

# INPUT®

Information Systems Industry

Acquisitions Strategies  
in the Information Services  
Industry, 1989-1994

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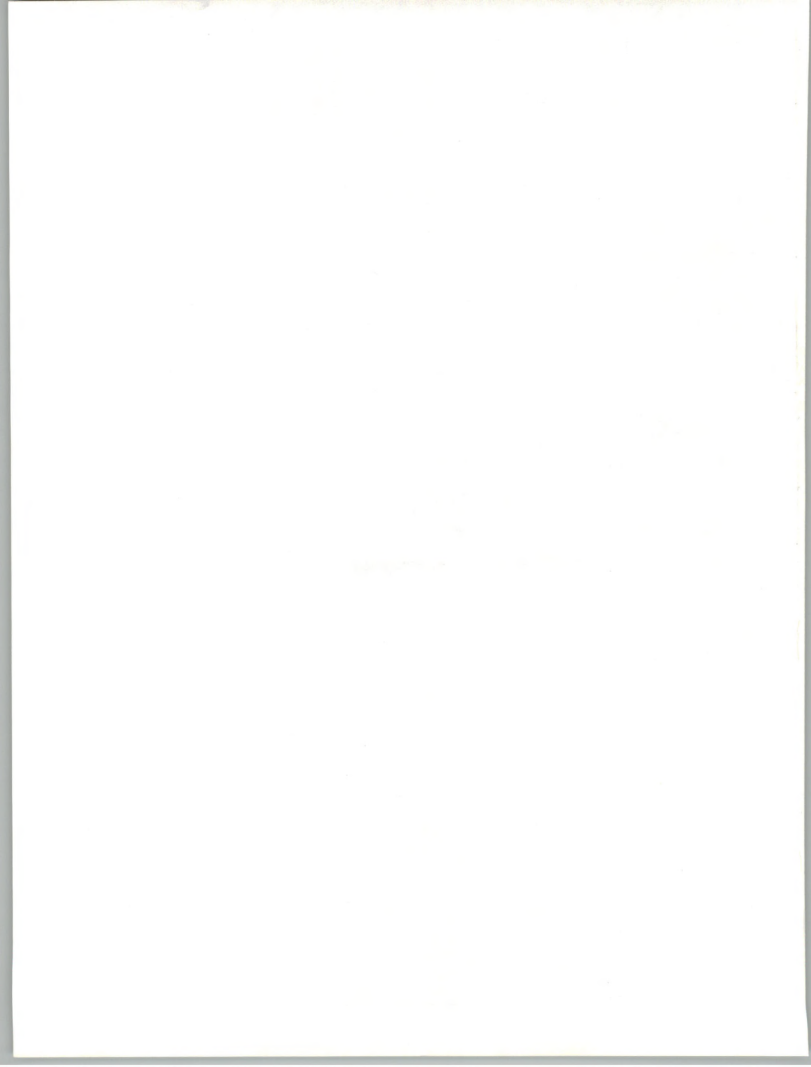
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- Trends and Issues
- Survey of Information Services Companies' Acquisition Programs
- Information Services M&A Activity Forecast
- Available Immediately

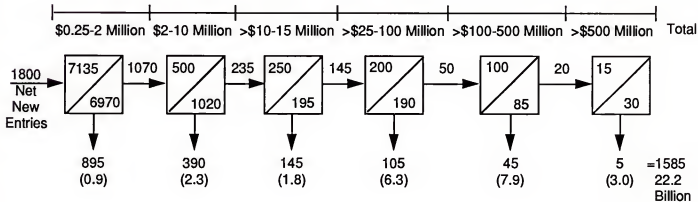


## MERGERS AND ACQUISITIONS PROGRAM

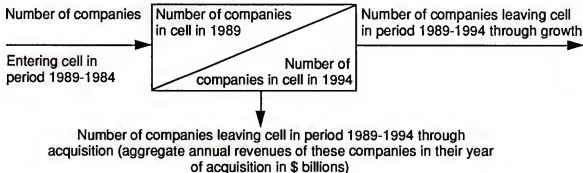
- Acquisitions Strategies in the Information Services Industry, 1989-1993** is the third report issued on this topic by INPUT over the past ten years. The report is part of an analysis of M&A activity in the information services industry and INPUT's forecasts of industry M&A activity at five-year intervals.
- INPUT has provided management consulting and market research services to the information services industry since 1974, including third-party brokerage services for the information services industry.

