

**ONE COMPANY'S HEADACHE, ANOTHER COMPANY'S PRIZE: BEIJING NO. 1'S ACQUISITION OF WALDRICH COBURG**

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[dx.doi.org/10.18374/IJBS-13-2.3](https://doi.org/10.18374/IJBS-13-2.3)

**ABSTRACT**

In June 2005, Cui Zhicheng was promoted to the position of Plant Manager of the Beijing Number 1. Machine Tool Plant (Beijing No. 1). However, this was no simple promotion. He was told that his new duties would include taking charge of the possible acquisition of a German company. Cui Zhicheng decided to take his steps boldly but solidly. Through careful preparation and management, Beijing No. 1 acquired Waldrich Coburg, the target German company and, despite trepidation on the part of the German employees, the ongoing cooperation has been good for both sides. It was crucial that the integration of the two companies was managed so that each company retained its identity and they still built a stronger business together. This case is about how Beijing No. 1 found a prize in what the selling firm had regarded as a headache.

Keywords: