



ARTEFACT NetBooster

SFAF - Plan Stratégique 2018-2020
Jeudi 9 Novembre 2017



The Merger

The Market

The Vision

The Offer

The Synergies

The 2020 Ambitions

Q&A

The Merger

Artefact and NetBooster, long term partners, have officially merged after multiples collaborations.

ARTEFACT



NetBooster



+40 clients



Operating in
3 countries



+100% growth



100 people



Consulting
58%



Data Science
16%



R&D
16%



UX
11%



Present in
13 countries



19 years of
experience



80% of
international billings



612 people



Activation
90%



Data
5%



Creatives
5%

Strategy

Creativity

Data / Tech / AI

Activation

ARTEFACT

NetBooster

Steps To Forming A New Group

July 16

Artefact &
NetBooster
working
together



ACCORHOTELS
Feel Welcome

January 2017

Exploring
synergy
opportunities

June 2017

Joining forces
& closing the
deal

October 2017

Growing as a
group



ESTÉE LAUDER

2018

The Merger

The Reasons For The Merger

Artefact & NetBooster decided to join forces in the answering of three main objectives:

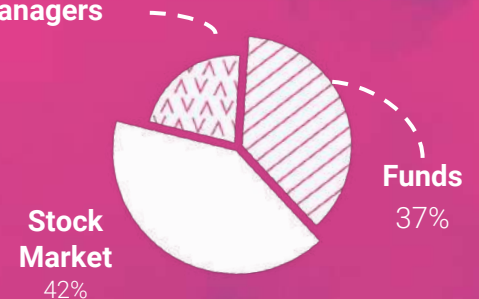
- 1 Expand** Artefact's business model, growth, vision and practices **internationally**, through **NetBoosters' multi-national key accounts**
- 2** Developing **offer & revenue synergies** by rolling-out complementary activities along the Digital Marketing value chain, on the **+700 clients**
- 3** Bring **management & start-up culture** together in a new kind of agency
- 4** Revolutionize the **agency market** by creating a whole **new positioning**.

NetBooster
before the merging



ARTEFACT NetBooster
after the merging

Artefact Founders &
NetBooster Managers
21%



The board of management



François de la Villardière

CHAIRMAN & INTERIM CEO

François is **Co Founder of Business Interactif**, a successful performance marketing agency created in 1996, listed in the french stock market in 2000 and acquired by the Publicis Group in 2007. He is now the **new President of the board of NetBooster** and first supporter of the management team helping them to make NetBooster smarter and bigger.



Guillaume de Roquemaurel

GROUP COO

After **his graduation from Ecole Polytechnique**, Guillaume de Roquemaurel **worked at McKinsey for 5 years**, within high-tech, telecoms and media. **At Google**, as a **Sales Manager**, he realized the need for consulting on data sciences, marketing and media. As a result, he **decided to co-create Artefact**. Founded 3 years ago, Artefact has 100+ employees and **works with clients such as Danone, Orange and Samsung**.



Vincent Luciani

CEO France

Vincent has **worked for 4 years in the media and digital marketing** branch of McKinsey & Co.. He **created Artefact in order to help advertisers** through their digital transition issues. Vincent also **teaches marketing and corporate strategy at Ecole Polytechnique**. He is now managing France.



Philippe Rolet

GROUP CTO

Philippe is a **graduate from Ecole Polytechnique and Imperial College of London**. He also has a **PhD in Artificial Intelligence** from Paris-Sud-INRIA University. After his studies, he went from managing for 3 years the **Web Mining & Analytics unit at Digimind**, specialized in digital media monitoring, to founding Artefact with Guillaume and Vincent.



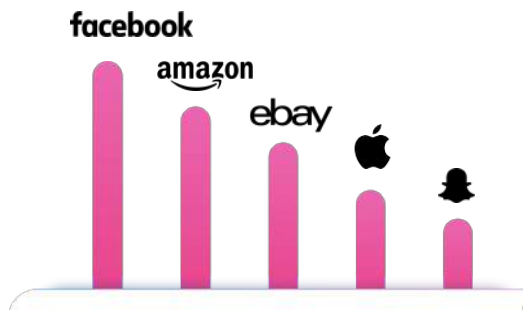
Vincent Added

GROUP CFO

Vincent Added **joined the group in 2010 as International Finance Director** after 10 years' **experience in audit (Deloitte) and Finance**. In June 2011, he was appointed Group CFO and he is responsible for Group consolidation, all accounting and controlling topics.

