# Looking beyond the boundaries of acquired firms

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# Looking Beyond the Boundaries of Acquired Firms
## Exploring the Phenomenon of Inherited Alliances

By Aneta Oleksiak

1. Acknowledging that not all alliances are homegrown and that firms in the process of acquisitions can also inherit alliances from the acquired firms helps us to better understand the implications of alliance diversity (this dissertation).
2. Having access to inherited alliances has an impact on the extent to which firms can create value from their collaborations and on their strategic business decisions (this dissertation).
3. Looking beyond the boundaries of target firms in acquisitions gives us a different perspective on the potential value of target firms (this dissertation).
4. While inherited alliances trigger higher information processing needs and cognitive overload to the acquiring firm and its employees, they also provide the acquiring firm with opportunities to become better in flexibly dealing with unanticipated changes, reflecting stronger dynamic capabilities. (Chapter 2).
5. Inherited alliances, in particular explorative ones, have a positive impact on the acquiring firm's performance as they help to avoid propinquity traps (Chapter 2).
6. The acquired firm can help the acquiring firm to navigate the challenges that the inherited alliances are posing, which in turn can help the inherited alliances to be more resilient to an acquisition of an alliance partner (Chapter 3).
7. The decision of the acquiring firm on how to integrate the acquired firm is largely influenced by the number of inherited alliances linked to the acquisition, and by the extent to which the acquired firm had an acquisition-preceding alliance tie with its inherited alliance partners (Chapter 4).
8. Doing a PhD is like cycling home during a Dutch snowstorm: good outcome from chaotic situations. It is an exhausting and uncertain journey in which often you do not clearly see the way forward. But getting closer to the final destination and getting there is exciting, fulfilling, and makes you happy.
9. Whenever you find yourself doubting how far you can go, just remember how far you have come. Remember everything you have faced, all the battles you have won, and all the fears you have overcome (Anonymous).
10. Researching collaboration with others during my PhD has taught me that you can achieve much more in a collaborative environment. However, to maximize this potential, you need to find the right partners.