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### Logic of Corporate Level Strategy

Corporate level strategy should create value:

- such that businesses forming the corporate whole are worth more than they would be under independent ownership
- that equity holders cannot create through portfolio investing

Therefore,

- a corporate level strategy must create synergies
- economies of scope—diversification

Handwritten notes: 'strategy' next to point 1, 'Finance' next to point 2, and 'IT steal' and 'Pharma' next to 'synergies'.

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INTRODUCTION: THE BASIC ISSUES

### Core Issues in Diversification Decisions

Superior profit derives from two sources:

RETURN ON CAPITAL > COST OF CAPITAL

INDUSTRY ATTRACTIVENESS

COMPETITIVE ADVANTAGE

Diversification decisions involve these same two issues:

- How attractive is the industry to be entered?
- Can the firm achieve a competitive advantage?

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### MANAGING PORTFOLIO

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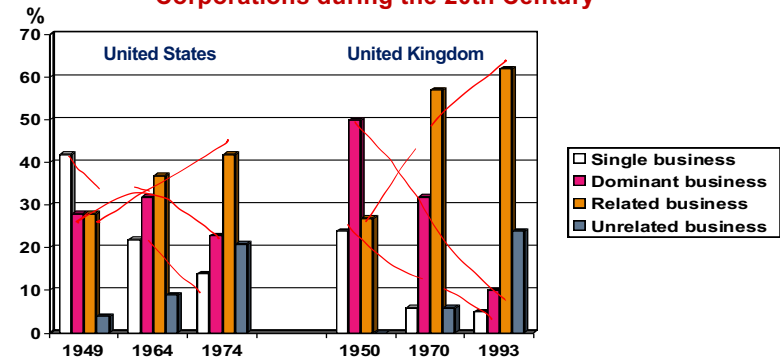
### Trends in Diversification

- Urge to Diversify: 1950 – 1980
  - Diversification major source of corporate growth
  - 1970s saw the emergence of conglomerate – from multiple, unrelated acquisitions *GE*
- Refocusing: 1980 – 2009
  - Noncore businesses divested, only related diversification
  - Emphasis on shareholder value

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INTRODUCTION: THE BASIC ISSUES

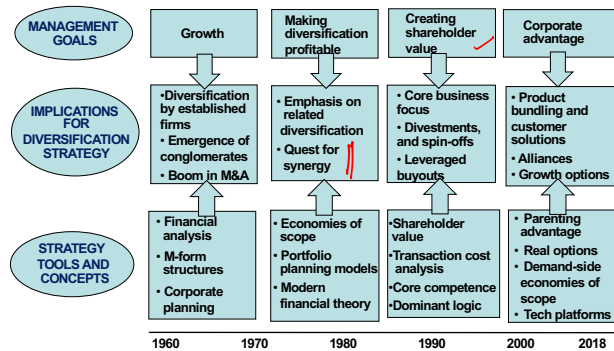
### Diversification Strategies of US and UK Corporations during the 20th Century



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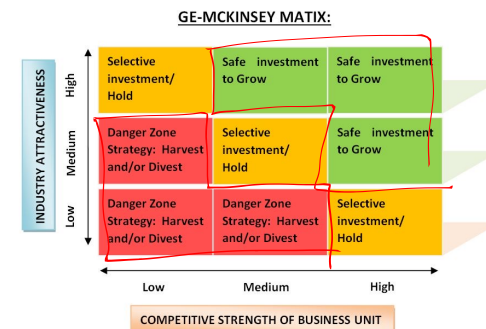
INTRODUCTION: THE BASIC ISSUES

### The Evolution of Diversification Strategies, 1960-2018



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### Directional Policy Matrix



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## BCG Matrix

Question marks. Question marks have potential to gain market share and become a star, which would later become cash cow.

Strategic choices: Market penetration, market development, product development

ESSENTIAL MARKETING MODELS [HTTP://BIT.LY/5HARTMODELS](http://bit.ly/5HARTMODELS)

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## BCG Matrix

Stars. Stars are the primary units in which the company should invest its money, because stars are expected to become cash cows and generate positive cash flows.

