



ONLINE MARKETPLACES

SHARING BEST PRACTICES CONFERENCE

HELSINKI, FINLAND
11-13 MAY 2022

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TOMASZ ODROBINSKI

Helsinki 11th May 2022

INTRODUCTION

< Back



Tomasz Odrobinski

Country Manager

Tomasz Odrobinski has over 20 years experience of scaling and managing SaaS/ marketplace businesses in fast growing, international settings. From setting up companies, their strategy, to executing it on a country level up to coordinating several counties. Over the years, he has been in the front seat on driving businesses like Alma Media's Machinery marketplace [Mascus.com](https://www.mascus.com), Rusmedia rental marketplace [erento.com](https://www.erento.com) and recently building from zero to hero [Booksy.com](https://www.booksy.com) globally operating Health and beauty marketplace.

who am I and why I am here



WHO AM I

- **Tomasz Odrobinski**
 - **Originally from Poland**
 - **Living in Finland now for 15+ also in UK 4+**
 - **One kid (51% Polish, 49% Finnish)**
- **Studied international business at :**
 - **Cracow University of Economics, Poland**
 - **Hanken, Swedish School of Economics and Business Administration, Helsinki**
- **20+ experience in international digital classified media: SaaS enable marketplace, Scaling and Day on Day management**
- **Love travelling, architecture and crazy about civil aviation**



SCALABILITY FOR MARKETPLACES

HOW TO SCALE UP

INTERNATIONALLY

In the context of business, scalability describes **the ability of a business to cope with challenges efficiently and maintain or increase profits as it grows**, in the simplest terms. So, in a way, it refers to the meaningful growth of a company, in which profits go up as the expenses go down.

11 Jan 2021



MASCUS: HEAVY MACHINERY MKTPL

The screenshot shows the homepage of Mascus USA, a marketplace for used heavy equipment. The top navigation bar includes links for 'Buy', 'Place an Ad', 'Directory', 'Auction', 'Specs', 'My Mascus', 'Log in', and language selection ('English'). A banner at the top features a cartoon character and a photo of people participating in a walk, with the text 'This walk gets us to the finish line faster.' and a 'SIGN UP TODAY' button. A 'MAKING STRIDES Against Breast Cancer' logo is also present. The main content area displays a search bar, a 'Dealer of the month' section for CAT Auction Services, and categories for Farm Equipment, Trucks and Trailers, Material Handling, Forestry Equipment, Construction Equipment, and Grounds Care. A sidebar on the right promotes a 'CONSTRUCTION EQUIPMENT AUCTION' on NOV. 6, featuring a Caterpillar 420E truck, and a 'NO RESERVES!' auction for material handling equipment. The bottom of the page shows regional flags for Europe, Asia, America, and Australia/Oceania, along with a small illustration of a person pushing a globe.

Mascus USA, the worldwide marketplace for used heavy equipment. Currently 312,187 ads online.

Type a search word or Mascus ID

Q Search

► Advanced Search
► Submit a want ad

Dealer of the month

AUCTION SERVICES CAT

[Other] TERAN IN. Price: Year: 2014 Working hours: Caterpillar 420E Price: Year: 2011 Working hours: 226... Labounty Price: Year: Working hours:

» CAT Auction Services: Location on Map & more info » Display all ads for CAT Auction Services

Farm Equipment (85908)

- Tractors
- Combine harvesters
- Hay and forage machines
- Tillage machines
- Sowing and planting machines
- Livestock machinery
- Fertilizer application

Trucks and Trailers (70147)

- Trucks
- Conventional Trucks / Tractor Trucks
- Trailers
- Semi-trailers
- Vans, Pickup Trucks & Light Commercial Trucks
- Bus/Coach
- Service / Utility

Material Handling (20701)

- Forklifts
- Pallet trucks
- Stackers
- Reach truck
- Order pickers
- Container truck
- Special applications

NOV. 6

NO RESERVES!

BID NOW!

