that personal characteristics of a manager have meaningful impact on followers reactions to change. Especially inspirational leadership has a significant effect, for intellectual stimulation and individualized consideration Oreg and Berson found a moderate effect.

The article from Foster (2010) focuses on the research strategy, because it analyzes the important variances in the subject on study. Foster focuses on resistance to change, commitment to change and organizational justice. Foster noted that many change models have roots in Lewin's three-phase conceptualization of change: unfreeze, change and refreeze. This study has an individual level perspective, which was also traditionally followed by Lewin's three-stage model. Foster found that organizational justice and commitment to change had a positive relationship between organizational justice and affective commitment, continuance commitment and normative commitment. Implications are that organizational justice has a significant influence to create commitment to change.

Propositions that can be formulated using the theory gathered: **resistance in post-merger integration can be managed when analyzing, the nature of change, the level of change, positive vs. negative focus on change and the research strategy.**

2.3 The influence of communication in post-merger integration

The fourth sub-question is: 'what is the influence of communication within the organization on securing the new strategy?' The literature on post-merger integrations makes a distinction between three types of communications: 1) affect, 2) discursive frame and 3) negotiation position (Dooley & Zimmerman, 2003).

We will start with affect of communication, Dooley and Zimmerman elaborate "how people talk and listen, and how their word choices impact the perception of their partner, which in turn affects the conversation pattern" (2003, p. 60). Lo & Lie (2008) found that the affect communication is influenced by trust. Lo & Lie state that employees tend to give little elaboration on tasks and use communication methods that have lower information richness when there is a high amount of trust. Groddeck (2011) focused on the relationship between value communication and organizational fuzziness. They found that value semantics are inevitably applied in organizations when they do not know which expectations have to be fulfilled. Value semantics are also used when an identity of an organization has to be described. Further more value semantics play a considerable role when future-oriented circumstances are to be described. The reason why values can cope with fuzziness is that on the one hand communication media offer a very abstract semantic that makes it possible to address and describe very complex ambiguous and uncertainty situations and conditions. Van der Elst, de Cuyper and de Witte (2010) analyzed the relationship between job-insecurity and organizational communication. The authors found a negative relationship between the two, also when the participation level was high the negative relationship was weaker, then when the participation level was average or low. Phillips and Brown (1993) found that communication can have a positive effect on the understanding of the positions of employees and their power.

The second type of communication is discursive frame (Dooley & Zimmerman, 2003), which concerns the words people choose within their conversations to shift attention towards certain concepts and away from others. This is influenced by the different types of leadership (De Vries, Bakker-Pieper, & Oostenveld, 2010), there are three types of leadership: human-oriented, charismatic and task oriented. Human-oriented is strongly associated with a supportive communication styles and to a lesser extent with leader's expressiveness and a lack of leader's verbal aggressiveness. Charismatic is associated with assured, supportive, argumentative, precise and verbal non-aggressive communication style. Task oriented is associated with assuredness, and more than charismatic and human-oriented leadership by preciseness. An important part seems to be supportiveness, which has a positive relation with all of the leadership styles and outcomes, even after controlling for other communication style variables. The discursive frame is also influences by the dynamics on communication in change from Ford and Ford (1995). This framework shows similarities with the framework from Arklan (2011) (see table 9).

Table 9. Dynamics of communication in change

Part	Kind of conversation	Elaboration	Arklan (2011)
Beginning	Initiative	Conversation relies on assertions, directives and declarations to focus listener's attention on what could or should be done. It is the call or proposal that constitutes the first phase of a change process	- The process of intra-organizational communication - Objectives of intra-organizational communication
Middle	Understanding	Characterized by assertions and expressive, examples are that claims are made, evidence and testimonies given, hypotheses examined, beliefs and feelings explored and contentions maintained	- Means and methods of intra-communication - Problems concerning intra-organizational communication - Types of intra-organizational communication
	Performance	Networks of speech acts with an interplay of directives to produce a specific result	- Gossip management within the organization - Intra-organizational communication networks
End	Closure	Is assertions, expressive and declarations to bring about an end to the change process	

Ford and Ford state that it is very important that managers consider their impact of communications on the change process. Because managers who realize that they can have a substantial impact on a change by what they say may have a considerable advantage over those who do not. This is similar to Hooghiemstra (2000) that corporate communication is aimed at protecting or enhancing its image or reputation. The corporate communication can contribute in creating a competitive advantage: creating a positive image may imply that people are to a greater extent prepared to do business with the company and buy its products.

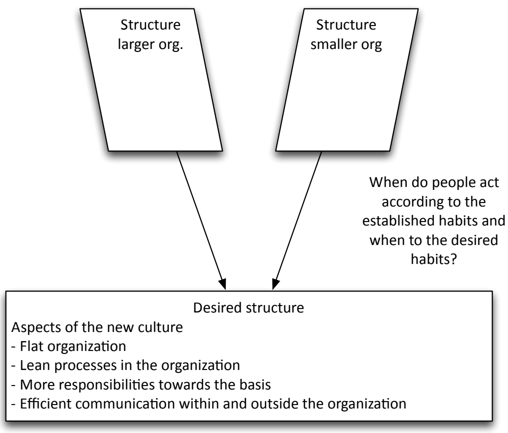
The third variable is the negotiation position (Dooley & Zimmerman, 2003), which means the general attitude that participants have in this case concerning the relationship between the old organization and the new, post-merger organization. In this variable the network of communications is important, Roberts & O'Reilly III (1979) found three types of communication networks: expertise, social and authority. Expertise is the person who gives you technical advice. Social is the person you are most likely to talk with. Authority is the person when you are upset you go to and complain about the organization. The authors distinguish between two roles nonparticipants and participants. Nonparticipants are either not connected or only minimally connected to the rest of the network. Participants have two or more links to other participants. They found that people in the authority network are more decisive, masculine and mature, nonparticipants in these networks have a high need for security. The expertise network revealed similar variables as the authority network, but need a financial reward and self-actualization. Participants in the expertise network seem to have a stronger concept of self (more decisive and mature) then do nonparticipants. In the social network participants and nonparticipants are different in their perception about the direction of communication contracts, the perception of receiving redundant information and a tendency to summarize to insure transmission of important information. Overall nonparticipants are different because the express greater tendency for written or telephone modalities in social networks.

The proposition that can be formulated for this part is: **communication in post-merger integration is positively effected by affect communication, discursive frame and the negotiation position.**

2.4 Different structure in post-merger integration

In this part we will analyze the fifth research question: 'which aspects of the different structures are obstacles/enables in the post-merger integration?' According to Scholz (1987) 'it takes 6-15 years to change corporate culture. This process therefore, has to be organized as a well planned procedure with main steps as; analyzing the established structure, experiencing the desired structure, modifying the established structure and sustaining the desired structure'.

Figure 2. Structure change at both organizations



In line with Scholz we first focus on the structure The smaller organization and the larger organization have, we start with Mintzberg (1980) organizational design and additional literature about organizational design. The desired structure for the larger organization was mentioned in their strategy and in the introduction of this thesis. The third part is modifying the established structure, which will be done using the literature from Faems (2008) and additional literature. The last question from Scholz is, sustaining the desired structure; this will be a conclusion from this thesis with aspects from the different research questions. This research question will be answered according to figure 2.

As mentioned in the previous section we will start with analyzing different types of structures that could influence the two organizations. Mintzberg (1980) developed organization styles with five basic parts of an organization: the operating core, strategic apex, the middle line, the techno structure and the supporting staff (see appendix 9). In the article Mintzberg separated five basic mechanisms coordinating all tasks to accomplish a mission in a unified way: direct supervision, standardization of work, standardization of output, standardization of skills and mutual adjustment (elaboration in appendix 10). Literature about organizational structuring focuses on a number of mechanisms organizations are able to use to design their structures, the levers they can turn to effect the division of labor and coordination. These are job specialization, behavior formalization, training and indoctrination, unit grouping, unit size, planning and control systems, liaison devices, vertical decentralization and horizontal decentralization (elaboration in appendix 11). Mintzberg sets four contingency factors: age and size, technical system, environment and power (elaboration in appendix 12).

Ketchen et al. (1997) mentions age and size of an organization as an important contingency factor. Size is an important factor because it is positively related to the amount of subunits (Wang, 2009).

Mintzberg developed five structural configurations; simple structure, machine bureaucracy, professional bureaucracy, divisionalized form and adhocracy (see appendix 13). The simple structure typically has little or no techno-structure, few support staffers, a loose division of labor, minimal differentiation among its units and a small middle line hierarchy. This fits with centralization (Fredrickson, 1986), because it is a structure where all important decisions are centralized in the hands of a dominant executive. According to Fredrickson the simple structure mainly focuses on what an organization is not, while the centralization focuses on what an organization is. It also shows similarities with the hierarchy culture (Hartnell, Ou, & Kinicki, 2011). The machine bureaucracy is the second clear configuration of the design parameters, the machine bureaucracy has highly specialized, routine operating tasks, formalized procedures and large-sized units in the operating core, reliance on the functional basis for grouping tasks throughout the structure, little use made of training and of the liaison devices, relatively centralized power for decision making with some use of action planning systems, and an elaborate administrative structure with a sharp distinction between line and staff. This fits with formalization (Fredrickson, 1986), both rely on the standardization of work. The machine bureaucracy has similarities with the market culture (Hartnell et al., 2011), the market culture is externally oriented and is reinforced by an organization structure steeped in control mechanisms. Organizations can be bureaucratic without being centralized, that is their behavior can be standardized by a coordinating mechanism that allows for decentralization, this is what Mintzberg calls the professional bureaucracy. The coordinating mechanisms is the standardization of skills, a reliance on which gives rise to the configuration called professional bureaucracy, found typically in school systems, social work agencies, accounting firms and craft manufacturing firms. This fits with complexity (Fredrickson, 1986), because both rely on highly skilled employees who control their own work. The professional structure shows similarities with the clan culture (Hartnell et al., 2011), clan structures are most strongly associated with positive employee attitudes. The divisionalized form is not so much a complete structure as the imposition of one structure on others. This structure can be described as a market-based one, with a central headquarters overseeing a set of divisions, each charged with serving its own markets. There needs to be little interdependence between the divisions and little in the way of close coordination. Each division is thus given a good deal of autonomy. This form shows similarities with the adhocracy culture (Hartnell et al., 2011). Sophisticated innovation requires a fifth and very different structural configuration, one that is able to fuse experts drawn from different specialties into smoothly functioning project teams. Adhocracy is such a configuration, consisting of organic structure (Lee & Yang, 2011) with little formalization of behavior; extensive horizontal job specialization based on formal training; a tendency to group the professional specialists in functional units for housekeeping purposes but to deploy them in small market-based teams to do their project work; a reliance on the liaison devices to encourage mutual adjustment within and between these teams; and selective decentralization to these teams, which are located at various places in the organization and involve various mixtures of line managers and staff and operating experts. Of all the configurations, adhocracy shows the least reverence for the classical principles of management.

Doty, Glick & Huber (1993) found no empirical support for the typology from Mintzberg, which could be because they typology was only mend for a specific industry, another reason could be that the typology are ideal models. The research from Doty, Glick & Huber and Ketchen et al. (1997) found empirical support for the theory from Miles and Snow (1984). Miles and Snow developed four different market perspectives, defenders, prospector, analyzer and reactors. Defenders have a narrow product-market domain and try to maintain there, while prospectors often look for new opportunities. An analyzer perspective is a combination of defenders and prospectors and reactors frequently change and uncertainty occurs in their organizational environment.

Ouchi (1977) focused on control, which can be monitoring either behavior or output structure. A danger with output control is that if the directions are wrong the employees focus on the wrong goals (Merchant & Stede, 2007). The advantage a smaller organizations has, is that it is easier to form collective interpretations, because face-to-face discussions mobilize the tacit knowledge within a person (Wasserman, 2008). Control is very much related to power and power use (Brass & Burkhardt, 1993). Certain behavioral tactics come from their structural positions, the perceptions of power is also very relevant (French & Raven, 1959) (see table 12).

Table 12. Sources of power	
Power	Elaboration
Legitimate	Comes from the believe that a person has the right to make demands and expect compliance and obedience from others
Reward	This results form one person his ability to compensate another for compliance
Expert	This is the based on a person’s superior skills and knowledge
Referent	This is the result of a person’s perceived attractiveness, worthiness and right to respect others
Coercive	This comes from the believe that a person can punish others for noncompliance

The second part of this research will answer the question when do employees fall back on the established structure. The starting point is the article from Faems, Janssens, Madhok and van Looy (2011), about alliance governance they analyzed cooperation between two organizations. In the article there is a separation between structural and relational perspective and their influence on alliance governance (see table 13).

Table 13. Structural and relational perspective	
Perspective	Elaboration
Structural	Alliance partners tend to act opportunistically (complex contracts) - Relying on transactional cost theory, the structural perspective rests on the assumption that alliance partners tend to opportunistically - The initial structural design of an alliance is the most crucial factor in explaining alliance performance
Relational	Focuses on inter-firm relationships as they evolve over time and over transactions (trust) - Relying on social exchange theory, which contains the assumption that alliance partners tend to behave in a trustworthy manner especially when a history of successful collaboration is present

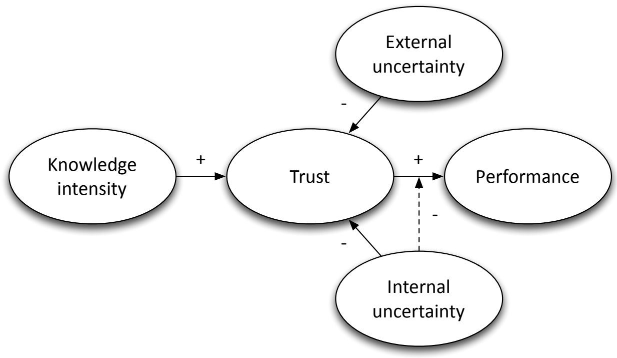
Faems et al. suggested a conceptual distinction between two kinds of contractual interface structure: narrow and broad. A narrow contractual interface structure is a mutually exclusive task division, absence of obligation to exchange information and monitoring mechanisms that are mainly performance-oriented. A broad contractual interface structure is an overlapping task division, the presence of obligations to exchange information and mechanisms that provide opportunities for not only performance but also behavior monitoring. The implication of this research is twofold 1) Faems et al. provided a process-oriented view of the contract-trust relationship, 2) Faems et al. propose an alternative perspective on the role of goodwill trust in governance alliance transactions. The article clearly showed that structural and relational aspects are inherently linked and mutually influence each other, both within and between transactions.

An elaborate on the article from Faems et al. is an article that focused on the contractual part of collaborations (Lumineau, Frechet, & Puthod, 2011). Trust is often described as (Malhotra & Lumineau, 2011, p. 5) “willingness of a party to be vulnerable to the actions of another party based on positive expectations regarding the other party’s motivation and/or behavior.” Lumineau et al. found that it is very useful to look into the collaboration with their partners using contracts. In their article they found three types of learning see table 14.

Table 14. Three types of learning	
Type of learning	Elaboration
Experiential	The type of learning acquired through reflection on doing and accumulating experiences
Vicarious	The interventions by external parties strongly influenced learning in contracting
Inferential	Relies on process of inferences. In the article they focused on how contracting processes support experiential, vicarious and inferential learning

Lumineau et al. state that contracts support access to information and learning and that the contractual process supports the development of inferences. Krishan, Millar and Sedatole (2011) found that contracts can help by signaling the contracting parties intention to collaborate, the contracts can help protect from opportunistic behavior and increase the likelihood of investment in relation-specific assets. Similar results are found by Malhotra and Lumineau (2011), they found that firm’s regarding contractual governance structure should consider 1) transaction attributes, 2) existing levels of trust and 3) the effect of contracts on subsequent trust and commitment. Gaur, Mukherjee, Guar & Schmid (2011) found that trust in SME’s can be a alternative for contractual governance (see figure 7).

Figure 7: Alternative contractual governance



The proposition that is developed for this sub-question is: **SME’s with a fit between structure and organization, use trust often as an alternative for contractual governance.**

2.5 Propositions

The first part of this chapter focused on lean and specifically on the LESAT tool. To continue with the proposition for implementation: “post-merger strategy is effectively implemented if employees are well informed about strategy, informed about their role, motivation is stimulated and capabilities are stimulated”. The second part focused on resistance and the proposition that will be central in the results chapter is: “resistance in post-merger integration can be managed when analyzing, the nature of change, the level of change, positive vs. negative focus on change and the research strategy”. The third part focused on communication, the proposition that is developed is: “communication in post-merger integration is positively effected by affect communication, discursive frame and the negotiation position”. We concluded this chapter focusing on structure of an organization, the proposition that will be central is the results part is: “SMEs with a fit between structure and organization, use trust often as an alternative for contractual governance”.

