

# IN STORE

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SUMMER 2018

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## Be Aware: Asia Has Lots In Store



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## Be aware

Many may not be aware that as a continent, Asia holds more than 4 billion people. That leaves 3 and change for all the rest. According to the International Monetary Fund (IMF), 'The Regional Economic Outlook for Asia and the Pacific estimates growth for the region to increase this year (2017) to 5.5 percent from 5.3 percent in 2016. Growth will remain strong at 5.4 percent in 2018, as the region continues to be the leader of global growth.'

With the tables below, let those numbers sink in a second. Now let it sink in that more than ever, movement of people with a greater scope for grand urbanization in Asia is happening on a fast scale.

According to the World Bank, 'The mass movement of people to East Asia's cities was the equivalent size of the world's sixth-largest country' however, 'the overall proportion of urbanites rose only slightly, increasing from 29 percent to 36 percent over the same period. This shows the potential for "more decades of urban growth to come," spurring the continued growth of Asia's emerging middle class due to the "direct link between urbanization and income growth."

As we begin to consider all of the good and not good implications of this, as business men and women, we are meant to look into the proverbial crystal ball and see where opportunities lay.

Dotted in cities around Asia, people live in increasingly decreasing apartment sizes that some have dubbed 'mosquito apartments'...yet, our consumption rises and is as a matter of fact encouraged by not only social pressures but even governments. If you guessed correctly, you'd guess space to store these things we consume is decreasing, thus the further opportunity for growth in our industry.

We would never say to 'build it and they will come' however. Far from it. The SSAA has been very realistic about being aware, engaged, and informed of the industry in order to grow. Many the smart operator, investor, and supplier have kept on top of the latest country and regional growth and ultimately, they will triumph. It's a long game my friends and for as much of Asia that needs to (and will) grow, there is a lot of gain to be had by simply being aware.

With so much in store, lets keep growing our awareness...together.



*Luigi La Tona*  
Executive Director  
Self Storage Association Asia

### Asia continues to be the world growth leader

(percentage of GDP change)

	Projections		
	2016	2017	2018
<b>World Output</b>	3.1	3.5	3.6
<b>Asia Output</b>	5.3	5.5	5.4
Emerging Asia	6.4	6.4	6.4
Industrial Asia	1.3	1.6	1.1
East Asia	6.1	6.0	5.7
South Asia	6.7	7.1	7.5
ASEAN	4.8	4.9	5.1
Small States	3.4	3.4	3.8
<b>Advanced Economies</b>	1.7	2.0	2.0
United States	1.6	2.3	2.5
Euro Area	1.7	1.7	1.6
United Kingdom	1.8	2.0	1.5
Canada	1.4	1.9	2.0
Other Advance Economies	2.2	2.3	2.4
<b>Emerging Mkt. &amp; Dev. Economies</b>	4.1	4.5	4.8
<b>Low-Income Dev. Countries</b>	3.6	4.7	5.3

### Latest economic growth projections

(percentage of GDP change)

	Projections		
	2016	2017	2018
<b>Asia</b>	5.3	5.5	5.4
<b>Emerging Asia 1</b>	6.4	6.4	6.4
<b>Industrial Asia</b>	1.3	1.6	1.1
Australia	2.5	3.1	3.0
Japan	1.0	1.2	0.6
New Zealand	4.0	3.1	2.9
<b>East Asia</b>	6.1	6.0	5.7
China	6.7	6.6	6.2
Hong Kong SAR	1.9	2.4	2.5
Korea	2.8	2.7	2.8
Taiwan (Province of China)	1.4	1.7	1.9
<b>South Asia</b>	6.7	7.1	7.5
Bangladesh	6.9	6.9	7.0
India 2	6.8	7.2	7.7
Sri Lanka	4.3	4.5	4.8
Nepal	0.6	5.5	4.5
<b>ASEAN</b>	4.8	4.9	5.1
Brunei Darussalam	-3.2	-1.3	0.7
Cambodia	7.0	6.9	6.8
Indonesia	5.0	5.1	5.3
Lao P.D.R.	6.9	6.8	6.7
Malaysia	4.2	4.5	4.7
Myanmar	6.3	7.5	7.6
Philippines	6.8	6.8	6.9
Singapore	2.0	2.2	2.6
Thailand	3.2	3.0	3.3
Vietnam	6.2	6.5	6.3

Sources: IMF, World Economic Outlook database; and IMF staff estimates and projections.  
1. Emerging Asia includes China, India, Indonesia, Malaysia, Philippines and Thailand  
2. India's data are reported on a fiscal year basis. It's fiscal year starts from April and ends



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## Welcome to the Self Storage Expo Asia 2018!

Schedule and event speakers



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# Start Smart

*There isn't much more to say about that than when you look at fundamentals of self storage, you need to ensure you do specific things right. The storage, the security for the storage, and making sure its all connected. Makes sense, right? To these guys it does so here we explore what makes it so important.*

*The storage lockers themselves*

*Your facility is the ONLY thing your customers see and it is all steel so you really can't Start Smart self storage without steel. With all the crashing and banging your customers do, you'll need good steel at that. Don't lose over something as important as this. Look good and protect your customer's goods even better.*



## What are the key aspects of starting a job that you look for?

From our first meeting with the client several areas of the project are discussed to ascertain the following;

1. How feasible is the project from the start based on site suitability of the building, the site in general and the location.
2. The willingness of the client to hire or consult with a registered Qualified Person/Authorized Person and/or architect during early stages as this helps avoiding delays further on due to major changes, this would also allow the client to have a more

realistic project cost based on actual requirements.

3. Has the client researched their target market and demand in the area as this will be beneficial if the client knows their market and the area regarding the demand for self-storage. Having an idea of what they want makes the process smoother and faster, but nonetheless, suppliers should will always try to guide the client in this area to the best of our knowledge, based on past statistics and current trends/data.
4. For site/building suitability, one good factor to consider is the total building height, for example in Singapore older



**Neil Waterman**  
General Manager  
Steel Storage Asia



buildings that are more than 24m high (last habitable level) will be more costly to renovate to turn into a self-storage facility than a newer building that already complies with the latest codes. A building with the last habitable level above 24m will need to comply with a much stricter guideline with regards to fire safety and other factors. Important to know from the start.

5. From Project aspect suppliers should be looking at potential hazards that could arise before and during construction, potential feasibility and balance out additional work needed to be completed before moving forward with self-storage this could include sprinkler, additional escape route if any, potential loading bay/area with lift access etc. etc.

## What are the risks entailed and can you tell us a story about a situation you've learned from having confronted those risks?

1. There is always a risk that the actual site has some deviation from the floor plan supplied so where feasible it is best to visit site to survey prior to taking the project forward, in the long run this also allows for the correct materials to be manufactured, highlights any potential voids and confirms the site measurements.
2. If there are on-going construction works a close eye needs to be kept on progress by attending weekly site meetings and gaining commitment from contractors as construction delays although mostly unavoidable can cause serious issues for on-going works.
3. There have been several occasions

where we have been advised that the site is ready for partition fit-out and many times materials are delivered to schedule and are parked in the open or materials are offloaded to site to be shifted around to facilitate other trades, this causes material damage and is very un-productive.

**There is always a risk that the actual site has some deviation from the floor plan supplied**

## How does the customer benefit from having quality products installed?

As self storage is becoming more and more popular in Asia, the competition also tightens. Quality products do not only give your facility a competitive edge for the users but also gives you peace of mind in knowing you have chosen the right high quality materials that does not need high level of maintenance to keep your facility tidy and in tip-top condition for years to come.

## What do you believe are the key successes of a job well done?

The key success of a project is to start well

and be able to finish a project well and within the budgeted cost and time frame. Some clients are inclined to ignore certain procedures in the hope of getting the job done faster and cheaper. Too many times this ends up not the cheap option in both monetary and time. It is important to build the relationship with the contractor keep in regular communication and meet to discuss any possible problems that you can avoid or minimize.

**Thoughts about the future of the industry in Asia and how to grow into a safe and sustainable industry for government, investor, and public peace of mind.**

1. There are vast opportunities for the growth of the self-storage industry in Asia, it is important the everyone is aware of authority guidelines and they are generally understood, clear and concise and ensure they are adhered to. It is the responsibility of everyone in the industry to help set, maintain and comply to industry standards. Suppliers must always design a facility taking into account local regulations and law to ensure the client ends up with a compliant, safe and profitable facility.
2. Sustainability is a topic that continues to gain the attention of industry professionals. At Steel Storage we help by applying the knowledge and experience acquired over the last 25-years of our history in Design, Manufacture and Consultation. In addition we bring to market the highest quality materials and self-storage solutions that are recognized throughout the world.



