AWS re:Invent

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Success secrets for mergers and acquisitions

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AWS

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Introductions

Teresa Huang

- AWS for 4 years in Proserv and solutions architecture
- Worked with enterprises as well as startups
- Ten years in Big 4 management consulting
- Experience in pre-deal due diligence and post-deal integration management

Igor Geyfman

- AWS for 1 year in startup solutions architecture
- Over 25 years in software development and architecture
- Cloud architecture strategy for several Fortune 500 companies
- Ex-founder and startup CTO
- Part of multiple M&As

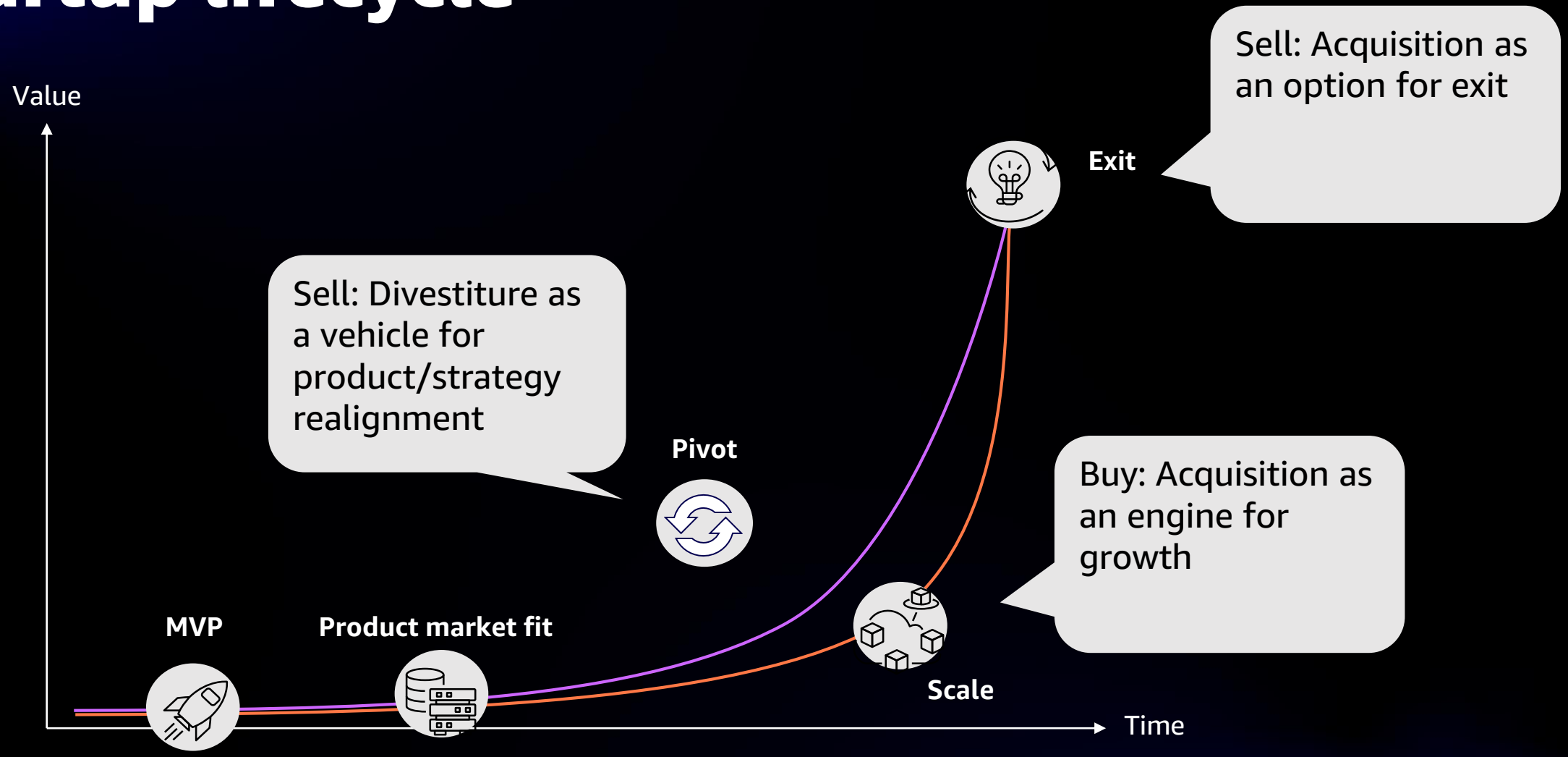
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Agenda

1. Startup lifecycle and opportunities for M&A
2. Anatomy of an M&A transaction
3. Technical due diligence: Meet/exceed buyer expectations
4. Integration management: Reduce risk and accelerate integration
5. Divestiture planning: Achieve rapid separation

