



# Live Music Entertainment

*Roadmap to live music entertainment  
acquisitions with a special focus on festivals*

IMAP M&A SECTOR REPORT



# Live music entertainment related opportunities in numbers

Favorable market environment and improving M&A

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**83%**

SHARE OF TOURING REVENUES OF TOP 20 MONEY MAKERS



## INCREASING IMPORTANCE

Artists are now more dependent on earnings from live music performance than ever before.

**3.0%**

PROJECTED CAGR 2016-2020



## STRONG GROWTH

Total live music revenue will rise at a 3.0% CAGR through 2020, exceeding USD 28 billion, globally.

**40**

AVE. ANNUAL GLOBAL TRANSACTIONS



## M&A ACTIVITY UP

The two main drivers: geographic expansion and tapping into related revenue streams.

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# Market outlook and summary



## Favorable market environment and improving M&A activity

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- Total live music revenue is expected to rise at a 3.0% CAGR through 2020, exceeding USD 28 billion, globally. Despite the overwhelming expansion of the digital world, live entertainment events give fans a type of experience that is unparalleled and engaging.
- For active live entertainment players, diverse activity related acquisitions could be a viable option for growth, especially in case of investing in ticketing, venues and promoters with good track records and networks.
- In terms of number of transactions, the outstanding results of 2014 might return in 2017 and 2018.
- Public transaction multiples are scarce, the known ones range on a healthy interval: 6x-15x EV/EBITDA
- The most active investor in acquisitions has been Live Nation, expanding further into ticketing and promotion.

# Drivers of live music entertainment market



## Younger revellers worldwide are seeking live performance experiences

- The world is getting younger: in 2014 1.8 billion of the world's population was between 10 and 24 years old - a record high - and global literacy has improved significantly. Combined with strong economic growth this drives a need for culture and entertainment offerings, especially in Asia and Africa.
- The appetite for physical events and venues has increased. The music industry has shifted to live events, and revenues from live shows now surpass recorded music sales in some regions. In Europe, ticket revenues for live music performances are now more than twice of recorded music sales.
- Festivals are an increasing asset for cultural tourism worldwide, and developing cultural infrastructure is especially important for emerging countries, which will attract more than half of international tourists by 2030.

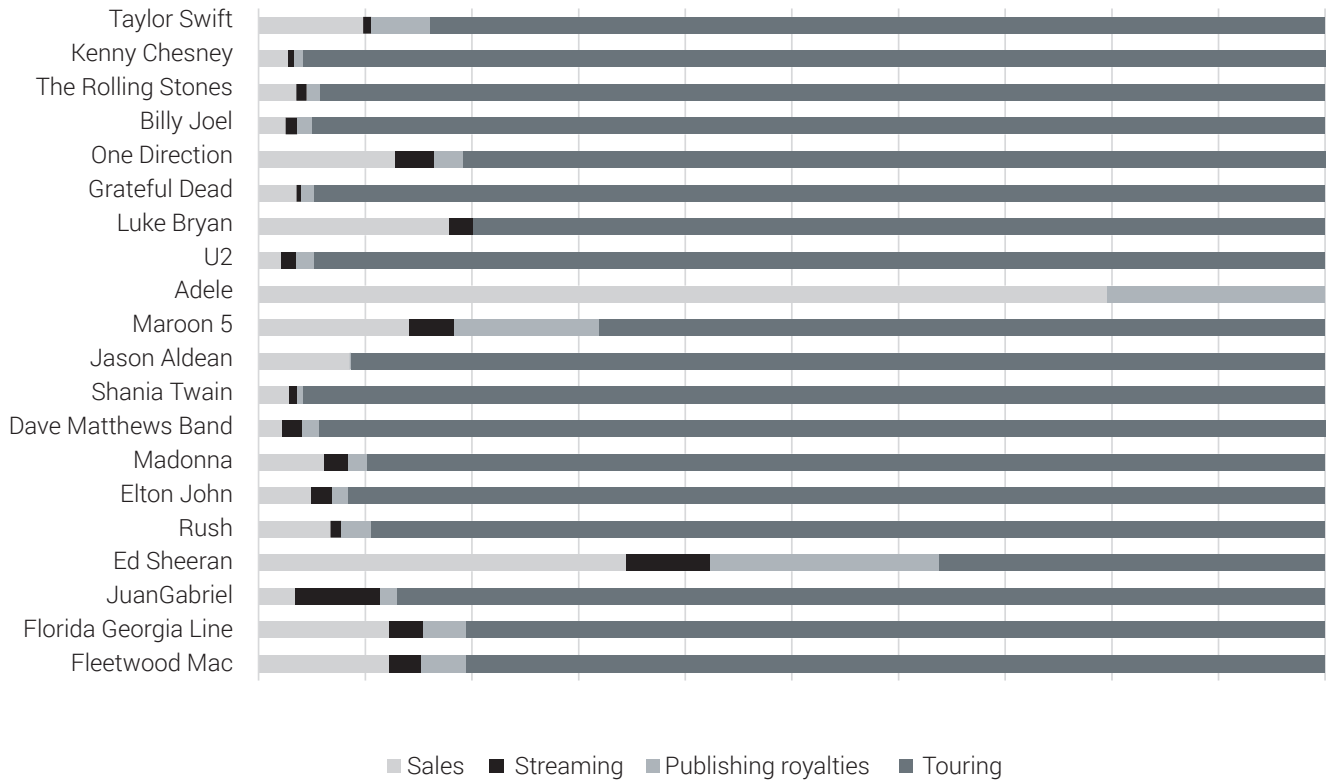
Source: IMAP, EY – Cultural Report, PWC: Global entertainment and media outlook 2016-2020

## Festivals definition:

“SPECIAL SEGMENT OF THE LIVE MUSIC ENTERTAINMENT BUSINESS: AN ORGANIZED SERIES OF CONCERTS TYPICALLY HELD ANNUALLY IN THE SAME PLACE.”

# Revenue streams of top artists

## Live entertainment is the main driver of revenues



*U.S. revenues only, Revenue from merchandising, synchronization and sponsorship is not included. Source: Billboard.com*

- Touring revenues for top artists are the main source of income.
- The total revenue of Top20 artists for 2015 according to Billboard's estimates was USD 448 million. On average the split was:
  - Touring 83%
  - Sales 11%
  - Publishing royalties 4%
  - Streaming 2%
- At the same time for mid-tier acts, that are far from this ranking, live performances drive sales for recorded music and generate airplay. At their levels touring is not as lucrative as for the top bands, but still an obligatory exercise.

# Festival industry trends

Trends driving the future of festivals can be grouped into four sections



## ARTISTS

- Artists are turning their gaze to touring to take advantage of the massive jump in artist fees
- Lack of strong headliners (announcement dates are earlier: 8-9 months instead of 3-4) – influenced by cheap airline tickets
- Activism (political) is expected to revive the live music community
- Artists are recognizing the role sponsors play in helping to fund festivals, and are more willing to participate in auxiliary activities (Lady Gaga's Dive Bar Tour, sponsored by Bud Light). Brands will become even more intertwined with artists



## SOCIAL MEDIA

- Fans expect a mix of options and more personalized experiences
- Social media provides hard cash benefits to event organizers, especially in ticket sales channeling
- Video content and live broadcasting on mobile is becoming increasingly important



## TECHNOLOGY

- Immersive theater, Virtual Reality and Augmented Reality will influence live music performances
- Blockchain solutions may transform ticketing solutions and licensing royalty collection for public performances
- Hybrid music events bring in bigger audiences and more money (eg. film, media and video games)
- Online ticketing unlocks powerful data and insights like never before
- Mobile technology improves the overall attendee experience (tickets, cashless payment and up-to-minute event guides)
- RFID technology and smart cards add value once inside the event
- Live streaming events keep fans connected and engaged digitally



