Aardvark, 110, 193	AdverPlay, 71
Absorption integration type, 162–164,	Advertising deals. See Media deals
172–173	Agnilux, 35–36, 40
Absorptive capacity, 25–27	Aharony, Nadav, 85, 98
Acqui-hires	Alfred, 82
alumni of M&A, 190-195	Alpental, 187
definition of, 7, 19, 184	AltSchool, 110, 193
Form 1 (acqui-Hire), 43, 166, 184-186	Alumni of M&A See also specific
Form 2 (Acqui-hire), 43, 166, 186-188	individual.
Form 3 (ACQUI-HIRE), 98, 188-189	acqui-vires, 190–195
Form 4 (acqui-HIRE), 189-190	Internet deals, 79
imprinting semi-organic growth,	paths comparison, 35–36
19–20, 27–28	Anazon, 68, 80–81, 83, 197–202
integration, 166	Ambition, integration and, 170–171
introduction, 177	Android Market, 35
media deals, 72	Android operating system
paths comparison, 43	alumni of M&A, 192
product-related deals, 180-184	contingent consideration, 158
product/service tree, 178, 180	deal constellations, 199
products reaching customers, 177-184	ecosystem synergy, 203
technology platform deals, 98	failed or shuttered deals, 108,
Acquisitions cluster definition of, 23	113–117
Admeld, 69, 205–206	integration, 165, 168, 170
AdMob	Internet deals, 83-86
disclosure vs. secrecy, 126	paths comparison, 39, 71
forms of consideration, 136, 143	products reaching customers, 183-184
media deals, 63, 71	technology platform deals, 91-96, 98,
paths comparison, 38-40	102
Adometry, 168	Angstro, 88
Adscape, 71	AOL, 10, 11, 75, 133
AdSense	Appetas, 83
ecosystem synergy, 208	Apple
failed or shuttered deals, 109	acqui-hires, 186
imprinting semi-organic growth,	contingent consideration, 154-155
17–20, 25–26, 28	disclosure vs. secrecy, 119-124,
successes and failures, 14	129–131

Apple (Continued)	Atari, 11
documented transactions, 32	Attitude, symbiotic deals and, 169-170
ecosystem synergy, 204	AuthenTec, 122–123
failed or shuttered deals, 107, 113–117	Authentication for smartphones, 95
forms of consideration, 137–138,	Autonomy (company), 107
142–143	Autonomy dimension, 162–166
imprinting semi-organic growth, 20	Beats, 41-43, 130, 138, 143-144, 154-155
Internet deals, 86	Behavio, 85, 98
M&A data for 2010, 36–38	Behavioral analysis software, 98
market modeling, 52–55, 58–60	Ben-Yair, Ran, 193
media deals, 71	Berkenstock, Dan, 169
paths comparison, 31–44	Berkshire Hathaway
successes and failures, 3, 15-16	forms of consideration, 134
technology platform deals, 94-100,	imprinting semi-organic growth, 27
102	
Apple iOS	integration, 163
deal constellations, 199	successes and failures, 7, 10, 12
ecosystem synergy, 204	Bitspin, 99, 124
Internet deals, 85	BlackBerry 93
paths comparison, 41	BlackBridge, 59–60
products reaching customers, 183-184	Blind type, 94
technology platform deals, 102	Blugger, 27, 78
Applied Semantics	Blogging deals, 78–80
alumni of M&A, 191	Borg strategy, 163
disclosure vs. secrecy, 124–125	Bot & Dolly, 74
ecosystem synergy, 208	Brand Affinity Technologies, 192
forms of consideration, 134, 136,	Brin, Sergey
143–144	failed or shuttered deals, 108
imprinting semi-organic growth,	forms of consideration, 143
17–21, 24–28	imprinting semi-organic growth,
integration, 161, 163–164	17–19, 25, 26
media deals, 63	paths comparison, 43
successes and failures, 1, 14–15	Broadmap, 41
Apps for Business, 86, 95–96	BufferBox, 82, 201
Apps, mobile. <i>See</i> Mobile apps	Buffett, Warren
App Store (Apple), 96, 204	forms of consideration, 134, 142
