

Cross Border Mergers And Acquisition – Case Studies

Pradnya H. Kulkarni¹, Pralhad P. Joshi²

1. Assistant Professor, PVGCOET&GKPIOM, Research Scholar, at Suryadatta Institute of Business Management and Technology, Bawdhan, Pune, Maharashtra, India.
(Author for Correspondence)
2. Associate Professor, Research Supervisor at Suryadatta Group of Institutes, Bawdhan, Pune, Maharashtra, India.

How to cite this article: Pradnya H. Kulkarni, Pralhad P. Joshi (2024). Cross Border Mergers And Acquisition – Case Studies. *Library Progress International*, 44(3), 8384-8397.

Abstract

Today, the Indian corporate sector has transformed its functions and activities through various types of consolidation strategies such as acquisitions and mergers to overcome the various issues and challenges arrived due to liberalization and globalization, which has caused for the integration of domestic and international markets. Now a day's mergers and acquisitions are followed by several organizations from all sectors like-Information Technology pharmaceutical, Banking, Telecommunication, manufacturing and other service providing organizations. Mergers and acquisition process also helps to improve competitiveness of organization by going major market share, brooding the portfolio to reduce risks in business and helps for easy entering in the new markets at domestic as well as international levels. Mergers and acquisition are now considered as the major force in the transforming economic and business environment. The existence of liberalization and globalization has exponentially caused for growth of cross border mergers and acquisitions all over the world. On the basis of some survey studies it is found that involvement of Indian organisation in the cross border mergers and acquisition are increasing at a good rate. Only Tata group of companies leading that chart with more than fifty cross border acquisitions. Not only Tata group of industries there are some other organisations from all sectors such as Reliance, Wipro, Infosys, Mahindra etc. almost all the Indian prominent organisations, business houses are registered themselves in the list of cross border mergers and acquisitions in their respective domain fields of business. It is surprising fact that, the Indian organisations are having acquisitions in USA,UK and some other countries in Europe. The growth in cross border mergers and acquisitions has been active during last decade and it has become significant mode for the Indian organisations who are seeking expansion in foreign markets and wanted to acquire competitive advantage in the complex global context. Along with the growth in organisational consolidation, globalisation and liberalisation of economy cross border mergers and acquisitions are become a popular strategy for the organisations who wants to achieve their business objectives.

The process of mergers and acquisitions is followed by the Indian organisations for the purpose of corporate restructuring procedure in the current financial and economic situations. Every organisations from every sector acknowledge process for their quick growth, development and improvement in developed countries like USA, UK, JAPAN, and European countries, mergers and acquisitions is take place. In India also mergers and acquisitions have now become an integral part of corporate strategies. In India, mergers and acquisitions is often followed due to some reasons which have been discussed in the present chapter. Apart from this through the present chapter researcher has also attempted to focus on some important cases of cross border mergers or acquisitions during the last two decades.

Reasons of mergers and acquisitions

The mergers and acquisition process have an important role in the development and growth of organisations and proved as very helpful in the implementation of business progressive strategies, whether they wish to expand in foreign markets or whether they wish to expand in foreign markets or whether foreign

organisations are willing to become worldwide competitors. The Indian organisations have developed their capability to either expand market scope or diversify the products or services by entering the cross-border market. There are various factors caused for mergers and acquisition processes which are discussed in the following any organisation and cope with the Global competition. There are several factors that are responsible for the following cross border mergers and acquisition process by the organisation of all sectors. Some of the significant factors have been focused in the subsequent paragraphs.

1) To acquiring control over target organisation

It is one of the major factors that caused for carrying out a cross and acquisition. Merger or acquisition helps to control the aquarium games over the target organisation. Shows transformers in the control of the target farm. In the event of merger the Assets and activities of both the organisation merge to form another entity. This entity is collaborated by other entities to gain control as a single entity. In case of acquisition the control diverted from the target organisation to the aquarium foreign entity. Apart from this the merger and acquisitions help to straighten the market position of both organisations and also helps to expand the business scope. The tremendous transformation in technology is one of the major factors to pull and push the aquarium organisation to follow the merger or acquisition process to control over the target organisation.

2) Economic growth

Growth of the economy is also one of the major factors that caused the increasing cross border mergers and acquisition. The economic development and growth influencing the Trends of cross border mergers and acquisitions. Economic development of the home country caused for increasing Earnings and equity prices and therefore the pool of capital available for investment abroad. The boom in the economy of aquaria host country culture of our growth in profitability of potential target organisation for acquisitions. In contrast the poor economic development or growth trends show negative results pertaining to the cross border mergers and acquisition.

3) Expansion of business in foreign markets

The organisation who wants to carry out merger and acquisition across their chance to expand their business in foreign markets; this is due to globalisation and liberalisation of the economy. The cross border mergers and acquisitions are contributing profoundly to globalisation. It is also reducing the influence of such processes at the domestic level. As the organisation entered in the cross border markets they achieved competitive advantage. This factor can motivate organisations to enter the cross border market.

