



# TECH M&A MONTHLY

....starts in 2 minutes

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Corum Group | The Global Leader in Software M&A

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## THE GLOBAL LEADER IN SOFTWARE M&A

Corum's experience makes the difference. Hundreds of software M&A transactions spanning six continents during its 27-year history let Corum deliver a proven business process conducted by the top professional staff using the industry's deepest research and world's largest buyer database. Corum has sold more software and related technology companies than anyone.

- Corum History
- Corum Team
- Corum Process
- Corum Events
- Corum Transactions

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## Past Attendees Include:



## Past Conferences & Reports

- Private Equity Panel
- Buyers Panel
- Google Acquisition Strategy
- Crowdfunding M&A Impact
- Special Reports: SaaS, Mobile, Gaming, Social, Cloud, Geospatial, Security
- Special Reports: Facebook Effect, Dell, Microsoft, HP, IBM...

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# TECH M&A MONTHLY

....starts in 1 minute

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## Merge Briefing

- 90 Minutes
- Industry Update
- Overview of the M&A Process
- Upcoming events in:
  - Boston
  - New York
  - Munich
  - Cologne
  - Frankfurt
  - Hamburg



- Seattle
- Warsaw
- Prague
- Denver
- Budapest
- Rio de Janeiro

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## Selling Up, Selling Out

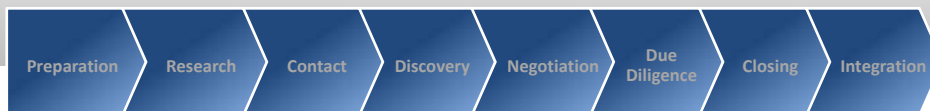
- Half-Day
- Tech M&A Bootcamp
- The most attended tech executive conference in history
- Upcoming events in:
  - Cleveland
  - Atlanta
  - Phoenix
  - Salt Lake City
  - Detroit
  - Las Vegas
  - Helsinki
  - Oslo
  - Vancouver
  - London



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## 8 Stages for an Optimal Outcome

1



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# Typical Negotiation Flow



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# AVOIDING THE DEAL DISASTERS

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## Upcoming Conference Schedule

**Selling Up Selling Out (SUSO)** - Ready to go to market? During this half-day workshop, learn to prepare, position, research, value, negotiate, and execute due diligence for maximum price and structure. This is the most attended Tech M&A event ever – participants have done over \$1 trillion in transaction value.

**Merge Briefing (MB)** - The Merge Briefing is a 90-minute executive briefing providing a current M&A market update (trends, valuations, etc.), as well as a brief overview of the Tech M&A process: "8 Steps To An Optimal Outcome."

Oct. 21: <b>Boston</b> – MB	Nov. 4: <b>Warsaw</b> – MB
Oct. 23: <b>New York</b> – MB	Nov. 5: <b>Denver</b> – MB
Oct. 28: <b>Cleveland</b> – SUSO	Nov. 5: <b>Prague</b> – MB
Oct. 29: <b>Indianapolis</b> – MB	Nov. 6: <b>Budapest</b> – MB
Oct. 29: <b>Munich</b> – MB	Nov. 6: <b>Phoenix</b> – SUSO
Oct. 30: <b>Cologne</b> – MB	Nov. 6: <b>Atlanta</b> – SUSO
Oct. 30: <b>Frankfurt</b> – MB	Nov. 6: <b>Salt Lake City</b> – SUSO
Oct. 31: <b>Hamburg</b> – MB	Nov. 10: <b>Rio de Janeiro</b> – MB
Nov. 1: <b>Seattle</b> – MB	Nov. 12: <b>Los Angeles</b> – MB

[www.CorumGroup.com/Events](http://www.CorumGroup.com/Events)

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## Logistics

- Ask questions for Q&A session
  - Use Q&A window on right side
  - Submit to queue at any time
  - Ask "all panelists" – see "ask" option above text-entry box
- This event is being recorded
  - Rebroadcast October 16, 12:30am PT, and 8:00am PT
  - See "Conferences and Events" at [MergersAndAcquisitions.webex.com](http://MergersAndAcquisitions.webex.com)

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# Global Tech M&A Monthly

## Q3: 2014 Quarterly Report

### 9 October 2014

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## Moderator



**Bruce Milne**  
CEO  
Corum Group Ltd.

A leader in the software industry, Bruce has founded or owned four software companies, including the largest vertical market software company, AMI, an Inc. 500 firm rated by IDC as the fastest growing computer-related company in the world.

He has served on advisory boards for Microsoft, IBM, DEC, Comdex and Apple, and as board member/founding investor in some of the most innovative firms in their field, including Blue Coat, Bright Star and Sabaki. Past advisor to two governors and a senator, a board member of the Washington Technology Center, and founder of the WTIA, the nation's most active regional technology trade association.

He worked with the Canadian government to found SoftWorld, and he was recently chosen as one of the 200 most influential individuals in the IT community in Europe. He was also the only American juror for the recent Tornado 100 Awards given to Europe's top technology firms

A graduate with Distinction from Harvard Business School, Bruce has written three books on business models for success, including *Power Planning*. He is a frequent lecturer and author.

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## Agenda

- Welcome
- Field Reports – Naurtech & Bookpad
- Event Reports – Angel Capital Association, IBA Conference, GamesBeat
- Congratulations, Concur!
- Q3 2014 Research Report
- Special Report: Alibaba M&A Impact
- Q&A

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## Field Report – Bookpad & Naurtech



Rob Schram  
Senior Vice President  
Corum Group Ltd.



Rob has over 30 years of executive and entrepreneurial experience in multiple technologies: Integrated circuit testing, industrial process automation and control, communications software, security software, and energy software and services.

Rob has founded and sold several companies and engaged in two IPOs. He was most recently CEO of Evergreen Fuel Technologies, Inc. in the energy sector. Rob is a broadly skilled strategic development professional with a proven reputation for targeting, negotiating and developing profitable ventures and a demonstrated ability to successfully analyze an organization's critical business requirements, identify deficiencies and opportunities, and develop innovative and cost-effective solutions for enhancing competitiveness, increasing revenues, and improving customer relationships.

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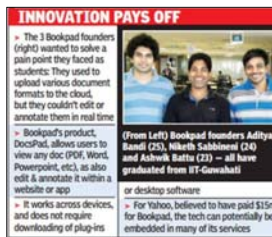


## Field Report - Bookpad



*"Bookpad's big break came when they participated in NASSCOM's Innotrek, a trip to Silicon Valley earlier this year that was designed to help Indian startups to meet US technology giants & familiarize them with the startup environment there. During the trip, they met M&A consultant Rob Schram, who later helped broker the deal between Yahoo and Bookpad."*

- Times of India



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## Field Report – Naurtech



*"We appreciate Corum's perseverance and advice in the process of bringing this acquisition about."*

- Pankaj Nauriyal

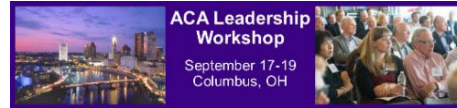


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## Conference Report – ACA Leadership Workshop



Ed Ossie  
Vice President  
Corum Group



Ed has over 30 years of international experience serving high-growth technology companies and has spent the last 20 years in chief operating and chief executive roles.

Ed served as President of Innovation Group PLC, and prior to that led the sale of MTW Corporation to Innovation Group as MTW CEO. Both companies are in the insurance software and business process services segments. Prior to that he was Division Manager and Vice President for the Texas Instruments Software Group, which grew from startup to 1300 people in 5 years.

Today he advises a number of high-growth technology teams on how they might win, shape and scale their operations to create viable high impact options for their future. Ed graduated with a Bachelor of Science degree from Missouri State University and attended select Executive Programs at Stanford Graduate School of Business, such as the Executive Program for Growing Companies and the 2011 Directors Consortium.

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## Conference Report – IBA Silicon Valley “From Startup to Exit”



John Simpson  
Vice President  
Corum Group Ltd.



Prior to joining Corum's team, for 12 years John ran a leading boutique M&A firm in Silicon Valley specializing in technology-based transactions that included company sales and acquisitions, asset divestitures, management buyouts and capital raises.

Previously John spent more than 20 years in the enterprise software arena, including C-level executive roles with BMC Software Inc. Ingres Corporation, and DEC. During these assignments he managed product lines located across the USA and Europe, and drove multimillion \$\$ strategic alliances and OEM sales channels. John also participated in several software startups in Silicon Valley during the 1980's, including founding Analytica, one of the industry's first ever software firms to be venture-capital funded.

John has been a presenter and panelist at many technology and business conferences in the USA and Europe. He is a past member of Microsoft's Advisory Board for Application Development. He has published numerous articles on Growth & Exit planning, and has taught M&A basics to burgeoning capitalists in Shanghai, China.

