

**STRATEGIC PLANNING AND
PARTNERING:
BUYOUTS AND ACQUISITIONS**

**C. Michael Dishman
Vice President
INPUT**



**REVISITING
TRADITIONAL ACQUIRERS****ADP****Computer Associates Int'l****Computer Sciences Corporation****Control Data Corporation****Informatics General****MSA****Monchik Weber****Planning Research Corp.****Sterling Software****UCCEL****Bank of America****Computervision****Computer Task Group****EDS****Martin Marrietta****McDonnell Douglas Corp.****National Data Corp.****Policy Mgt. Systems****Tymshare****Xerox**



REVISITING

RECENT ACQUISITIONS

- EDS
- Informatics General
- Monchik Weber
- Tymshare



**REVISITING
NON-TRADITIONAL COMPETITORS**

Dun & Bradstreet

McGraw-Hill

U.S. West

Weyerhaeuser

MTech

Burroughs

Contel

McKesson

Dow Jones

Ameritech

Schlumberger

Bechtel

Citicorp

Mellon Bank

Borg Warner

American Express

H&R Block

Diebold/Travelers

the 1990s, the number of people in the world who are under 15 years of age has increased from 1.1 billion to 1.5 billion, and the number of people aged 65 and over has increased from 0.2 billion to 0.5 billion (United Nations 2002).

As a result of the demographic changes, the number of people aged 65 and over is expected to increase to 1.1 billion by the year 2050, and the number of people aged 15 and under is expected to decrease to 1.1 billion (United Nations 2002). The increase in the number of people aged 65 and over is expected to be particularly rapid in the developing countries.

The increase in the number of people aged 65 and over is expected to be particularly rapid in the developing countries. In the year 2000, the number of people aged 65 and over in the developing countries was 0.3 billion, and is expected to increase to 0.8 billion by the year 2050. The increase in the number of people aged 65 and over in the developing countries is expected to be particularly rapid in the countries of the former Soviet Union and in the countries of the Middle East and North Africa.

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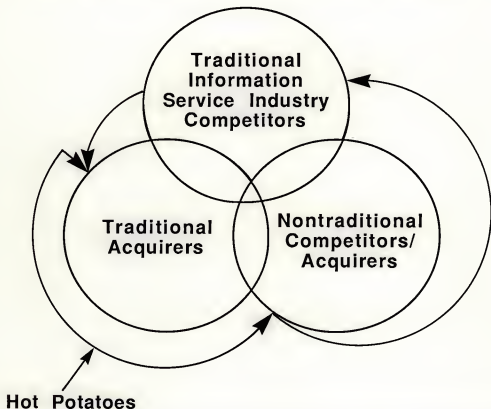
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**REVISITING
THE INDUSTRY HAS CHANGED**



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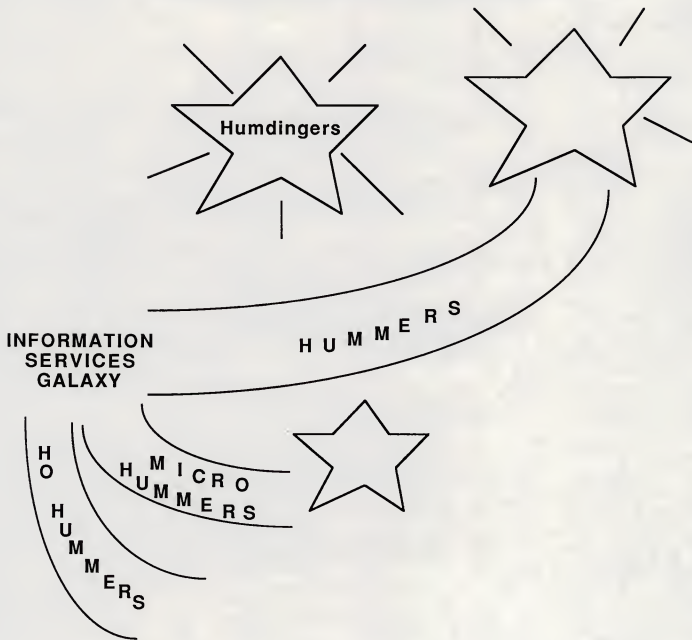
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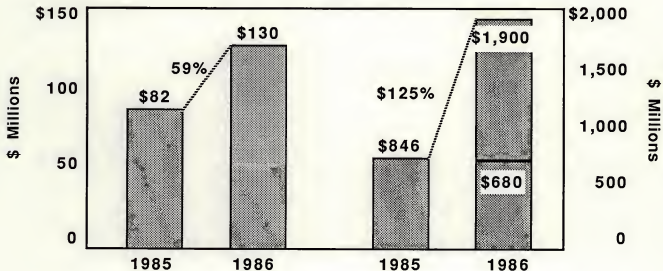
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REVISITING
AND STILL IS . . . CHANGING





