



DO YOU  
WANT TO  
VISIT THE  
FUTURE  
WITH US?







# EASYFAIRS

Visit the future

## QUICK PROFILE

WHO WE ARE

## EVENTS AND VENUES

WHAT WE DO

## OUR MISSION

WHY WE ARE HERE

## OUR STRATEGY

HOW DO WE GET THERE





# QUICK COMPAN Y PROFILE



VISIT THE  
FUTURE





# EASYFAIRS IN NUMBERS

We are active in 17  
countries

752  
Employees

---

21  
Own  
events

28  
Exhibitors

451598  
Visitors

---

1  
Venues

215  
Square metres  
managed

736  
Hosted  
events





United States  
New York

Algeria  
Algiers

Emirates

China

Singapore

Norway

Sweden

Finland

Helsinki

Stockholm

Gothenburg

Malmö

Denmark

Ireland

United Kingdom

London

The Netherlands

Bielefeld

Belgium

Paris

Germany

Munich

Basel

Switzerland

France

Spain

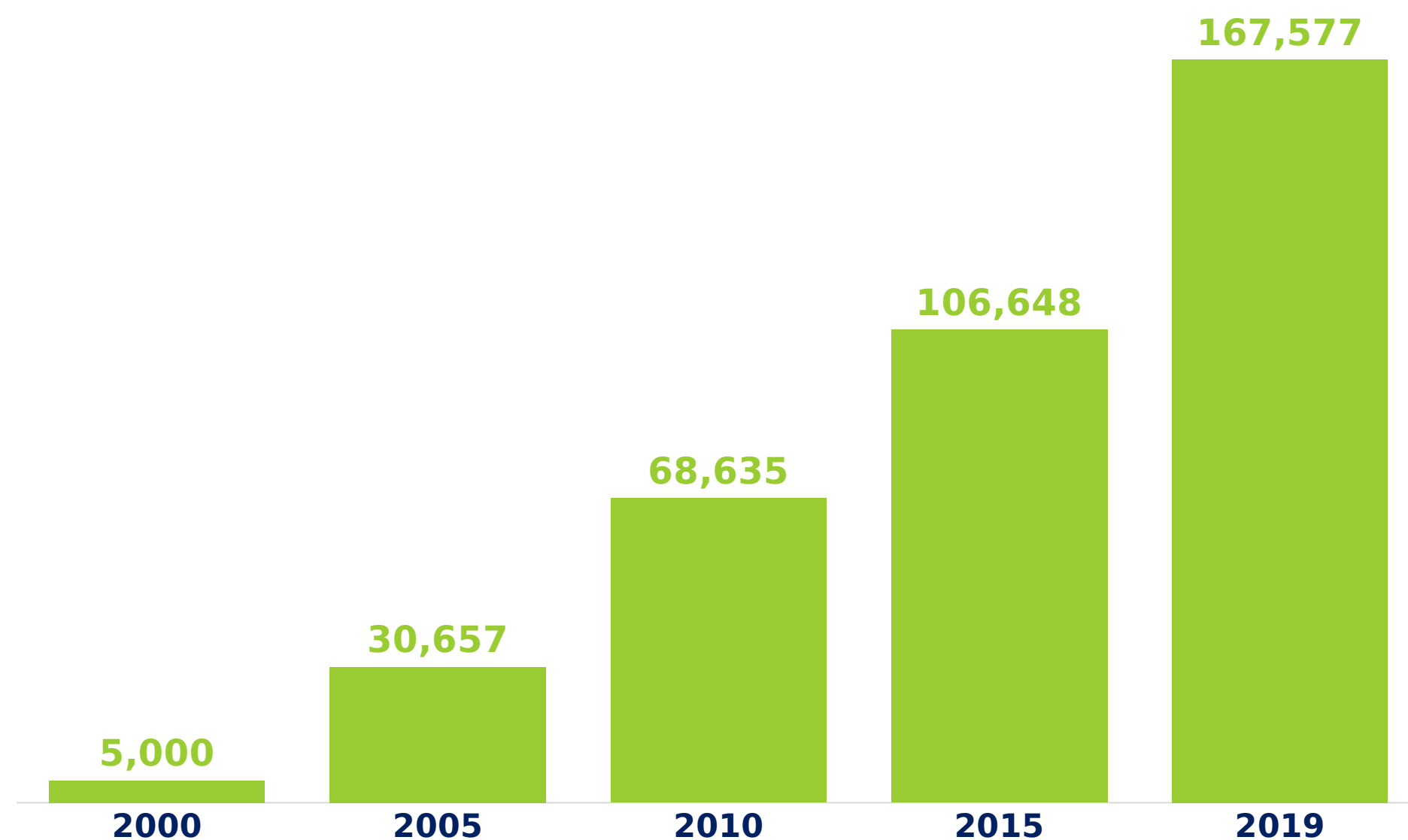
Madrid

Portugal

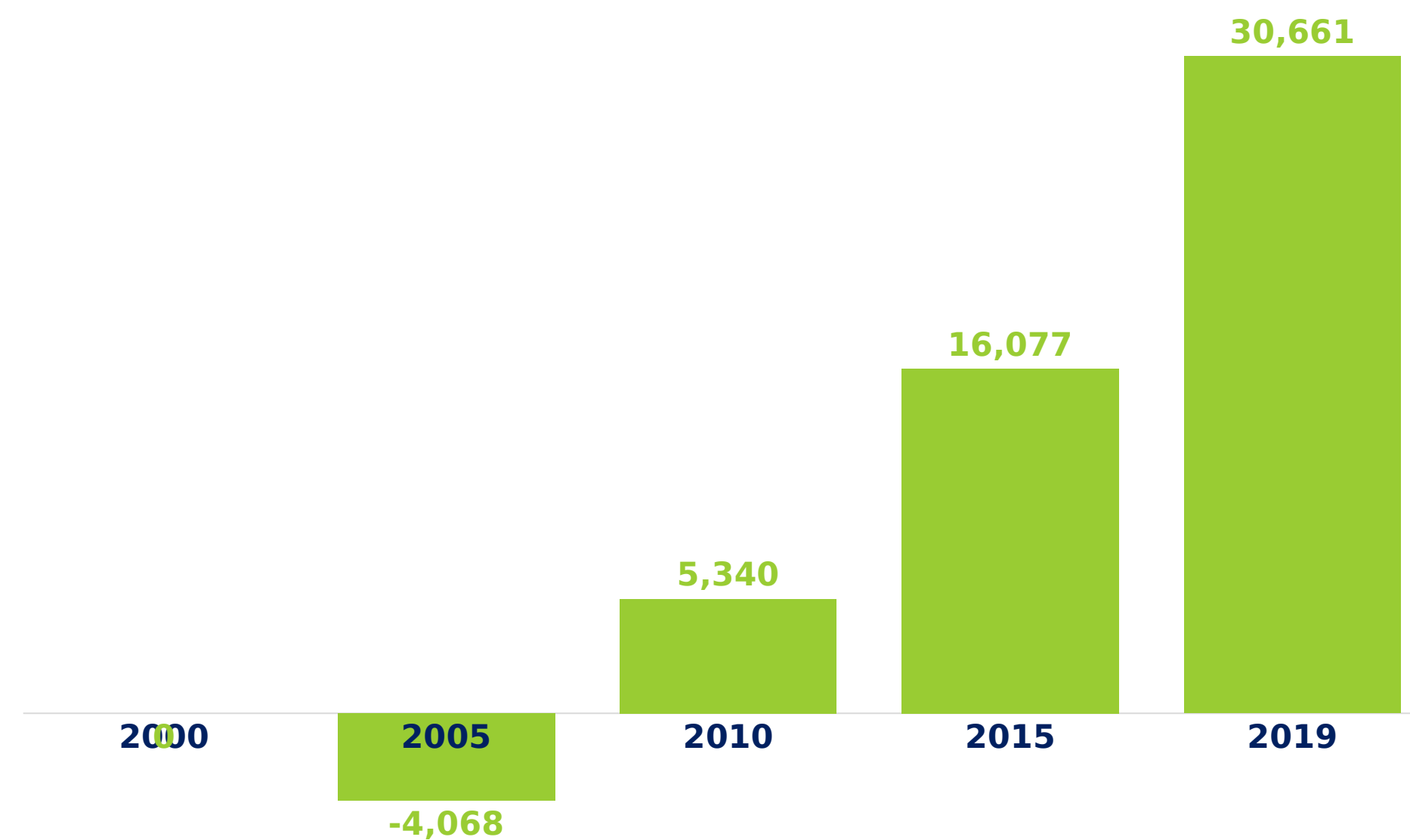




## Group Revenue



## Group EBITDA



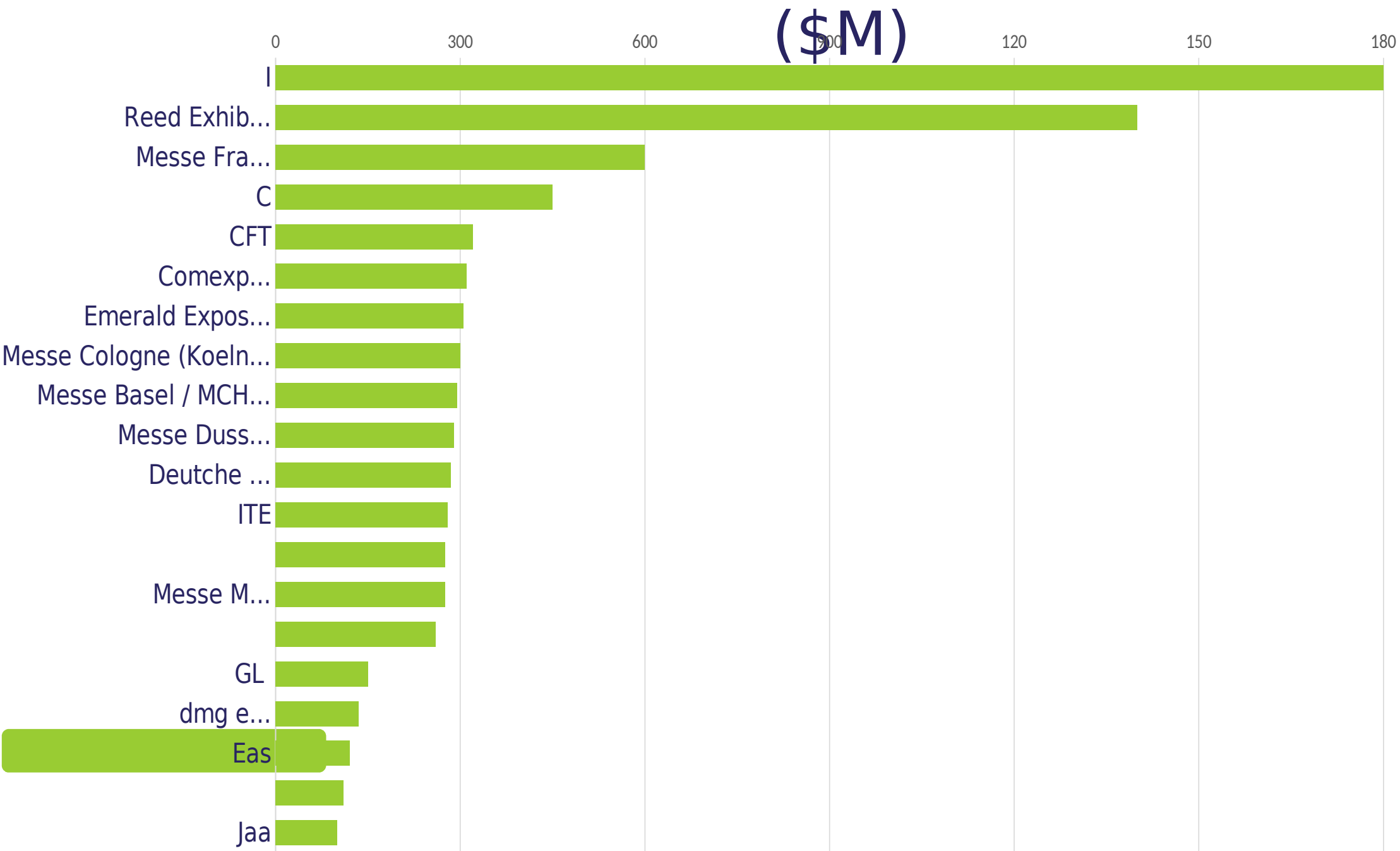
GROWTH EVERY 5Y







ORGANISER | PRO FORMA 2018 EXHIBITION ORGANISING\* REVENUE



**SOURCE:**  
AMR International Top 20 Exhibition  
Organisers <https://www.amrinternational.com/just-released-new-amr-top-20-exhibition-organisers-by-revenue/>  
\* Only revenues from event organisation, excl. revenues from venue management



A thick green line starts from the top left, curves around the text, and extends towards the bottom left.

WE ARE IN THE  
**EVENTS**  
**INDUSTR**  
**Y**



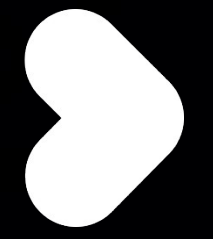
VISIT THE  
FUTURE

A thick green line starts from the middle right, curves around, and extends towards the bottom right.





FROM DAVOS TO ...





... TOMORROWLAND







WE ARE IN THE EVENTS INDUSTRY

Visit the  
future



EVENT  
INDUSTRY

1

VENUE  
OWNERS

2

VENUE  
MANAGERS

3

EVENT  
ORGANISERS

4

SERVICE  
PROVIDERS

EASYFAIRS

**ACTIVE IN THE  
FIRST 3  
COMPLEMENTARY**

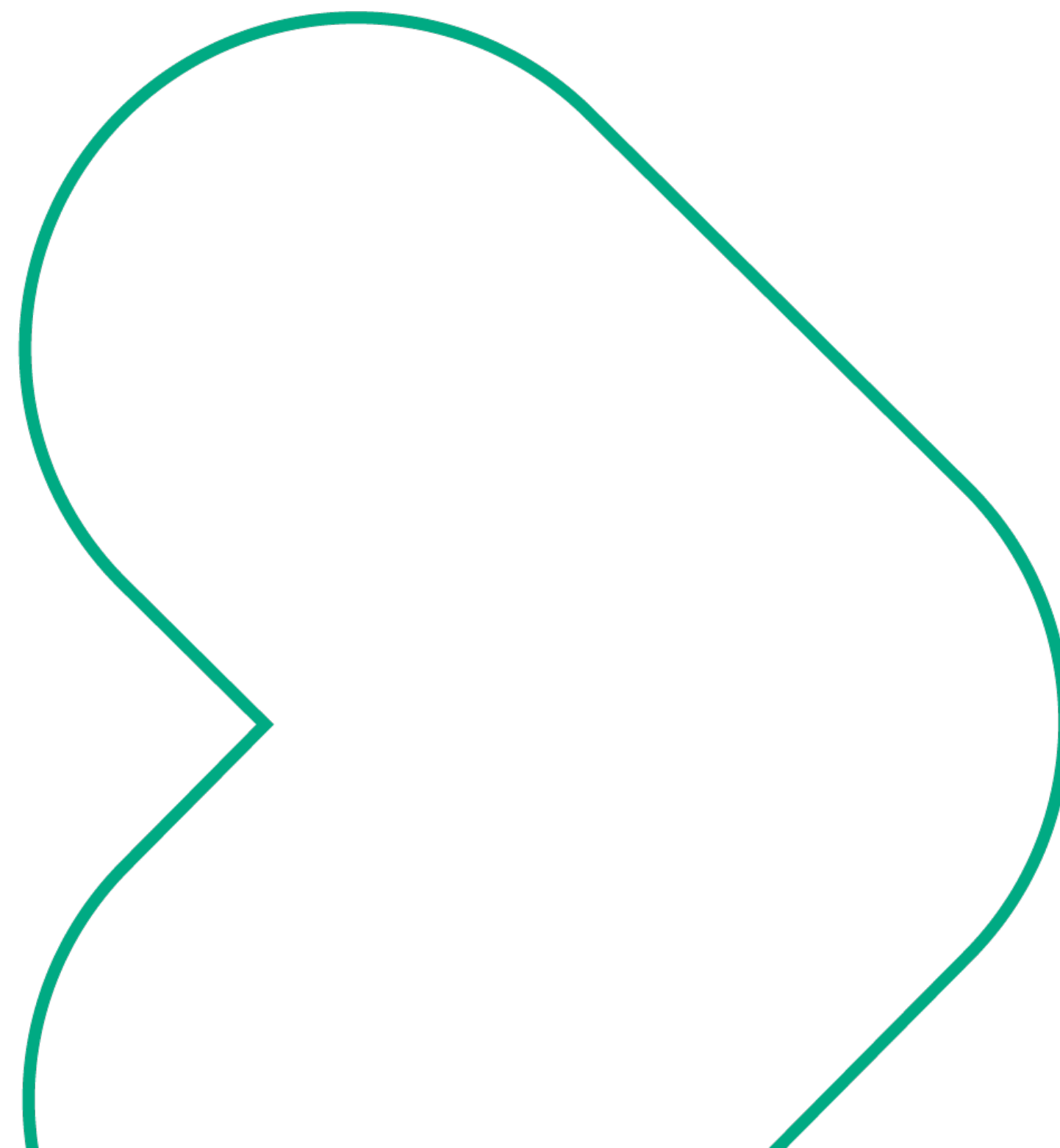
**SEGMENTS OF**

A thick green line starts from the top left, curves down and to the right, then curves back down and to the left, ending near the bottom left.

# EVENT S



VISIT THE  
FUTURE











FROM CONTEMPORARY ART (ARTBRUSSELS)







TO FOOD SERVICE AND HOSPITALITY (HORECA EXPO)





TO COSMETIC SURGERY (CCR)