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## GamesBeat Conference



**GamesBeat** 2014  
September 15 - 16, 2014  
Parc 55 Hotel, San Francisco, CA

**GamesBeat**  **University** 2014

**Full Slide Deck:**  
[Slideshare.net/softwareMA/](http://slideshare.net/softwareMA/)

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## Notable Speakers

















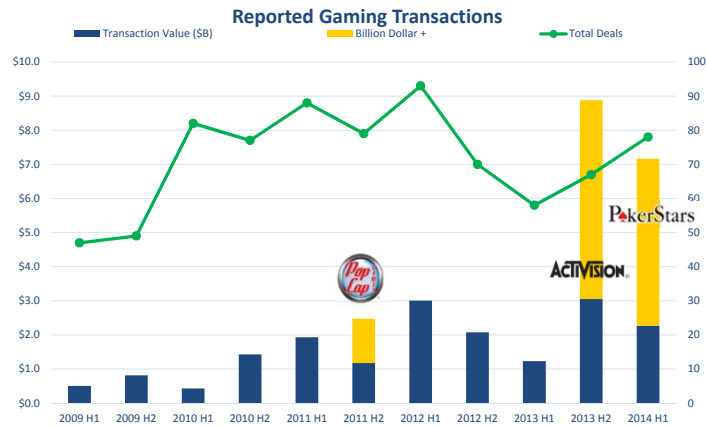






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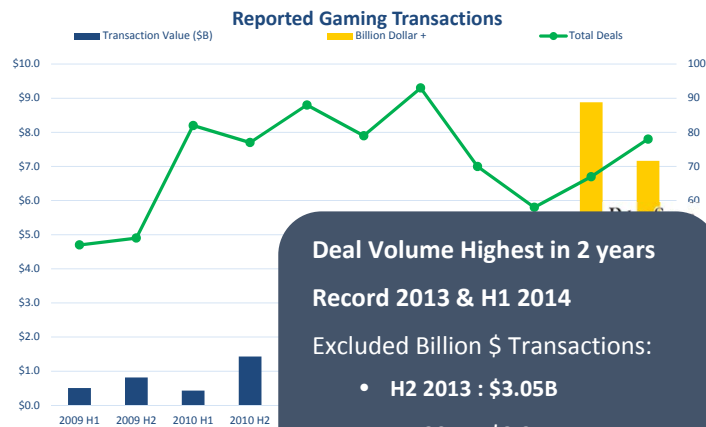
## Transactions in the Gaming Ecosystem



- Sources include company filings and releases, industry databases and Corum Group.
- Both majority and minority deals included.
  - Transactions relating to the gaming ecosystem were included, not limited to gaming studios.
  - Only announced or available deal values included.

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## Transactions in the Gaming Ecosystem



Deal Volume Highest in 2 years

Record 2013 & H1 2014

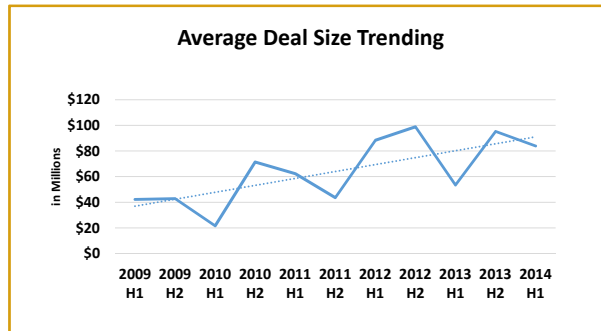
Excluded Billion \$ Transactions:

- H2 2013 : \$3.05B
- H1 2014: \$2.27B

- Sources include company filings and releases, industry databases and Corum Group.
- Both majority and minority deals included.
  - Transactions relating to the gaming ecosystem were included, not limited to gaming studios.
  - Only announced or available deal values included.

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## Transactions in the Gaming Ecosystem



**Average Deal Size:**

5 Year Growth: 99%     \$42m to \$84m

Year over Year: 57%     \$53.5m to \$84m

Source: Corum

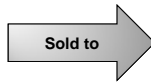
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## Billion Dollar Consolidation Spree



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## Billion Dollar Consolidation Spree



**Sector:** Video Games  
**Target:** Twitch Interactive  
**Acquirer:** Amazon  
**Transaction Value:** \$970 million

- Live online video game streaming.
- Largest deal in Amazon's history adds to content-focused trend and this year's prior purchases of Double Helix Games and comiXology.

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## GamesBeat Conference



**GamesBeat** 2014  
September 15 - 16, 2014  
Parc 55 Hotel, San Francisco, CA

**GamesBeat**  **University** 2014

**Full Slide Deck:**  
[Slideshare.net/softwareMA/](https://www.slideshare.net/softwareMA/)

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# Congratulations, Steve Singh



**Steve Singh, Concur**  
 “Cloud computing, in combination with mobile computing, will enable and drive verticalization in nearly every supply chain.”



### 2012: BANNER YEAR FOR TECH M&A!



Last year, our client ecosystem witnessed bank-broke deals, record mergers, and year-long deals, with only a lull in Tech M&A valuations. Deals just kept coming along, and this trend will continue 2012 should be a banner year in Tech M&A for a number of reasons.

To begin with, there is a heightened strategic perspective among public institutional companies looking against traditional buyers and private equity for their technology. Recent exits, when viewed in isolation, is showing deals in regions such as EMEA and APAC increasing in size. Finally, software is again in vogue. Both SaaS and IaaS are becoming a primary engine for revenue during the year 2012.

We live in an age of pervasive disruptive change. Whether the Jack Welch leader can no longer model advantage or communication. Software, cloud, social networking, and mobile make it a - 5 billion market players in just 10 years. These technologies, as well as gaming and food, are central to a special report by Concur Group professionals - Business Innovation and Technology Report.

A special thanks to our client group of advisors/business for this year's report: "Forecast 2012 - Global Tech M&A, Europe and India/Asia". These comments and insight are woven throughout this report.

We trust you find this report and our other resources valuable. Please contact us with any questions, or to discuss the opportunity for your firm in today's M&A market.

Steve Miller  
 Chairman, CEO

Over the last report was compiled by Concur Group, the world's leading provider of corporate travel, IT and related companies. For further information, please contact Steve Singh, VP Research at +1 424 413 8281 or s.singh@concurgroup.com

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### LUMINARY PANEL

The material in this report was originally presented in the annual report "Forecast 2012 Global Tech M&A". In addition to the market report, the report included a luminary panel consisting of the world leaders. To hear more of Steve Singh on the 2012 technology landscape, view the video on the Concur website, [www.concur.com](http://www.concur.com).

**Chairman, CEO**  
 "In 2012, we believe there will be 10 billion successful deals, one that will be a truly global success."

**Chairman, Google**  
 "The big pain point in the use of cloud computing is not the technology itself, but the complexity of the cloud ecosystem."

**E.A. McCann, IBM**  
 "The real challenge of mobile devices, the cloud, the ecosystem, and the complexity of the cloud ecosystem."

**Chairman, Adobe**  
 "This year the cloud is going to be a major springboard for the rest of a year and around about the value of being there by your customer."

**Chairman, Concur**  
 "Cloud computing, in combination with mobile computing, will enable and drive verticalization in nearly every supply chain."

**Chairman, Singularity University**  
 "Concur has a number of leading vertical SaaS, as opposed to some people, with the most being made from cloud services."



# Congratulations, Steve Singh



**Sector:** ERP  
**Target:** Concur Technologies  
**Acquirer:** SAP AG [Germany]  
**Transaction Value:** \$8.3 billion

- Corporate travel and expense management SaaS.
- Largest acquisition in SAP's history.