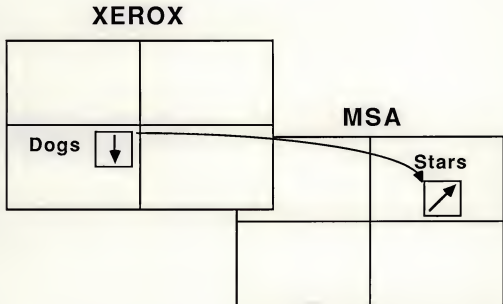
REPOSITIONING
 MERGER/ACQUISITION
 FIRST SIX MONTHS
 1985-1986



Source: Broadview Associates



REPOSITIONING
DIVESTURES



REPOSITIONING

THE REBOUND

- GTE
- Comshare
- GEISCO
- Xerox

**REPOSITIONING
THE OUTLET PASS**

- **Boeing Computer Services**
 - **Computer Sciences**
 - **U.S. West**
-

The first part of the document discusses the importance of maintaining accurate records of all transactions. It emphasizes that every entry, no matter how small, should be recorded to ensure the integrity of the financial data. This includes not only sales and purchases but also expenses and income. The text suggests that a systematic approach to record-keeping is essential for identifying trends and making informed decisions.

In the second section, the author addresses the challenges of managing cash flow. It is noted that many businesses struggle with timing their payments and receipts. The text provides several strategies to improve cash flow, such as offering discounts for early payment and negotiating longer terms with suppliers. It also stresses the importance of regularly reviewing the cash flow statement to stay on top of the company's financial health.

The third part of the document focuses on budgeting and cost control. It explains how a well-defined budget can help a business allocate resources effectively and avoid unnecessary expenditures. The author provides tips on how to track actual costs against budgeted amounts and identify areas where savings can be made. It is also mentioned that regular communication with department heads is crucial for staying within budget.

Finally, the document concludes with a section on financial reporting. It discusses the various types of financial statements, such as the balance sheet, income statement, and cash flow statement, and how they provide a comprehensive view of the company's financial performance. The text encourages business owners to review these reports regularly and seek professional advice if needed to ensure they are correctly interpreted and used for strategic planning.

**REPOSITIONING
THE SLAM DUNK**

- **ADP**
- **Computer Task Group**
- **Shared Medical**
- **First Financial Management**



REPOSITIONING
THE IMPACT PLAYER

- **Strategic Purpose**
 - **Market Focus**
 - **Gain Segment Dominance**
 - **Market Image**
 - **Posture for the Future-Planning**
-

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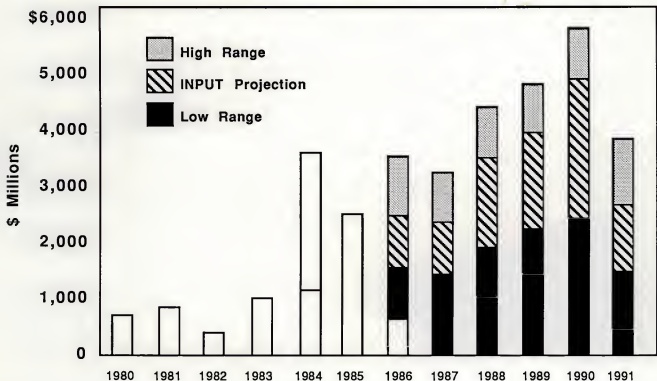
REACTING

BUY, ALLY, or DIE

- **Product Life Cycle Pressure**
 - **Development Cost**
 - **Development Lead Time**
 - **Competitive Market**
 - **Shifts in Business Mix**
-



REACTING MERGER/ACQUISITION OUTLOOK



the 1990s, the number of people who have been employed in the public sector has increased in all countries. The increase in public sector employment has been particularly rapid in the United Kingdom, where the public sector has grown from 10.5% of the total labour force in 1980 to 16.5% in 1997.

There are a number of reasons for the increase in public sector employment. One reason is the growth of the welfare state. In many countries, the welfare state has expanded significantly since the 1960s, and this has led to an increase in the number of people employed in the public sector. Another reason is the growth of the public sector in the services sector. In many countries, the public sector has grown rapidly in the services sector, particularly in the areas of health care, education, and social services.

There are a number of factors that have contributed to the growth of the public sector. One factor is the increase in the number of people who are aged 65 and over. In many countries, the number of people aged 65 and over has increased significantly since the 1960s, and this has led to an increase in the number of people employed in the public sector. Another factor is the increase in the number of people who are unemployed. In many countries, the number of people who are unemployed has increased significantly since the 1960s, and this has led to an increase in the number of people employed in the public sector.

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REACTING

THE PROCESSING/NETWORK
SERVICES TARGET

COMPANY	PROBABILITY	COST	VALUE
ADP	VL	VH	VH
Anacomp	M	H	H
Comdata Network	H	H	H
National Data Corp.	M	H	H
SEI	L	VH	VH
Shared Medical	M	VH	H
Systematics	H	H	H
Telecredit	M	H	M
Telerate	L	VH	VH

the 1990s, the number of people in the world who are under 15 years of age has increased from 1.1 billion to 1.3 billion, and the number of people aged 65 and over has increased from 0.2 billion to 0.4 billion (United Nations, 2002).

As a result of the increase in the number of young people, the number of young people in the labour force has increased from 0.6 billion in 1990 to 0.8 billion in 2000. The number of young people in the labour force is expected to increase to 1.1 billion by 2015 (United Nations, 2002). The increase in the number of young people in the labour force is expected to be the result of the increase in the number of young people in the population.

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REACTING

THE PROFESSIONAL SERVICES TARGETS

COMPANY	PROBABILITY	COST	VALUE
AGS Computer	M	H	M
American Mgt.	M	H	H
BDM Int'l	H	VH	M
BBN	M	H	H
CSC	L	VH	H
Computer Task	H	H	H
Logicon	H	H	H
PRC	L	VH	VH
Syscon	L	M	M

REACTING

THE SOFTWARE PRODUCTS TARGETS

COMPANY	PROBABILITY	COST	VALUE
Ashton Tate	L	H	M
Computer Assoc.	M	VH	VH
Cullinet	M	H	M
Lotus	L	VH	H
MSA	H	H	H
Microsoft	L	VH	H
Policy Mgt.	M	H	VH
Sterling	L	H	M
UCCEL	L	VH	M

the 1990s, the number of people with a disability in the United States has increased by 25% (U.S. Census Bureau, 2000).

As a result of the increase in the number of people with disabilities, the need for accessible information has become more acute. The Americans with Disabilities Act (ADA) of 1990 has been a landmark piece of legislation that has provided a legal framework for the development of accessible information. The ADA requires that all information and communication services be accessible to people with disabilities. This includes the development of accessible electronic information and communication services (EICS).

The ADA also requires that all EICS be accessible to people with disabilities. This means that EICS must be designed and developed in a way that allows people with disabilities to access and use the information and communication services. This includes the development of accessible web pages, accessible electronic documents, and accessible electronic forms.

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**REACTING
THE TARGETS**

- **Only a Few Good Strategic Candidates**
 - **Most Would Be "Projects"**
 - **Few, if Any, Blockbuster Deals**
 - **Few Would Satisfy Emerging Needs**
 - **The Targets Will Be Active Acquirers**
-

**REACTING
THE DEALS**

- **Candidates in the \$15 to 50 Million Sales Range**
 - **Vertical Expertise**
 - **Further Consolidation**
 - **Higher Prices**
 - **Less Cash - More Earned Buyouts - Over More Time**
-

the 1990s, the number of people who have been employed in the public sector has increased in all countries.