4) Intensive global market competition

The Indian organisation from all the sectors are now suffering intensive global market competition and market pressures of decreasing prices and tremendous Technology transformation. And market pressure and acquisition process and individual them to concentrate on their core business activities. The Rapid Technology transformation is also favoured for cross border expansion of organisation. The recent improvement in information technology Have counsellor to extend the range and span of Corporate control making the optimum size of organisation larger than previously possible. To cope with the intensive global market competition the multinational organisations are also trying to expand their business scope and obtain a more dominant market position through cross border mergers and acquisition.

5) To access goodwill

The acquired organisation followed the process of merger or acquisition with her view to access the Goodwill of target organisation as well as new technology know how of Manpower trademarks administration process etc. the value of such factors are accessed in the mergers and acquisition process for example - Infosys cross for the mergers and acquisition with the Australian organisation, expert information services, insured access to the expertise in telecom management and added approximately man power to the entity. If an acquirer organisation wants to acquire the intangible assets like goodwill technical know ITC from the target organisation then the acquire organisation follows the process of merger and acquisition. Once the merger and acquisition is carried out, search for intangible assets will be combined to the away ownership benefits and advantages.

6) To diversified and expand the scope of market

When any organisation wants to diversify and expand the scope of its business may enter in the merger or acquisition process with the target organisation. The organisation can expand its market scope through entering into foreign markets and obtain many benefits while it can also diversify its products by way of merger or acquisition. It helps both the organisation aquarium and target organisation to enter into new markets and obtain potential growth and development. In the diversification and expansion of the market place and the important role in carrying out mergers and acquisitions.

7) To achieve growth potential

Many organisations are entering into the merger or acquisition process with a view to obtain growth potential. The merger or acquisition is carried out because the growth potential will not be possible if the entity undertakes any new undertaking from the very beginning. it includes the brand awareness creation, establishment of good networking and administration management etc. through the mergers and acquisition the speed of Organisation in entering the market is Rapid. It helps the organisation to maintain its position in the foreign market over all expansion and helps to obtain growth potential in the overseas market. The development of organisation is one of the reasons entities carry out cross border merger and acquisition.

8) To access natural resources

Through the merger and acquisition organisation are able to expand its business into foreign Markets and also able to access the overseas facilities and natural resources. Through the merger and acquisition organisation can easily access the natural resources in the foreign markets and ensure a smooth functioning of its business which induced the organisation to enter into the merger or acquisition process.

9) Two releasing synergies

Synergy is sent to organisation aquariums and target organisations to collaborate their functions and performances where the value of the collaborated entities is bigger than the sum of the value of the entities individually. This big value can be achieved by the synergist result from the transfer of skills and Technology between both the organisations which caused growth in Profitability of either one or both entities. The positive synergies bring out profitable value of the collaborated organisation. Hence, Synergy can be realised and assessed when there is a cross border merger and acquisition.

10) Promotion and increasing foreign direct investment

Liberalisation and globalisation has encouraged International capital movement and investment combined with new investment incentives has caused to increase foreign direct investment specifically through the cross border mergers and acquisition. All over the word apart from its privatisation is also caused by cross border merger activities by increasing merger and acquisition Targets and liberalised economy to increase market competition. Several developed and developing countries are also providing opportunities to the organisation from all sectors for expanding their business through cross border mergers and acquisitions.

11) Transformation in technology

A drastic transformation in technology has also influenced in stimulating cross border mergers and acquisitions. Development in Information Technology has caused to expand the business scope of the organisation. As mentioned earlier multinational organisations can extend their business size entering into cross border mergers and acquisition. File maintaining efficiency and flexibility in their management and administrative Activities through the new information technology. Due to transformation in technology, mergers and acquisitions can take place quickly and easily to face the competitors and provide opportunities to enter into new sectors and Markets. Any organisation is able to capture new National as well as International markets by adopting new technology particularly due to the growth of the internet and they are now able to provide more integrated worldwide services.

Due to Many favourable factors, the trend of cross border mergers and acquisition processes has increased in India during the last some years. The cross border mergers and acquisitions have made positive impacts on the overall development of Corporate and business sectors as well as the economy of India and the

industrial sector. It has caused an increase in employment opportunities. Apart from this the Indian government has implemented several favourable policies which facilitate the associated industrial restructuring which has made many positive impacts on the economy of India and various sectors. The growth in cross border and acquisition is the result of favourable policies of the Government and favourable economy and market environment in India. Due to this there are several cases of cross border mergers and acquisitions that have taken place during the last two decades. Some important cases of cross border mergers and acquisition in Indian perspective also have been discussed in the chapter. It is relevant to focus on some positive impacts of cross border mergers and acquisition process on the Indian economy in the subsequent paragraphs the impacts have been discussed in brief.

Positive impacts of cross border mergers and acquisitions - from the perspective of India

In general merger and acquisitions can have the following types of impacts on the Indian economy and various sectors in India.

