

# Mastering the Acquirer's Innovation Dilemma



Knowledge Sourcing through  
Corporate Acquisitions

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**Valerie Bannert-Thurner**

In Association with the European Institute for  
Technology and Innovation Management



# Mastering The Acquirers Innovation Dilemma Knowledge Sourcing Through Corporate Acquisitions

**Panos Desyllas, Alan Hughes**



## **Mastering The Acquirers Innovation Dilemma Knowledge Sourcing Through Corporate Acquisitions:**

Mastering the Acquirer's Innovation Dilemma Valerie Bannert-Thurner, 2005-11-01 Acquisitions are increasingly used to source capabilities but often without success Based on best practices from companies such as HP IBM GE and Intel the book outlines the key factors impacting innovativeness post acquisition These underpin a strategic acquisition and integration management concept The author provides tools to support managers in their selection of the appropriate target conducting a technology due diligence and in choosing and managing the right integration approach **The British National**

**Bibliography** Arthur James Wells, 2005 **American Book Publishing Record**, 2005 **Bulletin of the Atomic Scientists**, 1968-10 The Bulletin of the Atomic Scientists is the premier public resource on scientific and technological developments that impact global security Founded by Manhattan Project Scientists the Bulletin's iconic Doomsday Clock stimulates solutions for a safer world Bulletin of the Atomic Scientists, 1966-06 The Bulletin of the Atomic Scientists is the premier public resource on scientific and technological developments that impact global security Founded by Manhattan Project Scientists the Bulletin's iconic Doomsday Clock stimulates solutions for a safer world Bulletin of the Atomic Scientists, 1972-10 The Bulletin of the Atomic Scientists is the premier public resource on scientific and technological developments that impact global security Founded by Manhattan Project Scientists the Bulletin's iconic Doomsday Clock stimulates solutions for a safer world **Sourcing Technological Knowledge Through Corporate Acquisition** Panos

Desyllas, Alan Hughes, 2009 We investigate the prevalence of the motive to source technological knowledge externally through corporate acquisition Drawing on make or buy and organizational learning theories we infer the implications of this explanation for the acquirers pre acquisition innovative characteristics Using an international sample of 6106 high technology acquisitions during 1984 2000 we assess the contribution of innovative characteristics to the acquisition likelihood For firms acquiring small private firms and former subsidiaries but not public targets the evidence is consistent with three propositions 1 A firm's commitment to internal R 2 Low R 3 A large knowledge stock predisposes firms to acquire because they perceive they are capable of selecting and absorbing targets We conclude that acquisitions of small private firms and former subsidiaries are a viable R D strategy to explore a range of potential future innovation trajectories for large public firms **The Closer, the Better? - Spatial Choice of Internal Development and Acquisition in Knowledge**

**Sourcing** Xiaoshu Bei, 2023 Geographic proximity facilitates acquisition pairing but firms do not always acquire other firms in proximate regions This study investigates firms spatial choices on knowledge sourcing between hiring their own inventors and acquisitions We conduct a cost benefit analysis on internal development through hiring and external acquisition and theorize that the spatial choice is contingent upon the relative cost of acquisition hiring and the resource complementarity between potential targets and acquirers Examining the geographic distance between patent inventors and firms based on the universe of US manufacturing firms from the NETS database we show that the distance is larger for acquired patents than

internally developed patents And this relationship is negatively moderated by legal constraints that increase the cost of hiring the technical similarity between the acquired patent and the acquirer s technology portfolio and the acquirer s prior experience in technology acquisition      *Organizing for Innovation* Phanish Puranam,Harbir Singh,Maurizio Zollo,2014 The management of technology acquisitions acquisitions of small technology based firms by large established firms poses a dilemma in terms of how to organize for innovation Acquirers must integrate acquired firms in order to exploit their capabilities and technologies in a coordinated manner at the same time they must preserve organizational autonomy for acquired firms in order to avoid disrupting their capacity for continued exploration In this study we suggest that the coordination autonomy dilemma can be better managed by recognizing that the effect of a structural form on innovation outcomes is contingent on the stage of development of the innovation trajectory of the acquired firm Specifically we show that structural integration lowers the hazard of new product introductions for acquired firms that have not launched any products prior to acquisition and for all acquired firms in the immediate aftermath of the acquisition but these adverse effects disappear as the innovation trajectory evolves beyond these stages We discuss implications for our understanding of post merger integration and the organizational challenges of balancing exploration and exploitation in high velocity environments      *Integration Planning for Technology Intensive Acquisitions* Valerie Bannert,Hugo Tschirky,2013 Rapid technological change growing technological complexity and shortening product life cycles increasingly force companies to source technologies externally One means of building up competencies and fostering innovation based on external resources such as knowledge is through the acquisition of technology based companies However as literature and practice have shown technologically motivated and intensive acquisitions are highly vulnerable to failure One of the main reasons for this value destruction lies in the miscarried and inappropriate integration of the technology based company after the acquisition Based on eight in depth case studies on technology intensive acquisitions in multi national technology based companies this paper aims to identify the main causes of failure in internalizing external knowledge during the integration of technology intensive acquisitions It was derived that a lack of integrative decision making of systemic processes and of a holistic change of both companies during the integration hinders successful knowledge sourcing through acquisitions Based on these findings a concept for integration planning which is tailored towards the specific characteristics of technology intensive acquisitions is proposed This concept is embedded in the acquisition process and encompasses the development of an appropriate integration strategy and the determination assessment and planning of the required integration projects thus fostering successful knowledge sourcing

## **Mastering The Acquirers Innovation Dilemma Knowledge Sourcing Through Corporate Acquisitions** Book Review: Unveiling the Power of Words

In a global driven by information and connectivity, the ability of words has are more evident than ever. They have the capacity to inspire, provoke, and ignite change. Such is the essence of the book **Mastering The Acquirers Innovation Dilemma Knowledge Sourcing Through Corporate Acquisitions**, a literary masterpiece that delves deep to the significance of words and their effect on our lives. Compiled by a renowned author, this captivating work takes readers on a transformative journey, unraveling the secrets and potential behind every word. In this review, we shall explore the book is key themes, examine its writing style, and analyze its overall affect readers.

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