

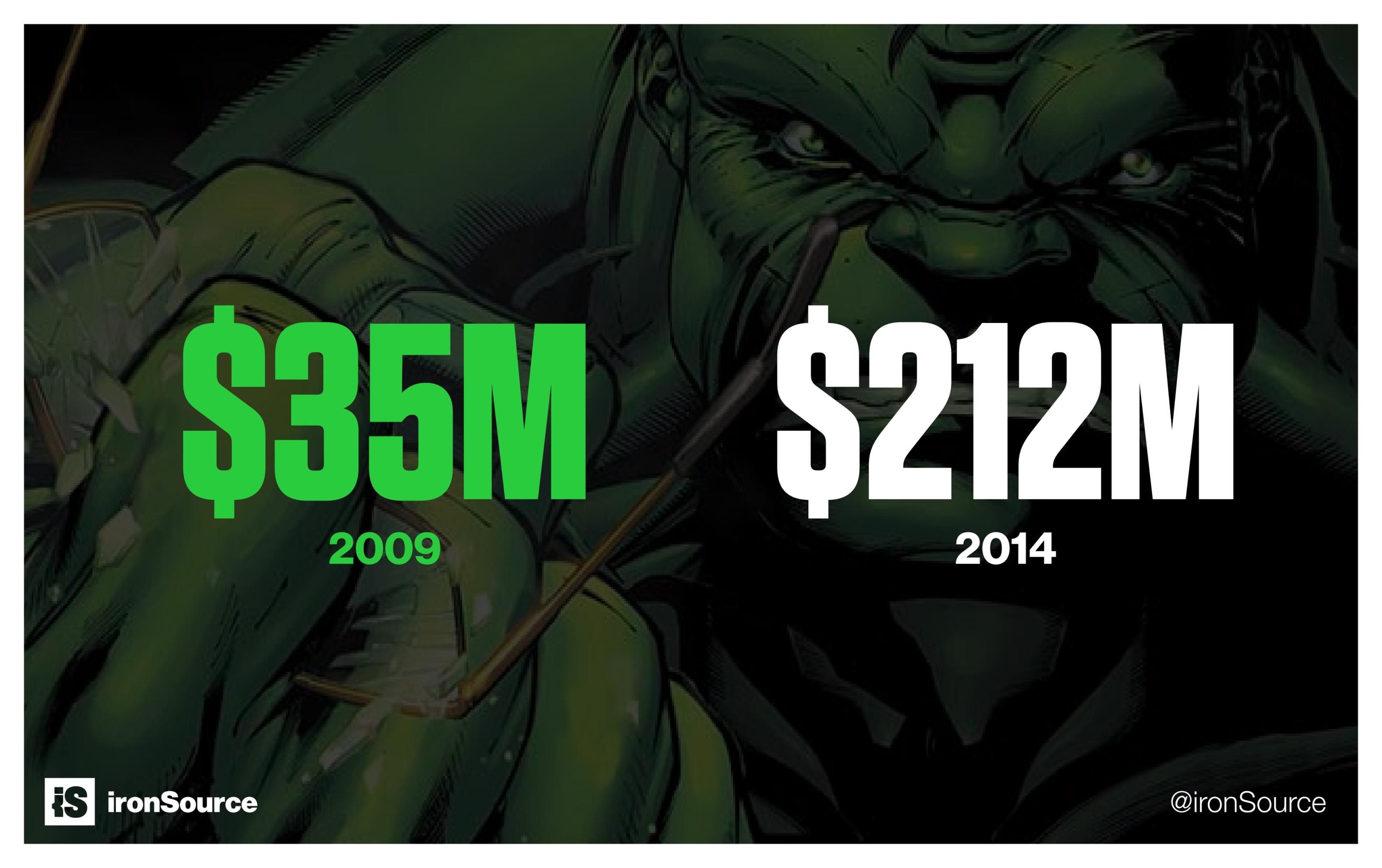


# SCALING UP --- GROWING UP

From startup nation to scale up nation



**What was the average exit deal size for  
last year versus 5 years ago?**



**\$35M**

**2009**

**\$212M**

**2014**



# **Which Israeli tech companies have reached a \$1B market cap?**

**(or are getting close to it)**

**Waze**

**CyberArk**

**NDS**

**Taboola**

**Wix**

**Chromatis**

**Outbrain**

**Galileo**

**ironSource**

**MobileEye**

**Mercury**



# Where does Israel rank on the NASDAQ?

# Second non-US country in the world after China

**151**

China

