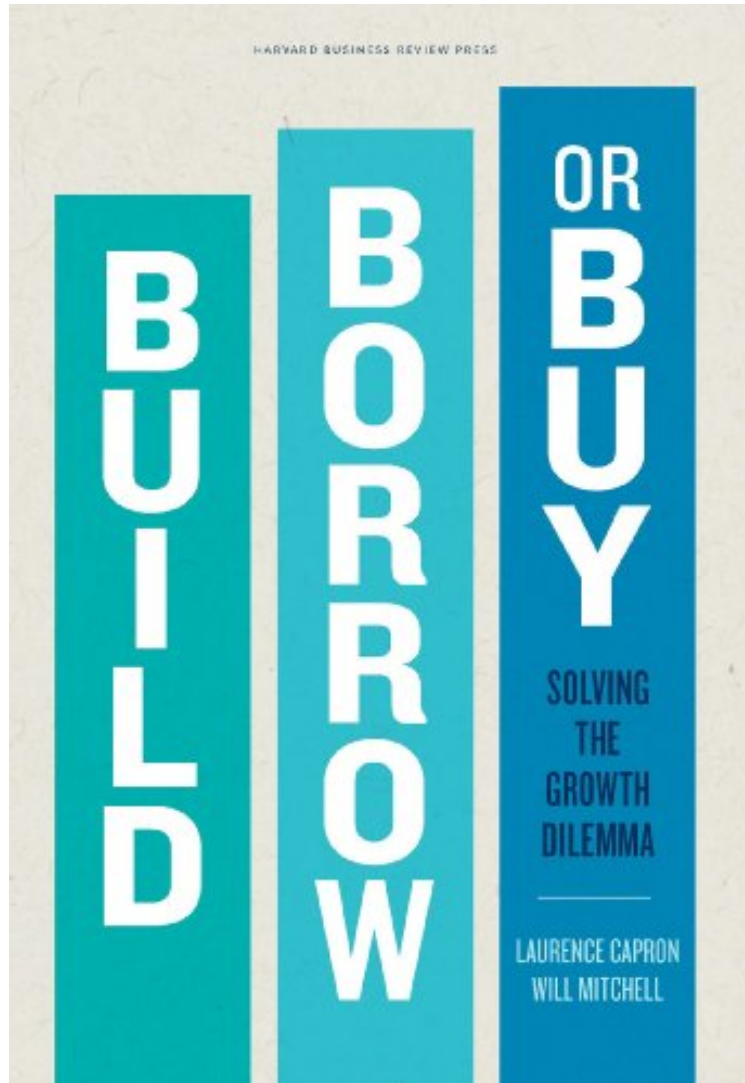


[Download] Build, Borrow, or Buy: Solving the Growth Dilemma

## Build, Borrow, or Buy: Solving the Growth Dilemma

*Laurence Capron, Will Mitchell*

*ePub | \*DOC | audiobook | ebooks | Download PDF*



DOWNLOAD



READ ONLINE

#140924 in eBooks 2012-07-31 2012-07-31 File Name: B008HRM862 .22 | File size: 24.Mb

**Laurence Capron, Will Mitchell : Build, Borrow, or Buy: Solving the Growth Dilemma** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Build, Borrow, or Buy: Solving the Growth Dilemma:

6 of 6 people found the following review helpful. Pragmatic treatment of the subject matter By DCMacaca As a practitioner of MA, I am constantly faced with the very tensions that the book promises to deal with. Therefore, I read through the book from cover-to-cover soon after its arrival. And, I must say that the authors have done a great job of providing pragmatic treatment of the growth dilemma that many corporate executives (and not just the CEO's) face on a constant basis. The book is well written and well organized, with a chapter each on when to build, borrow (two actually; one for borrowing via contract and another for borrowing via alliance), or buy, sandwiched between an