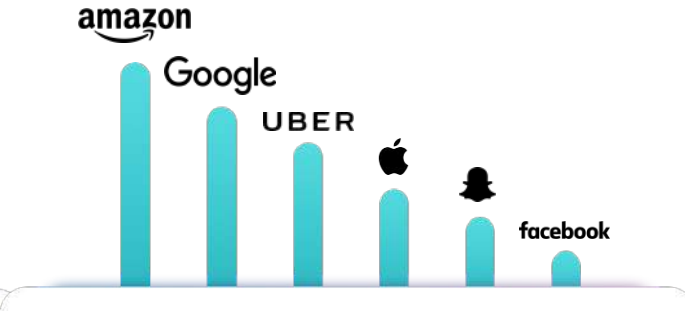
The Market

New Consumer Standards



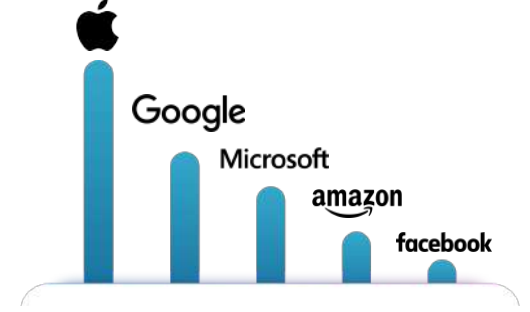
Top 5 of Most Loved Global Brands
2017

Consumer loves
GAFAX



World's most innovative companies Ranking
2017

Innovation is driven by
GAFAX who are already
well-prepared for near
future devices



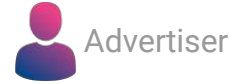
Top 5 Market Capitalization, PWC
2017

Media business is
mainly owned by
GAFAX

Artefact Aims At Overcoming The Pressures From Gafa And Big Networks, by being the one-stop-shop for advertisers

An Unparalleled Positioning along the Digital Marketing Value Chain,

Towards Which All Agencies Are Converging

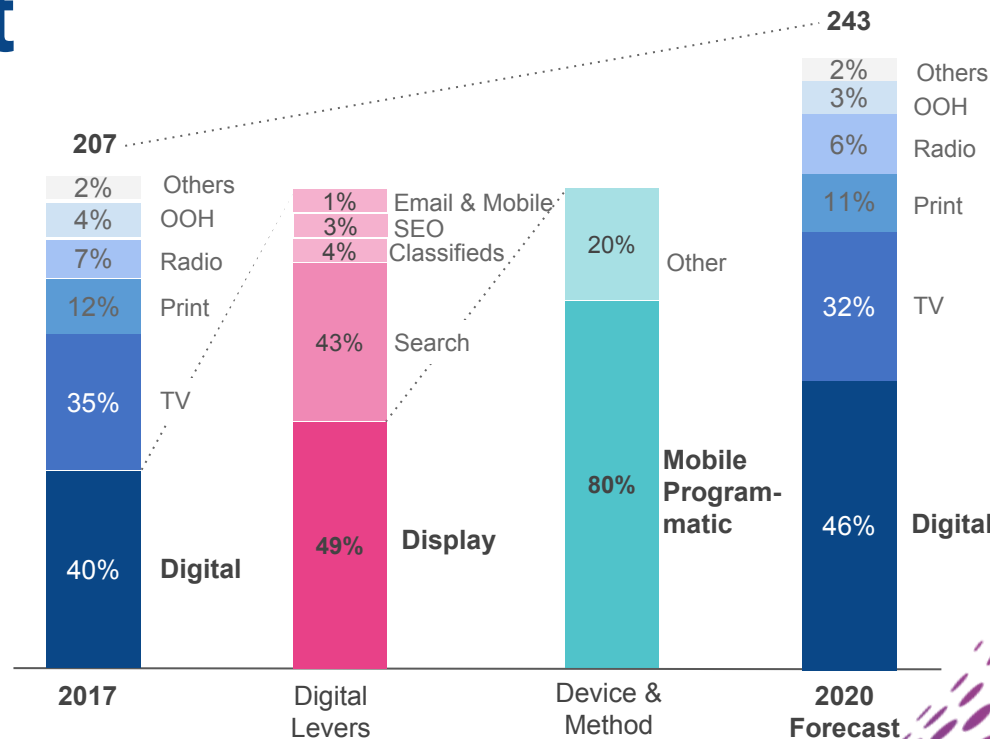


>>> = attempt to absorb

Digital winning the global advertising market

- **Global advertising growing 4,2% in 2017.**
- Transfer of advertisers budgets from **offline to online media.**
- In 2017, the **Digital media becomes the 1st media** worldwide in front of TV.
- **Display and Search** advertising account for roughly **90%** investment share of digital channels.
- **Mobile programmatic** represents **>80%** of display ad spending.

