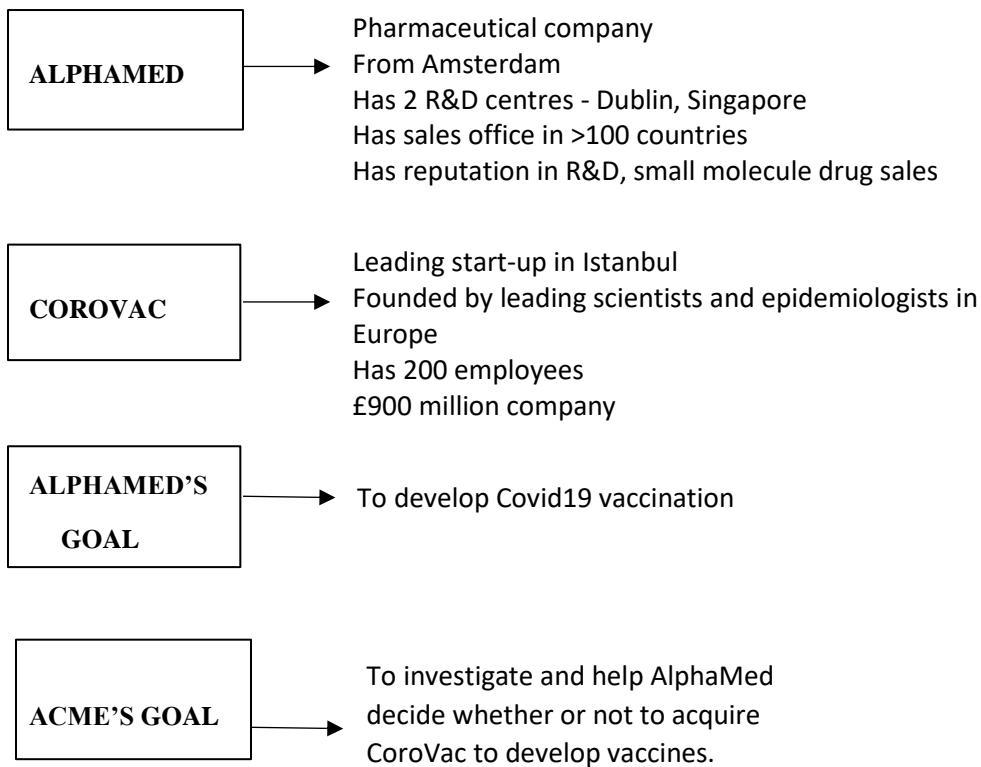
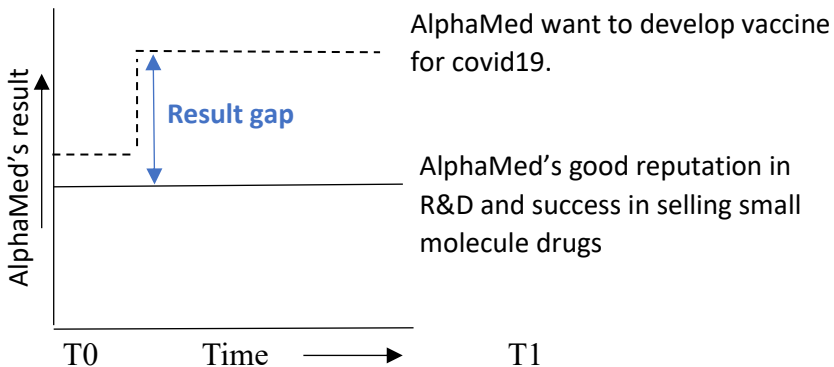


Summary



1. Identify the disturbing event and result gap for this opportunity. Formulate and justify the key question, along with stakeholders, criteria, and constraints.

Achieved result	AlphaMed has a good reputation in researching, developing, and selling “small molecule” drugs.
Disturbing events	<i>AlphaMed's interest in developing vaccination for Covid19</i> <i>AlphaMed's confusion whether or not to acquire CoroVac</i>
Desired result	To successfully develop vaccine for Covid19 pandemic.
Result gap	 <p><i>Fig 1 Positive disturbing event</i></p> <p>To help close the result gap, AlphaMed has to achieve its desired result.</p>
Key question	How should AlphaMed proceed with their sudden interest in vaccine development, and should they acquire CoroVac to develop a vaccine for the COVID-19 pandemic successfully?
Stakeholders	AlphaMed employees, CoroVac employees, Management team of both companies, Shareholders, clients, Retailers, Business partners
Constraints	<p>It's still a question whether or not to acquire CoroVac.</p> <ul style="list-style-type: none"> • Will CoroVac agree to the acquisition? • Will CoroVac agree to develop covid19 vaccination? • Will CoraVac's policy abide with AlphaMed's policy?
Decision criteria	<ul style="list-style-type: none"> • To produce a vaccine with a shorter development window to aid in the ongoing pandemic. • Accuracy is crucial in the vaccine market, so developing vaccines with precision with the help of a trained R&D team is essential. • Distribution to as many markets as possible. • To learn new skills and techniques. • Acquiring a company with a similar organizational culture aids in the construction of better teams.

	<ul style="list-style-type: none"> • Obtaining patents in order to build a vaccine in the future. • To assist CoroVac with production by providing access to high-end technologies.
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2. Define a logical structure of assumptions underlying your hypothesis. This structure should consist of two to five items at each level.

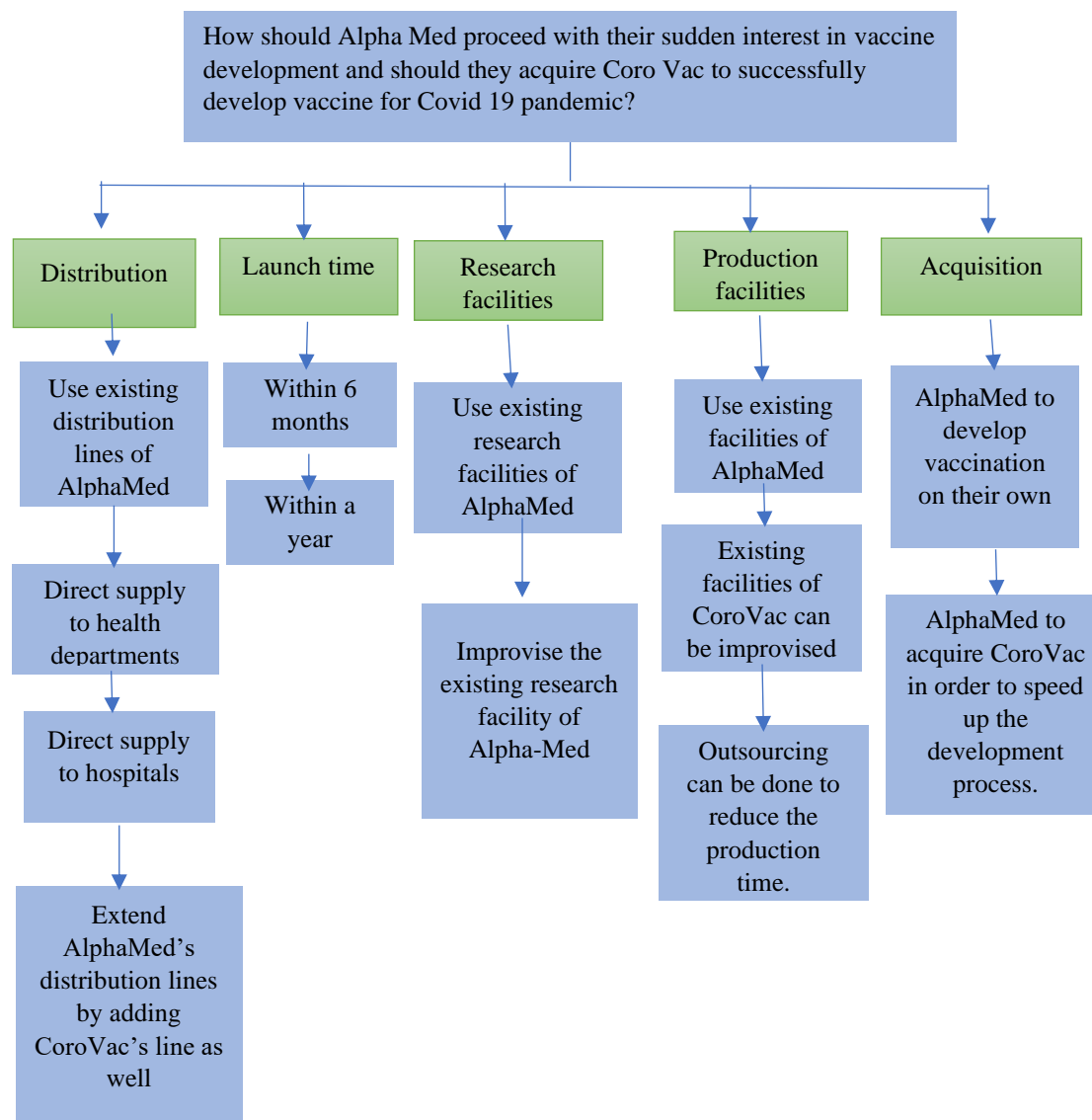


Fig 2 Decision categories

We choose research facilities and acquisitions from the decision categories stated above. So, the two options for research facilities are to use AlphaMed's existing research facilities, which have a strong R&D reputation or improve its research facility using CoroVac's research technique for vaccine development. On the other hand, there are two options for acquisition. 1) AlphaMed will create vaccines independently; 2) AlphaMed will acquire CoroVac to develop vaccines.