TO OIL & GAS STORAGE (STOCEXPO)





AND TO H2H CONVENTIONS (HEROES COMIC CON)





**CUSTOMER**

**CUSTOMER CENTRICITY - THE RIGHT EVENT FOR EACH  
COMMUNITY**



## EVENTS



07/11/18 Solids Dortmund 2018  
07/11/18 Recycling-Technik 2018  
06/11/18 Transport & Logistics 2018  
31/10/18 Lab Innovations 2018  
31/10/18 Advanced Engineering 2018  
17/10/18 Elmässan Stockholm 2018  
17/10/18 Solids Antwerp 2018  
10/10/18 Fastfood & Café & Ravintola Tampere 2018  
04/10/18 CCR Expo 2018  
03/10/18 Logistics & Distribution Brussels 2018  
03/10/18 Empack Brussels 2018  
26/09/18 Tank Storage Asia 2018  
26/09/18 MetalMadrid 2018  
19/09/18 Empack Porto 2018  
18/09/18 Personal & Chef Göteborg 2018  
18/09/18 Möten&Events Göteborg 2018  
17/09/18 Maghreb Pharma 2018  
13/09/18 SETT Finland 2018  
12/09/18 Packaging Innovations London 2018

Dortmund  
Dortmund  
Rotterdam  
Birmingham  
Birmingham  
Stockholm  
Antwerp  
Tampere  
London  
Brussels  
Brussels  
Singapore  
Madrid  
Matosinhos  
Göteborg  
Göteborg  
Algiers  
Helsinki  
London

| Exhibitors |       |     | Visitors |       |     |
|------------|-------|-----|----------|-------|-----|
| #          | Answ. |     | #        | Answ. |     |
| 57         |       | 8.2 | 697      |       | 8.8 |
| 11         |       | 8.6 | 128      |       | 7.9 |
| 74         |       | 7.3 | 327      |       | 6.1 |
| 94         |       | 8.5 | 233      |       | 8.3 |
| 242        |       | 8.1 | 734      |       | 8.5 |
| 194        |       | 8.9 | 706      |       | 8.3 |
| 55         |       | 7.4 | 214      |       | 7.8 |
| 91         |       | 8.0 | 423      |       | 7.6 |
| 51         |       | 8.4 | 236      |       | 9.1 |
| 59         |       | 6.7 | 227      |       | 7.0 |
| 100        |       | 5.7 | 323      |       | 6.6 |
| 8          |       | 6.1 | 82       |       | 7.9 |
| 302        |       | 7.3 | 1,222    |       | 8.7 |
| 81         |       | 7.7 | 439      |       | 8.1 |
| 1          |       | 4.5 | 20       |       | 7.4 |
| 2          |       | 5.5 | 28       |       | 8.1 |
| 30         |       | 4.6 | 80       |       | 7.4 |
| 40         |       | 7.7 | 182      |       | 7.7 |
| 60         |       | 8.6 | 478      |       | 8.2 |

