**Figure 2: Build, Buy or Partner?**

### BUILD

**Pros**
- Full control of process/product dev
- Fully aligned with strategy
- Creates entrepreneurial spirit

**Cons**
- Longer time to realise value
- Tough to attract talent
- For products, costly R&D

### BUY

**Pros**
- Hand-picked target
- Ready-made process/product
- Can acquire talent

**Cons**
- Usually pay a premium
- Integration can distract from BAU
- Missing targets affects market perception

### PARTNER

**Pros**
- “Try before you buy”
- Lower investment
- Faster ROI (no integration or build)

**Cons**
- Less formal
- Revenue/profit sharing common
- Cultures can clash

**Preference**
- **14%**
- **41%**
- **45%**

Notes: (1) Accenture survey of 34 Pharmaceutical and Medical Device executives