Chapter 3 Methodology

3.1 Method

Here we will mention the methodology that will be used to answer the sub questions mentioned in chapter one. We will fist give a short abstract description of the approach, the next step will be explaining who and why we selected that sample, to continue with the measurement tools used, after that the data collection method and at the end the data analyses.

Research design

We will mainly use semi-structured interviews to answer the five sub-questions, but there are some deviations from this. The first sub-question (about lean) will be answered through a questionnaire and the sub-question about structures will be partly answered through observations. These two sub-questions use different measurement tools because they give a more accurate picture then when only using semi-structured interviews. In the result part of this thesis we will focus on the propositions mentioned at the end of every part of the theoretical framework.

Selection

We selected ten the larger organization employees and five the smaller organization employees, the operation manager from both organizations and the plant manager from both organizations to answer the semi-structured interview questions. Especially the larger organization has different departments in the production plant, the ten the larger organization employees are from different departments, which gives a representative picture of the larger organizations production. The larger organization employees include employees that work that for a long time (e.g. 26 years) but also employees that work at the larger organization for a shorter term (e.g. ½ years), there is a mixed age of the interviewees from 18 years to 59 years and within the different departments different employees are selected (production and supervisor of the department). The smaller organization has less different departments, but with the knowledge from the operation managers we selected five employees that gave a similar representation as the selected the larger organization employees. We also interviewed the production and the operational manager because they have an overview their own organizations.

To answer the first sub-question we gave the LESAT questionnaire (appendix 18) to two managers from both organizations and an employee from the STODT, because it focuses on the long-term lean goals the organization has. These goals were at the moment of writing this thesis only known by a small selection of managers. We selected the general manager and the plant manager because they developed the goals the organization has with regards to lean production. The STODT helps both organizations starting to become leaner, therefore for this sub-question the knowledge from the STODT was also used to answer the questions. LESAT measures three different factors, operationalized in different measurable variables, which are operationalized in 54 different questions (table 15). Every different subject in the lifecycle processes is measured in four different departments. Every question is answered how the state is now and what the envisioned state would be.

Table 15. LESAT operationalization's		
Factors	Operationalization	Some of the 54 questions
Enterprise transformation/leadership	Strategic imperative Enterprise leadership in transformation Current enterprise state Design future enterprise Create transformation plan Implement and coordinate transformation plan Nurture transformation and embed enterprise thinking	Is enterprise transformation integrated into strategic planning process? Is enterprise process and interactions analyzed? Is the state of the future envisioned? Is the transformation progress monitored?
Lifecycle processes	Align develop and leverage enterprise capabilities Optimize network wide performance Incorporate downstream customer value into the enterprise value change Actively engage upstream stakeholder to maximize value creation Provide capability to monitor and manage risk and performance	In the process? In the supply chain? In the production? In distribution and sales?
Enabling infrastructure	Organizational enablers Process enablers	Are there information systems and tools in place to enable the enterprise? Are there standardize processes?

To research the second part of the sub-question about structure 'when do employees act according to the new strategy', we used a different measurement tool. For this sub-question we observed employees of both organizations during the time the master thesis was written at the organization.

Measurement tools

The majority of the propositions are answered using semi-structured interviews. The propositions are a summary of the important theories in the theoretical framework. The advantage of semi-structured interviews is that subjects can be answered that were not part of the interview questions (Babbie, 2010). The interview has four fixed questions that are global introductions into different subjects researched in this thesis e.g. 'what do you think about the manner in which the merger between both organizations was communicated?' After the interviewee gives an answer to this question we have central subjects that are asked in relation to the answer of the interviewee, the central subject for this question are: 'the advantages of the merger?' and 'does this communication style show similarities with the manner in which lean was communicated?'. The other three main questions that are asked: 'what do you know about the strategy that was formulated by both organizations?', 'what do you think about the lean goals that are formulated?' and 'what do you think about the merger between both organizations?'. The fifth question is a general question about points interviewees still want to make about these subject that were not mentioned so far. There is overlap in the subjects mentioned in the different theoretical framework, but the influences of these subjects have different influences in for example communication then for resistance. This allows use to have a limited amount of central questions, but the follow-up question are important to analyze the different central subjects. We use the questionnaire from the LESAT tool (appendix 18) to answer the lean sub-question. The sample that was mentioned in the previous paragraph will be filling in 54 questions from the LESAT tool 2.0. These questions focus on enterprise transformation/leadership, lifecycle and enabling infrastructure.

For the second part of the research question about structure we used observations to see when employees act according to the established and existing structure, because this will establish a broader picture then only questions from interview questions. According to Boote and Mathews (1999) the observation method can be used if at least one of the criteria is met: 1) the phenomenon is easily observable, 2) the phenomenon is a social process, 3) the phenomenon occurs at a subconscious level and 4) the phenomenon is either unable or unwilling to communicate directly with the researcher. At Both organizations the phenomenon is easily observable, because it is communicated in every interaction between employees when they talk about the merger between both organizations. The phenomenon is a social process because the merger involves employees from both organizations, which could be a success if every employee supports the efforts. The distinction when talking about the other organization (The smaller organization or the larger organization) will be at a subconscious level. This thesis cannot apply the last point because this thesis is mainly written at both organizations, the employees from both organizations can easily communicate with the researcher. For the research question about communication and resistance this means that we will be interviewing employees and managers about the communications at both organizations. The interviews will be held with fifteen employees (ten from the larger organization and five from The smaller organization) and one manager from the larger organization and one manager from the smaller organization and a plan manager from both organizations.

Data-collection

For the selection of the sample we made sure that employees are a representative sample from the organization. We selected employees from different departments in consultation with the operation manager from both organizations, which also informed them what was going to happen. It was important that employees could attend the interviews in a time that minimal effect the production. To achieve this there were no fixed times but fixed days, the interviewee was informed what day the interview was going to take place and if this was possible. Because the researcher was at the organization the interviewee could come to the researcher at a time that he was available.

Data-analysis

We will analyze the interviews using coding (Flick, Von Kardorff, & Steinke, 2004), coding is "relating particular passages in the text of an interview to one category, in the version that best fits the textual passages" (2004, p.255). To analyze the different categories from the theoretical framework we developed four visual representations which subject will be related to which theory (appendix 14, 15, 16 and 17). We will now shortly elaborate appendix 14 about implementation/execution (table 16). The operationalization's will be highlighted in the written interviews, from there the complete operationalization's will be answering the different theories. This is part of the result chapter in this paper, answering the different theories will provide answers to the central subjects and with that the propositions and in the conclusions the hypothesis.

Table 16. Coding implementation/execution		
Central subject	Different theories	Operationalization's
Implementa-tion/execution	Implementation plan	Explain choices, identify next step, choices lower level & change strategy/implementation
	Relation choices and strategy	With every choice, important decisions or never
	Strategic alignment	Explain choices, open communication, participation, support employees, stimulate support, enough resources, enough training, strategy is available, communicated from the strategy, employees know their tasks, know their contribution, info from other divisions, discussion about strategy, initiative strategy, employees help colleagues & help employees
	Corporate strategy	Corporate strategy, corporate methods, business strategy, business methods & incentive employees
	Gap strategy and implementation	Training implementation, implementation lower level, plans and execution is different, implementation longer then formulation & more people are involved

The LESAT tool and how the data analysis will be done, are in table 15.

3.2 Reliability and validity

Here we will describe how we will keep validity and reliability within the research as high as possible. We make a distinction between four types of validity: statistical conclusion validity, internal validity, constructs validity and external validity (Shadish, Cook, & Campbell, 2002). There are two types of errors for statistical conclusion validity (Shadish et al., 2002, p. 42): 1) 'whether the presumed cause and effect covary' and 2) 'how strongly they covery'. For every interview question we will use existing literature, which are related to the subject of the master thesis. The exact amount of covariation is difficult to measure because the thesis is qualitative. The second type of validity is internal validity: if an observed covariation between A and B reflects a causal relationship. There is a relation between communication and resistance, but there are many more factors that influence resistance. Changing communication can have a great effect on resistance to change (Kretschmer & Sanam, 2010). The third validity type is construct validity this is what we measure if that is what we should measure. We reduce the threat operationalizing terms wrong by keeping close to the methods used by other authors. The last type of validity is external validity, external validity focuses on the generalizability of the theory. The model used in this master thesis is generalizable, but the consequences drawn from it are organization specific and cannot be generalized. The model is generalizable because the framework comes from other theories that were used in different settings.

Reliability is when a measurement is repeated and shows the same results as the original study (van Aken, Berends, & Van der Bij, 2007). The variables to measure in post-merger integration come from other studies, the variables are implementation, communication, structure and resistance to change. The operationalization's are from other studies, which means that the theoretical framework from a similar study will be the same. The actual results will be different, because the structure, communication, strategy for implementation and the amount and source of resistance to change will be different per organization. Changing the type and amount of communication will show a similar effect, namely a change in the amount of resistance and the way an organization looks at resistance.

Chapter 4 Results

Here will follow the results from the interviews about the implementation of lean, resistance, communication and structure.

4.1 Lean methods to be implemented/executed

The research question we will answer here is: ‘which lean methods should both organizations implement in the post-merger integration?’ The second research question in this chapter is: ‘what are the main obstacles/enablers to implement a strategy correctly in a post-merger integration?’ This part is divided by the operationalization’s from the theoretical framework: implementation plan, relation choices and strategy, strategic alignment, corporate strategy, gap between strategy and implementation and an answer to the proposition .

Lean methods implemented at the larger organization & the smaller organization

Central to answering the sub-question is the lean house, the foundation of the lean manufacturing house are the 5S method and Kaizen methods. Both organizations hired the STODT to introduce lean methods at both organizations. The STODT is an education center that among other things helps manufacturing organizations with practical implementation of lean. The STODT is introducing 5S at both organizations. According to the interviews for the introduction of 5S two employees of the STODT had meetings with employees of the same department (groups of 10 to 15 employees) to explain what 5S is and how it will be introduced. We will now explain what 5S means for Both organizations according to the STODT (van de Kraats, 2012). The goal of the presentation about 5S is that employees look at their work environment and help the employees organize their own work environment according to the 5S method. There is a distinction between separating, arranging, cleaning, standardization and maintaining, the results of these five steps are mentioned on the first sheet of the presentation from the STODT. The first step is separating all the essential equipment from the non-essential equipment. The second step is arranging all the essential equipment on logical places near the work environment. The third step is cleaning the work environment. This is important because it provides a pleasant work environment for employees from the different shifts. In the third step the STODT introduces five why questions (Shook, 2010), which means asking why until the source of a challenge is revealed. The fourth step is standardization, which focuses on the first three steps, to make sure that everyone knows how the work environment is organized and should be organized. The final step is maintaining the four steps that were previously mentioned. The roles for the management and the teams are extensively elaborated, for the management examples are providing training and support, give time etc.

The STODT does not, or not yet, focuses on the implementation of Kaizen in the organization. According to the lean manufacturing house this is an important method to create a stable lean implementation process (Heizer & Render, 2005). The final step of 5S, maintaining, could be part of Kaizen or Kaizen part op maintaining.

Current and desired situation according to the LESAT

To research what the current and desired state of lean is, we asked the managers of both organizations to fill in the LESAT 2.0 tool. The three steps (figure 8 and 9) are 1) enterprise transformation/leadership, 2) lifecycle processes and 3) enabling infrastructure, as was illustrated in the theoretical framework.

Figure 8. LESAT results

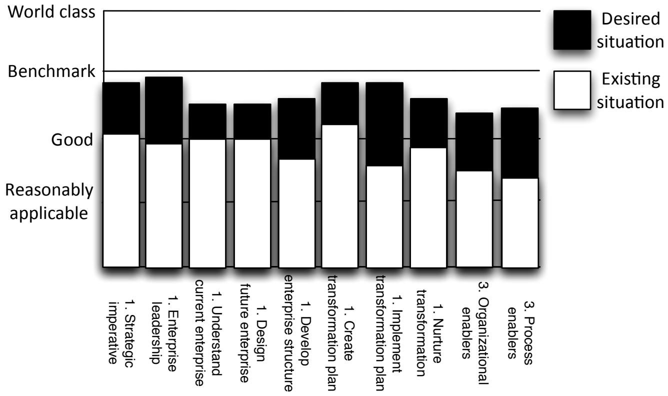


Figure 9. LESAT results

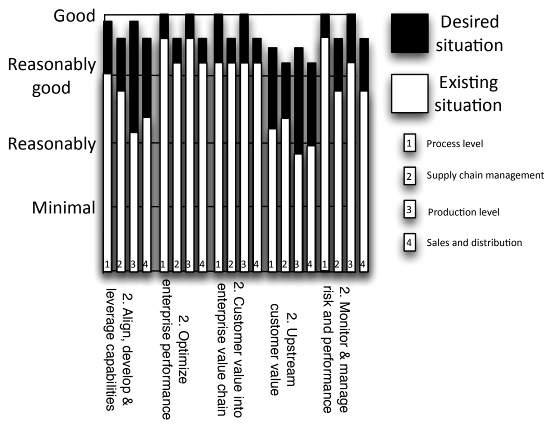


Figure 8 & 9 are the results of the LESAT questionnaire. This is the summary of the 54 questions in the questionnaire, which answered how the results are now (white bars in the figure) and how both organizations see the desired situation (black bars in the figure). Figure 8 shows how the organization is doing in relation to other organizations and where they want to be after lean has been implemented. This shows that both organizations on different aspects almost want to be a benchmark for other organizations. This means that other organizations can use both organizations as an example and can learn from their experience in these variables. An example is the implementation transformation plan, both organizations want to improve on the development of plans, commit resource to these plans, provide education and track detailed implementation. Both organizations especially see improvement opportunities for education and training, education and training scores now between reasonably applicable and good, but want it at the benchmark level. Figure 9 analyzes four different parts of both organizations, which are at process level, supply chain, production and sales & distribution. The parts of Both organizations are analyzed on five different variables: align, develop & leverage capabilities, optimize enterprise performance, customer value into enterprise value chain, upstream customer value and monitor & manage risk and performance. Both organizations want to reach a desired situation of good or near good, while the situation now often is reasonable good or reasonable. Both organizations especially see room for improvement at the alignment, develop & leverage capabilities and upstream customer value.

Lean methods

Some results of the LESAT tool are in table 17. The focus was on elements that are important for both organizations (high score on desired) and are not according to these standards now (lower score now).

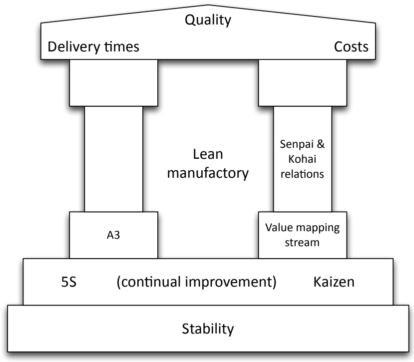
Table 17. Lean methods

Possible lean methods	Elaboration	Why?	Now	Desired
Kaizen	Continuous improve, learning from experience	1B 3 Establish executive coordination and oversight	2.7	4.0
		1E 4 Empower change agents		
		1E 6 Establish open and timely communication	1.5	3.7
		1E 7 Empower employees	2.0	3.7
		1E 8 Encourage innovation	1.7	3.7
		1H 3 Capture and diffuse lessons learned	2.7	3.7
			2.7	3.7
Value mapping stream	Developing a map of groups of product (information/material flow)	1B 1 Cultivate enterprise thinking among leadership	1.5	4.0
		1B 3 Establish executive coordination and oversight	2.7	4.0
		3A 1 Enterprise performance measurement	2.0	3.7
		3B 1 Standardized processes	1.7	4.0
A3 (plan-do-act-check)	A systematic approach to get to the source of a problem (in eight steps)	1G 2 Commit resources for the transformation plan	2.0	4.0
		1H 1 Monitor the transformation process	2.5	3.8
Senpai and Kohai relations	An older employee helps a younger employee to teach him/her the routines	1G 3 provide education and training	1.5	4.0
		2A Align, develop and leverage enterprise capabilities °	3.3	4.6
Possible improvement in points			27.4	50.6

(° average score)

These are four methods/tools mentioned by Wong and Wong (2011) that were implemented in different organizations that started to implement lean. These four methods/tools solve some challenges for both organizations if they are implemented well. These four methods/tools will bring both organizations towards becoming a leaner organization. In figure 12 we implemented them in the lean manufacturing house. Not all parts are filled in because after implementing these methods and tools, since Both organizations could see new challenges and continue with different methods and tools to get Both organizations at a more advanced level of lean.