We are considering MECE approach to come up with four possible combinations based on the two decision areas.

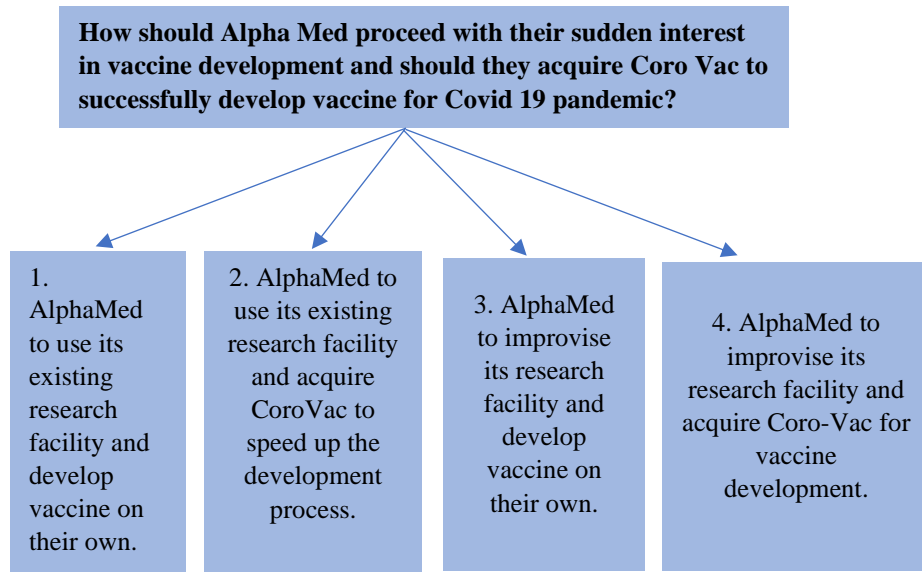


Fig 3 Assumptions based on selected criteria

Acquisition	Research facility	
	Existing AlphaMed's facility	Improve AlphaMed's facility
	1	3
Not acquiring	1	3
Acquiring	2	4

Fig 4 Assumption combination

The other decision areas are equally important but the reason why research facility and Acquisition is chosen because AlphaMed's main goal is whether or not to acquire CoroVac with it's astonishing R&D facilities. So, the above two decision areas are chosen for further assumptions as well.

Of the above four assumptions we chose the assumption 4 because of the assumptions listed below.

