



2013 CORPORATE DEVELOPMENT PRIORITIES SURVEY RESULTS



Struggling WITH THE Basics

Corporate development executives continue to grapple with fundamental issues associated with M&A and business portfolio management. Corporate development executives must use more effective business portfolio assessment processes, establish an objective methodology for assessing acquisition targets, and understand corporate culture's key role in post-acquisition integration.



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Key Corporate Development Challenges

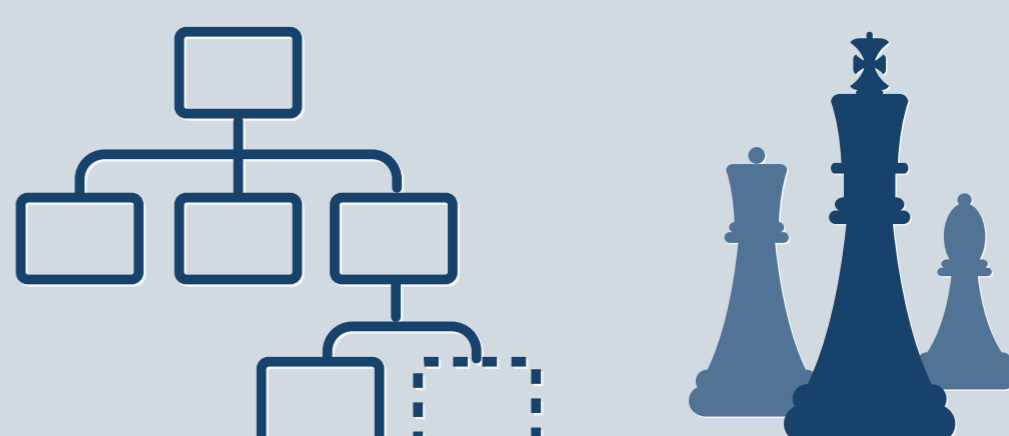
Respondents identified their top internal challenges for 2013 and the associated root causes.

PRIMARY CHALLENGE AND ROOT CAUSE

Identifying promising acquisition targets ahead of competitors



Inadequate + Lack of headcount common objectives



Corporate Development Resource Trends

Respondents shared their expected 2013 budget and staffing levels.

STAFFING LEVELS



Expect staffing to remain constant

BUDGETS



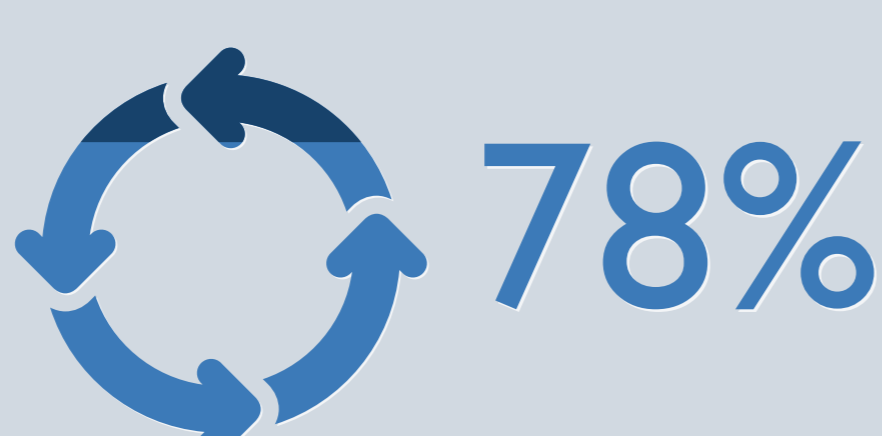
Anticipate budgets will remain constant



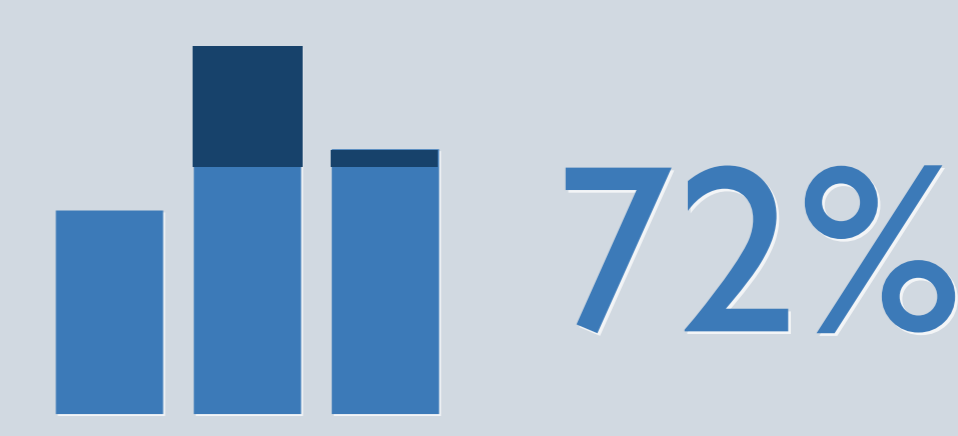
Business Portfolio Management

Respondents shared their perspectives on key business portfolio management issues.

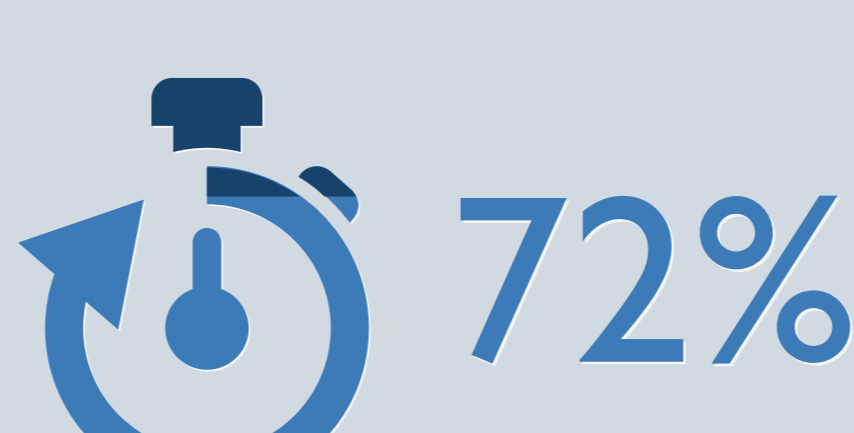
PORTFOLIO MANGEMENT SHORTCOMINGS



Do not use a standardized process



Do not support decision-making with rigorous analysis



Do not conduct portfolio assessments on a regular basis

TOP PORTFOLIO ASSESSMENT CRITERIA



Use competitive position



Use financial performance

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▶ "2013 Corporate Strategy and Corporate Development Survey Report"

SOURCE: "2013 Global Corporate Strategy and Corporate Development Survey Results" <http://www.frost.com/sublib/display-market-insight.do?id=275595474>.

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