### IMPACT OF GROWTH AND ACQUISITIONS ON THE STRUCTURE OF THE COMPUTER SERVICES INDUSTRY, 1989-1994

Number Companies by Annual U.S. Computer Services Revenues in \$ Millions



#### Legend





## Acquisition Strategies, 1989-1994

The report contains a summary of mergers and acquisitions activity in the information services industry since 1980; an analysis of thirty-five acquisition programs in the information services industry, aggregated by acquiring company, acquirer, and potentially acquirable companies; a forecast of mergers and acquisitions activity over the next five years; and a self-help acquisition implementation guide.

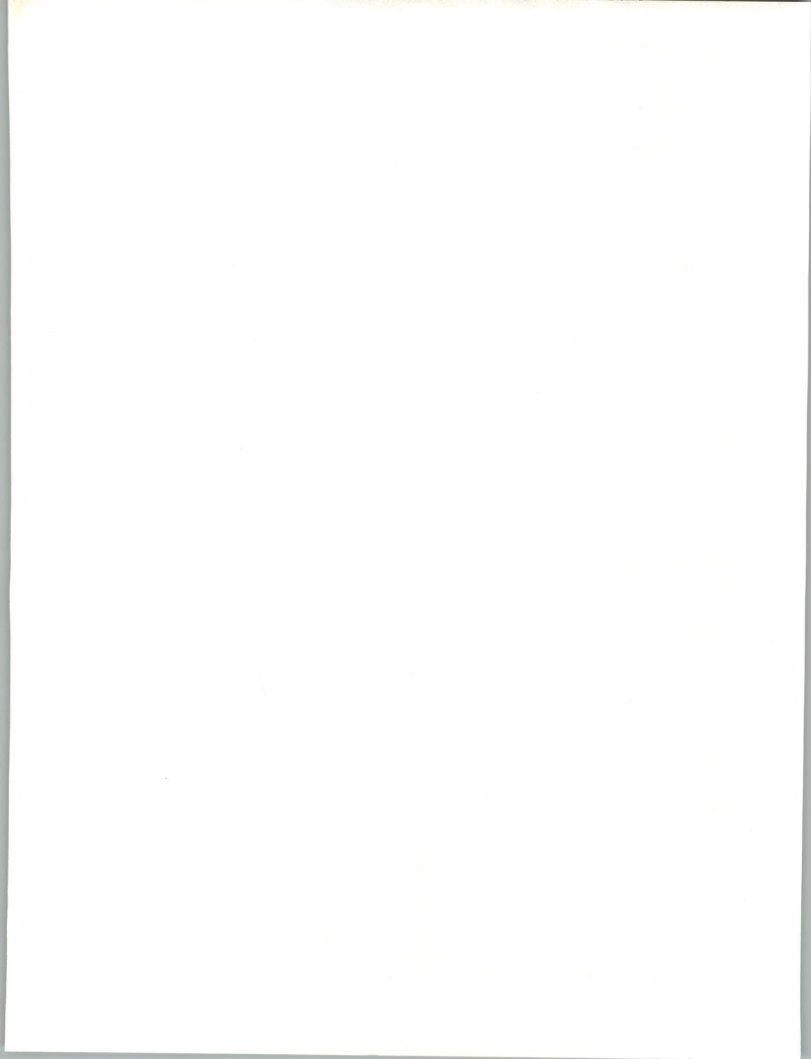
A strategic partnering alternative is also explored, including examples of various types of alliances within the various information services industry subsectors.

Major trends and issues concerning mergers and acquisitions in the information services industry are also identified and discussed.

### ACQUISITION STRATEGIES IN THE INFORMATION SERVICES INDUSTRY

- Executive Overview
- Impact of Acquisitions on the Information Services Industry
- Historical Assessment
- Analysis of Recent Acquisitions
- Impact of Acquisitions on Competition
- Acquisition Trends, 1989-1994
- Survey of Acquirers, Acquirees, Potential Acquirables, and Third Parties in the Information Services Industry
- The Strategic Partnering Alternative
- Implementing an Acquisition Strategy
- Conclusions and Recommendations

- The analysis of corporate acquisition programs and the forecast assumptions are based on a data base of user interviews of executives from acquiring companies, recently acquired companies, potentially acquirable companies, and investment bankers in the information services industry.
- The analysis of mergers and acquisitions historical trends includes specific activity in recent years, based primarily on INPUT's data base of acquisitions in the information services industry.
- The report identifies repeat acquirers in the information services industry, many of whom are expected to continue to be active acquirers over the next five years.
- Information services industry subsectors that show the greatest mergers and acquisitions activity in recent years are identified, and projections are made about which subsectors will represent the highest level of future activity.
- Legal and financial constraints to merger and acquisition activity in the information services industry are discussed.
- Pros and cons of strategic partnering are presented, as well as various forms of alliance activity, including examples from various industry segments.
- A summary analysis of acquisition programs of thirty-five companies in the information services industry is presented. The analysis includes the nature of the acquisition process, forms of acquisition considerations, acquisition search processes, acquisition evaluation factors, current acquisition interests, and elements of postacquisition programs.
- A survey of the opinions of corporate executives and investment bankers on the outlook for mergers and acquisition activity and structural changes in the information services industry is also included.



## About INPUT

INPUT provides planning information, analysis, and recommendations to managers and executives in the information processing industries. Through market research, technology forecasting, and competitive analysis, INPUT supports client management in making informed decisions.

Continuous-information advisory services, proprietary research/consulting, merger/acquisition assistance, and multiclient studies are provided to users and vendors of information systems and services (software, processing services, turnkey systems, systems integration, professional services, communications, systems/software maintenance and support).

Many of INPUT's professional staff members have more than 20 years' experience in their areas of specialization. Most have held senior management positions in operations, marketing, or planning. This expertise enables INPUT to supply practical solutions to complex business problems.

Formed as a privately held corporation in 1974, INPUT has become a leading international research and consulting firm. Clients include more than 100 of the world's largest and most technically advanced companies.

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#### Headquarters

1280 Villa Street  
Mountain View, CA 94041  
(415) 961-3300  
Telex 171407 Fax (415) 961-3966

#### New York

959 Route 46 East, Suite 201  
Parsippany, NJ 07054  
(201) 299-6999  
Telex 134630 Fax (201) 263-8341

#### Washington, D.C.

8298 Old Courthouse Rd.  
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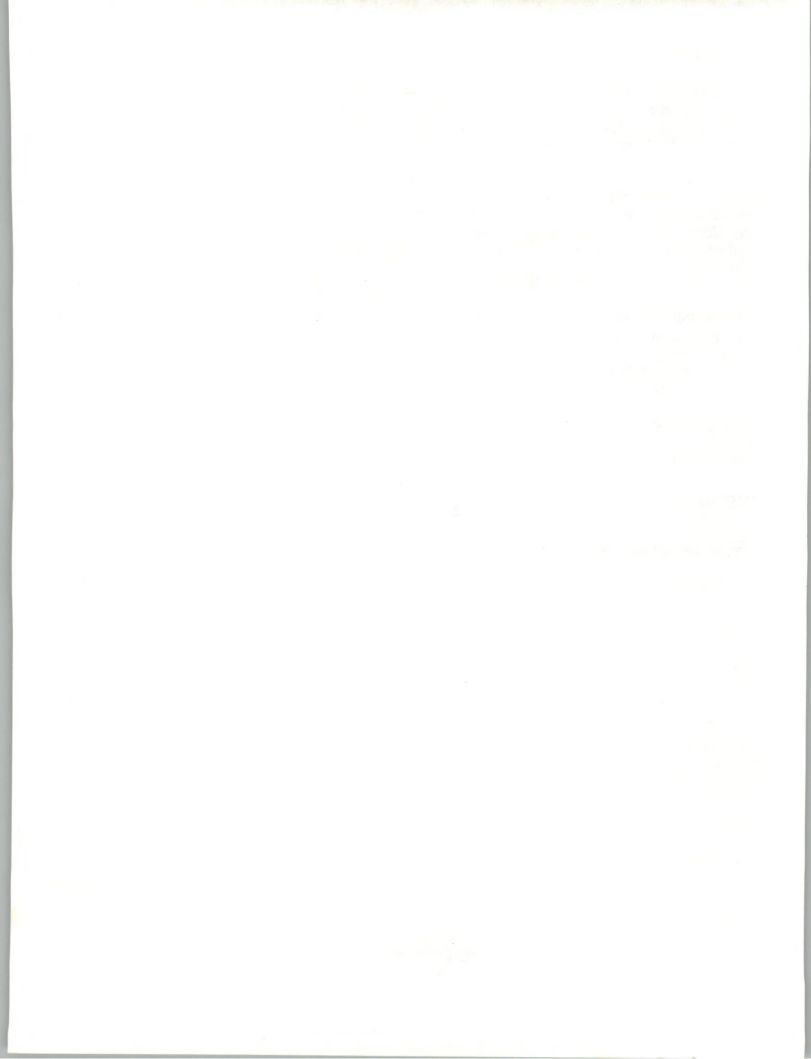
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(01) 493-9335  
Telex 27113 Fax (01) 629-0179