## Corum Research Report



**Elon Gasper**  
Vice President,  
Director of Research



**Alina Soltys**  
Senior Analyst



**Amber Stoner**  
Senior Analyst



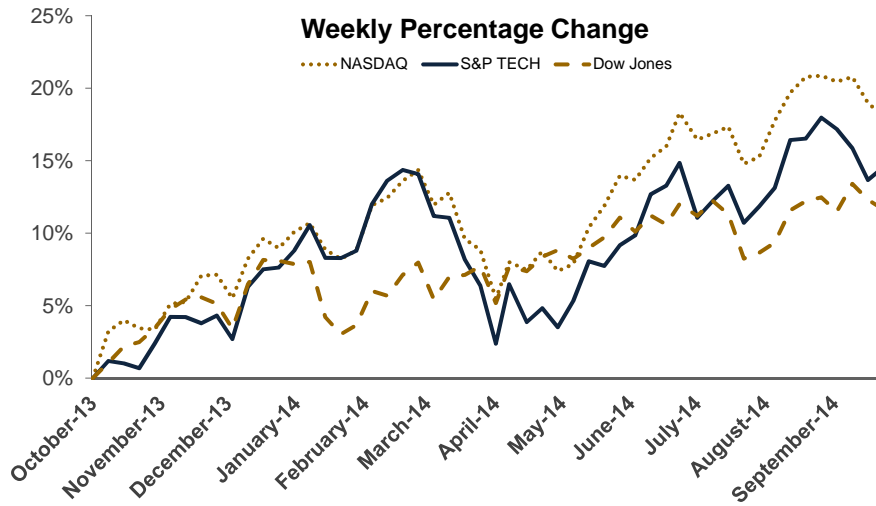
**Erin Sanchez**  
Analyst



**Tyler Vickers**  
Research Analyst

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## Public Markets



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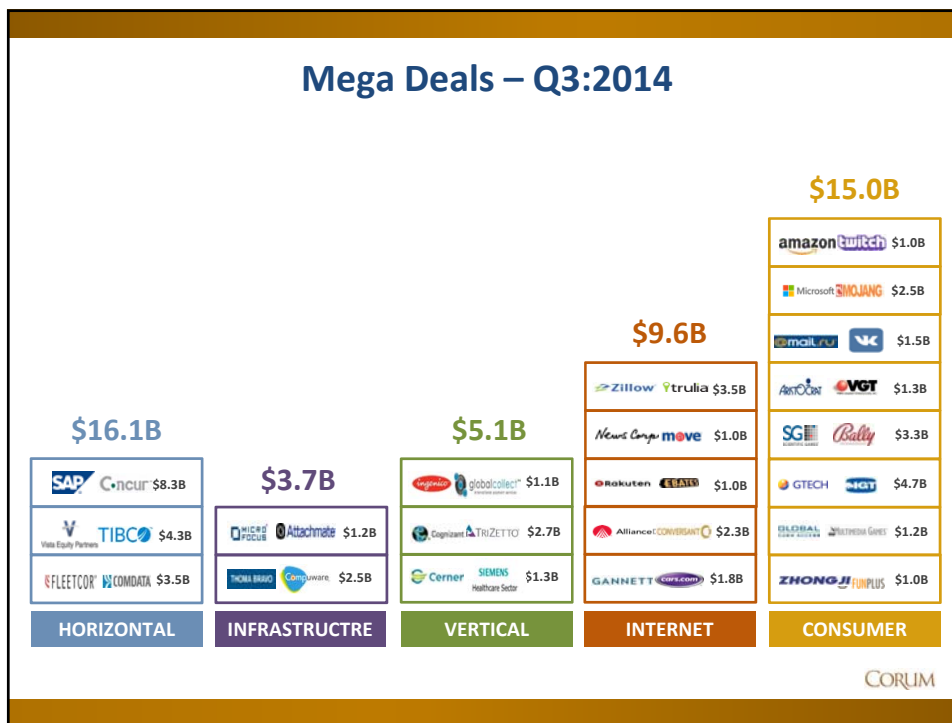


## Corum Index

	Q3: 2013	Q3: 2014
# of Transactions	860	1026
# of Mega Deals	11	20
Largest Deal	\$7.2B	\$8.3B
Private Equity Deals	63	57
# VC backed Exits	176	160
% Cross Border Transactions	31%	36%
% of Startup Acquisitions	14%	14%
Average Life of Target	14	14

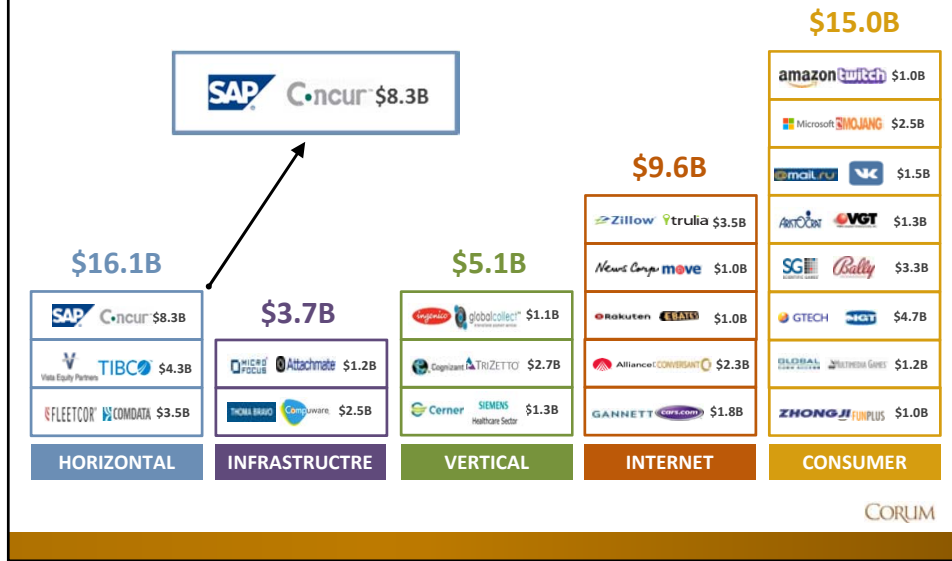
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## Mega Deals – Q3:2014

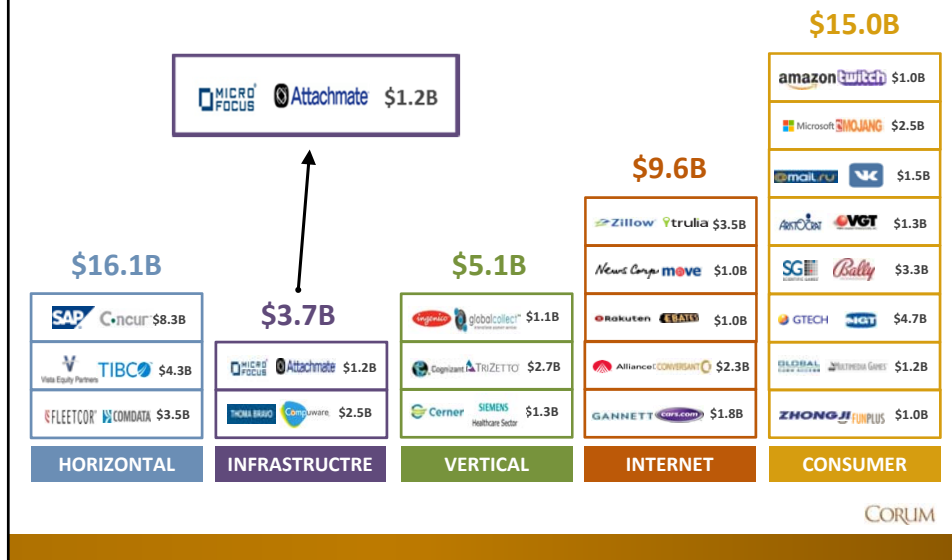


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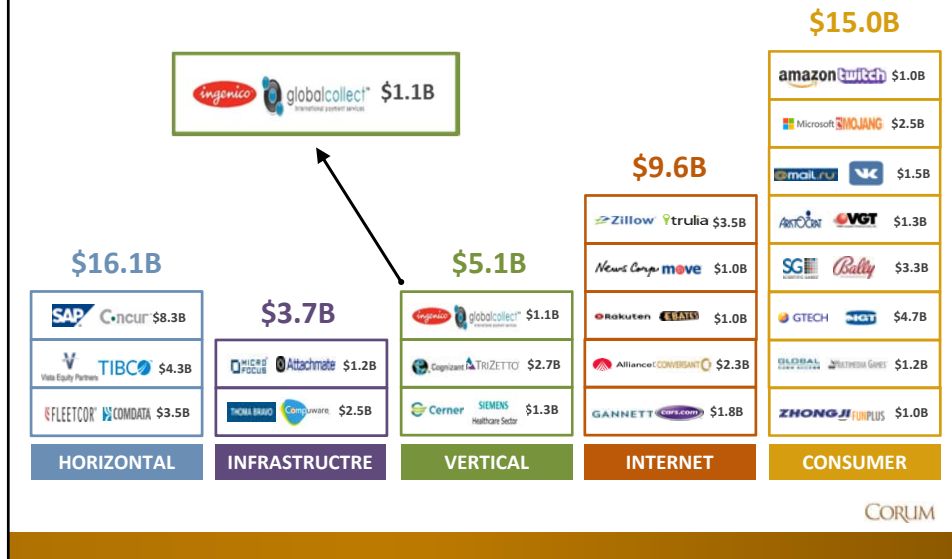
## Mega Deals – Q3:2014



