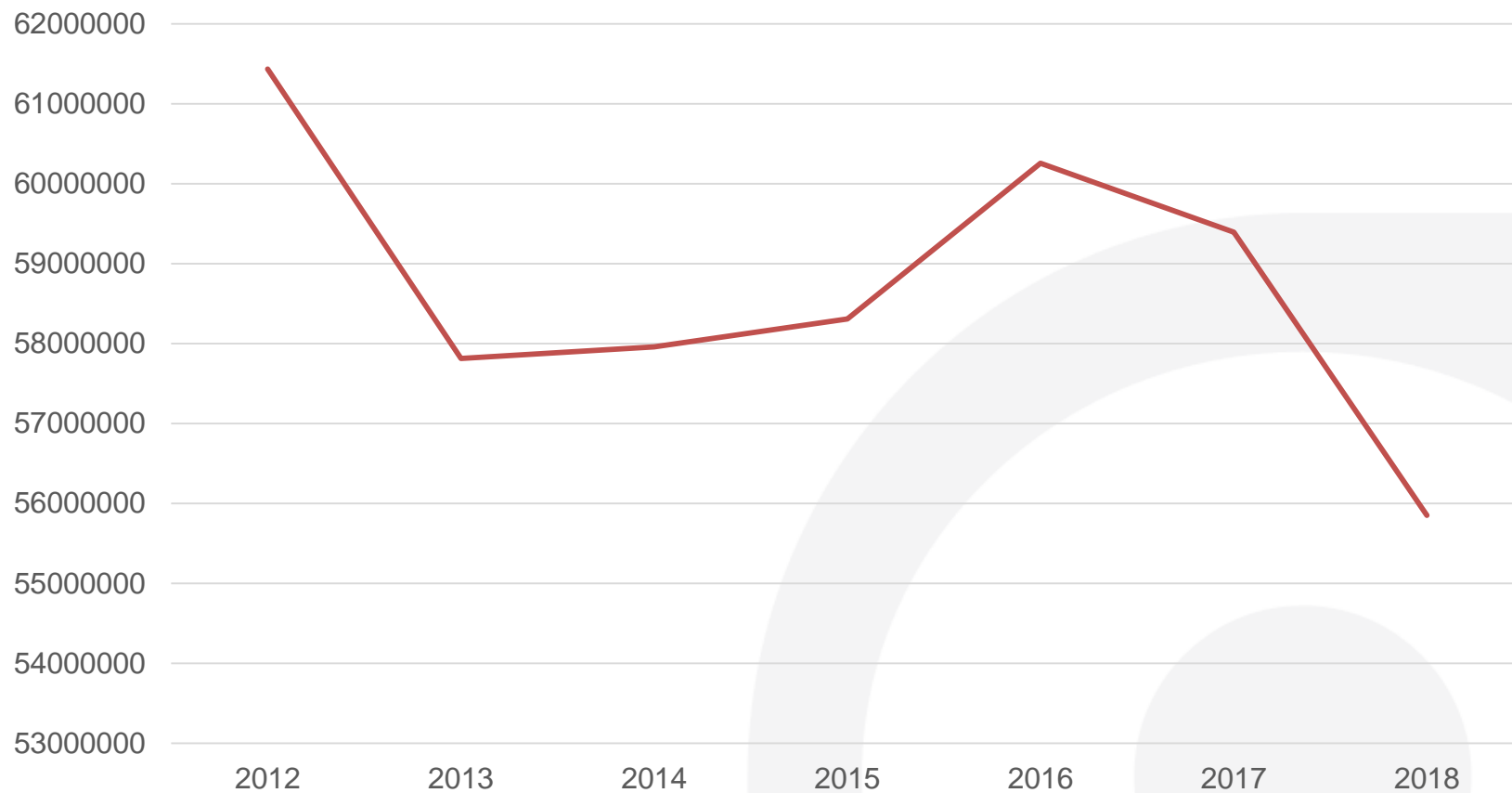


FROM A CONTENT VETERANTO A TECHNOLOGY START-UP

René Frey MBA
CEO, APA GROUP



Background

- Founded in 1970 in Singapore by Hans Höfer
- Pioneer of visual travel guides
- Sold in 1995 to the German Langenscheidt family company
- Hit hard by 2008 financial crisis; loss making from 2009 - 2014
- Langenscheidt family decided to liquidate the company or get the best deal on the table


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**Why buy a
failing business
with no future?**

We believe the time is right to reinvent the traditional travel booking model for the digital age - a view that has been based on thousands of happy clients

What?