**22nd-24th August  
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# WHAT

DRIVES

# YOU?

## ACCELERATE THENEXT

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# Keeping it all safe and secure

*Lets talk security. Starting smart with key components includes ensuring your store and the customer's goods are as safe as they can be. Without it is trouble...and nobody likes trouble...so lets get it right, the first time, every time.*



**Alvin Wong**  
 Technical Support and  
 Sales Officer (Asia)  
 PTI Australasia



## What are the key aspects of starting a job that you look for?

1. Understanding the customers requirement and expectation on which a suitable design is derived.
2. Proposed design of unit layout with brief of customer access:
  - Access via lift to storage floor
  - Access via loading docks
  - Site is secured via automated roller door or sliding glass doors
3. Once project progresses a secured site is vital as there are high end equipment being installed
4. Temporary power for equipment and general lighting for technician safety
5. Work site is safe and secure for all trades
6. Cable routing considerations (eg. through compartments, inter-floors, location of riser or coring location, will there be soffit panel, if not what's the ceiling height vs system height).



## What are the risks entailed and can you tell us a story about a situation you've learned from having confronted those risks?

There is a few risks eg. Incorrect design or thought out plan

1. The customer got us involved in a project late in the construction phase, which they thought was normal. This then raised a major issue. No planning was put in place for camera and access control equipment routing during the initial design of the facility for allowing customer access and restricting access eg this has left a gap in with most of the works such as concrete wall and driveways already done. This led to additional unexpected cost to the guild/ construction.

## How does the customer benefit from having quality products installed?

Quality products have the following traits:

1. Made of first class materials so it lasts much longer
2. Quality product mean the upkeep is minimal and withstands outside elements
3. Quality hardware inside and outside means very little maintenance required with longer uptime servicing operators
4. A better Return on Investment (ROI) due to less to no ongoing replacement or big cost maintenance cost
5. Added value to property. With quality products still looking new or operational after 10 years if the facility is valued it will only increase

## What do you believe are the key successes of a job well done?

Knowing that at the end of the project the following was achieved

1. Customers expectation is met
2. End of project budget is met
3. Project end on time, it is done with in the time frame of the project
4. Happy customer

## Thoughts about the future of the industry in Asia and how to grow into a safe and sustainable industry for government, investor, and public peace of mind.

With what we are seeing now and the great effort of the SSAA team with encouraging standardized international standards, it will ensure a give a peace of mind for new investors, the general public, and governments as they all become more trusting of the work committed to by the industry at large



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# Electrify it

*Lockers. Check. Security. Check. And now, electrify it. Lets talk making it all work through electrical engineering.*



**Bernard Lee**  
Principle Engineer  
NTL System Solutions

**What are the key aspects of starting a job that you look for?**

What we do is a repeated activity from quotation to design to implement to handover and of course, maintaining the system on behalf of the clients.

One of the key aspects of this job is always "Understanding The Client's Need". There are always cases where customers ask to provide certain quotes or request for quotation for some professional services. In many cases, while one can quote blindly based on what is requested by the customers this may not be the correct action. Communicating with the clients and understanding what are their actual needs and what is the reason behind their request, there always some cases where the solution might be:

- (1) much simpler than what they requested
- (2) the scope might be the wrong solution to it or
- (3) they might even able to solve it within their own mean without bearing additional cost. The right mindset to provide the correct solution to the clients will always retain and increase one's own trusted client base.

**What are the risks entailed and can you tell us a story about a situation you've learned from having confronted those risks?**

Some might question us in terms of not simply providing what the client's demand are and there are cases where some deals may be lost along the way. Providing the right solution however will gain stronger bonding and relationship with the client's over many years. Partnership with clients is never a 1-time affair but a long-term relationship. Clients need their partners to help them solve their issues, their problems, or even increase their businesses and not just blindly providing what the clients' request.

**How does the customer benefit from having quality products installed? What do you believe are the key successes of a job well done?**

One of the key successes in any project is always customer's satisfaction as well as delivering a full fledge functional solution to the customer solving their needs. Nothing beats the feeling of delivering a workable and purpose-based solution for

the clients and seeing them actively taking the solution to solve their businesses' issues rather than necessarily a customers' want.

**Thoughts about the future of the industry in Asia and how to grow into a safe and sustainable industry for government, investor, and public peace of mind.**

With offices around the region, we've had a first-hand view of how the industry has evolved within SEA and APAC. NTL believes that the Self-Storage business will continue to prosper in the coming years within Asia Pacific where we see livable space in Asia will continue to shrink, niche & small entrepreneur number will continue to rise and last but not least, a demand of customized storage space will eventually grow with the IoT and Smart Nation progresses in this part of the world. One area where we believe will be a challenge in this industry is to step up in term of cybersecurity threats and how well the industry reacts to provide a more prudent environment. This will be a key to its own survival and we look forward to working with the industry to achieve success in this regard and more.