# CUSTOMER CENTRICITY – 60 SECONDS FEEDBACK

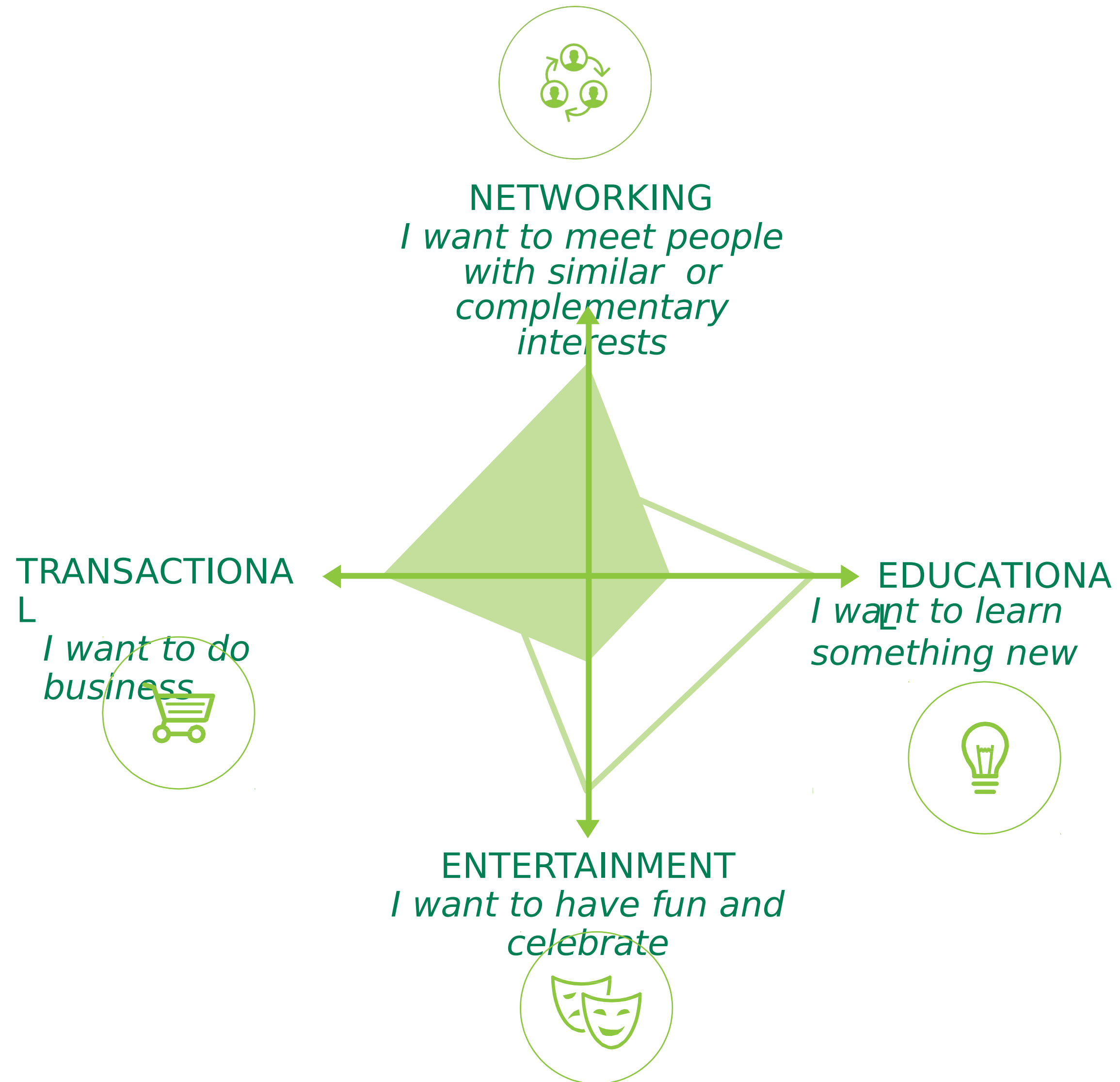




EVENTS

Visit the  
future

# EVENT MISSION

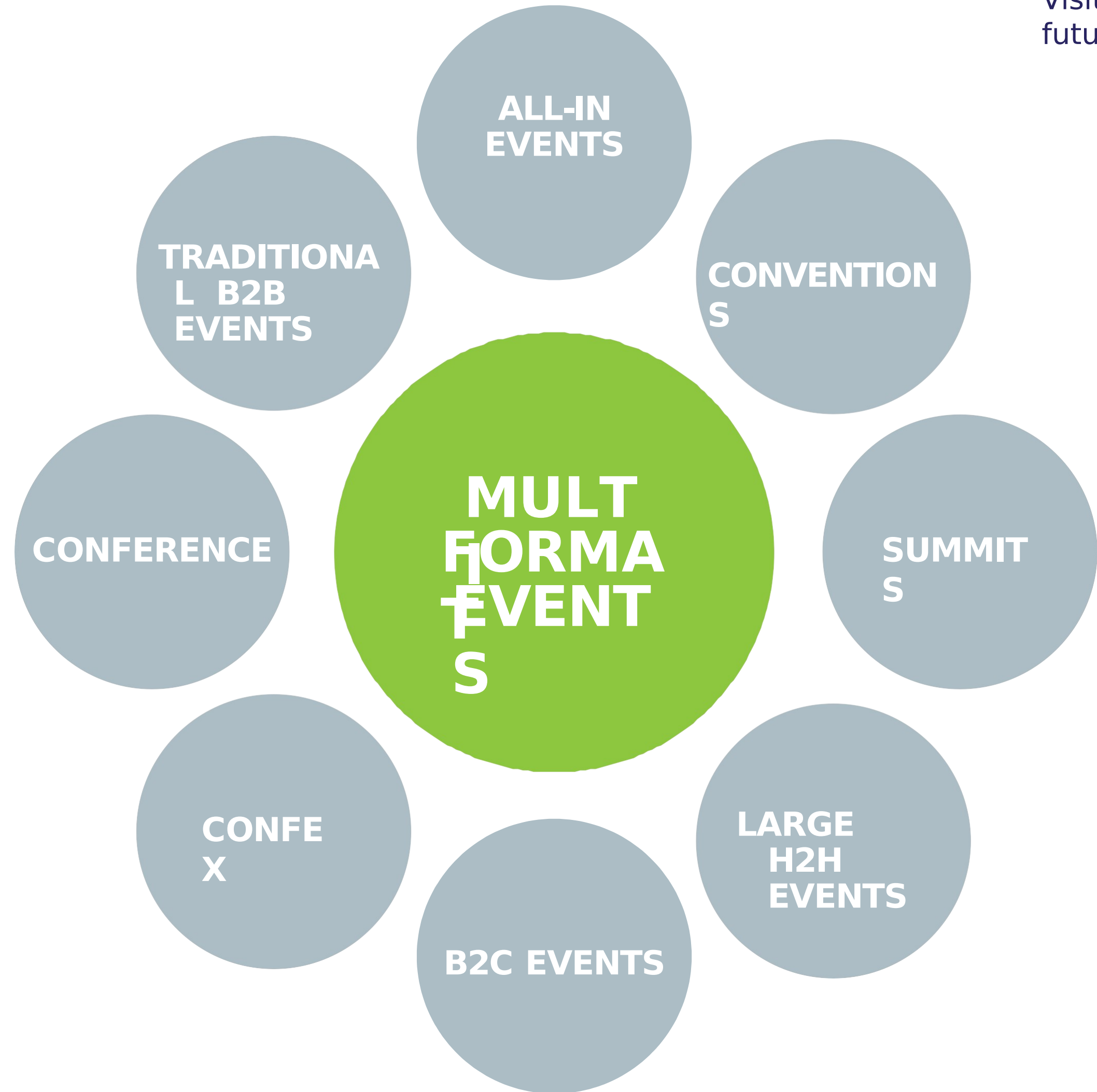




EVENTS

Visit the  
future

# CAPACITY TO PRODUCE MULTI- FORMAT EVENTS







ALL-IN B2B EVENTS





SUMMITS





CONFEXES

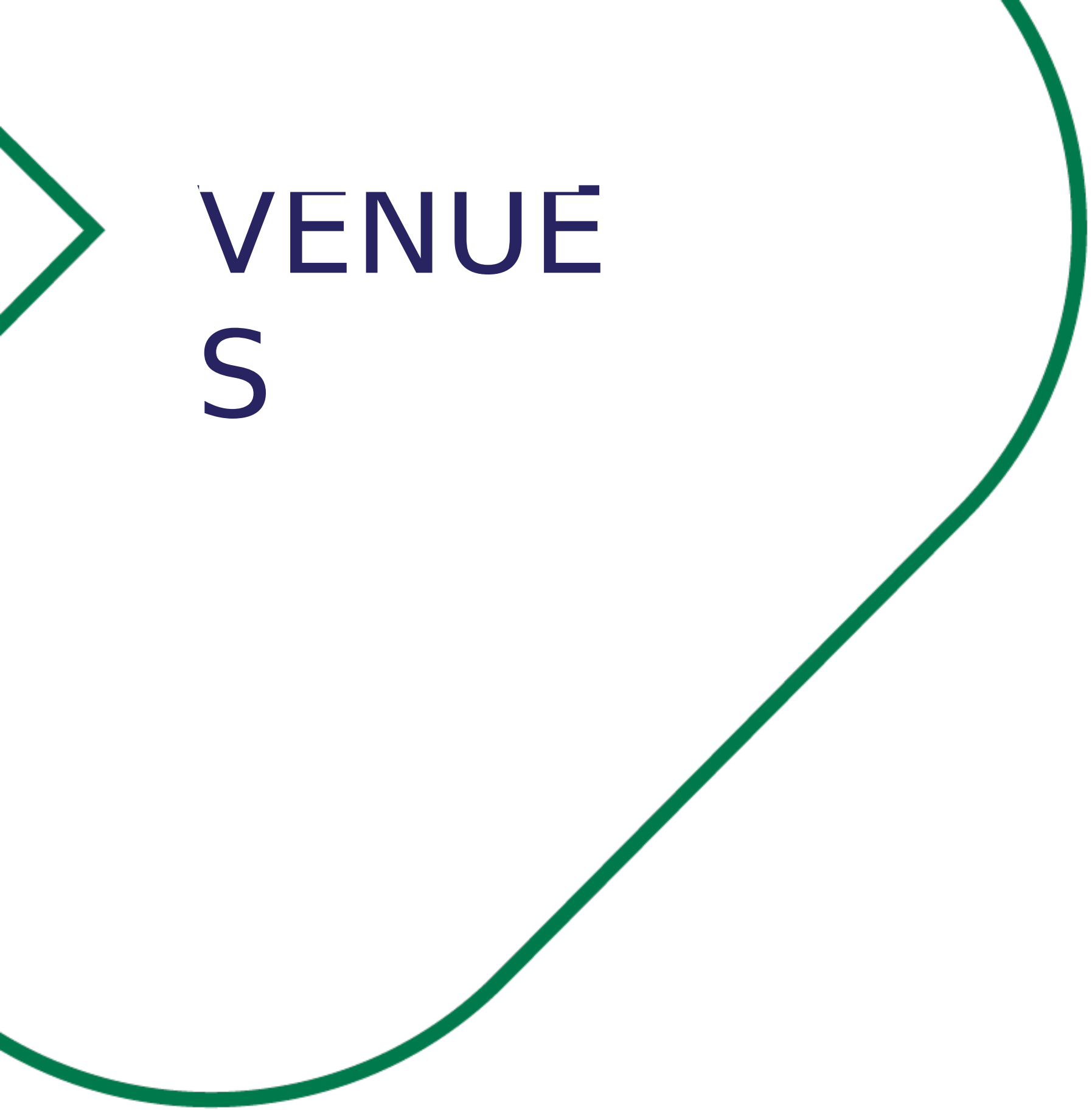




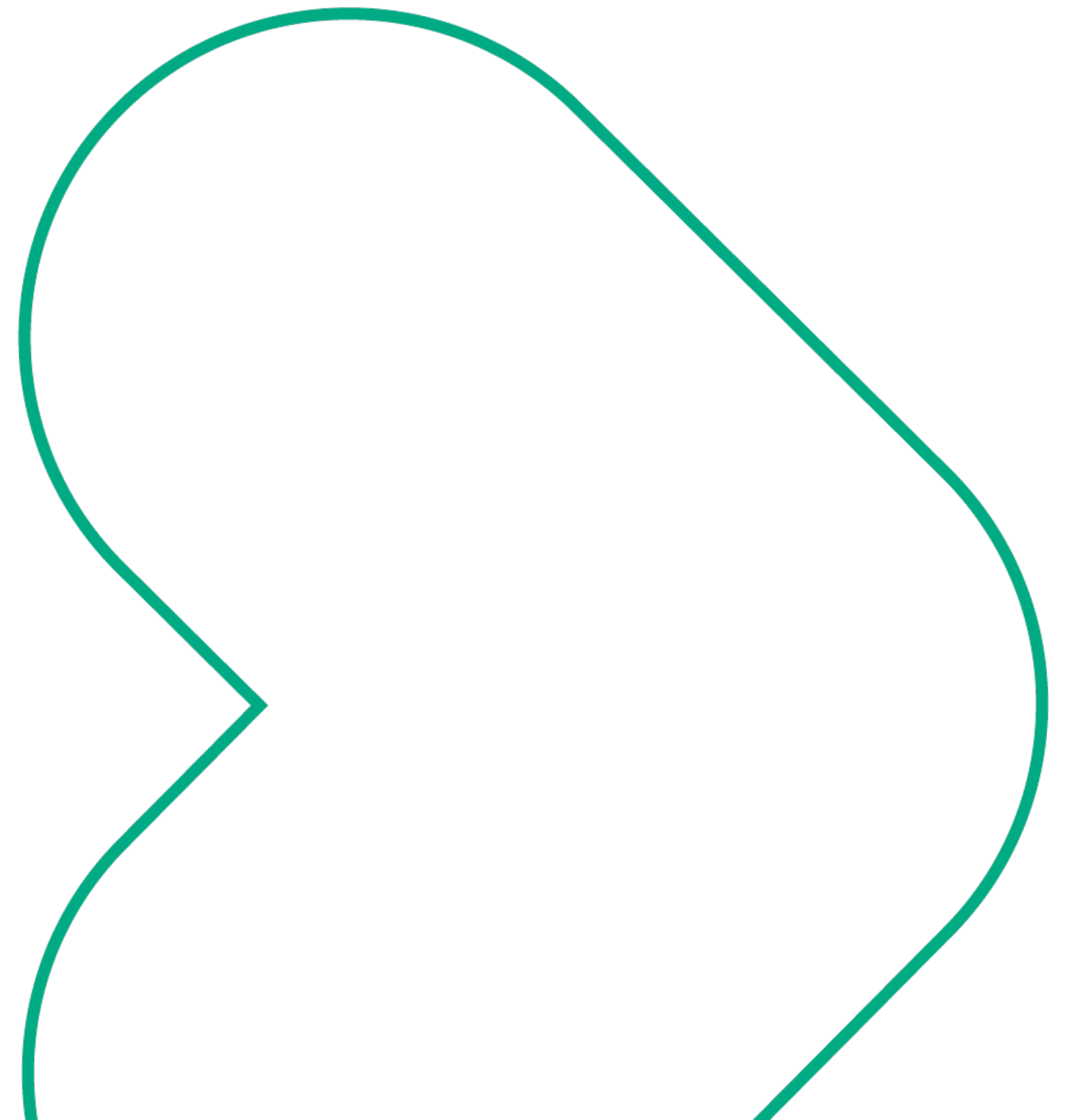


B2C EVENTS





# VENUE S



VISIT THE  
FUTURE





VENUES

Visit the  
future

# FLANDERS EXPO GHENT - BE



Eig  
halls  
rooms  
56,220

Eig  
meeting  
rooms  
60

m<sup>2</sup>

hosted  
events  
108  
942,00

visito  
0







VENUES

Visit the  
future



# ANTWERP EXPO ANTWERP - BE



Fou

halls  
rooms

Si

meeting

17,480

m<sup>2</sup>

hosted  
events

197  
725,00

visito  
rs

0







VENUES

Visit the  
future



# NEKKERHAL BRUSSELS NORTH



On | Tw  