US Total Media Ad Spending, by Media in Billion \$



The Vision

Technology has transformed consumers' lives

A new breed of brands such as Google, Amazon, Netflix and Airbnb have captured consumers hearts & minds by disrupting the status quo across all sectors. These brands have defined higher standards of customer experience by continuously improving their products and services through digital, data & AI. All brands must now live up to these new standards.

**Marketing has to make its technological revolution.
Artefact x NetBooster has been designed for this purpose.**

ARTEFACT X NetBooster

Marketing Engineers

We are a digital agency

celebrating the long overdue marriage of marketers and engineers



Marketing engineers

As a digital marketing agency, we can provide all marketing solutions and expertises. But, we will work as engineers work: with the passion of invention, optimization and automation.



OPTIMIZATION

We improve precision and efficiency with data. We avoid useless losses, we increase profitability, we strengthen impact.

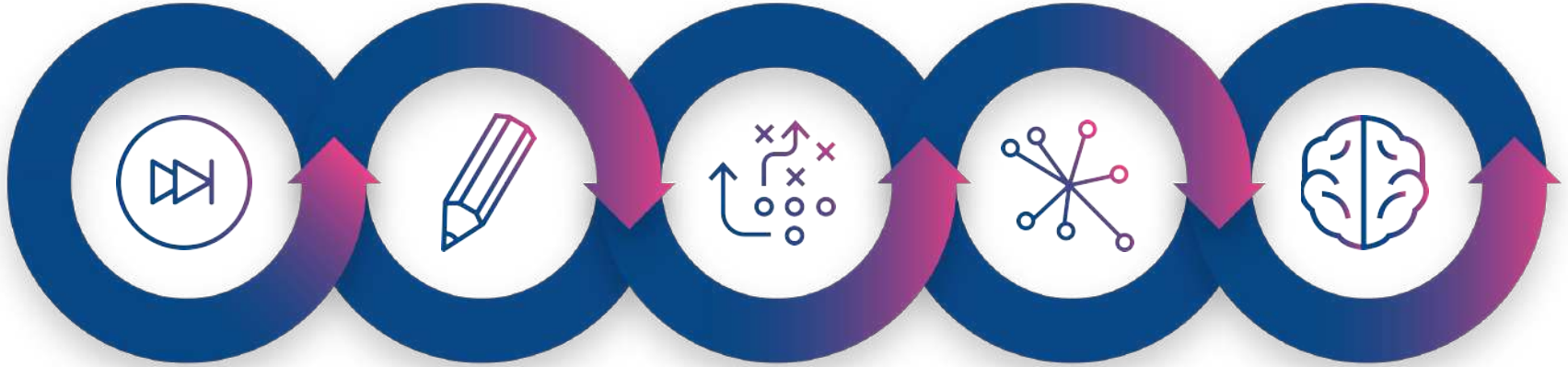
AUTOMATION

We transform digital marketing by using AI solutions to avoid waste of time and money.

INVENTION

We design new products, solutions, services. We want to engage consumers with technological benefits and emotions.

Meet the new squad



415

Digital Marketing Experts

Our highly accredited experts have **20 years' experience** in leading award-winning global digital marketing campaigns.

24

Creatives

Award-winning creatives, able to design concepts from branding to performance based on data. All working to insure the best ROI for our clients.

48

Strategic Consultants

Business oriented, data raised, digital native, marketing minded and IT trained unicorns, they live to put together the perfect team of our in-house talents.

42

Data Scientists

First class data experts from the largest pool of giant tech certified marketing data scientists in France.

30

AI Engineers

AI specialists with **PhDs in Machine Learning** developing unique proprietary solutions to fit our clients' needs and optimize in-house processes.