Figure 12. Lean manufacturing house



Implementation/execution at Both organizations

For this part we developed a proposition: "post-merger strategy is effective implement if employees are well informed about strategy, informed about their role, motivation is stimulated and capabilities are stimulated". Before we look at the model from van Riel et al. (2009) about strategic aligned behavior it is important to look at implementation strategies e.g. from Martin (2010). Because Martin developed a sequential model how to implement a strategy. The model focuses on four steps 1) explaining the choice, 2) the next downstream choice, 3) assisting and 4) commitment.

How is a strategy implemented?

According to the interviews with employees and managers both organizations often create the sense of urgency at the level of the management. For example the implementation of the merger between the smaller organization and the larger organization, most of the employees were informed about it but no urgency was created. The sense of urgency at the level of the employees came when the moving company started to move the first machines. At that time more employees came with suggestions about the placement of their machines and noticed things the 'topfabriek' team did not notice. If there is some kind of urgency, a guiding coalition can be created. For the merger between both organizations this was relatively easy, because the same manager where the sense of urgency was created was also the guiding coalition. An important aspect of creating a guiding coalition is that the managers in the team need to have enough power to lead the change and make it a success. This was done well at both organizations, the members of the team have enough power to make the merger a success and make difficult decisions. The team that is the guiding coalition needs to create a vision and a strategy for the change. With the merger the 'topfabriek' team created a vision at the start, using the production hall to its maximum capacity. The 'topfabriek' team started with this vision, which was also a part of the argument when the sense of urgency was created, the team started developing a strategy how they would face this challenge. The 'topfabriek' team consists of expert from outside both companies, who guided many changes at different companies, two production managers and the plant manager. For the merger the guiding coalition used some different communications, but did not use all options available every vehicle. From the interviews with employees it became clear that the 'topfabriek' communicated their vision and strategy, an employee stated "the explanation why the merger was necessary was explained very clearly in a quartile meeting". The team also used large posters with the layout to make employees aware of the changes that where going to happen. These posters were in different places in the organization, e.g. in the canteen and in the office of the operation manager. The employees were not personally informed by the change, or in meetings with their departments. The second part that is important is teaching a new behavior is by example of the guiding coalition. From the interviews with the employees and managers it became clear that there was some leading by example, a manager stated "I already run my work environment as clean as possible, which is hopefully an example for the employees". This statement was in relation to the 5S method that was introduced at both organizations.

For the merger there were no obstacles identified and removed by the management, from interviews with different managers it became clear that there was an analysis about employees who could resist the change. But other obstacles that were in place where difficult to identify because employees where not really involved with the merger, when the external organization (B&S) started to move some obstacles arose. An employee stated "my machine was not planned free during the movement". This obstacle arose because B&S worked faster than planned. The structure of the organization was already changed before the merger, it now has less managers and supporting employees. Encouraging employees to take risk is implemented at the level of the operation managers, they are encouraged by the general manager to take more calculated risks and they have the authority to take these risks. The general manager stated "why should I make all operational decisions, while we have capable managers who can make these decisions, and if it involves a large budget the manager explains the idea to me and we take a decision".

At Both organizations short-term wins is difficult to identify because the merger has just started and the movement of machines has finished a couple of weeks ago. The first possible win for both organizations was when the movement of machines was finished, but celebrating this is not planned. An employee stated "not celebrating the merger is a missed opportunity to get to know the employees from the other organization on a personal level". One of the challenges theory recognizes is that victory is declared to soon, an organization could use the short-term wins to tackle even bigger challenges. The merger between both organizations has not celebrated or any short-term wins when writing this thesis. But other challenges will already have emerged by then, which need to be handled when the smaller organization is completely moved. An example of this is the placement of work in progress, which was more critical than the 'topfabriek' team thought it would be. Another point is hiring, promoting and developing employees that can implement the vision, at both organizations the vision is not a large part of the hiring process. The plant managers of both organizations mentioned that they are focusing on aspects that strengthen the organization. A part of this is that both organizations look for employees that have abilities that are not well developed with the current employees. For employees on the work floor both organizations mainly look for development of skills for job widening. The last step in integration is reinvigorating the process, for the merger this is done a good example is this master thesis that focuses on the organizations after the merger and what both organizations could do.

Articulating the connection between the new behaviors and corporate success is relatively easy for the merger. As was descripted by many employees "the costs of both companies will go down, because both organizations need to hire less space and share a building now". This result will not be visible at the end of the year, because the movement of the machines also has an impact on the balance, taking this into account the result will probably be not visible this year. The second step is developing the means to ensure leadership development and succession, which will be a recommendation of this thesis how Both organizations could communicate with employees after the merger, without sending mixed signals to different employees.

Looking back at the proposition we can conclude that both organizations mainly did well in the first step 'explaining the choice", which can be improved by more feedback, although the employees know why the choice has been made. Also, the next step is done well at both organizations, 'the next downstream choice'. The other two assisting and committing to the change is done less well, which can have a negative influence on the effective implementation of the post-merger strategy.

Who is responsible for the implementation?

In relation to the proposition it is important to know who is responsible for the effective implementation of the post-merger strategy. The production manager from the larger organization mentioned that there is not one employee or one department responsible for the HRM in the organization, which can be an important part in the relation between implementation and strategy. A large amount of these tasks (hiring, training) is delegated to the middle managers. Middle and upper management do the rewarding and evaluating of employee. An example is the evaluation conversations this is done by the upper management, the same manager award 'rewards'. Middle management rewards other rewards and evaluations. An example of this is extending/terminating a contract with an employee from a temporary employment agency, which is done by the middle manager after evaluating the employee. This increases the role of the middle management in the relationship between implementation and strategy. The middle managers are the main link between strategy and the implementation plan, which is enforced by the fact that they also have some HRM tasks. Examples of this main link between strategy and implementation are numerous, an example is the execution of tasks that need to be done before moving a machine (cleaning, etc.), another example is the supervision of the steps from 5S and supporting the employees to do the steps.

Is there a gap between strategy and implementation?

A gap between strategy prediction and the actual implementation/execution can be a threat to effective implementation of the post-merger strategy. This problem does not occur at both organizations yet, one of the reasons is that a strategy is just formulated a couple of years ago. But in the interviews with employees it became clear that some think that the strategy should be changed, because not only in 2011 Both organizations are in the phase of survival but also in 2012 (see table 19). But long-term alterations have not happened, because both organizations are at the beginning of their long-term strategy. But both organizations could take the findings in the literature as a guide to not have a large gap between strategy prediction and implementation. Tips from the literature are: 1) keep strategy simple and concrete, 2) debate assumptions not results, 3) use a framework, speak a common language, 4) discuss resource deployment early, 5) clearly state the identity priorities, 6) continuously monitor performance and 7) reward and develop execution capabilities. Some of these tips are not applied at both organizations (as became clear from previous paragraphs) and could be valuable tips for both organizations.

Is there strategic alignment at both organizations?

It became clear in the interviews with the employees from both organizations, that some rationale behind strategy is explained. But this is limited and often takes place in quarterly meetings that all employees attend. In these meetings there is a lot of openness towards the employees from the managers and every one could ask questions about the past quartile/year and about the future. But these meetings are relatively large and not many people asked questions. The rationale that is explained in these meetings are done well, many employees knew the rationale behind the merger and lean production, which is the focus of this thesis. The management is always open for questions that come up later and will answer them if this is possible. So there is openness at both organizations, but the strategy and a picture about the future the employees did not know. This while Both organizations did develop a shared long-term plan for the future (see table 19.)

Table 19. Strategy the larger organization/The smaller organization

	2011	2012	2013	2014	2015/2016
Phase	Survive	Control	New jump	Control	New jump
1) Vision	Vision				
2) Skills		MT+Kwal department	Start ‘topfabriek’	Optimize	Secure
3) Motivate		Unroll performance culture			

There is openness about the future, but this mostly needs to be initiated by the employees. The third part in participation is decision-making it became clear from the interviews that this was very limited, but this did increase with this management at both organizations. With the previous management there was no participation in the decision-making process. A good example came from the interviews with the smaller organization employees, the meeting these employees had about the movement of the smaller organization to the larger organization was pleasant. This meeting was often mentioned in different interviews, an employee stated: “the smaller organization employee asked if it was possible that the smaller organization moved to the larger organization”. After that the management started to seriously research this option. Supportiveness is higher at the smaller organization then at the larger organization and a positive influence was that quarterly meeting. Two employees from the smaller organization were in a commission to research the possibility, which was experienced as pleasant and supported the feeling that they are taken serious. The fifth part is stimulation of involvement there is limited involvement, the structure at both organizations is not one that is used to stimulating involvement. Especially the previous management at the larger organization had a top-down approach and almost no bottom-up information reached the management. For short term there is some involvement from employees at both organizations, but at medium and longer term planning the involvement is very low. The last part in stimulating motivation is media use to stimulate involvement, a minimum use of external media is used to explain the organization its situation. Some external information was used in the quarterly meeting, but not in other memos from the management.

At the larger organization there is some training in the use of different machines and broadening the expertise of employees. At The smaller organization this is also done, but because the smaller organization does not have an ISO 9001 certificate it is not obligated to train employees on different machines. A part of ISO 9000 is that an organization keeps track of who can use a machine and multiple employees need to be able to use the equipment. Another example about training was elaborated on in an interview, the employees does not know the relevance of the talk he will have with the manager about his functioning. This because in his experience at The smaller organization he only had one such meeting, what he would like to talk about in a yearly meeting is how he is doing his job, where he wants to go and what his options are. The second variable is sufficient resources for strategy the management does have enough resources to execute the strategy. An example is the movement of the machines within the larger organization and from the smaller organization to the larger organization, which was done by an external organization (B&S) and the resources available were enough. Different employees many times complemented this in the interviews. But resources for the employees for implementing 5S is limited, they need to do this during their normal work. So the cleaning of their workplace is not going fast and often is moved to a later point in time when other work (more important work) needs to be finished.

Informing about the strategy with internal media is mainly done in the quarterly meeting and through the announcement board near the coffee machine. An example is the announcements of job evaluation conversations, which is announced on the board near the coffee machine, the rationale behind it and what is improved with previous years. The specifics of who has his evaluation conversation when will be planned with the employees personally. As explained in the first factor of this paragraph the communication about the strategy is limited, mostly this is elaborated on in the quarterly meeting. The specifics about the strategy are often explained/mentioned on the announcement board, or in the canteen, via a piece of paper. Examples are the placement of machines, the mentioning of plans with measurement tools etc. An employee stated in the interviews "in the quartile meetings you get a lot of information, but because afterwards an employee cannot read it, it can be interpreted different than the management intended".

The employees work in the organizational context, which exists for a long time and has not changed a lot over the last couple of years. The employees do not really know what their contribution is to the performance or to the overall strategy. The overall performance of both organizations is explained, but the specific contribution of employees/departments or groups of products is not mentioned. Many employees that were interviewed thought this is difficult to measure, because there are many factors that can influence the production negatively. A solution they thought about was making a distinction between good products, explaining why this went well. As well as analyzing bad products and explaining what went bad. The contribution employees have in a strategy is not known at all, because not many employees know the strategy. What is done is informing about other divisions, if the smaller organization and the larger organization are different divisions. The differences between the two companies in financial terms were often mentioned in the quarterly meeting.

We also looked at other challenges mentioned by Hrebiniak (2006) with strategy implementation/execution. Related to training from managers, both organizations have a limited amount of high managers. the plant manager is a manager that is more involved with implementing strategy and the CEO and the head of the administration are more experienced with long-term strategy, but are involved with implementation by assigning goals and supporting other managers in achieving these goals. This results in that managers at the larger organization/The smaller organization are trained to execute, by being actively involved in supporting the other managers. Higher levels are involved in strategy implementation, an example is the merger between both organizations the success of this project is in the hands of the CEO and the plant manager. This makes point three irrelevant, because management does different parts of execution and planning. The fourth point states that implementation/execution is a process that takes longer the formulation. At the larger organization/The smaller organization the new strategy is formulated and adjusted at the end or beginning of a year, the rest of the year the strategy is executed/implemented and the progress evaluated. This results in an adjustment of the strategy, so there is more time for implementation but this does not mean that strategy is standing still. And the fifth and last point is that execution/implementation involves more people that formulation, which is true at the larger organization/The smaller organization. The strategy is formulated by a few, while the execution/implementation involves every employee in the organization.

Answering the propositions for implementation/execution at both organizations

We will now answer the proposition: 'post-merger strategy is effective implement if employees are well informed about strategy, informed about their role, motivation is stimulated and capabilities are stimulated'.

We first focused on the model from Martin (2010): explain the choice, the next downstream choice, assist and commit. Explaining the choices, especially communicating the vision at both organizations for the two major changes went differently at the two organizations. The manner in which it was explained at the smaller organization was experienced as positive with influence from employees while at the larger organization the explanation was experienced as a top-down approach. The next downstream choice especially there is low encouraging of risk taking at both organizations. There was some analysis of obstacles for change and how these could be changed to support the changes. Changing the system was a fundamental part of both changes, which was done well even revised at some points. The third part is assist, we analyzed this by focusing on generating short-term wins and producing more change. Generating short-term wins is not done at the larger organization or at the smaller organization. Producing more change is not a step where both organizations are. The last step is committing to the change, the changes are still in progress. The real commitment will be tested the coming years, especially for the lean changes this will be a challenge because this is a major change in the culture. We continued with analyzing if there is a gap between strategy and implementation, because in theory this found in organizations. But at the larger organization or at the smaller organization this cannot really be found because they just started with developing a strategy. There is small evidence that both organizations are behind on their strategy but now is to early to state this with absolute certainty.

The proposition focused on strategic aligned behavior, when employees are well informed about the strategy, informed about their role, motivation is stimulated and capabilities are stimulated. When focusing on the first point we found that at both organizations the employees are informed about the strategy, but this could be improved by both organizations a lot. Mainly because the employees are informed during the quartile meeting, but the rest the employees are left out of important information. Another variable was informing employees about their roles, especially at the larger organization this is not done, at the smaller organization they did have meetings about the influence of employees on e.g. quality. These meetings are not planned after the merger for the smaller organization or for the larger organization. The third variable is if motivation is stimulated, both organizations try to stimulate motivation from employees. Clear examples of this are that both organizations do not explain the rationale often, but when they do it is clear to the employees why the choice is important. There is also some openness from the management towards the employees and there is some participative in the participative decision-making.

The proposition was 'post-merger strategy is effective implement if employees are well informed about strategy, informed about their role, motivation is stimulated and capabilities are stimulated', which cannot fully be accepted for Both organizations. There are similarities between the stimulating strategically aligned behavior (Van Riel, Berens & Dijkstra, 2009) and steps to implement a strategy (Martin, 2010). There are important differences that both organizations neglect, examples are generating short-term wins and empowering employees to act on the vision, these are both examples of involvement of employees. This alters the proposition to: post-merger strategy is effective implement if employees are continues actively/passively involved with the strategy.

4.2 Resistance to change

The proposition that we will confirm or change for Both organizations is: "resistance in post-merger integration can be managed when analyzing, the nature of change, the level of change, positive vs. negative focus on change and the research strategy used in the post-merger integration".

Are both organizations ready for change, or do employees resist change?

It is important to first research the type of resistance at both organizations, since there are two types readiness for change and resistance to change (Bouckenooghe, 2010; Klarner, By & Diefenbach, 2011). An important part of readiness for change is that employees are well informed about changes in the environment that threaten the organization or offer opportunities for the organization. Readiness for change also requires that employees are involved with the organization and motivated to put extra effort in for changes. Employees from Both organizations mentioned that the information flow towards the employees about the future is limited, as well as information about external chances and challenges. There is some intrinsic motivation about plans, these are developed by employees and not always communicated to the management. Examples are plans to change the work or arrangement of a desk that could profit the workload for employees. Especially at the larger organization there is resistance to change, mainly because the previous management did not promote efforts from the staff that motivated continues change. Many change programs had failed and the employees still do not see the extra benefits if they put in extra effort in a change program. This is slightly changing, but there is still a long way to go from resistance to change to readiness for change. the larger organization did an investigation, about which employees in what department would need more attention to insure that they are implementing the change, which is a clear example that the larger organization has some resistance to change. At The smaller organization this is different, because they had a large reorganization and changed their organization some years ago. The result is that many employees can see the advantages of changes and the benefits if they put extra efforts in.