1) Accumulation of economy

Foreign direct investment has contributed to the capital accumulation and encouraged the establishment of new plants. Foreign direct investment through mergers and acquisition contributes to the prosperity in the economy for a longer term. As foreign organisations expand the business in the host countries they are undertake new investment in plant and machinery equipment etc. which encourage the market in the favourable way and also contribute to intangible capital accumulation in border areas such as advanced technology management and administrative skills rather than merely physical capital.

2) Employment generation

Mergers and acquisitions are also caused to generate employment opportunities in the longer term. In the longer term, acquired organisations expand their business hope in the host country after restructuring and creating new employment opportunities in the host country.

3) Technological transformation

Mergers and acquisitions also positively for promoting the technology transformation advance management skill and promoting of other forms of intangible assets to the host country. Merger and acquisitions can made favourable influence on industrial capacity through technology transfer dissemination.

4) Decrease in cut throughout market competition

Market competition is increasing date for decrease to increase cut throughout market competition and may not change the market structure. the organisations acquired by foreign organisation may initiate competition with incumbent in the host country through financial resources and advance management and administrative knowledge from aquarium organisations. the initial organisation which faced to exit from the market if acquired by the efficient organisation may restructured in terms of Management and administration activities which may be helpful to the aquaria organisation to increase their profit ability and sustained continuous growth and development in the market. the mergers and acquisitions encourage healthy competition in the market.

8) Efficiency achievement

The cross border mergers and acquisitions can be encouraging the efficiency in the target organisation through the technological transformation industrial restructures increasing healthy market competition. Cross border mergers and acquisition can increase productivity that is output of per employee and real ways due to higher investment on pear employees by the Acquirer organisation

The positive impacts of mergers and acquisition maybe very far aquaria and acquire organisation from their overall economic effects. Cross border mergers and acquisitions may enabled to the Aquarius and aquaria organisation to enter in the new markets for the promotion of their products and services. More quickly than to start new organisation apart from this the cross borders and acquisition may be helpful for sharing technical expertise and innovative know how as accurate organisation can bring technology and the indigenous part can bring required information about the local market where the cross borders and acquisitions are taking place. the

cross borders and acquisitions may help to the aquarium and aquaria organisation to operate at the largest scale by providing access to a large market more diverse products and services in the new market which me diversified their business and outrage more client. From this positive impact cross border and acquisitions may encourage acquirer and acquire organisation to expand their range of products and inter market share. The acquirer and acquire Organisation can take the benefit of that breaks schemes of government by following the mergers and acquisition. The cross border opportunity to both the organisation to reduce the risk by diversifying their customer base and supply chain and helps to avoid supply chain disruption. it may result in a Business expansion in terms of Geography which old in turn improve the organisation business ability to distribute products or services to more and more customers mergers and acquisition process also positively in putted on the financial resources which may help to reach more customers because of large budget for marketing.

Cross border mergers and acquisition review of some important cases in Indian perspectives

Since the last two decades environment of Indian Organisation in cross border mergers and acquisition has increased. majority of the business houses in India experienced module corporate restructure in corporate and industrial sector of India is known as Global leaders in various business segments such as Reliance, Infosys, Wipro, Tata Group of Company, Mahindra and Mahindra etc. almost all this organisation have registered their name in the list of cross border acquirers in their domain areas of business. In the post liberalized economy these business houses having acquisition in USA, UK and in some European countries. Tata Group of Companies is leading one who concerned with more than 50 cross border acquisition deals. In the following paragraph some important cross borders and acquisition cases have been discussed.

Case1 - Tata Group.

Tata Group is engaged in seven business sectors such as information technology, iron and steel, heavy vehicles, engineering equipment, power and energy, Chemicals and telecommunications. Today Indian organisations acquiring foreign organisations are common then the other way around. We can see it through the domestic and overseas acquisitions made by the TATA Group. The prominent deals of acquisition made by Tata Group are- Tetley Group of UK by TATA Motors) orus steel of UK by Tata steel India, Citigroup global services of USA by Tata consulting services limited etc. during the last some years. The Tata Group is now continuing to acquire some other foreign organisations as the shop grows for more than 100 million dollars conglomerate and keep the path intensively. This group has also made acquisition deals with Russia, Australia, Indonesia, Morocco, Spain and Sri Lanka based organisations. Dealing scene in approximately fifteen countries. On the basis of some studies it is found that the financial performance of this group registered marginal downfall in liquidity, solvency and Profitability position. On capital and return on net worth only. The following table indicates the details and acquisition by Tata Group of Companies.

