



**OPERATOR
ONE**

Power Up Your Marketplace Potential

MASTERCLASS

Beyond Amazon:

How Brands Unlock Cross-
Border Growth on Europe's
Marketplaces

Visit us at hall 1.2 booth A.2
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MASTERCLASS:

Beyond Amazon:

How Brands Unlock Cross-Border Growth on Europe's Marketplaces

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What you will learn today

- EU Marketplace landscape
- Common challenges
- 3 most practical ways to expand
- Case-study





OPERATOR ONE

Power Up Your Marketplace Potential

100+

Marketplaces in portfolio

27

Countries enabled

2

Warehouses

50+

Brands & Agencies served

Mission:

Enable brands to unlock their full potential on marketplaces in Europe.

What we do:

with our **Merchant of Record** solution we cover the entire marketplace business on a brand's behalf, covering:

- IT & Marketplace Management
- Logistics & Operations
- Admin & Finance & Compliance
- and more



One partner, one system, limitless growth.



WHY “BEYOND AMAZON”

Difficulties

- Platform dependency
- Rising Ad pressure
- Competition and margin pressure
- Operation pressure

Opportunity

- Multi-platform and Multi-country growth
- Revenue diversification
- Lower competition pockets
- Margin optimization
- Brand & pricing control
- Reduced platform risk

Beyond Amazon is not about replacing it.

It is about strengthening your growth, portfolio and diversification of the risk.



THE EUROPEAN MARKETPLACE LANDSCAPE



Scale & fragmentation:

- 400+ marketplaces, local winners per country/category

Access model:

- Open vs curated onboarding (and brand control implications)

Fulfillment model:

- FBM vs marketplace-fulfilled vs hybrid + returns handling expectation

Data & integration maturity:

- API quality, feed complexity, real-time order/stock, error visibility

Commercial model:

- Commission structure + fixed fees + "retail media" (ads) availability/requirements

Compliance burden:

- VAT/EPR/packaging, product safety, content rules, identity/KYC

Operational levers:

- Price control, promo tooling, catalog ownership, variation logic, dispute flows

Source: linkedin.com



Marketplaces in Netherlands 2026



Most important generalistic marketplaces:



Most important marketplaces per category:

Fashion & Shoes	Electronics	Home & Living	DIY & Garden	Sports	Beauty & Care
					
					



Source: statista.com

MARKETPLACE SELECTION IS A STRATEGIC CHOICE

Commercial structure:

1P (Vendor), 3P (Seller), Hybrid models

Margin logic, cash flow impact, commission levels, fixed fees, retail media pressure

Access & positioning model:

Open vs curated onboarding

Brand control, reseller exposure, catalogue ownership, pricing authority

Fulfillment model:

Marketplace-fulfilled vs seller-fulfilled vs hybrid

Cross-border logistics, returns ownership, and operational complexity

Marketing ecosystem maturity:

Retail media & content ecosystem

ad formats, organic ranking logic, A+, video, brand stores

Data & integration maturity:

APIs & data infrastructure

feed complexity, real-time access, reporting depth, automation potential

Compliance & legal exposure:

Regulatory & tax framework

VAT, OSS, EPR, packaging, product safety, KYC, country-level differences

Operational control levers:

Day-to-day optimisation tools

price management, promo tooling, variation logic, dispute flows, performance transparency



Many marketplaces powered by **Mirakl** (e.g. Carrefour, Decathlon, MediaMarkt, etc.) technically run on the same underlying marketplace infrastructure. Yet they have differences.



THE CHALLENGES WITH EXPANSION



Marketplace competence



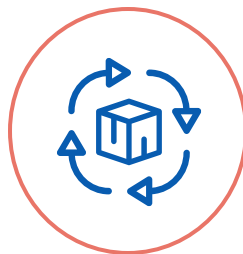
Language, Cultural and Currency Differences