Strategic choices: Vertical integration, horizontal integration, market penetration, market development, product development

ESSENTIAL MARKETING MODELS [HTTP://BIT.LY/5HARTMODELS](http://bit.ly/5HARTMODELS)

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## BCG Matrix

Cash cows. Cash cows are the most profitable brands and should be "milked" to provide as much cash as possible. The cash gained from "cows" should be invested into stars to support their further growth.

Strategic choices: Product development, diversification, divestiture, retrenchment

ESSENTIAL MARKETING MODELS [HTTP://BIT.LY/5HARTMODELS](http://bit.ly/5HARTMODELS)

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## BCG Matrix

Dogs. Not worth investing in unless, they provide synergies for other brands or SBUs or simple act as a defense to counter competitors moves.

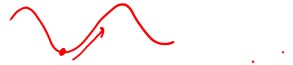
Strategic choices: Retrenchment, divestiture, liquidation

ESSENTIAL MARKETING MODELS [HTTP://BIT.LY/5HARTMODELS](http://bit.ly/5HARTMODELS)

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## Strategies of Danaher Corporation

- **Business Level Strategies:**
  - Cost leadership: lowest cost manufacturer, scale economies (12 of 14 subsidiaries mkt leaders)
  - Product Differentiation: innovation, new product development
- **Corporate strategies:**
  - Diversification: related and unrelated, debt driven growth, manufacturing sector
  - Merger & Acquisitions: 50 M&A in 5 years
  - Global Strategies: New market entry
- **M&A strategies:**
  - Attractive industry: growth (5-7%), size (\$1 bn), cyclicality, fragmentation, competition
  - Attractive firm: market leader, weak leadership, missing infra, inefficiency
  - New platforms, Bolt-ons, Adjacencies



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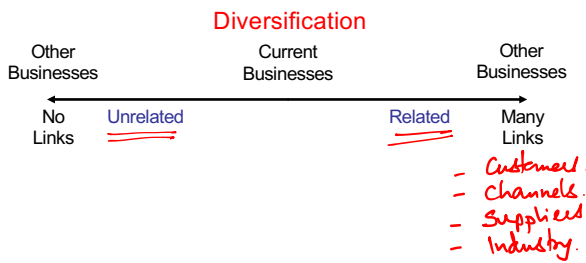
Types of

## DIVERSIFICATION

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## Diversification

**Diversification**



Other Businesses      Current Businesses      Other Businesses

← No Links    Unrelated      Related      Many Links →

- Customer.  
- Channels.  
- Suppliers.  
- Industry.

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*RELATEDNESS IN DIVERSIFICATION*

### The Sources of Strategic Relatedness Between Businesses

Corporate Management Tasks	Determinants of Strategic Similarity
<u>Resource allocation</u>	<ul style="list-style-type: none"> <li>• Similar sizes of <u>capital investment</u> projects <span style="color: red; font-size: small;">CapEx \$5 mn</span></li> <li>• Similar time spans of investment projects <span style="color: red; font-size: small;">5 yea.</span></li> <li>• Similar sources of risk</li> <li>• Similar general management skills required for business unit managers</li> </ul>
Strategy formulation	<ul style="list-style-type: none"> <li>• Similar <u>key success factors</u>.</li> <li>• Similar stages of the industry life cycle</li> <li>• Similar competitive positions occupied by each business within its industry</li> </ul>
Performance management and control	<ul style="list-style-type: none"> <li>• Targets defined in terms of similar performance variables</li> <li>• Similar time horizons for performance targets</li> </ul>

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### Types of Corporate Diversification

At a general level...

**Product Diversification:** *Vertical Integration.*

- operating in multiple industries

**Geographic Market Diversification:** *International.*

- operating in multiple geographic markets

**Product-Market Diversification**

- operating in multiple industries in multiple geographic markets

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### Product and Geographic Diversification

**Possibilities:**

- single-business in one geographic area *not Div.*
- single-business in multiple geographic areas *International.*
- related-constrained in one or multiple geographic areas *Div.*
- related-linked in one or multiple geographic areas *Rel Div.*
- unrelated in one or multiple geographic areas *unrel Div.*

**Note:**

- Relatedness usually refers to products.
- Seemingly unrelated products may be related on other dimensions.

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### Types of Corporate Diversification

At a more specific level...