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# 蓄势待发的中国



**Markus Scherer 席恪勤**  
咨询总监  
益普索商务咨询



中国的自助仓储行业，与成熟的美国市场相比，虽然规模相对较小，但其正在迅速发展。中国自助仓储行业的发展或许晚了美国三十年，但目前该行业已经在中国的主要城市——包括北京、上海和深圳，以及其他八座城市——广州、杭州、南京、青岛、武汉、成都、天津和沈阳建立起来。

在当前的中国内地市场，北京、上海和深圳毫无疑问是自助仓储产业发展的“领头羊”，三座城市共计拥有着88%正在运营中的设施。在剩下的8座城市中，只有广州拥有超过十处自助仓储设施，其他城市只运营着不超过5处的设施。

目前在中国内地市场发展活跃的重要自助仓储运营商包括其中包括大众迷你仓、万福金安自助仓储和优立仓。

目前另外两家值得关注，并活跃在



中国内地市场上的自助仓储运营商，分别是亿空间和万物仓。与其他中国自助仓储运营商们相比，他们凭借其母公司在居民住宅区发展的资产，培育了一种不同的商业方针。他们将大部分设施都建在住宅区，这为其接触目标居民客户提供了一条直接且低成本的途径。

万物仓是万科集团于2013年建立的子公司，负责向中国的住宅区提供自助仓储服务。目前其有超过200处自助仓储设施，大多分布在深圳、上海、北京、广州、杭州和南京。

益普索商务咨询于2014年开始绘制中国的自助仓储行业。从2014年以来，我们见证了其总体设施数量以略低于109%的幅度增长。其在北京的增长率为77%，上海的增长率令人印象深刻，达到了120%，而深圳已经增长了惊人的212%。

这种增长令人吃惊，我们坚信这三

座城市将成为自助仓储行业的催化剂，以推动另外八座已有自助仓储设施城市的迅速扩张，并随着消费者意识和需求的增长，也带动着其他新兴城市成长。

## 自助仓储行业态势分析 (SWOT)

### 优势

- 过去三年来，北京、上海与深圳快速地采用自助仓储服务，为其他城市的运营商提供了基准。
- 中国大都市地区的消费文化非常发达。
- 自助仓储在香港的成功为其在中国内地的发展提供了蓝图。
- 海外的运营商与投资人对于中国自助仓储行业的发展有浓厚的兴趣。

### 劣势

- 目前消费者对于自助仓储服务的意识



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### 保障權益

國家/地區委員會 ●  
一個以應對當地問題的平台  
提供當地專業知識和社會適應的建議  
目前涵蓋地區有香港、星加坡、中國、馬來西亞、台灣、日本。

行業標準及認證 ●  
SSAA會為達到國際行業標準的會員提供證書

信譽 ●  
一個與政府和官方機構溝通的平台

STORALERT! ●  
提供即時數據、本會和服務商共同參與保險行業

標準協議 ●●  
文件定期更新，執行標準和保護會員的權利

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● 標準會員 ● 投資會員 ● 代理商會員 ● 海外分行會員



- 和理解仍较有限。
- 概念仍旧很新，所以需要相当多的努力来改变新用户的观念。
  - 自助仓储行业不被认为是一个非常具有吸引力的行业。
  - 目前对于自助仓储设施的跨区域监管框架有限且不一致。

机会

- 总体经济重新平衡，重点发展消费驱动型经济。
- 东海岸有许多人口众多的发达城市，居民可支配收入相对较高，目前却没有自助仓储运营商活跃在当地市场上。
- 中期房地产成本预计将继续增长，使得拥有较少存储空间的小型公寓更具吸引力。
- 年轻一代比前几代人更加具有流动性。

威胁

- 居民区开发商直接向小区内的居民提供自助仓储服务的竞争。
- 北京、上海和深圳这类大城市的运营商之间的竞争加剧，他们专注于占取市场份额而不是转换新用户，导致了恶性价格竞争。
- 来自住宅房地产开发商的竞争加剧。

[本文英文版同步在亚洲迷你仓商会刊物上发表]