VAT & EPR Complexity



Commercial & Pricing Complexity



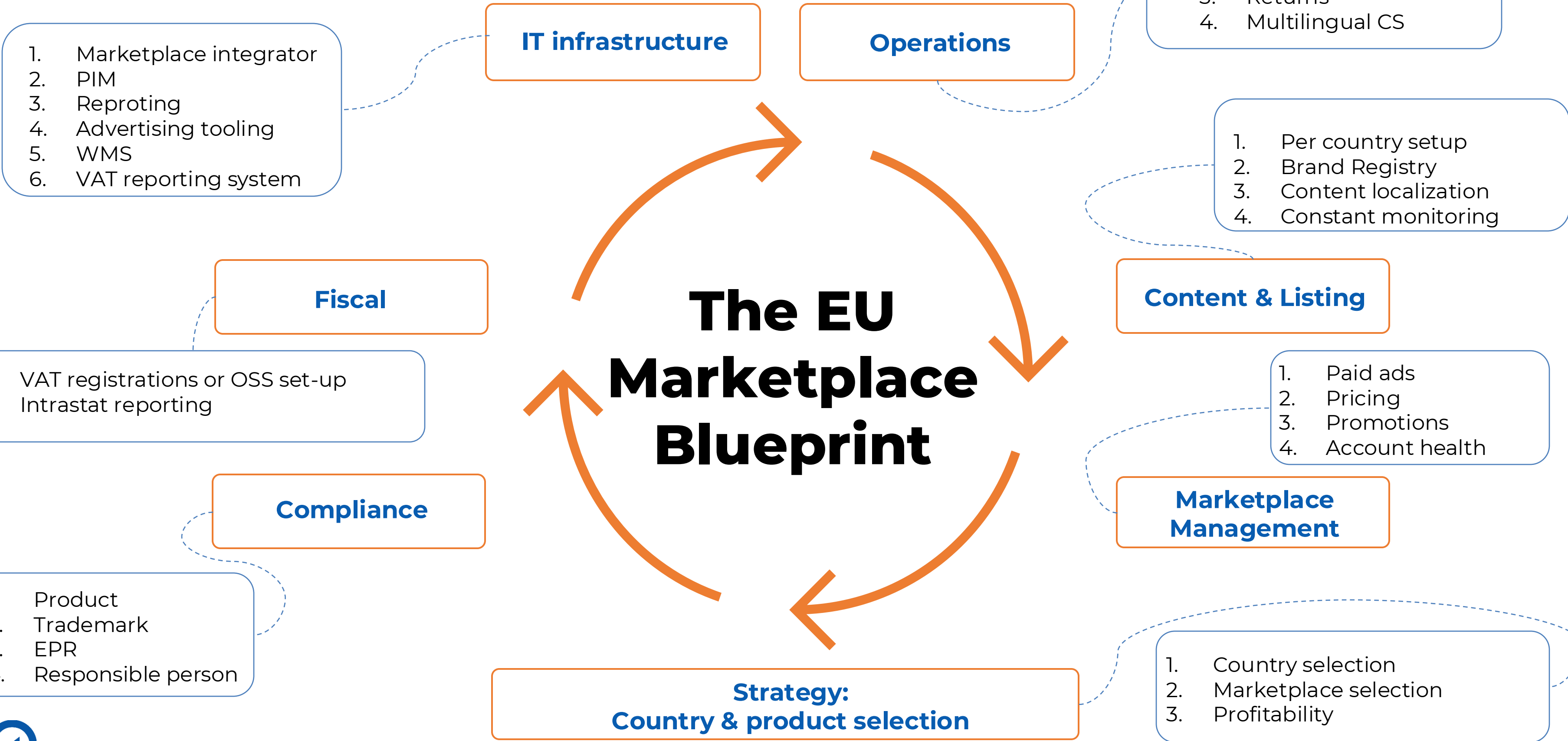
Cross border fulfilment & returns



IT & Operations



TODAY'S REQUIREMENTS FOR MARKETPLACE OPERATIONS



3 MOST COMMON APPROACHES

INHOUSE MODEL

Build & operate internally

- Own marketplace accounts
- Internal marketplace team
- Own VAT / EPR setup
- Own fulfilment coordination
- Full retail media & ads management

Optimizes for: Control & ownership

Trade-off: High internal complexity

RESELLER / DISTRIBUTOR MODEL

Delegate to local partners

- Reseller owns marketplace accounts
- Reseller manages pricing & stock
- Reseller handles compliance & logistics
- Limited operational involvement
- Limited pricing & brand control

Optimizes for: Simplicity & low effort

Trade-off: Limited control & margin

MERCHANT OF RECORD MODEL

Outsource infrastructure, retain strategy

- MoR acts as legal seller
- VAT & compliance handled
- Fulfilment & returns managed
- Integrated marketplace operations
- Pricing & brand aligned with strategy

Optimizes for: Scalable expansion

Trade-off: Shared margin model





































Each model optimizes a different priority:

Control — Simplicity — Scalability



PRO'S & CON'S

Legend:
 = Strong / Easy
 = Trade-off
 = Challenging

Key Expansion Area	Inhouse	Reseller / Distributor	Merchant of Record
Speed to Market			
Investment Required			
Operational Complexity			
Pricing Control			
Brand Control			
Margin Structure			
Compliance Handling			
Fulfilment & Returns Setup			
Retail Media & Ads			
Data Transparency			
EU Scalability			
Revenue Risk Diversification			



CONCLUSION SLIDE

1

Think in Portfolios, Not Platforms

- Europe is fragmented.
- Growth lives across ecosystems, not in one channel.

2

Question Your Marginal Growth Logic

- Is Amazon still your best next euro invested?

3

Accept That Expansion Requires Structure

- Control, compliance, logistics, and data must scale with you.

4

Diversification Is Strategic, Not Tactical

- It protects margin, reduces exposure, and unlocks new demand pockets.

5

The Opportunity Is Real — If Executed Properly

- Most brands underutilize local marketplaces.
- That gap is where growth sits.



