

Growth Strategy	Build	Buy	Partner
Company Objective			
Leadership			
Protect Core			
Time to Market			
Reduce Risk			
Conserve Resources			

Objective	Questions to Ask:	Build	Buy	Partner
Leadership	Are you a pioneer in this market space? i.e. no one to buy or partner?	Yes		
	Do have the resources to execute faster than competitors?	Yes		
	Do need to maintain a leadership position through internal capabilities?	Yes	Yes	
Core	Is the sought capability core to your business?	Yes	Yes	
	Do you need to own the IP?	Yes	Yes	
	Are you dependent upon patentably technology?	Yes	Yes	
	Do you lack the internal expertise?		Yes	Yes
	Are customers are looking for best of breed solutions?			Yes
Time	Are you targeting niches in your market?			Yes
	Do you lack the time to execute a build during the window of opportunity?		Yes	Yes
	Is time to market critical?		Yes	Yes
	Are seeking quick entry into a new capability or market?		Yes	Yes
	Do you want to leap frog by capturing external innovation?		Yes	Yes
Risk	Do you wish to avoid time and complexity of integration of an M&A?			Yes
	Do you feel the best way to manage risk is to own all of it?	Yes	Yes	
	Is the market consolidating such that partners of choice are acquisition targets of your competitors?		Yes	
	Is acquiring proven capabilities important?		Yes	Yes
	Is this a volatile or dynamic market?			Yes
	Are there emerging standards but no clear 'winner'?			Yes
	Do you want to share risk to mitigate exposure?			Yes
	Do you want to strategically hedge your bets with multiple options?			Yes
Resources	Is this a volatile or dynamic market?			Yes
	Are you cash constrained?			Yes
	Are you resource constrained? (managerial, technical, facilities?)		Yes	Yes
	What does the cost/benefit model predict? Include the cost of time and risk.	?	?	?