introductory chapter and a couple of chapters on recap and development of capabilities. Authors do a good job of weaving in anecdotes of recent transactions and practical examples, as well as bringing in nuggets from their and others' relevant research. As a practitioner of transactions, I found Chapter 5 (on when to buy) of particular interest. Authors do a great job of cautioning the readers of the (many) pitfalls that an acquisition may lead to. Overall, I felt that the authors provide a balanced view of acquisitions: MA is a potent leadership tool, but beware of the blind spots! Also of interest is authors' nod to the importance of strong MA execution skills. Another factor that led me to give this book high rating is that the authors' treatment is not limited to technical analysis only. Rather, they play up (rightly so) the importance of the softer side of corporate development options. They pay attention to the importance of "internal resources" (including knowledge bases) as part of the decision-making analysis, as well as the importance of integration (with special emphasis on "governance issues"). All in all, a great new book, building upon the recent research trends, that provides practical guide to navigating the resource / growth dilemma that corporations (and corporate executives) face almost everyday. 0 of 0 people found the following review helpful. An excellent book! By Olga Bruyaka "Build, Borrow, or Buy" is an excellent resource for practitioners, faculty and students. I am impressed with the analytical frameworks the authors suggest in their book that facilitate understanding of a company's current resource needs and allows comparing various growth strategies. The book also contains many relevant examples of companies, big and small, public and private, domestic and multi-national that implement strategies of internal growth, mergers and acquisitions, strategic alliances, etc. I am very excited to use this book in my classes of Business Policy and Strategy. 0 of 0 people found the following review helpful. Great book By D. Adewodu This was a great book. The information presented discusses different approaches to scaling a business. The book includes great repeatable processes that can be used to make a decision.

How should you grow your organization? It's one of the most challenging questions an executive team faces and the wrong answer can break your firm. The problem is most firms' growth strategies emphasize just one type of growth: some focus on organic growth, others on MA. When these strategies falter, the common response is simply to try harder but firms falling into this implementation trap usually end up losing out to a competitor whose approach is more inclusive. So where do you start? By asking the right questions, argue INSEAD's Laurence Capron and coauthor Will Mitchell, of the Rotman School of Management at the University of Toronto and Duke University's Fuqua School of Business. Drawing on decades of research and teaching, Capron and Mitchell find that a firm's aptitude for determining the best resource pathways for growth has a defining impact on its success. They've come up with a helpful framework, reflecting practices of a variety of successful global organizations, to determine which path is best for yours. The resource pathways framework is built around three strategic questions: BUILD: Are your existing internal resources relevant for developing the new resources that you have targeted for growth? BORROW: Could you obtain the targeted resources via an effective relationship with a resource partner? BUY: Do you need broad and deep relationships with your resource provider? Written for large multinationals and emerging firms alike, Build, Borrow, or Buy will help solve a perennial question and will guide you through change while priming your organization for optimal growth.

a timely book. strategy+business magazine What is so interesting about Build, Borrow or Buy is that while it identifies the problems facing a company approaching a growth phase it also offers strategic solutions based on a combination of approaches. The book says that essentially it is getting the mix right that has empowered companies of the calibre of Johnson Johnson, Essilor, ResMed and Cisco more than anything else. Engineering Technology Magazine, The Institution of Engineering and Technology The logic is impeccable and very informative, evidencing the key points with real examples and models. Supply Management (supplymanagement.com) This is not just another compilation of tips and tricks about how to manage the growth of your company. Its framework, the resource pathways, raises the exact questions you need to ask yourself when faced with strategic choices. The book contains the perfect balance between up-to-date examples and cogent analyses based on in-depth studies. It's a must-read before committing your firm to major investments, alliances, or acquisitions. The Independent Much recent thinking on strategy emphasizes execution, but Capron and Mitchell's research shows that companies can excel at execution and still fail, because they choose the wrong resource pathway. CFO Magazine According to Capron and Mitchell, firms using a robust build-borrow-buy framework to gain new resources have a significantly greater five-year survival rate than those using only one of the approaches. The book is liberally laced with case studies of companies that have either got these strategies right or have got them wrong. The core message is that those who learn to select the right pathways to growth gain competitive advantage. Irish Times In Build, Borrow or Buy, Capron and Mitchell argue that company leaders spend too much time searching for targets to take over and not enough asking themselves whether they need to do a takeover deal at all. Companies that want growth have two other options to consider alongside acquisitions: building the resources they need, or borrowing them from somewhere else. The most important aspect is taking the time to think through which approach is most appropriate. Think before you swoop. The Sunday Times Build, Borrow, or Buy serves as an outstanding resource for senior

