



# Prospering in the Competitive Government Information Market

Key Points for Remarks by George Beckerman  
at the Panel on Government as Suppliers, Partners & Competitors

## **Global Information Industry Symposium**

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**Marlin & Associates**

**Advisors to Companies in the  
Digital Information Economy**

New York + Washington + Princeton

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## GIIS Panel on Government as Suppliers, Partners & Competitors

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- An estimated 25-40% of content used in private sector information is ultimately derived from the work of the public sector. Where government releases content for non-exclusive re-use by private vendors, value is added and price and service options for end users are created in a competitive context. Today, governments are proactively creating platforms for delivering their information digitally, thereby changing the relationship with the private sector.
- Are governments overplaying their role as information providers through activities that they traditionally left to the private sector?
- In Europe, EU regulation of the re-use of Public Sector Information is aimed at stimulating competition and growth in the information industry. What is the reality?
- Is the hybrid status of regulatory information - as both core asset of governments and core data for the information industry – a challenge to the industry or an opportunity for integrated solutions?

***Moderator:***

David Worlock, Chairman and Founder, Electronic Publishing Services (EPS Ltd.)

***Panelists:***

Gerhard Wagner, Director Content, Internet Service Providers - Austria

Zsolt Zodi, Publishing Director, Wolters Kluwer Hungary

Martin Malliet, Finance Director, Belgium Institut Géographique National

George Beckerman, Partner, Marlin & Associates

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## How I've Come To See Government & Information Industries Things The Way I Do

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- US Federal Government Publisher
- Private-sector Publisher of US Governments' Information
- Commercial Vendor of Content – including US Governments' Information – and of Publishing Services/Enabling Technologies to Governments
- Strategy advisor to, among others, publishers of US Governments' Information and vendors to US Governments
- Investment Banking/M&A Advisors to Digital & Legacy Publishers and to Enabling Technologies Companies, including businesses in the US and RoW Governmental space
- Active in the US Federal Government public policy debates of 1980s/1990s
- No experience in ad-supported business models related to US Governments' Information

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## The Proper Business View of US Governments for Information Publishers – Some Compelling Basics

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- There are 88,000 US Government entities!
  - ▶ US Federal Government cannot copyright its content in US, but it can trademark certain IP related to content
  - ▶ US State Governments can – and do – apply IP controls in many area
  - ▶ Not sure about other entities
  
- The Commercial Market of Users for Basic and for Value-Added US Governments' Information is enormous and growing
  - ▶ As we globalize, serious US and RoW users require global information – basis and value-added
  - ▶ Users now relying on US publishers may be growth driver for use of RoW Governments Information, e.g., public/listed companies, weather, international trade flows
  - ▶ RoW domestic and regional users will enter the market
  - ▶ It is NOT necessary for any specific value-added publisher to also offer basis/raw content
  - ▶ Access to basic content is not a barrier to entry

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## The Proper Business View of US Governments for Information Publishers – The Issue Areas

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- US Governments do compete with us –
  - ▶ There are probably several 100k access/dissemination nodes
    - We Hoover them, the public retrieves, the agency disseminate
  - ▶ One prominent agency – US GPO – may seem to be strengthening its competitive capacity in two arenas: content creation and sales
    - Despite investment, its capacity in each will essentially remain modest.
    - And in any event the role of GPO with respect to all US Federal Government Information is rapidly diminishing
  
- More important, US Governments are our customers – and also customers of the same companies from which we buy enabling technology
  - ▶ These are multi-billion marketplaces
  - ▶ Technology purchases support content creation and management, not only publishing and dissemination
    - We ourselves also sell enabling technologies as well as content, technologies that could strengthen Government agencies' capacity to compete
  
- And at the top of our list, US Governments are virtually the exclusive 'sources of essential supply' for each of us in the government information field – and there are many

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## How Information Publishers -- Who Employ Government Information -- Continue to Prosper

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- Add value, and again, and again
  - ▶ Governments can add only very limited value
  - ▶ Our industry capacity is orders of magnitude greater
  
- Attend to marketing and sales, always
  - ▶ Governments do not
  
- Teaming, Alliances, Mergers & Acquisitions
  - ▶ Critical mass to compete among ourselves and with asynchronous players
    - Enter non-US markets
  - ▶ Offer whole solutions
  
- Shine spotlight on problem areas
  - ▶ Via SIIA, e.g.