A squad operating worldwide

UK

123 people

France

204 people

Spain

27 people

Italy

12 people

Switzerland

10 people

Netherlands

27 people

Germany

178 people

Nordics

55 people

Dubai

31 people

Proven Track Record

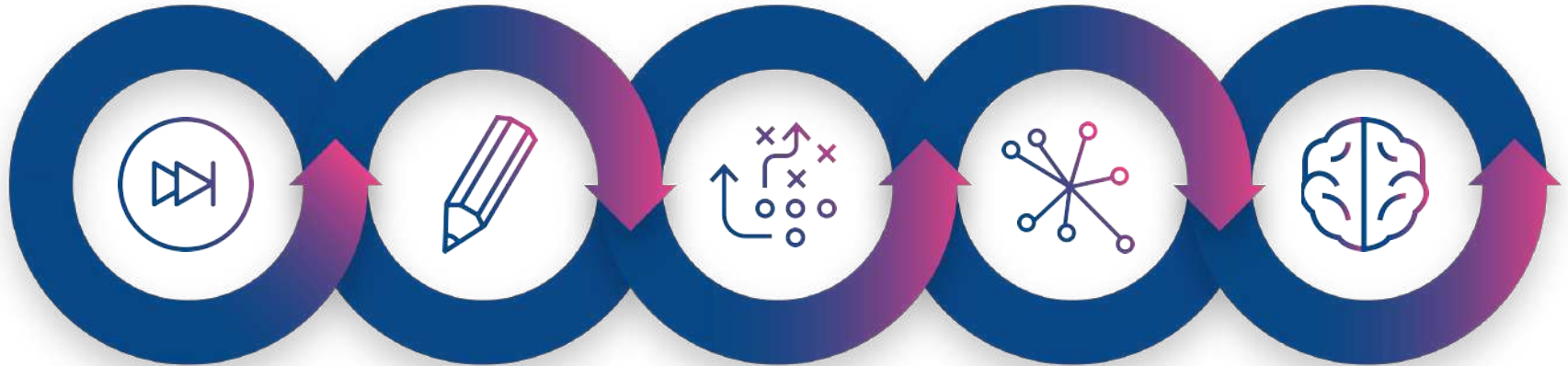
Digital Marketing
Experts

Creatives

Strategic
Consultants

Data Scientists

AI Engineers



Trophées Marketing
2016

Stratégies

Grand Prix Stratégies
2017



French 500
2017



Econsultancy Top 100
Digital Agencies
2015-2016-2017



Top 50 hyper growth French
companies
2017

The Offer

A squad operating on all marketing needs

FROM STRATEGY TO CHANGE

For brands to harness the accelerated cycles of data and digital disruption, we advise leaders on the ways to envision and adapt tools, organizations & culture, processes and skills.

CUSTOMER ENGAGEMENT

For brands to engage with individuals, we create tailored-made activation plans, coherently animated from the first encounter to the recurring loyalty lifecycle.

FROM DATA TO INTELLIGENCE

For brands to make better decisions, we build entire data value chains. From collecting and cleaning, to modeling and analysing, to augmented and automated decision making, we ensure that raw data is transformed into actionable insight.

(BIG) DATA ECOSYSTEM

For brands to retake control of their data, we design and build robust data platforms & infrastructures, guaranteeing total transparency, conformity, and reducing the time-to-market for advanced data-driven use cases.

Building Orange's strategy for data monetization

FRENCH TELECOM LEADER : Data Monetization Business Plan

How to counterstrike a near-future disrupting media market through monetizing data ? What is the strategy to adapt and which business use cases to launch ?

Objectif du use case
Adresser une publicité ciblée grâce à la donnée d'Orange sur le live.

Illustration:

Un client regarde la TV live via une box Orange; au moment de la pub, il est ciblé par un annonceur avec une publicité personnalisée grâce à la donnée d'usage TV (logs TV) qu'Orange a mis à disposition de l'annonceur.

Valorisation

Marché de la live TV

écran TV

CAGR : +2,6%

via box Orange

22%

box compatibles

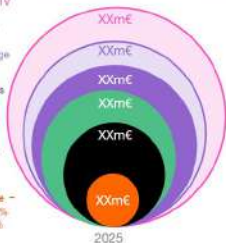
Opt Out (-5%)

part de la pub adressée

revenus Orange - part data : 15%

CAGR : +36%

2025



Hypothèses sur la part d'Orange dans la publicité ciblée sur Live TV

Data: 10-15%

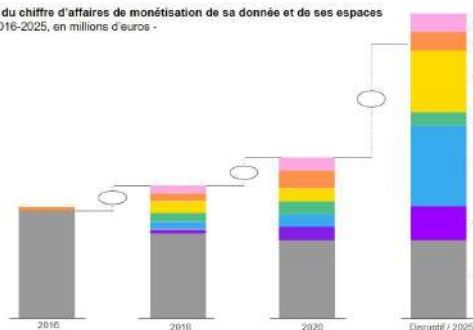
Média: 0%

Techno: 0%

Opt-out: 5%



Projection du chiffre d'affaires de monétisation de sa donnée et de ses espaces
- France, 2016-2025, en millions d'euros -



Methodology



Benchmark of the digital market, data-driven advertising and growth of each channel



Creation of a matrix of scenarii of data monetization from traditional to disruptive (type of data, business models)



Evaluation potential business of Orange data in each scenarii (valorization 2018 - 2025)



Definition of an accurate business plan in short and long term



3 consultants



2 months

RUE DU
COMMERCE

Reinventing sales following evergoing people needs

FRENCH ONLINE RETAILER

Rue du Commerce wanted a solution for delivering always-on sales based on people's requests spotted after visiting their website.