halls | meeting  
rooms

18,420

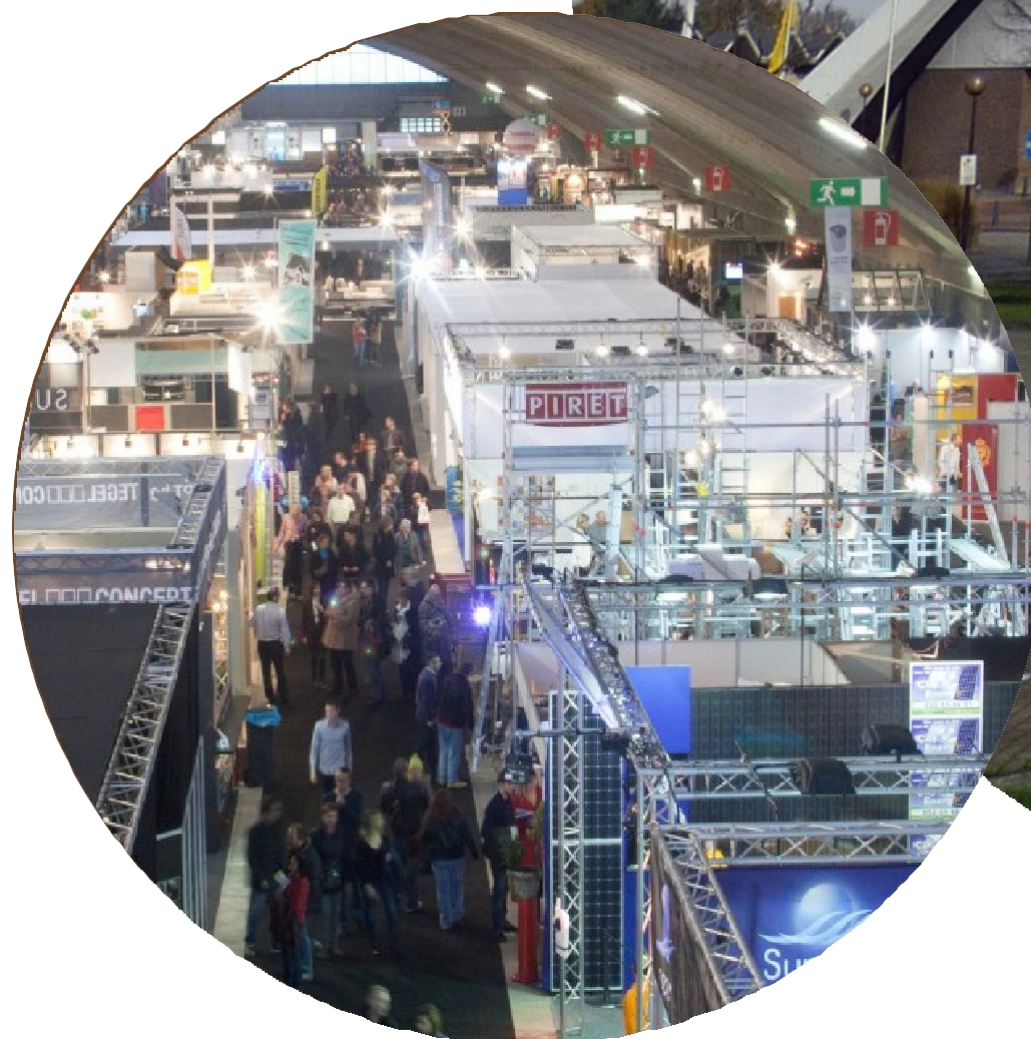
m<sup>2</sup>

hosted  
events

360,000

visitors

0







VENUES

Visit the  
future

# NAMUR EXPO NAMUR - BE



## Three

halls

## 12,000

## m<sup>2</sup>

hosted  
events

## 298,000

visitors

## 0







VENUES

Visit the  
future

# EVENEMENTENHALL HARDENBERG - NL Eight Nine

halls  
rooms

meeting

24,285  
hosted  
events

230,000  
visitors

32







VENUES

Visit the  
future



# EVENEMENTENHA L GORINCHEM - NL



Amsterdam  
The Netherlands  
Gorinchem

One One

hall

gallery

Elev

meeting  
rooms

22,394

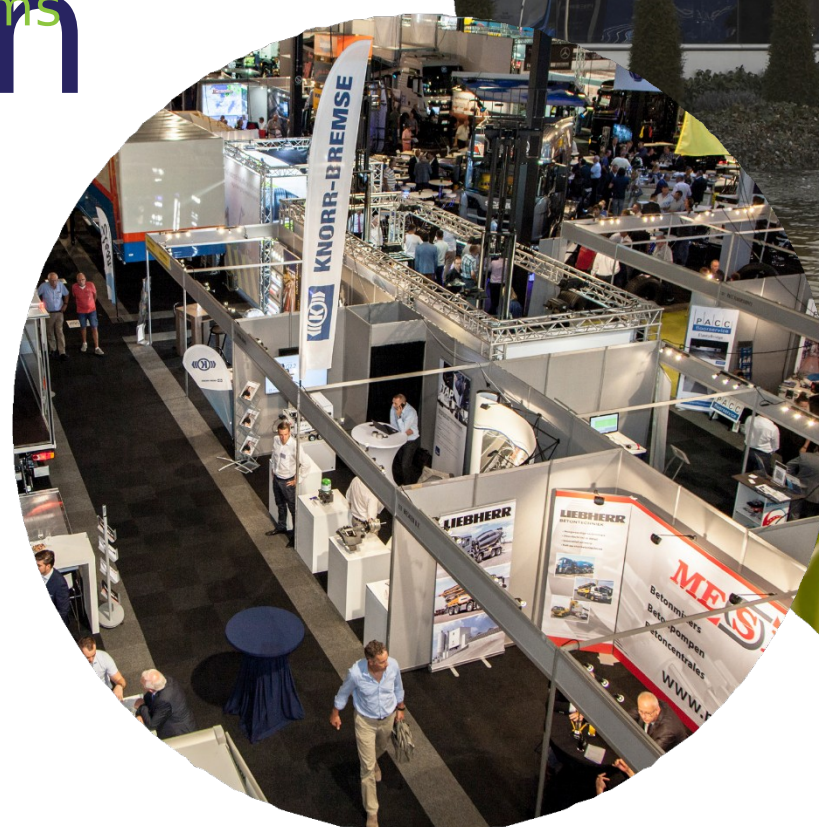
m<sup>2</sup>

hosted  
events

185,000

visito  
rs

0







VENUES

Visit the  
future



# EVENEMENTENHAL VENRAY - NL



Thru Twelve

halls  
rooms

meeting  
rooms

14,937

m<sup>2</sup>

hosted  
events