#### Paris

29 rue de Leningrad  
75008 Paris, France  
(16) 44-80-48-43  
Fax (16) 44-80-40-23

#### Japan

FKI, Future Knowledge Institute  
Saida Building,  
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*Acquisitions Strategies in the Information Services Industry,  
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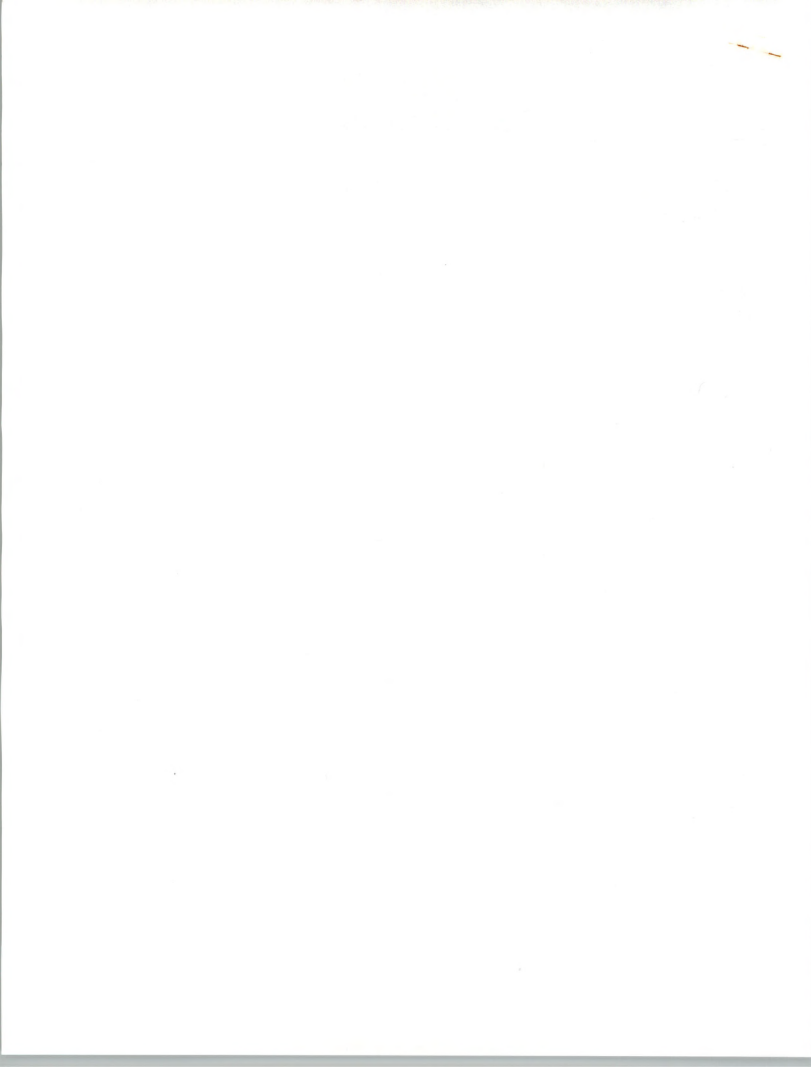
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**Information Systems Industry**

**Acquisitions Strategies in the  
Information Services Industry,  
1989-1993**

**Trends and  
Issues**

**Survey of Information  
Services Companies'  
Acquisition Programs**

**Information Services  
M&A Activity Forecast**

**Available  
Immediately**



Information Systems Industry  
Acquisitions Strategies, 1989-1994

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A strategic partnering alternative is also explored, including examples of various types of alliances within the various information services industry subsectors.