Acquirer organization	Acquired organisation	Acquired share	Country	Year of Acquisition
Tata global beverages Ltd	Tetley Group	100%	UK	Feb 2020
Tata Motors Ltd	Daewoo Commercial Vehicle Co.	100%	UK	Mar 2004
Tata Chemicals Ltd	Indo Marco Phosphorus SA	50%	Morocco	Mar 2005
Indian Hotels Ltd	Starwood Group Ltd	100%	Australia	Dec 2005
Tata Steel Ltd	Corus Ltd	100%	UK	Jan 207
Tata Power Ltd	PT Kaltimrima coal &PT Arutmin	30%	Indonesia	June 2007
Tata Chemicals Ltd	General chemical Industrial products	100%	USA	Dec 2008

Tata Global Beverages	Grand Ltd	33.20%	Russia	Mar 2009
TRF Ltd	Dutch Lanka Trailer mgf	51%	Sri Lanka	July 2009
Tata Motors	HaspanoCorrocera SA	79%	Spain	Oct 2009
Tata Communication Ltd	BT groups, Mosaic Business	100%	UK	Jan 2010

Case 2 Tata Motors and Jaguar and Land Rover

In 2008 Tata Motors has acquired UK based Jaguar and land lower a car manufacturing company for 2.8 billion dollars from Ford Motors in all cash transactions. Ford motor has contributed some million US Dollars to Jaguar Land Rover pension plan. The Ford Motors was facing financial loss of almost 15 billion US dollars in the year 2006 to 2007 cumulatively. The Tata Motors wanted to expand the business plan in international market. This cross border acquisition as very helpful for Tata Motors and third Motors it was difficult for motors to maintain the loss making the brand. There was an opportunity to the Tata Motors to expand its products to premium car segment and expanding its business at international level. and Land Rover because of heavy loss. Tata Motors paid 2.3 billion dollars in cash for this to brand. on the basis of study DC is a found that the same of Tata Motors as acquire during 2002 to 2007 was explicitly clear that prior to acquisition Tata Motors was already on a positive group trajectory Which continue to increase in the post-acquisition period. It indicates that acquisition of Jaguar and Land Rover brands of Ford Motors had made positive impact on the data Motors profitability reference with growing revenue.

Case 3 Bharti Airtel and MTN South Africa

Bharti Airtel is a noodle telecom company of Bharti group based in India and MTN is the South African Telecom market leader. the payment mode has been determined by Bharti Airtel and MTN through top transfer and by cash payment which combined the estimated the deal value over 23 billion US dollars. The cross border acquisition of Bharti Airtel MTN has not successfully implemented because of big financial market laws, intervention by government and intervention by political leaders. Apart from this some cultural aspect where also cows are to failure of acquisition did between to this organisation the shareholders of Bharti Airtel we are not in favour to pursue the strategy of merging with MTN group. the deep between this organisation become very complex because of lab of reading Recon or regulatory provision regarding take over cold Open offer issues and dual listing in India.

Case 4 Auto component manufacturing companies

Today the auto component manufacturing industries are trying to participate and trying to integrating themselves with the word wide auto component Industries by giving importance to expert aquarium plants in foreign countries and collaborating with foreign auto component manufacturers. Pune based commercial vehicle system research centre of Anand group has invented new products like a self-stare excel and air suspension for its partner Dana corporation of USA. Apart from this there is many other organisations who are attending to become suppliers to the Global automatic manufacturers. Bharat 4G one of the Indian largest auto component export company this company have the experience of working with the leading automobile manufacturing companies life to your Toyota, Ford Motors, Honda, Volvo etc. this company have 50% US market for its products. The company has also made some cross border acquisition dealings with foreign organisation which have you to expand its customer base in original equipment market. The following table indicate the cross border acquisition made by Indian auto component manufacturers.

Cross border acquisition by Indian auto component manufacturers

Indian organisation	acquired organisation	country	value of deal
Amtek Auto	SMITH Jones	USA	20 million dollar
Amtek Auto	GWK Group	UK	37 million dollars
Bharat Porsche	Carl Dan peddling GMBH	Germany	116 million euro
Sundaram Fasteners	SundramFastners (Zhejiang)	Chind	5 million dollars
SundaramFastners	Dana Spiecer Europe	UK	2.6 million dollars
GG Automotive Gears	Name of target organisation has not disclose this is US based organisation manufacturing high Precision custom gear sign planetary gears	USA	110 million dollars

Source - Business world, Feb 2014.

The major Global automobile manufacturers have a intention to develop the India as a main Sourcing hub for the components of automobile. The Indian auto component manufacturers are getting cost benefits in the production of auto component and having proper ingrate facility for research and development viability of skill and will train human resources, adoption of Information Technology and utilisation of software etc. are caused for growth of India the countries like China, Thailand, and Mexico are considering very competitive so far as cost of concern.