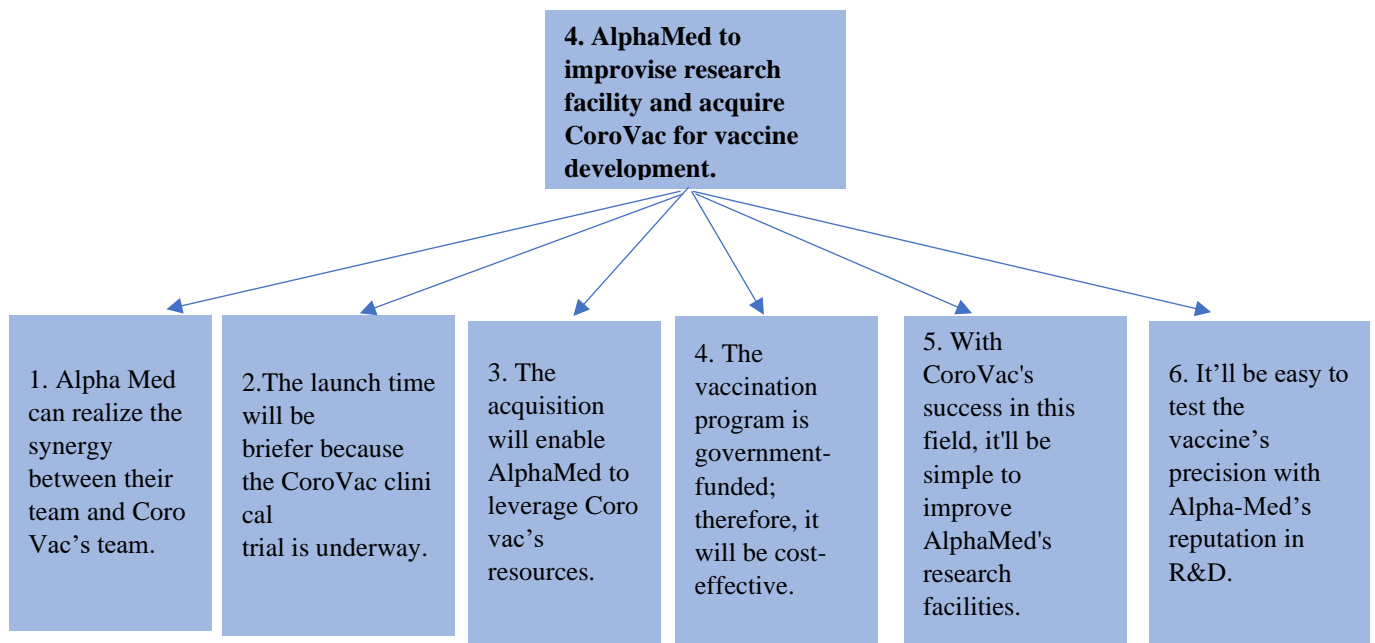


Fig 5 Reason for choosing the assumption

3. Describe a list of cultural factors that should be assessed whilst structuring these assumptions?

- AlphaMed is Dutch based company and CoroVac is Turkey based company. So, we should consider the regional barriers.

Language and communication	For business communication plays a vital role. AlphaMed being a Dutch speaking company and CoroVac being a Turkish speaking company we need to consider the language barrier. It is advisable to have at least few members in team who is well versed in Turkish.																																																																														
Climate	<div><div>High</div><table><tr><th></th><th>Jan</th><th>Feb</th><th>Mar</th><th>Apr</th><th>May</th><th>Jun</th><th>Jul</th><th>Aug</th><th>Sep</th><th>Oct</th><th>Nov</th><th>Dec</th></tr><tr><td>Amsterdam</td><td>6°C</td><td>6°C</td><td>9°C</td><td>13°C</td><td>17°C</td><td>19°C</td><td>21°C</td><td>21°C</td><td>18°C</td><td>14°C</td><td>9°C</td><td>6°C</td></tr><tr><td>Istanbul</td><td>9°C</td><td>9°C</td><td>12°C</td><td>16°C</td><td>21°C</td><td>26°C</td><td>29°C</td><td>28°C</td><td>25°C</td><td>20°C</td><td>14°C</td><td>11°C</td></tr></table><div>Low</div><table><tr><th></th><th>Jan</th><th>Feb</th><th>Mar</th><th>Apr</th><th>May</th><th>Jun</th><th>Jul</th><th>Aug</th><th>Sep</th><th>Oct</th><th>Nov</th><th>Dec</th></tr><tr><td>Amsterdam</td><td>1°C</td><td>1°C</td><td>3°C</td><td>5°C</td><td>9°C</td><td>11°C</td><td>13°C</td><td>13°C</td><td>11°C</td><td>8°C</td><td>5°C</td><td>2°C</td></tr><tr><td>Istanbul</td><td>4°C</td><td>4°C</td><td>5°C</td><td>9°C</td><td>14°C</td><td>18°C</td><td>21°C</td><td>21°C</td><td>17°C</td><td>13°C</td><td>9°C</td><td>6°C</td></tr></table></div> <p>(Anon., 2022)</p> <p>As per the above data Istanbul is warmer than Amsterdam. So, we have to consider this during relocation.</p>		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Amsterdam	6°C	6°C	9°C	13°C	17°C	19°C	21°C	21°C	18°C	14°C	9°C	6°C	Istanbul	9°C	9°C	12°C	16°C	21°C	26°C	29°C	28°C	25°C	20°C	14°C	11°C		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Amsterdam	1°C	1°C	3°C	5°C	9°C	11°C	13°C	13°C	11°C	8°C	5°C	2°C	Istanbul	4°C	4°C	5°C	9°C	14°C	18°C	21°C	21°C	17°C	13°C	9°C	6°C
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Istanbul	4°C	4°C	5°C	9°C	14°C	18°C	21°C	21°C	17°C	13°C	9°C	6°C																																																																			
Religious beliefs	Amsterdam’s major religion is Christianity but Islam is fast growing. (Anon., 2022) Turkey’s major religion is Islam but it’s home to various religions. (Tours, 2022).																																																																														

Work culture differences has to be considered since home country is different for both the companies.