Nature of change at both organizations

At Both organizations the main nature of change is incremental, that is why we use a model from Ford and Ford (2009). This model was developed to be more productive. The first step is boost awareness, for the merger between the smaller organization and the larger organization this is done in a different manner. At The smaller organization there was a quartile meeting and at the end questions were answered, an employee asked: "why do we not move to the larger organization, they have enough space, which would result in lower rent for both organizations". After this the employers investigated this option further and made a decision to proceed with this idea. This was often mentioned in different interviews with the smaller organization employees and was experienced as very positive. At the larger organization the option was mentioned in the quartile meeting that both organizations investigated the option because the contract of the building from the smaller organization was about to expire, while there was room at the larger organization. The rationale behind the idea was well explained but not experienced as positive as the approach that was applied at The smaller organization, a employee from the larger organization sad in the interviews "the rationale behind the integration was well explained, but some employees still have questions that need answering". The buy-in for the change was larger at the smaller organization than at the larger organization, there were some obstacles but these where relatively easily overcome. At the larger organization the buy-in was smaller, probably also because they did not need to move much and could mostly just keep on working. The second part is returning to the purpose. A part of this is informing the employees who are not involved in what is going to change and why. As explained earlier this was mainly done in the quarterly meeting, in the canteen and next to the coffee machine. The involvement created from this was minimum, which resulted in some changes when the movement started and some resistance against minor changes that were inconvenient for some employees an example came from a the larger organization employee 'they wanted to move the step in front of a machine, which would result in me and my colleague needing to lift materials very high, that is why I moved the step back myself'. The third part is change the change, but because feedback (and resistance) was minimum the change was not changed that much. If the employer or the 'topfabriek' team delegated more responsibilities or informed employees more personally this could have been more, a disadvantage is that the change probably would have taken more time for the employer or costs could have been higher. The fourth step is building participation and engagement, the buy-in at the different organizations was different. At The smaller organization there was more buy-in at the start, which caused a higher amount of participation. This participation was used to clean the work environments, which resulted in a faster movement of accessories near the machines. At the larger organization the buy-in was smaller this resulted in things being done relatively late, an example of this was making space for the movement of the first machines this was done at the latest moment. The last part is competing the past, the advantage of this could be that the employer does not make the same mistakes as previous employers have made. In what extent the employer did this, is not clear, because in the interviews many employees mentioned earlier changes that were no success, while they know the previous management does not have any influence anymore. An example of this is the measurement tools "if we see that a measurement tool does not work properly anymore it goes to control, but there it lays for many years and nothing happens to it".

If both organizations focused more on building participation/engagement and focused more on the past the resistance can be more easily managed. If the model from Ford and Ford (2009) was used (direct or indirect) the type of resistance could even change from resistance to change to readiness to change. Readiness to change means employees express their feedback, which ensures that resistance is manageable for both organizations.

Level of change at both organizations

This part looks at the individual and collective change. We will use Raza and Standing (2011) and Wu and Wu (2011) for the individual change, for collective change we use the model from Armenakis et al. (1993).

We will start with Raza and Standing (2011) who make a distinction between who is resisting, why there is resistance and using the information. At who is resisting, parties can be 1) actively involved and 2) passively involved. At the larger organization most of the employees are involved passively, some are involved actively but this was in a small group (2 or 3 employees and 2 managers), which met a couple of times during the research phase of the merger. But the other employees where involved passively and only knew about the merger, with what the management told them. There is some resistance against the change, but not specifically from one person or one department. The second part was explained specifically, why is there resistance, which is mainly explained by old habits. In the model from Raza and Standing this is mentioned as cultural incompatibility, because the culture at the larger organization is incompatible to change even when positive effects are known, the smaller organization employees in the interviews mainly mentioned this. An example is the implementation of 5S at some machines at the larger organization, "at some machines 5S is not implemented radical enough, and there are employees that still have a drawer with stuff they could use but according to 5S should be placed somewhere else". The culture at the larger organization exists for a long time and some employees also work for the organization for a long time, which makes changes harder if the employees believe that the way they work is fine and has worked for many years. The last part is using the information there are several strategies managed by Raza and Standing, the larger organization did start a brief monologue with the employees about the changes that were going to happen. Other strategies are helping individuals or groups learn skills or collecting open-ended statements on a blank sheet op paper about the change.

Wu and Wu (2011) developed a model that focused on benefits, working loads and promotion as independent factors and dissatisfaction as dependent factor and what the influence of age and expertise is on the independent and dependent factors. The benefits for both organizations employees are clear, different the larger organization employees mentioned that this is an opportunity to become profitable again and different the smaller organization employees see this as a possibility to reduce their costs. These benefits are also clear to the employees of both organizations. The working loads of employees for the larger organization does not change very much, because they remain on the same location only some slight changes have been made (e.g. movement of a machine towards a corner to make place for the smaller organization machines). The workload of the employees from the smaller organization could increase, because there is less room for placement of products next to the machines, so they need to be placed in a location near the department. Also, the time employees must look for equipment when they need it will be longer, because the hall is much larger than before. But promotion opportunities for the smaller organization has increased, because there are more functions at the new combined organization than at the smaller organization alone. For the larger organization employees this did not change very much, because only 20 employees are added that are mainly production employees. The average age at the larger organization is higher than the average age at the smaller organization, which according to the theory from Wu and Wu should decrease dissatisfaction at the larger organization. But many employees who worked at the larger organization for a longer period also have a lot of expertise in the same function, which improves the dissatisfaction according to the theory. The expertise has a stronger influence on the dissatisfaction, than age on satisfaction. This is shown by the main argument employees had about obstacles for the merger and the implementation of 5S, "employees at the larger organization work for many years in the same manner, changing this will be a challenge". This is expertise and not age because the argument is that employees worked like this for many years and they cannot see how this could be improved.

The last part is collective change from Armenakis et al. (1993), it is a theory that focuses on the influence of collective forces resisting to change, which is important because employees can enforce each other with a negative feeling. The CEO of the larger organization gave an example of this, "a couple of years ago a group of employees left the larger organization collectively (then under different management). I visited an organization where these employees offered themselves to go and work, but only as a collective. This group talked to me, they still had many complaints about the organization which was enforced within the group". There is little collective resistance against change at both organizations, the resistance that there is, is mainly from individuals against changes in their personal work environment. From the interviews it did not became clear that there are forces committed to resist the change. This is probably because the rationale behind was well explained and the need for change was elaborated. As well as the anticipated benefits of two organizations in one building.

The influence of level of change on the proposition is large. When resistance is collective it is more difficult for both organizations to overcome. At Both organizations resistance is more individual, which has the challenge of finding the employees how are resisting and why they are resisting. We found that resistance at the larger organization is coming from a lack of experience with changes, but many experience in a fixed manner of working.

Positive vs. negative factors of change at both organizations

In this paragraph we will focus on persuasive communication, management of external information and active participation from Armenakis, Harris and Mossholder (1993). Persuasive communication is primarily a source of explicit information regarding the discrepancy and efficiency. At the larger organization upper management often uses this kind of communication in quarterly meetings. This is a positive manner and does send a message about commitment, prioritization and urgency these managers have towards the goals mentioned in the strategy. The employees do not know these goals, so the urgency and prioritization from the upper management is known relatively late. If these are communicated sooner the commitment and prioritization and urgency will probably have a larger effect, because employees can see that managers are committed to the goals. The importance of a change effort could also be emphasized if the management used more external sources of information. An example of this was mentioned in an interview with a smaller organization employee, "in quarterly meetings at the smaller organization we reviewed the internal and external rejections". This gave the smaller organization employees a good boost to improve this. It was not mentioned by the larger organization employees in the interviews as something that was mentioned in the quarterly meeting. Other types of external information are the growth or decline of a competitor that could offer both organizations opportunities for the future. The final strategy is active participation at Both organizations this is not used to its full potential, sometimes it is used for special projects like examining the move from The smaller organization to the larger organization's location.

Positive vs. negative factors of change from the point of view of a manager is important. Using persuasive communication, management of external information and active participation can influence the type and amount of resistance. If the three are used well it can have a positive influence to change resistance to change towards readiness for change.

Change research strategy at both organizations

The last part in change efforts and resistance is the model from Lewin (Foster, 2010), which consists of unfreezing, changing and refreezing. This approach was mentioned in many different articles and in the ones that did not mention this approach, the unfreezing, changing and refreezing approach was still visible in the model they used/developed. With the project from the 'topfabriek', guiding the merger between the smaller organization and the larger organization, they are now at the end of changing and before refreezing the fiscal movement of machines and equipment. The unfreezing started after the holiday in 2011, then the management started to think about the option. This was researched with some employees from the smaller organization and the larger organization and a proposal was made towards the investors that needed to agree with the plan. When this passed the management composed the 'topfabriek' team, which is responsible for the fiscal movement of machines. The team informed the employees about their plans in different manners, in the quarterly meetings and via posters. This was the unfreeze part of the strategy, around March the change part started. The movement of machines started and around that time employees at the smaller organization started cleaning their work environment (the first couple of weeks movement of machines within the larger organization was planned), to make the move as smooth as possible. The refreezing is almost starting when writing this thesis, because the movement of machines is almost finished. The real merger between the cultures is only just starting and probably the unfreezing is still going on, because employees are not informed about the wanted change in culture at the larger organization. The change of cultures will take some years before both organizations are ready to freeze this again.

Having a well thought through strategy can have a positive influence on managing the resistance in post-merger integration. With a research strategy like the model from Lewin a change plan will have a clear unfreezing, changing and refreezing structure. This will have a positive influence on when a change can be reviewed and what could be handled better next major change.

The proposition

The propositions that was formulated: 'resistance in post-merger integration can be managed when analyzing, the nature of change, the level of change, positive vs. negative focus on change and the research strategy'. The first part of the proposition focused on nature of change, at both organizations the nature of change is often incremental because radical change is difficult, which would involve large change at both organizations. The machine park cannot change radical because this involves a large investment and planning this will happen incremental to changes in the market. These large investments are not possible at both organizations. We did find that the incremental change could be used to achieve more productivity. The level of change at both organizations is individual resistance, not collective resistance. That the level of individual change at the larger organization most employees are involved passively, e.g. most employees only knew about the merger between the smaller organization and the larger organization with the limited information they received from the management in the quartile meeting. The influence of expertise is a part of the individual resistance. Expertise has a negative influence satisfaction, because employees at the larger organization did not change much the last couple of years they are very experienced in the way the larger organization works and changing this is difficult. At The smaller organization the amount of negative influence from expertise is smaller because the smaller organization changed more often, so employees are used to change and the positive influence this could have. We continue with positive vs. negative focus on change, which is how both can influence readiness for change or resistance to change. According to Armenakis, Harris and Mossholder (1993) three strategies can influence readiness for change, namely persuasive communication, management of external information and active participation. Both organizations use the persuasive communication and emphasize what they find important in the quarterly meeting. With external information the commitment could be explained more thoroughly, the management of course does use external information. But the communication about this information is limited, since this information could be used to explain decisions more thoroughly. The last part is active participation, which was mentioned as important in the assessment description. At Both organizations this is used for specific projects, but not often. If the employees are actively participating in a project their authority is limited, which results in slow decision making. In conclusion some different factors are used but this can be used more intensively. The influence of the research strategy is small at both organizations in this proposition, because both organizations did not focus on how Lewin's unfreeze, change and refreeze method could be implemented at the combined organization. This proposition is not fully applicable at both organizations, but the proposition: 'resistance at both organizations can be managed when analyzing individual change and what type of focus on resistance the combined organizations has' is.

4.3 Type of communication at both organizations

In this part we will examine the influences communication has on implementing a strategy, the proposition that was formulated for this part is: "communication in post-merger integration is positively effected by affect communication, discursive frame and the negotiation position".

Affect communication at both organizations

For the influence of trust in communication we need to find the amount of trust (Lo & Lie, 2008). As made clear in the interviews the amount of trust from the employees is not very high. There are several examples, see table 20.

Table 20. Examples trust from employees

Case	Elaboration
Mapping of machines	There was some communication about the placement of the machines with the employees. The management decided things without asking our opinion, examples are: - The removal of a desk from the machine the employees needed it for measuring equipment/products - The removal of a large step in front of a machine, management wanted to remove this. But removing this would result in employees lifting heavy products/tools higher, which is not convenient for the employees
Lean goals	We have tried this many times, but after some time the support is not there anymore.

	Which results in us moving to our old habits. This time probably will not be any different
Measuring tools	The subject measuring tools was mentioned in every interview with the larger organization employees, examples are: - I have been in a commission that needed to sort all the measuring equipment and look what needed to be done to fix it again or order new equipment. But in 2008 the crisis came and the results from the commission were moved to the long term. Now I do not want to be in such a commission any more. - A couple of month ago we have put all the measuring equipment in Egbert his office, but nothing happens with it. And we need to measure the product, so slowly but steady the equipment is moving back to the production hall. - There is a large container at the larger organization with all kinds of measuring tools that are broken, but can relatively easy be fixed. But nobody is responsible for it, so nothing happens

Summoning this up results in a relatively low employees trust. An example of the low trust is illustrated by a quote from an employee "I was part of different teams that looked for improvements, but because they all ended bad I will not take part in any improvement teams anymore". There are many examples of low trust in the interviews, which could be because in the interviews the focus was on negative things, but also some positive things were mentioned, examples are the new management that is involved with the employees on the work floor. Also, the pleasant manner of communication the middle management sometimes have, e.g. helping a employee with some car trouble or calling when an employee needs to take an exam or just finished the exam. From managers the trust is not very high as well as was elaborated on in the interviews (table 21).

Table 21. Examples trust from managers

Case	Elaboration
Placement of a desk	The problem with the larger organization employees is that they have to much to say, the employees just need to act as they are told
An employee asks something	The managers does tell the employee what to do but: - Later asks himself why he always needs to think about everything - Or asks himself why the employees cannot fix the problem themselves

The trust from managers is relatively low. There were also some positive things, e.g. informing the middle manager about obstacles employees found in the first couple of week after the merger or the middle manager from the smaller organization complemented the work attitude from the smaller organization employees. A good example is a quote from an employee "in the past the management had ideas and we just needed to listen, but this is improved and the new management is open for ideas from employees". We could conclude from this that trust can be increased between employees and managers, which is not something that is done in a couple of weeks. Now we know this we can look at the relation with explaining words and meanings of goals/plans. According to the theory from Lo & Lie (2008, p. 152) 'trust negatively affects the level of information richness selection in terms of discussing less equivocal tasks'. This is supported by facts at the larger organization, tasks that are not routine are elaborated very thoroughly without letting employees choose their own manner of doing something. Other tasks that do not directly hit the employees are not communicated enough, an example is the moving of the machines from the employees. The elaboration of tasks at the larger organization could also be a result of the structure at the larger organization, where employees do the tasks managers tell them to. For the new strategy it is important that this changes because it will have a negative effect on own responsibility and commitment.

The affect of communication can have a large influence on the use of communication at both organizations. At The smaller organization employees are used to different communication in which they received more information then employees from the larger organization are used to. The amount of trust has a large influence of affect of communication, because managers adapt their communication if they trust an employee more.

Discursive communication at both organizations

From the interviews it became clear how employees see the middle managers is different per employee. At the larger organization the middle manager is mostly seen as human-oriented, but also as task oriented. An example from human oriented leadership at the larger organization is that the managers helped an employee think about solutions with a personal problem. But there are also examples from task-oriented leadership because the products that need to be produced are explained very precise. At The smaller organization the middle manager is often mentioned as a more task oriented leadership, but the tasks are explained less precise the specifics need to be filled in by the employees themselves. An employee stated “often I get a product and I just need to find out how I will produce it, a bit more support would be nice”. The smaller organization middle manager also shows similarities with human-oriented leadership in supporting employees with personal challenges, examples are calling an employee before or after an exam.