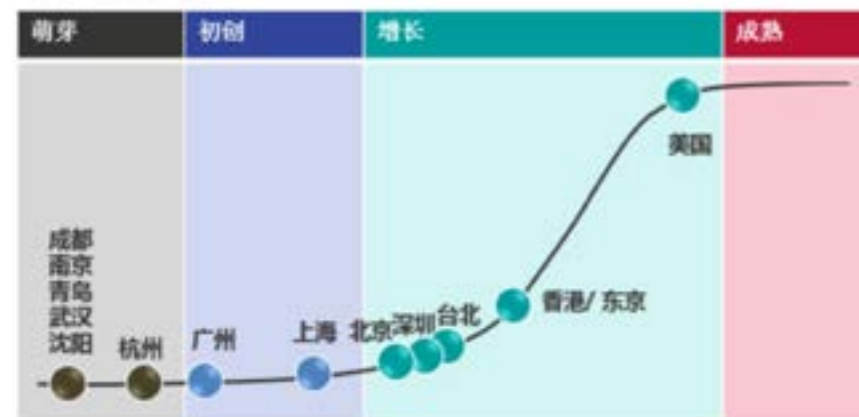


新设施的增长 2014年-2017年Q2

城市	设施数量				变化百分比 2014-2017Q2
	2014	2015	2016Q2	2017Q2	
北京	39	43	63	69	77%
上海	20	23	37	44	120%
深圳	24	30	43	75	212%
其他	19	16	19	25	32%
中国内地	102	112	162	213	109%

注：Q2代表6月30日，当前年份的第二季度末  
来源：益普索商务咨询分析

迷你仓储发展周期



来源：益普索商务咨询分析

关于作者

席格勤 (Markus Scherer) 先生领导着益普索商务咨询香港团队。他与SSAA (亚洲迷你仓商会) 合作，并一直积极注意亚太区的自助仓储行业发展。

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## Be An Entrepreneur If You Want to Change the World!

*The journey may otherwise have no meaning.*



**Anna Chew**  
Co-Founder & CEO  
BEAM Space



Growing up as a child, mom recalled that I would walk around markets inquiring and negotiating with merchants on prices of goods. It seemed inevitable that I was going to grow up being an entrepreneur. Going from investment banking into a telecommunications start-up, I didn't realize that at 25, I was bitten by a bug that would take me down that path two years later.

It started off well, I saw something in the digital space that I knew was going to explode. 10 years later, and looking different from the business model we started with, we got acquired by a large network agency. In between all that however was a lot of hard work, many trials and a deep practice in resiliency which would set the tone forward.

I had distractions in between, started a business ahead of its time and had it fail when few understood mobile apps back in

**I personally enjoy finding new solutions instead of relying on how it has always been done, and being involved in a business turnaround always gives me thrills**

the early 2000. We had a mobile ticketing solution for cinemas who didn't want to pay for it and insisted that customers could not stomach the premium. Look where we are today with e-ticketing on a mobile app!

I look back at the failures and have resigned myself to the fact that it was a practical MBA course I signed up for,

the money lost equivalent to fees. I paid it twice in my lifetime. The other was a painful lesson in blind trust for a business partner. That's the reality of starting a business, the ugly truth behind all the glamour of entrepreneurship. My mentor and investor asked me a couple of years ago if I've ever failed. Twice, I said, "Good", he said, "we're done with that".

Mentors are a must in this journey, one is never too old to have a mentor. I select mine carefully and have a few that I call on occasionally for advice. They provide support and invaluable insight, and the occasional push. Some are friends and peers, others industry leaders.

Motivation is different for each individual coming in to business. Big wins, client testimonials and industry accolades are all good and necessary to have but most entrepreneurs have a deep sense of accomplishment in building and growing



a business and seeing acceptance of a product/service in the form of increased usage and interaction. I personally enjoy finding new solutions instead of relying on how it has always been done, and being involved in a business turnaround always gives me thrills.

Never afraid to run after opportunities, I started a digital marketing agency coming out of banking and finance, I ran a PR agency without previous formal PR training, and now I'm running a storage business and learning new ropes once more. I'm comforted that the investors are aligned with our take on how the industry would shape out to be, and we have been redefining it as we go along, to make it better for consumers all around. The team obtains learnings from clients, employees, business partners and mentors.

The process of starting a new business is painful, very hands on (especially a storage business), it also takes long hours and time away from friends and family. I've lost friends in the process, and the journey can be a lonely one. That is why entrepreneurs need to find their reasons and motivation for building a business, if not many might quit along the way. Resilience does come in handy.