RUE DU
COMMERCE

LE MEILLEUR
DE LA HIGH-TECH

APPLE

J'EN PROFITE

Retrait en magasin
et livraison rapide*

DÉCOUVREZ NOS SERVICES

*voir conditions sur ruecommerce.fr

RUE DU
COMMERCE

DE GRANDES MARQUES
AUX MEILLEURS PRIX

DYSON

J'EN PROFITE

RUE DU
COMMERCE

AUX MEILLEURS
PRIX

ASUS

J'EN PROFITE

LE MOIS
CARREFOUR

DES PRIX
IMBATTABLES

In France, sales used to happen twice a year but now it's twice a month.

We designed a Dynamic Content Optimization process allowing RDC teams to program tailored discounts on the go.

We called it Creation At Scale.



2 consultants
1 strategic planner
1 production specialist



2 months

Coding a brand voice pioneering Google Home

FRENCH RETAILER : a predictive shopping list voice based

As our client aimed at pioneering Google Home services, **we gathered data scientists and creatives for figuring or a valuable use case.** They came up with the idea of a predictive shopping list.

Not only did the recommendation algorithm worked beyond our expectations but **marketers were amazed by our ability to write up a brand voice capturing the very own Brand style.**

2 consultants
3 Data Scientists
2 AI Engineers
2 Creatives



5 months

OK Google, tu peux rajouter des bananes à ma liste ?

Ai-je oublié quelque chose ?

Ce serait banane d'oublier ça

Je crois savoir ce qu'il vous manque : du sucre !

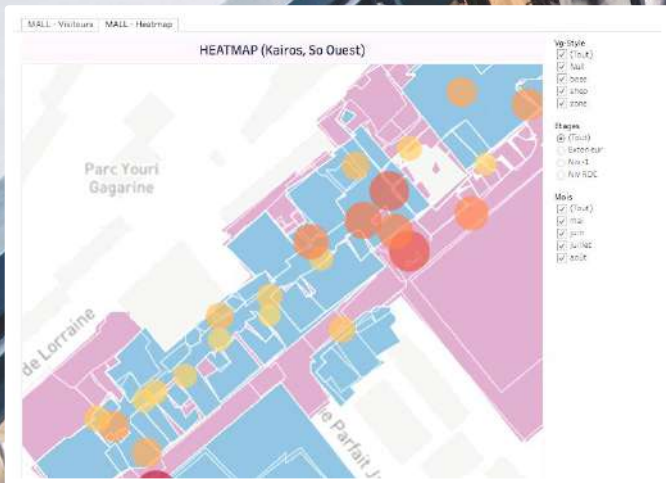


Helping Unibail become the GA of Shopping centers

unibail·rodamco - EUROPE'S LEADING LISTED COMMERCIAL PROPERTY COMPANY

CLIENT AB987

CLIENT XY123



We created an automated dashboard based on multiple data sources to help UBR identify, track and understand its offline visitors, from the catchment area to their behavior in store.

Developed 20 dashboards, for each of the French malls, within 3 months.

New KPIs obtained:

- **#unique visitors** per day/week/month/trimester,
- **#transactions** and amounts spent in stores, etc.



2 consultants
3 data scientists
2 AI engineers

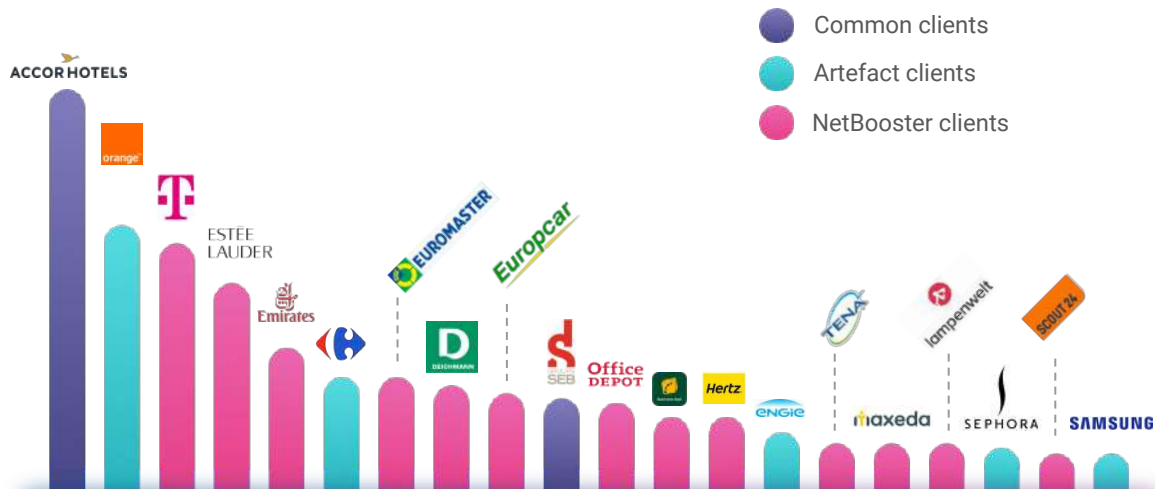


12 weeks

The Synergies

A diversified Clientbase

Artefact & NetBooster Top 20 clients, H1 2017



- The Top 20 NetBooster clients account for less than 50% of the H1 GM
- Inexisting dependency risk : only 3 key accounts in the portfolio weigh more than €1 million