There are a number of reasons for the increase in public sector employment. One reason is that the public sector has become a more important part of the economy. In many countries, the public sector now provides a significant portion of the total output. Another reason is that the public sector has become a more attractive place to work. This is due to a number of factors, including the fact that the public sector is often seen as a more stable and secure place to work than the private sector. Additionally, the public sector often offers better benefits and working conditions than the private sector.

There are also a number of policy factors that have contributed to the increase in public sector employment. One policy factor is the expansion of social services. In many countries, the public sector has been responsible for providing a wide range of social services, including education, health care, and social security. The expansion of these services has led to an increase in public sector employment. Another policy factor is the expansion of government activities. In many countries, the government has been expanding its role in the economy, leading to an increase in public sector employment.

There are also a number of economic factors that have contributed to the increase in public sector employment. One economic factor is the decline in the private sector. In many countries, the private sector has been declining, leading to a loss of jobs. This has led to an increase in public sector employment as people have been forced to seek work in the public sector. Another economic factor is the increase in government spending. In many countries, the government has been increasing its spending, leading to an increase in public sector employment.

There are also a number of demographic factors that have contributed to the increase in public sector employment. One demographic factor is the aging population. In many countries, the population is aging, leading to an increase in the number of people who are eligible for social security and other public services. This has led to an increase in public sector employment. Another demographic factor is the increase in the number of people who are seeking work. In many countries, the number of people who are seeking work has been increasing, leading to an increase in public sector employment.

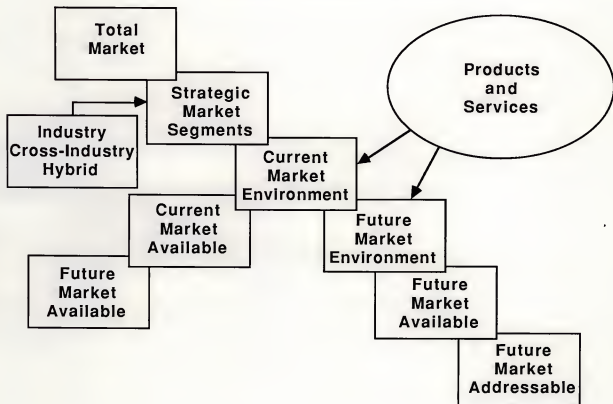
There are also a number of cultural factors that have contributed to the increase in public sector employment. One cultural factor is the increasing importance of social services. In many countries, there is a growing emphasis on social services, leading to an increase in public sector employment. Another cultural factor is the increasing importance of government. In many countries, there is a growing emphasis on government, leading to an increase in public sector employment.

There are also a number of political factors that have contributed to the increase in public sector employment. One political factor is the increasing influence of the public sector. In many countries, the public sector has become a more powerful force in the economy, leading to an increase in public sector employment. Another political factor is the increasing influence of the public sector in social services. In many countries, the public sector has become the primary provider of social services, leading to an increase in public sector employment.

RESPONDING

- Know your Markets
 - Set Segment Dominance as the Objective
 - Improve Competitive Knowledge
 - Make a Real Strategic Plan
 - Acquire for Strategic Purpose
-

MARKET BREAKDOWN STRUCTURE



RESPONDING
STRATEGIC SEGMENTATION

- **Understand the Segment(s) Needs**
 - **Get Products and Services that Satisfy the Need Including the Non-Traditional**
 - **Package and Price for the Segment -Uniquely**
 - **Develop Distribution Strategies for the Segment**
 - **Look for Vertical Integration**
-