purple wave auction purplewave.com

Europe

Asia

America

Africa

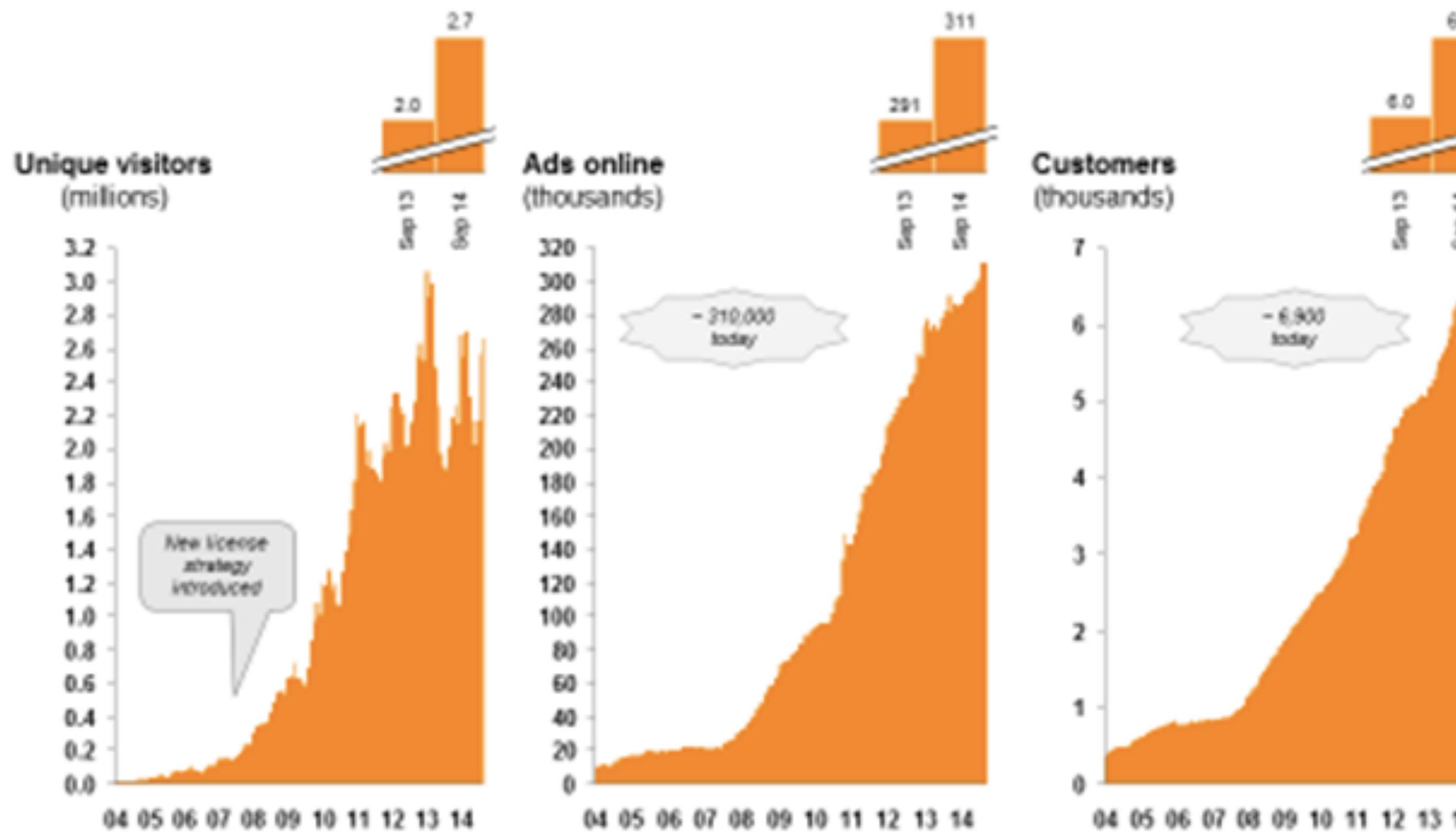
Australia and Oceania

purplewave.com



MASCUS RESULTS

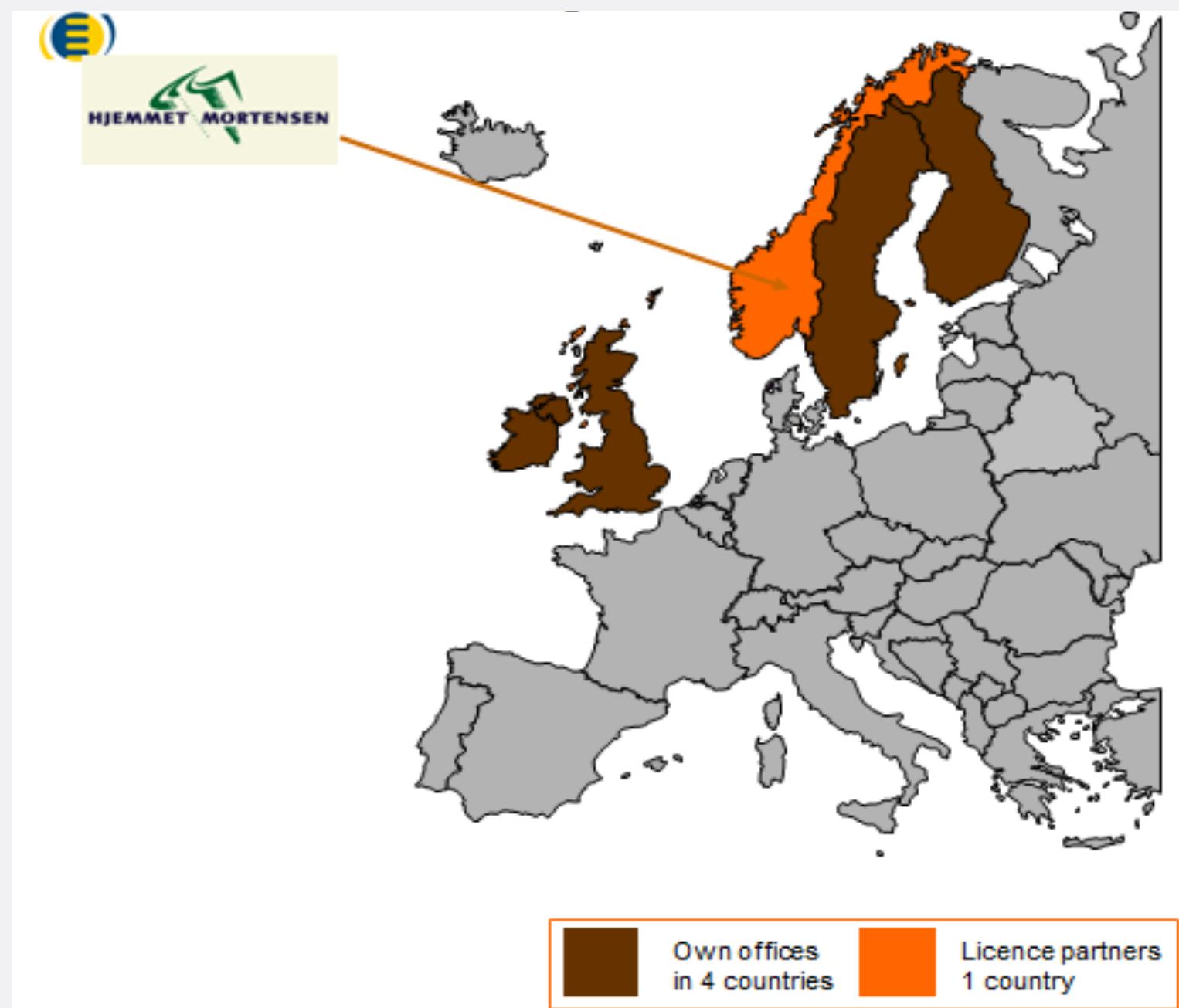
...that has shown stunning growth over the past years...