**Limited Diversification**

- single business:** > 95% of sales in single business
- dominant business:** 70% to 95% in single business

**Related Diversification** (<70% of sales from single business)

- related-constrained:** all businesses related on most dimensions
- related-linked:** some businesses related on some dimensions

**Unrelated Diversification**

- businesses are not related

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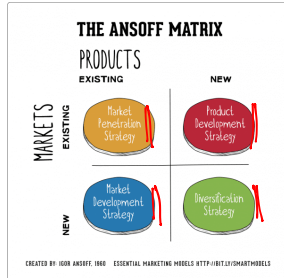
### Types of Corporate Diversification

<i>Product</i>	Multiple	Product Diversified	Product-Market Diversified
	Single	Single Business	Market Diversified
		Single	Multiple
		<b>Geography</b>	

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## Diversification

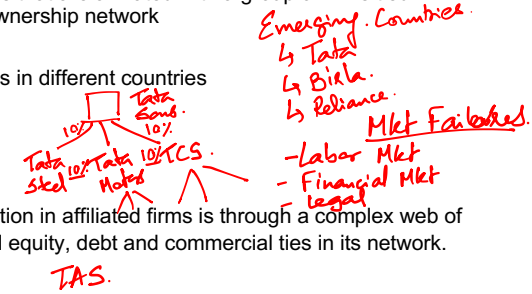
- Diversification through the development of new products delivered in new markets (Ansoff, 1957)



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## Conglomerates

- A unique category of firms that are affiliated with a group of firms tied together by a common ownership network
- Known by different names in different countries
  - Chaebol in South Korea
  - Grupos in Latin America
  - Business Groups in India
- The control and coordination in affiliated firms is through a complex web of multiple and reciprocated equity, debt and commercial ties in its network.



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Why  
**DIVERSIFY?**

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### MOTIVES FOR DIVERSIFICATION

## Motives for Diversification

- GROWTH**
  - The desire to escape stagnant or declining industries a powerful motives for diversification (e.g. tobacco, oil, newspapers).
  - But*, growth in the interests of *managers* not *shareholders*
  - Growth-seeking diversification (esp. by acquisition) tends to destroy shareholder value
- RISK SPREADING**
  - Diversification reduces the variance of profit flows
  - But*, doesn't create value for shareholders—they can hold diversified portfolios of securities. [Capital Asset Pricing Model shows that diversification only lowers *unsystematic risk* not *systematic risk*]
- VALUE CREATION**
  - For diversification to create shareholder value, then bringing putting different businesses under common ownership must increase their total profitability



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### Why firms diversify?

Diversification allows the firm to grow rapidly by expanding operations into new business fields

Why is (rapid) growth beneficial?

- Economies of scale
- Learning and experience curve effects
- Lower average unit costs (running at full capacity)
- More bargaining power with suppliers and customers
- Exploiting differences between diverse geographical areas

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### Why firms diversify?

#### Related

Transfer of skills  
Knowledge, and other competences across businesses

Economies of scope  
Advantages arising from 'umbrella branding'

Developing innovative products and/or processes

#### Unrelated

In search of new investments

Attractive profitability/risk and growth prospects

Attractive speculative prospects

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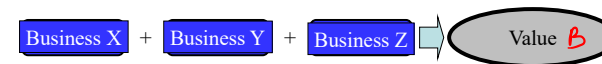
### Value of Diversification

#### Two Criteria

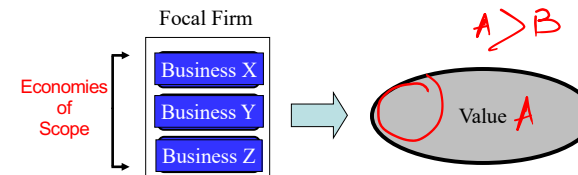
- 1) There must be some economy of scope.
- 2) The focal firm must have a cost advantage over outside equity holders in exploiting any economies of scope.

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### Value of Diversification



Independent: equity holder could buy shares of each firm



Combined: equity holder buys shares in one firm

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MOTIVES FOR DIVERSIFICATION


## Diversification and Shareholder Value: Porter's Three Essential Tests

For diversification to create shareholder value, it must meet three tests:

- The Attractiveness Test:** diversification must be directed towards attractive industries (or those with the potential to become attractive).
- The Cost of Entry Test:** the cost of entry must not capitalize all future profits. *M-A Premium*
- The Better-Off Test:** either the new unit must gain competitive advantage from its link with the company, or vice-versa. (i.e. some form of "synergy" must be present)

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*Synergy* Economies of Scope



Four Types

- Operational
- Financial
- Anticompetitive
- Managerialism

Economies of scope relate to cost economies from increasing output of a **single product**.