**1.35B**

Population

**87**

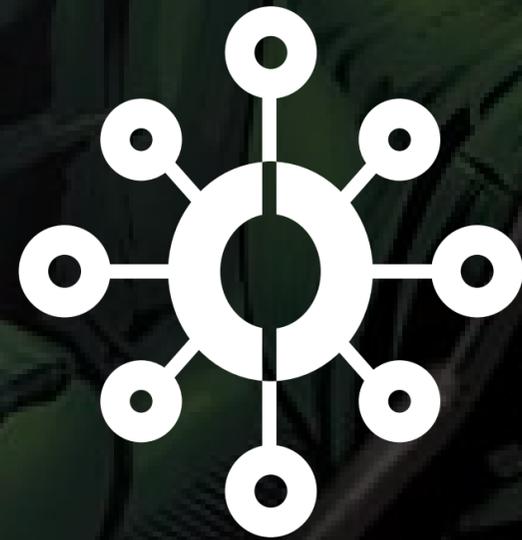
Israel

**8.3M**

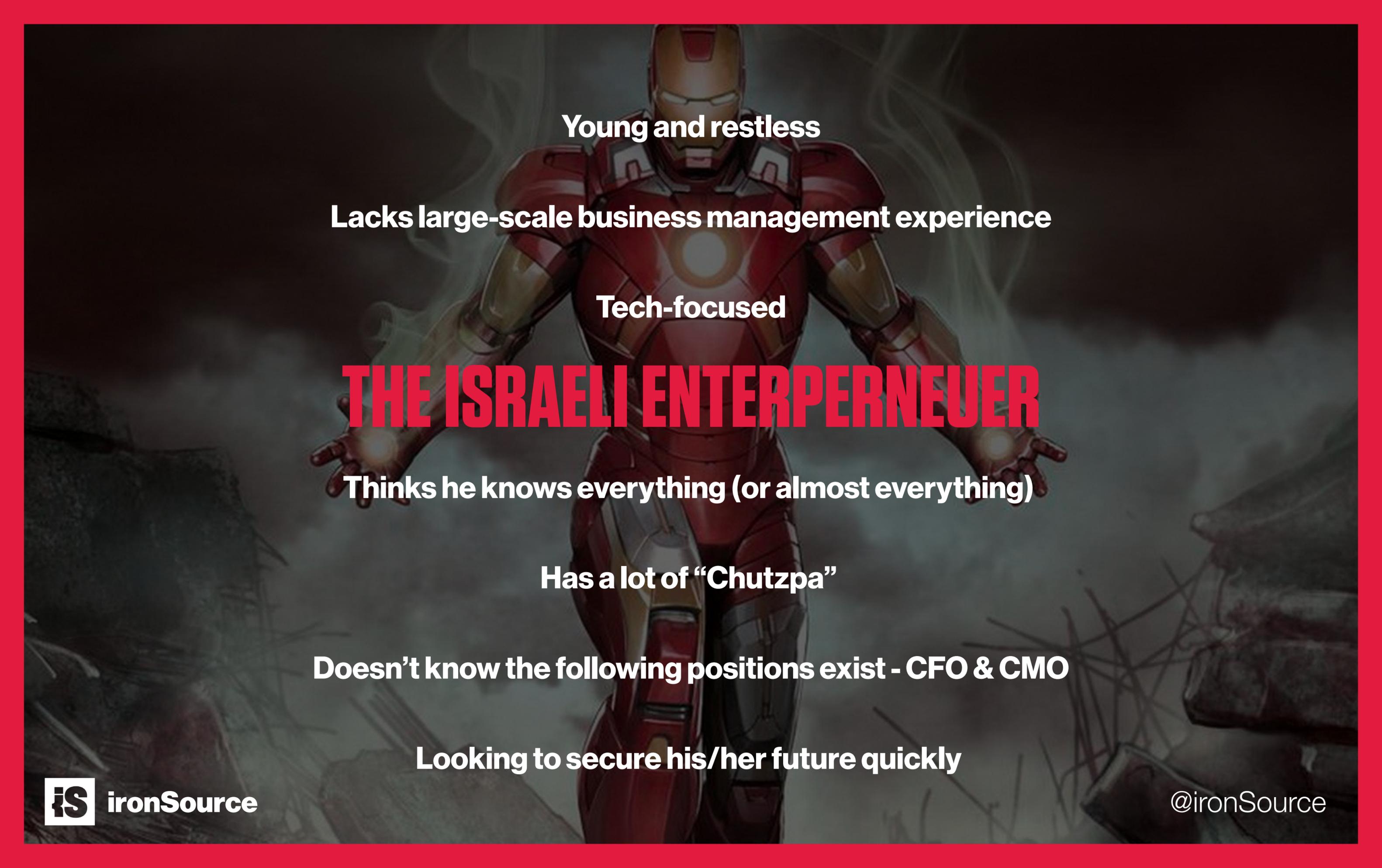
Population



**Which leading gaming conference has  
chosen to hold a conference in TLV?**



# casual connect

The background of the entire slide is a dark, atmospheric image of Iron Man standing in a desolate, smoky environment. The Iron Man suit is the central focus, with its chest arc reactor glowing. The overall tone is gritty and industrial.

**Young and restless**

**Lacks large-scale business management experience**

**Tech-focused**

# **THE ISRAELI ENTERPERNEUER**

**Thinks he knows everything (or almost everything)**

**Has a lot of “Chutzpa”**

**Doesn't know the following positions exist - CFO & CMO**

**Looking to secure his/her future quickly**

**Pioneering technology**

**Agile**

**Small in size**

# **THE ISRAELI STARTUP**

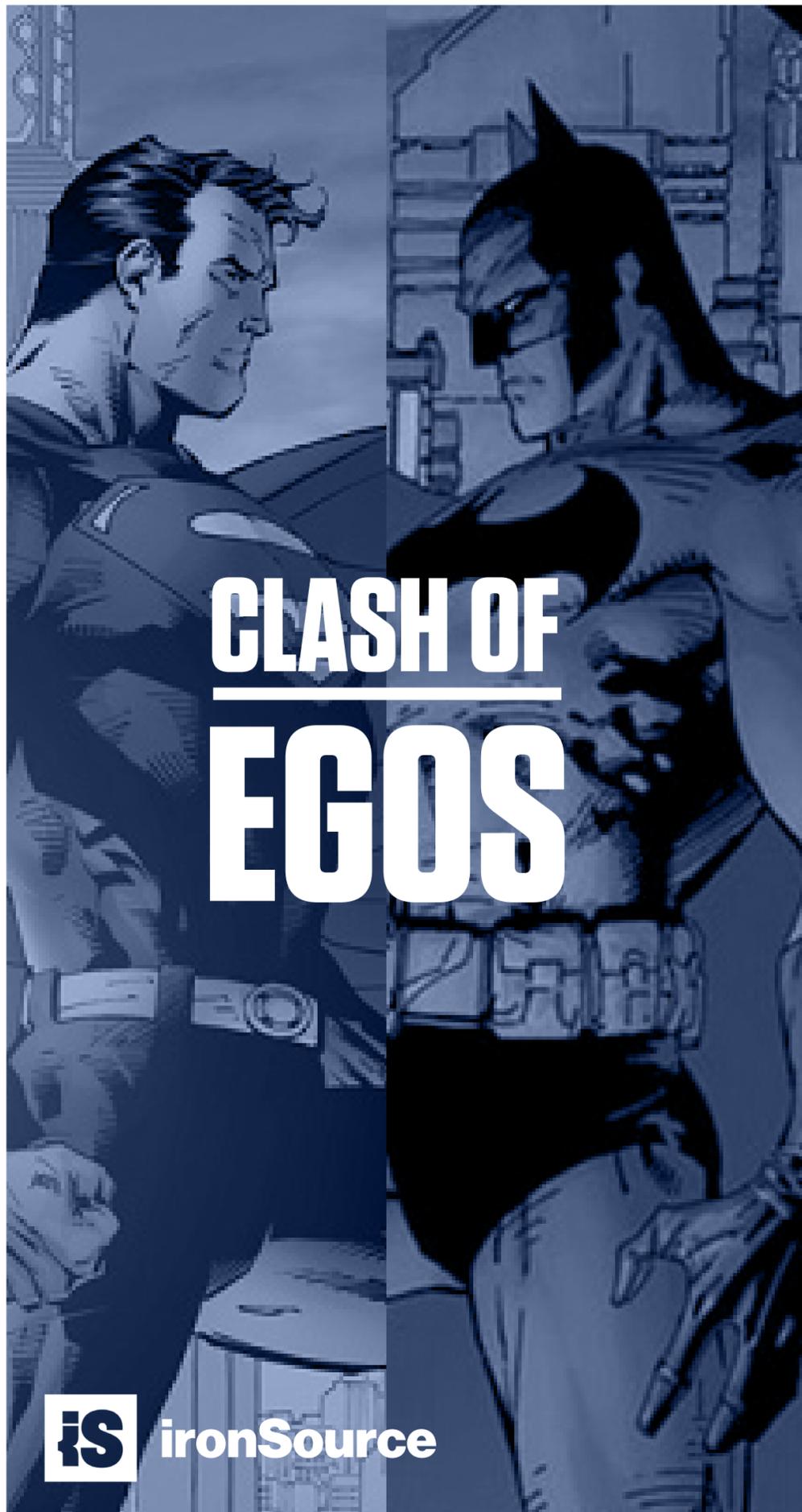
**No marketing/positioning capabilities**

**Doesn't have the following positions - CFO & CMO**

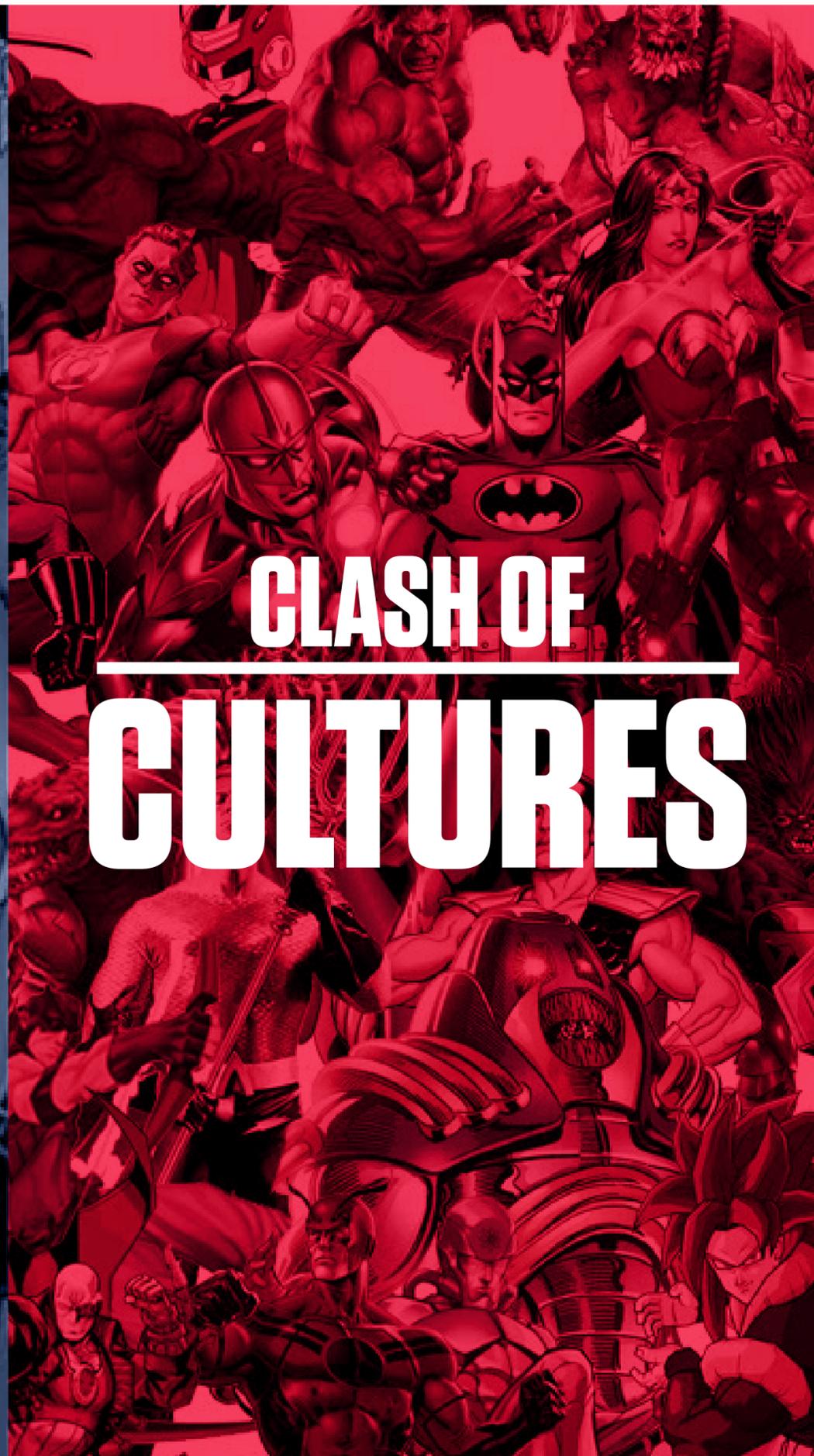
**Quick and ballsy. Looking for an exit deal.**