70,00

visito  
rs

0







VENUES

Visit the  
future

# ÅBYMÄSSAN GÖTEBORG - S



Sweden

Gothenburg

On Fifteen  
hall conference  
rooms  
15,000

Opened in January  
2019  
m<sup>2</sup>







VENUES

Visit the  
future



# KISTAMÄSSAN STOCKHOLM - S



Sweden

Stockholm

Tw

hall  
s

2

auditoriu  
ms

36

hosted  
events

230,00

visito  
s

0

Sixte

meeting rooms

15,000

m<sup>2</sup>







VENUES

Visit the  
future



# MALMÖMÄSSA

## N MALMÖ - S



### On

hall

### 1

auditori  
um

### 3

hosted  
events

### 120,000

visito  
rs

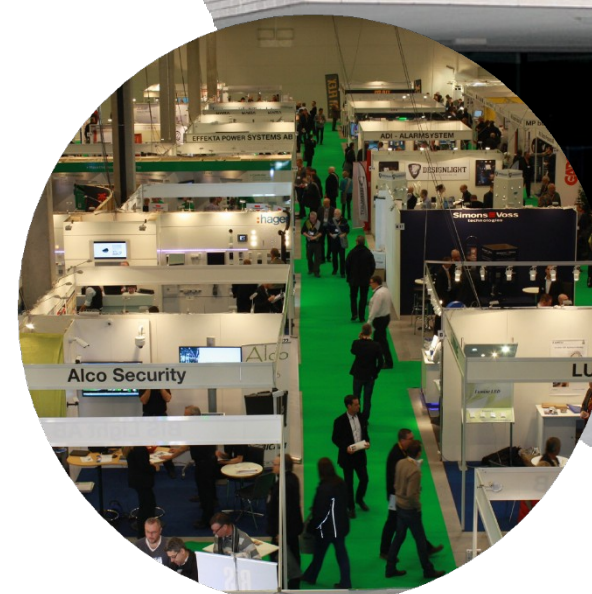
### 0

### Sixte

meeting rooms

### 20,000

### m<sup>2</sup>





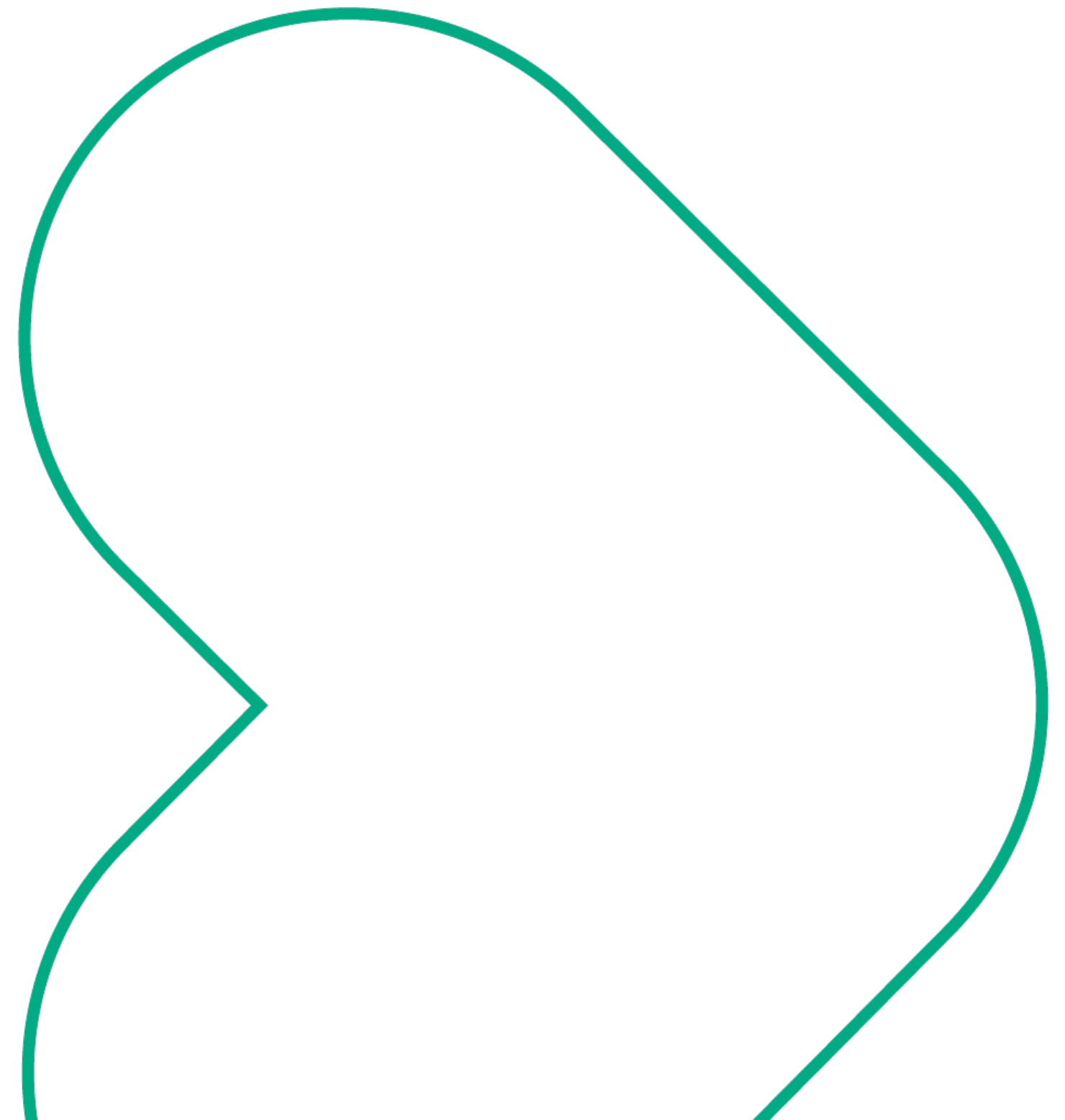
A thick green line starts from the left edge, curves upwards and to the right, then curves downwards and to the right, ending near the bottom left.