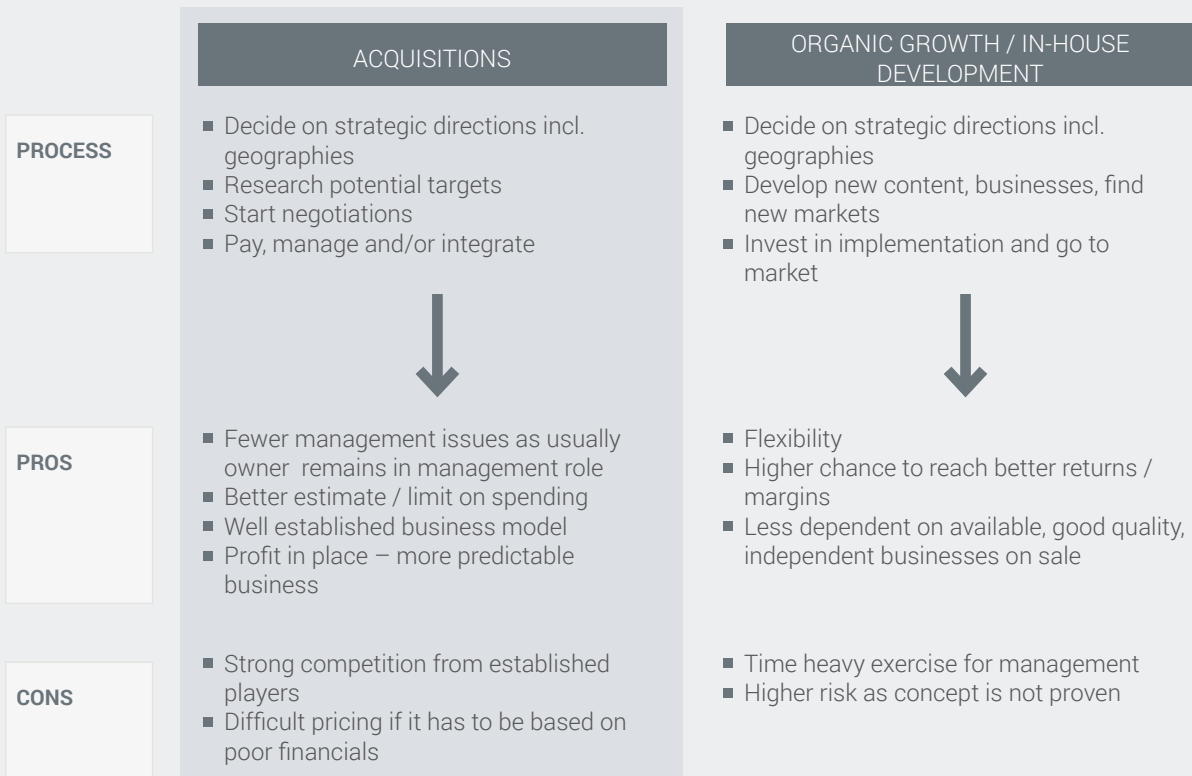
## NEW DIMENSIONS

- Strong competition and festival export (e.g. Lollapalooza going to Berlin)
- Reconsider catering options: in-house or outsource, "food-line-ups" or new lines: veggie, bio, organic, local
- Increasing staff numbers to secure better experience derived from professionalism and security needs
- Need to take a look at how to tackle the challenges posed by extreme weather conditions
- Increase revenues from potential upgrades (VIP and VVIP)
- Niche, high-end boutique gatherings: targeting the wealthier and family demographics



