VISION STATEMENT

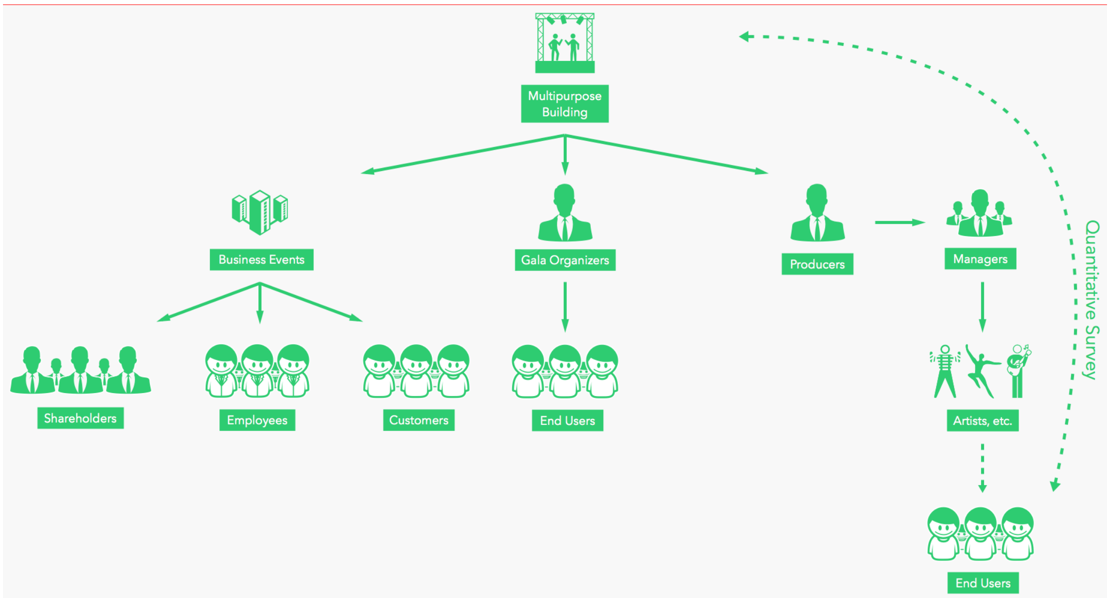
COMPETITORS

We studied the competition. We have found that the main competitors are Sportpaleis Antwerp, Forest National, Lotto Arena, Tour & Taxi, Ancienne Belgique. We looked closely at the different concert hall and their infrastructure in order to double-check what our advantages were. The three main advantages of the Palais 12 that came out are the huge capacity of our parking place, the multipurpose aspect of one same place and the attractivity of the surroundings with the Neo Project coming soon.

The market is very restricted, nearly can be considered as tiny because of the barriers to entry. Moreover, the Belgian market is as small as the country. Therefore it is not surprising to see few players.

Our direct competitor is the Sportpaleis group. They are the actual leader on the market and aim at big events for relatively young people. What we want is to outperform by doing what they manage to do but only in one place while they need 4 different places. Therefore we chose to analyse their P&L as well as contractual files we received from them to get to know on which basis of turnover and pricing we need to start. The turnover of the sportpaleis in 2011 was over 21.000.000 euros, with a profit after taxes of more than 1.500.000 euros. Our costs will be higher the first years but we aim at a great service, so a pricing a little higher in the long run.

OUR FOCUS



The goal of our marketing plan is to promote the Palais 12 among the producers, the companies and the galas organizers. Although the companies and galas organizers are our customers, they have their specific public and our only role is to allow them to rent the Palais 12. There is only a commercial relationship", we don't have any impact on the end users they will invite to their event. We will focus our segmentation and targeting on the end users of event starring various artists and organised by producers. These ones will not come to us if there is no demand for the the type of event they organize. Therefore we will study the market of the end users to know which public is more likely to come to the Palais 12 and thereby propose them to organize events which meet this public's expectations.

SEGMENTATION

Based on the qualitative and the quantitative survey, we have drawn some main characteristics and trends to be able to choose the right variable to segment the market with. We have indeed seen that the behaviors, wants and needs among the people surveyed were always correlated to the age whether it was the type of activities they like or their socioeconomic profile as we highlight in the analysis of the quantitative results.
We have distinguished 5 main age ranges where the behaviors, wants and needs seemed to be **homogeneous**, **identifiable** and **measurable**: the 16-25, 25-35, 35-45, 45-55 and +55. The most relevant variable to discriminate between the prospects is thus the age.

Age Groups	Sum of Fête	Sum of Sport	Sum of Création	Sum of Culture
0-18	2,55%	2,55%	1,53%	1,02%
18-25	58,67%	48,47%	14,29%	27,04%
25-35	6,63%	5,10%	2,55%	5,61%
35-45	2,55%	3,06%	1,02%	2,55%
45-55	4,59%	4,08%	2,04%	4,08%
55-∞	5,10%	5,61%	1,53%	6,12%
Grand Total	80,10%	68,88%	22,96%	46,43%

TARGETING

Now we have segmented the market, the next step is to evaluate and select the most attractive segment. The more we address specific customers, the greater the chance of satisfying them we have. Therefore we are going to focus on two specific segments: the 16-25 and the 25-35 segments.
First of all, from the qualitative survey, we have observed that there was a clear distinction between people under and above 35. The latter prefer smaller rooms, cozier atmosphere and less crowded events than the first ones who have, in our opinion and supported by the trends from the quantitative survey, a preference for big events, namely crowded and dynamic events because it enhances their feeling of youngness. The activities that people above 35 years old like are quite similar to those of people under 35 (namely sport, party, culture) but they do not practice them in the same proportions. From the quantitative survey, we have