	AlphaMed	CoroVac
Meetings	They are fond of meetings. They have informal but polite way of conducting meetings.	They have formal meetings.
Work hours	Dutch follow 40 hours per week with flexible time schedules.	Turkish follow 45 hours per work with not much flexibility. It is advisable not to keep important meetings on Fridays. (Deggin, 2017)
Negotiation skills	Dutch are tough negotiators and very fast in taking decisions. (Anon., 2022)	Turkish take time to negotiate and hate deadlines. (doingbusinessinturkey, 2022)

While structuring our assumptions and coming up with a solution that benefits both, we must consider all of the above cultural differences.

It has also been noted that Turkish culture is shifting toward western principles, while Dutch culture is shifting toward Asian principles, resulting in the phenomena of formal differences becoming commonalities. This shift could be attributed to globalisation and the adoption of best practices. (Ücer, 2009)

4. To test these assumptions, which information would you require? Provide your answer in a table showing assumption, information required, and the source of information.

Assumption	Sub-assumptions	Methodology for analysis	Data	Data source(s)
1. Alpha Med can realize the synergy between their team and Coro Vac's team.	Both Alpha med and Coro Vac has similar organizational culture and policies, so it'll be easy for them to work together.	- Meeting with Coro Vac's team -Meeting with Alpha Med's team	-Organizational Policy details and work culture related data from experts of both companies.	Client Data/CoroVac data/ Knowledge MS
2. The launch time will be briefer because the CoroVac clinical trial is underway.	-CoroVac is already in its testing phase. So, the development can start promptly rather than beginning from scratch. -To help speed up the process, Alpha Med can employ CoroVac's vaccination development team and add their staff.	-Time is estimated using projections based on previous clinical trials. -Focus groups, Employee meetings -Team analysis	-Hold a meeting with the vaccination department to discuss their expectations and the timeframe. -Records on Phase Testing -CoroVac team's previous accomplishments	CoroVac data/Interview Knowledge MS
3. The acquisition will enable AlphaMed to leverage Coro vac's resources.	-AlphaMed can now sell in more than 100 countries due to the acquisition, including CoroVac's tie-up countries. -AlphaMed can purchase CoroVac's market share, enjoying	-Analyse CoroVac company data -Market analysis	-List of tie-up countries kept by Coro Vac. -Market share value of CoroVac	CoroVac's data/Knowledge MS

	additional benefits.			
4. The vaccination program is government-funded; therefore, it will be cost-effective.	We don't have to worry about the cost because the government is funding us to focus on R&D.	Analysing government open data	-Government policies -Government official statements.	Public domain/
5. With CoroVac's success in this field, it'll be simple to improve AlphaMed's research facilities.	CoroVac has an accuracy rate of 85 per cent - 90 per cent. As a result of this high success rate, we may enlist the help of CoroVac's team to strengthen AlphaMed's study.	Analysing CoroVac data Meetings, Focus groups	CoroVac's previous test results. Meeting with the staff at Coro-vac to learn about the success rates.	CoroVac data/Interview
6. It'll be easy to test the vaccine's precision with Alpha-Med's reputation in R&D.	AlphaMed's R&D department is well-known. They've set aside a lot of money for research and development, so we will be able to evaluate the vaccine's precision with their support.	-Analyse R&D team's reputation. -Web data analysis of competitors precision.	-Alpha Med's R&D team records. -Alpha Med's finance records and funding details. - Data on the success rate of competitors' vaccines	Client data/Knowledge MS Data mining/Third parties/Public domain

5. Mention any ethical issues in obtaining at least some of these data.

Assumption 5: We're looking at CoroVac's prior test results. We must keep the clinical trial patients' confidentiality in mind while doing so. (Kaiser, 2009)

Assumption 6: Obtaining rival test result data to assess for accuracy may be challenging due to the sensitive nature of the information. Unless we can receive the details directly from our opponent, which is impossible, we will get an approximated result rather than a precise result. As a result, we can rely on market surveys to obtain this information.

Because CoroVac's data is instantly available to AlphaMed, we have the right to access all of the other data once the acquisition is complete. We must keep data security and confidentiality in mind when dealing with sensitive data.

Before we use CoroVac's data, we should make sure that it has been audited on their end. There is a chance they will tell us something we don't know. As a result, we must always ensure that any data we receive has been thoroughly audited.

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