Economies of scope relate to cost economies from increasing the output of **multiple products**.

*legal Corp Comm HR*

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## Economies of Scope

### Operational Economies of Scope

#### Sharing Activities

- exploiting efficiencies of sharing business activities & avoiding duplication

#### Spreading Core Competencies

- exploiting core competencies in other businesses
  - competency must be strategically relevant

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## Economies of Scope

### Operational Economies of Scope

- Sharing tangible resources (e.g. research labs, distribution systems) across multiple businesses
- Sharing intangible resources (e.g. brands, technology) across multiple businesses
- Transferring functional capabilities (e.g. marketing, product development) across businesses
- Applying common general management capabilities to different businesses

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## Economies of Scope

### Operational Economies of Scope

Economies of scope in diversification derive from two types of relatedness:

- **Operational Relatedness**—synergies from sharing resources across businesses (common distribution facilities, brands, joint R&D)
- **Strategic Relatedness**—synergies at the corporate level deriving from the ability to apply common management capabilities to different businesses.

Related  
Diversification

#### Problem of operational relatedness:

The benefits from economies of scope may be dwarfed by the administrative costs involved in their exploitation.

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## Economies of Scope

### Financial Economies of Scope

#### Internal Capital Market

- Premise: insiders can allocate capital across divisions more efficiently than the external capital market.
- works only if managers have better information
- may protect proprietary information
- may suffer from escalating commitment

Internal  
Loan

Ⓢ/Dimn

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## Economies of Scope

### Financial Economies of Scope

#### Internal Capital Market

- Economies of scope not a sufficient basis for diversification—must be supported by transaction costs in markets for resources
- Diversified firm can avoid external transactions by operating internal capital and labor markets
- Diversified firm has better information on resource characteristics than external markets

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## Economies of Scope

### Financial Economies of Scope

#### Risk Reduction

- counter cyclical businesses may provide decreased overall risk

however,

- individual investors can usually do this more efficiently than a firm

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### Economies of Scope

**Financial Economies of Scope**

*Oil Fields Ref. Petrochem  
↓ Gude. → Petro → Synthetics  
Supplier Customer.*

**Tax Advantages**

- transfer pricing policy allows profits in one division to be offset by losses in another division
  - this is especially true internationally
- can be used to “smooth” income

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### Economies of Scope

**Anticompetitive Economies of Scope**

*Shampoo Soap India UK*

**Multipoint Competition**

- mutual forbearance
  - a firm chooses not to compete aggressively in one market to avoid competition in another market

**Market Power**

- using profits from one business to compete in another business
- using buying power in one business to obtain advantage in another business

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### Economies of Scope

**Managerialism**

*incentive  
growth  
bottomline*

- An economy of scope that accrues to managers at the expense of equity holders.
- Managers of larger firms receive more compensation (larger scope = more compensation).
  - Therefore, managers have an incentive to acquire other firms and become ever larger.
- Even though the incentive is there, it is difficult to know if managerialism is the reason for an acquisition.

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### Equity Holders and Economies of Scope

**Most economies of scope cannot be captured by equity holders.**

- Risk reduction can be captured by equity holders.

**Managers should consider whether corporate diversification will generate economies of scope that equity holders can capture.**

- If a corporate diversification move is unlikely to generate valuable economies of scope, managers should avoid it.

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Measuring  
**DIVERSIFICATION**

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### Measure of Diversification

Measure	Mathematical Form	Empirical Base	Relatedness Component	Primary usage	Source
1. Herfindahl Index	$D = 1 - \sum_{i=1}^n s_i^2$ where n = number of activities in portfolio and s <sub>i</sub> = each activities' share	Patterns of firm revenues within portfolio	None in standard measure. Gollop and Monihan (1991) insert Euclidean distances among product class input shares	Diversification research; e.g. Berry, 1971, 1975;	Berry, 1971