Ford and Ford (1995) developed a dynamics of communication, at every organization a change program starts with someone taking the initiative for the change (Ford & Ford, 1995). At Both organizations this was the management in the merger plans between Both organizations. The management took the initiative and communicated this in a small team to investigate the possibility and the expected costs consequences of the merger. The next step is understanding (Ford & Ford, 1995), characteristics of this step is assertions, e.g. evidence and testimonies are given. The members of the ‘topfabriek’ researched the costs and if these costs were exceptable for the shareholders and they came up with a date when everything should be finished. Also, a large part of this step (understanding) was developing a new factory layout, because in the existing hall without further expansion, ten more machines need to be located. The third step is performance (Ford & Ford, 1995) this is characterized by a network of speech, to produce a specific result. The network of speech for the merger between both organizations is the ‘topfabriek’ team, which consists of the plant manager (plant manager the smaller organization & the larger organization), an operation manager the smaller organization, an operation manager the larger organization and an external person. For every question about the merger employees could communicate with this team and communication about the merger comes from this team. The last step is closure (Ford & Ford, 1995), but at the moment of writing this thesis the merger is still in process.

Important for the proposition is that the type of communication from both organizations becomes similar. When the managers keep using different types of communication this can negatively influence the impact of communication. As established in the previous part about the impact of communication there is a difference between both organizations, and messages can be understood differently. One type of communication can help resolve this difference.

Negotiation positions at both organizations

From the interviews it became clear that the network of communication was mainly within the social network of their department. This because they are very close to each other and when the machine is running they have some time to talk to each other. Within the departments there are many experts because different employees work there for a longer period (10 years or longer). The younger employees do not specifically talk to experts about points of improvement, because the older experts in the production hall do not have much more authority than other employees. There are supervisors in every department that reports back to the middle managers, but they also need to do their production so every question towards them is less production. Often complaints do not reach the authority figures at the larger organization, because they are busy with their job, which makes it more difficult for employees to ask something. This is different at the smaller organization, an example is the lack of programming computers after the merger, and employee sad “I cannot program my programs so I told the middle manager several times that we need more computers”. At The smaller organization this is possible because the organization is smaller and the middle manager has more overview of what is happening in the organization. And especially what needs to happen, how this could be improved and recognizes the value of the feedback from employees. Other examples were given by the middle manager from the smaller organization, employees who have come to complain about the larger organization employees and their work attitude that disrupted them.

Important for the proposition is that the negotiation position could be improved, by making sure that employees use the authority position more often.

Proposition related to communication

The proposition that was formulated for this part is: communication in post-merger integration is positively effected by affect communication, discursive frame and the negotiation position.

Affects of communication are used at both organizations to empower employees. What became clear from the affect communication was that there is little trust between the employer and employees, which is mainly a result from the history the larger organization has. The previous management did try to make some positive changes, but the follow through was not enough. The management now has to deal with the low amount of trust and tries to rebuild it. The influence of trust is that some tasks by the employer are explained very clearly without room for own interpretation from the employee.

The type of leadership is slightly different between both organizations, the larger organization employer is often seen as a human-oriented leader while the smaller organization employer is often seen as a task-oriented employer. One clear leadership style would improve the consistency between employer and employee. This would also make the distinction between both organizations smaller and more in line with the new strategy that is formulated. From the different models in communication it became clear that both organizations especially focus on the first steps, e.g. initiation and understanding. But the next steps performance and closure are not always handled with the same accuracy as the previous two steps.

The negotiation position mainly used between employees is a social network. A lot of complaints or ideas are discussed between employees without letting it reach the direct authority. There is not much communication with expertise because many employees are experts in their specific machine, which means that employees do not need much support from experts within the organization. The negotiation position, authority is used different between both organizations. At The smaller organization this position is used and some major challenges reach the employer, at the larger organization the amount of challenges that reach the employer is smaller.

The proposition can be confirmed for Both organizations: if both organizations focused more on affect communication, discursive frame and the negotiation position this could have a positive influence on communication. Because communication at both organizations is similar and follows a clear structure from: initiative, understanding, performance and closure.

4.4 Structure at both organizations

The proposition that was formulated for this hypothesis is: “SME’s with a fit between structure and organization, use trust as an alternative for contractual governance”. We will first focus on the established structure, to continue with the type of relationship between both organizations. Because both organizations will change it is also important to establish when employees act according to the new behavior and when to the established behavior.

The established structure at both organizations

We will start with analyzing the smaller organization because they have a clearer structural configuration in the direction of a simple structure (Mintzberg, 1980) (appendix 19). We mainly discuss the differences between the smaller organization and the larger organization. The supervision at the smaller organization is more direct, which is possible because the organization is smaller. This is not possible at the larger organization because in a larger organization the span of control will be too large. The job specialization at the smaller organization is more horizontal, employees at the smaller organization have more tasks (e.g. working on multiple machines at the same time). The smaller organization shows some similarities with the organic structure, because it has more face-to-face contact for coordination and there is much verbal communication. The planning and control systems also show similarities with the simple structure. In the simple structure there are not many planning and control systems, which is mainly done by the supervisor. The age of the smaller organization is younger than the larger organization, the smaller organization started in 1988 and the larger organization in 1961. The same goes for the size, the smaller organization fits in the simple structure with 20 employees, while the larger organization has about 60 employees, which cannot be controlled with a simple structure. There are also less formal regulations at the smaller organization then at the larger organization, an example is the ISO 9001 certificate. And finally the environment complexity at the smaller organization is less complex then at the larger organization, because at the smaller organization the operations are less complex and time consuming then at the larger organization. When looking at the simple structure the smaller organization scores on nine structural configurations higher then the larger organization in the simple structure, there for the smaller organization shows more similarities with the simple structure then the larger organization does. In the theoretical framework we compared the simple structure with centralization (Fredrickson, 1986) and with the hierarchy culture (Hartnell et al., 2011). The consequences of a centralized structure are mentioned in table 23.

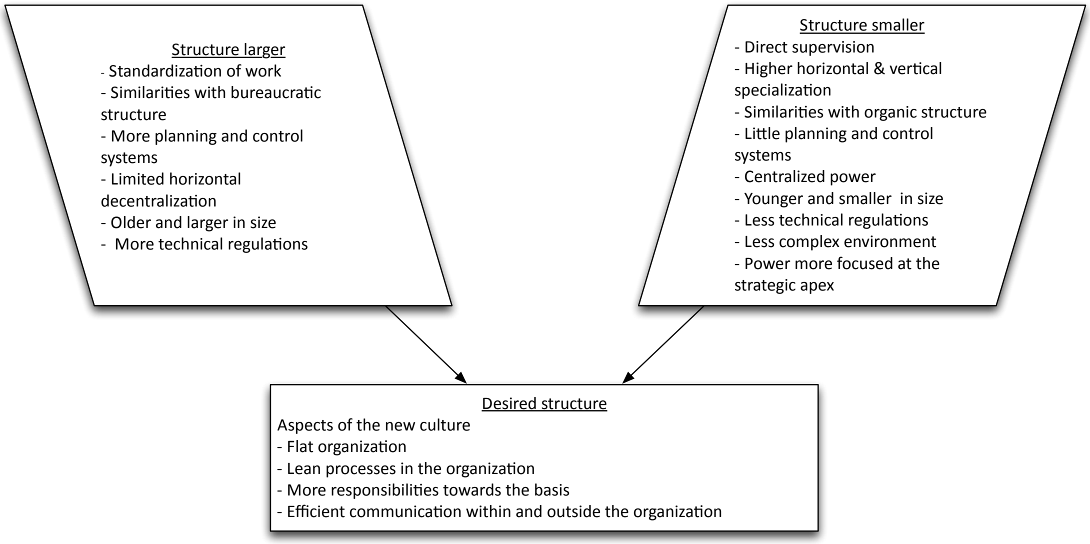
Table 23. Consequences of a centralized structure	
1.	Strategic decisions will be initiated only by the dominant few
2.	The decision process will be oriented toward achieving positive goals
3.	Top management's cognitive limitations will be the primary constraint on the comprehensiveness of the strategic process
4.	Strategic actions will be the result of intended rational strategic choice, and that moves will be major departures from the existing strategy

The four different consequences show similarities with the smaller organization. The strategic decisions where made by the plant manager and the operation managers. The decision processes where oriented towards achieving positive goals, e.g. a lean organization to reduce waste. And the limitations of the management are the primary constraint on the strategic process, because the employees with authority are only limited and more inward looking these limitations can be a challenge for a centralized structure. The fourth is intended rational strategic choices, which means that choices are based on an individual or small group, which directly reflect the organization moves. This is applicable at the smaller organization because they have a small amount of people responsible for the direction of the company. A couple of years ago the major strategic decisions where made on an ad hoc manner and made when challenges/opportunities came up. The simple structure shows similarities with the hierarchy culture from (Harnell, Ou & Kinicki, 2011). Characteristics are stability, as described by the structures from Mintzberg the environment from the smaller organization is relatively stable. An important characteristic from the hierarchical structure is that it is internally oriented, because the smaller organization is much smaller there are less support functions that look external. The most managers and employees look inward to produce the product as efficient as possible, an example of this is the lean production, especially the parts of the 5S program that was introduced at The smaller organization in 2008. The 5S mainly looks inward to reduce waste as was described in the theoretical framework, a more thorough approach of 5S is also what the STODT is introducing at Both organizations now. The effectiveness criteria of the hierarchical culture are efficiency, timeliness and smooth functioning. These criteria show much similarities with the smaller organization because they are smaller the production manager has a good control over the organization, which has a positive effect on efficiency and smooth functioning.

the larger organization shows more similarities with the machine bureaucracy from Mintzberg (1980), see appendix 19. Because the larger organization has more employees the work is more standardized, at the larger organization they are starting to develop books of procedures how to treat specific products. The advantage of this is that employees who do not speak Dutch can also make a product if they can use the machine. the larger organization also shows more similarities with a bureaucratic structure, because there are more employees the supervision is less direct and uses more bureaucratic procedures. This is also the reason why the larger organization uses more planning and control systems, another reason is that the larger organization has an ISO 9001 certificate, the larger organization is obligated to have a certain amount of planning and control systems. the larger organization has a limited horizontal decentralization this means that their flows little power outside the chain of authority. As described in the previous paragraph, the larger organization is larger and older then the smaller organization. And finally there are more technical regulations at the larger organization, then at the smaller organization. An example are the products for an airplane, these need to be very precise and cannot have any error in them. The machine bureaucracy from Mintzberg shows similarities with the market culture from Harnell, Ou and Kinicki (2011). A characteristic of the market culture is that employees behave appropriately when they have clear objectives and are rewarded based on their achievement. Especially the first part is visible at the larger organization, the employees have clear objectives and act according to them. When they miss these clear objectives they often turn to the operation managers with questions, how something should be done. The effectiveness criteria for the market culture are increased market share, profit, product quality and productivity. Many of these criteria are visible at the larger organization, product quality is very important and every product group goes though a thorough quality check. If a product is not according to the description the product is rejected, every angle and adaption on a piece of material is measured. Productivity is a criterion that gets a lot of attention, the production manager and the general manager developed a method that analyzes the productivity per machine. This method uses hours per machine, what the average productive hours are and which products can be produced in the night without supervision from the employees. Other literature looked more at types of market positions from Miles and Snow (1984). Both organizations are in a similar market position, defenders. Both organizations have a market that is relatively fixed, innovation is mainly done in the operation processes and support processes. Both organizations try to stay in the market and keep or improve their market share. The difference between both organizations is that the larger organization focuses more on larger products with more operations. Often products at the larger organization have a long cycle time, sometimes even an hour. While at The smaller organization they have smaller operations and the batches are a bit larger (sometimes 20 or 30), the operations at the smaller organization often take a couple of minutes. There is however a big grey area between this distinction where both the smaller organization and the larger organization have machines and orders. The goal of both organizations is to become more an analyzer, a combination of defenders and prospectors. We also looked at the sources of power, both middle managers have legitimate power, there is believe from the employees that the middle managers have the right to make demands. The power of rewards is less present at the larger organization then at the smaller organization. There are no incentives at the larger organization while at the smaller organization the middle manager rewarded the employees with different kind of treats. Also, expert power is less present at the larger organization then at the smaller organization. At the larger organization the employees are older and working for a long time for the organization, while the middle manager works relatively short at the larger organization. At The smaller organization there are more employees that follow a training at schools, which is supported by the middle manager. Referent power is slightly present at both organizations. But coercive power is much more present at both organizations, because the middle managers have the power to fire someone if they do not deliver work as was agreed on (after a couple of times).

When looking back on the proposition this part can be confirmed there is a fit at both organizations between their structure and their organization. Figure 11 is a summary of the important differences in the structure from both organizations.

Figure 11. Structures both organization



Relationship between both organizations

Both organizations use more relational perspective than the structural perspective. There are not many contracts how the two organizations should work together. Both organizations worked together for many years now, which is a condition in the article by Faems, Janssens, Madhok and van Looy (2011). Because the cooperation between the two organizations is there for many years, both organizations know what they can expect from each other, to elaborate on this we will now mention some observations that are prove of the relational perspective (see table 24).

Table 24. Examples relational perspective

Data	Event
February	In the project merging the two organizations the plant manager (Both organizations), a operation manager (the larger organization), a operation manager (The smaller organization) and the external party take part in a weekly meeting about the progress of the merger
March	The pallet racking at The smaller organization are much stronger then at the larger organization, a operation manager suggests replacing the larger organization racking with the one from The smaller organization. Because the hall where they should come will get a different layout with more pallet racking. When removing the racking's at The smaller organization the employees from the larger organization got a lot of help from The smaller organization employees
March	For the work place from a The smaller organization employee, the employee goes to the larger organization and together with the future colleague he discusses the manner their workplace should look like

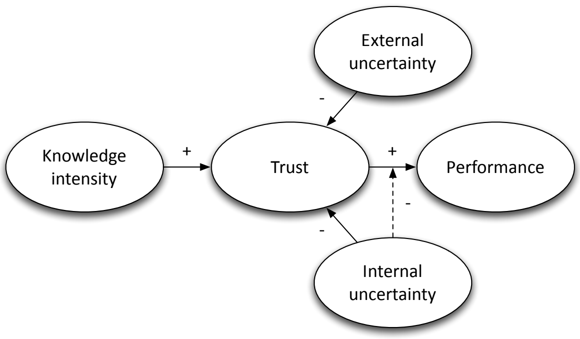
April	At The smaller organization there is someone who can weld well. At the larger organization they needed to assemble a crane, with the help from the smaller organization employee this was done smooth and quickly

These are just some examples but they do show that there is a lot of trust between the two organizations. There are also examples from helping each other out with production, these are less specific because the researcher was not involved in this process. But there are many examples when the larger organization was busy with production and some material was not completely finished, because both organizations are in the same business, the smaller organization could help the larger organization out. These are just some examples from the relational trust perspective, but this illustrate well that there is a history of successful collaboration between the two organizations. The strong relational cooperation does not exclude the structural perspective; there are some examples from this perspective at both organizations (see table 25).

Table 25. Examples structural perspective	
Data	Event
October 2011	The possibility of locating The smaller organization at the larger organization was researched. The complete financial investments were mentioned in a contract that the shareholders and the 'topfabriek' team agreed with
June	Finish the movement of machines from The smaller organization to the larger organization
July	The building from The smaller organization needs to be empty

These are just some of the example that came across while observing the collaboration between both organizations. Both organizations already work for a long time with each other so the need for knowing each other's intentions has already taken place. They act more according to the theory from Gaur, Mukherjee, Guar & Schmid (2011), they state that in SME organizations trust can be an alternative for contracts as illustrated in figure 7. Knowledge intensity at both organizations is very important at both organizations. They often need each other's knowledge in manufacturing and leadership, which will grow when both firms merge. An example of manufacturing was already provided in the previous paragraph. But both organizations often need each other and their specific knowledge about leadership. Because the leadership style at the smaller organization is different from the style the larger organization uses as has been illustrated in the first sub-question in this part of the chapter. Also, one of the main reasons for the merger is that the larger organization wants to implement parts of the structure from the smaller organization into its organization. According to the theory external uncertainty has a negative effect on trust, external uncertainty is (Gaur et al., 2011, p. 1760) 'the difference between the amount of information required to perform the task and the amount of information already possessed in the organization'. Because external factors change often in this economy, there is some amount of external uncertainty, but this does not influence the merger much. It does influence the budget for the merger and the supervision on the budget. Internal uncertainty influences trust and the relationship between trust and performance. Internal uncertainty are (Gaur et al., 2011, p. 1761) 'firm specific factors such as new market entry, acquisition activities or changes in the top management team'. Because the market is unstable at this moment the amount of new entrance grows but is to low at this moment if you compare this to the amount of bankruptcies in the economy

Figure 7: Alternative contractual governance



("cbs.nl," 2012). At the larger organization there were a lot of top management team changes the last couple of years, the management was completely changed the last couple of years. The management since then is stable and focuses on the future. The argument behind the trust, performance relation is that organizations that focus on trust relationships can change more easily and that this change costs less then changing a contract between the two organizations.