# How to grow: acquisitions vs. organic growth

Expanding in the live music entertainment business has two different paths

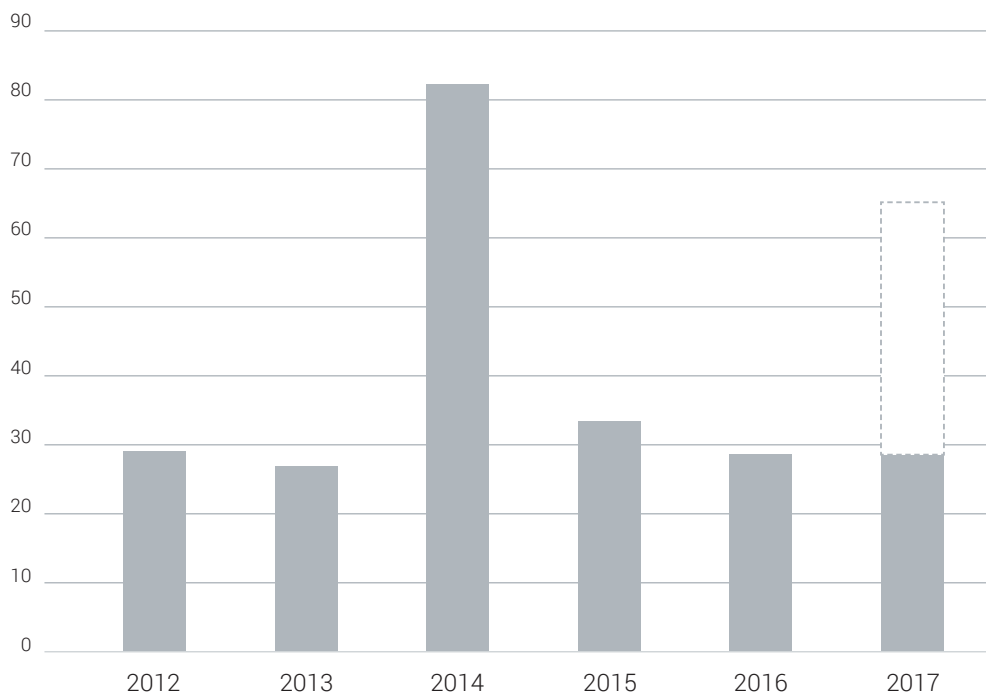


■ The focus of this sector report



# Number of acquisitions by live entertainment and event organization players

In 2017 we see an uptick in the number of deals by industry players\*

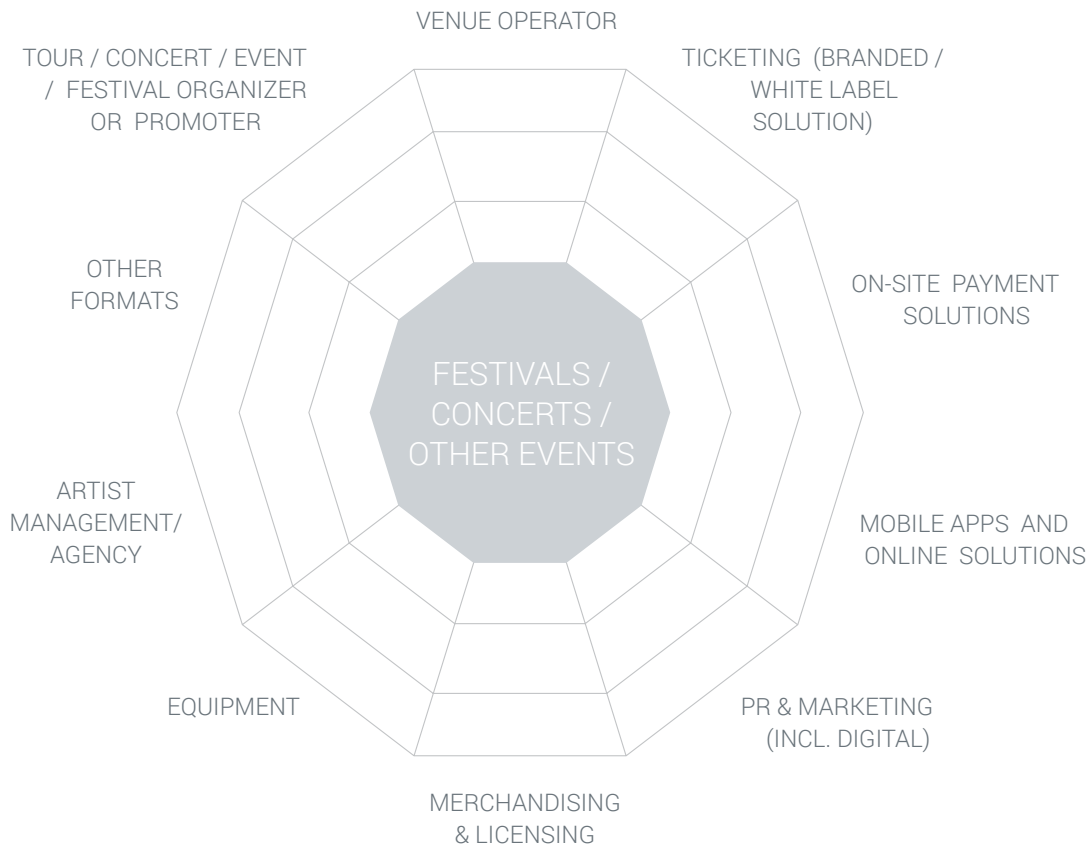


\* Covering global transactions where percentage of acquired stake is 51% or above  
Source: Zephyr / IMAP

- For this research, as opposed to taking the usual approach of comparing deals (e.g. targets) in the sector, we took a different approach and examined the activity of players already present in the entertainment/event business.
- In 2014, the number of transactions executed by arts facility operators and convention organizers (excluding business/conference purpose and sports deals) peaked at 83 yearly, based on the data provided by Bureau Van Dijk.
- The most active players were Live Entertainment Group and Live Style Inc. (formerly SFX Entertainment Inc.).

# Universe of music event organization related activities

Live entertainment involves a wide range of businesses



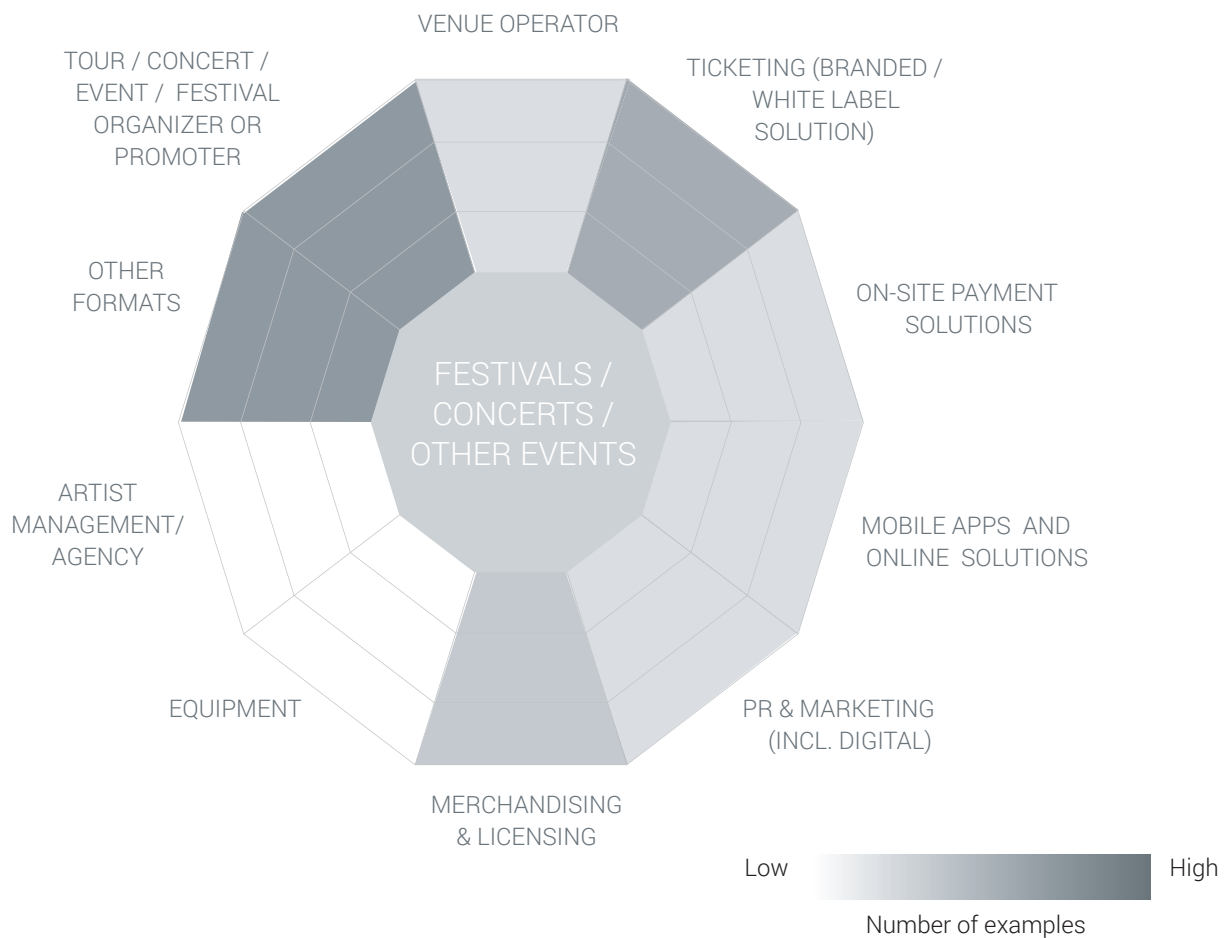
See appendix for detailed description of the categories.

- The analysis of live music entertainment related activities resulted in 10 areas or activities via which an industry player or outsider can enter.
- These activities range from acquisition of a ticketing solution to the equipment needed for staging a production.
- The decision should be made wisely, eg. revenue stream distribution could show surprising results, according to a German survey\* 25% (!) of all revenues come through ticketing.

\* Berthold Seliger "Das Geschäft mit der Musik" via DZ Bank

# Transaction density by area of operation

There are clear directions that the main players follow



After studying the value chain of the event market and the M&A activities of large international players, we have identified potential categories for expansion:

- Geographical expansion and extending event offering via acquisition of: tour promoters, concert, event and festival organizers
- Taking advantage of other revenue streams in the value chain: ticketing, merchandising, PR and marketing
- New, supplementary businesses: on-site payment, mobile apps and online solutions

Other directions that might be relevant in the long run:

- Venue operation

We have not seen examples for enterprise level-investments in:

- Equipment, with strong physical characteristics (sound, light, stage, security and facility)
- Artist management or agency

As they are competing for live entertainment events, it might be worth considering entering the market of:

- Non-music event segment (theatre, circuses, shows, comedy, discotheque)
- Sport events