# OUR MISSION

Why we are  
here



VISIT THE  
FUTURE







OUR MISSION

Visit the  
future



# VISIT THE FUTURE







OUR MISSION

Visit the  
future



We serve  
communities,  
give them a  
vision of their  
future, foster  
connections and  
offer a life-  
changing



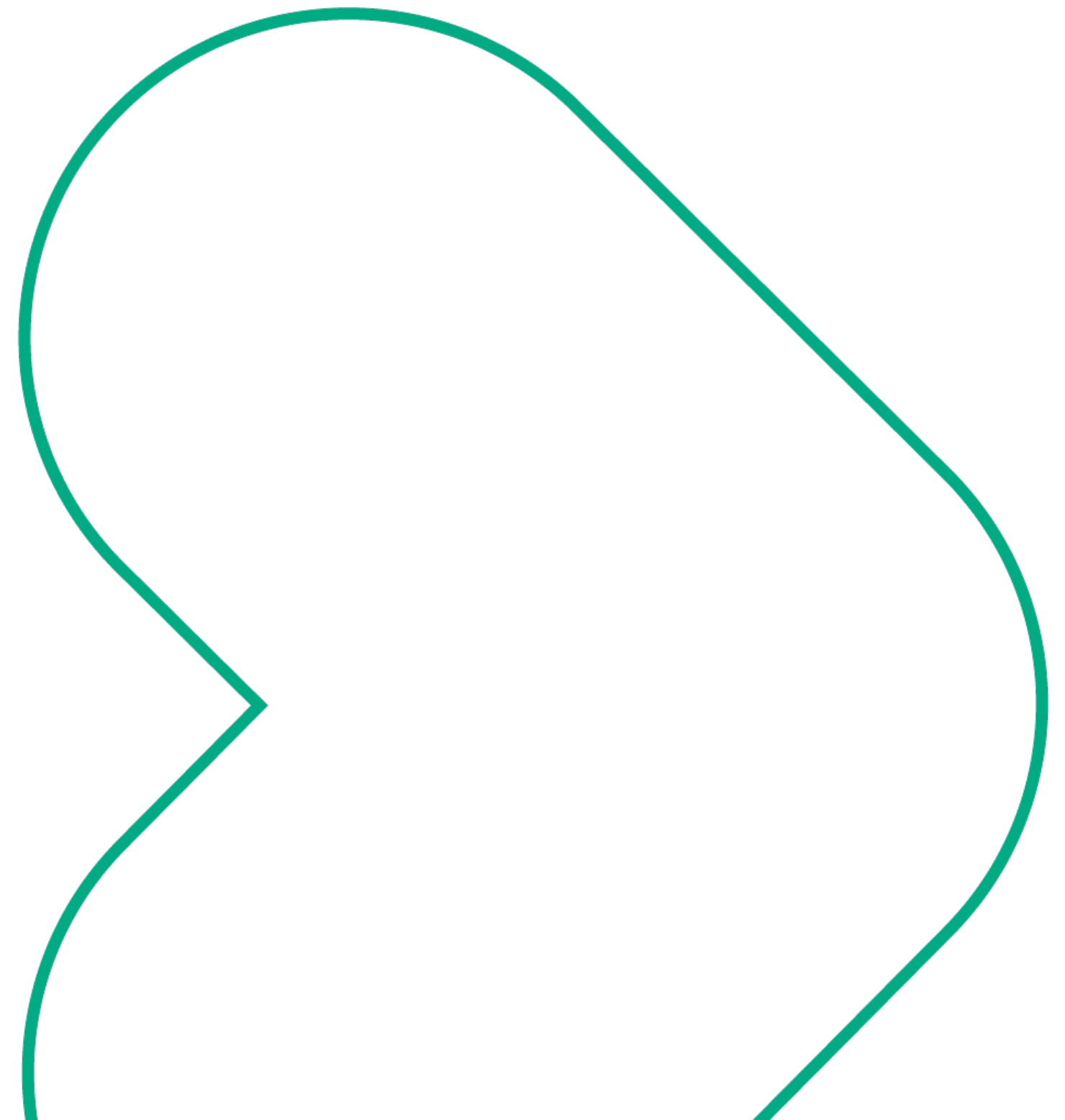
A thick green line starts from the left edge, curves upwards and to the right, then curves downwards and to the right, ending near the bottom left.