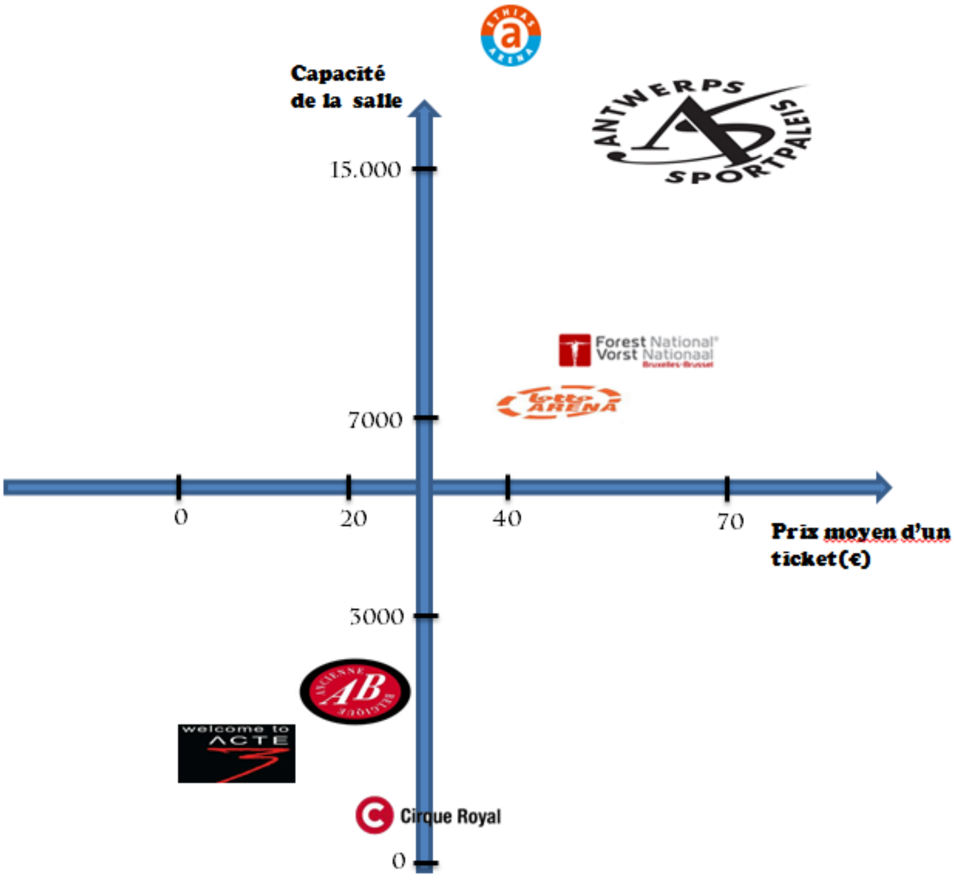
indeed observed that the cultural activities occupy a more important place in all their activities while it was the converse for the others.

Count of A quels types d'évènements assistez-vous et à quelle fréquence (/mois)? [Culture (théâtre, exposition,...)]	Column Labels				
Row Labels	Jamais	Occasionnellement	Régulièrement	Souvent	Grand Total
0-18	42,86%	57,14%	0,00%	0,00%	100,00%
18-25	24,81%	61,65%	11,28%	2,26%	100,00%
25-35	6,67%	46,67%	40,00%	6,67%	100,00%
35-45	44,44%	22,22%	33,33%	0,00%	100,00%
45-55	14,29%	42,86%	35,71%	7,14%	100,00%
55-∞	26,32%	42,11%	21,05%	10,53%	100,00%
Grand Total	**24,37%**	**55,33%**	**16,75%**	**3,55%**	**100,00%**

From these analyses, we conclude that the most attractive segment is the 16-35. Even though the rooms are modular and could be used for smaller event, a big advantage of the Palais 12 is that it has enormous hosting capacity and infrastructure that can be exploited for big events. Moreover, they are already numerous specific well-known cultural places while there are a limited number of places which can host thousands of people. As we noticed it in the analysis of the market, we have indeed a few competitors which can host events of that kind. Therefore the Palais 12 seems to be more suitable for hosting only big events and the largest demand for this type of event comes from the age group 16-35. Therefore we consider it as the most attractive segment.

POSITIONING

The positioning is the unique and precise place we want to occupy in the consumer's mind. We have clearly chosen the multiple uses of our rooms as positioning strategy. We offer at the same place a wide pannel of activities through packages sold to producers, companies and events organizers.



Our strategy is not a low-cost strategy but a strategy based on the perceived-value of the consumer. As it can be noticed on the matrix above, three main different kinds of event places exist on the Belgian market. First of all, there are concert halls, which propose events for limited public and for low prices on average. Secondly, there are the middle-sized halls, which propose events whose average price is situated between 40 and 70 euros and gathering between 7000 and 10.000 people. Finally, there is the Sportpaleis Group. We mention this group as a unique kind of place because they are now leader on the market and have a clear positioning. The sportpaleis has a great capacity, more than 15.000 persons, and welcomes huge events. The price for such events is quite high on average, reaching 100 euros for some events. The group also owns the Ethias arena, which has a greater maximal capacity than the Sportpaleis, but welcomes events that are more affordable. The sportpaleis group uses the sportpaleis hall as notorious place, and need the ethias arena to protect that notoriety and welcome less attractive events. In contrast, our positioning is different because we use the multipurposal aspect of the Palais 12 in order to propose one same place for events with different notorieties. We will build a great-perceived value only from the positive aspects and services available at the place itself. Our positioning will be then to offer to our clients, the organisors of events, a clear and **modulable** service based on an image of great quality of the Palais 12.