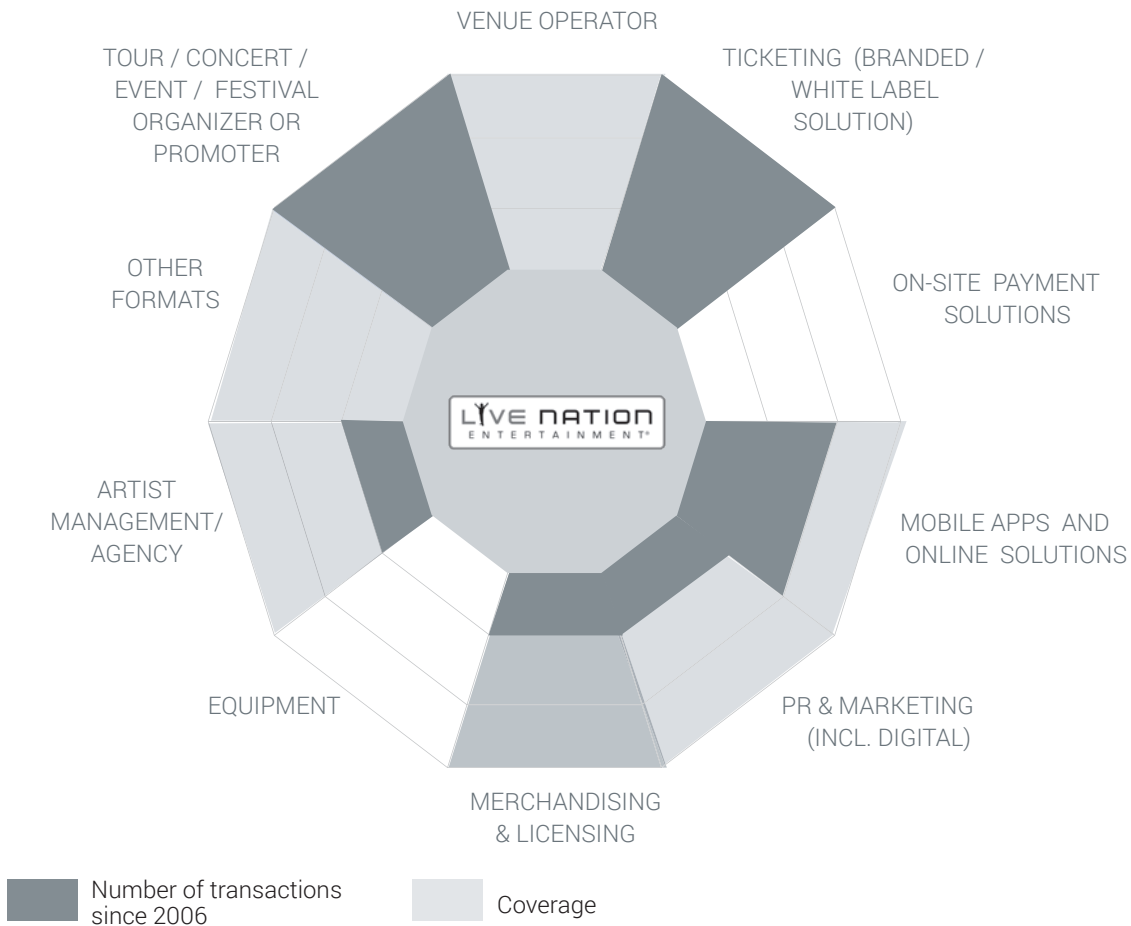
# Peer transaction multiples

Date	Target name	Country	Target business description	Acquiror	Deal type	EV (EUR M)	EV/EBITDA (x)
Tour / concert / event / festival organizer or promoter							
2014	Zibrant Ltd	GB	Event management services	Zebra 1234 Ltd	Acquisition 100%	2.5	6.0
2014	Kilimanjaro Live Ltd	GB	Entertainment events promotion services, Live music events promotion services	DEAG Concerts GmbH	Acquisition 51%	6.7	13.7
2012	Hammersmith Apollo Ltd	GB	Live music and performance venue	Stage C Ltd	Acquisition 100%	23.2	6.0
Ticketing							
2016	Best Union Company Spa	IT	Event organisation and management services, Online electronic ticketing services	Bidco	Acquisition 75%	40.2	9.7
2014	Irec Eurl	FR	Ticketing software developer	Best Union Company Spa	Acquisition 100%	5.6	5.6
2013	Encore Tickets Ltd	GB	Theatre ticket agency operator	MBO Team – UK	100%	79.1	14.2
2012	Infoconcert Sa	FR	Online ticket retailer	Digitick Sa	Acquisition 100%	1.5	8.5
2011	West End Theatre Bookings Ltd	GB	Theatre ticket booking services	Encore Tickets Ltd	Acquisition 100%	11.0	8.6
Other formats							
2015	Stage Entertainment BV	NL	Theatrical and live entertainment production services holding company	CVC Capital Partners Ltd Ambassador Theatre Group Ltd	60%	737.8	13.1
Diversified							
2017	See Corporation Ltd	BM	Artist management services, Event organisation services, Film and TV programme production services investment	Giant Lead Profits Ltd	Acquisition increased from 34% to 100% acting in concert	27.4	12.0
2015	Cube Entertainment Inc.	KR	Artist management services, Concert production services, Music publisher, Visual contents production services	Woori Special Purpose Acquisition 2 Co., Ltd	Acquisition 100%	32.1	15.3



# Live Nation's current coverage

**53 transactions made since 2006**



As a leading player, Live Nation Entertainment has a remarkable transaction history (53 transactions since 2006, excluding subsidiary transactions), mostly made in the sectors of:

- Tour promoters
- Tour / concert event / festival organizer
- Ticketing
- Mobile apps and online solutions
- PR & marketing (incl. digital)
- Merchandising & licensing

*Including subsidiary transactions  
Source: Zephyr*

# Live Nation transaction history 1/3

Date	Target name	Country	Target business description	Acquiror	Deal type
Tour / concert / event / festival organizer or promoter					
2017	ISLE of WIGHT FESTIVAL	GB	Live music event operator	LN-GAIETY HOLDINGS LTD	Acquisition unknown majority stake %
2017	BLUESTONE ENTERTAINMENT	IL	Live entertainment management services	LIVE NATION ENTERTAINMENT INC.	Acquisition unknown majority stake %
2017	CUFFE AND TAYLOR LTD	GB	Artist promotion services, Events organisation services	LIVE NATION ENTERTAINMENT INC.	Acquisition 100%
2017	BOTTLEROCK NAPA VALLEY	US	Live rock music festival operator	LIVE NATION ENTERTAINMENT INC.	Acquisition unknown majority stake %
2016	SECRET SOUNDS GROUP PTY LTD	AU	Festivals, music agencies and artists management agency services, Music rights owner, Musical festivals organisation services	LIVE NATION AUSTRALASIA PTY LTD	Acquisition 51%
2016	NOUS SAS	FR	Music events production services	LIVE NATION ENTERTAINMENT INC.	Acquisition 100%
2016	BIG CONCERTS INTERNATIONAL (PTY) LTD	ZA	Live entertainment promotion services	LIVE NATION ENTERTAINMENT INC.	Acquisition 51%
2016	SWEDEN ROCK FESTIVAL AB	SE	Live rock festival and music entertainment operator	LIVE NATION ENTERTAINMENT INC.	Acquisition unknown majority stake %
2016	AC ENTERTAINMENT INC.	US	Concert promoting services	LIVE NATION ENTERTAINMENT INC.	Acquisition unknown majority stake %
2014	LIVE NATION BEC-TERO ENTERTAINMENT CO., LTD	TH	International concerts and shows promoter	BEC-TERO ENTERTAINMENT PCL LIVE NATION (HK) LTD	Joint venture 100%
2013	VOODOO MUSIC & ARTS EXPERIENCE	US	Music, arts and entertainment promoter	LIVE NATION ENTERTAINMENT INC.	Acquisition 100%
2012	HARD EVENTS		Music festival operator	LIVE NATION ENTERTAINMENT INC.	Acquisition 100%
2013	BDG MUSIC GROUP OÜ	EE	Live concerts promoter	LIVE NATION ENTERTAINMENT INC.	Acquisition 51%
2012	MICHAEL COPPEL PRESENTS	AU	Artists concert promoter	LIVE NATION ENTERTAINMENT INC.	Acquisition 100%
2011	FRONT LINE MANAGEMENT GROUP INC.	US	Entertainment management services	LIVE NATION ENTERTAINMENT INC.	Acquisition unknown remaining stake %
2009	BIG CHILL REPUBLIC LTD	GB	Music festival operator	LIVE NATION INC. GAIETY INVESTMENTS LTD	Joint Venture 100%
2008	LUGER INC AB	SE	Live entertainment promoter	LIVE NATION INC.	Acquisition increased from 49% to 100%
2008	MOONDOG ENTERTAINMENT AB	SE	Live entertainment promoter	LIVE NATION INC.	Acquisition increased from 25% to 100%
2008	DF CONCERTS LTD	GB	Live music promotion services	LIVE NATION INC.	Acquisition 67%
2008	MIRAGE PROMOTIONS DUBAI	AE	Events promoter	LIVE NATION INC.	Acquisition 65%
2006	GAMERCO SA	ES	Events organisation services	LIVE NATION INC.	Acquisition 100%