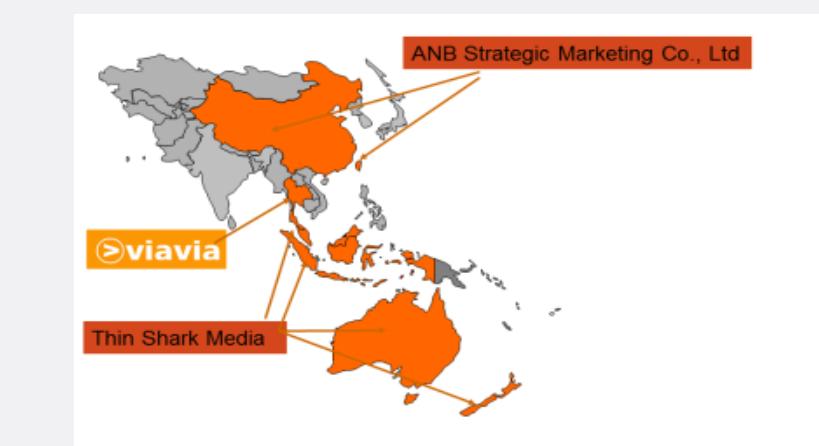
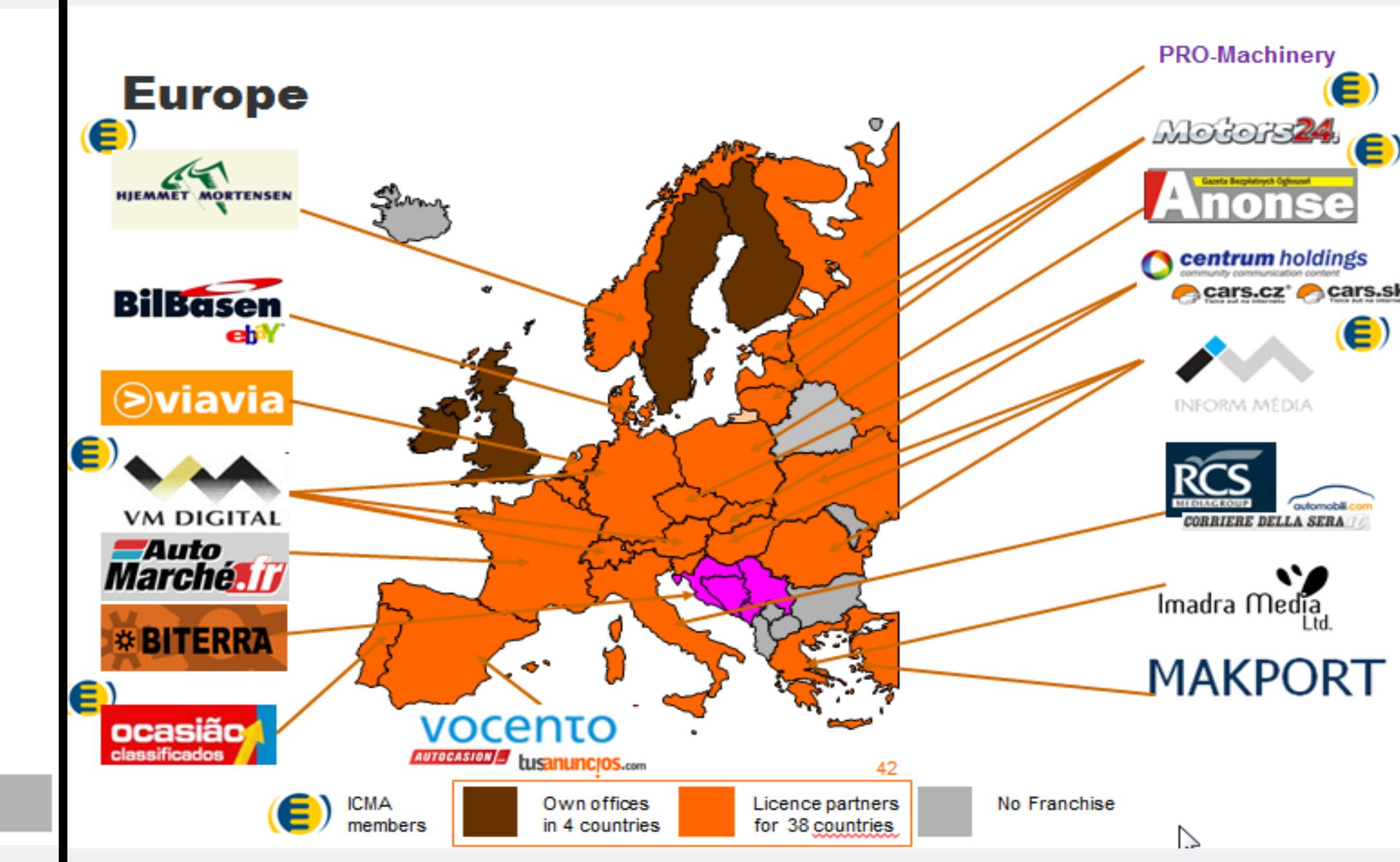