Reinventing the traditional travel booking model for the digital age, targeted at travellers who are seeking a unique and qualitative travel experience

How?

Breaking up the traditional value chain and ...



... connecting travellers directly with local DMCs*



Travellers will benefit from ...

... a convenient and secure online travel booking experience tailor-made by local experts

DMCs will benefit from ...

... a direct liaison with consumers, an increase in margins, and consumer recommendations

Why?

* Local Destination Management Company

The optimisation and adaptation of the established travel guide business is the foundation of funding for the travel marketplace development

Established Business: Travel Guides

Main strategic goals:

Standardising the
book publishing

Engaging the
book audience



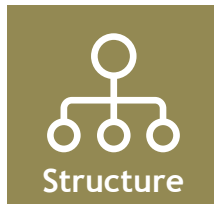
New Business: Travel Marketplace

Main strategic goals:

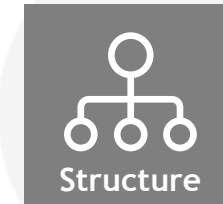
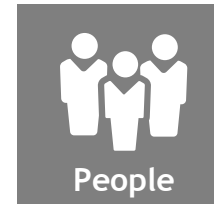
Developing a new
product model

Learning a new
marketing model

Optimising underpinning organisation:



Building new organisation:



In early 2014 we decided to acquire APA Publications from Langenscheidt in Germany as an 'organisational vehicle' to bring our idea to life

INSIGHT GUIDES



APA publishes Insight Guides, a well-known series of over 500 travel guides, that has inspired travellers with high-quality content for more than 45 years



We believe the well-known brand 'Insight Guides' will help us to position our offering as trustworthy and knowledgeable



We believe in the possibility of re-utilising the travel guide content for marketing purposes to avoid a pure 'SEM battle'



We use the mid-term cash flow from the book publishing business to support the investment into the new business

Marketing Model: Offline-to-Online

We are also experimenting with several measures to convert our traditional travel guide readers into customers of the travel marketplace

