



THE TIMES 100

BUSINESS CASE STUDIES

Teacher guide

Organisational growth – IMI

Where does the lesson fit?

This session would follow a general introduction to growth in a strategy module.



Suggested resources & activities related to organic and inorganic growth and IMI.

- Full IMI case study
- MP3 of IMI case study
- Organisational growth PowerPoint
- IMI crossword
- IMI word search

Suggested timings for the session

5 mins	Starter e.g. IMI crossword
5 mins	Use the Organisational growth PowerPoint to discuss the topic
5 mins	Read the case study
10 mins	Questions
25 mins	Task – board game
10 mins	What have you learned?

Answers to questions

1. What is organic growth?
Organic growth is internal growth that could include finding more customers in existing markets, new markets or introducing new products.
2. Describe the two main ways inorganic growth can occur.
Merger – two or more businesses agree to join together.
Acquisition/takeover – one firm takes over another by buying the majority of shares.
3. Using the case study, give an example of how IMI has grown both organically and inorganically.
Organic – growth of the IMI includes new product development for example its drinks dispenser for McDonalds. It also focuses on market growth in new and emerging markets.
Inorganic – for IMI this includes multiple acquisitions such as Zimmermann & Jansen in 2010 and the leading Italian engineering business Remosa in 2012.
4. Analyse the advantages and disadvantages of inorganic growth.



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Advantages include:

- Can occur quickly
- Can gain customers, sales, assets and market position immediately
- Gains skills and experience of employees in the other firm

Disadvantages include:

- Expense – usually more costly than organic growth
- Risk
- Possibility of culture clash

What have you learned?

Expected learning is likely to include:

- Reasons for growth
- Definitions of organic and inorganic growth
- Advantages and disadvantages of organic and inorganic growth