In relation to the proposition both organizations between them often use trust as an alternative for contracts. For major changes like the merger between both organizations there are some contracts but a large part is done by trust between both organizations. Here we can conclude that both organizations do not only use trust but also often use it as an alternative.

Act according to the established strategy

Now we know what type of relation both organizations uses we can establish when employees act according to the established behaviors and when according to the new behaviors. A goal of the new strategy is a leaner organization, for this both organizations hired the STODT to introduce lean goals. The STODT organized different sessions where they introduced 5S, to create a safe atmosphere where everyone could speak freely. There was a difference between the feedback from these session between Both organizations, the sessions at the larger organization got some resistance, while at The smaller organization many people where enthusiastic about this method. The influence of the resistance will be analyzed in the last part of the chapter. But what we can establish from this is that the culture at The smaller organization is more open in reducing waste and working systematically (parts of 5S), while at the larger organization an argument was "we are all grown up men, we should not be treated as children". This argument was related to being responsible for equipment, the goal of this is that the time employees search for equipment is reduced, which will positively influence productivity. Another example is that the larger organization employees are not acting according to the new strategy in the discussion about working hours. At The smaller organization the workweek is 36 hours long, while at the larger organization the workweek is 40 hours long. When the two organizations merge the shifts needed to become the same, to avoid group behavior between both organizations. The argument from the larger organization employees is that the smaller organization should adapt its shifts to the times that the larger organization uses, because the larger organization worked for many years with these shifts and it worked fine. A solution could be that the managers at Both organizations tell what the hours will be, but one of the goals of the new strategy is more responsibilities for the employees, when the management decides this is the way the hours are organized they go into their own strategy. At this moment the employees in the employee commission are talking about this challenge, which consists of the smaller organization and the larger organization employees. A goal of the new research is also effective communication, an example why this is necessary was provided by a manager at the larger organization. The books from The smaller organization needed to be moved to the larger organization, because these were not necessary anymore at The smaller organization but do need to be kept for a couple of years. The books were moved to a small room that is not used very often at the larger organization, the materials that where in that room were moved to the other side of the room. When in a meeting the manager told that this room had products on display for items to be sold and that he communicated this extensively. But the information did not reach the person that was working on moving the books and he was instructed to do it this way. Another example of the importance of communication is the introduction of lean production, what employees think about lean they mention different methods. Often the 5S method is mentioned, but also other aspects that are also lean production, but not implemented at the larger organization/the smaller organization yet. Different methods were mentioned by employees, e.g. the shortage of measuring equipment, the layout of machines in a continuous flow and controlling the 5S who should do this and how.

The conclusion from this part is that employees and management are often not acting according to the new strategy, in some cases (e.g. management on work times employees) they are, but in more cases they are not (e.g. placement of books, implementing lean). When employees/managers know the advantage they are more likely to act according to the new strategy, for example the shift times the managers know what the advantages and disadvantages are when employees themselves make the decisions. When the advantages and disadvantages are not known employees and managers are tended to act the way they always have done and are less open to change. For example the implementation of lean by the STODT and the larger organization, an employee stated “we did the first couple of steps from 5S, we did not see the people of the STODT after their presentation”. The first couple of steps encouraged them to clean, the larger organization/STODT needs to support the employees in cleaning. An example came from an employee of the larger organization “when a pallet with useless equipment for my department is full move it away so we can continue with the next steps of 5S”.

The proposition related to the structural aspects at both organizations

The proposition that was formulated for this hypothesis is: SME’s with a fit between structure and organization, use trust as an alternative for contractual governance. Both organizations now have a structure that fits their organization. The smaller organization shows similarities with the simple structure from Mintzberg (1980), which fits their organization because they are smaller and the simple structure positively influences the manner in which the smaller organization works. the larger organization shows more similarities with the machine bureaucracy, which fits their organization because the supporting departments support the larger organization. The main differences are mentioned in appendix 18. Both organizations are cooperating for a longer time with each other, their relationship is mainly relational. Which means that both organizations know each other’s intentions and what they can expect from each other. This is in line with Guar, Mukherjee, Guar & Schmid (2011) they see the relational perspective as an important alternative for contracts in SME’s. We also looked at the fit now between the established structure and according to the new behaviors. We found that often employees from the two organizations after the merger still act according to the established structure. At Both organizations there is not a long-term plan to make the employees act according to the new strategy. An example is the different work times, which is a visible distinction between the two organizations. This while in the new strategy these employees need to work together more extensively and a separation between the two is an obstacle for this collaboration. Therefore this proposition cannot fully be accepted.

This proposition can be partly confirmed, both organizations had a fit between their structure and the type of organization, but both organizations also use contractual governance but mostly trust. In the new organization they still act according to the established structure and trust is still used as an important part of the cooperation between the two. This changes the proposition: SME’s with a fit between structure and organization, mostly use trust as an alternative for contractual governance.

Chapter 5 Conclusion, discussion and recommendations

5.1 Conclusion

We start with the sub-question: 'which lean methods should both organizations implement in the post-merger integration?' A basis of 5S is important because then both organizations could start with a clean basis for other lean methods to improve lean at both organizations. An important part of lean is that it is never finished, methods or tools can always be improved or stay in a maintaining phase. We found four lean method/tools that both organizations could focus on when 5S is in a maintaining phase, the method/tools are kaizen, A3, Value mapping stream and Senpai & kohai relations. It is important for a well-implemented lean approach that there are short-term wins and at least some are in a maintaining phase (final phase), before introducing new lean methods/tools, or else the amount of changes will be too large for employees to introduce well. Both organizations should focus on implementing the Kaizen method because this is a fundamental part of lean in the lean manufacturing house. The three lean tools can help in the implementation of Kaizen. This means that both organizations should focus on continues improvement of information, physical flows and products in order to control production costs and quality. The three loots can help in achieving this as will be explained here. The value mapping stream approach makes the information and material flow visible in the production hall. This is important because management can more easily see bottlenecks in the information and material flow. With a systematic mapping of the value stream improvements the rationale behind improvements can easily be explained, but more importantly, it gives a picture of the operation now and what can be improved. Another loot is the Senpai & Kohai relation, which focuses mainly on training, which can be an important part on the improvement of information. Older, more experienced employees help and guide younger employees, with support from the management the more experienced employees could provide valuable information about possible strengths and weaknesses of a younger employee. The management could use these strengths and provide additional education to improve weaknesses. Another lean tool is A3. This is a systematic approach that focuses on plan-do-check-act cycle. The advantage of this is that there is a systematic approach for changes, which can be improved after it has been used a couple of times. A systematic approach has the advantage that the initial phase is faster, more thoroughly, there is a plan when the change is finished and what the follow-up steps are (possibly in a new A3 sheet).

The next sub-question is: 'what are the main obstacles/enablers to implement a strategy correctly in a post-merger integration?' A general point in this research question is that for implementation the middle managers are an important link with the employees. This was also mentioned in the literature, another important group in implementation is HRM. But at Both organizations there is not a HRM employee, a couple of HRM tasks are done by the middle managers, which increases their important role in the link between strategy and implementation. The plant manager does the remaining HRM tasks. What we found is that many employees are not passively or actively involved with implementing the larger changes we examined. We focused mainly of a model about implementing strategy (Martin, 2010) and strategic alignment behavior (Van Riel, Berens & Dijkstra, 2009). We found that some points are enablers at both organizations in implementing e.g. creating a sense of urgency, creating a guiding coalition, developing a vision and strategy. Both organizations mainly create these enablers at the level of the manager, which has minimal or no involvement from employees. Later steps e.g. empowering employees to act on the vision, generating short-term wins, can be major improvements for both organizations. To improve these parts it is important that employees are involved. The implementation model from Martin (2010) shows similarities with the results from Van Riel, Berens & Dijkstra (2009), Both organizations have implementation enablers on e.g. explaining the rationale, information from other divisions and on openness these require less involvement from employees. But there are obstacles on e.g. information for employees about their contribution to the performance, participation in decision making and stimulating involvement these require more involvement from employees.

The next sub-question was: 'what are the factors at the larger organization that resist change?' To have or support readiness for change, managers need to inform employees extensively about future goals/targets, which is not done at the larger organization, The smaller organization does show more similarities with readiness for change. An important finding from this part is that there is no collective resistance, there is individual resistance. We also looked at why some employees are resisting change and other employees are not. The main conclusion was that employees who work for the larger organization for a longer time are more inclined to resist change because they have worked in a fixed situation for a longer period of time. In relation with the previous sub-question about implementation the amount of resistance could be decreased or used when employees are more actively involved with the changes. Another manner in which this could be decrease is when both organizations use the method from Armenakis, Harris and Mossholder (1993). They focus on persuasive communication, management of external information and active participation. For Both organizations this would mean not only use persuasive communication, but also use external information. External information could be used in the rationale behind change programs, or in the quartile meetings to have a perspective on the performance of both organizations. What also should be improved from the method of Armenakis, Harris and Mossholder is the active participation, as became clear in the previous paragraph.

The sub-question that was established for the next part was: 'what is the influence of communication within the organization on securing the new strategy?' Communication can have a large positive or negative influence on resistance. We focused on a method from Dooley and Zimmerman (2003) that focused on affect communication, discursive communication and the negotiation position. A challenge here is that the impact from communication between both organizations employees and managers is different between the two. The smaller organization employees are used to have more information about performance then the larger organization employees and bringing those two together is a challenge. Support here could be one manner of communication from the managers, e.g. both managers have a similar leadership style between human and task oriented. If this is done well the negotiation position from employees could also be used in an advantage towards the two organizations. Now there is little amount of authority negotiation position at the larger organization, while at the smaller organization this is larger.

The last sub-question that was established was: 'which aspects of the different structures are obstacles/enables in the post-merger integration?' In the post-merger organization there are a couple of challenges. There is a fit between the both organizations and their structure, but in the future this will change because both organizations will become one organization. An advantage of the smaller organization was that they were smaller and therefore their communication lines are faster/smaller, in the new organization this will probably change because there are more employees involved in the interaction between sales and planning. Related to this we also looked at when employees act according to the established behavior and when to the existing behavior. We mentioned several examples of managers and employees acting according to the established strategy and to the new strategy. A relationship between the examples was that when employees acted according to the established strategy if the rationale behind decisions were understood. An example of less understood rationale were the time schedules from both organizations, the managers knew why they wanted that the employees figured the time table out themselves, but if the rationale was better explained there is a possibility that both organizations would have had the same work times now. According to the interviews both organizations cannot agree on a fixed time, the smaller organization employees did a proposal, but the larger organization has not yet decided what they think a good work schedule is. In this example especially the larger organization employees needed to be informed better about the necessity that both organizations have the same work times (e.g. solidarity, unity, group formation, etc.).

Looking back on the research question from this thesis: 'is the relationship between communication and resistance to change moderated by structure when implementing lean?' We found that structure definitely can moderate the relationship between communication and resistance. A clear example is that the structure from the smaller organization supports more communication that resulted in less resistance. While at the larger organization the structure is one with more bureaucracy, which makes decisions and communication slower and the larger organization has more resistance then the smaller organization. In relation to the research question in the new structure it could be that the structure from the smaller organization dissolves into that of the larger organization and loses its advantages. Adding more bureaucracy and therefore resolving the short communication lines that are a main advantage of the smaller organization is a threat for the new organization. Trust is an important part of communication, it is important that the employees trust the managers and the other way around. Trust is not something that is fast established and will take years. To begin earning trust, the management needs to be consequent, in its communication. The plan of approach means initiative, understanding, performance and closure, especially the last two are underdeveloped at the larger organization. The last one is closure, for Kaizen is difficult, because lean is never finished, but different tools like an A3 approach can be closed (problem solved). Communication about this is important, what the solution is, how the process worked (or did not work) and what management learned from it. A success factor from the smaller organization is that their lines of communication are short and everyone knows their tasks well, for a change program (and for the larger organization) it is important that this is imitated. With short lines, support for employees can more easily be established, as well as the progress. When analyzing the relationship between change and communication it is clear that communication can have a positive effect of change. With better-informed employees like the smaller organization had before the merger the resistance is smaller and challenges can be faster addressed. In comparison the employees from the larger organization are less informed, all the information they received came from quartile meetings that every employee from the larger organization attended. Communication can influence the type of resistance (readiness for change or resisting change), talking to an employee about the reasons why he is resisting a change is a delicate part and the conversation needs to take place in a safe environment. This is important, or else the manager cannot learn from the the resistance and if this is done well over a longer period, the employees can also change towards employees that are ready for change. Just figuratively pushing harder against employees who are resisting will create more resistance, talking with them and finding a solution will make changes in the future better feasible. In this sub-question we found that employees are not collectively resisting change, but there is some individual resistance. This individual resistance mainly came from the expertise employees have in a specific way of working.

5.2 Discussion

This part will consist of the limitation of the study, subjects that can be studied in the future and a reflection of this master thesis.

Limitations

A limitation of this research is that the interviewer was involved with the organization and was present for 40 hours per week, which could influence a bias in a certain direction. The advantage of this approach was that many employees wanted to be interviewed and the interviews went relatively smooth with a lot of useful feedback. There is also a time limit. The research time for this thesis was 20 weeks and with a larger time span, other type of methodology would have been possible. E.g. the effects of a changed communication style, through a pre- and post-test. This was not possible in this thesis because before the pre-test was done, we should have researched how this can be improved, implement this and after a couple of months measure what the effects were. This does not take into account the literature review that also had to be done, to create a solid theoretical framework. With a larger time frame it could have also been possible to interview more employees from both organizations instead of 18 employees from the 80 employees, for example around 50%. The influence of the different angles is also a limitation because this is not measured. For example communication is measured by affect communication, discursive frame and the negotiation position but it could be that is both organizations influence affect of communication that the discursive frame and the negotiation position is also positively influenced. Therefore making the changes in affect communication large, while a change in negotiation position might be relatively small.

Future studies

As was elaborated at the start of this thesis, we looked at opportunities inside the organization. Once both organizations have finished some methods and the emphasis on these methods are in a maintaining phase, both organizations should look outwards. During the implementation of lean tools Both organizations could research the possibilities like open innovation (Chesbrough, 2003) and JIT to improve their relationship with suppliers. Open innovation can shortly be summarized as "not all of the smart people work for us so we must find and tap into the knowledge and expertise of bright individuals outside our company" (Chesbrough, 2003, p. 38). This can be important because often the suppliers from both organizations are also the customers, both organizations adapt the product and then send it back. This is an important point because in many theories about innovation management cooperation is an important point that can result in new opportunities. Another study could be examining the impact of every different angle. This could be done by changing an aspect for example the type of communication and after a fixed time measuring the impact of the different type of communication on resistance. This can be important in optimizing the paper after a couple of years, when the main conclusions from this paper are implemented. Both organizations could also research the possibility of cross-functional teams from production department and the office how challenges can be resolved. For example production problem, why a product is often rejected, where it goes wrong and possibilities how this can be prevented. In cross-functional teams both organizations can create ideas that were not thought about before, because cross-functional teams have a good picture from the production process. Discussions in cross-functional teams of course also have disadvantages (e.g. time consuming), but in that study the pros and cons could be weight against each other.

Reflection

This master thesis is written being at the organization for 40 hours in a week, for about 5 months. This was a positive experience because this way I gathered a lot of information of the organization during the writing of this thesis. It also gave me a look inside a larger organization and the manner in which they worked. The conclusion from this was that there are many deviations from theories learned at the university. Being at the organization for so many hours also meant the managers were more involved with the progress of the thesis. An example was the meetings I had with the daily management of both organizations (with the CEO, the plant manager and the head of the administration), when the thesis went to the next phase. These meetings that started with a presentation from me about how the thesis looked now, were useful and gave a lot of positive feedback and an open discussion about what also or should not be included in the assignment.