# Live Nation transaction history 2/3

Date	Target name	Country	Target business description	Acquiror	Deal type
2006	HOB ENTERTAINMENT INC.	US	Concert promotion services, Live music venues operator, Restaurants operator	LIVE NATION INC.	Acquisition 100%
2006	CONCERT PRODUCTIONS INTERNATIONAL INC.	NL	Concert production services	LIVE NATION INC.	Acquisition 50%
2009	GREAT BIG SHOWS LLC	US	Concerts and theatrical events promoter, Corporate event organiser, Logistics services, Theatrical events producer	AC ENTERTAINMENT INC.	Acquisition 100%
Ticketing					
2017	TICKETPRO AS	CZ	Online ticket reservation platform operator, Ticket reservation offices operator	LIVE NATION ENTERTAINMENT INC.	Acquisition 100%
2016	TICKETHOUR SA	GR	Ticketing software developer	LIVE NATION ENTERTAINMENT INC.	Acquisition 100%
2015	FRONT GATE TICKETING SOLUTIONS LLC	US	Festival ticketing services	TICKETMASTER ENTERTAINMENT INC.	Acquisition 100%
2015	UNIIVERSE COLLABORATIVE LIFESTYLE INC.	CA	Event ticketing platform operator	TICKETMASTER ENTERTAINMENT INC.	Acquisition 100%
2014	SEATWAVE LTD'S ASSETS	GB	Online ticket sales platform operator	TICKETMASTER UK LTD	Acquisition 100%
2014	EVENTJOY INC.	US	Mobile event ticketing and organisation application developer, Online event ticketing and organisation platform operator	TICKETMASTER ENTERTAINMENT INC.	Acquisition 100%
2014	SHERPA.BE	BE	Online live event ticketing platform operator	TICKETMASTER UK LTD	Acquisition 100%
2012	FRONT GATE TICKETING SOLUTIONS LLC	US	Festival ticketing services	ANSCHUTZ ENTERTAINMENT GROUP INC. C3 PRESENTS LLC	Acquisition 100%
2011	SERVITICKET SA	ES	Ticket retailer	TICKETMASTER ENTERTAINMENT INC.	Acquisition 100%
2010	TICKETNET SAS	FR	Online event ticketing services	LIVE NATION ENTERTAINMENT INC.	Acquisition 100%
2009	TICKETMASTER ENTERTAINMENT INC.	US	Online ticket reservation platform, Online ticket reservation services	LIVE NATION INC.	Acquisition 100%
2008	SLO LIMITED INC.'S ASSETS	US	VIP ticketing services	TICKETMASTER GROUP INC.	Acquisition 100%
2008	GET ME IN! LTD	GB	Online ticket vendors	TICKETMASTER UK LTD	Acquisition 100%
2008	TNOW ENTERTAINMENT GROUP INC.	US	Online ticket vending services	TICKETMASTER GROUP INC.	Acquisition 100%
2007	PACIOLAN INC.	US	Venue management and online ticket sale software developer	TICKETMASTER GROUP INC.	Acquisition 100%

# Live Nation transaction history 3/3

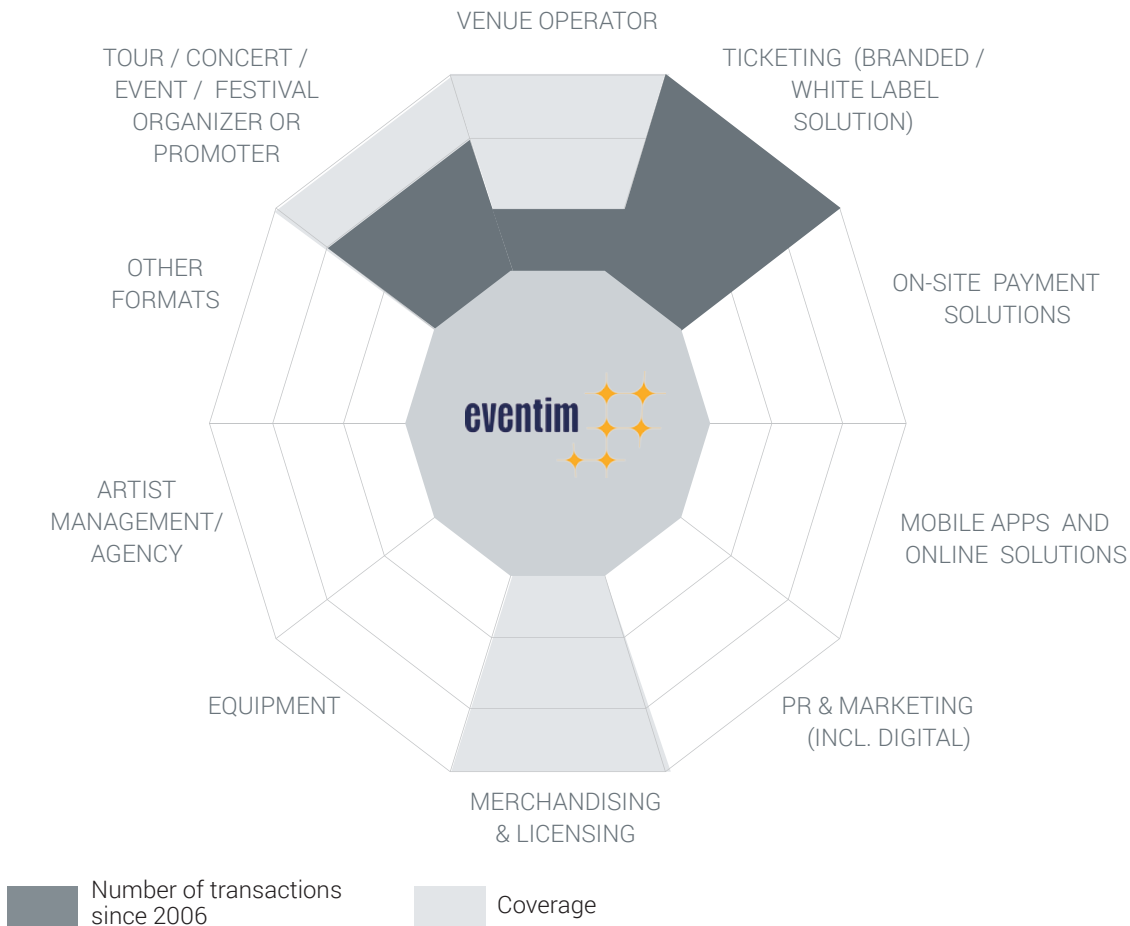
Date	Target name	Country	Target business description	Acquiror	Deal type
2007	EMMA ENTERTAINMENT HOLDINGS HK LTD	CN	Ticketing and event promotion service provider	TICKETMASTER GROUP INC.	Acquisition unknown majority
2006	BILETIX	TR	Online ticket sales and distribution services	TICKETMASTER GROUP INC.	Acquisition 100%
2006	TICK TACK TICKET SA	ES	Events tickets management and distribution services	TICKETMASTER GROUP INC.	Acquisition 100%
Mobile apps and online solutions					
2016	INDMUSIC INC.	US	Online independent music video platform operator	LIVE NATION ENTERTAINMENT INC.	Acquisition 100%
2015	TWO TOASTERS	US	Online iOS and Android mobile application developer	TICKETMASTER ENTERTAINMENT INC.	Acquisition 100%
2014	YOURTROVE	US	Online personalized search results driven by social connections platform operator	LIVE NATION ENTERTAINMENT INC.	Acquisition 100%
2013	MEEXO INC.	US	Mobile and social applications developer	LIVE NATION ENTERTAINMENT INC.	Acquisition 100%
2012	REXLY INC.	US	Social music mobile application developer	LIVE NATION ENTERTAINMENT INC.	Acquisition 100%
2012	NETDO ESTABLISHMENT	LI	Online concert set list sharing community web portal	LIVE NATION ENTERTAINMENT INC.	Acquisition 100%
2006	ILIKE.COM	US	Online community services	TICKETMASTER GROUP INC.	Minority stake 25%
PR & Marketing (incl. Digital) Artist management / agency					
2011	BIGCHAMPAGNE LLC	US	Market consultancy services, Market research services, Online communities consumer data software developer	LIVE NATION ENTERTAINMENT INC.	Acquisition 100%
2007	ECHOMUSIC LLC	US	Creative positioning and branding services, Entertainment marketing services, Music and merchandise digital distribution services, Online advertising services, Online fan club	TICKETMASTER GROUP INC.	Acquisition unknown stake %
Artist management / agency					
2008	FRONT LINE MANAGEMENT LLC	US	Artist management services	TICKETMASTER GROUP INC.	Acquisition 30%
2007	SIGNATURES NETWORK INC.	US	Music and celebrity licensing and event merchandising company	LIVE NATION INC.	Acquisition 100%