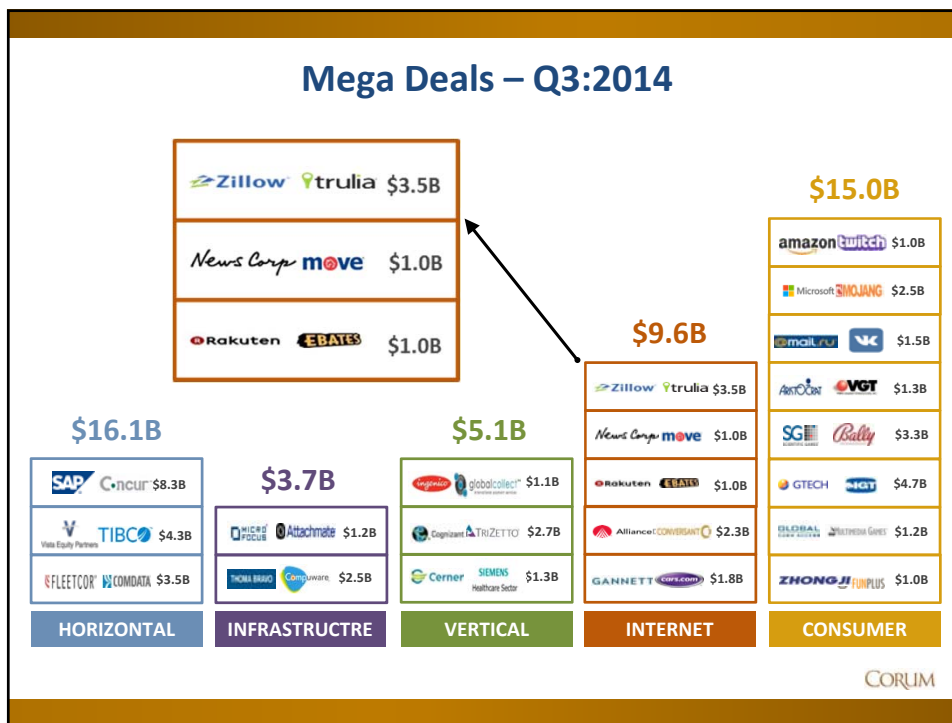
## Mega Deals – Q3:2014



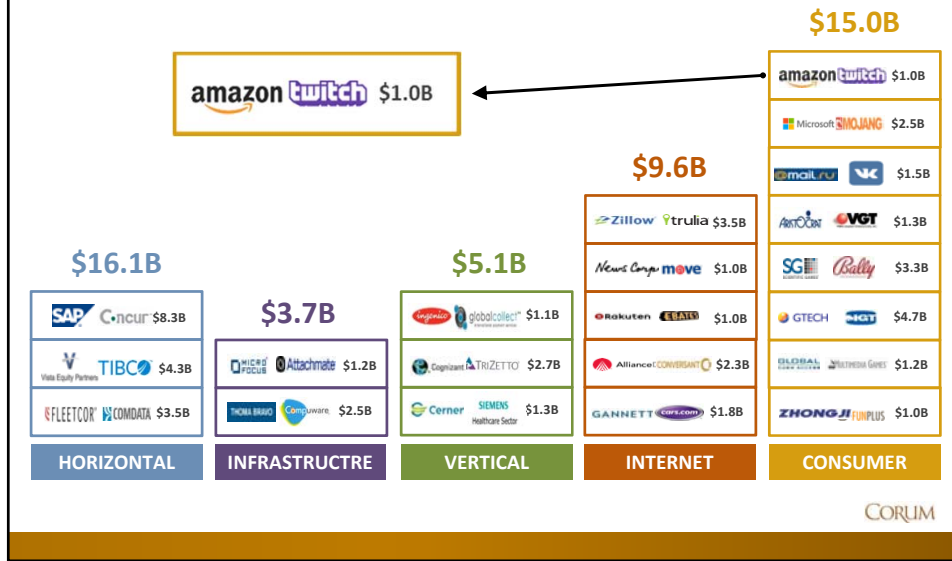
## Mega Deals – Q3:2014



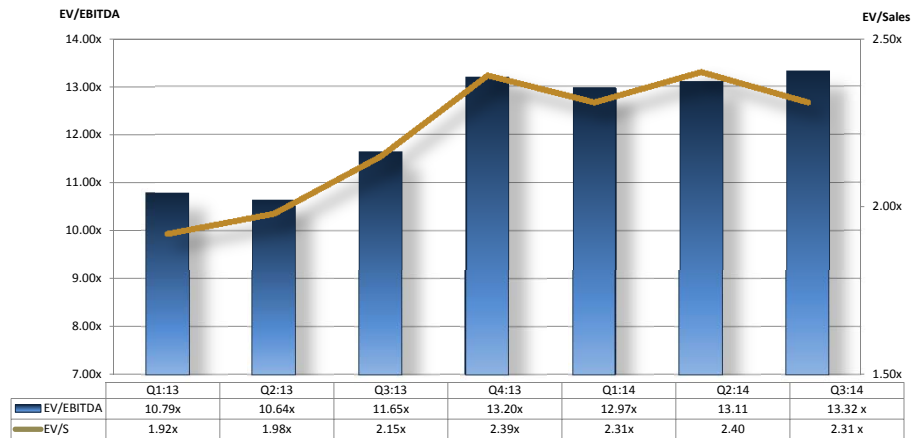
## Mega Deals – Q3:2014



## Mega Deals – Q3:2014



## Aggregate Six Markets

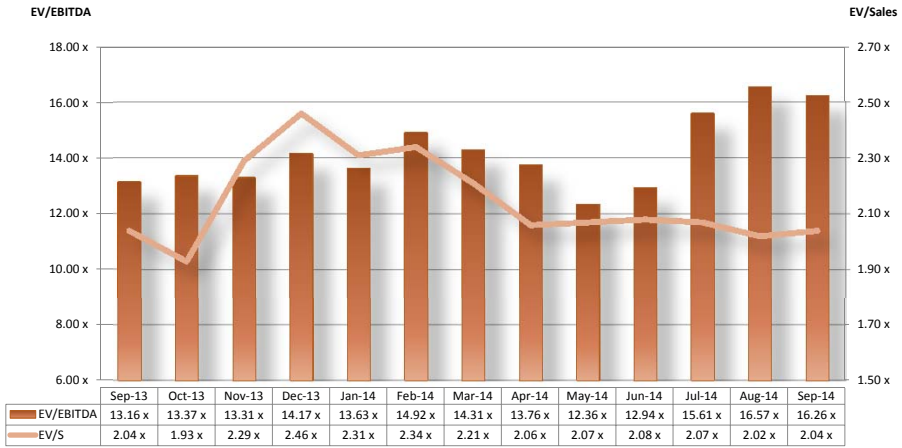


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## Internet Market

### Public Valuation Multiples



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## Internet Valuations

Subsector		Sales	EBITDA	Examples		
Internet Infrastructure	↓	1.93x	10.10x	inuvo	Akamai	JUNIPER NETWORKS
Internet Pure Play	↑	2.92x	16.40x	amazon.com	Google	priceline <small>Name Your Own Price</small>

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# Internet Market

## Deal Spotlight



**Sector:** Advertising  
**Target:** Conversant  
**Acquirer:** Alliance Data Systems  
**Transaction Value:** \$2.3 billion

- Advertising and marketing services, including ad serving, affiliate marketing, display advertising, lead generation and digital coupons.
- Provides scale in the growing display, mobile, video, and social digital channels, and adds important capabilities to Epsilon's digital messaging platform.

EV  
EV/S

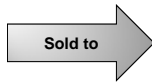
EV/Sales  
1.70 x  
1.50 x  
1.30 x  
1.10 x  
0.90 x  
0.70 x  
1.50 x

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# Internet Market

## Deal Spotlight



**Sector:** Online Marketplace  
**Target:** Cars.com  
**Acquirer:** Gannett  
**Transaction Value:** \$1.8 billion

- Car marketplace enabling consumers and dealerships to buy and sell online.
- Helps accelerate the company's digital transformation.

EV  
EV/S

EV/Sales  
1.70 x  
1.50 x  
1.30 x  
1.10 x  
0.90 x  
0.70 x  
1.50 x

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## Internet Market

### Deal Spotlight

LiveRail 

Sold to

facebook.

**Sector:** Advertising  
**Target:** LiveRail  
**Acquirer:** Facebook  
**Transaction Value:** \$382 million

- Video advertising network for Web publishers that uses real-time bidding for Internet advertising space.

EV  
EV/S

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## Internet Market

### Deal Spotlight

tap Commerce 

Sold to

twitter

**Sector:** Advertising  
**Target:** TapCommerce  
**Acquirer:** Twitter  
**Transaction Value:** Undisclosed

- Deal value reported at \$100 million.
- TapCommerce enables real-time programmatic mobile ad buying across multiple exchanges reaching over 50,000 apps.

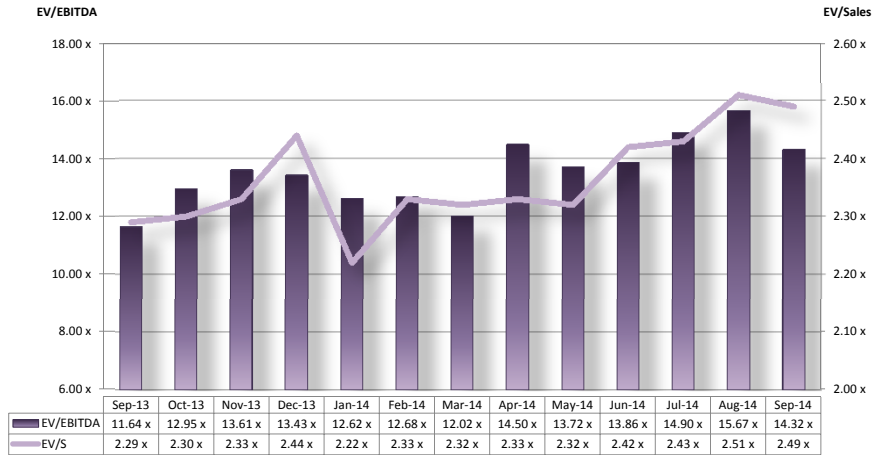
EV  
EV/S

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# Infrastructure Software Market

## Public Valuation Multiples



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# Infrastructure Software Valuations

Subsector		Sales	EBITDA	Examples		
Infrastructure Communications	↑	2.14x	11.56x	BRADSOFT	NOKIA	eGain
Network Management	↓	4.03x	16.38x	NETSCOUT	solarwinds	CISCO
Storage	↑	1.53x	10.77x	EMC <sup>2</sup>	commvault	QLOGIC
Development Tools	↑	2.92x	9.44x	Compware	intel	PROGRESS SOFTWARE
Security	↑	4.43x	21.26x	symantec.	Check Point	VeriSign
Virtualization	↑	4.38x	24.23x	CITRIX	LogMeIn	vmware
Legacy/SOA	↑	3.62x	23.18x	BLUEPHOENIX	Jacada	TIBCO
Systems Mgmt.	—	2.39x	8.39x	bmc software	IBM	ca





# Infrastructure Software Market

## Deal Spotlight



**Sector:** Infrastructure Management  
**Target:** Compuware Corporation  
**Acquirer:** Thoma Bravo  
**Transaction Value:** \$2.5 billion

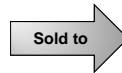
- Application, mainframe server and network performance management and optimization software.
- Thoma Bravo's largest take-private.