When writing this thesis I used a lot of feedback from my bachelor thesis, for example more and specific follow-up question when a mentor gave feedback. In hindsight this is very logical, but because I have a different attitude, I had an attitude of examine the feedback after I got it and work hard on it to improve it. But by asking more specific questions the improvement of feedback went much faster. I also focused more on the planning during the writing of this thesis, which resulted in making appointments before the parts were finished. This resulted in strict deadlines, but also in faster feedback from mentors at the larger organization, the smaller organization and the University Twente.

5.3 Recommendations

A recommendation from this thesis is that both organizations should try to treat resistance as readiness for change. This means trying to know the reasons why an employee is resisting change, talking with the employee about his concerns and how the change program can be altered to improve the changes. This will especially be challenging in the beginning because openly resisting change is not something employees from the larger organization or The smaller organization do, employees more often speak about changes with colleagues, not with operation/plant managers. To apply this with well thought through feedback from employees, it is important that employees have a lot of information about changes, which means that only treating employees as readiness for change will not be successful.

A central point in this paper is that information top-down or button-up is limited, which could be improved through several ways. An example is smaller meetings wherein different departments are informed and a discussion takes place about plans for the future. This does not mean that the larger quartile meetings should disappear, these could be used to inform employees about what will happen next quartile/year, or happened the previous quartile/year. An advantage from the larger quartile meetings is that employees are informed at the same time, which limits misinformed employees who did not have a smaller meeting yet. The larger meetings could be used to inform employees and the smaller meetings could be used to have a discussion about the information in the larger meetings. To inform employees better this needs to be supported by different information sources. Examples are using outside information in the larger meetings, which shads light on choices that both organizations make. At the end of these meetings employees could receive a summary of the strategy both organizations want to follow the next period and who is responsible for the goals in the strategy. In this summary it does not specifically matter what the numbers or budgets are from both organizations, but what both organizations want to change, why both organizations want to change this, who will be affected by these changes and what the expected results will be. These summaries will inform employees better, also employees can read about the strategy after the meetings so they can progress the information. Probably not everyone will carefully read these summaries, but there are many employees who are very interested in the long-term plans of both organizations. These employees can have much added value in the smaller meetings, especially when they can prepare for these meetings through reading the summary of the strategy. If the subjects of these meetings are mentioned prior to these meetings the employees can focus their preparation. Supporting this larger point, as mentioned before, different sources of information should be used, so far in this recommendation we used smaller meetings and summary of the strategy. Both organizations could add more information about the subjects in the strategy to the information board. For example if both organizations want to improve the quality of their products, they could mention the operationalization in the summary of the strategy. And inform employees weekly/monthly about the variables on the announcement board.

Both organizations need to protect their positive structural influences. Examples of these influences at the smaller organization are short lines of communication but also much cooperation between the different departments. Both organizations should try to protect the positive influences by changes in their structure. This could be more influence towards the department supervisors, who need to communicate extensively with the operation managers. Also, when there are teams to change a specific part of the organization in example measurement tools, these teams could have more authority and should contain employees from different departments. Both organizations probably have a budget for a change program for measurement tools, a part of more authority could be that the team is responsible for their budget. This was done with the 'topfabriek' team, they are responsible for the complete budget that is involved with the merger between the two organizations. There is close control on this budget within the team, the external party closely monitored the budget but also the CEO, who was not in the 'topfabriek' team, looked systematically at the budget. The CEO asked how the changes were going and what the budget was during the changes. This made the 'topfabriek' team more aware of the costs and focused on reducing the costs so the team would keep within the budget. A similar approach could be used in other change programs, there could be one manager in the team that knows the total budget for the change and during the meetings measure how the team is doing with regard to the budget. This will empower the team, but also make the control from outside the team easy.

Appendix

Appendix 1. Literature on lean manufacturing	
Action	Result
Lean manufacturing	260 results
Business economics	72 results
Articles	40 results
English	40 results
Reading title	8 results
Reading abstract	6 selected

Appendix 2. Search for strategy implementation	
Process	Results
Strategy implementation (2002 – 2012)	812 articles found
Strategy implementation (- 2002) Most cited literature (25 times or more)	99 articles found
Selection on title	83 results
Relevance for this research	41 results
Reading abstract	11 selected

Appendix 3. Search for strategy execution	
Process	Results
Strategy execution (2002 – 2012)	231 articles found
Strategy execution (- 2002) Most cited literature (25 times or more)	73 articles found
Selection on title	13 results
Relevance for this research	10 results
Reading abstract	4 selected

Appendix 4. Sources of resistance to change		
Search refined	Resistance change (< 5 years)	Resistance change (> 50 times cited)
Resistance change	192.276 results	192.276 results
Business literature	995 results	995 results
Articles	849 results	849 results
Language English	809 results	809 results
Years, cited	310 results	39 results
Relevance title	28 results	5 results
Relevance abstract	9 selected	3 selected

Appendix 5. Recent literature on communication in organization		
Action	Communication organization (< 5 years)	Communication organization (> 50 times)
Communication organizations	46.910 results	46.910 results
Business economics	6.860 results	6.860 results
Articles	5.796 results	5.796 results
English	5.586 results	5.586 results
Last 5 years	1.297 results	74 results
Reading title/cited	27 results	5 results
Reading abstract	7 selected	4 selected

Appendix 6. Structured literature review (design & configurations)		
Search refined	Organizational design & configurations (last 5 years)	Organizational design & configurations (> cited 50 times)
Literature	312 results	312 results
Business literature	128 results	128 results
Articles	113 results	113 results
Years/cited	50 results	14 results
Relevance title	12 results	4 results
Relevance abstract	3 selected	2 selected

Appendix 7. Structured literature review (organizational structure)		
Search refined	Organizational structure (last 5 years)	Organizational structure (often cited)
Literature	25412 results	25412 results
Business literature	6991 results	6991 results
Articles	5571 results	5571 results
Years/cited	2.551 results	200 results
Relevance title	33 results	14 results
Relevance abstract	6 selected	4 selected

Appendix 8. Articles that cited Faems, Janssens, Madhok and van Looy	
Process	Results
Cited Faems	25 articles
Relevance title	11 articles
Relevance abstract	4 selected

Appendix 9. Five basic parts of an organization	
Basic parts	Elaboration
The operating core	All the employees who themselves produce the basic product or service
The strategic apex	Top general managers of the organization
The middle line	Those managers who sit in a direct line of formal authority between the people of the strategic apex and of the operating core
The techno structure	Those analysts, out of the formal line structure, who apply analytic techniques to the design and maintenance of the structure and to the adaption of the organization to its environment
The support staff	Those employees that provide indirect support to the rest of the organization

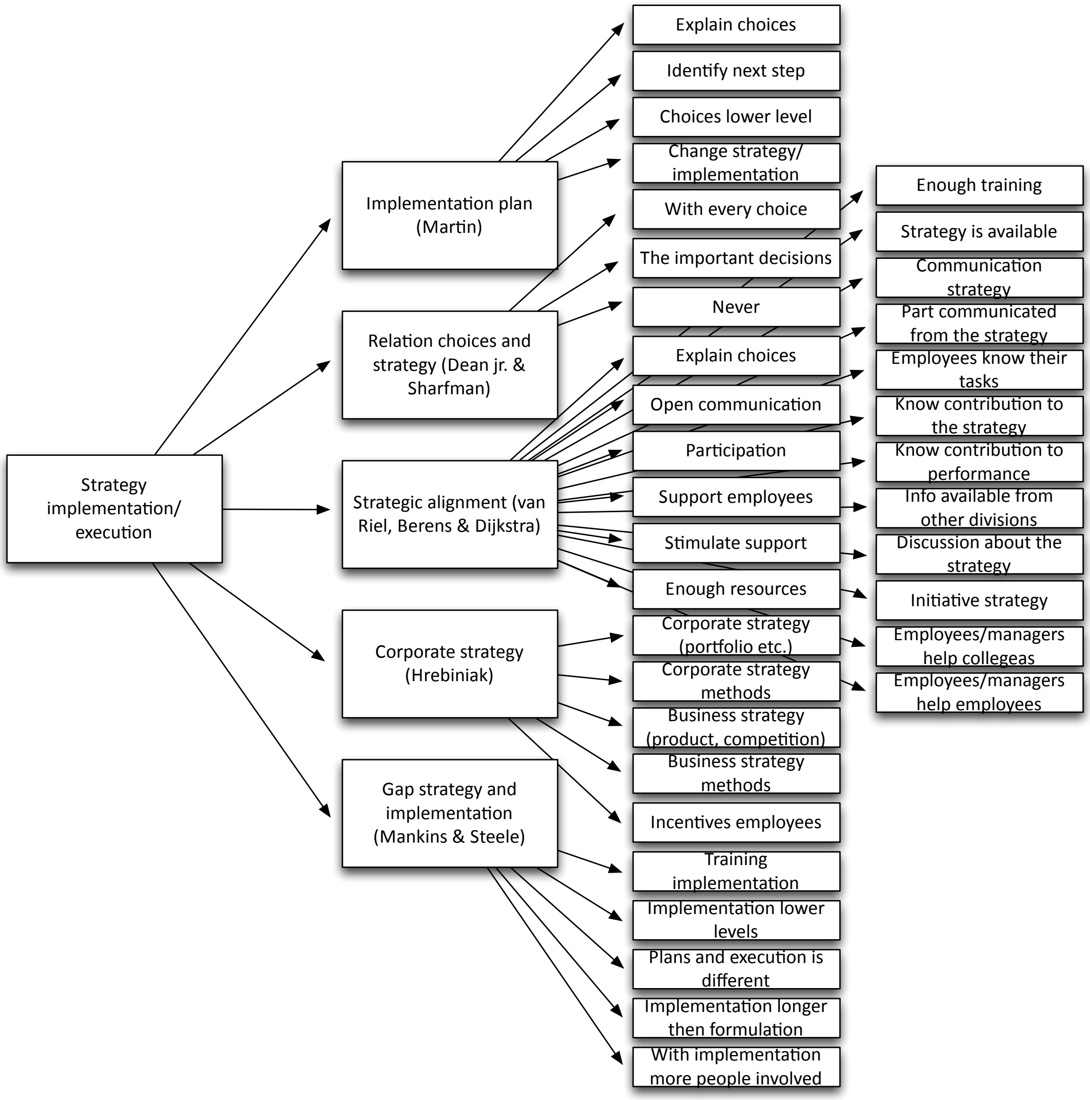
Appendix 10. Five basic mechanisms coordinating all tasks	
Coordination	Elaboration
Direct supervision	One individual gives specific orders to others and thereby coordinating their work
Standardization of work	The work is coordinated by the imposition of standards to guide the doing of the work itself
Standardization of output	The work is coordinated by the imposition of standard performance measures or specifications concerning the output of the work
Standardization of skills	The work is coordinated by the internalization by individuals of standards skills and knowledge, usually before they begin to do the work
Mutual adjustment	Individuals coordinate their own work, by communicating informally with each other

Appendix 11. Levers organizations can turn	
Design parameters	**Elaboration**
Job specialization	Is the chief parameter for determining the division of labor, concerns the number of tasks and the breadth of each in a given position (horizontal job specialization) and the incumbent's control over these tasks (vertical job specialization)
Behavior formalization	The parameter by which work processes are standardized, through rules, procedures, policy manuals, job descriptions, work instructions, and so on
Training and indoctrination	Is the parameter by which skills and knowledge are standardized, through extensive educational programs, usually outside the organization and before the individual begins his job
Unit grouping	The parameter by which direct supervision is most importantly effected, deals with the bases by which positions are clustered into units and units into ever more comprehensive units, until all are clustered together under the strategic apex
Unit size (span of control)	Dealt with the number of positions, or subunits, which are grouped into a single unit. The literature suggests that the greater the reliance on standardization for coordination, the larger the size of the unit
Planning and control systems	The parameter by which outputs are standardized in the organization. *Action planning* focuses on the predetermination of the outputs of specific decisions or actions. *Performance control* focuses on the after-the-fact measurement of performance of all the decisions or actions of a given position or unit over a given period of time
Liaison devices	Are the means by which the organization encourages mutual adjustment across units
Vertical decentralization	Delegation to the line managers
Horizontal decentralization	Power sharing by non-managers

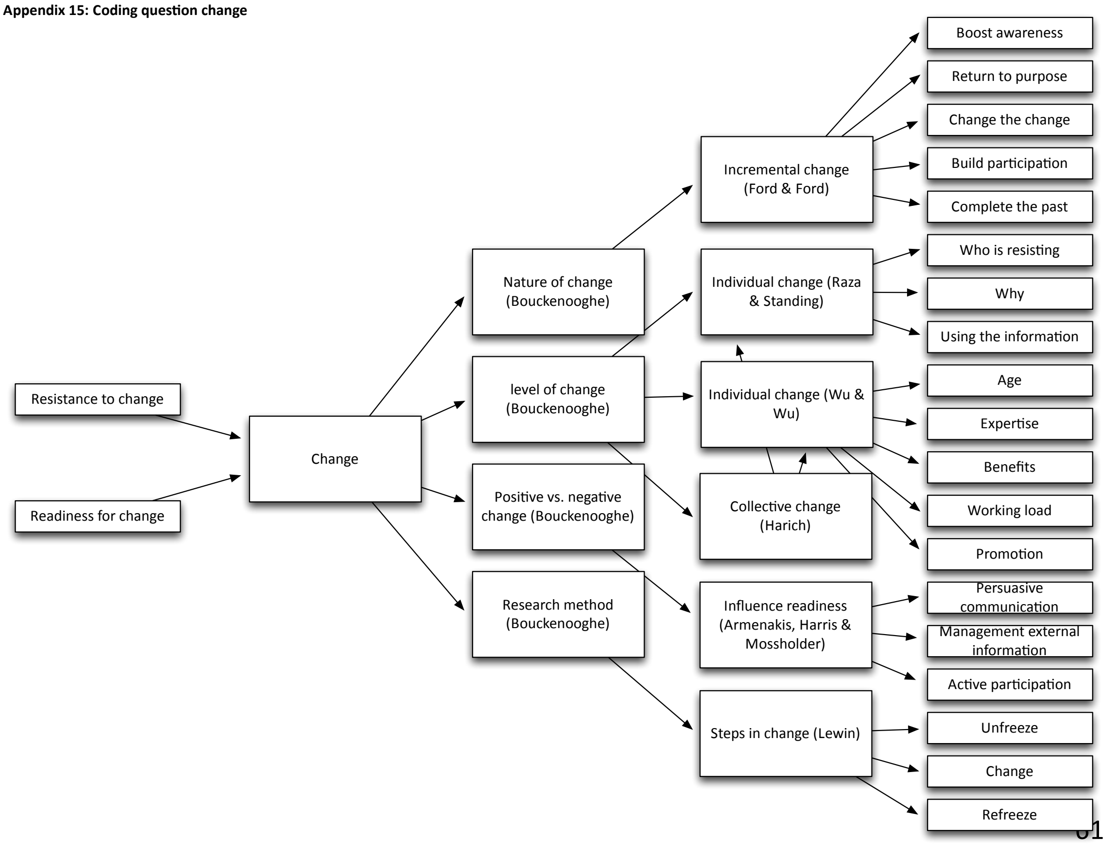
Appendix 12. Contingency factors	
Contingency factor	**Elaboration**
Age and size	The older and/or the larger an organization the more formalized its behavior
Technical system	The more regulating the technical system the more formalized is their work and the more bureaucratic is the structure of the operating core
Environment	Dynamic environments have been identified with organic structures and complex environments with decentralized ones
Power	External control of organizations appears to increase formalization and centralization