leaders and anyone working or interested in organizational growth and development." "Build, Borrow, or Buy, by professors Laurence Capron, of INSEAD, and Will Mitchell, of Duke University's Fuqua School of Business, is such a timely book.... Confident decisions about what strategy to adopt and what capabilities to develop are highly dependent on knowing how to obtain the required resources. For these reasons, reading Build, Borrow, or Buy could help you enhance your company's strategy as well as its execution." "This range of ideas is important because Capron and Mitchell make it clear that no single strategy will deliver specific outcomes and that the firms that survive and prosper create their own mix." "The Australian" "The book offers a series of more tactical questions and tips to help you as you probe more deeply into the build-borrow-buy possibilities... the keen insights stir the mind and offer many rewards" "The Globe and Mail" "Excellent case studies back up the authors' contention that sustainable growth comes when leaders make active choices across the full portfolio of growth options. A highly recommended read for all would-be strategists." "Economia Book "Build, Borrow, or Buy serves as an outstanding resource for senior leaders and anyone working or interested in organizational growth and development." "David Burkus, LDRLB "There is surely nothing quite so useless as doing with great efficiency what should not be done at all" is one of Peter Drucker's better-known maxims. Or, as Will Mitchell paraphrases it to CFO, "You can royally mess yourself up if you try to do the wrong thing really well." Either way, that nugget of wisdom lies at the core of an original new book on strategy and growth by Mitchell and Laurence Capron, Build, Borrow, or Buy. Much recent thinking on strategy emphasizes execution, but Capron and Mitchell's research shows that companies can excel at execution and still fail, because they choose the wrong resource pathway." "CFO Magazine "They've come up with a helpful framework that reflects the practices of a variety of successful global organizations, to determine which path is best for yours." "The Hindu (India) an excellent book fascinating "I'd say this book is essential reading for anyone involved in the growth of their company, and in the end, that's all of us." "Business Traveller magazine ADVANCE PRAISE for Build, Borrow, or Buy: Bob McDonald, Chairman of the Board, President, and Chief Executive Officer, The Procter Gamble Company Capron and Mitchell accurately capture the dilemma that today's business leaders face: how to deliver long-term sustainable growth. They lay out a compelling framework by which to judge how to best fill capability gaps and position companies for growth." "Roger Martin, Dean, Rotman School of Management, University of Toronto Laurence Capron and Will Mitchell have written a valuable book on how to think through the question of securing the capabilities that a company needs in order to win. Full of helpful checklists and frameworks, Build, Borrow, or Buy brings what could be abstract concepts down to earth for practicing executives. I recommend this book for all those who strive to make their company more prosperous." "Peter Johnson, Vice President, Corporate Strategy, Eli Lilly and Company Much has been written about identifying what's core competencies firms need to create competitive advantage. Build, Borrow, or Buy addresses the critical problem of how to obtain those competencies. A clear, practical guide to thinking about successfully obtaining, integrating, and managing resources over time." "Patrick Cescau, former Group CEO, Unilever This rigorous and well-researched analysis provides an invaluable guide for any executive looking to address that greatest of growth conundrums: knowing precisely how and when to deploy a firm's resources and capabilities in pursuit of the biggest opportunities." "Kathleen M. Eisenhardt, Stanford W. Ascherman M.D. Professor, Stanford University; coauthor, Competing on the Edge: Strategy as Structured Chaos Capron and Mitchell will change how you think about business. They offer a crystal-clear framework, demystifying the thorny choices of when to acquire, ally, or do-it-yourself, and they back it up with rich, global examples. A must-read for executives and business development professionals."