Source: Zephyr



# CTS Eventim's current coverage

22 transactions made since 2006



CTS's mission is to become Europe's largest eCommerce ticketing provider. They are realizing growth potential by:

- **Increasing market share** - new products, such as sport events, theater, fairs, cinema, etc.
- **Changing the value chain** - new channels, such as kiosk systems, internet ticket shop, merchandising, internet advertising
- **Geographical market extension** - internationalization in Europe
- **New businesses**, such as access control systems, database marketing, event-related travel, online auctions, paperless tickets

*Including subsidiary transactions  
 Source: Zephyr*

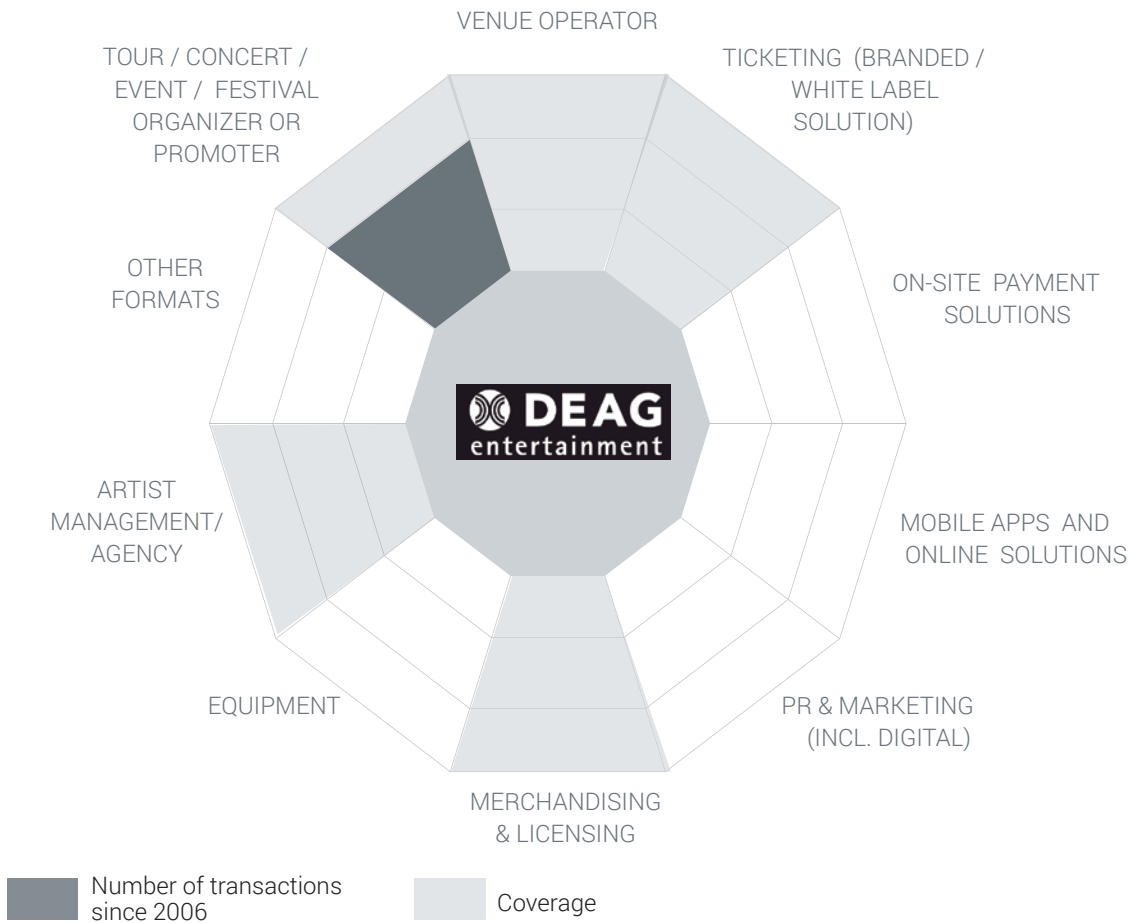


# CTS Eventim transaction history

Date	Target name	Country	Target business description	Acquiror	Deal type
Tour / concert / event / festival organizer or promoter					
2016	Medusa Music Group Gmbh and Alda Holding BV's Hamburg, germany based joint venture	DE	Electronic music and DJ concept promoting services	Medusa Music Group Gmbh Alda Holding BV	Joint venture 100%
2014	Fullsteam Records OY's fullsteam agency division	FI	Live performance and music promoting agency	FKP Scorpio Sweden AB	Acquisition 100%
2014	Holiday On Ice Productions BV	NL	Ice entertainment production services	Medusa Music Group Gmbh	Acquisition 50%
2013	ABC Production AG	CH	Event management services	CTS Eventim AG	Acquisition 80%
2008	Palazzo Produktionen Gmbh	DE	Live concert promoter	FKP Scorpio Konzertproduktionen Gmbh	Acquisition increased from 51% to 100%
2006	ACT Entertainment AG	CH	Concerts and music tours organizer	Medusa Music Group Gmbh	Acquisition 51%
Venue operator					
2012	Arena Management Gmbh	DE	Events organization services provider	CTS Eventim AG	Acquisition 100%
Ticketing					
2016	Starticket AG and Ticketcorner Holding AG joint swiss ticketing group	CH	Ticket Marketing Services, Ticketing agent	Ticketcorner Holding AG Starticket AG	Joint venture 100%
2015	Kinoheld Gmbh	DE	Online cinema ticket retailer	CTS Eventim AG & CO. KGAA	Acquisition 51%
2014	Gtech Spa's ticketing business unit	IT	Ticket reservation services	TICKETONE SPA	Acquisition 100%
2014	See Tickets Nederland BV	NL	Musical, theatre and other performance ticketing services	CTS Eventim AG	Acquisition
2014	Entradas See Tickets SA	ES	Musical, theatre and other performance ticketing services	CTS Eventim AG	Acquisition
2014	Top Tickets France SAS	FR	Musical, theatre and other performance ticketing services	CTS Eventim AG	Acquisition
2014	Stage Entertainment BV's ticketing activities in Russia	RU	Musical, theatre and other performance ticketing services	CTS Eventim AG	Acquisition
2013	Crea Informatica SRL	IT	Online and mobile electronic ticketing marketplace platform operator, Online and mobile electronic ticketing marketplace software developer	Ticketone Spa	Acquisition 60%
2010	Ticketone Spa	IT	Online ticketing reservation services, Online ticketing reservation services platform operator	Eventim Online Holding Gmbh	Acquisition increased from 49.824% to 99.65%
2010	See Tickets Germany Gmbh	DE	Live entertainment ticketing services provider	CTS Eventim AG	Acquisition 100%
2010	Ticketcorner AG	CH	Ticketing agent	CTS Eventim AG	Acquisition 100%
2009	Eventim CH AG	CH	Ticket marketing services	CTS Eventim AG	Ringier Holding AG
2008	Lippupiste OY	FI	Ticketing services	CTS Eventim AG	Acquisition 65%
2008	Cardplus OY	FI	Plastic card manufacturer, which owns a 30 per cent stake in the Tampere-based ticketing services company Lippupiste Oy	CTS Eventim AG	Acquisition 100%
2006	Tictec AG	CH	Ticketing services	CTS Eventim AG	Acquisition 100%