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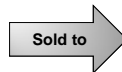
# Infrastructure Software Market

## Deal Spotlights: Security



**Target:** Scorpion Software Corp. [Canada]  
**Acquirer:** Kaseya International [Switzerland]  
**Transaction Value:** \$20 million

- Two-factor authentication, password management and single sign on IaaS.



**Target:** SafeNet Inc.  
**Acquirer:** Gemalto NV [Holland]  
**Transaction Value:** \$890 million

- Encryption, anti-malware and DRM systems and software.

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## Infrastructure Software Market

### Deal Spotlight

**Axeda**



**PTC**<sup>®</sup>

**Sector:** Enterprise Networking  
**Target:** Axeda Corporation  
**Acquirer:** PTC  
**Transaction Value:** \$170 million

- IoT and M2M-focused application development, remote and predictive device management PaaS, and vehicle telematics and fleet management SaaS for enterprises and OEMs.

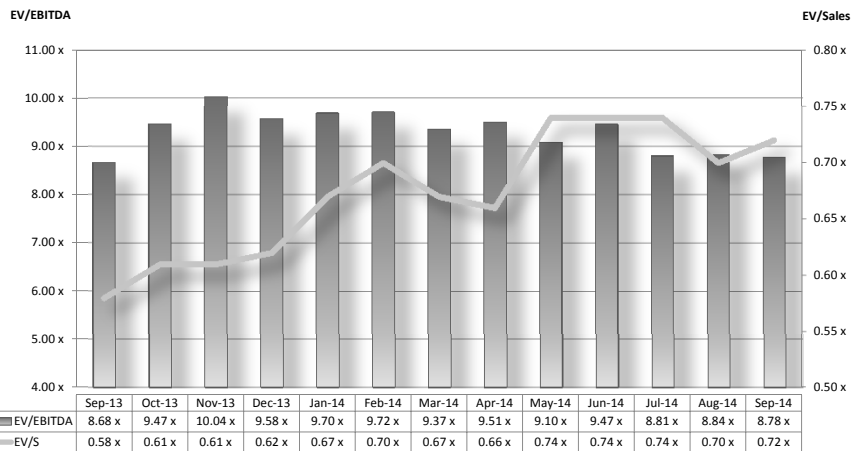
EV/EBITDA  
EV/S

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## IT Services Market

### Public Valuation Multiples

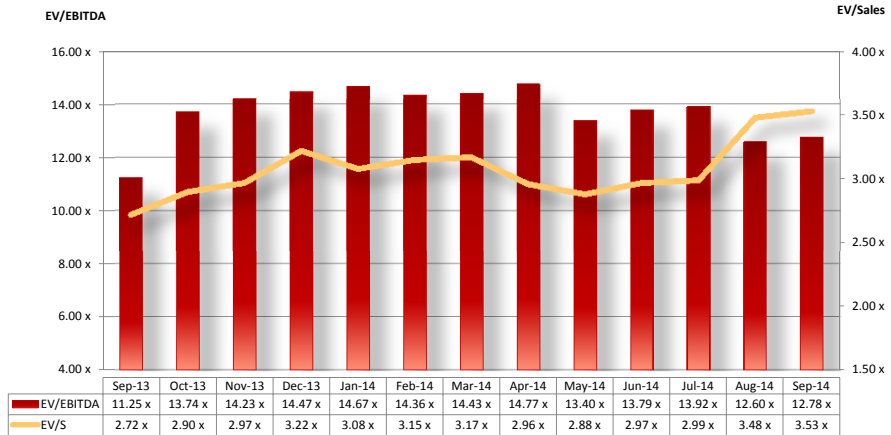


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## Asian IT Services Market

### Public Valuation Multiples







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## IT Services Valuations

Subsector		Sales	EBITDA	Examples
N. AM/Europe	—	0.72x	8.78x	  
Asia	↑	3.53x	12.78x	  

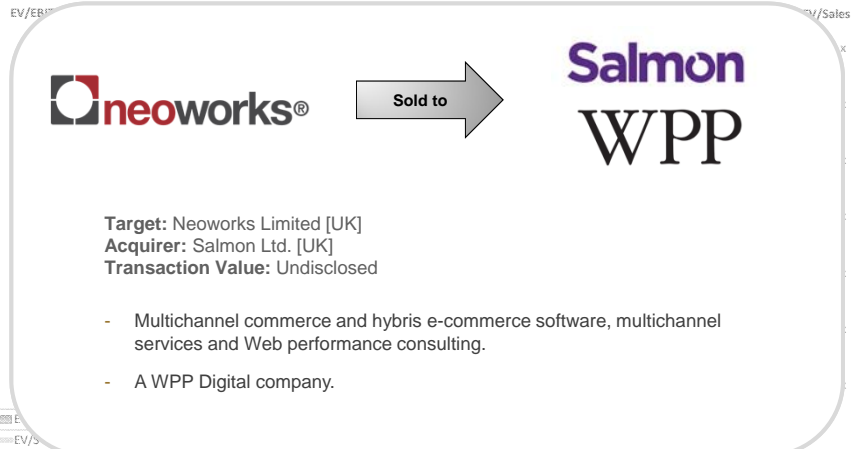
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Date	Target	Deal Value	Country	Description
30 – Sep.	 <b>ambit5</b> social business ideas	Undisclosed	Italy	Social media marketing services.
26 – Sep.	<b>zweimaleins</b>	Undisclosed	Germany	B2B digital marketing and communications services.
02 – Sep.	 <b>nurun</b>	\$114.9 million	Canada	Web, software, e-commerce and user interface design services.
08 – Jul.	 <b>proximedia</b>	Undisclosed	Belgium	Digital marketing services, SEO, video content production and Web design for SMEs.
01 – Jul.	 <b>crown</b>	Undisclosed	United States	Web design, SEO, social media and email marketing services.



## IT Services Market

### Deal Spotlight





## IT Services Market

### Deal Spotlight



**Target:** PayChoice  
**Acquirer:** Sage Group Plc [UK]  
**Transaction Value:** \$157.8 million

- Outsourced payroll BPO services for small-to-medium-sized businesses.
- Strengthens position in the US payroll market.

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## IT Services Market

### Deal Spotlight



**Target:** SouthWestern Business Process Services [Ireland]  
**Acquirer:** Capita plc [UK]  
**Transaction Value:** \$46.8 million

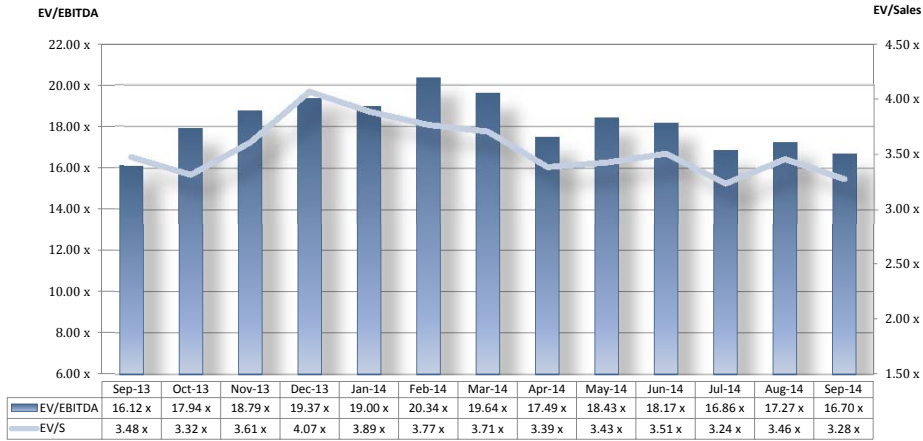
- Business process outsourcing - contact center, HR and payroll, and financial administration services.
- Will significantly enhance presence in the Irish business process outsourcing market.