FROM ZERO TO HERO

2004



2011





MARKETPLACE AND DEALER TOOLS

Products and Services

Extra Visibility



Locator



Mascus marketplace



Affiliates

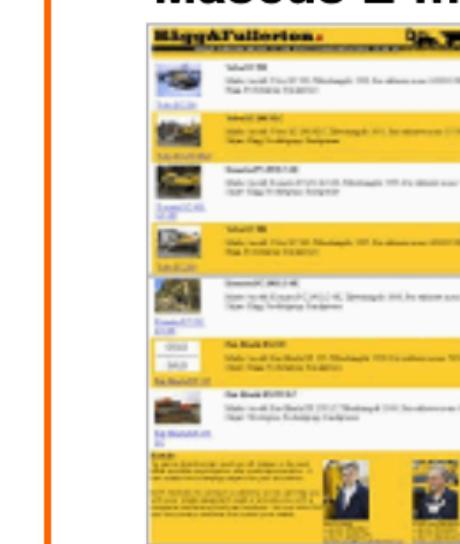


Internet

Banner advertising



Mascus E-mail



Mascus Plus



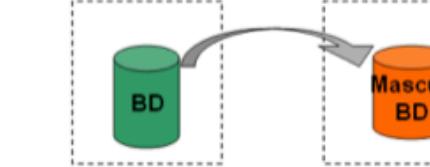
Intranets



Dealer's Web



Integrations



IMS

Press Cooperation



More Products
Under Development

Mascus Magazine

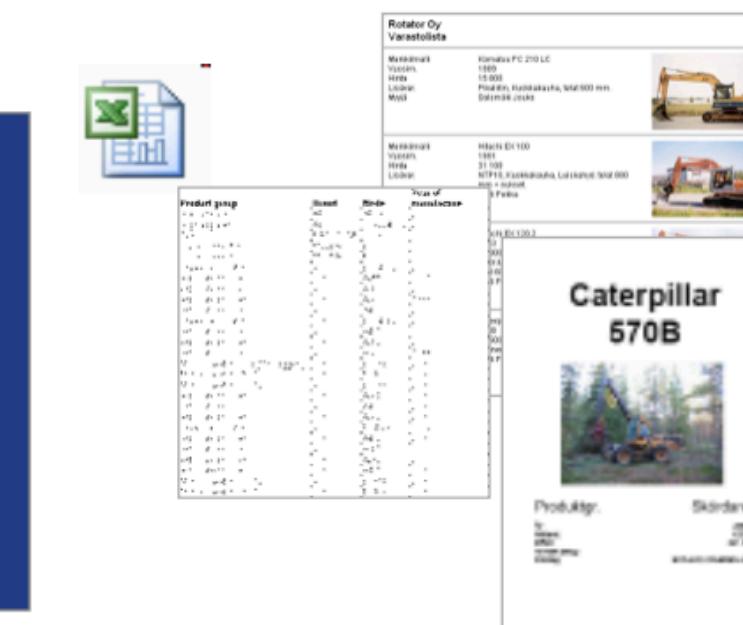


Print

Mascus Publisher



Wind Screen Ads, Ms Excel



MASCUS



MASCUS: HEAVY MACHINERY MKTPL

Tailwinds

- **Built in Finland**
 - multi language
 - Need to grow small domestic market not enough
- **Expensive machinery is trade internationally**
- **SaaS enabled market delivery**
 - Multi lingual tools for web + mktpl
 - Tools help build marketplace
- **International growth as franchise**
 - Franchisee/ internal customer oriented lean operations
 - Global: sales, SEO, strategy demand markets first, European print mag.

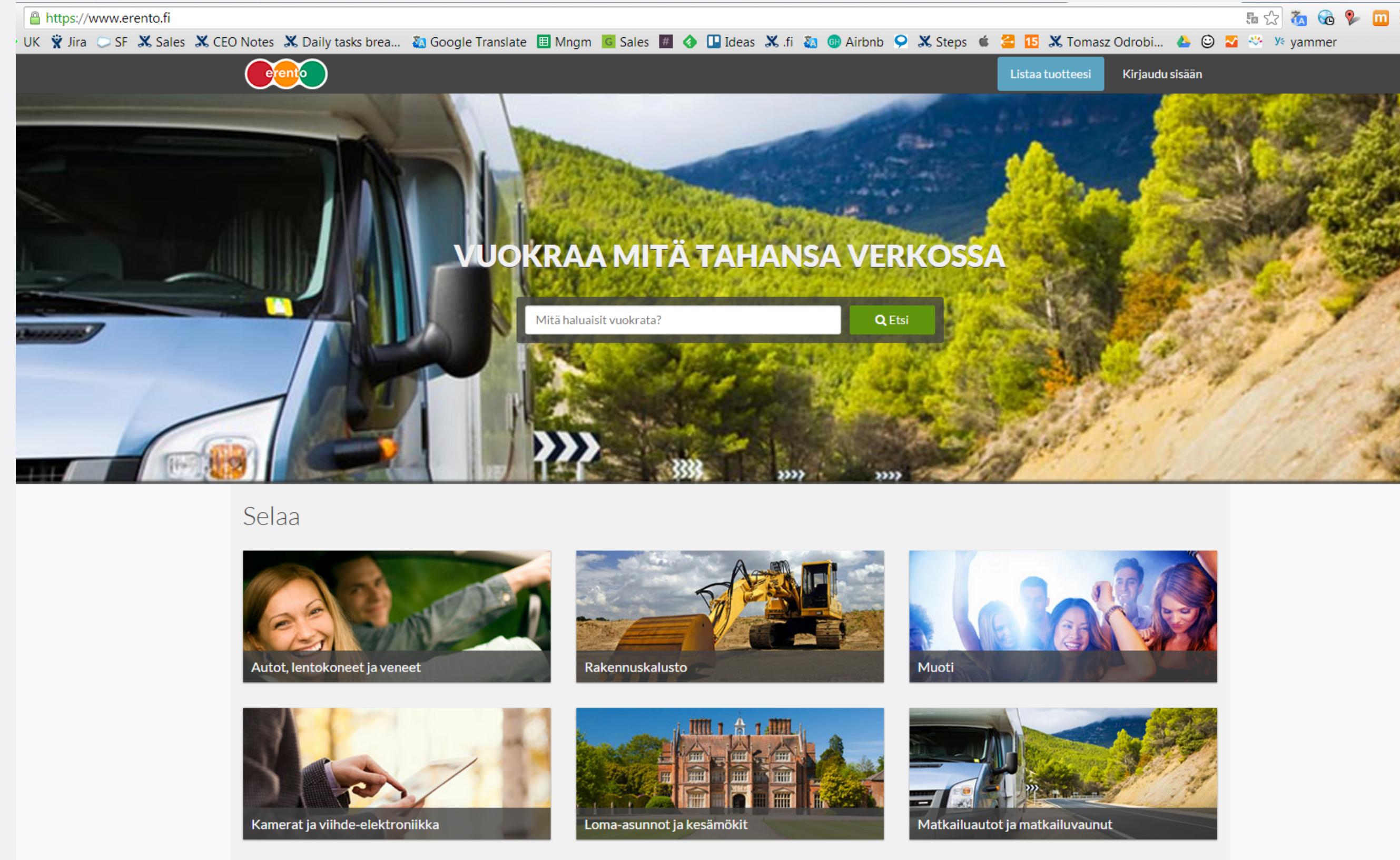
Headwinds

- **Niche product category**
- **B2B specific knowledge required**
- **No global effect to open new**



