



Stanford eCorner

Acquisition is Not an Exit

Jeff Seibert, *Twitter*

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Video URL: <http://ecorner.stanford.edu/videos/3581/Acquisition-is-Not-an-Exit>

Speaking from experience as the co-founder of two startups acquired by larger tech companies, and now as Twitter's senior director of product, Jeff Seibert underscores the importance of entrepreneurs looking beyond the day the deal closes and understanding how their startup fits into the long-term strategy of the company acquiring them. "An acquisition is not the path to your vacation," Seibert says. "It is the opposite."



Transcript

And so, a few last things to remember. Almost all deals fail. And so as you go through processes like these, don't get frustrated, this is sort of the name of the game. Expect it will fail actually and just work in a disciplined manner to talk and lay everything out on the table and be transparent, and that's probably the easiest way to very quickly judge whether it's looking like a success or failure. Both you and the acquirer must be in 100 percent. You must be committed. And what I mean by that is, let's say you've been working on a company for quite awhile, you're a little bit tired, you're feeling burned out, an acquisition is not the path to your vacation. It is the opposite. And so you need to be far more energized than you ever have been. And if you feel like you can't give this new chapter of your company the energy it deserves, it is not going to end well.

And you have to deeply, deeply understand that. The same as for the acquirer. And so it's really important to understand because they're a larger company they have strategic initiatives. Where do you fit into their strategic priorities and their market needs? And do you see that need continuing long term or is this a hobby thing that they're experimenting with but probably won't invest in? Try to meet as many people and learn as much about that as you possibly can. And as I mentioned this is just the start of the journey. This is going to be four years of your life and so you cannot see this as an exit.