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## Horizontal Application Software Market

### Public Valuation Multiples



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## Horizontal Application Software Valuations

Subsector		Sales	EBITDA	Examples		
Business Intelligence	↓	2.48x	37.14x	INFORMATICA	QlikTech™	MicroStrategy
Human Resources	↓	4.35x	58.98x	CALLIDUS	Ultimate SOFTWARE	saba
SCM	↓	5.82x	21.66x	SPS Commerce	AMERICAN SOFTWARE	Manhattan Associates
Communications	↑	2.04x	21.29x	amdocs	Constant Contact	NUANCE
ERP	↑	3.69x	10.43x	ORACLE	SAP	NETSUITE
CRM	↑	3.17x	40.27x	salesforce.com	LIVEPERSON	CONVERGYS
Content Mgmt.	—	4.70x	17.05x	OPEN TEXT		
Horizontal Other	↓	3.24x	16.36x	Trimble	sciQuest	C-n-cur™



## Horizontal Application Software Market

### Deal Spotlight

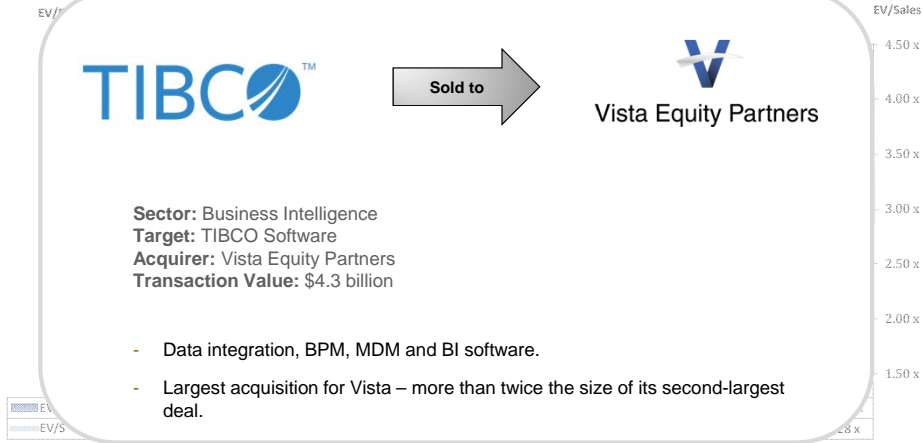
**TIBCO**™



**Vista Equity Partners**

**Sector:** Business Intelligence  
**Target:** TIBCO Software  
**Acquirer:** Vista Equity Partners  
**Transaction Value:** \$4.3 billion

- Data integration, BPM, MDM and BI software.
- Largest acquisition for Vista – more than twice the size of its second-largest deal.



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## Horizontal Application Software Market

### Deal Spotlight

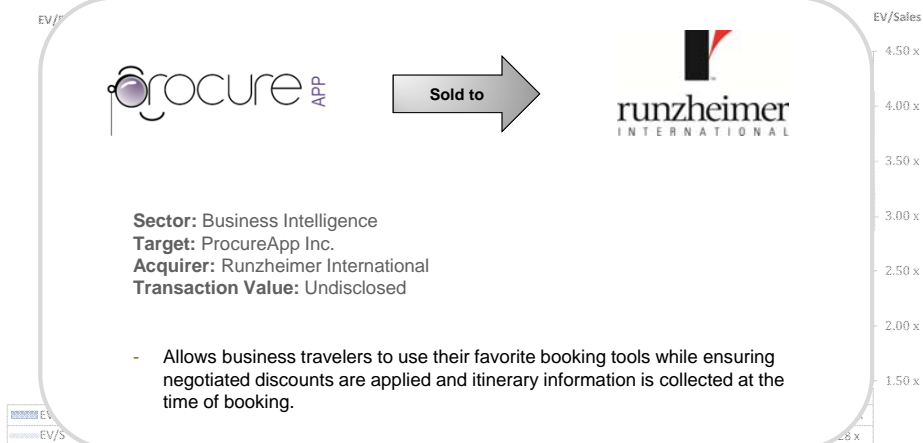
**Procure APP**



**runzheimer**  
INTERNATIONAL

**Sector:** Business Intelligence  
**Target:** ProcureApp Inc.  
**Acquirer:** Runzheimer International  
**Transaction Value:** Undisclosed

- Allows business travelers to use their favorite booking tools while ensuring negotiated discounts are applied and itinerary information is collected at the time of booking.



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## Horizontal Application Software Market

### Deal Spotlight

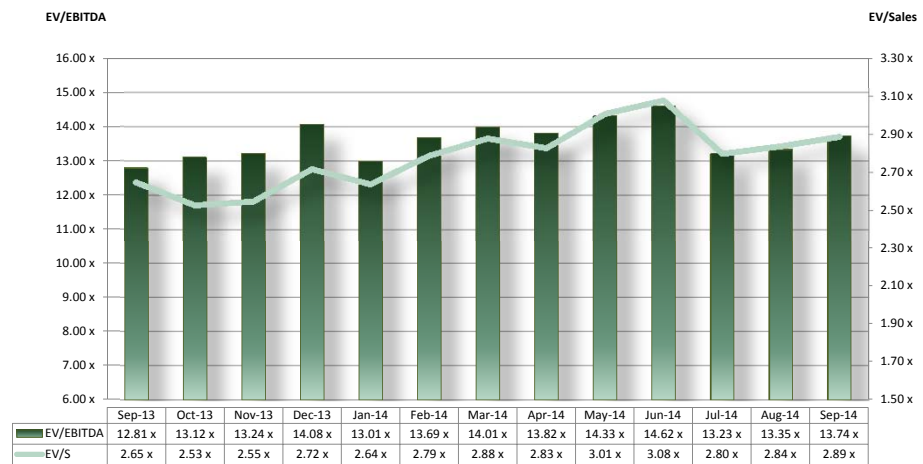


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## Vertical Application Software Market

### Public Valuation Multiples



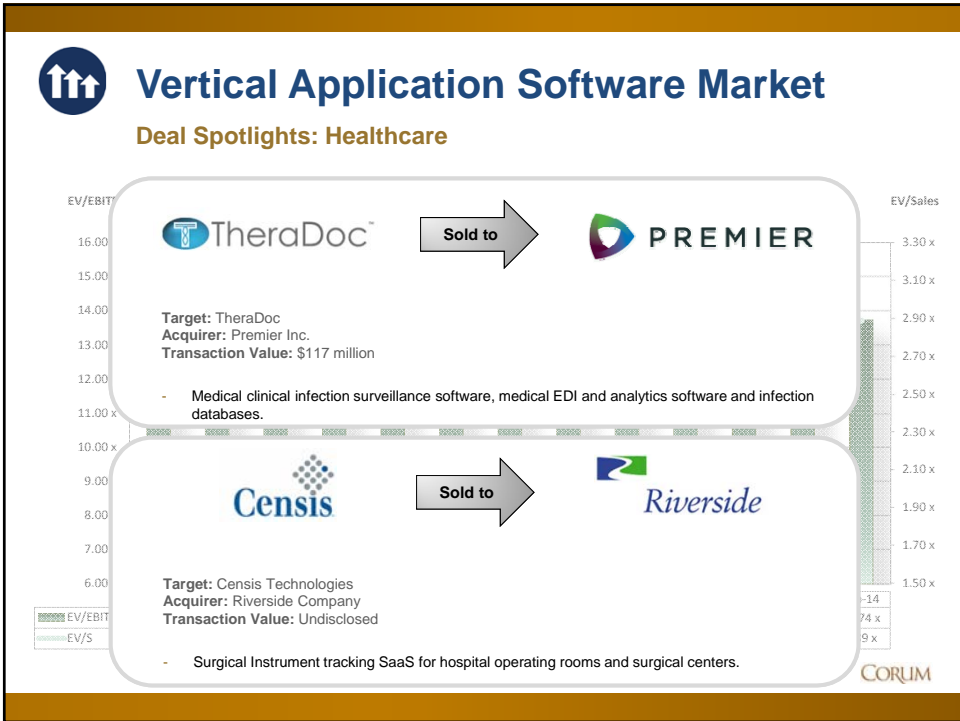
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## Vertical Application Software Market

Subsector		Sales	EBITDA	Examples		
A/E/C	↓	3.25x	14.91x	AUTODESK	PTC	DASSAULT SYSTEMES
Government	↑	1.29x	8.77x	LOCKHEED MARTIN	iB communications	HARRIS
Healthcare	↑	4.24x	20.05x	Cerner	McKESSON	Allscripts
Financial Services	↓	3.74x	13.51x	ADVENT Software	ACI payment systems	fiserv.
Energy & Environment	↓	2.96x	10.90x	Iron	IHS	Schlumberger
Vertical Other	↓	1.24x	13.72x	Rockwell Automation	Sensata Technologies	epiq SYSTEMS

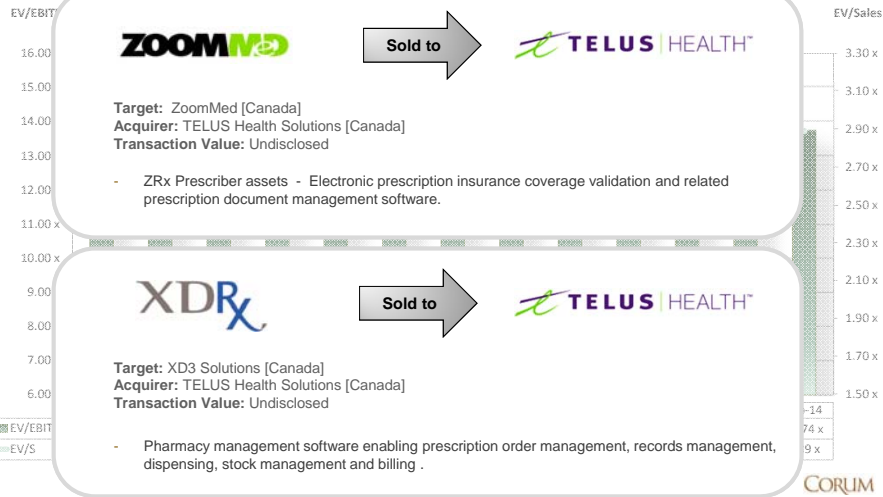
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# Vertical Application Software Market