Travel



Retail and CPG



Others

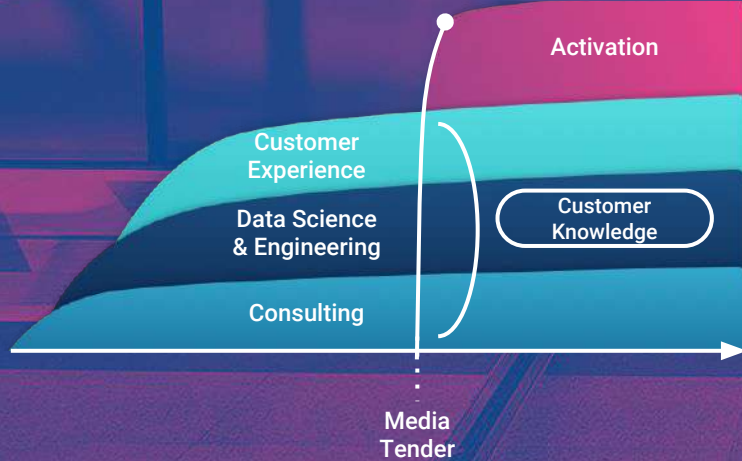


Commercial Milestones & Sales Strategy

Scenario #1

Increase media pitches win rate

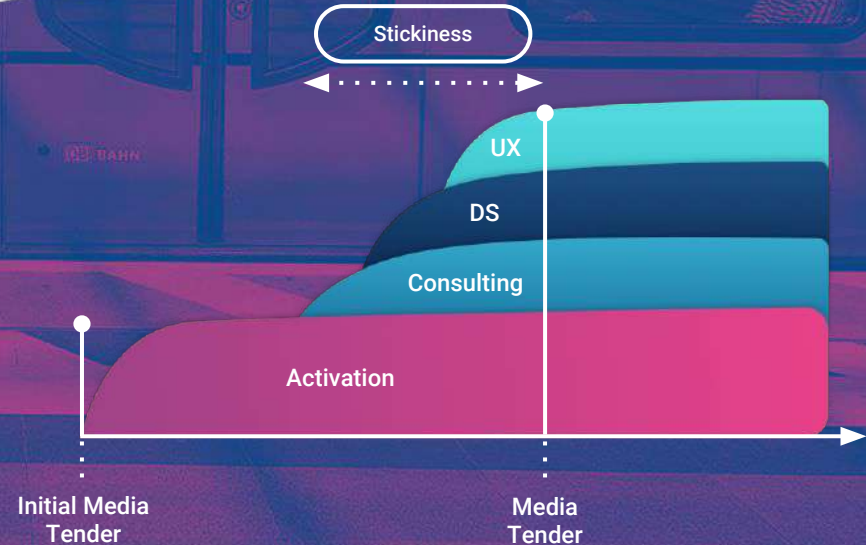
On Artefact's historical clients



Scenario #2

Consulting & data cross-selling and media contracts retention

On NetBooster's historical clients

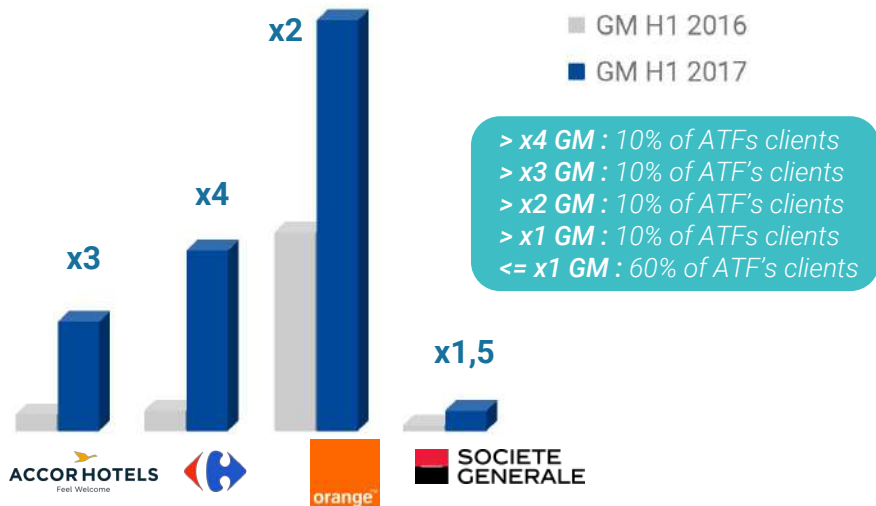


Farming & cross-selling business opportunities

Artefact shows a proven track record in farming clients

Farming H1 2017 on Artefact's H1 2016 clients (GM)