**What are the challenges Israeli companies are facing in scaling up?**



**CLASH OF  
EGOS**



**CLASH OF  
CULTURES**



**CLASH OF  
STYLES**



# CLASH OF EGOS

The Challenge of Inorganic Growth

# Teaching CEOs to play nice

**CLASH OF  
EGOS**

**Get multiple CEOs and founders to report to one**

**Achieve a certain level of financial de-risking that allows for running a marathon**

**A shared vision and culture**

**Trust between the founders**

# Some great examples

# CLASH OF EGOS



---

Appixia (Mar. 2014)  
OpenRest (Oct. 2014)



---

Swayy (Jul. 2015)



---

Lacoon (Apr. 2015)



---

TradeFX/Markets.com (Apr. 2015)  
Plus500 (Jun. 2015)



---

Ajillion & Definiti Media (May 2014)



---

Volonet (May 2012)  
AfterDownload (Mar. 2013)  
Upopa Games (Sept. 2014)  
Supersonic (Sept. 2015)



# CLASH OF CULTURES

The Challenge of Going Global

# The art of global expansion

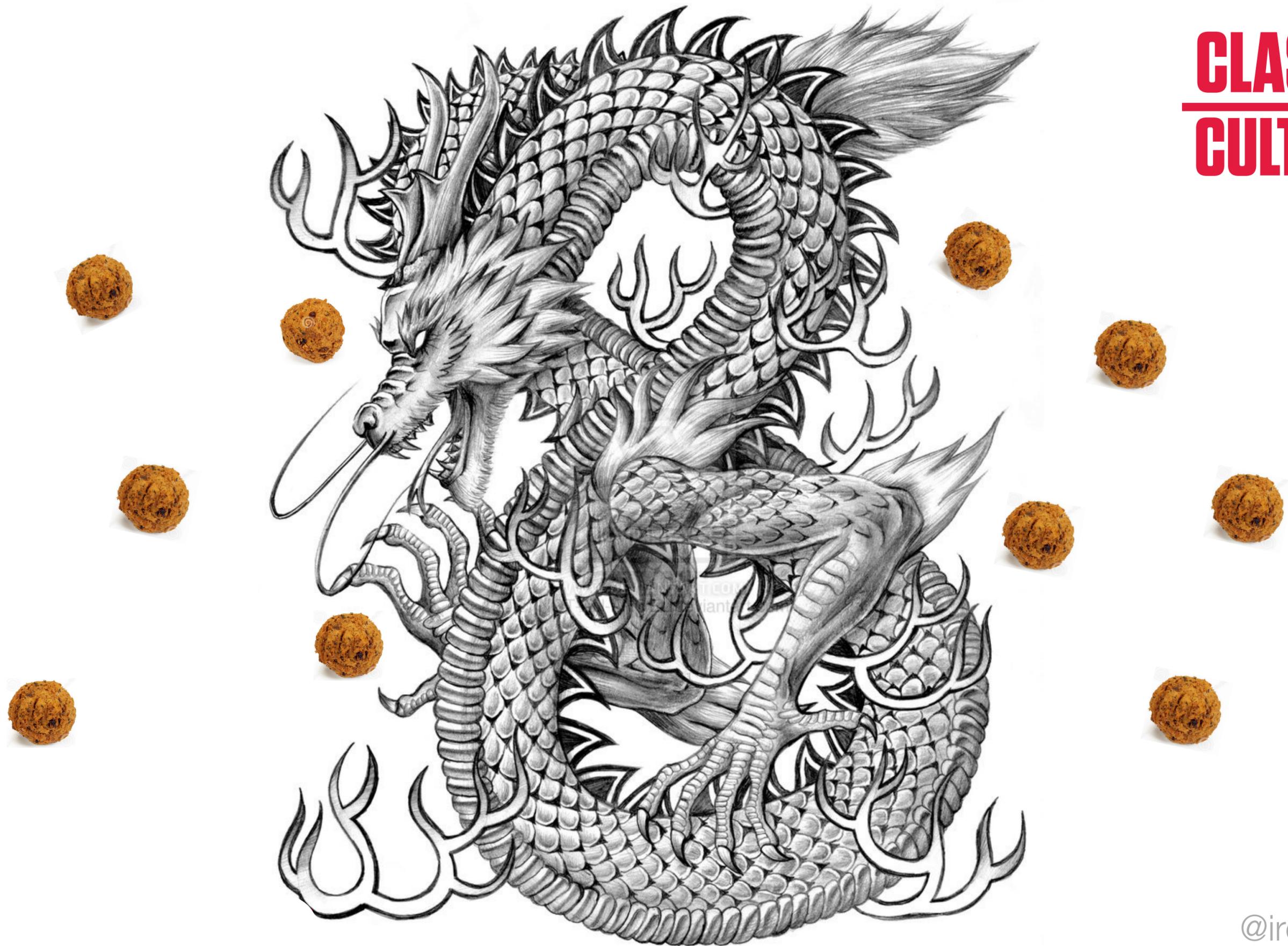
**CLASH OF  
CULTURES**

**Humility - learning to work with and respect different business cultures**

**Patience - adapting to working in long-term cycles**

**Managing decentralization - syncing multiple global offices**

# CLASH OF CULTURES



@ironSource



# CLASH OF STYLES

The Challenge of Global Positioning

ROCKY MOUNTAIN  
STEEL FOUNDATIONS

ROCKYMTNSTEEL.COM