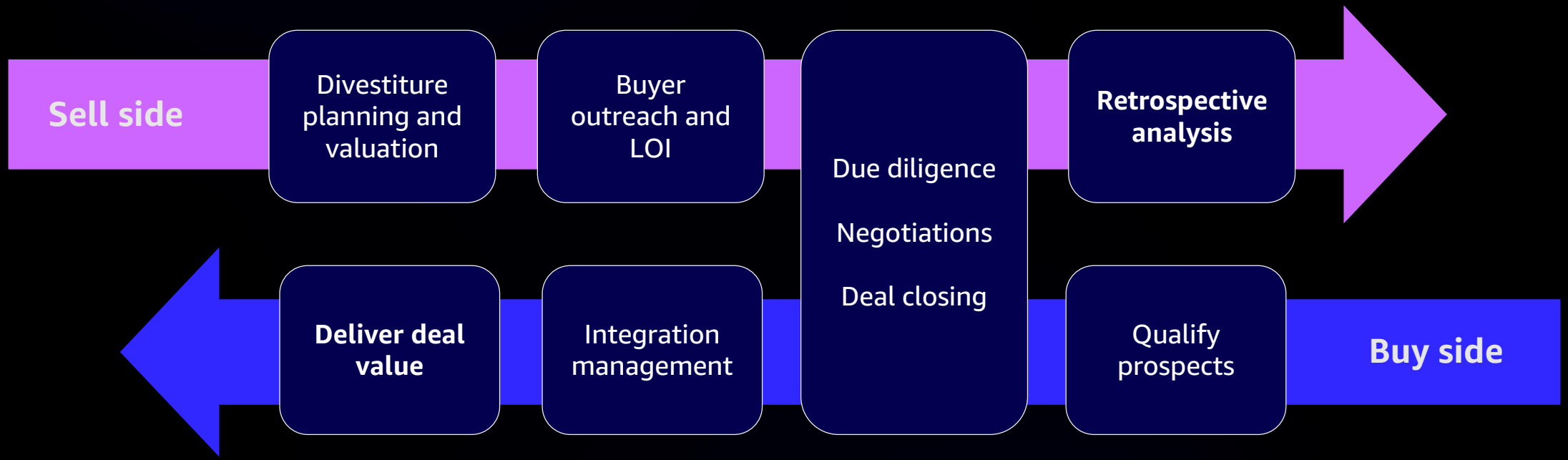
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Startup lifecycle



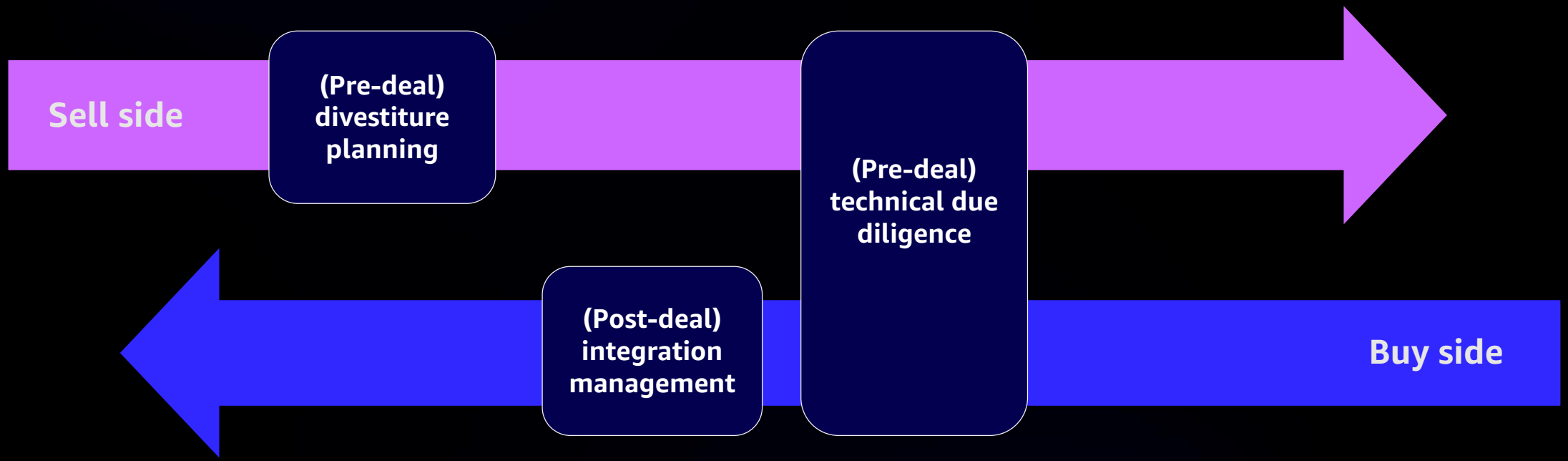
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Anatomy of an M&A transaction