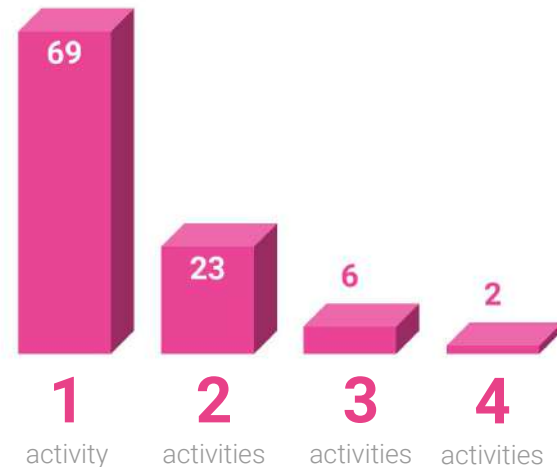
Illustration of Artefact's farming clients



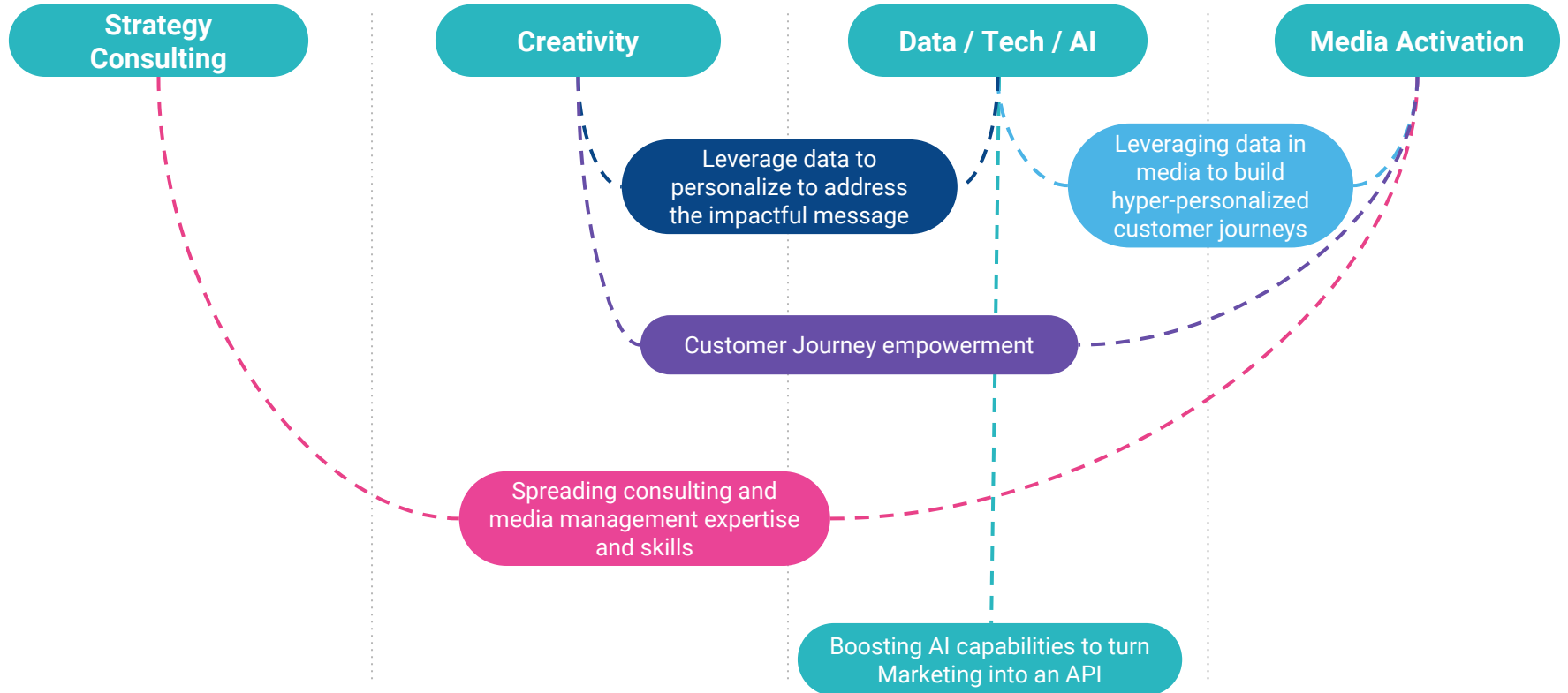
NetBooster shows cross-selling opportunities