Case 5 Indian Pharmaceutical organisations

The Indian Pharmaceutical organisation have not only captured the domestic market but also captured cross border markets for their products. They are exporting their products to the countries like Russia, USA, South Africa, Singapore, Nigeria, Vietnam; Kenya etc. cross border mergers and acquisitions are often made by the Indian Pharmaceutical manufacturers during the large some years. IT 2014 Torrent Pharma has merged in Elder Pharma. it is observed that Earning per share of Torrent Pharma in the Primer period was Rs.45.25 million whereas Elder Pharma Rs.40.82. In the post-merger period the trend of profitability has increase up to 63.43 million it indicate the positive impact of merger on the Profit ability. Acquisition of Paras Pharmaceutical by Reclaim Benckiser is an important acquisition entity in India. the details of this cross border acquisition is as under Paras Pharmaceutical and Reckitt Banc Kiser in 2010 RB has purchased pharmaceutical for approximately 3260 crore. The Paras Pharmaceutical is related to the business of over the counter drugs. RB has a combination of OTC and FMCG products. the RBI has aim to enter in to market in India with the help of pharmaceutical. it is found that are we has paid 8 times of pharmaceutical sales value of 401.4 crore for the purpose of D for the growth of potential brands in the health care sector. Apart from this there was much other acquisition by foreign organisation which is indicated in the following table.

Important acquisition concern with Pharmaceutical sector in India

Target Indian organisation	acquirer organisation	country	years	value of deal
Ran Bakshi Laboratories	Daiichi Sankyo	Japan	2009	4600 million dollars
Matrix Laboratories	Mylan Lab	USA	2009	736 million dollars
Shantabiotechnics	Sanofi	France	2010	625 million dollars
Orchid chemicals pharmaceuticals	Hospira	USA	2009	381 million dollars
DaburPharma	Fresenius Kabi	Germany	2009	274 million
Laurocs Labs	Aptuit	USA	2008	100 million dollars
Medirach	Meiji	Japan	2015	290 million dollars
Aventis Pharma	Sanofi	France	2010	90 million dollars
AlerMediequip	Smith & Nephew	UK	2014	70 million dollars

Source Venture Intelligence Database

The foreign pharmaceutical companies attempted to overcome the market competition from Indian pharmaceutical companies by acquiring major Indian pharmaceutical companies which have indicated in the about able. During 2008 to 2015 drugs and Pharmaceutical sector registered the highest number of mergers and acquisitions. Mergers and acquisition among pharmaceutical company has pointed out the need to achieve cost saving and continuous innovation. Majority of the cross borders and acquisitions have been broadly followed with the view to restructuring of corporate procedure to cope with current financial situation.

Case 6 textile industries

Having increased capacity and productivity Indian textile industries are now able to enter into the cross border markets through equation or mergers. Ever says the dismantling of quotas in 2005 Indian textile industries is based with scale competitiveness and market share. Majority of the Indian textile industries have plan for massive expansion in international Markets and to become more competitive. Instead of following the conventional root for entering into International markets by selling their own handed products some textile industries have followed more ambitions and effective strategy of acquiring when established for in brands. Textile industries Wels pun& GHCL have been acquired by top global brands. This is the first search acquisition by the Indian textile industry. Wels pun India which is the large scale terry towel producer and exporter and well known as a fourth largest terry towel Producer in Asia. It has acquired 85% share in CST holding of UK which is one of the largest terry towel brand chesty and one of the world's oldest towel manufacturing industries. The acquisition has been announced for 132 crore APK Industries. It is a supplier of apparel fabrics and also plans to expand its business in foreign markets through acquisition of foreign textile industry. There is a great opportunity for outsourcing of the domestic textile industry to the biggest Global markets like the USA and UK and European countries which account for 60% of the 70 billion dollars.

Case 7 engineering sector a case study of precision camshaft Ltd India

The Indian Engineering sector has shown tremendous growth during the large some years largely supported by whale infrastructure facilities and industrial production. In the post liberalisation Era there is a growth in mini cross border mergers and acquisition in Indian Engineering organisation precision camshaft Limited is also one of the engineering organisations which is an auto component manufacturer and leading

supplier of camshaft to the automobile manufacture or over the world. This organisation is exporting its products to European countries, Asian and South American countries. In 2018 this company acquired A German based company Motoren und Fahrzeug Technik Grmbh) MFT with a well-established presence across the world and presence in low cost manufacturing distillation such as China, Precision camshaft Limited acquired 9% market share in the foreign market. This organisation generates its major revenue from export in Europe, Asia, North and South American countries. Its recent acquisition is done with the two foreign organisations EMOSS Netherland and as mentioned about MFT that is Motoren Und Fahrzeug technik Gmbh Germany. This organisation has acquired 76% share in MFT through its subsidiary company PCL holding. in all cash. In the opinion of the Managing Director and chairman of this company the acquisition with the German base organisation is value accurate and will open up opportunities through new products and it will be helpful for establishing Precision camshaft Limited as an international organisation. The MFT Had a long term relationship with Volkswagen, Suzuki, Audi etc. and Precision camshaft limited having business relationships with Ford Motors, Toyota, Hyundai and General Motors. The acquisition of MFT will prove helpful in expanding business as well as customer base as it will be able to supply its components to the automobile manufacturers which it was not catering earlier. The shareholders of Precision Limited have responded positively to its acquisition of MFT as cumulative abnormal returns are at 5% level.