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Focus of today's session



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Technical due diligence

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Technical due diligence (TDD)

Purpose of TDD is to evaluate the target company's:

1. Technology and product strategy
2. IT architecture and infrastructure
3. Security posture
4. Operations and processes
5. Cost optimization of run rate
6. Potential for global expansion

Outcome: Evaluate potential risks and opportunities

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Pre-deal technical due diligence

- Architecture
- Processes
- People
- Roadmap



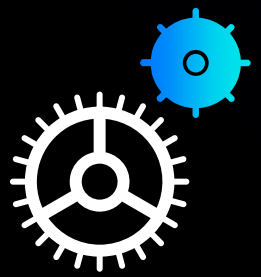
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Are you Well-Architected?



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AWS Well-Architected pillars



Operational excellence



Security



Reliability



Performance efficiency

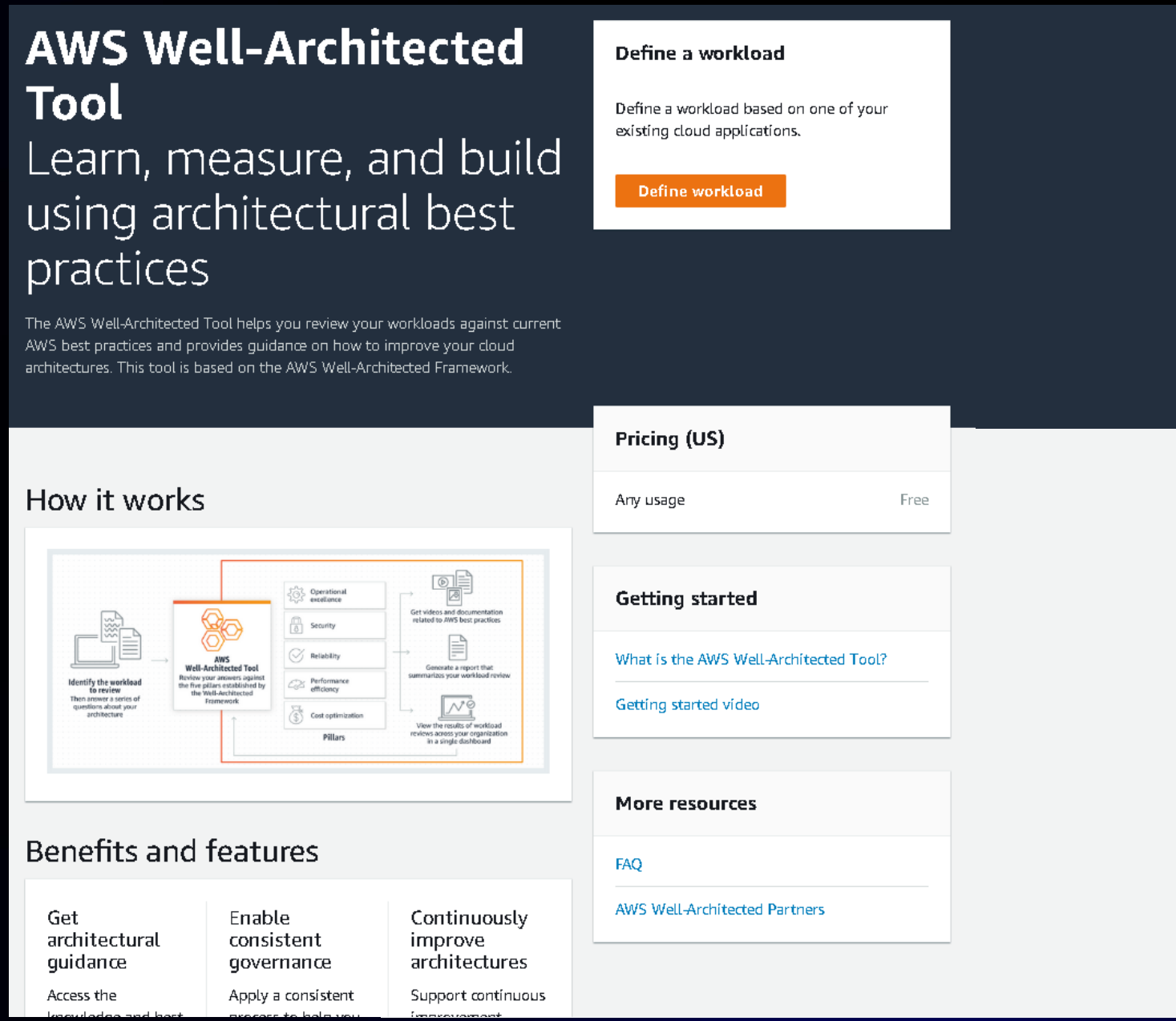


Cost optimization

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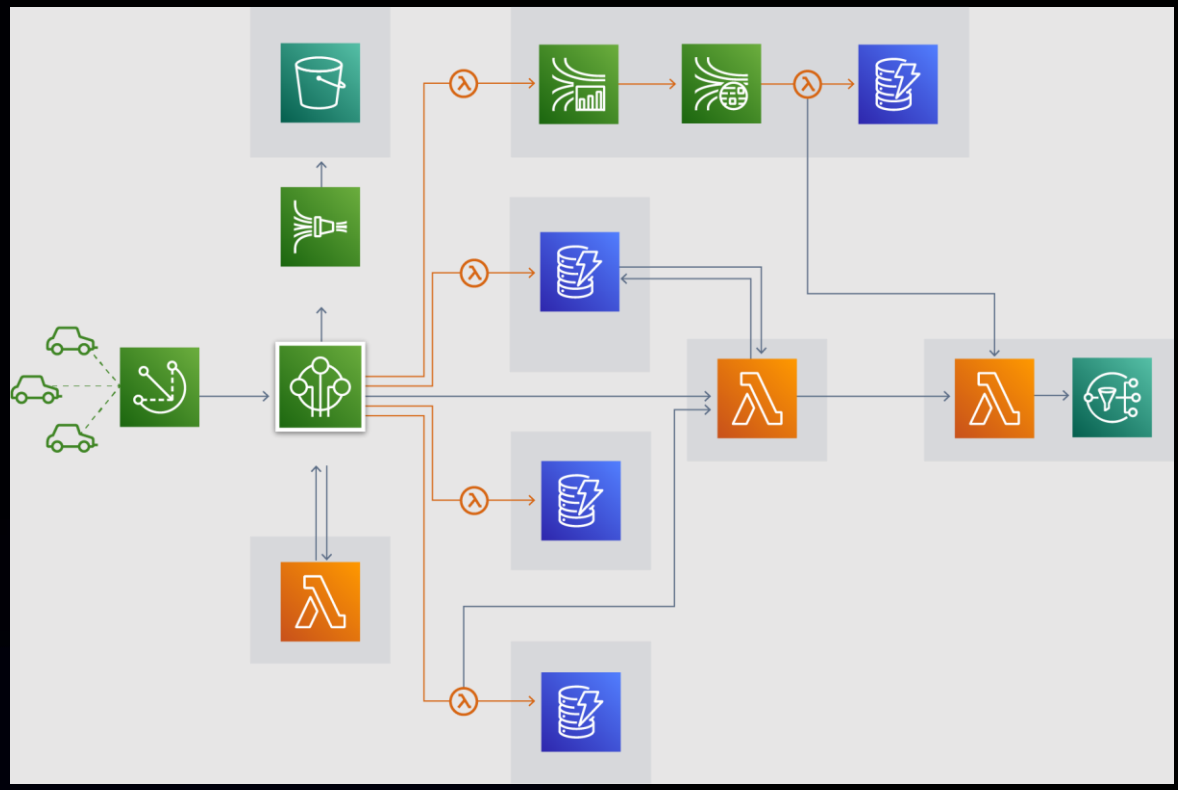
AWS Well-Architected Tool

More info: https://aws.amazon.com/well-architected-tool/



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Architecture success strategies



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Architecture: Security strategy

ELEVATE YOUR SECURITY IN THE CLOUD

- Secure AWS resources
- Secure applications
- Automate compliance



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Architecture: Data strategy

REINVENT BUSINESS WITH DATA

- Purpose-build databases
- Data lake
- AI/ML
- Analytics



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Architecture: Application strategy

MANAGE LESS. BUILD FASTER. INNOVATE MORE.

- Accelerate development
- Serverless architecture
- API management



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Processes success strategies



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Processes: Cost optimization strategy

TAKE CONTROL OF COST AND CONTINUOUSLY OPTIMIZE YOUR SPEND

- Business metrics
- Maximum cost visibility
- Control and plan cost
- Savings and innovations



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Processes: Governance strategy

HAVE BOTH INNOVATION AND CONTROL

- Control plane
- Change management
- Infrastructure as code
- Continuous audit



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Processes: Operations strategy

RAPIDLY AND RELIABLY BUILD AND DELIVER PRODUCTS

- CI/CD
- Artifact management
- Observability
- Backup & DR



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People development strategy

GROW PEOPLE CAREER AND BUSINESS

Training



Workshops



Certifications



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Roadmap: Global expansion strategy

25 GEOGRAPHICAL REGIONS, 81 AVAILABILITY ZONES, 230+ POPS

Region & Number of Availability Zones (AZs)