ERENTO: EUROPE'S LARGEST RENTAL PORTAL

- [eren.to.com](https://www.eren.to.com) - online rental marketplace





ERENTO: EUROPE'S LARGEST RENTAL PORTAL

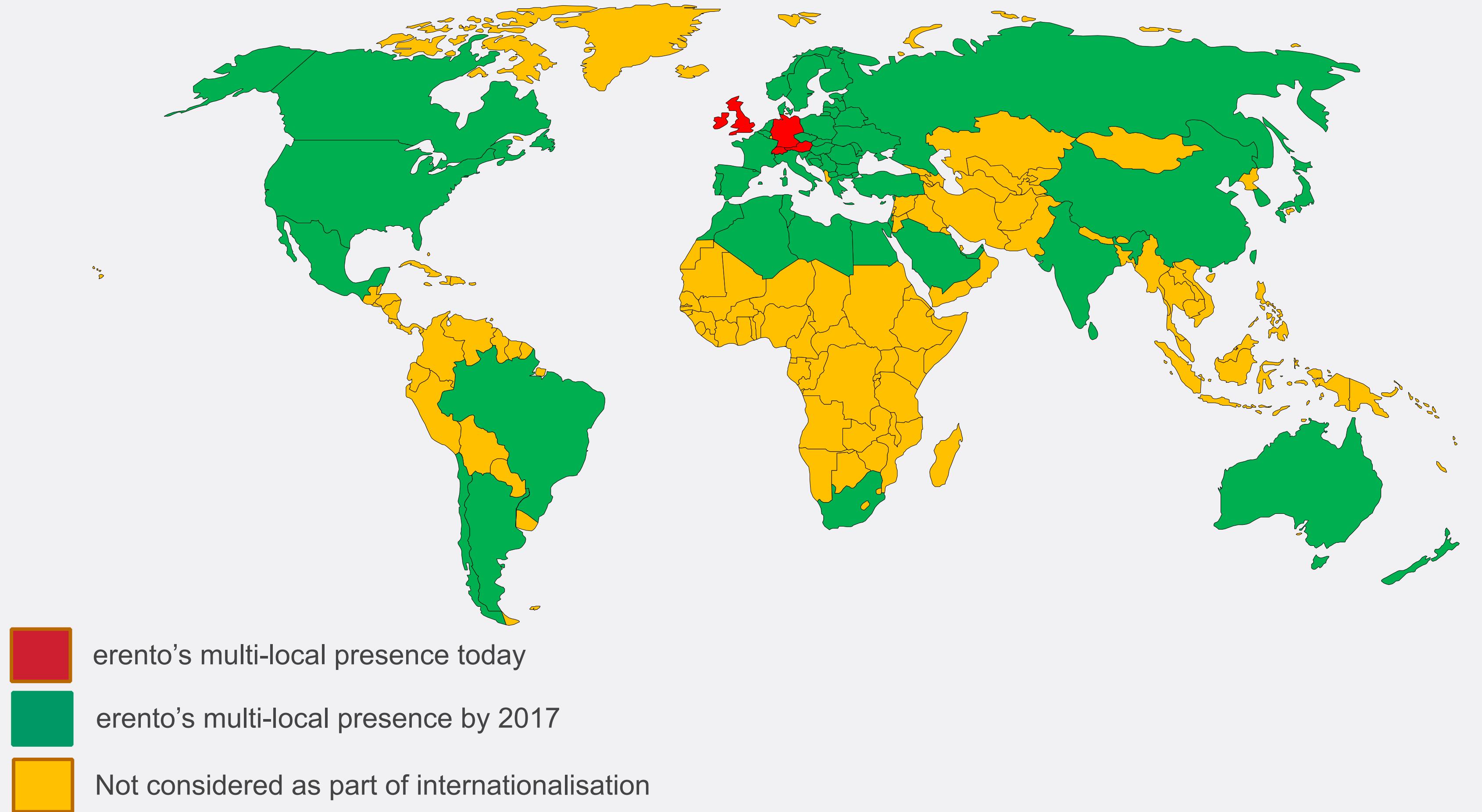
- Results of sales turn around: 84% growth