# OUR STRATEGY

How do we get  
there



VISIT THE  
FUTURE







OUR STRATEGY

Visit the  
future



# INNOVATIVE AND TRENDSETTING COMPANY IN TALENT DEVELOPMENT & CONSTANT LEARNING

1 INNOVATIVE AND TRENDSETTING  
COMPANY IN TALENT  
DEVELOPMENT & CONSTANT  
LEARNING

2 INNOVATIVE AND  
TRENDSETTING COMPANY IN  
MARKETING &  
TECHNOLOGY

3 A FLEXIBLE AND MARKETS  
DRIVEN MULTICHANNEL  
GROWTH STRATEGY

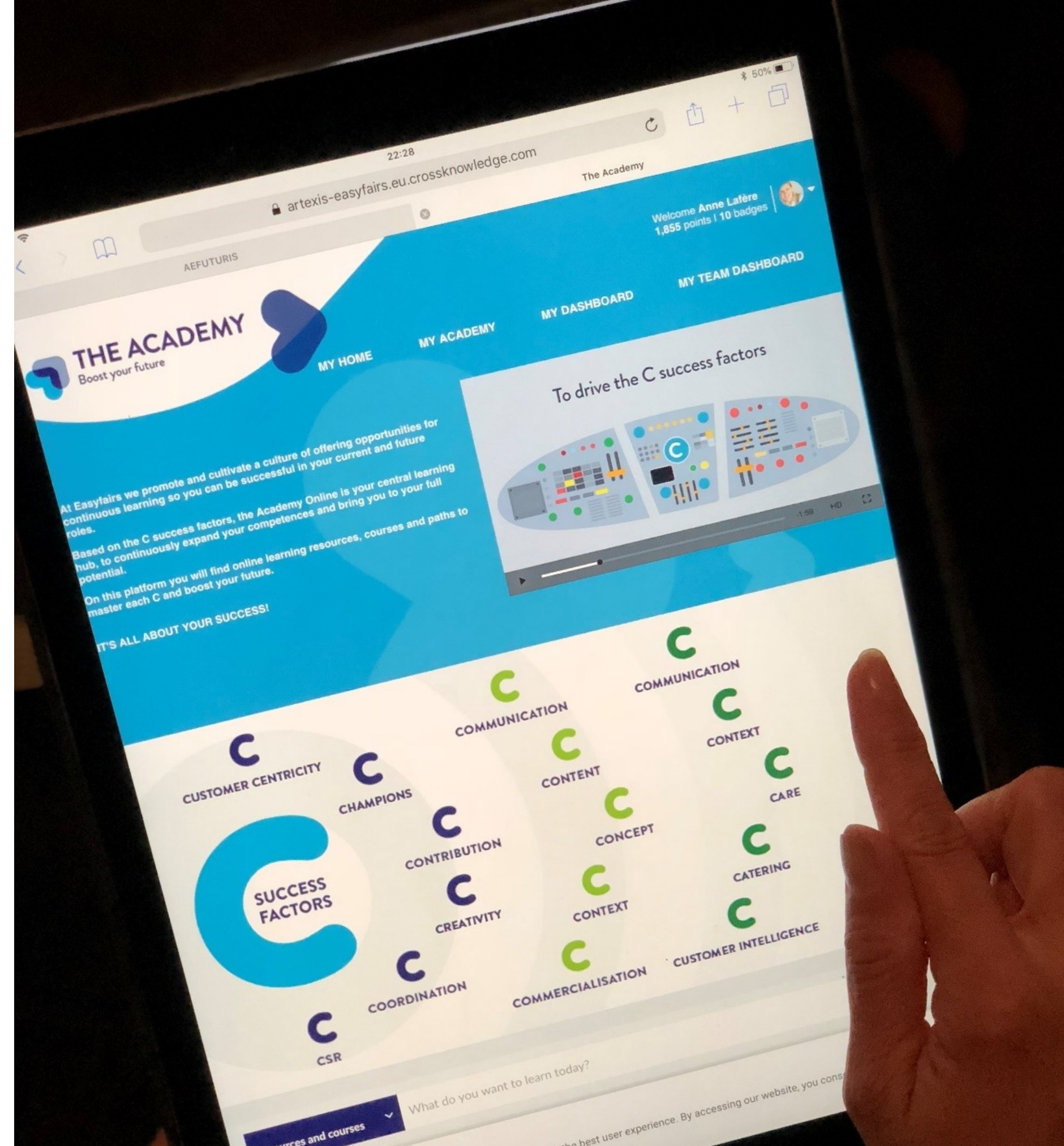




GO FOR THE BEST PEOPLE







BRING THEM TO THEIR FULL POTENTIAL : THE  
ACADEMY





OUR STRATEGY

Visit the  
future



# INNOVATIVE AND TRENDSETTING COMPANY IN MARKETING & TECHNOLOGY

1

INNOVATIVE AND TRENDSETTING  
COMPANY IN TALENT  
DEVELOPMENT & CONSTANT  
LEARNING

2

INNOVATIVE AND  
TRENDSETTING COMPANY IN  
MARKETING &  
TECHNOLOGY

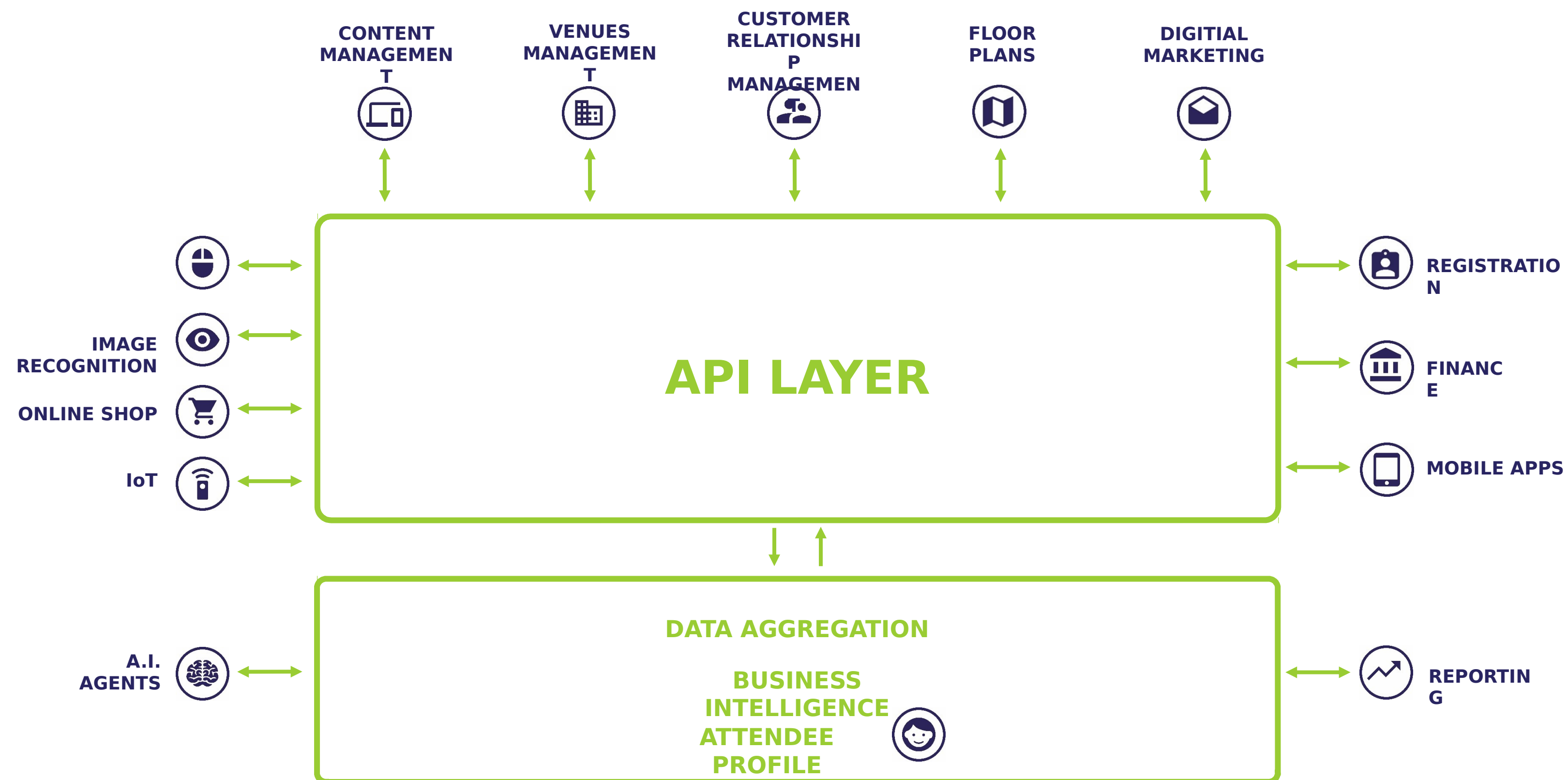
3

A FLEXIBLE AND MARKETS  
DRIVEN MULTICHANNEL  
GROWTH STRATEGY





## OUR STRATEGY



# AT THE FOREFRONT OF MARKETING & TECHNOLOGY



**ARTIFICIAL INTELLIGENCE**

**BIG DATA**

**ANALYTICS**

**AT THE FOREFRONT OF MARKETING & TECHNOLOGY**





OUR STRATEGY

Visit the  
future



# A FLEXIBLE AND MARKETS DRIVEN MULTICHANNEL GROWTH STRATEGY

1

INNOVATIVE AND TRENDSETTING  
COMPANY IN TALENT  
DEVELOPMENT & CONSTANT  
LEARNING

2

INNOVATIVE AND  
TRENDSETTING COMPANY IN  
MARKETING &  
TECHNOLOGY

3

A FLEXIBLE AND MARKETS  
DRIVEN MULTICHANNEL  
GROWTH STRATEGY





## OUR STRATEGY

Visit the  
future



JOINT  
VENTUR  
E

NEW  
LAUNCH

GEO  
CLONE

ACQUIRE

## DIFFERENT PATHS TO GROWTH

1 INNOVATIVE AND TRENDSETTING  
COMPANY IN TALENT  
DEVELOPMENT & CONSTANT  
LEARNING

2 INNOVATIVE AND  
TRENDSETTING COMPANY IN  
MARKETING &  
TECHNOLOGY

3 A FLEXIBLE AND MARKETS  
DRIVEN MULTICHANNEL  
GROWTH STRATEGY





ALL 4 PATHS

Joint ventures, new  
launches and geo clones,  
mergers and acquisitions  
- **no single preferred  
growth channel** or  
development path.





## FLEXIBILITY AND MARKETS DRIVEN

17 countries,  
15 different industries  
200+ events



**adapt to each market**

Entrepreneurial DNA  
within a structured  
**between** company  
**opportunities**



**Always a balance  
strategy and**







**One size does not fit all.** Not every channel fits every company  
– every situation – every product.



**JOINT VENTURE**

Minimum **size** required – the juice needs to be worth the squeeze  
: **half the juice** for the same squeeze requires **double the fruit**.



**NEW LAUNCH**

**Time** and **money** required to invest long term from scratch to minimum volume and satisfactory profitability.



**ACQUIRE**

Saving time but not **risk**... Without proper opportunity spotting, analytic work and M&A skills it may end up in highly priced lemons.



**GEO CLONE**

Just another launch unless you have **centralised brand** management and a **network** lay-out; no value out of one more isolated geo-clone.





## JOINT VENTURE

Visit the  
future



**When is it a mandatory or preferred option ? When does it work ?**

**Access** to assets otherwise not available

**Sharing** investments, risks and resources

Alliance with partners offering **further strategic opportunities**

**Pitfalls ? Criteria ?  
Points of attention ?**

**Minimum size** required – the juice needs to be worth the squeeze : half the juice for the same squeeze requires double the fruit

Must have **majority** in order to be able to consolidate financially.

Must have **management control** anyway in order to be able to implement our systems and processes

Must have an **exit plan**

Must have a **DRM** (Dispute Resolution Mechanism)





## JOINT VENTURE

Visit the  
future



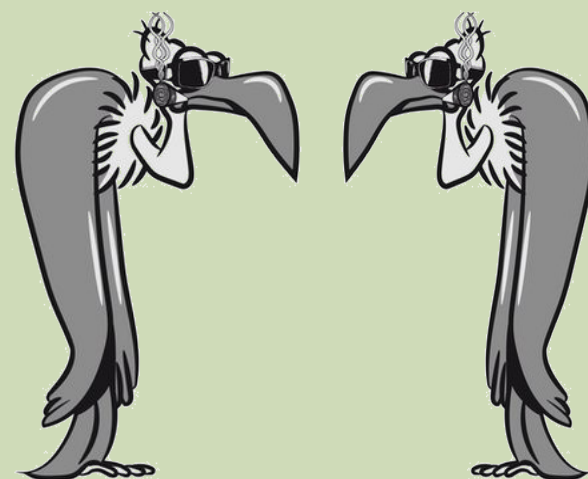
### The Culture shock

- You have to compromise and you're moving out of your culture zone
- Don't compromise brands
- It's always more complicated - remember : « *A camel is a horse designed by a committee* ».



### The honeymoon syndrom

- Plans are exciting and easy, implementation lesser so
- You need comprehensive JV agreements with a clear map of duties and obligations
- Must have a DRM and an exit plan



### The Joint Vulture

- Blinded by the light - loss of objectivity when approached for a JV : what are the actual intentions - what's the hidden agenda if any ?
- Problems will occur if or when partners have different objectives





## NEW LAUNCH

Visit the  
future



**When is it a mandatory or preferred option ? When does it work ?**

**Pitfalls ? Criteria ?  
Points of attention ?**

True **value creation**

**Scalability** potential if networked

Spearheading and building  
**differentiation** vs. competition

Requires in-depth **creative competence**  
to identify how to compete or be  
different – don't be a follower

**Resources management dilemma** – do  
you put your top talents on your  
**existing** winning products or on  
delivering **new** products ?



## There's no such thing as a free launch

- Ready for the time and money required to invest long term in a take-off, from scratch to minimum volume and profitability criteria ?
- Murphy always there – when it can go wrong, it will, and it will be always be more expensive and take more time than expected





## ACQUIRE

Visit the  
future



**When is it a mandatory or preferred option ? When does it work ?**

The obvious **faster** track

Double bonus of adding to your portfolio and **removing a competitor**

Perfect way to **acquire new competence** and talent alongside the product itself

**Pitfalls ? Criteria ?  
Points of attention ?**

Saving time but **taking a risk**... Without proper professional opportunity spotting, analytic work and M&A skills it may end up in highly priced lemons

Losing objectivity when wanting to win a **rat-race** and ending up paying ridiculous multiples

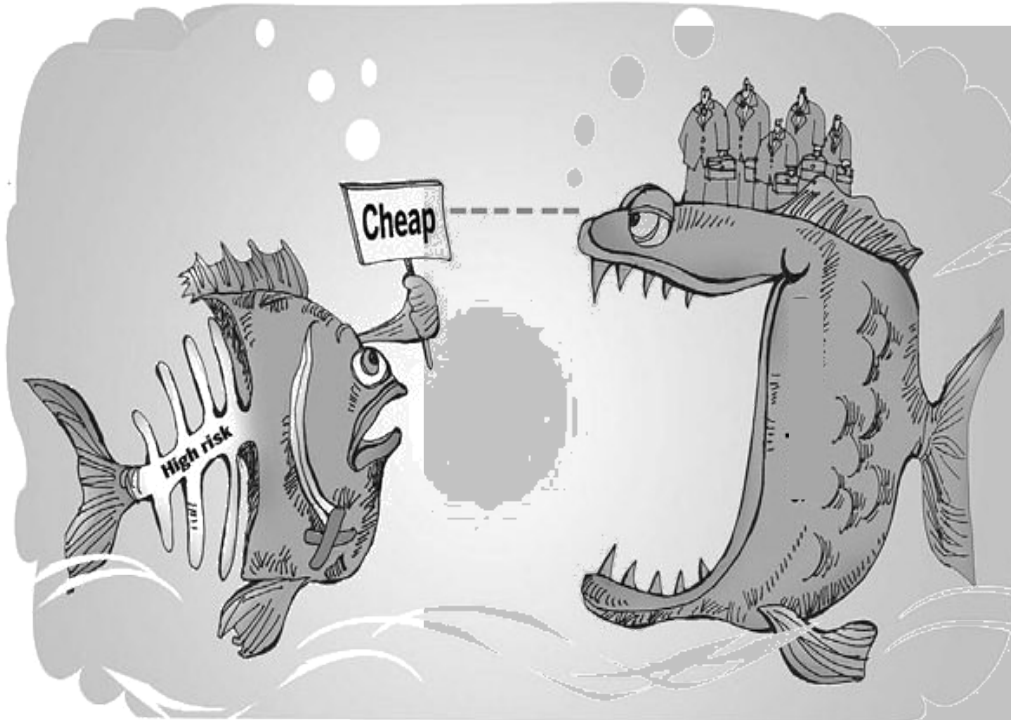
Ruining a successful acquisition with a **lousy integration**





## ACQUIRE

Visit the  
future



## When it's cheap, it's not.

- Bringing the transaction price down is the buyer's job not the seller's.
- If the price is low from the start there is necessarily an issue : when there is a doubt, there is no doubt



## Endless negotiations kill deals

- It has to be fast, efficient and professional.
- When no light is to be seen at the end of the tunnel the seller's motivation will be gone



## Paying twice by buying the future

- Losing objectivity about the product's current performance and buying a future you'll have to build yourself - and pay again.
- A buy and build scenario might indeed be developed on future value but that's the buyer's job, not the seller's





## GEO CLONE

Visit the  
future



**When is it a mandatory or preferred option ? When does it work ?**

True **growth optimisation**

**Speed to market** – roll out of proven and available plug and play concepts

Capitalising on **in-house assets** – resources, competence, market contacts

**Pitfalls ? Criteria ?  
Points of attention ?**

What is a geo clone for corporate strategists is **just another launch** for everybody else – markets and teams.