GovCloud (US)
US-East (3), US-West (3)

US West
Oregon (4)
Northern California (3)

US East
N. Virginia (6), Ohio (3)

Canada
Central (3)

South America
São Paulo (3)

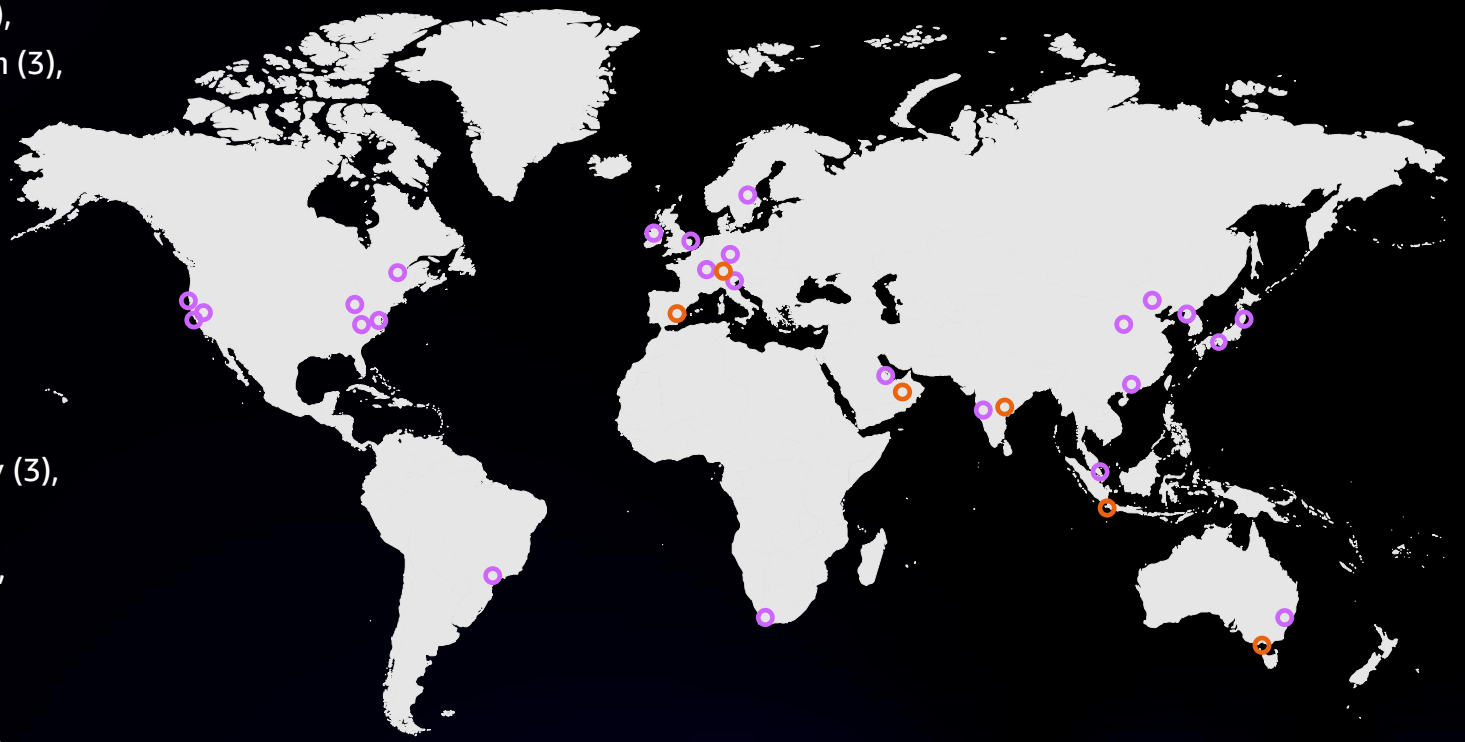
Africa
Cape Town (3)

Europe
Frankfurt (3), Paris (3),
Ireland (3), Stockholm (3),
London (3), Milan (3)

Middle East
Bahrain (3)

Asia Pacific
Singapore (3), Sydney (3),
Tokyo (4), Osaka (3)
Seoul (3), Mumbai (3),
Hong Kong (3)

China
Beijing (2), Ningxia (3)



Announced Regions

Eight Regions and 24 AZs in Australia, India, Indonesia, Israel, New Zealand, Spain, Switzerland, and United Arab Emirates (UAE)

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Integration management

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Integration management

Acquisition as your engine for growth: Faster integrations can help you achieve your investment objectives and reduce risk

What

- Workloads
- Cloud platform architecture (networking, security, operations, accounts)
- Data assets integration
- Governance and organization