## Deal Spotlights: Healthcare



# Vertical Application Software Market

## Deal Spotlights: Healthcare





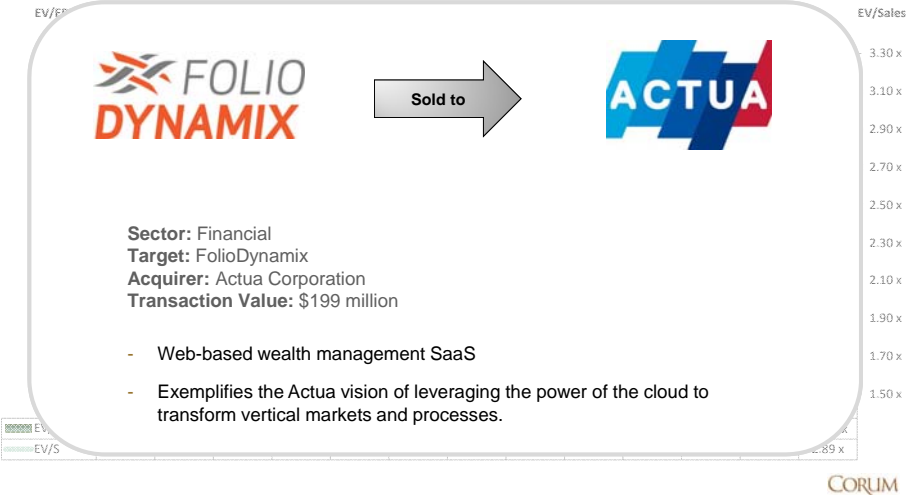
# Vertical Application Software Market

## Deal Spotlight



**Sector:** Financial  
**Target:** FolioDynamix  
**Acquirer:** Actua Corporation  
**Transaction Value:** \$199 million

- Web-based wealth management SaaS
- Exemplifies the Actua vision of leveraging the power of the cloud to transform vertical markets and processes.

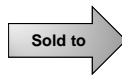


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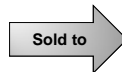
# Vertical Application Software Market

## Deal Spotlights: Geospatial



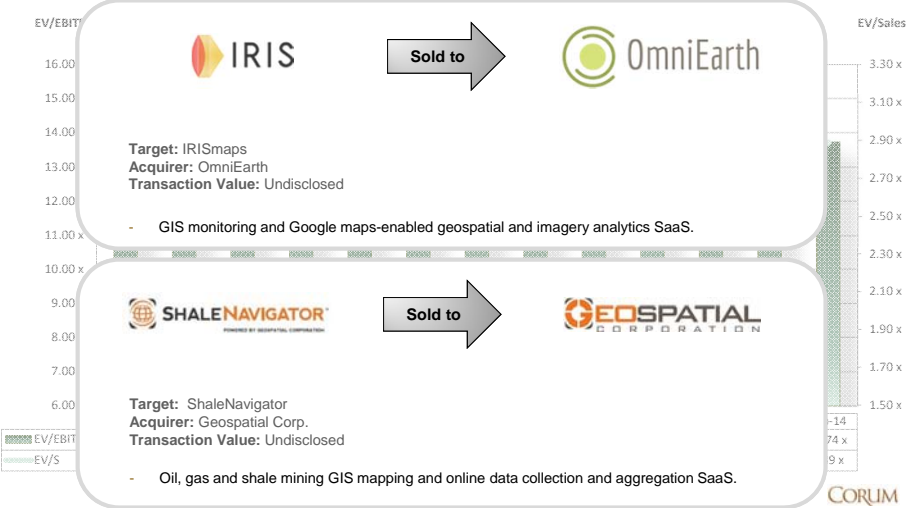
**Target:** IRISmaps  
**Acquirer:** OmniEarth  
**Transaction Value:** Undisclosed

- GIS monitoring and Google maps-enabled geospatial and imagery analytics SaaS.



**Target:** ShaleNavigator  
**Acquirer:** Geospatial Corp.  
**Transaction Value:** Undisclosed

- Oil, gas and shale mining GIS mapping and online data collection and aggregation SaaS.

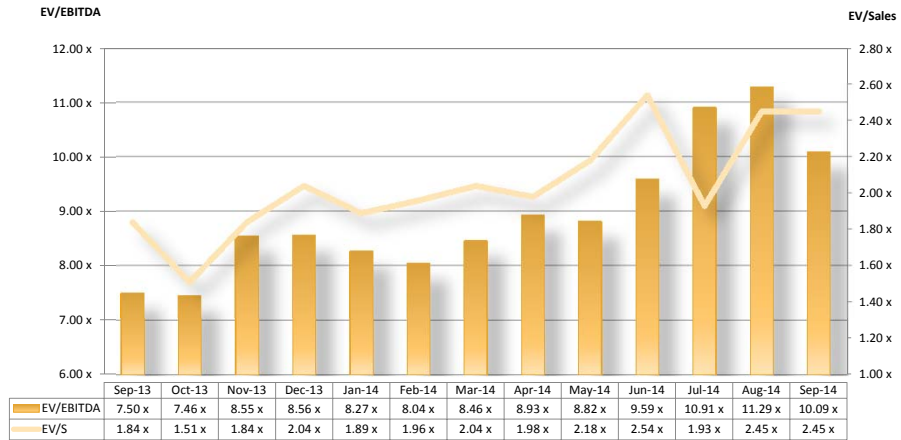


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## Consumer Application Software Market

### Public Valuation Multiples



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## Consumer Application Software Valuations

Subsector		Sales	EBITDA	Examples	
Digital Content	↑	1.65x	27.91x		
Video Games	▬	2.55x	9.40x		

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# Consumer Application Software Market

## Deal Spotlight



**Sector:** Video Games  
**Target:** Mojang AB [Sweden]  
**Acquirer:** Microsoft  
**Transaction Value:** \$2.5 billion

- Developer of video games including "Minecraft" - one of the most popular video games in history, with more than 100 million downloads, on PC alone, by players since its launch in 2009.



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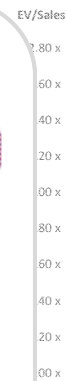
# Consumer Application Software Market

## Deal Spotlight



**Sector:** Video Games  
**Target:** Nonstop Games [Singapore]  
**Acquirer:** King Digital Entertainment [UK]  
**Transaction Value:** \$16 million

- Will help King expand beyond their traditional casual genre.
- First acquisition since becoming a public company.

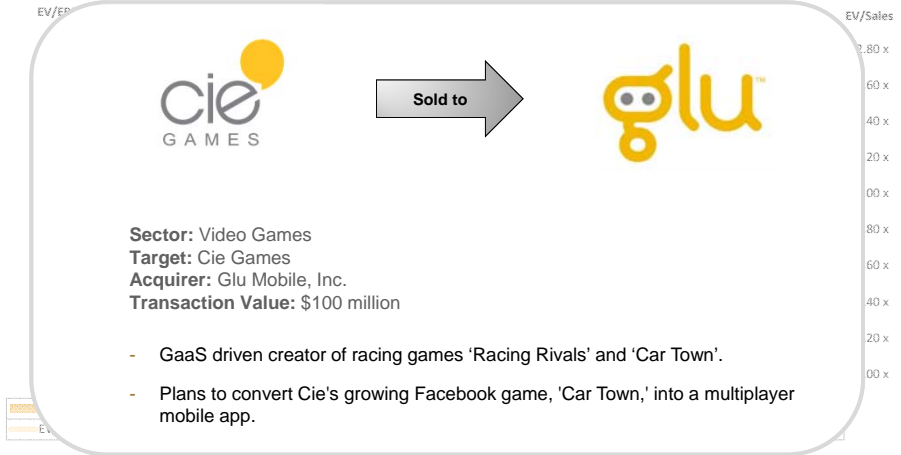


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# Consumer Application Software Market

## Deal Spotlight



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# Consumer Application Software Market

## Deal Spotlights: Video Games



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## Corum Research Report



**Elon Gasper**  
Vice President,  
Director of Research



**Alina Soltys**  
Senior Analyst



**Amber Stoner**  
Senior Analyst



**Erin Sanchez**  
Analyst



**Tyler Vickers**  
Research Analyst

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## Alibaba IPO – Tech M&A Impact



**Bruce Milne**  
CEO  
Corum Group Ltd.



A leader in the software industry, Bruce has founded or owned four software companies, including the largest vertical market software company, AMI, an Inc. 500 firm rated by IDC as the fastest growing computer-related company in the world.