App Store (Google), 96	imprinting semi-organic growth, 27
Appurify, 86, 95, 168	integration, 163
	successes and failures, 10, 12
AQuantive, 107	Bump, 85, 185
Arris, 115–116	0 1 1 70 00
Artificial intelligence	Carpenter, Claudia, 79–80
imprinting semi-organic growth,	Cascading. See Deal cascading; Dyadic
21–22	cascading
technology platform deals, 100–101	Cash as consideration. See Forms of
Asset test, 131	consideration

Cassidy, Mike, 195	DailyDeal, 111, 127
Chambers, John, 163	DARPA challenges, 100, 102
Channel Intelligence, 82-83, 201	DART for Publishers, 69
Channel/partner conflict, 3, 75–76	Deal cascading. See also Dyadic
Chen, Steve, 64, 66, 125, 165, 189	cascading
Chuard, Alain, 5, 72	deal constellations, 197-202
CIRCA technology, 17, 19, 26, 28	media deals, 72
Cisco, 107, 143, 162–163	paths comparison, 31, 38-40
Clever Sense, 82	Deal constellations
Closing	Google vs. Amazon, 197–202
forms of consideration, 144–145	introduction, 197
Internet deals, 89-90	successes and failures, 3
Cloud, Google, 167, 180–181	Deal databases, market modeling,
Colbert, Stephen, 23	50–52, 56
Combinatorial innovation era, 202–203	Deal dynamics activities category, 2,
Communication, integration and,	5–6 caregory, 2,
170–171	Deal economic category, 2–3
Company databases, market modeling,	DeepMind, 21–23, 102–103, 167,
49–50, 56, 57	172–173, 189–190
Competitive deal constellations. <i>See</i>	De Jager, Douglas, 69, 168
Deal constellations	Determinism, as destructive, 170
Complementarity, 21–23, 25–26, 202	Digg, 71
Consideration. See also Forms of	Digital video advertising. See Online
consideration	video advertising
disclosure vs. secrecy, 119–132	Disclosure vs. secrecy, 130
market modeling, 51–52	company motives and, 122–124
successes and failures, 5–6, 10	deal valuation and terms, 8, 124–130
Content deals. See Media deals	guidelines for disclosure, 119–122
Contingent consideration	introduction, 119
earn-outs, move away from, 156–159	materiality as consideration, 119–120
earn-outs use, 147–153	131–132 Diagram 13, 150, 153
introduction, 147	Disney, 13, 150–152
retention bonus use, 153–156, 159	Display advertising deals, 63, 68–70
Control, as ecosystem design issue,	Divide, 86, 95
203–204	Divorsification, origins of term, 7
Cook, Tim	DMarc Broadcasting
contingent consideration, 154	alumni of M&A, 192
disclosure vs. secrecy, 119, 123–124	contingent consideration, 152,
Internet deals, 86	157–158
paths comparison, 41	disclosure vs. secrecy, 125
technology platform deals, 95	failed or shuttered deals, 108-109
Costolo, Dick, 74, 192–193, 194	integration, 161
Crowley, Dennis, 87, 192	DNNresearch, 182
Cummins, Mark, 84, 193	DocVerse, 35–36
Customer segmentation dimension, 53	Dodgeball, 87, 192

DoubleClick	Facebook
acqui-hires, 187	contingent consideration, 151–152,
	155
disclosure vs. secrecy, 125–126 ecosystem synergy, 205–206	forms of consideration, 134, 138–141,
failed or shuttered deals, 112	142–143
	-
integration, 168, 173	imprinting semi-organic growth, 22
media deals, 63, 68–70, 72	Internet deals, 86, 88
paths comparison, 35–36	market modeling, 53–56
Double Helix Games, 199–200	media deals, 72
Dr. Dre, 43, 144	successes and failures, 3, 7–8
DroidBooster, 93	technology platform deals, 102
Dropcam, 99, 128, 168	Factual, 24, 191
Drucker, Peter, 45	Fadell, Tony, 43, 96-97, 189
Dyadic cascading, 39–40, 197–202.	Failed or shuttered deals. See also
