

# Integration Resistance in the Acquisition of Nashville Publishing Companies by International Firms

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<https://youtu.be/FYLI6R2ASO8>

Read the complete dissertation at:  
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## Abstract

A qualitative case study was utilized for understanding integration resistance throughout the process of international acquisition and integration within the Nashville music publishing creative cluster. The general problem addressed was the integration resistance associated with the acquisition of small independent companies by international firms and the effects on employee satisfaction and productivity resulting in the reduction of firm performance and an increase in employee turnover. The purpose of this flexible design qualitative case study was to add to the body of knowledge on the failure of international acquisitions due to a decline in the productivity and job satisfaction of employees after a merger and acquisition. The first few research questions explored the experiences of employees throughout the acquisition and integration process and the factors associated with changes in job satisfaction and productivity. The final research questions explored if integration strategies were utilized and the effect that the Nashville market's culture had on the success of acquisition and integration. Sixteen one-on-one interviews were conducted which resulted in nine key themes. The discovered themes combined with the existing research helped to establish critical recommendations for successful acquisition and integration within the Nashville market. With the completion of this study, international firms wishing to enter the Nashville market through acquisition and integration should have a better understanding of the issues they will face. Lastly, the study's recommendations provide a framework and best practices

for acquisition and integration within the Nashville music publishing creative cluster.

Keywords: international acquisition, integration resistance, Nashville creative cluster, integration strategy, digital streaming

In his almost thirty-year career in the music business, **Dan Hodges** has worked for BMG Music Publishing, Rick Hall's FAME Music, and Murrah Music. As a songplugger, Hodges successfully placed songs on albums generating over 10 million units in sales in his career, including the hits "Where Would You Be" by Martina McBride and "I'm A Survivor" by Reba McEntire (TV theme for *Reba*), Billy Currington's ASCAP 2008 Country Song of the Year "Good Directions," and songs recorded by many other major label acts.



In addition to being a publisher, Hodges coproduced the XM radio top 5 hit "Mandolin Rain" for Josh Kelley and discovered and signed to their first publishing deals country hitmakers Josh Kear (multi-grammy winner and 2013 ASCAP Songwriter of the Year) and Chris Tompkins (multi-grammy winner and writer of thirteen #1 country songs), among other successful Nashville writers.

Since 2008, Hodges has operated his own Music Row-based publishing company, Dan Hodges Music, LLC. The company has enjoyed two #1's and had songs recorded by many Nashville country artists including Rascal Flatts, Martina McBride, Keith Urban, Brad Paisley, Chris Young, Reba McEntire, Lee Brice, and Kelsea Ballerini (her #1 "dibs"), to name a few. DHM also opened a virtual branch of the company in Australia in 2015, where it has enjoyed six #1 country songs and over thirty major label cuts in the

Aussie country music scene. Hodges has been a regular attendee of the international music publisher conference, MIDEM, which has led to subpublishing relationships all over the world and DHM songs being placed on major label acts in multiple countries including Italy, France, Sweden, Ireland, South Africa, United Kingdom, and Germany.

He earned his Doctor of Business Administration/International Business degree from Liberty University and has taught as an adjunct and lecturer at Belmont University from 2016-2022. In the Fall of 2022, he assumed the role of Associate Professor at the University of Colorado Denver.



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