So we're back at square one in terms of investment and risks, as well as resources planning.

Need to have a strong **centralised brand management** and a **network lay-out**; no value out of one more isolated geo-clone not connected to a greater ensemble.





## Game of Clones

- High temptation to clone even when **not all criteria are met** (critical mass, leadership, volume...)
- Geo-cloning tends to be management driven – instead of being market and therefore visitor driven



### Cloning

Results may vary!

## Results may vary

- Mastering the subtle **glocal balance** – how much do you stick to a standardized brand vs. how much do you adapt to local market specificities ?
- Danger of underdelivering : **divergeant clones** compromising a strong mothership brand



## The serial cloner

- The unstoppable roll-out of clones may be a very rewarding process for the organiser, but can markets and exhibitors follow?
- In this case the problem is not “too little too late” but “too much too fast – **overcloning** kills trust.



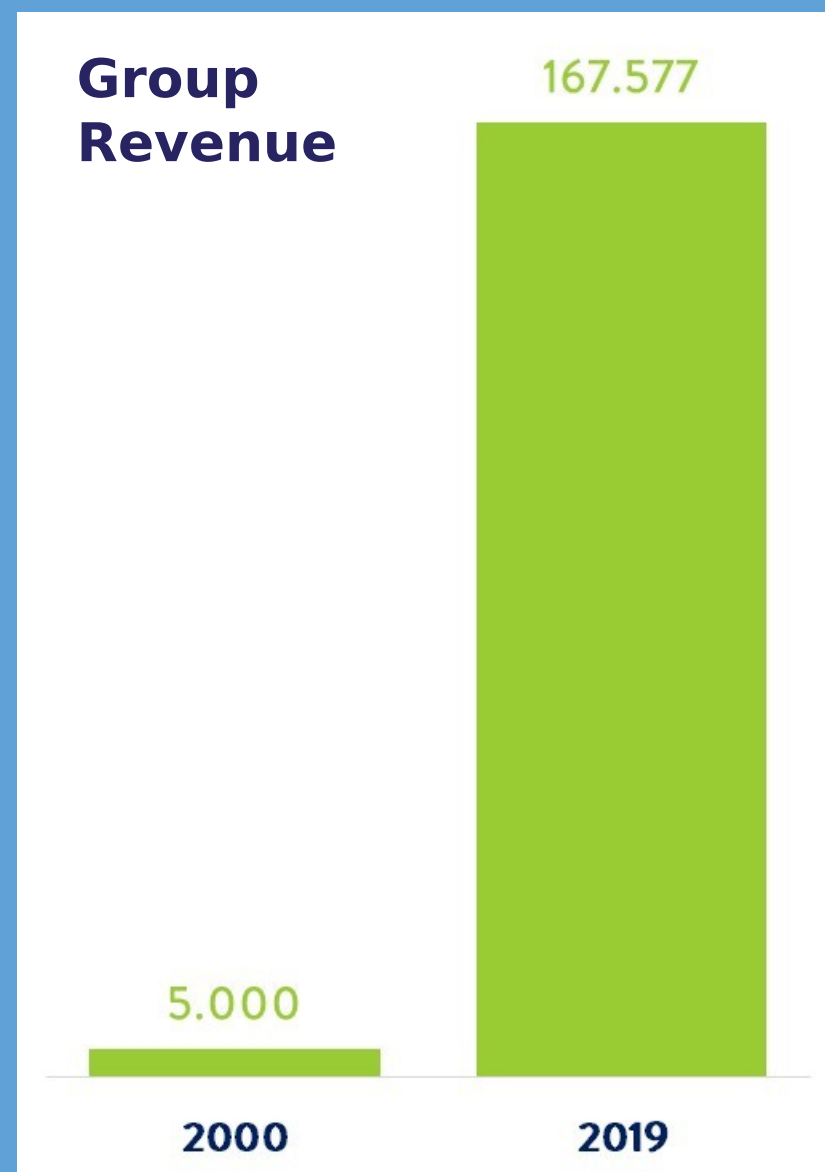


SUMMING UP

Visit the  
future

# 2000 to 2019

- From 6 events in Belgium to
- 218 events and 10 venues in 17 countries



**JOINT  
VENTUR  
E**

**NEW  
LAUNCH**

**GEO  
CLONE**

**ACQUIRE**

**A  
MULTICHANNEL  
GROWTH  
STRATEGY**





## SUMMING UP

- Any significant growth ambition will surf on a subtle balance between strategy and opportunities. This implies a **multichannel development** policy...
- But whatever channel, they always require the same **6 core ingredients** :

A true **network lay-out** of interconnected teams and offices

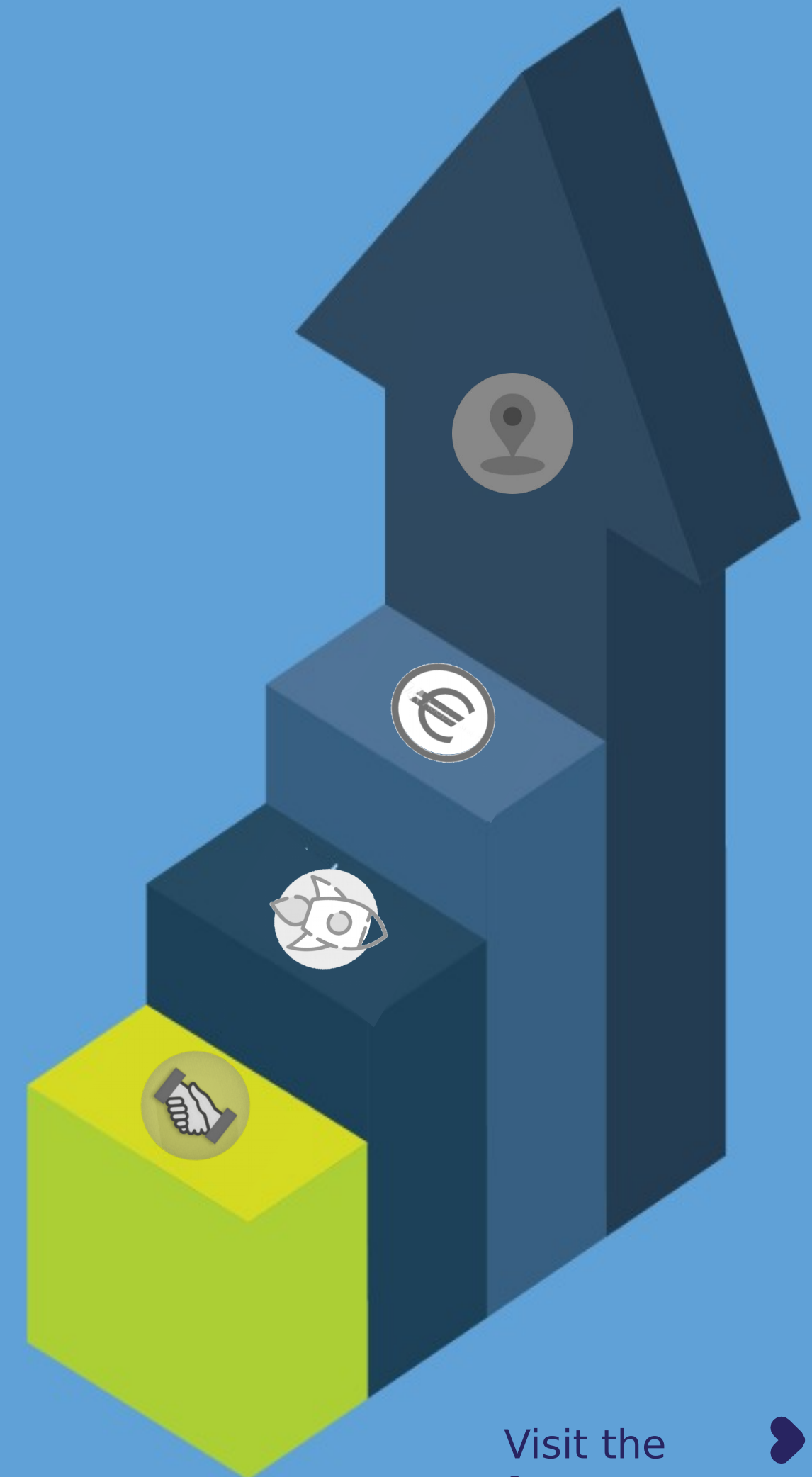
**Glocal business development** backed by group power

Premier league **talents**

Powerful **brands networks**

A strong **financial** base

Fully **processed methods** - to boost efficiency and ensure reliability



Visit the  
future





**DO YOU WANT TO VISIT THE FUTURE  
WITH US?**



[www.easyfairs](http://www.easyfairs.com)  
[.com](http://www.easyfairs.com)