See also Deal cascading	Successes and failures
	goodwill write downs, 107–108
Earn-outs	Internet deals, 80
advantages, 148	introduction, 105
definition of, 147	Motorola Mobility overview, 113-117
examples, 149–153	spirit of experimentation, 108
move away from, 156-159	success metrics, 105–107
structuring challenges, 148-149	ransaction examples, 108–113
valuation, 149, 153	vertical integration and, 114–116
E-commerce. See Internet retail	"Failure is a feature" mentality, 108
Economics activities category, 2–3	Federal Trade Commission, 38, 71, 126
Economics of fitness, 21, 166	Federated Group, 11
Ecosystem synergy	FeedBurner, 74, 80, 192–193
description and examples,	Fflick, 71
206–209	Financial Accounting Standards Board,
introduction, 197, 202-203	119–120
key design issues 205-204	Financial economic school of
rise of ecosystems, 203	evaluation, 6–7
strategic approaches, 204-206	Fire TV, 199–200
Edison, Thomas, 208–209	Flatiron Health, 193
Elbaz, Gil, 17–19, 24–26, 144, 191	FlexyCore, 93, 108
Emagic, 130	Flight Search, 75
Embark, 41	Forethought, 14
EMU, 187–188	Forms of consideration. See also
Engineers, maintaining commitment of,	Contingent consideration
171–172	beyond the close, 144–145
Episodic, 67	company motives and, 141–144
Equity as consideration. See Forms of	introduction, 133
consideration	
Evi, 199	stock vs. cash, 133–141
Experimentation, spirit of, 108	FourSquare, 87, 192
варениенацон, spirit oi, 100	Free Earth, 38, 40

English 75 76 76 110	Groupon 81 111
Frommer's, 75, 76, 112	Groupon, 81, 111
Froogle, 81	Grove, Andy, 204–205
Frost, Matt, 67, 193, 194	Gtalk, 94
Carré Isansa 102 100	Gupta, Vikas, 194
Gagné, Jacques, 182, 190	Health Equity Labo 104
Gardner, Alan, 85, 98	HealthEquity Labs, 194
Gecko Design, 182, 190	Heilemann brothers, 111
GE Energy, 177–178	Henderson, Matt, 186
General Mills, 171	Hewlett-Packard, 107
Gizmo5, 94	Hinton, Geoffrey, 182
Global IP Solutions, 94, 126–127	Hoffman, Reid, 195
Gmail, 94	Holding integration type, 162–163,
Goldilocks strategy, 112	172
Goodwill write-downs, 107–108	Holomni, 201–202
Google+, 33, 86, 88–89	Home security system deals, 99
Google Analytics, 79, 168	Honeywell Aerospace, 12–13
Google Apps, 35, 86, 95–96	Hopstop, 41
Google Audio Ads, 109	Hurley, Chad 64, 66, 125, 165, 188–189
Google cloud, 167, 180–181	Hussein, Koza, 194
Google Earth, 38, 40, 60, 87–88	A15)
Google Express, 81	IBM 22
Google Fiber TV, 74	IGoogle, 84
Google Maps	Commigration example, 170
integration, 169	Imprinting semi-organic growth
Internet deals, 82, 85, 87–88, 89	acceleration example, 27–28
market modeling, 50	Applied Semantics background,
paths comparison, 38, 41	18–21, 28
successes and failures, 6	complementarity and, 21-23, 25-26
technology platform deals, 101–102	deal challenge, 23–25
Google Now, 40	distinguishing factors, 20–27
Google Places, 111-112	goose imprinting example, 1
Google Play, 33, 93, 95–96, 99, 183–184	introduction, 17–18
Google Play Games, 88	Montessori linkage, 26–27
Google Play Music, 74	semi-organic growth defined, 20
Google Radio Automation, 109, 158	successes and failures, 14–15
Google Shopping, 81–82	Incentive Marketing, 82
	Income test, 131
Google Traffic, 101	Industrial Perception, 201–202
Google TV, 113	Influence, as ecosystem design issue,
Google Ventures, 86, 191, 195	203–204
Google Video, 65–66	Inorganic growth, definition of, 20
Google X, 43, 100, 181–183	