Case study: Target Darts



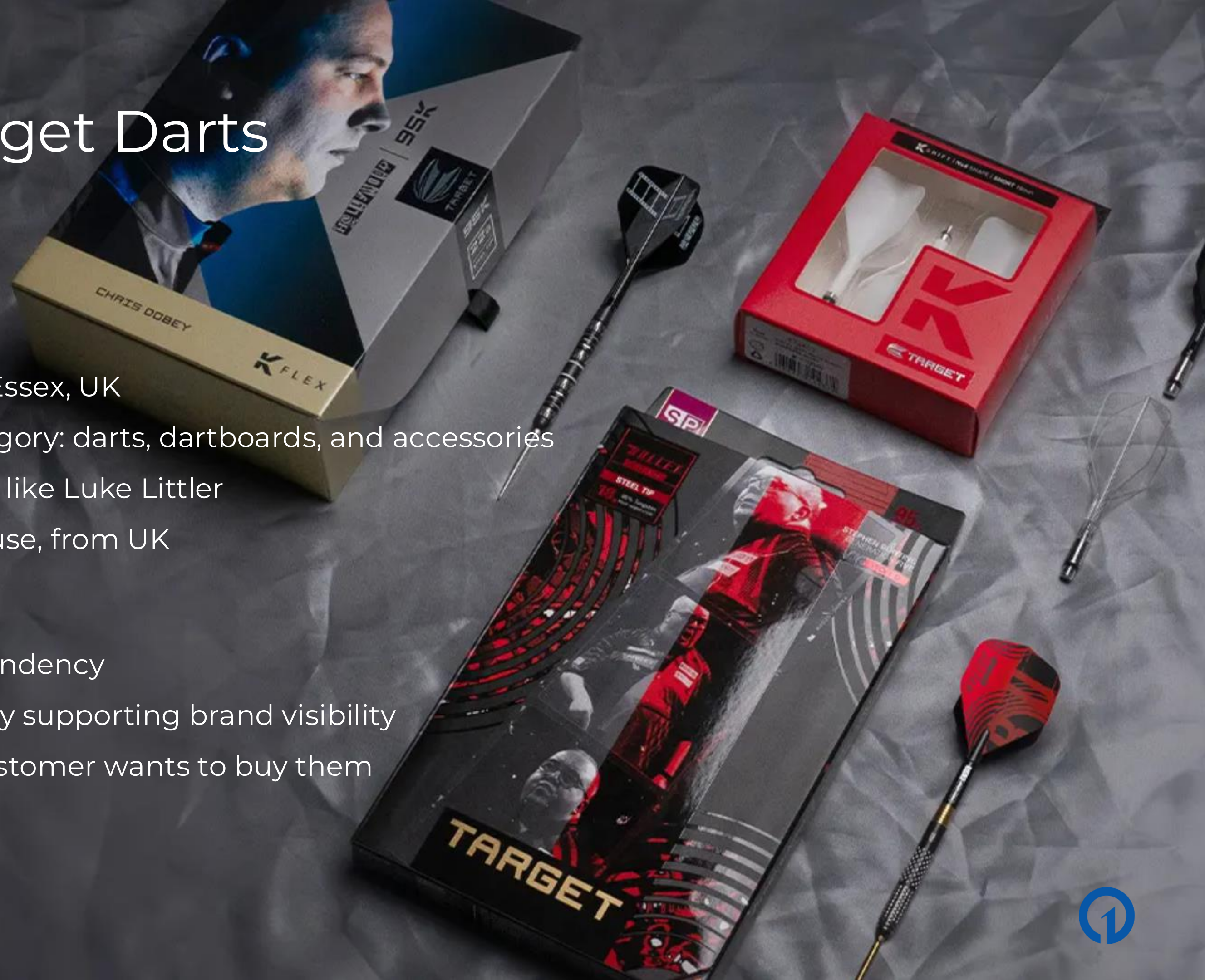
Case study: Target Darts

About Target

- Founded in 2006, based in Essex, UK
- Leading brand in darts category: darts, dartboards, and accessories
- Main sponsor of star players like Luke Littler
- Amazon EU managed inhouse, from UK

Goals

- Mitigate risk of Amazon dependency
- Build a multi-channel strategy supporting brand visibility
- Be everywhere, where the customer wants to buy them



Case study: Target Darts

Challenges

- No access to main marketplace in core market: Bol.com
- No EU operations
- No expertise on non-Amazon marketplaces

Our solution

- Phase 1: launched top 100 SKU's on bol.com NL & BE
- Phase 2:
 - Added 3 countries: DE, FR, PL
 - Added 4 marketplaces: Decathlon, Allegro, Cdiscount and Kaufland.
 - Doubled the assortment to 200+ SKUs



Case study: Target Darts

Results

- Go live & expansion in weeks
- Target is now available everywhere consumers want to buy
- From 0 to 6-digit revenue monthly in less than 5 months
- 80% growth month over month



GET IN TOUCH:

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Thank you!

Visit us at

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