QR Codes to access the travel marketplace



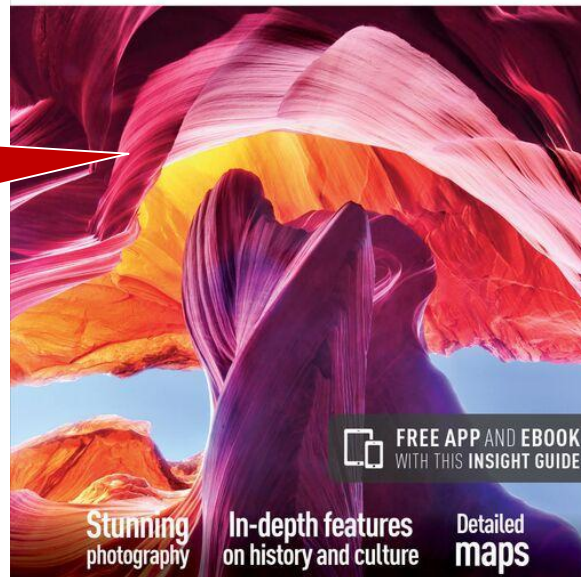
INSIGHT  GUIDES

ARIZONA & GRAND CANYON



Access to a free webinar with a sales consultant

Retailer Campaigns
& Promotions



App with free eBooks to generate data



300k contacts to date, 150k 2020

The Opportunity

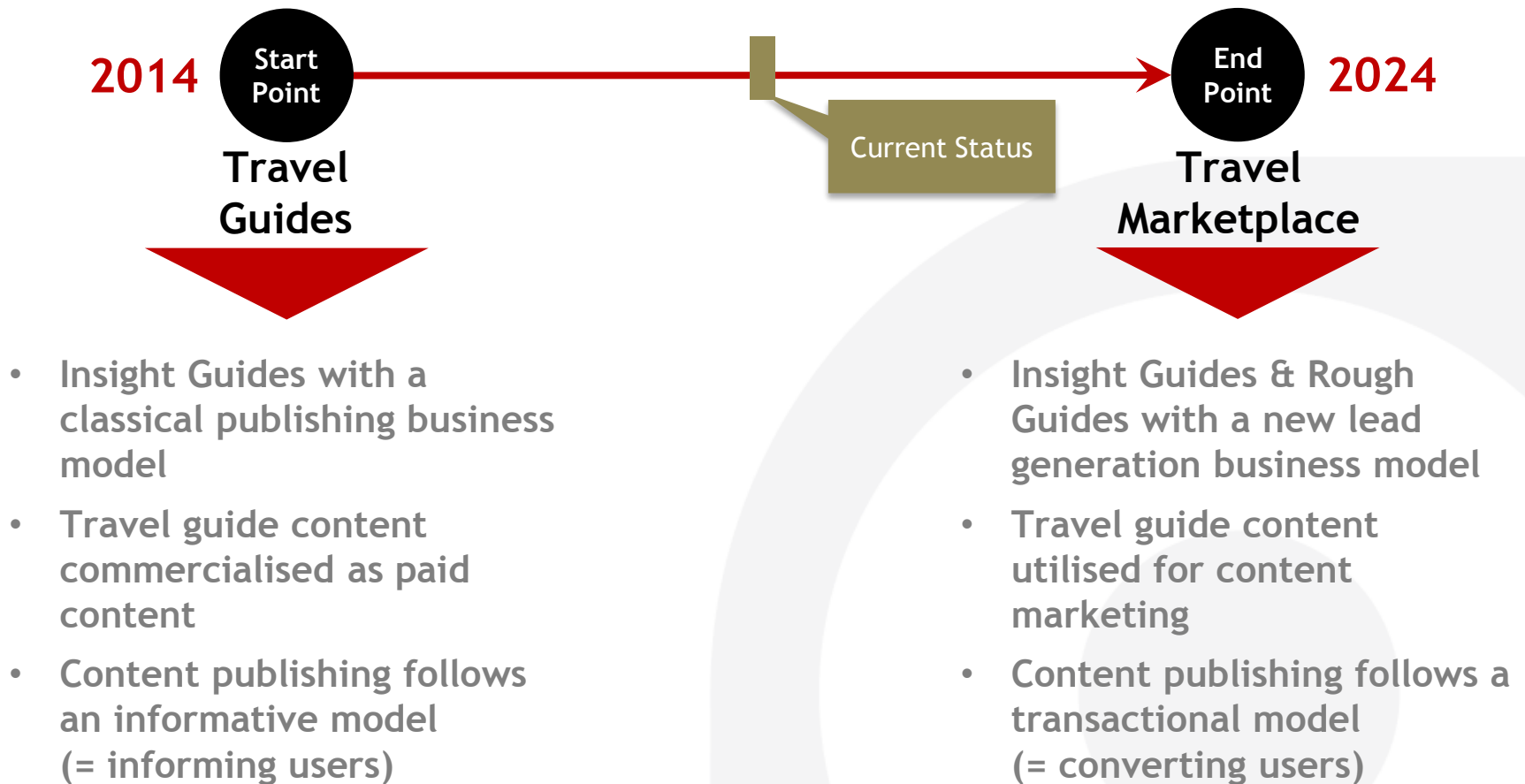
- Acquisition of Rough Guides Ltd in November 2017
- Iconic British brand with a global touch
- Doubled our business, fully integrated, restructured and made profitable within five months

Downsides:

- Serious disruption of our internal processes
- Incredible effort by the Apa team
- Some assumptions were wrong
- Delay of 12-15 months on our roadmap