Case 8 - Andhra Pradesh Paper Mills and international paper (USA) -

International paper is US based paper producer company in the world. This company has acquired 70% of the equity stick in Andhra Pradesh paper mills in 2011. The aquarium company has working in 24 countries with more than 58000 employees. Through the acquisition this company has entered in the Indian paper and pulp manufacturing sector which is developing rapidly and it is expected to outweigh The Chinese and European markets. The target company has been also leading paper producer in India it has been annual sales turnover of 720 carores. at the acquisition time this company had a capacity of 25000 metric tons per year. This company was also known for its green manufacturing institutes APPAM is a good platform for international paper to grow in the Indian paper manufacturing sector.

Case 9 Videocon Thomson

Videocon industry is an Indian multinational conglomerate has involved in a series of cross border merger and acquisition during the past decade. Through the merger and acquisition Videocon has experience internal and external transformation and enhance role in the electronic market in India. this company was trying to penetrate its influence in foreign market acquisition of Videocon with Thomson SA is considered as one of the top acquisition deals Made by Indian organisation during the past some years in terms of deal value. Videocon Limited is a producer of consumer electronic and Home appliances products in India in the decade that this company had launched India's first colour TV in 2005. The company had entered into major acquisitions dealing with Thomson Sa for its CPT business and another one with electronics by taking over its three plants in India. In June 2005 Videocon had a completed acquisition dealing with Thomson the deal was concluded 240 million euro and Videocon border depth equity Markets and paid to Thomson on a debit cash free basis with no transfer of any existing debits to Videocon with the value of 1200 carores in the form of global depository receipt. Apart from this function had also agreed to invest in Videocon industry limited and its subsidiary Videocon International Limited in a total 240 million euro with the position of approximately 13.1% of equity of each company. Agreement with Videocon industry and its stakeholders restricted Thomson to transfer it 10% out of 13.1% of interest in Videocon until September 30 2008. The acquisition with function has generated positive results; the results are indicated in the following table.

Fiscal Year	2006	2007	2008	2009
Gross sales Rs in Millions	75803	87103	101051	93803
Sales in consumer electronics and Home appliances segment Rs hello Ganesh Rs in million	61409	73001	87975	83187
Net profit rupees Rs in million	8185	8552	8343	4007

Growth in net profit (%) hello	91.38%	4.49%	0.11%	53.10%
--------------------------------	--------	-------	-------	--------

Source - Videocon Industries Ltd. Annual Reports 2006 - 2009.

Case 10- cross border mergers and acquisition in Indian Information Technology Sector

There are several cross border mergers and acquisitions dealings in Indian Information and Technology Sector. it has encourage not only Indian economy but also brought rusting transformation in the financial performance of IT organisation. Increasing market competition lead to realisation of the significance of merger and acquisition in the IT sector. The IT organisation has observed that merger and acquisition are the best tools to safeguard the business from the risk of gaining profit through competitive advantage and improving the performance through efficiency gain. the Indian IT sector accounting for approximately 67% of the US market. The significance of size pricing competition and international organisation consolidating and building offshore capabilities has made merger and acquisition useful for Indian IT organisation of acquisition in 2001 and 2005 onwards. Wipro has acquired IT companies during the last decade in 2011 there were more than 124 merger and acquisition entities in this sector for example share CO and internet Global Services Limited Genpad Limited and headstrong corporation of USA in 2015 Infosys Limited has acquired US based organisation whoop etc.The following table shows the major cross body measures and acquisition bill during the years 2000 to 2008 in Indian IT sector.

Acquire company	Acquired company	Year of acquisition	Value of deal in US dollars
HCL Technology Limited	Liberata financial services	2008	to million US dollars
MasTech Technology	Vector Insurance	2007	9 million US dollars
mphasis technology	Princeton	2005	50 million US dollars
mphasis technology	Eldorado	2005	16.5 million US dollars
HCL Technology Limited	Control point system	2008	21 million US dollars
Tata Consultancy Services	Comicon	2006	23 million US dollars
Infosys Technology	Expert Information Systems	2003	24.9 million US dollars
NIIT Technologies	Room Solutions	2007	25 million dollars
3I Infotech	J and B software Inc	2007	25.25 million dollars
Tata Consultancy Services	Financial network services	2006	26 million dollars
Wipro Technology	American Management system	2002	26 million dollars
Infosys Technologies	P-Financial services HoldingsBK	2008	28 Million dollars
Wipro Technologies	Mpower	2003	28 Million dollars
MAstake Ltd	System task group	2008	29 Million dollars

