

Strategic Organizational Communication for Synergy: Post-Acquisition Integration of Parent and Subsidiary Companies

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ABSTRACT: This study examines the role of strategic organizational communication in fostering synergy between parent and subsidiary companies post-acquisition, using PT Bank Negara Indonesia (BNI) and PT Bank Hibank Indonesia (hibank) as a case study. As digital banking services for MSMEs expand, effective internal and external communication becomes crucial in mergers and acquisitions. While prior studies focus on structural integration, this research highlights the strategic role of communication by applying the ADKAR model for change management and Integrated Marketing Communication (IMC) for branding strategies. Through a qualitative approach involving in-depth interviews and secondary data analysis, key communication challenges and strategies are identified. Findings indicate that both formal and informal communication are critical for integration, yet internal communication gaps create uncertainty among employees. The ADKAR model reveals the need for stronger awareness, desire, and reinforcement efforts to enhance adaptation. Externally, IMC strategies support brand identity, but inconsistencies in hibank's affiliation with BNI weaken public perception. Transparent and participatory internal communication improves employee engagement, while refined external communication ensures brand consistency. Future research should quantify communication effectiveness in M&A contexts to strengthen corporate synergy.

Keywords: Organizational Communication, Post-Acquisition Integration, Change Management, Integrated Marketing Communication



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INTRODUCTION

As the technology and digitalization has grown, it has drastically changed the state of most of the industries, banks and the finance sector is one among them. The COVID-19 pandemic acted as a critical catalyst for technological transformation on a global scale, pushing the upward trend of digital banking transactions increasing a staggering 158% from January 2018 to April 2023 ([Ahdiat, 2023](#)). According to Bank Indonesia, national digital transactions continue to experience growth, reaching IDR 5.1 trillion in August 2023, an increase of 11.9% year-on-year. This trend indicates the change in by the public in the use of banking services are increasingly relying on digitally based such as internet banking and mobile banking ([Ahdiat, 2023](#)).

METHOD

This investigation embraces a social constructivist viewpoint, as elucidated by Denzin and Lincoln (2017), declaring that an analytical paradigm mirrors the valuations, convictions, and assumptions analysts use to comprehend social actuality.

RESULT AND DISCUSSION

The findings of this study are based on interviews conducted with five respondents, consisting of two leaders from both BNI and hibank, as well as a banking media expert. These findings refer to the research questions outlined earlier, supported by pre-research and elements detailed in the research focus.

CONCLUSION

This study reaffirms that well-planned and structured organizational communication is a key factor in ensuring a successful post-acquisition integration. Synergy between the parent company and its subsidiary ensures that information regarding the vision, mission, and corporate policies is effectively communicated to all employees. Formal communication helps maintain message clarity, while informal communication strengthens internal relationships. Successful communication enhances employee trust and engagement within the organization.

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