THE HISTORY OF THE
CITY OF BOSTON

FROM THE FIRST SETTLEMENT IN 1630 TO THE PRESENT

BY

JOHN H. COOK

VOLUME I

THE CITY OF BOSTON

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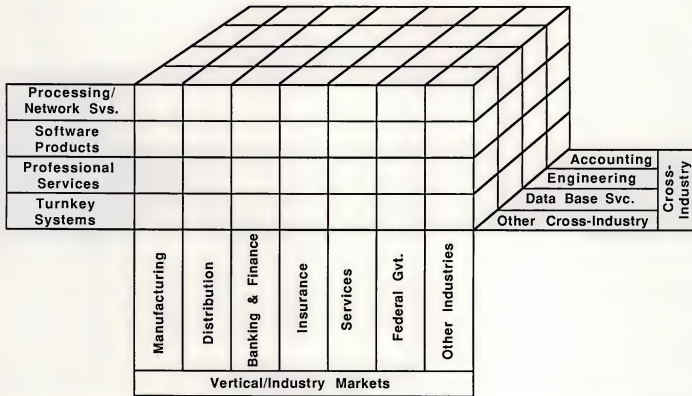
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VOLUME I

THE CITY OF BOSTON

STRATEGIC MARKETING SEGMENTATION



RESPONDING

STRATEGIC ACQUISITION

- Restate the Reason and Acquisition Fits the Plan
 - Profile Potential Candidates
 - To the Plan
 - To the Company
 - To the Company Need
 - Look at Companies that Are Not for Sale
 - Consider a "MOSAIC"
 - Hit Some Singles
 - Vertical Integration Is the Objective
-

the 1990s, the number of people in the UK who are aged 65 and over has increased from 10.5 million to 13.5 million (10.5% of the population to 13.5% of the population).

There are a number of reasons for this increase. One of the main reasons is that people are living longer. The life expectancy at birth in the UK is now 77 years for men and 81 years for women. This is an increase of 12 years since 1950.

Another reason is that people are staying in the UK longer. In 1950, 10% of the population was aged 65 and over. In 1990, 13% of the population was aged 65 and over. This is an increase of 3 percentage points.

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RESPONDING

CRITICAL SUCCESS FACTORS

- **Strategic Market Planning**
 - **Value Added Solutions**
 - **Marketing/Distribution**
-

the 1990s, the number of people who have been employed in the public sector has increased in all countries. The increase has been particularly large in the United States, where the public sector has grown from 15.5% of the total workforce in 1970 to 22.5% in 1995 (see Figure 1).

There are a number of reasons for the increase in public sector employment. One reason is that the public sector has become a more attractive place to work. This is due to a number of factors, including the fact that public sector jobs are often more secure and offer better benefits than private sector jobs. Another reason is that the public sector has become a more important part of the economy, particularly in the areas of health care and education.

There are also a number of reasons for the increase in public sector employment in the United States. One reason is that the federal government has become a more important part of the economy, particularly in the areas of health care and education. Another reason is that the state and local governments have become more important parts of the economy, particularly in the areas of health care and education.

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RESPONDING
CRITICAL SUCCESS FACTORS
MARKETING

- **Strategic Segments**
 - **Strategic Customer Sets**
 - **Responsive Products & Services**
 - **Packages & Priced for the Customer Set**
 - **Targeted Promotion and Posture**
 - **Distribution Strategy By Target Element**
 - **Support and Develop the Customer**
-



**RESPONDING
VERTICAL INTEGRATION**

- **Traditional Products and Services**
 - **Information Providers**
 - **Telecommunications Providers**
 - **Other Business Services**
 - **Extended Presence**
-

RESULTS

REVISITING
HOT POTATOES

- o Zytron
- o NCSS
- o Dun & Bradstreet
- o Anacomp
- o Arista
- o Xerox
- o MSA
- o WUI
- o MCI

not used

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In the second section, the author addresses the challenges of budgeting and financial planning. It notes that many businesses struggle to stay within their budgets due to unforeseen expenses or changes in market conditions. The document provides several strategies to mitigate these risks, such as creating a contingency fund and regularly reviewing the budget to adjust for any deviations. It also highlights the importance of having a clear financial goal and a realistic timeline for achieving it.

The third part of the document focuses on the role of technology in modern business operations. It discusses how various software solutions, such as accounting systems and CRM tools, can streamline processes and improve efficiency. The text mentions that while technology offers many benefits, it also comes with its own set of challenges, including data security and the need for employee training. The author advises businesses to carefully evaluate their options and invest in technology that aligns with their specific needs and goals.