ERENTO: EUROPE'S LARGEST RENTAL PORTAL

- Scale sales for international growth





ERENTO: EUROPAS GRÖßTEM MIETPORTAL

Tailwinds

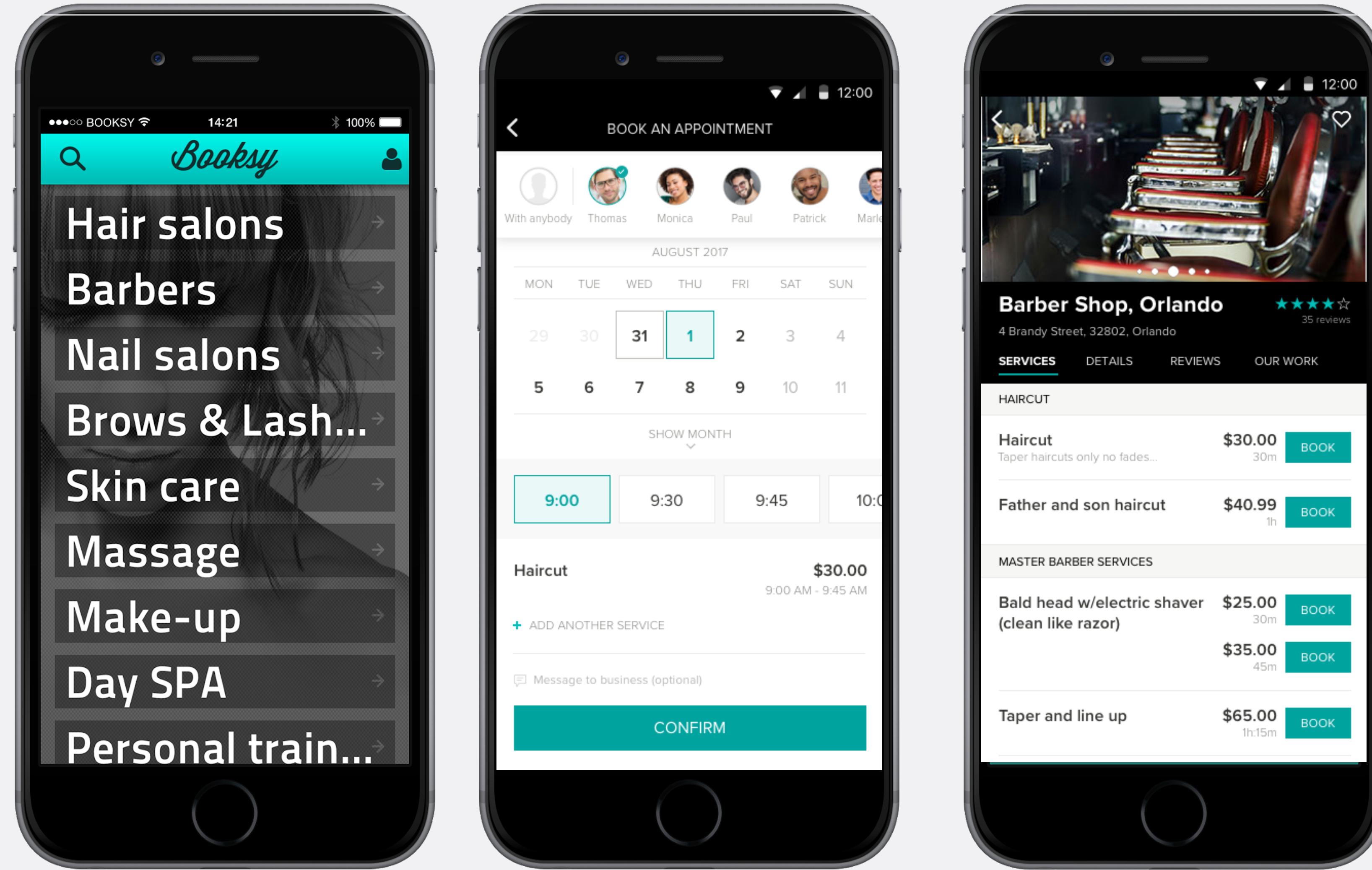
- Team
- Scaling sales
 - Efficiency and motivation
 - Going for other sectors within categories
 - sales process improvement predictable revenue by A.Ross
 - German Speaking Countries potential > DACH
 - Campers global potential

Headwinds

- Only some of the rental categories i.e. Campers are international
- Outdated platform as of 2014
- Badly scaled for other market
- Main market took all focus
- Limited Product, Marketing Operations support dedicated to for other market
- UK has been closed 2014, Finland



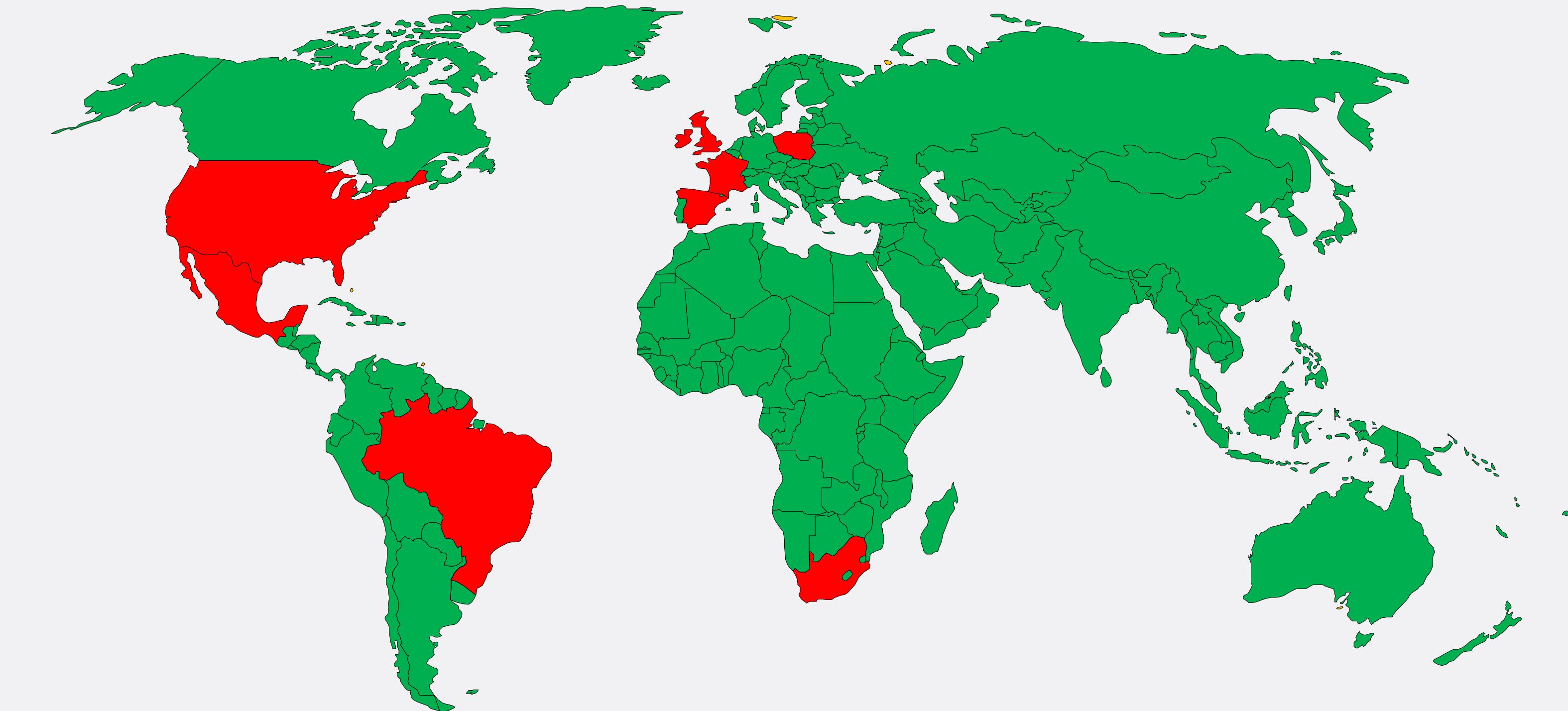
BOOKSY: HEALTH AND BEAUTY BOOKING APP + AND MARKETPLACE



