

**Dr. D Yuvaraj** has published case study titled “**Strategic Alliances in Toshiba's Corporate Strategy: Leveraging Partnerships for Global Success in the Electronics Industry**”. This case study is used for first year MBA students for **Project Management**.

### **CASE STUDY 13**

Toshiba firmly believes an individual corporation cannot independently dominate any industry or field of technology. The strategy used by Toshiba is to build partnerships with various partners for various technologies. A crucial component of Toshiba's corporate strategy is the use of strategic alliances. They assisted the business in rising to the top of the worldwide electronics market. Early in the 1990s, Toshiba and GE agreed to co-produce light bulb filaments. The renowned former CEO of GE, Jack Welch, was a fan of Toshiba. He thought that a quick phone call to Japan would solve any issues that could emerge in a flash. Since then, Toshiba has entered into a number of alliances, technology authorization contracts, and joint ventures. Apple Computers, Ericsson, GE, IBM, Microsoft, Motorola, National Semiconductor, Samsung, Siemens, Sun Microsystems, and Thomson are some of Toshiba's alliance partners. To create multimedia computer products, Toshiba and Apple Computer partnered. Toshiba contributed its manufacturing know-how, whereas Apple's strength was in software technology. For hand held computer devices, Toshiba and Microsoft formed a similar partnership. Toshiba, IBM, and Siemens joined together in the semiconductor industry to combine their various skill sets. Siemens excelled in engineering, IBM excelled in lithography, and Toshiba excelled in etching. The partners' shared understanding was only theoretical. The partners made the decision to work independently for commercial production and marketing. Toshiba partnered with IBM and National Semiconductor in the field of flash memory. Toshiba's partnership with Motorola has aided in its rise to the top of the memory chip manufacturing industry. With the help of the partnership with IBM, Toshiba has emerged as the market leader in colour flat panel displays for laptops. Since there will always be some conflict in commercial relationships, some of which may grow sour over time, Toshiba favours a flexible approach. According to Toshiba executives, the corporation and its partner should interact more like friends than a married couple. Strategic alliance management is frequently handled directly by senior management at Toshiba. Building personal equations and settling disagreements are both aided by this.

### **QUESTION**

1. Analyze Toshiba's plan in detail and track the outcomes.