

STRATEGY TERM PROJECT



The HP Running Case, a related activity for each strategy term project module, is available in Connect.

//// Module 9: Strategic Alliance and M&A Strategy

In the previous module you focused on *why* firms grow and what specifically is helping your strategy project firm to grow. In this module you will focus on *how* it grows, in particular on whether and when it should grow internally, through alliances, or via acquisitions.

1. Refer to the build-borrow-or-buy framework as a decision tree for your focal firm. Identify a strategic resource gap to study about the firm. Use the related questions to guide your thinking on the appropriate corporate strategy (build, borrow, or buy) to employ to close this gap and move the company forward.
2. Research what strategic alliances your firm has entered in the past three years. If there are

several of these, choose the three you identify as the most important for further analysis. Based on company press releases and business journal reports for each alliance, what do you find to be the main reason the firm entered these alliances?

3. Do you think each of the three alliances achieves the original intent and therefore is successful? Why or why not?
4. Does your firm have an identifiable alliance management organization? Can you find any evidence that this organization improves the likelihood of success for these alliances? What responsibilities does this alliance management organization have in your firm?
5. Has your firm participated in any mergers or acquisitions in the past three years? What was the nature of these actions? Did they result in a consolidation of competitors?