CHANCE™ HELICAL PILE  
ASSOCIATION

Since 1912  
DOWN. RIGHT. SOLID.



CHANCE™  
Since 1912  
DOWN. RIGHT. SOLID.



**APPLOVIN IS HIRING.**



**AAAAAAAAAAAAWWWWW  
YYYYYYYYEEEEEEEEAAAAAAAA**

**#teamapplovin**

ce



# **From an Israeli celebrity to a category leader**

**CLASH OF  
STYLES**

**Fundamentally alter your perception**

**Act according to long-term strategy instead of short-term tactics**

**Commit to the importance of marketing**

**Frame the story in a global context**

**CLASH OF  
STYLES**



**Go big or go home**



@ironSource

**Can Israel create the next facebook?**

# Turning lemons to lemonade

“Chutzpa”



**“Chutzpa”**  
**Go big or go home**



**Young and restless**



**Young and restless**  
**Agile and quick**  
**to adjust**



**Lack of experience**

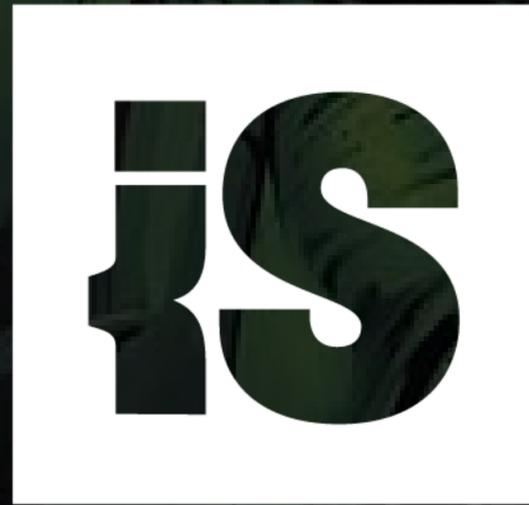


**Lack of experience**  
**There is no box**



**Looking to secure  
a solid financial  
future**





**ironSource**

**To become a world-leading category leader in app discovery  
and the largest global internet company ever founded in Israel.**

**Looking to secure  
a solid financial  
future**  
**Creating “for-profit”  
organizations**





**ironSource**

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# THANK YOU

**Omer Kaplan, Deputy CEO & Co-founder  
ironSource**