**Firm A**

a	25%
b	25%
c	25%
d	25%

$$D = 1 - [(0.25)^2 + (0.25)^2 + (0.25)^2 + (0.25)^2] = 0.75$$

**Firm B**

a	70%
b	10%
c	10%
d	10%

$$D = 1 - [(0.7)^2 + (0.1)^2 + (0.1)^2 + (0.1)^2] = 0.48$$

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### Measure of Diversification

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Measure	Mathematical Form	Empirical Base	Relatedness Component	Primary usage	Source
1. Herfindahl Index	$D = 1 - \sum_{i=1}^n s_i^2$ where n = number of activities in portfolio and s <sub>i</sub> = each activities' share	Patterns of firm revenues within portfolio	None in standard measure. Gollop and Monihan (1991) insert Euclidean distances among product class input shares	Diversification research; e.g. Berry, 1971, 1975;	Berry, 1971
2. Entropy	$D = \sum_{i=1}^n s_i \ln(1/s_i)$ where s <sub>i</sub> is the share of sales in segment i.	Patterns of firm revenues within portfolio; SIC hierarchical structure	Entropy calculated separately for 2- and 4-digit industries; difference in these scores is relatedness.	Diversification research; e.g. Palepu, 1985	Jacquemin and Berry, 1979

**Firm A**

a	25%
b	25%
c	25%
d	25%

$$D = [0.25 \times \ln(\frac{1}{0.25})] \times 4 = \frac{1}{4} \times \ln 4 \times 4 = 1.38 = \ln(4)$$

**Firm B**

a	70%
b	10%
c	10%
d	10%

$$D = 0.7 \times \ln \frac{1}{0.7} + [0.1 \times \ln(\frac{1}{0.1})] \times 3 = 0.89$$

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### Measure of Diversification

Measure	Mathematical Form	Empirical Base	Relatedness Component	Primary usage	Source
1. Herfindahl Index	$D = 1 - \sum_{i=1}^n s_i^2$ where n = number of activities in portfolio and s <sub>i</sub> = each activities' share	Patterns of firm revenues within portfolio	None in standard measure. Gollop and Monihan (1991) insert Euclidean distances among product class input shares	Diversification research; e.g. Berry, 1971, 1975;	Berry, 1971
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3. Wrigley-Rumelt categorizations	Categorization into one of nine categories based on three ratios: specialization, vertical, and related	Patterns of firm revenues within portfolio	Business is related if revenue from largest group of related activities (defined by researcher) is greater than 70 percent (related ratio) while no single industry's revenue is greater than 70 percent (specialization ratio)	Diversification research	Wrigley, 1970; Rumelt, 1974

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**DIVERSIFICATION AND PERFORMANCE**

### The Findings of Empirical Research

<p><b>Do diversified firms outperform specialized firms?</b></p>	<ul style="list-style-type: none"> <li>No consistent relationship</li> <li>Evidence of a <math>\cap</math>-shaped relationship: dn. first increases profitability, then further dn. reduces profitability (increased complexity?)</li> <li>McKinsey &amp; Co. identify benefits from moderate dn.—especially for firms that have run out of growth opportunities</li> <li>Question of direction of causation: does dn. drive profitability, or vice-versa?</li> </ul>
<p><b>What type of diversification is most profitable? - --Related dn. vs. unrelated dn.</b></p>	<ul style="list-style-type: none"> <li>Most studies show related dn. outperforms unrelated dn.</li> <li>Related dn. offers greater synergies—but also imposes higher management costs</li> <li>But what is “related dn.”? Businesses can be related in many different ways (e.g. LMVH, GE, Virgin group)</li> </ul>

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### Trends in Diversification

Adapted from L. E. Palich, L. B. Cardinal, and C. C. Miller (2000), "Curvilinearity in the diversification-performance linkage: An examination of over three decades of research," *Strategic Management Journal* 21, 115-174.

Diversification into related industries may be more profitable than into unrelated industries (Rumelt, 1974)

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### Summary

**Corporate Strategy: In what businesses should the firm operate?**

- An understanding of diversification helps managers answer that question.

**Two Criteria:**

- economies of scope must exist
- must create value that outside equity holders cannot create on their own

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### Summary

**Economies of Scope**

- Operational; Functional; Anticompetitive; Managerial;

**Porters Three Criteria:**

- Attractiveness Test
- Cost of Entry Test
- Better-off Test

} → Diversification

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