First source Technologies	BPM	2007	30 Million dollars
SAtyam Computers	Bridge strategy Group	2008	34.4 Million dollars
Mascom Global Ltd	E Businessware Inc	2008	35 Million dollars
Hexaweare Technologies	Focus farm	2006	35 Million Dolloars
HCL technologies Ltd	Capital System	2008	39.5 Million dollars
Rolta India Ltd	TUSL	2008	45 Million dollars
Quintegra solutions	PG Corporation	2007	49 Million dollars
Mascon Global Ltd	Jass and associates Inc and SDG corporation	2008	55 Million dollars
Accenta Technologies	Den Med	2007	66 Million dollars
3I Infotech	Regulus group	2008	80 Million group
Tata consultancy services	TKS tekno Soft	2007	80 Million dollars
HOV services	BPO Lason	2007	108 Million dollars
Subex Technologies Ltd	Azure	2007	140 Million dollars
Subex Technologies Ltd	Syndesis Ltd	2007	164 million dollars
Firstsource Technologies	Med Assist	2006	130 Million dollars
Wipro Technologies	Infocrossing	2007	600 Million dollars
HCL Technologies Ltd	Axon Group PK	2008	750 Million dollars
NIIT Technologies	Softec GMBH	2008	NA

Source - Deltatraker - Saxena and Sen (2003)

The about table shows that merger and acquisition dealings made by Indian Information Technology Sector. During 2000 to 2008 this period there was a drastic change in the Trends of outward for indirect investment that is for manufacturing sector to service sector. Information Technology Sector and information technology enable services sector has existed as a sector of largest outward for indirect investment through merger and acquisitions. The Indian IT sector is going through a remarkable face from the last two decades.

Case 11- Cross borders and acquisition in other sectors in India

The contribution of the Indian corporate sector is not that great in terms of the number of cross border dealings and the cost of cross border mergers and acquisition transactions as compared with the rate of growth for the word economy in terms of number of transactions and cost of transactions. On the basis of available

information the Indian cross border merger and acquisition transactions and the cost of transaction where the growth rate was 166% in 1993, 740% in 2006, 50% in 2002, 49% in 2005. The average for the world economy is 7.33% to 24.78% and India 31.5% to 67.55%. It is found that the rate of growth for a while is higher than the rate of growth for the number of transactions. the following table focused on the cross border mergers and acquisition transaction in other sector in India during the year 2007 to 2012.

Year	Sector	Target organisation/Country	Acquirer organisation/country	Cost of transaction
2007	steel	Chorus Steel Limited	Tata Steel Limited India	1220 billion
2007	Telecom	Hutchison essar India ltd	Vodafone UK	11.10 billion
2011	oil and gas	Reliance petrol India	British petrol UK	7.2 billion
2007	aluminium	novelis USA	Hindalco India	6 billion
2008	oil and gas	Empirical energy UK	ONGC India	2.80 billion
2010	mining	link Energy Limited basin coal tenements Australia	Adani mining Private Limited India	2.70 billion
2011	Power	Hancock coal Australia	GVK power India	1.26 billion
2007	cement	Ambuja Cement Limited India	Hawking cement Switzerland	1.30 billion
2007	energy	cultiPrema cold Indonesia	Tata Power india	1.30 billion
2007	breweries	Whyte &MAckay UK	United Spirits India	1.20 billion
2012	entertainment	UTV software Communication limited India	in the world Disney south east asia Singapore	0.50 billion
2012	Financial Services	Reliance Capital Asset Management Limited India	Nippon Life Insurance Japan	0.29 billion
2009	Financial Services	UPS India service centre Private Limited India	Cognizant Technology solution USA	0.07 billion
2010	Steels	JSW steel india	Holdings Japan	1.0 0 billion
2010	Telecom	ZainafrikaBv Kuwait	Bharti Airtel Limited India	10.70 billion

Sources- business standards, Financial Express, Economic Times, KPMG, etc.

The above table focused on some important Indian cross border mergers and acquisition transaction from other sectors. all these transactions have been completed during 2007 to 2012. The highest number of cross border dealings have been completed in the year 2007 it is observed that during this period a number of Indian organisations from all sectors have become targets for cross border multinational organisation. Many Indian organisations have become targets for foreign parent Organisation in the light of cross border entry for markets. Many Indian organisations have tried to tap foreign markets diverse in organic strategies like joint ventures; Alliance is especially through the mergers and acquisition from the year 2003. In 2007 many Indian multinational organisations from all sectors have invested the higher amount of equity or cash to enter in the foreign markets. through the case studies it is observed that the Indian corporate sector has experienced a boom period in

their business through the cross borders and acquisition which led to restructuring of financial marketing strategy in the post Liberation era; due to existence of subsidiaries of large scale multinational corporations in India and due to the increased market pressure by such strategies on the domestic organisation. It is also found that majority of the multinational companies realised the fact that the Indian market is a consumer oriented market which can be made they are company objective there for their number of the cross and acquisition transaction during the last decade. The Reform era and the existence of a liberalised economy and globalisation have obviously caused the growth in the number of cross borders and acquisition dealings in India. Globalisation and liberalisation have made the Indian market environment more conducive for the foreign organisations. Apart from this the conducive market environment has also created a confidence among the Indian industrialists and traders to compete with the foreign competitors in the domestic Marketplace.

Through the case studies it is observed that the continuing significance of the sectors like Information Technology pharmaceuticals automobiles etc in cross border merger and acquisition activities in the post liberalisation period. Moreover, the importance of cross borders and acquisition in foreign direct investment has also shown a growth trend today.