The main working hypothesis is to transform the current publishing business model based on paid content into a transactional business model based on lead generation





APA MARKETPLACE



Save time. Ease of planning and booking inspiring travel experiences



Local knowledge. Direct access to trusted local experts



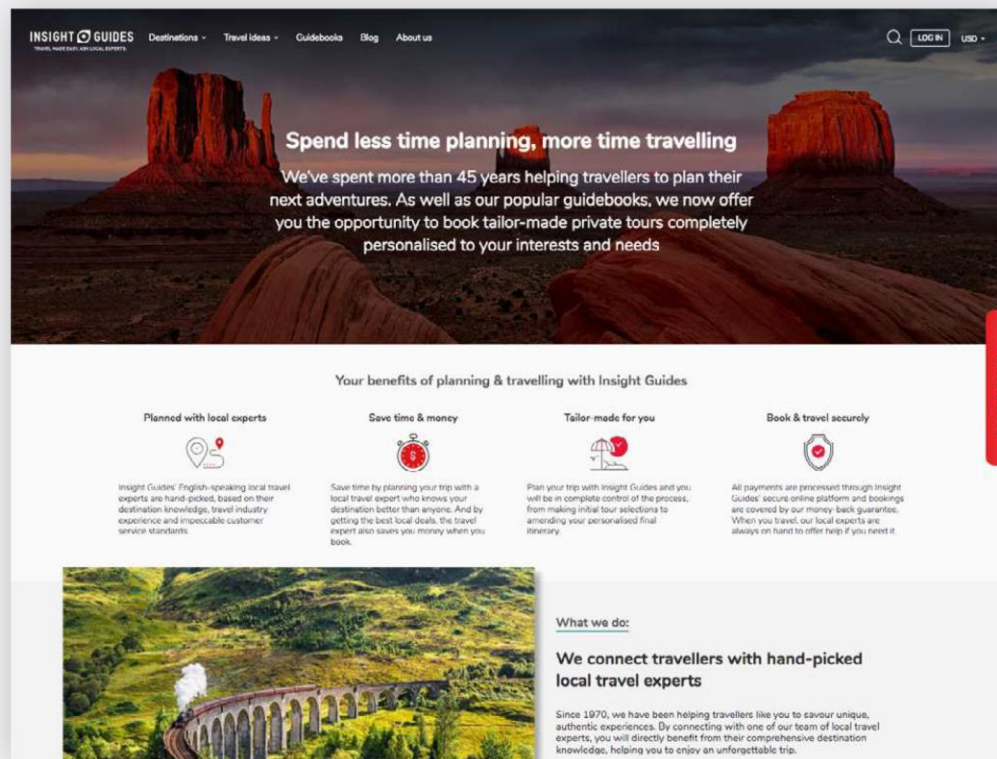
Security. All-in-one online environment and money-back guarantee



Inspirational. Wide selection of travel content presented in a unique way



Customisation. Clients design their own perfect holidays



The screenshot shows the Insight Guides website with a navigation bar at the top. The main header features a large image of a desert landscape with the text: "Spend less time planning, more time travelling. We've spent more than 45 years helping travellers to plan their next adventures. As well as our popular guidebooks, we now offer you the opportunity to book tailor-made private tours completely personalised to your interests and needs." Below this, a section titled "Your benefits of planning & travelling with Insight Guides" lists four benefits: "Planned with local experts", "Save time & money", "Tailor-made for you", and "Book & travel securely". Each benefit is accompanied by an icon and a brief description. At the bottom, a section titled "What we do:" states: "We connect travellers with hand-picked local travel experts. Since 1970, we have been helping travellers like you to savour unique, authentic experiences. By connecting with one of our team of local travel experts, you will directly benefit from their comprehensive destination knowledge, helping you to enjoy an unforgettable trip."

The Apa Marketplace is a controlled disintermediary marketplace that connects travellers with local experts to create tailor-made itineraries



THANK YOU

INSIGHT  GUIDES

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