

Outline for a course on
ALLIANCE AND ACQUISITION STRATEGY
 (OR RECOMBINANT STRATEGY)

Based on
Remix Strategy: The Three Laws of Business Combinations (HBR Press, 2015)
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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 bgc@brandeis.edu.

TOPICS, CHAPTERS, AND RELATED READINGS	PRIMARY CASE FOR CLASS DISCUSSION	ADDITIONAL MATERIALS FOR CLASS DISCUSSION	TOOLS FROM <i>REMIX STRATEGY</i>
I. INTRODUCTION			
1. Remix Strategy Fundamentals			
<ul style="list-style-type: none"> <i>Remix Strategy, Ch. 1</i> 	“Renault-Nissan Alliance,” HBS case #303023	“Marriages Made in Hell,” <i>The Economist</i> , May 19, 2009	#1 The Three Laws of Business Combinations #2 Key Decisions in Remix Strategy
II. CREATING JOINT VALUE			
2. Combination Alternatives			
<ul style="list-style-type: none"> <i>Remix Strategy, Ch. 2</i> “Is Your Strategic Alliance Really a Sale?” Bleeke & Ernst, <i>HBR</i>, Jan-Feb 1995 	“Walt Disney Company and Pixar, Inc.: To Acquire or Not to Acquire?” HBS case #709462	“Disney CEO Bob Iger’s empire of tech,” <i>Fortune</i> , Jan 2015	#3 The Relationship Spectrum
3. Alliances and Alliance Portfolios			
<ul style="list-style-type: none"> <i>Remix Strategy, Ch. 2</i> 	“Strategic Deal-making at Millennium Pharmaceuticals,” HBS case #800032	“Takeda to Acquire Millennium” Takeda Press Release April 2008	#4 Mapping Relational Footprints

(II. CREATING JOINT VALUE cont'd)

4. Mergers and Acquisitions

<ul style="list-style-type: none"> • <i>Remix Strategy, Ch. 3</i> • "Creating Corporate Advantage," Collis & Montgomery, <i>HBR</i>, May-June 1998 	<p>"Newell Co: Corporate Strategy," HBS case #799139</p>	<p>"Tata Group: Out of India," <i>The Economist</i>, March 3, 2011.</p>	<p>#5 Sources of Joint Value #6 Dissecting the Value Stack #7 Finding Promising Combinations</p>
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5. Divestments and Spinoffs

<ul style="list-style-type: none"> • <i>Remix Strategy, Ch. 3</i> • "Are You Still the Best Owner of Your Assets?" Dobbs et al, <i>McKinsey Quarterly</i>, Nov 2009 	<p>"Tyco International," HBS case #798061</p>	<p>History of Covidien, on their website, leading to acquisition by Medtronic</p>	<p>#9 How Joint Value Shapes Governance</p>
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III. GOVERNING COLLABORATION

6. Contracts and Control

<ul style="list-style-type: none"> • <i>Remix Strategy, Ch. 4</i> • "Finding the Right Path," Capron & Mitchell, <i>HBR</i>, July-Aug 2010 	<p>"BellSouth Enterprises," HBS case #193150</p>	<p>Court documents in HP v Oracle; e.g. Case No. 1-11-CV-203163 (2011); and Judge's decision (August 28, 2012)</p>	<p>#8 Relationship Models #10 Vendor vs Partner</p>
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7. Managing Incomplete Contracts

<ul style="list-style-type: none"> • <i>Remix Strategy, Ch. 4</i> • "Your Alliances are Too Stable," Ernst & Bamford, <i>HBR</i>, June 2005 	<p>"Xerox and Fuji Xerox," HBS case #391156</p>	<p>Xerox "Update" HBS case "Apple and IBM Forge Global Partnership," press release, July 15, 2014</p>	<p>#11 Assessing Partner Fit #12 Designing and Managing Alliances</p>
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8. Negotiating Relational Contracts

<ul style="list-style-type: none"> • <i>Remix Strategy, Ch. 4</i> • "Negotiating the Spirit of the Deal," Fortgang et al, <i>HBR</i>, Feb 2003 	<p>"Honda-Rover (A)," HBS case #899223</p>	<p>(B) and (C) HBS cases</p>	<p>#6 Dissecting the Value Stack</p>
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IV. SHARING VALUE

9. Managing Co-opetition

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| <ul style="list-style-type: none"> • <i>(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.)</i> • “Collaborate with your Competitors,” Hamel et al, <i>HBR</i>, Jan-Feb 1989 | <p>“Boston Scientific and Medinol (A),” Brandeis IBS case available from <i>Remix Strategy</i> author</p> | <p>(B) and (C) Brandeis IBS cases</p> | <p>#15 Taming Co-opetition</p> |
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10. Partner Positioning

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| <ul style="list-style-type: none"> • <i>Remix Strategy, Ch. 5</i> • “With Friends Like These,” Yoffie & Kwak, <i>HBR</i>, Sep 2006 | <p>“Wintel (A): Cooperation or Conflict,” HBS case #704419</p> | <p>(B), (C), and (D) HBS cases</p> | <p>#14 Partner Positioning
#13 How Value is Earned in Combinations</p> |
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V. COMPETING IN MULTI-PARTNER GROUPS

11. Group-based Competition

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| <ul style="list-style-type: none"> • <i>Remix Strategy, Ch. 6</i> • “Group versus Group,” Gomes-Casseres, <i>HBR</i>, July-Aug 1994 | <p>“Star Alliance, 2000,” Brandeis IBS case available from <i>Remix Strategy</i> author</p> | <p>“Emirates Airlines,” HBS case 714432</p> | <p>#17 How Joint Value Shapes Constellations</p> |
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12. Constellation Strategy

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| <ul style="list-style-type: none"> • <i>Remix Strategy, Ch. 6</i> • “How Smart, Connected Products are Transforming Competition,” Porter & Heppelmann, <i>HBR</i>, Nov 2014 | <p>“Innovating at ATT: Partnering to Lead the Broadband Revolution,” HBS case 812124</p> | | <p>#18 Designing and Managing Constellations</p> |
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13. Constellation Governance

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| <ul style="list-style-type: none"> • <i>Remix Strategy, Ch. 6</i> | <p>“Indus Towers: From Infancy to Maturity,” HBS case #415005</p> | | <p>#16 Constellation Spectrum</p> |
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14. Value Sharing in Group Competition

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| <ul style="list-style-type: none"> • <i>Remix Strategy, Ch. 6</i> • “Strategy as Ecology,” Iansiti & Levien, <i>HBR</i>, March 2004 | <p><i>Shared Purpose</i>, James Moore: (http://www.arm.com/files/pdf/shared_purpose.pdf)</p> | | <p>#19 Value Sharing in Constellations</p> |
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TOPICS, CHAPTERS,
AND RELATED READINGS

PRIMARY CASE FOR
CLASS DISCUSSION

ADDITIONAL MATERIALS
FOR CLASS DISCUSSION

TOOLS FROM
REMIX STRATEGY

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