Optionality

- Minimal/no integration
- Tightly coupled integration end-state

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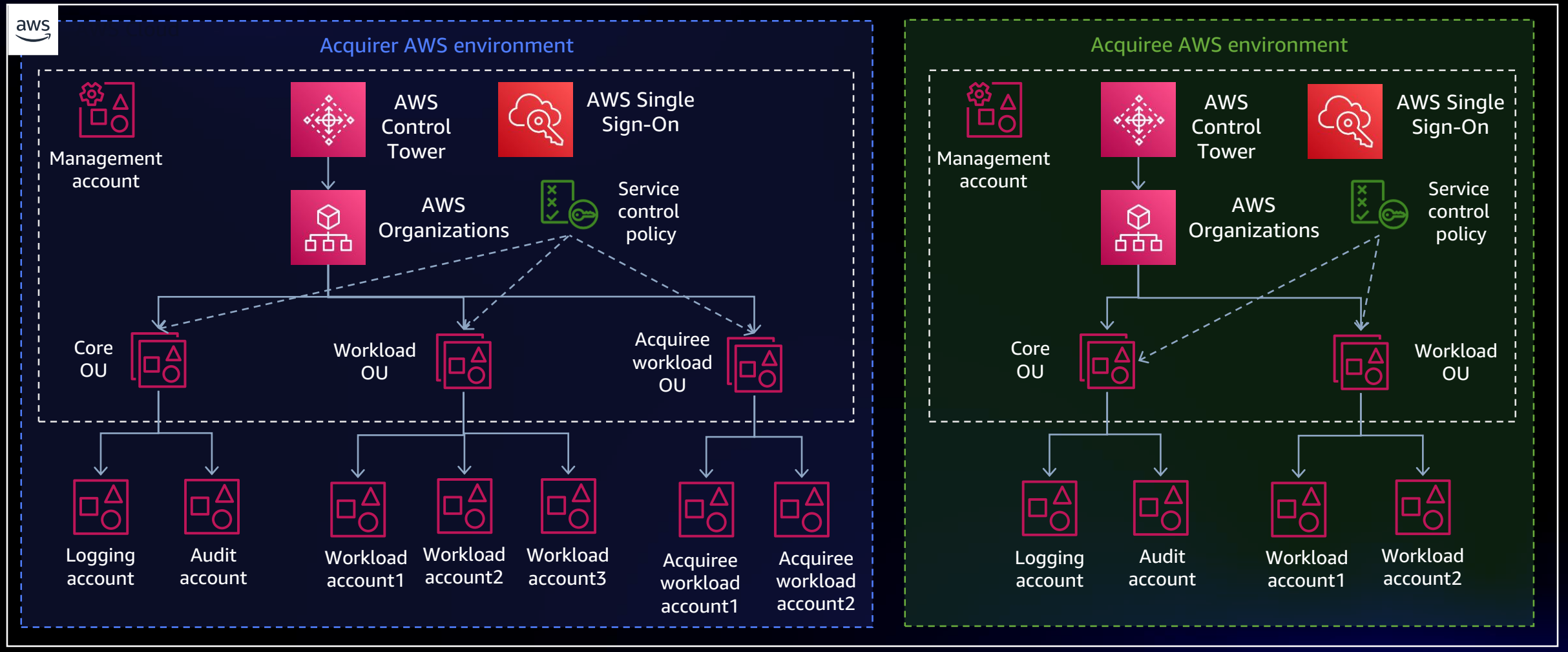
Post-deal integration

