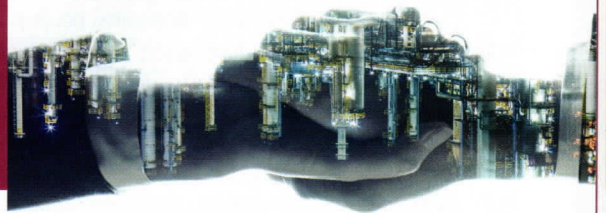


CHAPTER FOURTEEN

GLOBAL STRATEGIES AND ACQUISITIONS



LEARNING OBJECTIVES

After studying this chapter, you should be able to

1 Articulate the strategic advantages and types of strategies of globally operating firms

2 Explain why global firms engage in mergers and acquisitions, and alliances

3 Apply the institution-based view to explain patterns of acquisitions

4 Apply the resource-based view to explain when acquisitions are likely to succeed

5 Participate in leading debates on global strategies and acquisitions

6 Draw implications for action



Danisco: the rise and sale of a global leader

When *Danisco* announced the completion of the sale of its sugar division to its German competitor *Nordzucker*, many Danes rubbed their eyes. For them, the name '*Danisco*' was synonymous with sugar.

What was *Danisco* doing? The answer is that *Danisco* had been undergoing a steady transformation for over 20 years. Experts in the industry and financial analysts had been following the remarkable transformation of one of Denmark's leading companies. Yet the wider public knew little about what they actually were doing. Why? Because most people know companies with

OPENING CASE