# DEAG's current coverage

9 transactions made since 2006



- DEAG covers the entire value chain in the field of Live Entertainment: from concerts via record sales, rights exploitation, sponsorship and merchandizing to ticketing.
- Social media and digital customer communication become increasingly important and are continuously extended by DEAG through its digital strategy.

Including subsidiary transactions  
 Source: Zephyr



# DEAG transaction history

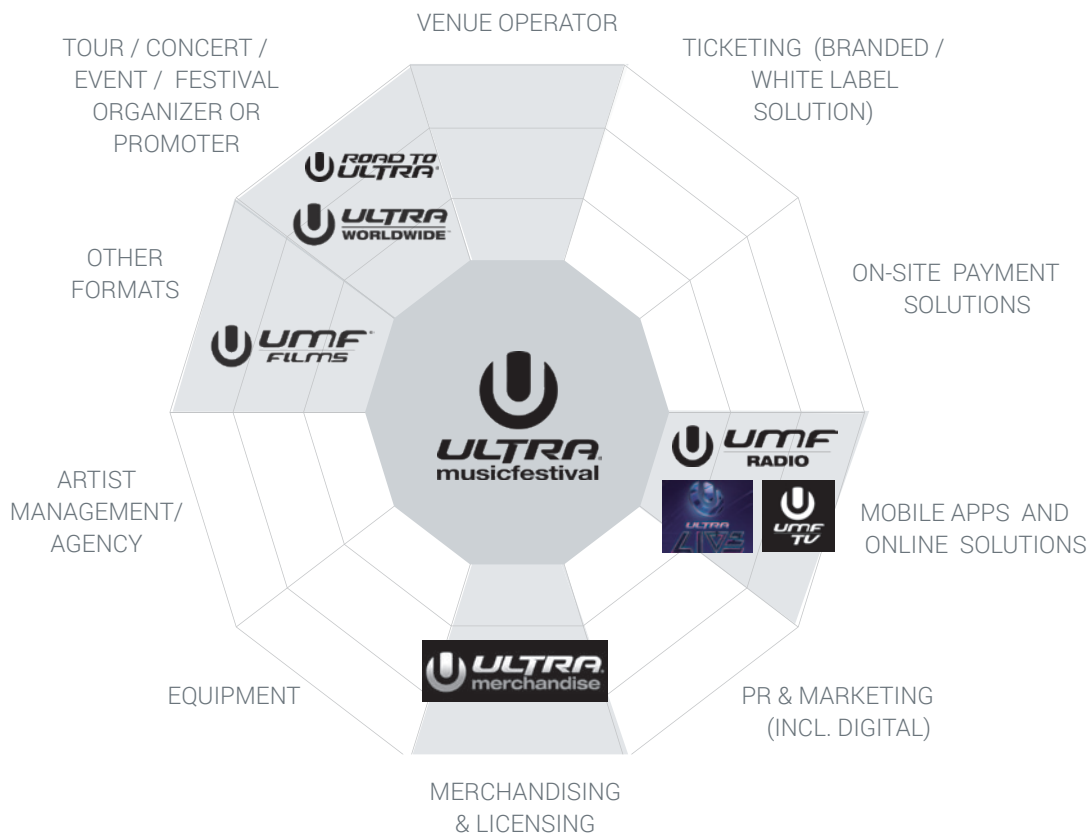
Date	Target name	Country	Target business description	Acquiror	Deal type
2014	Kilimanjaro Live Ltd	GB	Entertainment events promotion services, Live music events DEAG Concerts Gmbh promotion services		Acquisition 51%
2013	Aio Group AG	CH	Concert and event organization holding company	DEAG Deutsche Entertainment AG	Acquisition increased from 52% to 100%
2013	Blue Moon Entertainment	AT	Tour promotion services	DEAG Deutsche Entertainment AG Ms Karin Edtmeier	Joint venture 100%
2013	Wizard Promotions Konzertagentur Gmbh	DE	Concert event management services	DEAG Deutsche Entertainment AG	Acquisition 75.1%
2013	Handwerker Promotion E. Gmbh	DE	Concert event organization services	DEAG Deutsche Entertainment AG	Acquisition 51%
2010	Gold Entertainment Gmbh	DE	Live concert promotion services	DEAG Deutsche Entertainment AG SONY Deutschland Gmbh	Joint venture 100%
2010	Manfred Hertlein Veranstaltungen Gmbh	DE	Tour and concert organization services	GOLD Entertainment Gmbh	Acquisition 66.6%
2009	The Classical Company AG	CH	Classical music producer	Ringier Holding AG DEAG Classics AG	Joint venture 100%
2008	Switzerland Classics AG	CH	Classical concert organizer	DEAG Deutsche Entertainment AG Ms Dina Thoma-tennenbaum	Joint venture 100%

Source: Zephyr



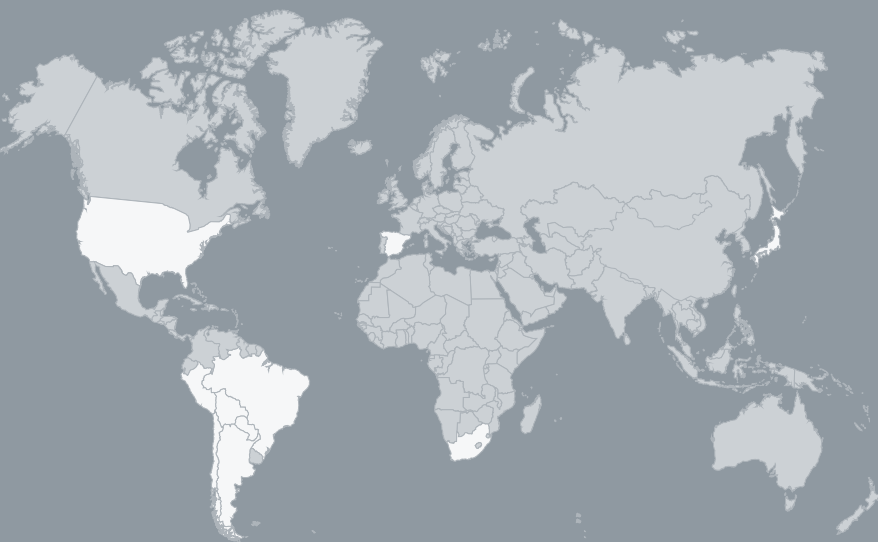
# An alternative: UMF became international without acquisition