Appendix 13. Elements of the five structural configurations					
	Simple structure	Machine bureaucracy	Professional bureaucracy	Divisionalized form	Adhocracy
Key coordinating mechanism	Direct supervision	Standardization of work	Standardization of skills	Standardization of outputs	Mutual adjustment
Design parameters:					
Specialization of jobs:					
- Horizontal	Low	High	High	Some	High
- Vertical	High	High	Low	Some	Low
Training	Low	Low	High	Some	High
Indoctrination	Low	Low	High	Some	Varies
Formalization behavior	Low	High	Low	High	Low
Structure	Organic	Bureaucratic	Bureaucratic	Bureaucratic	Organic
Grouping	Functional	Functional	Functional and market	Market	Functional and market
Unit size	Large	Large (at bottom narrow elsewhere)	Large (at bottom narrow elsewhere)	Large	Small
Planning & control systems	Little	Action planning	Little	Perf. Control	Limited action planning
Liaison devices	Few	Few	Some in administration	Few	Many throughout
Decentralization	Centralization	Limited horizontal decentralization	Hor. and vert. decentralization	Limited vertical decentralization	Selective decentralization
Contingency factors:					
Age (typically)	Young	Old	Varies	Old	Young
Size (typically)	Small	Large	Varies	Very large	Varies
Technical system					
- Regulation	Low	High	Low	High	Low
- Complexity	Low	Low	Low	Low	Low (Op.) /high (Adm.Ad.)
- Automated	No	No	No	No	No (Op.) /often (Adm. Ad.)
Environment					
- Complexity	Low	Low	High	Low	High
- Dynamism	High (sometimes hostile)	Low	Low	Low (diversified markets)	High (sometimes desperate)
Power					
- Focus	Strategic apex	Technostructure, often external	Professional operators	Middle line	Experts
- Fashionable	No	No	Yes	Yes	Especially

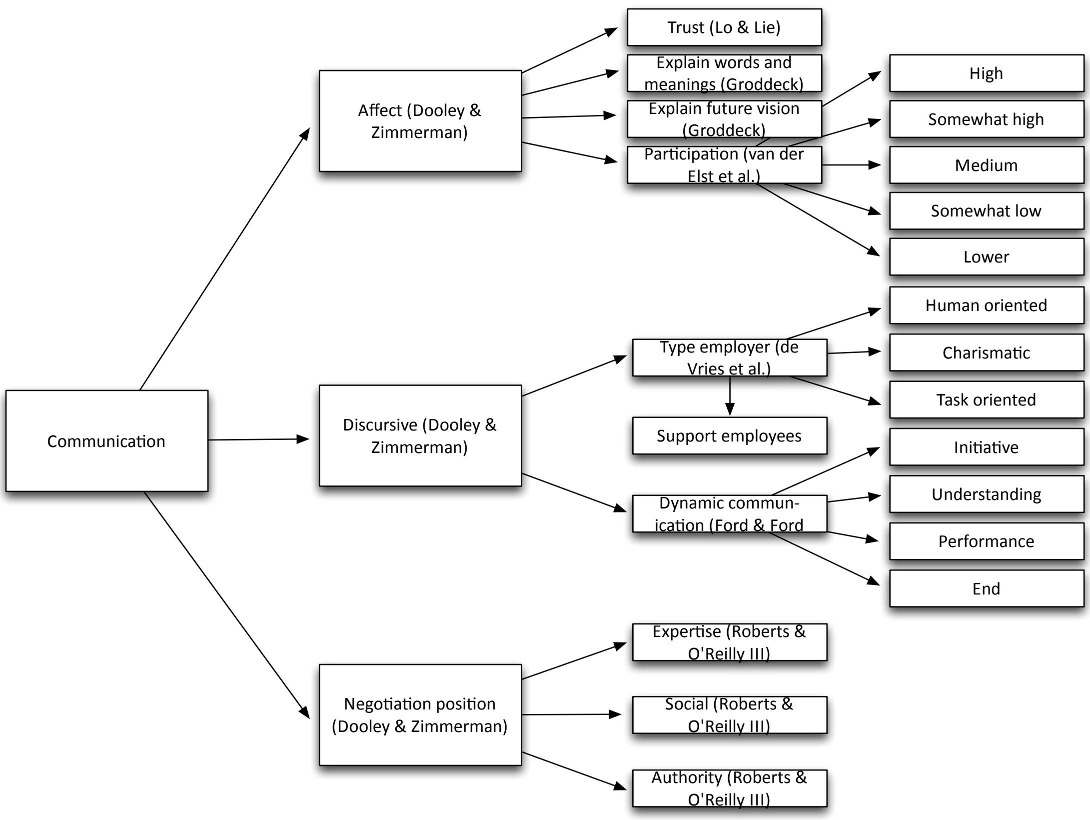
Appendix 14: Coding question implementation/execution



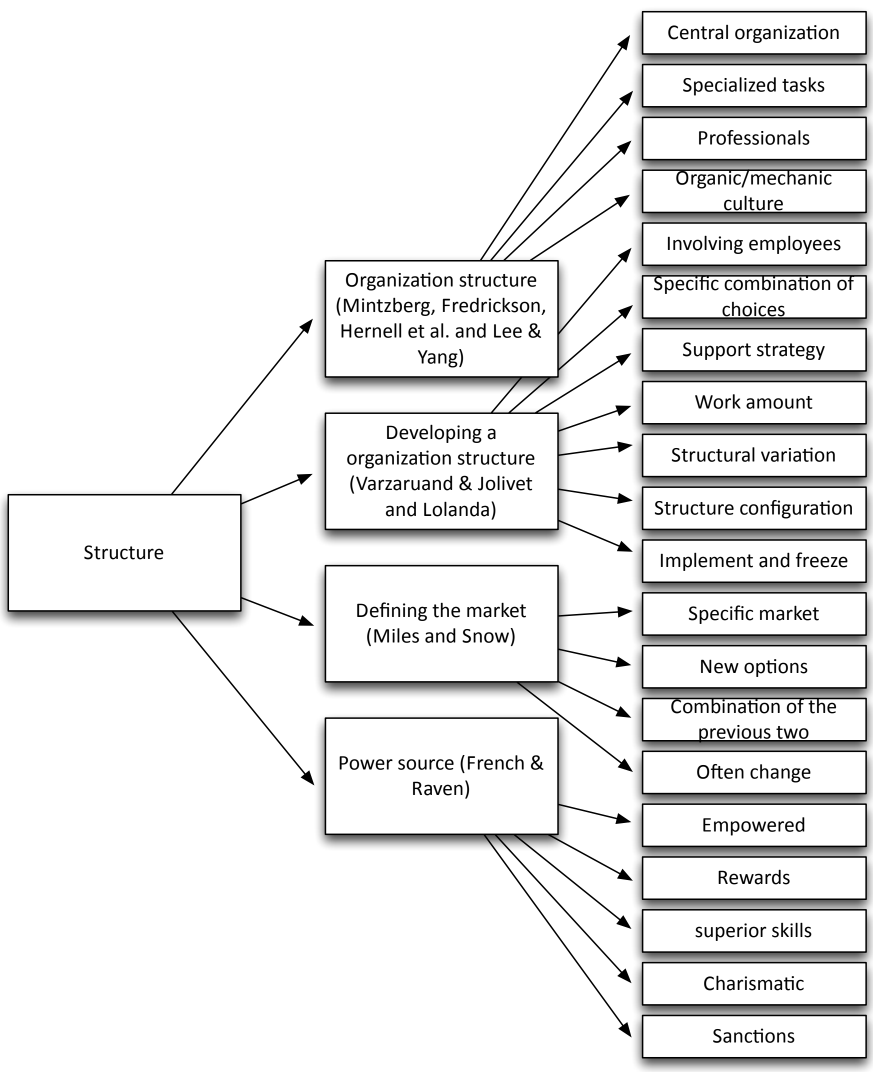
Appendix 15: Coding question change



Appendix 16: Coding question communication



Appendix 17: Coding question structure



Appendix 18: Dutch questionnaire LESAT

Bij elk antwoord zijn er vijf mogelijkheden: 1. niet van toepassing, 2. redelijk van toepassing, 3. dit is goed bij ons, 4. op benchmark niveau (kunnen anderen van leren) bij ons en 5. wereldklasse.

		Nu?	Gewenst?
	1A, enterprise transformation/leadership		
1	Leidinggevenden zijn bekend met de verbeteringen die veel bedrijven hebben gerealiseerd als resultaat van een verandering (1A1)		
2	De leidinggevenden zijn bewust van de potentiele kansen (groei, winstgevendheid en marktpenetratie) die bereikt kunnen worden binnen een organisatie als resultaat van een verandering (1A1)		
3	Er is een passende strategie geïdentificeerd om middelen te gebruiken die vrij komen door de verbeteringen (1A1)		
4	De stakeholder waarden hebben een grote invloed op de strategische richting (1A2)		
5	De stakeholder waarde is volledig geïntegreerd in het strategische plan (1A2)		
6	Er is een gedeelde visie gecommuniceerd binnen onze organisatie (1A3)		
7	Er is een overtuigende zaak neergezet voor de verandering (1A3)		
	1B, engage enterprise leadership in transformation		
8	De leidinggevenden bij onze organisatie hebben een holistische kijk op efficiëntie en waarde creatie binnen de onderneming (1B1)		
9	De leidinggevenden hebben verstand van de voordelen van cross-functionele coördinatie en samenwerking (1B2)		
10	Alle leidinggevenden ondersteunen enthousiast de verandering (1B2)		
11	De verandering wordt effectief gecoördineerd over de verschillende onderdelen in de organisatie? Er is één leidinggevende die het overzicht heeft (1B3)		
	1C, understand current enterprise state		
12	De onderneming heeft een duidelijke kijk op hoe er waarde wordt bezorgd aan de stakeholders (1C1)		
13	Er is een formeel proces waarmee wordt bepaald wat de waarde is voor de stakeholders (1C1)		
14	De waarde stroom is in kaart gebracht voor alle stakeholder (1C2)		
15	De onderneming begrijpt hoe materiaal en informatie door de verschillende onderdelen van de organisatie gaat (1C2)		
16	De infrastructuur is gelinieerd aan de waarde stroom (1C2)		
	1D, envision and design future enterprise		
17	Leidinggevende en stakeholders hebben een gedeelde visie voor de toekomst van de onderneming (1D1)		
18	De toekomstige onderneming worst gebruikt als richtlijn voor het veranderingsproces (1D1)		
19	De onderneming is ingericht om waarde te leveren aan alle stakeholders (1D2)		
20	De organisatie structuur is ingericht om flexibel te zijn en te kunnen reageren op veranderingen in de externe omgeving (1D2)		

Bij elk antwoord zijn er vijf mogelijkheden: 1. niet van toepassing, 2. redelijk van toepassing, 3. dit is goed bij ons, 4. op benchmark niveau (kunnen anderen van leren) bij ons en 5. wereldklasse.

		Nu?	Gewenst?
	1E, develop enterprise structure and behavior		
21	Er is een organisatie structuur die focust op de processen van klanten waarde stroom (1E1)		
22	De relaties met stakeholders zijn gebaseerd op wederzijds respect en vertrouwen (1E5)		
23	Er zijn procedures en beleid aangepast om ondernemend gedrag aan te moedigen en te promoten (1E2)		
24	De incentives zijn consistent met het gedrag dat gewenst is (1E3)		
25	Besluitvorming wordt gedelegeerd naar de laagste niveaus (1E4, 1E7)		
26	Verstandig risico nemen wordt bemoedigd (1E8)		
27	Er zijn veranderingsagenten (weknemers verantwoordelijk voor de verandering) gepositioneerd en empowered om richtlijnen en leiderschap te geven in het veranderingsproces (1E6)		
	1F, create tranformation plan		
28	Het ondernemingsniveau veranderplan is geprioriteerd en gelinieerd met de strategische doelen (1F1)		
29	Het veranderingsplan is gecommuniceerd en aangepast voor de gehele organisatie (1F2)		
30	De voortgang van het transformatie proces is tentoongesteld en bediscussieerd door alle niveaus in de organisatie (1F2)		
	1G, implement and coordinate transformation plan		
31	Het ondernemingsniveau veranderingsplan is vertaald in gedetailleerde projecten (1G1)		
32	Een standaard systeem is ontwikkeld om de voortgang van de verandering initiatieven bij the houden (1G1)		
33	De verandering initiatieven hebben een feedback mechanisme om plannen te herzien en gedeelde lessen te leren (1G4)		
34	Er zijn voldoende middelen om de verandering te faciliteren (1G2)		
35	De bestaande trainingsprogramma's geven voldoende ondersteuning aan de strategische richting en verandering (1G3)		
	1H, nurture transformation and embed enterprise thinking		
36	Er zijn richtlijnen voor het continue verbeteren om effectief het veranderingsproces te faciliteren (1H1)		
37	De ondernemingsdeelnemers worden uitgedaagd om verbeteringen te bouwen en te behouden (1H1)		
38	Senior managers worden actief betrokken in het monitoren van het veranderingsproces (1H2)		
39	Er is voldoende ondersteuning en aanmoediging voor alle deelnemers aan het transformatie proces (1H3)		
40	Geleerde lessen worden vastgelegd op een systematische manier (1H6)		
41	Geleerde lessen en best practices zijn effectief geimplementeerd in het veranderingsproces (1H5)		
42	Het veranderingsproces heeft invloed op de strategische planning (1H4)		

Bij elk antwoord zijn er vijf mogelijkheden: 1. niet van toepassing, 2. redelijk van toepassing, 3. dit is goed bij ons, 4. op benchmark niveau (kunnen anderen van leren) bij ons en 5. wereldklasse.

		Nu	Gewenst
3A, organizational enablers			
43	Accounting geeft ondersteuning aan het veranderingsproces (3A1)		
44	Accounting systemen zijn geïntegreerd met de niet financiële methoden van waarde creatie (3A1)		
45	Stakeholder kunnen prestatie informatie verkrijgen als zij dit willen (3A2)		
46	HR praktijken worden bekeken om te zorgen dat intellectueel kapitaal gelijk is aan de benodigdheden van de organisatie (3A3)		
47	De IT systemen zijn verenigbaar met de stakeholder communicatie en analyse behoeften (3A4)		
48	Processen minimaliseren milieu impact (3A5)		
3B, process enablers			
49	De voordelen van proces standaardisatie zijn gerealiseerd over de gehele organisatie (3B1)		
50	Process standaardisatie en hergebruik zijn geïmplementeerd in beleid en procedures (3B1)		
51	Standaard tools worden gebruikt door de gehele onderneming (3B2)		
52	Proces variatie wordt continue beoordeeld en gereduceerd in alle processen door de gehele onderneming (3B3)		

Deze vragen zijn specifiek gericht op vier verschillende afdelingen. De vragen kunnen ingevuld worden voor de situatie nu en de gewenste situatie, op vijf niveaus: 1. niet, 2. minimaal, 3. redelijk, 4. redelijk goed , 5. goed.

		Nu	Gewenst
Nieuwe kansen en mogelijkheden voor de onderneming	Proces management		
	Supply chain management		
	Productie		
	Distributie en verkoop		
Het optimaliseren van de ondernemingsprestatie (vb. grenzeloze communicatie of waarde flows in kaart brengen)	Proces management		
	Supply chain management		
	Productie		
	Distributie en verkoop		
De klanten waarden worden meegenomen in de ondernemingswaarde stroom	Proces management		
	Supply chain management		
	Productie		
	Distributie en verkoop		
Upstream stakeholders worden actief betrokken, zodat maximale waarde wordt gecreëerd	Proces management		
	Supply chain management		
	Productie		
	Distributie en verkoop		
Geven mogelijkheden zodat risico's en prestaties kunnen worden gemonitord en gemanaged	Proces management		
	Supply chain management		
	Productie		
	Distributie en verkoop		

Appendix 19: Elements of the five structural configurations for Both organizations						
	Simple structure	Machine bureaucracy	Professional bureaucracy	Divisionalized form	Adhocracy	
Design parameters	1	-1	NA	NA	NA	T = 1
Specialization of jobs:						H = -1
Horizontal	1	-1	-1	NA	-1	H & T = 0
Vertical	0	0	NA	NA	NA	
Training	0	0	NA	NA	NA	
Indoctrination	0	0	NA	NA	NA	
Formalization of behavior	-1	1	-1	1	-1	
Structure	1	-1	-1	-1	1	
Grouping	0	0	NA	NA	NA	
Unit size	0	0	0	0	NA	
Planning and control systems	1	-1	1	NA	NA	
Liaison devices	0	0	NA	0	NA	
Decentralization	1	-1	NA	NA	NA	
Contingency factors:						
Age	1	-1	NA	-1	1	
Size	1	-1	NA	NA	NA	
Technical system:						
Regulation	1	-1	1	-1	1	
Complexity	0	0	0	0	0	
Automated	0	0	0	0	0	
Environment:						
Complexity	1	1	-1	1	-1	
Dynamism	0	NA	NA	NA	NA	
Power:						
Focus	1	NA	NA	-1	NA	
Fashionable	0	0	NA	NA	NA	
Score	9	-6	-2	-2	0	
Shows most similarities with:	The smaller organization	the larger organization	the larger organization	the larger organization		

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