Thank you



# About Us



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## M&A Is Focused On Providing Specialized Advisory Services To Firms In The Media, Communications, Information And Business Services Sectors

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### ■ **Merger & Acquisition Advisory**

#### ▶ *Buy Side Advisor:*

- CEOs and management teams seeking to make strategic and/or tactical acquisitions
- Businesses seeking to consolidate industry verticals
- Private Equity firms seeking to make new platform acquisitions and/or execute rollup strategies

#### ▶ *Sell Side Advisor:*

- Owners of closely-held businesses who are seeking exit
- Businesses seeking established strategic partners
- Sellers whose industries are consolidating
- Firms with solid technologies combine with more developed management teams

#### ▶ **Strategic Consulting**

- Services include: Acquisition Strategy Planning and Execution, Corporate Restructuring, Business Transformation/Performance Improvement, Strategic Alliance Structuring, Pre-Acquisition Due Diligence Reviews; Pre-Divestiture Options Review and Execution, Merger Integration, Strategic Planning/Marketing, and Competitive Analysis
- Assignments typically involve the business and financial issues most critical to the long-term competitiveness of the client and which positively impact shareholder value

### ■ **Private Placements**

We advise established companies seeking to facilitate growth through a private placement of debt or equity (minimum \$5 million transaction size)

### ■ **Corporate Finance**

We perform business valuations and issue opinions confirming the fairness of a particular transaction from a financial point of view, for both publicly traded and privately held firms

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## George Beckerman

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- George Beckerman began his business career in 1981, providing strategic consulting and investment banking services to information, media and communications companies and to related technology and services companies.
- George is also a company founder and a former operating executive. He is a co-founder of MarketResearch.com, Inc., a leading publisher and distributor of market research reports, and has held senior executive positions in the Washington Post Company's legislative information service business and in Thomson Financial. Earlier, he co-founded DIDS-co, one of the first geo-spatial software developers, was a partner in International Trade Advisory Services, an export promotion collaboration with Deloitte and the National Bank of Washington, and an executive a co-founder of Federal Marketing Services, a research service.
- Prior to 1981, George was in the public service. He worked in the New York City Commission on City Finances, the Federal Aviation Agency, and the U.S. Department of Commerce. While at Commerce, George also managed the business task force on counter terrorism.
- A National Defense Education Fellow at New York University's Graduate School of Public Administration, George is a graduate of Queens College, CUNY.
- George is a scuba diver and prefers Caribbean waters. As for tennis, he is not certain whether Ken or he would have to buy the beer after a doubles match. He regularly visits his kids in Pittsburgh PA and Sheffield England.

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## M&A's Michael Maxworthy & Jonathan Gilbert Attended GIIS the with Me

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- **Michael Maxworthy** joined M&A from Veronis Suhler Stevenson, where he led the team that provided in-depth research on industry standards, trends for valuation of client transactions and strategic alliances. His research has been quoted in the VSS publications (Communications Industry Report, Forecast), The Daily Deal and various industry periodicals. Prior to joining VSS, he was a Research Assistant at Morgan Stanley.
- Michael's investment banking and private equity experience spans companies in the Communications Software, Digital Media, Online Content, Information Technology, Databases, and Knowledge Management sectors. Michael's transaction clients have included companies such as: Reuters, Digital River and Pinnacor.
- For the past seven years, Michael has been a director for the Upward Bound Program for Binghamton University. For the last five years, Michael has been a member of the Young Executives Board for the National Down Syndrome Society.
- Michael holds degrees in Finance and Management Information Systems from the School of Management at Binghamton University. Michael is an avid motorcyclist and skier.
- **Jonathan Gilbert** began his career at The Bank of New York helping to meet the financial needs of numerous small and middle-market businesses. He then worked as a senior project manager with the New York City Economic Development Corporation consulting executives from start-up to multi-national high-tech and finance companies.
- Prior to returning for his MBA, Jonathan served as an assistant vice president at JPMorgan Chase & Co. in the Global Finance group where he was responsible for the management reporting of over \$400 million annually.
- Jonathan earned his BA from Hamilton College and an MBA in Finance from the Zicklin School of Business at Baruch College.

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*Our job is to help them realize it.*