Finally, the document concludes with a section on the importance of customer service and relationship management. It states that providing excellent customer service is not just a nice-to-have but a critical component of long-term success. The text suggests that businesses should invest in training for their staff and implement systems to track customer feedback. By building strong relationships with their customers, businesses can increase loyalty and drive repeat sales.

**REACTING
CHART PROJECTING THE
ACQ. FERVOR THRU 1991**

the 1990s, the number of people who have been employed in the service sector has increased in all countries.

There are a number of reasons for the increase in the service sector. First, the service sector has become more important in the economy. Second, the service sector has become more important in the labour market. Third, the service sector has become more important in the social structure. Fourth, the service sector has become more important in the culture. Fifth, the service sector has become more important in the environment. Sixth, the service sector has become more important in the technology. Seventh, the service sector has become more important in the education. Eighth, the service sector has become more important in the health care. Ninth, the service sector has become more important in the entertainment. Tenth, the service sector has become more important in the transportation. Eleventh, the service sector has become more important in the communication. Twelfth, the service sector has become more important in the information technology. Thirteenth, the service sector has become more important in the energy. Fourteenth, the service sector has become more important in the environment. Fifteenth, the service sector has become more important in the culture. Sixteenth, the service sector has become more important in the social structure. Seventeenth, the service sector has become more important in the labour market. Eighteenth, the service sector has become more important in the economy.

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Fourth, the service sector has become more important in the culture.

Fifth, the service sector has become more important in the environment.

Sixth, the service sector has become more important in the technology.

Seventh, the service sector has become more important in the education.

Eighth, the service sector has become more important in the health care.

Ninth, the service sector has become more important in the entertainment.

Tenth, the service sector has become more important in the transportation.

Eleventh, the service sector has become more important in the communication.

Twelfth, the service sector has become more important in the information technology.

Thirteenth, the service sector has become more important in the energy.

Fourteenth, the service sector has become more important in the environment.

Fifteenth, the service sector has become more important in the culture.

Sixteenth, the service sector has become more important in the social structure.

Seventeenth, the service sector has become more important in the labour market.

Eighteenth, the service sector has become more important in the economy.

**REVISITING
OTHER HUMDINGERS**

- o **American Can**
 - o **RBOCS according to Paine Weber**
 - o **Future Computing/Gnostic Concepts**
 - o **Contel**
 - o **United Telecommunications**
 - o **Exxon**
 - o **Schlumberger**
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**REVIEWING
HUMMERS**

- o ADP
- o Computer Associates
- o CyCare
- o MTech
- o National Data Corp.
- o Anacomp
- o Cullinet
- o First Financial
- o Mellon Bank
- o Policy Mgt.

**REVISITING
MICRO HUMMERS**

- o **MSA**
- o **ASK**
- o **Computer Associates**

the 1990s, the number of people who have been employed in the public sector has increased in all countries. The increase has been particularly large in the United States, where the public sector has grown from 10.5% of the total workforce in 1970 to 17.5% in 1995 (see Figure 1).

There are a number of reasons for the increase in public sector employment. One reason is that the public sector has become a more important part of the economy. In many countries, the public sector has become a major employer of people, particularly in the service sector. Another reason is that the public sector has become a more attractive place to work. This is because of the benefits of public sector employment, such as job security, pension plans, and health insurance.

There are also a number of reasons for the increase in public sector employment in the United States. One reason is that the federal government has become a more important part of the economy. The federal government has become a major employer of people, particularly in the service sector. Another reason is that the federal government has become a more attractive place to work. This is because of the benefits of federal government employment, such as job security, pension plans, and health insurance.

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**REVIEWING
HO HUMMERS**

- o Lockheed
 - o Security Pacific Automation
 - o American Can
 - o Mead Data Central
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**1986 BROADVIEW
STATISTICS:**

**DISCUSS
BIG TRANSACTIONS**



**REPOSITIONING
RECENT DISVESTITURES**

Anacomp

Bank of America

Computer Sciences Corp.

Computer Task Group

Control Data Corporation

MSA

McDonnell Douglas Corporation

Sterling Software

UCCEL

Xerox