Cross-selling on NetBooster's H1 2017 clients

Illustration of NetBooster's Top 100 clients in GM on Strat. Consulting, Activation, Data, Creativity, Tech activities



Merging our capabilities to revolutionize Marketing



Objectives of our R&D department



AUTOMATION

PRODUCTIVITY PRODUCTS

Shall enable teams to save time while making efficient decision making & campaign optimisation



REVENUE

GENERATING PRODUCTS

Shall benefit clients as they are designed to fulfill their technological needs

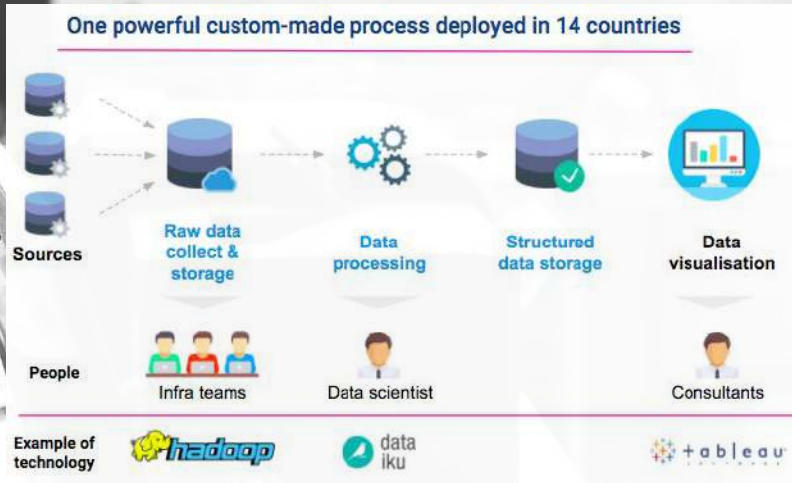
**It's A Win-win
Situation For Both**

Artefact / NetBooster
And Their Clients

Fully automating our internal processes



Artefact automates repetitive and time-consuming tasks such as the production of client reportings to boost productivity



Artefact developed internally an agile infrastructure to collect and structure its clients' various data sources.

Its data-fluent consultants can now rely on this infrastructure to design automatized, custom reports via Tableau.

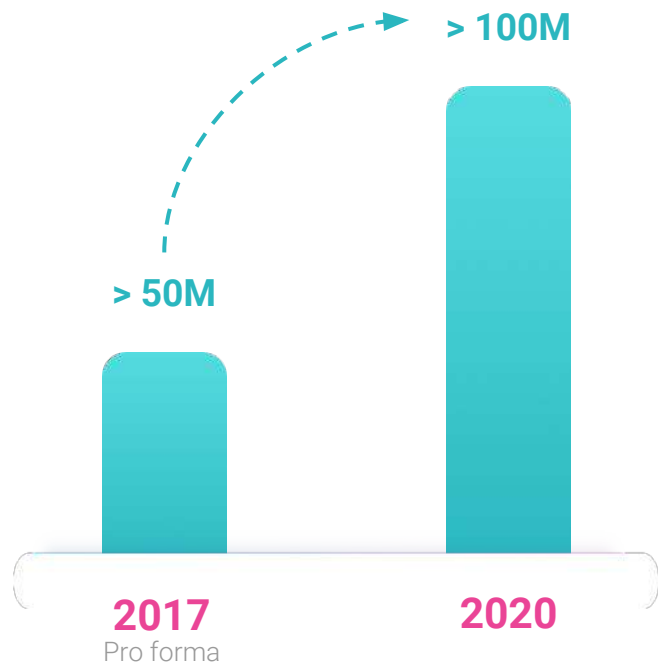
The results : An important boost in productivity.

Reportings that would take 40 days to produce are now ready in just 3 days.



The 2020 Ambitions

Artefact & NetBooster's 2020 Ambitions



2020 ambitions for the group:

- x2 in 3 years through organic growth only, based on 3 pillars:

25-30%

Reinforcing **Consulting & Data** in **France**

30-35%

Expanding consulting & data services in **international** offices

35-45%

Reinforcing **Media & Crea** activities worldwide

Target profitability

- 10 to 15% EBITDA rate (based on GM)
- Improvement of profitability starting in 2018

The background features a large, solid pink triangle on the left side, which points towards the top right. The rest of the background is a dark blue color with a subtle, light-colored grid pattern. The text 'Thank you' is positioned in the lower-left area, overlapping the pink triangle.

Thank you



Q&A



ARTEFACT
Net**Booster**