Global edition of the UMF electronic music event, 20 countries in 5 continents



Original event: Ultra Music Festival held every March since 1999 in Miami. In 2016: 165,000 guests, 3-day event for electronic music. Spin offs include:

- Ultra festivals (1+ days) – started in 2007/2008: Argentina, Brazil, Chile, Spain (Ibiza), Japan, Korea, South Africa, Miami - Ultra Beach - Croatia and Bali
- Road to Ultra (1-day event) – started in 2012: Bolivia, Chile, Colombia, Japan, Korea, Macau, Paraguay, Peru, The Philippines, Puerto Rico, Singapore, Taiwan
- ULTRA LIVE: Live stream experience - bringing the festival online to over 20 million unique viewers
- UMF FILMS: festival after movies; feature length documentary, UMF TV on YouTube
- UMF Radio: via mobile application and in 62 countries on networks, 2-hour weekly shows
- Ultramerchandise.com



# An alternative: Red Bull sponsored events as competitors

## Red Bull sponsors, organizes and acquires events



Red Bull has become a significant event sponsor and owner aiming to further strengthen its brand recognition. Red Bull is focusing on:

- Sport events (diving, bike, surf, skateboarding and other various extreme sports)
- Adventures (e.g. Red Bull Stratos);
- Motor sport events (F1, Red Bull Air Race, rally, etc.);
- Culture events and organizations (e.g. social platforms);
- Music.

The Red Bull Media House is a media company specialized in sport, lifestyle programming, music and games, strengthening all Red Bull events.

In 2007, the company launched its own record label Red Bull Records. The Red Bull Music Academy organizes music workshops and festivals around the world.

Red Bull sponsors, organizes and acquires events.



## Appendix

## Universe of music event organizing related activities

**TOUR / CONCERT / EVENT / FESTIVAL ORGANIZERS AND PROMOTERS**

- Organization of the events
- Financial concept of the tour
- Production/ staging, venue selection and hiring
- Marketing concept, appointment of ticket sales, etc.

**VENUE OPERATOR**

- Could act as organizer, however most often just lease the venue

**TICKETING (BRANDED / WHITE LABEL SOLUTION)**

- Access to a software based ticketing platform and the physical network

**OTHER FORMATS**

- Non-music events: theatre, circus, comedy
- Sport events
- Other: escape game & likes

**ON-SITE PAYMENT SOLUTIONS**

- Necessary for cash substitution

**ARTIST MANAGEMENT / AGENCY**

- Supports the creative process
- Responsible for selecting tour promoter

**MOBILE APPS AND ONLINE SOLUTIONS**

- Reach / hook target audience
- Proprietary content distribution

**EQUIPMENT**

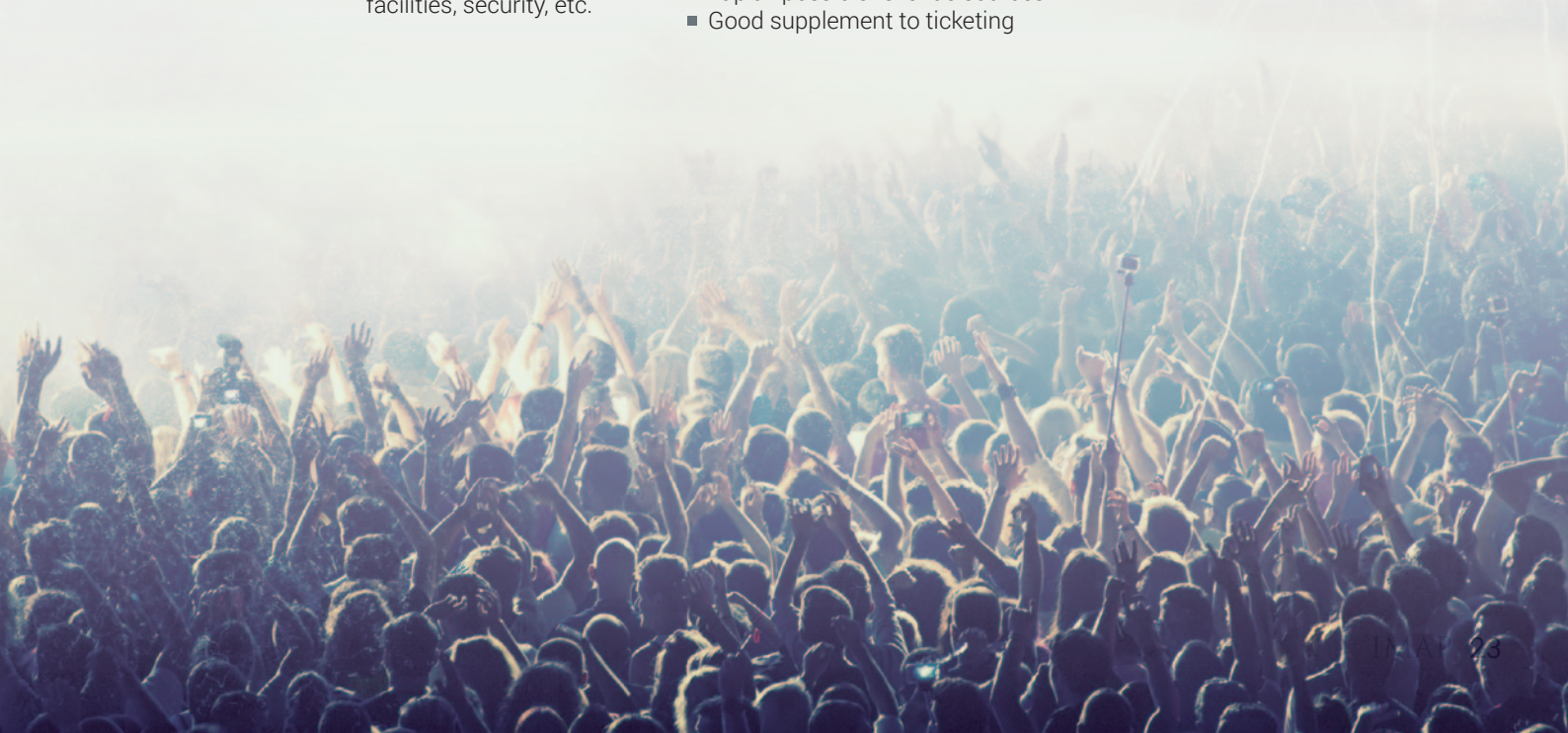
- Linked to the actual performance: sound, stage, light
- Other supporting facilities, security, etc.

**PR & MARKETING (INCL. DIGITAL)**

- Tap all possible revenue sources

**MERCHANDISING & LICENSING**

- Tap all possible revenue sources
- Good supplement to ticketing



## About IMAP

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**35**

COUNTRIES

**350**

ADVISORS

Argentina | Belgium | Bosnia and Herzegovina | Brazil | Canada | Chile | China | Colombia | Croatia | Czechia | Egypt | Finland | France | Germany | Hungary | India | Ireland | Italy | Ivory Coast | Japan | Mexico | Morocco | Netherlands | Norway | Peru | Poland | Russia | Senegal | Serbia | Slovenia | Spain | Sweden | Turkey | United Kingdom | United States

IMAP is a global merger and acquisition advisory organization with a presence in 35 countries. IMAP closed over 2,100 transactions valued at \$90bn in the last 10 years and is consistently ranked among the world's top M&A advisors (Thomson Reuters) for mid-market transactions.

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





# IMAP

SEPTEMBER 2017

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