He has served on advisory boards for Microsoft, IBM, DEC, Comdex and Apple, and as board member/founding investor in some of the most innovative firms in their field, including Blue Coat, Bright Star and Sabaki. Past advisor to two governors and a senator, a board member of the Washington Technology Center, and founder of the WTIA, the nation's most active regional technology trade association.

He worked with the Canadian government to found SoftWorld, and he was recently chosen as one of the 200 most influential individuals in the IT community in Europe. He was also the only American juror for the recent Tornado 100 Awards given to Europe's top technology firms

A graduate with Distinction from Harvard Business School, Bruce has written three books on business models for success, including *Power Planning*. He is a frequent lecturer and author.

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# Alibaba IPO – Tech M&A Impact



Tyler Vickers  
Research Analyst



As a research analyst at Corum Group, Tyler Vickers works with clients to create an optimal selling outcome by delivering value propositions and strategic marketing documents. Prior to joining Corum, Tyler worked in risk management and compliance for a large online marketing company where he identified and managed the fraud activity of the company's large user base.

During his time there, he received first-hand experience dissecting a wide range of online marketing strategies. Before that, he worked with a small IT services business, helping to establish its online presence and increase sales. Tyler graduated from the University of California, Santa Barbara with a B.A. in Economics.

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# Alibaba IPO – Key Stats













**\$231B** Total Market Value

**\$22B** Total Raised

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## Google Acquisition Leadership

	2011	2012	2013	2014(1H)
1				
2				
3				

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## Facebook Post-IPO Acquisitions

May 21, 2012	Karma	Social gifting
June 18, 2012	Face.com	Face recognition platform
July 14, 2012	Spool	Mobile bookmarking and sharing content
July 20, 2012	Acrylic Software	RSS app Pulp and secure database app Wallet
August 24, 2012	Threadsy	Maker of social marketing tool Swaylo
February 28, 2013	Atlas	Atlas advertiser suite
March 2013	osmeta	Mobile software
March 14, 2013	Hot Studio	Design agency
April 23, 2013	Spaceport	Cross-platform game framework
April 25, 2013	Parse	Mobile app backends
July 18, 2013	Monoidics	Automatic verification software
August 12, 2013	Jibbigo	Speech translation app
October 13, 2013	Onavo	Mobile analytics
December 17, 2013	SportStream	Sports conversation analysis
January 8, 2014	Little Eye Labs	Android Performance analysis and monitoring tools
January 13, 2014	Branch	Web conversation platform
February 19, 2014	WhatsApp	Mobile instant messaging
March 25, 2014	Oculus VR	Virtual reality technology
April 24, 2014	ProtoGeo Oy	Fitness tracking app Moves
August 7, 2014	PrivateCore	Secure Server Technology
August 26, 2014	WaveGroup Sound	Sound Studio

## Alibaba Impact – Yahoo



Daniel Bernstein  
Director, Emerging Technologies  
Corum Group Ltd.



Daniel Bernstein has worked in a number of roles over a twenty year career in high technology, most recently as the founder and CEO of Sandlot Games Corporation, a leading casual games publisher and developer. Having sold Sandlot Games to Digital Chocolate in 2011, Daniel started a small games studio and a consulting practice where he advises larger companies such as RealNetworks and smaller high growth businesses on product development, strategic initiatives, and M&A opportunities.

Prior to Sandlot Games, Daniel Bernstein held director level positions in companies such as Wild Tangent and Monolith. An accomplished composer, Daniel also writes music for most of the games he works on.

Daniel holds a BS in Computer Science and an MA in Music Composition from the University of Virginia.

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## Yahoo 2014 Acquisitions

Date	Acquisition	Description
January 7, 2014	<b>Aviate</b>	Intelligent Android Homescreen
January 21, 2014	<b>SPARQ</b>	Mobile Marketing
January 24, 2014	<b>Cloud Party</b>	Virtual world gaming
January 28, 2014	<b>Tomfoolery</b>	Conversation platform
January 30, 2014	<b>Incredible Labs</b>	Time Management App
February 11, 2014	<b>Wander</b>	Social Diary
February 13, 2014	<b>Distill</b>	Technical Recruiting
March 5, 2014	<b>Vizify</b>	Social media information transformation
May 13, 2014	<b>Blink</b>	Mobile Messaging
June 10, 2014	<b>PhotoDrive</b>	Photo Management
July 12, 2014	<b>RayV</b>	Video Streaming Platform
July 21, 2014	<b>Flurry</b>	Mobile Analytics
September 5, 2014	<b>Luminate</b>	Advertising
September 22, 2014	<b>Bookpad</b>	Document Handling
October 4, 2014	<b>MessageMe</b>	Messaging App

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## Alibaba Impact – Chinese M&A



**Jim Perkins**  
Regional Director, Digital Media Specialist  
Corum Group, Ltd.



Entertainment software entrepreneur Jim Perkins is directly responsible for publishing some of the industry's biggest franchises, including Unreal, Duke Nukem, Wolfenstein, Doom, Hunting Unlimited, and Driver. A well-known senior executive with a 22-year track record of publishing such bestselling hits, he founded and grew two highly successful software publishing companies (FormGen and ARUSH) from start-ups to multi-million dollar enterprises.

Jim also launched Radar Group, the first Transmedia Incubation Company to monetize entertainment franchises across all media, including film and television. His success and extensive experience in software production, marketing and public relations, packaging, online and retail distribution and software M&A, uniquely qualify him as an expert in building value and realizing wealth. Jim joined Corum Group, the world's leading software M&A firm, with a specific focus on educating and helping prospective sellers maximize the value of their digital media companies.

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## Alibaba Impact – The View from China



**Dougan Milne**  
VP, International Business Development  
Corum Group Ltd.



Dougan is currently Vice President of International Business Development, based in Barcelona, with the Corum Group International. Previously, he spent 3 years working out of Corum's European headquarters in Zürich, Switzerland and 3 years running Corum's research division from their Global HQ in Seattle. Prior to joining Corum's team in 2005, Dougan spent 3 years in the banking industry with Bank of America, and Citigroup's Private Wealth business unit.

Before entering finance and investment banking, Dougan successfully founded two companies, Billions and Modo Marketing. He earned his advanced degree – Diplôme de Métiers du Vin et Management – in 2013 (France), and holds a BA in Business Economics from the University of San Diego.

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## Benjamin Xu on



“Alibaba probably tilted the Internet balance between US and China. [It has had a] major impact on Silicon Valley and US VCs/PEs, raising awareness and competition... With all the capital, Chinese companies will increase buying in North America & Europe. With an English teacher being China’s business leader, the US public will have a better understanding of the Chinese business world.”

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**Cecilia Yuan** on  Alibaba.com



“It shows more Chinese companies will be on the list of top 10 Internet company in the world... Chinese internet and mobile internet companies will step abroad, buying assets from US and other foreign countries. Chinese companies will become a major player to provide internet services for global customers.”

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**Sean Liu** on  Alibaba.com



“Alibaba will continue to invest in US startups. But for now they need to get even stronger in China, or they could lose their core – they have Tencent, Baidu, and Amazon all gunning for them.”

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## Alibaba Impact – Jack Ma



阿里巴巴   
Alibaba.com™

on



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## Q&A

- We welcome your questions!
  - Use Q&A window on right side
  - Submit to queue at any time
  - Ask “all panelists” – see “ask” option above text-entry box

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## Upcoming Conference Schedule

**Selling Up Selling Out (SUSO)** - Ready to go to market? During this half-day workshop, learn to prepare, position, research, value, negotiate, and execute due diligence for maximum price and structure. This is the most attended Tech M&A event ever – participants have done over \$1 trillion in transaction value.

**Merge Briefing (MB)** - The Merge Briefing is a 90-minute executive briefing providing a current M&A market update (trends, valuations, etc.), as well as a brief overview of the Tech M&A process: "8 Steps To An Optimal Outcome."

- |                                   |                                      |
|-----------------------------------|--------------------------------------|
| Oct. 21: <b>Boston</b> – MB       | Nov. 4: <b>Warsaw</b> – MB           |
| Oct. 23: <b>New York</b> – MB     | Nov. 5: <b>Denver</b> – MB           |
| Oct. 28: <b>Cleveland</b> – SUSO  | Nov. 5: <b>Prague</b> – MB           |
| Oct. 29: <b>Indianapolis</b> – MB | Nov. 6: <b>Budapest</b> – MB         |
| Oct. 29: <b>Munich</b> – MB       | Nov. 6: <b>Phoenix</b> – SUSO        |
| Oct. 30: <b>Cologne</b> – MB      | Nov. 6: <b>Atlanta</b> – SUSO        |
| Oct. 30: <b>Frankfurt</b> – MB    | Nov. 6: <b>Salt Lake City</b> – SUSO |
| Oct. 31: <b>Hamburg</b> – MB      | Nov. 10: <b>Rio de Janeiro</b> – MB  |
| Nov. 1: <b>Seattle</b> – MB       | Nov. 12: <b>Los Angeles</b> – MB     |

[www.CorumGroup.com/Events](http://www.CorumGroup.com/Events)

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## After the Deal – Celebration





[www.corumgroup.com](http://www.corumgroup.com)

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