Goose imprinting example, 1	Instagram, 134, 139–142, 186
Green energy deals, 98–99, 102,	Integration
207–208	failed or shuttered deals, 114–116
Green Parrot Pictures, 5, 67	Google's styles, 163–173

Integration (Continued)	Jetpac, 186
imprinting semi-organic growth,	Jobs, Steve, 15–16, 41, 143
23–26	John Wiley & Sons, 75, 112
introduction, 161	
microanalysis need, 173-174	Karim, Jawed, 64-65
pace defined, 13	Katango, 49, 88
reasons for failure, 12-13	Key companies dimension, 50, 52-56
speed and timing subtleties, 172-173	Keyhole, 59–60
style defined, 13	Kiva Systems, 198–199
successes and failures, 4-5, 7-8	Kohare, Rohit, 88
talent management, 171-172	Kresa, Kent, 170
typologies overview, 162–163	Kurzweil, Ray, 22
Integration teams, 170, 171–172	
Intel, 204–205	LabPixies, 84, 193
International dimension, 50, 53	Lawee, David, 92, 16
Internet deals. See also specific	Leakage, 171–172
companies and subsectors	LeCunn, Yann 22
blogging deals, 78–80	Lenovo, 95, 115–117, 203
categories of deals, 46, 64	Levchin, Max, 88, 110-111, 170
e-commerce deals, 80-83	Lieb, David, 85
introduction, 77	Like com, 194
mobile apps deals, 83-86	Licuavista, 199
post-closure analysis, 89–90	Locationary, 53
services/software market model,	Lorenz, Konrad, 1
77–78	Luckey, Palmer, 7–8
social networking deals, 86–89	Lynch, Peter, 7
Internet of Things, 96, 189	
Internet retail deals, 80–83	M&A details dimension, 50-52
Internet video advertising. See Online	Makani Power, 98-99, 102, 105-106,
video advertising	108, 207–208
Intrinsity, 37, 40	Maker Studios, Inc., 150-152
Investment test, 131	Manchón, Eduardo, 88
Invite Media, 35–36, 69, 193, 205–206	Mapping technology deals, 58-60,
Iovine, Jimmy, 43, 144	100-101
IPads, 37–38, 199	Maps for iOS, 41
IPhones, 37–39, 71, 123	Market modeling. See also specific
IPods, 114, 204	sectors
Ismail, Salim, 88	additional dimensions, 50-53, 56-57
Israel deals, 53–54, 84	appeal of, 60
ITA Software, Inc., 35, 75, 127	company databases, 49-50, 56, 57
ITunes, 3, 42, 114, 204	deal databases, 50-52, 56
IVONA Software, 199	definition of, 45
,	introduction, 45-46
Jackson, Janet, 65	key steps, 56-58
Jaiku, 80, 109–110	mapping technology example, 58-60
Jambool Inc., 35, 152–153, 194	media deals, 64

model overview, 46-56	Motorola Mobility, 94–95, 107, 113–117,
sector and subsector categorization,	127, 136
46–49, 56	Mullins, Jacob, 186
simultaneous analysis, 53-56	Munger, Charlie, 10, 134
Market segment dimension, 46-50	
Massive, 71	Nest Labs
Materiality as consideration, 119–120,	acqui-hires, 189
131–132	disclosure vs. secrecy, 128
Mayer, Marissa, 112	ecosystem synergy, 207–208
McCain, John, 66	failed or shuttered deals, 106-107
McKinsey, 195	paths comparison, 43
McLendon, Brian, 166	successes and failures, 7
MDialog, 70, 168, 187	technology platform deals, 96, 99-100
Measure Map, 79	Netflix, 73
Media content deals, 72–75	NeXT, 41
Media deals. See also specific companies	Next New Networks, 67–68, 73
and subsectors	Northrup Grumman, 170
advertising deals in other sectors,	North Technologies, 194
70–72	Nothing Real, 129–130
categories of deals, 46, 63-64	A15
channel/partner conflict, 75–76	Obama, Barack, 66
display advertising deals, 68–70	Ocurus, 7–8, 140–141, 144, 151–152
introduction, 63	Oingo, 17
media content deals, 72–75	Omnisio, 66–67
online video advertising deals, 64-68	On2 Technologies, 67, 126, 136–137,