In conclusion

In the post liberalisation after 1990 the dealings of cross border mergers and acquisition has been increased in India in terms of frequency and size. The cross border dealings or entities in India have taken place in many sectors like automobile, Pharmaceuticals, manufacturing, information technology, electronic, home appliances etc. cross borders and acquisition have appeared in many high Technology sectors with view 2 to pool resources and abilities to remain competitive and innovative. Due to cross border and acquisitions many companies are now able to restructure failure at domestic as well as at cross border levels. full utilisation of resources on core competencies and concentration of intangible assets and its optimum utilisation are key to the competitive strategies of multinational organisations. These objectives may be better achieved by cross border mergers and acquisition dealings than other kinds of foreign Investments. to make industry International by cross border mergers and equalisation has broader amplification for industrial policies. The increasing Trends of cross border and acquisition Driver by intangible and tangible factors will increase the cooperation among the countries in the formulation of industrial policies which considered increasing International nature of the organisations.

The Indian corporate sector is restructuring its Nature of operation activities through the mergers and acquisitions with a view to successfully overcome the problems and challenges exhausted due to liberalisation globalisation. Today merger and acquisition is accepted by the corporate sector to increase business and market size at International levels. Merger and acquisitions have become an integral part of the Indian corporate sector and economy. The big business organisation fuels India's current success in the cross borders and acquisitions as Indian organisations mature cross borders and acquisition provides the most tangible evidence 8 of their New Found Red Indians to compete at the Global stage. With the increasing operation of industry consolidation, globalisation and liberalisation of economy cross borders and acquisitions have existed as an important strategy for the organisation to achieve their business AIMS. in this contact through the presence after researcher has attempted to understand the major reasons which have led to the organisation for Cross borders or acquisitions. an attempt has been made to focus on the major positive impacts of cross border and acquisition and Indian corporate sector and economy. Apart from this some important cases Mergers or acquisitions have been also discussed in this chapter. It is observed that almost all the Indian large scale organisations have registered their services in the list of cross border Aquarius in their domain areas of business. It is observed that Tata Group of Companies is leading one who is concerned with more than 50 cross border acquisition deals. Apart from this, the Indian IT sector is also a leading sector in cross borders and acquisition deals.

References

1. M.Ratchyan (2020) - "A critical analysis of cross border mergers and acquisition in global and regional perspective" Taxguru, July 2020.
2. Yukzuonzhu (2009) - "Determinants of success of cross border mergers and acquisitions from emerging markets - a case study of TCL and Videocon management International review" vol.41
3. KS Reddy (2015) - "Economic transition and cross borders and acquisition- the Indian experience" Journal of Comparative International Management Vol.18, No.2

4. KS Reddy (2015) - "Success become delayed or unsuccessful? The dynamic industries" Publication of Indian Institute of Technology, Roorkee 2015.
5. Desai and N Joshi (2015) - "A study on mergers and acquisition in Oil and Gas sector in India and their impact on the operating performance and shareholders wealth journal of business management and economic, Vol.13, No.2
6. BhumishVerma (2019) -" Mergers and acquisition Bloomsbury" Publication private limited New Delhi.
7. Sameera Single (2021) - "Cross borders and acquisitions analysis of issues and challenges GLR January 21.
8. Ajit Chandravanshi (2017) - "Analysis of cross border acquisition by Indian Information Technology Sector" Academy of strategic management Journal, Vol.16, No.1
9. Neela Kunj Gupta (2022) - "Cross border mergers and acquisition when creating proposition and exportory- Case study of Tata Motors and Jaguar Land Rover." Publication of National College of Ireland
10. Pratik Agrawal and Rahul Mittal (2014) - "Mergers and acquisition analysis with the case study method" International Journal of Management and Commerce innovation, Vol.2, No.1
11. A.A Khan (2011) - "Mergers and acquisition in the Indian banking sector in post liberalisation regime" International Journal Of Contemporary Business Studies, Vol.2, No.11
12. S.L. Vedula (2016) - "Cross border mergers the Indian perspectives".
13. N V Sandeep (2019) - "Merger and acquisition in India- a case study on Indian Information Technology Sector" Journal Of Emerging Technology And Innovative Research, Vol.6, No.6
14. Manoj Kumara (2017) - "The impact of post mergers and acquisition on capital structure of the firm - case study of selected Indian bleeding forms" International Journal Of Multidisciplinary Research And Development. Vol.4, No.2
15. Kanika Nancy (2013) - "Cross border mergers and acquisition by Indian firms- and analysis of pre and post merger performance" International Journal Of Management And Information Technology, vol.4, No.2
16. Amarjeet Saini (2015) - "Cross borders and acquisition a performance review of Tata Group of Companies Indian Journal Of Accounting, Vol.12, No.7
17. AVI Tiwari and Gaurav Shukla (2021) - "Emerging trends in cross borders and their tax implications in India A critical appraisal", BRICS law Journal Vol.8. No.1.