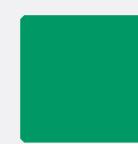


BOOKSY: HEALTH AND BEAUTY BOOKING APP +AND MARKETPLACE

- Booksy fully own operations in 9 countries



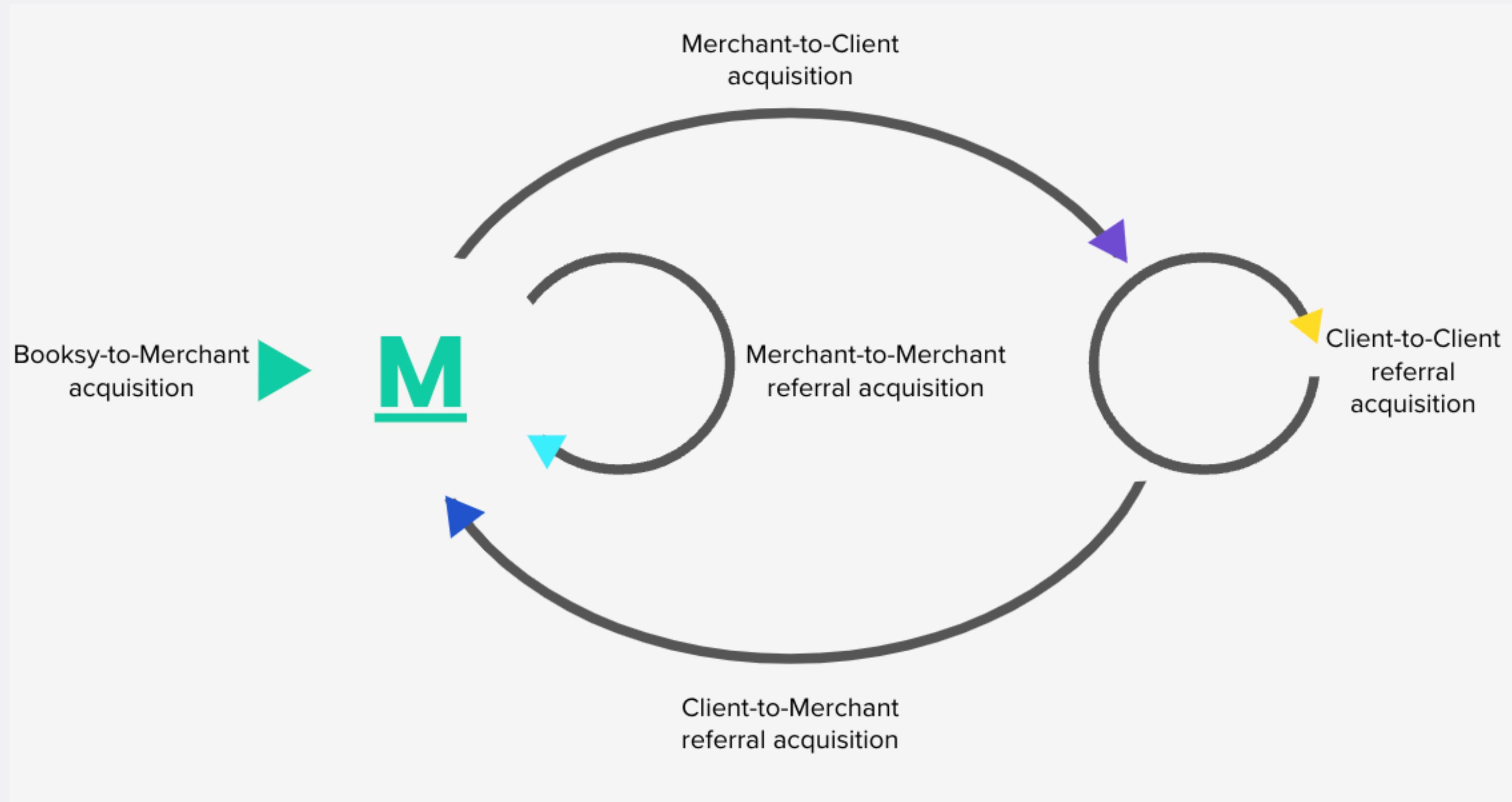
Booksy Today 9 countries



Applicable everywhere fairly easy



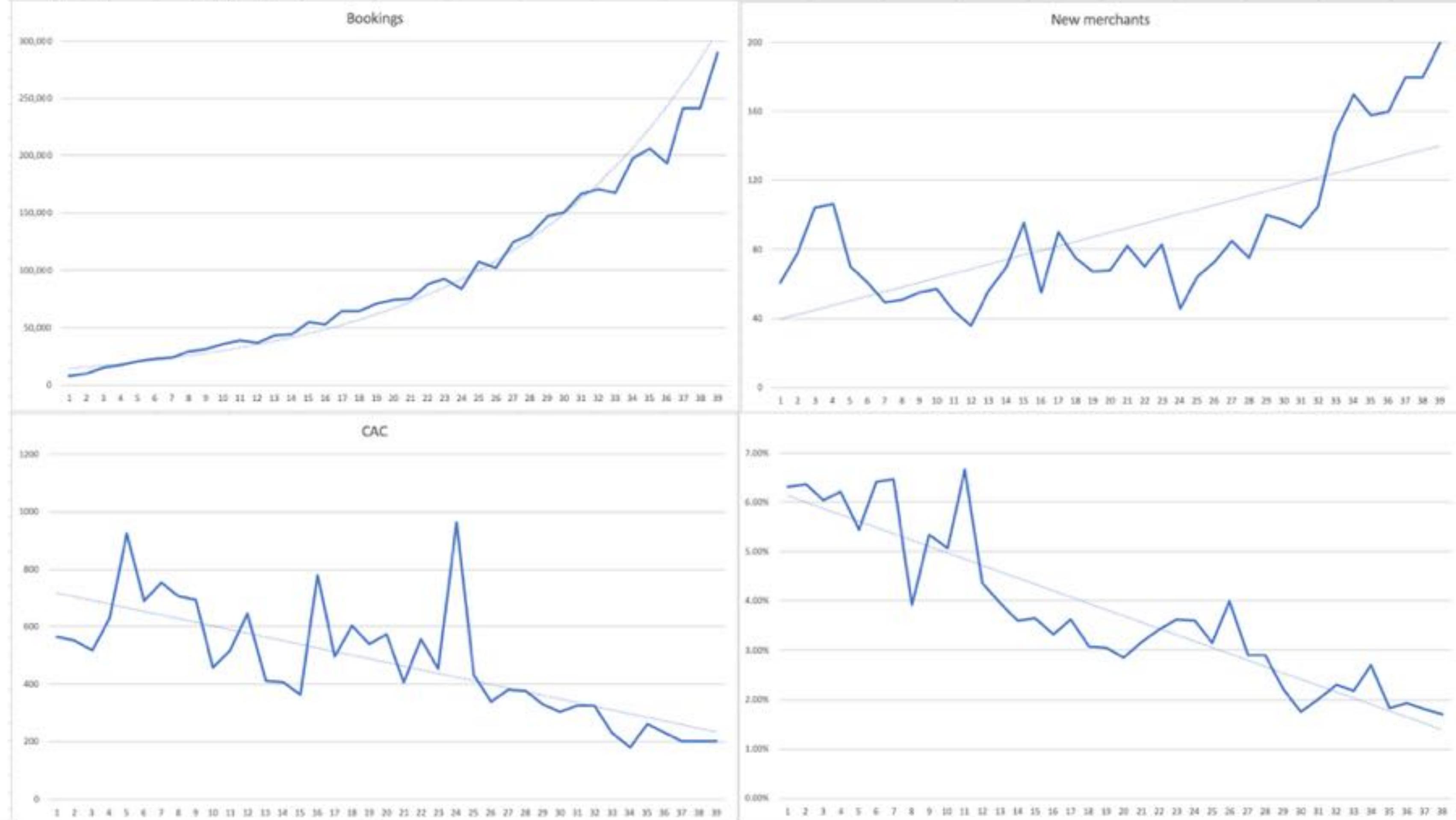
BOOKSY: DELIVERY MODEL





BOOKSY: RESULTS OF DELIVERY MODEL

Tipping point in PL





BOOKSY: HEALTH AND BEAUTY BOOKING APP +AND MARKETPLACE

Tailwinds

- **Very well done product continuously improved**
- **Reserve with Google, IG+FB cooperation**
- **SaaS enabled marketplace**
- **Scalable delivery model**
- **B2B > B2C > C2B**

Headwinds

- **Beauty is city-by-city**
- **Focus on main market at the times is challenging for rest of the markets**
