

## *The cause and effect relationship between certainties and uncertainties*

*We are witnessing a wave of mergers and acquisitions both in terms of business value and alliances concluded globally. The increasing number of mergers and acquisitions is a result of globalization that creates market opportunities, contributes to the reduction in barriers to entry into markets, facilitates networking technologies, and expedites communications restructuring. From this perspective, mergers and acquisitions are now considered corporate strategies causing global changes, influenced therewith by these changes. The combination of these factors and the global trend towards privatization have fostered and sustained the greatest economic expansion and the stock market boom. Companies recur to strategic alliances in order to secure a strategic balance in the market. Merger decisions are often influenced by the potential that is offered by synergies when a variety of skills converge to ensure: the generation of new sets of activities and that of financial economies of scale, an increase in operational efficiency through economies of scale, lower costs of capital by leveling cash flow, and a better link between investment opportunities and internal cash flows.*

*Unfortunately, global companies oftentimes provide standardized products that do not suit local or regional markets from a global marketing strategy.*

*The adaptation of these products to local markets would contribute to the rise in costs due to lower production. Clearly there is the urge to standardize production, abandoning product customization in favor of the customer. If the main concern is to increase profit, with no regard for the uniqueness of each individual, there is a risk of giving up the potential represented by human diversity.*

*Strategies at the local level will be replaced by strategies at the global level. The leaders will embrace them and this will either have favorable effects on society or not. The leadership, the type of strategy adopted, as well as the ability of each leader to showcase this strategy, in agreement or disagreement with the national strategies for development or security, could lead to consequences hard to predict, and even worse... they might bring about unmanageable consequences.*

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