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Acquisition Strategies in the Information Services Industry

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Executive Overview

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Acquisition Trends, 1989-1994

Survey of Acquirers, Acquirees, Potentially Acquirables, and Third Parties in the  
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The Strategic Partnering Alternative

Implementing an Acquisition Strategy

Conclusions and Recommendations

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- A survey on opinions of corporate executives and investment bankers on the outlook for mergers and acquisition activity and structural changes in the information services industry are also included.

This report contains \_\_\_ pages and includes \_\_\_ exhibits.





P. 34  
4

### **Mergers and Acquisitions Program**

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(Editor, also include the following exhibits)

Exhibit II-2 (1989-1994) and Exhibit IV-6

page 4-the About INPUT standard sheet



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## *Acquisitions Strategies in the Information Services Industry, 1989-1994*

In the next five years, there will be over \$20 billion worth of acquisitions in the computer software and services industry. You can evaluate your strategic considerations in this arena based on information contained in our report *Acquisitions Strategies in the Information Services Industry*. It is available for you now!

From the study you will get perspectives on this almost frenetic activity from:

1. Acquiring Companies
2. Recently Acquired Companies
3. Potentially Acquirable Companies
4. Third Parties, such as Investment Bankers

You will see which sectors of the industry will be most active and which companies are likely to be the most involved. Thirty-five specific company programs are presented.

Acquisitions in information services will change the whole computer/communications industry in the 1990s. The role a company will play in this area is probably its most important strategic decision. This report will help define that role.

Please order the study today—we'll ship to you immediately.

Yours sincerely,



Peter A. Cunningham  
President  
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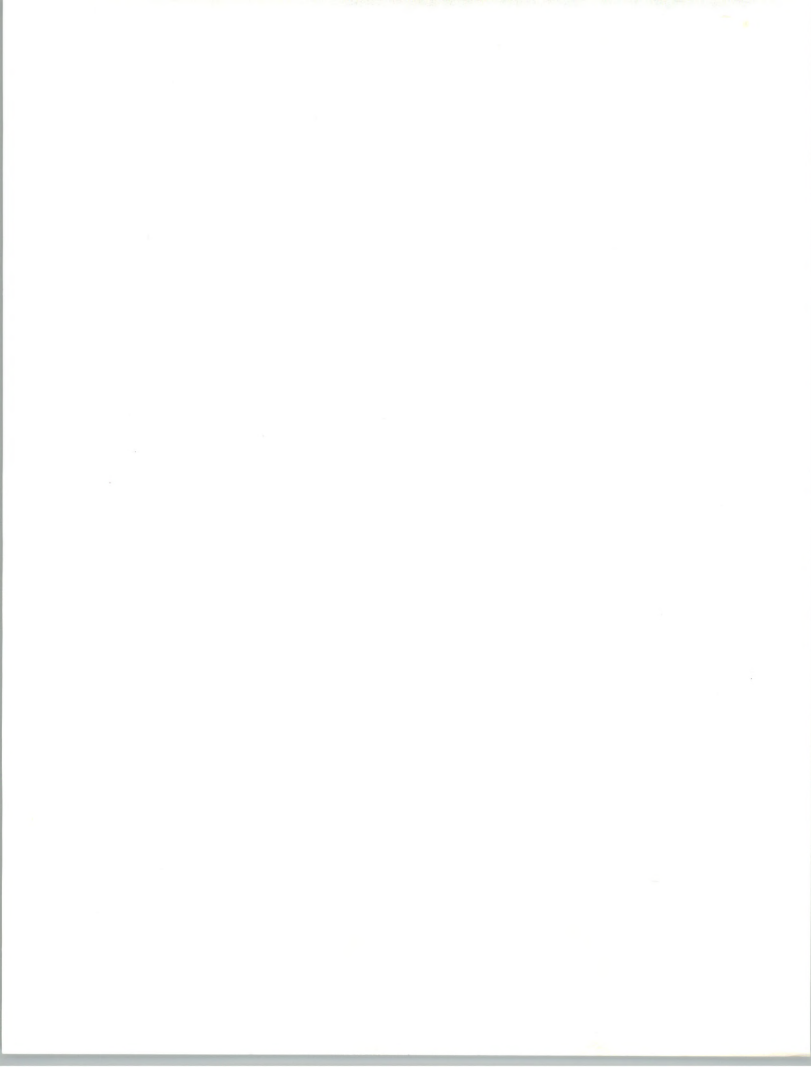
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Tokyo 101, Japan  
(03) 864-4026  
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