- **Scaleup teething problems on bigger scale**



KEY LEARNINGS

1. **Product needs to be up for it**
2. **Unique & universal value proposition**
3. **Strong delivery model / growth hack**
4. **Internationalisation/support oriented HQ**
5. **Build strong team with strong culture**



THANK YOU

Question Time



CONTACT ME

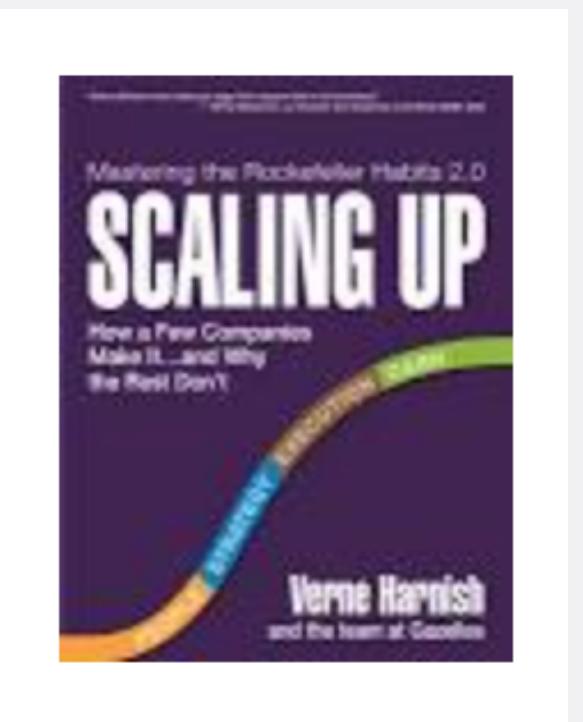


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- **Twitter: <http://twitter.com/tomodrob>**



RECOMMENDED READING

- **Scaling Up: How a Few Companies Make It... and Why the Rest Don't,**
• **by Verne Harnish**



- **Predictable Revenue: Turn Your Business Into a Sales Machine ...**
• **by Aaron Ross and Marylou Tyler**

