Outline for a course on

ALLIANCE AND ACQUISITION STRATEGY

(OR RECOMBINANT STRATEGY)

Based on


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This is the outline of a case-based, MBA course that Ben Gomes-Casseres teaches at Brandeis International Business School; it is based on the ideas and tools in Remix Strategy. The material can also be used in modules on business combinations – alliances, acquisitions, and joint ventures -- that are part of a course on corporate strategy, general management, innovation, or international business. For each class, the table below gives readings from the book and from other sources, matched and proven cases, and additional material for discussion. The tools listed are from the Collection of Remix Strategy Tools in the book; they can be illustrated in class and used by students in projects or papers. Ideally, each class is about 2 hours in length. Teaching notes or advice are available for many of the cases, or from Ben at bgca@brandeis.edu.

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<td>• Remix Strategy, Ch. 1</td>
<td>“Renault-Nissan Alliance,” HBS case #303023</td>
<td>“Marriages Made in Hell,” The Economist, May 19, 2009</td>
<td>#1 The Three Laws of Business Combinations #2 Key Decisions in Remix Strategy</td>
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<td>• Remix Strategy, Ch. 2</td>
<td>“Walt Disney Company and Pixar, Inc.: To Acquire or Not to Acquire?” HBS case #709462</td>
<td>“Disney CEO Bob Iger’s empire of tech,” Fortune, Jan 2015</td>
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<td>“Strategic Deal-making at Millennium Pharmaceuticals,” HBS case #800032</td>
<td>“Takeda to Acquire Millennium” Takeda Press Release April 2008</td>
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### II. CREATING JOINT VALUE cont’d

#### 4. Mergers and Acquisitions
- *Remix Strategy, Ch. 3*
  - “Newell Co: Corporate Strategy,” HBS case #799139


#### 5. Divestments and Spinoffs
- *Remix Strategy, Ch. 3*
  - “Tyco International,” HBS case #798061

- History of Covidien, on their website, leading to acquisition by Medtronic

#### 6. Contracts and Control
- *Remix Strategy, Ch. 4*
  - “BellSouth Enterprises,” HBS case #193150

- Court documents in HP v Oracle; e.g. Case No. 1-11-CV-203163 (2011); and Judge’s decision (August 28, 2012)

#### 7. Managing Incomplete Contracts
- *Remix Strategy, Ch. 4*
  - “Your Alliances are Too Stable,” Ernst & Bamford, *HBR*, June 2005
  - “Xerox and Fuji Xerox,” HBS case #391156

- Xerox “Update” HBS case

#### 8. Negotiating Relational Contracts
- *Remix Strategy, Ch. 4*
  - “Honda-Rover (A),” HBS case #899223

- (B) and (C) HBS cases

### III. GOVERNING COLLABORATION

#### 6. Contracts and Control
- #5 Sources of Joint Value
- #6 Dissecting the Value Stack
- #7 Finding Promising Combinations

#### 7. Managing Incomplete Contracts
- #8 Relationship Models
- #10 Vendor vs Partner

#### 8. Negotiating Relational Contracts
- #11 Assessing Partner Fit
- #12 Designing and Managing Alliances

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*Sources of Joint Value* #5
*Dissecting the Value Stack* #6
*Finding Promising Combinations* #7
*How Joint Value Shapes Governance* #9
*Relationship Models* #8
*Vendor vs Partner* #10
*Assessing Partner Fit* #11
*Designing and Managing Alliances* #12
### IV. SHARING VALUE

#### 9. Managing Co-opetition

- *(Remix Strategy Ch. 5 is the relevant reading, but it includes an analysis of the case, so better to assign the chapter for next class.)*
- “Collaborate with your Competitors,” Hamel et al, *HBR*, Jan-Feb 1989

#### 10. Partner Positioning

- *Remix Strategy, Ch. 5*

#### 5. COMPETING IN MULTI-PARTNER GROUPS

#### 11. Group-based Competition

- *Remix Strategy, Ch. 6*

#### 12. Constellation Strategy

- *Remix Strategy, Ch. 6*
- “How Smart, Connected Products are Transforming Competition,” Porter & Heppelmann, *HBR*, Nov 2014

#### 13. Constellation Governance

- *Remix Strategy, Ch. 6*
- “Indus Towers: From Infancy to Maturity,” HBS case #415005

#### 14. Value Sharing in Group Competition

- *Remix Strategy, Ch. 6*

### ADDITIONAL MATERIALS FOR CLASS DISCUSSION

- (B) and (C) Brandeis IBS cases
- #15 Taming Co-opetition
- (B), (C), and (D) HBS cases
- #14 Partner Positioning
- #13 How Value is Earned in Combinations

### TOOLS FROM REMIX STRATEGY

- #17 How Joint Value Shapes Constellations
- #18 Designing and Managing Constellations
- #16 Constellation Spectrum
- #19 Value Sharing in Constellations
### VI. Rethinking Strategy

#### 15. Creating Value by Bundling Assets

- **Remix Strategy, Ch. 7**
  - “Genzyme and Relational Investors,” Darden case UV6529
  - “Sanofi to Acquire Genzyme,” press release, Feb 16, 2011

#### 16. Governing Asset Bundles

- **Remix Strategy, Ch. 7**
  - “Fiat Chrysler Alliance,” HBS case #61103
  - #20 Thinking Together about Remix Strategy