Media enabling technology deals, 74	143, 193
Medium, 191	Online video advertising deals, 63,
Meebo, 88–89	64–68, 72, 208
Microsoft, 14, 71, 85, 107, 205	Open Handset Alliance, 91
Microsoft Office, 14, 35–36, 86	OpsWorks, 198
Milk, 85, 194	Organic growth, definition of, 20
Miner, Rich, 165	Organizational behavior school of
Mobile advertising deals, 63-64, 70-72	evaluation, 7–8
Mobile apps. See also specific apps	Organizational design activities
ecosystem synergy, 204	category, 2, 4–5
Internet deals, 77–78, 83–86	Overpayment as reason for failure,
technology platform deals, 95-96,	11–12
99–100	Overture, 18
Mobile device management, technology	,
platform deals, 95	Page, Larry
Mobile operating system deals, 92–93.	acqui-hires, 189
See also specific operating systems	failed or shuttered deals, 106, 108
Mobile phones. See Smartphones	forms of consideration, 143
Mobile web browsing deals, 93–94	imprinting semi-organic growth, 17, 26
Monte Carlo simulations, 149	paths comparison, 43
Montessori philosophy, 26–27	technology platform deals, 100

Panoramio, 49, 87-88	Quattro Wireless, 38-40
Partner/channel conflict, 3, 75-76	Quickoffice, 85
PA Semiconductor, 35, 37, 40	Quiksee, 40
Paths comparison	,
Apple data for 2010, 36–38	Raburn, Vern, 169
documented transactions, 32	Rainert, Alex, 87
dyadic cascading, 38–40	Rangespan, 83, 185-186, 201
Google data for 2010, 33–36	Ransom, Victoria, 5, 72, 89
historical perspective, 32–38	Redwood Robotics, 201-202
introduction, 31–32	Regan, Ryan, 185
strategy changes, 40–44	Relive, 191
Performance evaluation	Reqwireless, 93, 192
acquirer performance, 9-10	Retention bonuses
introduction, 6–8	alumni of M&A, 194
target performance, 8	contingent consideration, 147,
Peritor, 198	153–156, 159
Perkins, Lars, 191	forms of consideration, 143-144
Phil, 18, 20, 26	integration 170
Philbin, James, 84, 193	successes and failures, 5-6
Phonetic Arts, 33, 40	Revenue synergy
Picasa, 191	App Store example, 204
Picnik, 110	description of, 206
Picowireless, 192	projections for, 202
Pillsbury, 171	successes and failures, 4, 11-12
Pitcher experiment, 12 Pixar, 13 Placebase, 38 Planet Labs, 59–60 Play-I, 194 Plink, 84, 193	RightsFlow, 68, 183
Pixar, 13	Robotics
Placebase, 38	imprinting semi-organic growth, 21-23
Planet Labs, 59–60	technology platform deals, 100-103
Play-I, 194	Rogers, Matt, 96–97
Plink, 84, 193	Rose, Kevin, 85, 194
Polar Rose AB, 37–38	Ruba, 195
Poly9, 38, 40	Rubin, Andy, 5, 92, 165, 192, 194
Postini, 126, 155-156	
PowerPoint, 14	SageTV, 74
PowerSchool, 129, 138	Samsung, 95, 114–117, 203
Premiums paid, performance evaluation	Schaft, 102
and, 8	Schmidt, Eric, 66, 165
Preservation integration type, 162–163,	Search deals. See Internet deals
165–166, 172	Sector and subsector categorization,
Psychological leakage, 171–172	market modeling, 46–49, 56
Published content deals, 74-74	Securities and Exchange Commission,
Punchd Labs, 71	119–122, 131–132, 142
PushLife, 74	SFund, 88–89
Pyra Labs 27-28 78 190-191	Shah, Munjal, 194