- Environment
- Network
- Data
- Application
- Operations



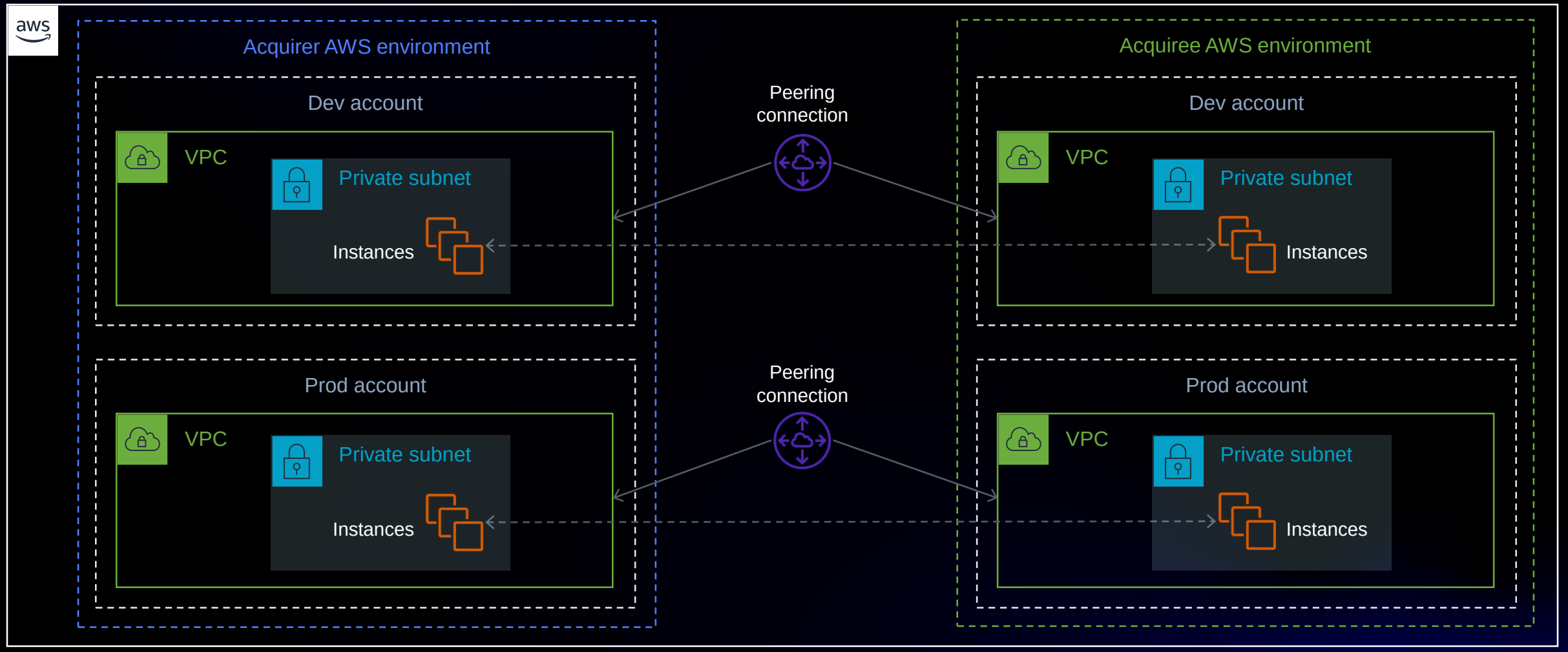
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Environment integration in action



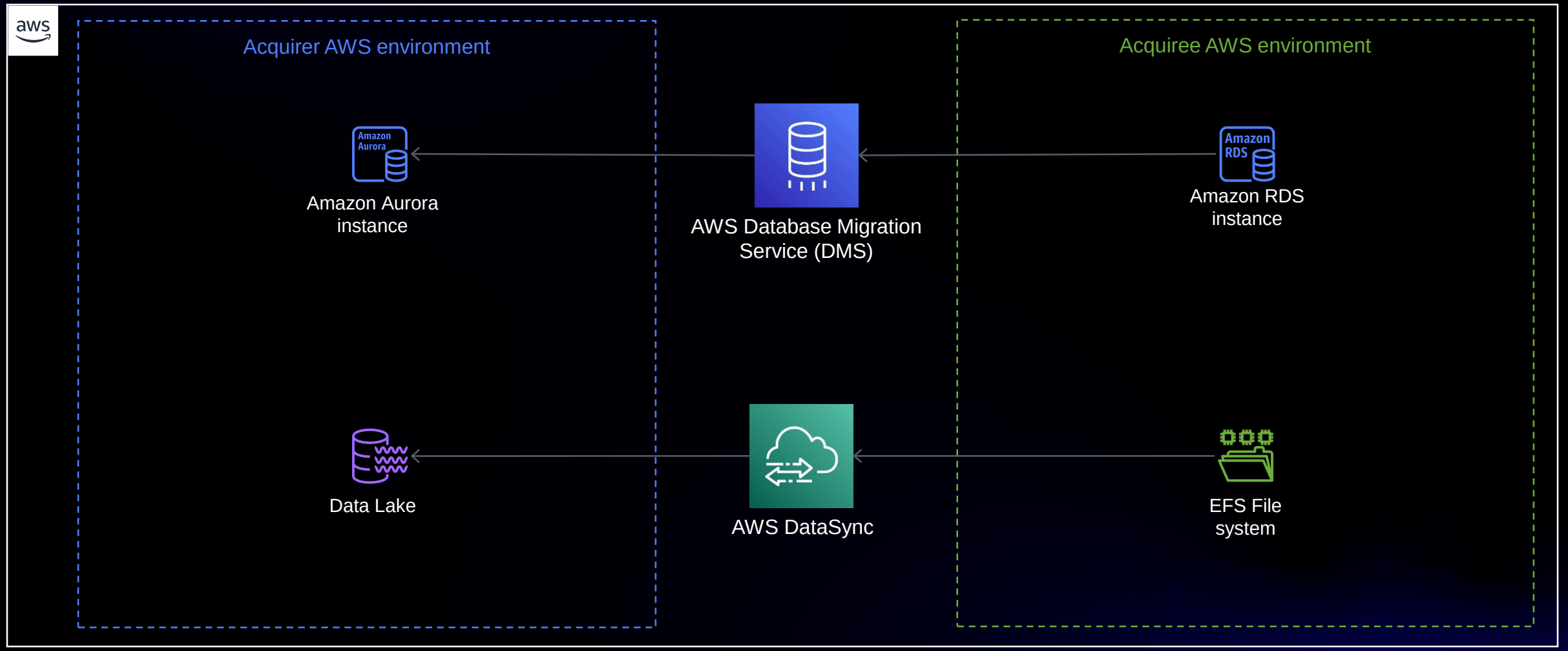
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Network integration in action



