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Acquirer's Hubris: The Recipe for M&A Failure

Day Pitney Corporate Partner Laurence Smith recently authored an article for *Modern Restaurant Management* titled “Acquirer's Hubris: The Recipe for M&A Failure.” In the piece, Smith examines a broader and recurring pitfall in mergers and acquisitions across industries: acquirers who impose their systems and culture without first understanding what made the acquired business successful.

Drawing on more than 30 years of M&A experience, Smith explains how this dynamic frequently undermines value in sectors ranging from technology and manufacturing to professional services. He underscores the importance of a deliberate, learn-first approach to integration that avoids marginalizing the human capital behind an acquired company's success, particularly during the early stages of transition.

[Read the full article here.](#)

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