Simon, Herbert, 45 Sumter, Cody, 85, 98 Symbiosis integration type, 162–164, Siri, Inc., 37, 40 Skubowius, Roger, 192 166 - 173Skybox Imaging, 58–60, 128, 169 Synergy. See also Ecosystem synergy SlickLogin, 95, 168 integration, 162 Slide, 88, 110-111, 127, 170 origins of term, 4, 11, 202 Smart homes deals, 96–100 successes and failures, 4, 11-12 Smartphones deals, 91–96. See also Mobile headings; specific phone Tablets. See Mobile headings Talaria Technologies, 180-181, 200-201 types Talent acqui-hires. See Acqui-hires Smart Rise, 99 SocialDeck Inc., 33, 49, 88 Talent management, symbiotic deals, 171 - 172Social Gold, 35 Talent retention. See Retention bonuses Social media advertising deals, 70–72 Social networking deals, 86–89 TalkBin, 84-85, 111 Songza, 183-184 Target overlap, imprinting semi-organic Spider.io, 69-70, 168, 173 growth, 25 Tatter, 80 Spirit of experimentation, failed or shuttered deals, 108 Technology platform deals. See also specific companies and subsectors Spruce Technologies, 129, 130 categories of deals, 46 Stackdriver, 167, 181, 201 Startups, acqui-hires and, 184-185 introduction, 91 robotics and artificial intelligence, Stay and play phenomenon, 154, 159 Stay bonuses. See Retention bonuses 100 - 103Steelberg, Chad, 109, 157-158, 192 scope and endgame, 103 smart home deals, 96–100 Steelberg, Ryan, 109, 157-158, 192 smartphone deals, 91-96 Stein, Brad, 24 Stock as consideration. See Forms of Teracent, 68-69 consideration Terms, disclosure vs. secrecy, 8, Strategic interdependence dimension, 119 - 132Textcube, 80 162-163, 166 Thrun, Sebastian, 100 Strategic relatedness school of Timely, 99 evaluation, 7 Time Warner, 10, 11, 75, 133 Strategy activities category, 2-3 Strategy flaws as reason for failure, 11 Titan Aerospace, 53, 55–56, 169 Tizen, 115 Successes and failures. See also Failed or shuttered deals Touch ID, 123 activities overview, 2-6, 15-16 TouchWiz, 115 Traffic information, 101-102 beginnings of semi-organic growth, Tramiel, Jack, 11 13 - 14deal challenge, 23-24 TrueView, 64 introduction, 1 Turner, Nat, 35, 193 Twitch, 68, 197, 199-200 performance evaluation, 6–10 Twitter, 74, 78–79, 110, 190–191, 193–194 reasons for failure, 10-13

Ubimo, 84, 193	Internet deals, 89
Universal Music, 3, 16, 114	market modeling, 49
UpNext, 199	media deals, 71–72
Upstartle, 79–80	successes and failures, 5
Urthecast, 59–60	Williams, Evan, 28, 78–79, 190–191
	Wilms, Kurt, 71
Valuation	Winner's curse, 12
contingent consideration, 149-153	Wojcicki, Susan, 18, 25
disclosure vs. secrecy, 8, 119–132	Wonder Workshop, 57, 194
successes and failures, 3-4	Woodside, Dennis, 114
Value leakage, 171–172	Writely, 79
Ventilla, Max, 110, 193	,,, .,
Video-game advertising deals, 70-72	Yahoo!, 22, 66, 88
Video Game High School	YouTube
media deals, 73	acqui-hires, 188–189
Voice over IP deals, 94	disclosure vs. secrecy, 125
	ecosystem synergy, 208
Waze	failed or shuttered deals, 107
acqui-hires, 189	forms of consideration, 134, 135–136
contingent consideration, 156	integration, 165
disclosure vs. secrecy, 127-128	Internet deals, 87, 88
Internet deals, 85, 89	market modeling, 52
market modeling, 49-50	media deals, 63-68, 72-75
successes and failures, 6, 9	products reaching customers,
technology platform deals, 101–102	183–184
WebM, 67	successes and failures, 5, 10
WebRTC, 94	
Weinberg, Zach, 35, 193	Zagat, Nina, 74, 111
Weissman, Adam, 17	Zagat Survey, 74–75, 83, 111–112, 127,
Weston, J. Fred, 4, 11	161
WhatsApp, 3, 8, 132–141, 143–144, 155	Zagat, Tim, 74, 111
WhatsonWhen, 75	Zappos, 81, 199
Widevine, 127	Zave Networks, 81–82, 111
Wifislam, 41	Zingku, 49
Wildfire	ZipDash, 100–101
contingent consideration, 152-153	Zuckerberg, Mark, 140, 143
failed or shuttered deals, 112	Zync Render, 181, 200