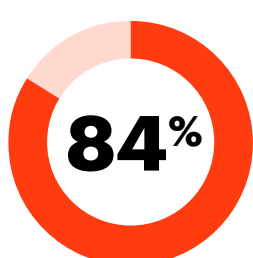


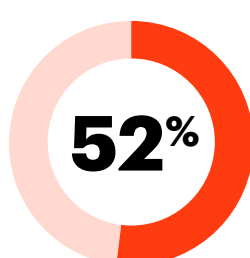
# TECH-LED M&A: FROM ART TO SCIENCE

## DIGITAL IS A DEAL DRIVER

Companies are acquiring other businesses to pivot to digital faster and fuel business growth.



report their firm acquired another company in the past two years



primarily acquired digital companies or assets

At the same time, digital deals are often kept as a standalone.

**64%** kept their digital acquisition as a standalone company

**4%** fully integrated the acquired business

As companies acquire multiple digital entities, stringing them together to create a new capability and meld the best of all cultures is a primary driver of competitive advantage.

## DIGITAL ACQUISITIONS, DIFFERENT APPROACH

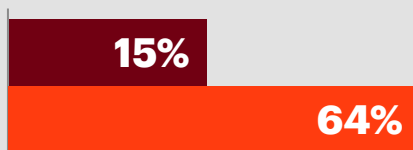
Companies that had a strong focus on digital acquisitions in the past two years have started expanding their M&A capabilities. As such, they are better prepared for future digital investments.

### LEGEND

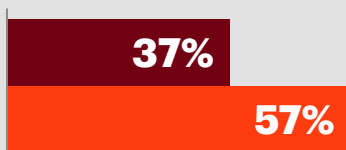
■ Companies with **less than a quarter** of acquisitions related to gaining digital capabilities

■ Companies with **at least half** of acquisitions related to gaining digital capabilities

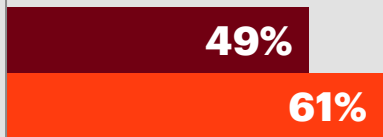
### ACQUIRED FIVE OR MORE BUSINESSES IN THE PAST TWO YEARS



### MODIFIED THEIR PLAYBOOK FOR DIGITAL INVESTMENTS



### USE DIFFERENT VALUATION AND COST MODELS FOR DIGITAL DEALS



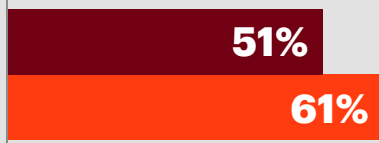
### DEVELOPED A DATA STRATEGY



### INTERESTED IN DIGITIZING PARTS OF THE M&A PROCESS



### LEVERAGE TECHNOLOGY TO DRIVE SYNERGY AND INTEGRATION



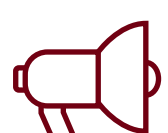
## AN EMERGING SCIENCE

Digital technologies help C-suite leaders transform M&A from an art to a science, to increase its capabilities as a driver of innovation and business growth.



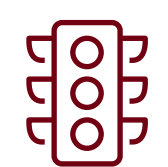
### TREAT DIGITAL DEALS DIFFERENTLY

Leading companies develop a distinct process that best suits digital investments. From target screening to valuation, discovery and negotiation, leaders see a modified playbook as an advantage.



### SPREAD THE JOY

Successfully acquiring a digital disruptor is just the starting point. Leading companies spread that digital savvy across the broader organization to help scale new business growth.



### GREENLIGHT DIGITAL INTERNALLY

Forward-thinking companies leverage analytics and applied intelligence to vastly improve their end-to-end capabilities for all acquisitions both traditional and digital.

TO LEARN MORE, PLEASE VISIT:

[www.accenture.com/TechLedMandA](http://www.accenture.com/TechLedMandA)

Source: In mid-2017, Accenture Strategy surveyed 1,100 C-Suite executives representing 13 industries in seven countries. We explored strategic areas and opportunities where companies are harnessing technology to increase business value.

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