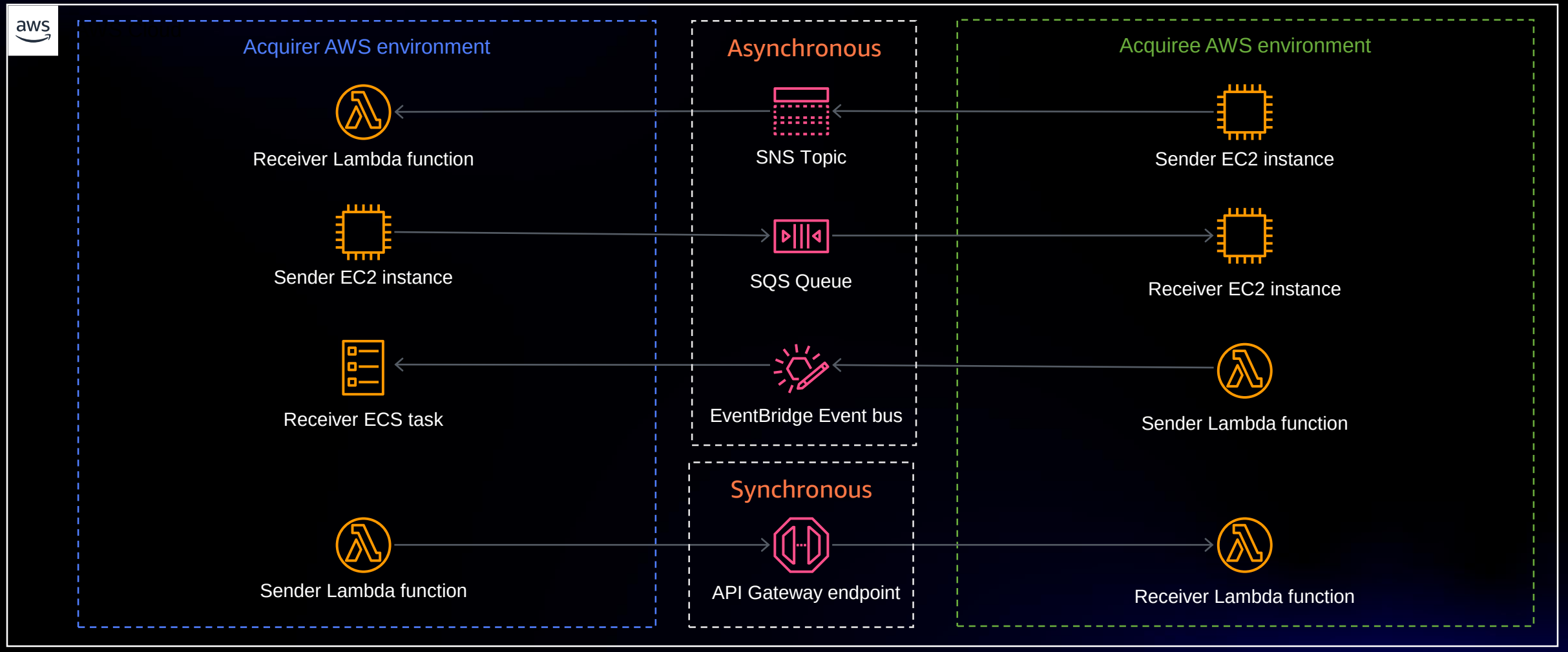
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Data integration in action



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Application integration in action



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Operations integration in action



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Divestiture planning

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Divestiture planning

Divestiture in response to a pivot: Be prepared for the post-deal environment for rapid separation and transfer of assets to the buyer

What

- Application
- Data
- Infrastructure

Why

- Improves valuation
- Buyers prefer buying businesses that are easily separated/decoupled from the seller

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Divestiture planning

- Create new environment
- Migrate applications
- Migrate & cleanse data
- Migrate operations



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Thank you!

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