What we are trying to create with BEAM today has very much to do with the businesses and consumers of the future. Timing plays a huge part in adoption of the service. Data, industry trends and interaction with customers provide a view of the future we are building, which solves a real-world problem.

The business is then built around that vision, employees are engaged in a manner that encourages them to be part of this problem-solving process and to think out-of-the-box. Employees



are carefully selected so they can move and adapt quickly based on consumer requirements. The mindset of a start-up employee is often different from those in the corporate world, they would have to be more flexible in their outlook.

We also engage with others along the chain, whether it is the current industry players to find points of collaboration, or even existing partners and suppliers. Often, we find openness in exploring new territories, as their business too has found itself on new ground. We've jointly explored and tested out cross-selling, cross-functions and such, forcing ourselves out of a comfortable silo into jointly moving up the value chain.

This process reminds me of the time I advised a traditional newsprint on going digital. They were reluctant to have people to read full articles online, thinking that they will lose out on subscription and sales of their newspaper. Newsprint, housing most top management won the boardroom battle, but they eventually lost the game trying to defend their territory.

We must navigate this fine balance, whether we like it or not, lest we be unprepared.

There is much value in collaboration, especially for our industry, as it is larger than storage alone. Others along the chain have also deeply entrenched themselves and become experts in their service provisioning, and some have become unicorns. We have found that partnerships have value-added to both our businesses, and has allowed us to provide even better solutions for customers, given our subject-matter expertise in different areas.

Innovation brings value, valuation and interest from investors. All big wins for the industry as a whole. We should welcome change and new entrants if they can help the industry improve and raise overall standards, even as consumers themselves are embracing and adapting to a new way of working. Our industry after all, is part of the new face of retail.

**We should welcome change and new entrants if they can help the industry improve and raise overall standards, even as consumers themselves are embracing and adapting to a new way of working**

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# 債権回収への道のり: 競売



**Matthew Chee**  
Founder & CEO | Storage World



賃料債権回収までの道のりは長く、データ収集作業を伴い、また債務者からは電話や手紙を回避され、涙・怒鳴り声の謝罪、交渉事を多く伴います。

賃料債権回収はセルフ・ストレージ施設の効果的管理の為の業務の一部ですが、決して容易なことはありません。望まれる以上に頻りに賃料債権回収は、残置物撤去が他の正常な顧客を獲得するために必要だということがポイントになります。どうやって実施するのでしょうか？

Red Box Self Storage社のマシュー・チー (Matthew Chee) マネージング・ディレクターが手助けして、アジアセルフストレージ協会(SSAA)が3つの方法(廃棄、非公開競売、公開競売)に分類しました。詳細に入

る前に、債権回収までの道のりを振り返りましょう。

## 債権回収までの道のり

「顧客に対し、明確かつ確固たる指示や規則を示さなければいけません。」

支払い遅延は起こるものです。ストレージ運営者として、滞納者の占有に対し保証されているか、また債務最小化のため、顧客に対し契約書で、滞納が継続する場合の結果について十分に情報を与えているか確認しなければいけません。このことは全SSAAメンバーが利用可能であるSSAA標準ライセンス契約に含まれるライセンス契約に明記されなければなりません。

顧客に支払い遅延と滞納の結果につい

て通知することが鍵です。通知には、ショートメッセージ、手紙、電子メール、電話、「ライセンス契約書に記載された住所の人物があなたの郵送物を受け取ったことを確認する「書留郵便」など、様々な方法があります。

今後の参考・証明として、それぞれのやりとりを明確に記録しておいてください。特に60日以上延滞の場合、「顧客へ電話をし、回収要請が記録されていることを伝えることで、問題の即解決につながる」ことがよくあります。」

## 競売は最終手段

債権回収プロセスを進めるうちに、支払いが完全に停止する時点があるかもしれま

せん。顧客が行方不明になったり、様々な理由をつけて支払いを停止するかもしれません。債権回収の最終段階へ進むのは、運営者の滞納への許容度に関係します。クレジットカードのように元本に加え利息も回収したいかもしれませんが、どの程度が十分といえるでしょうか？

このように「強制売却」は債権回収の最終手段です。最も望ましい結果ではありませんが、ストレージ空間の占拠に対するある種の「回収」になります。

ストレージ企業として、あなたにはどのような手段が最適かを定める必要があります。事業内容によって手段は異なりますが、将来の債務リスクを念頭に置いて注意深く決定しなければなりません。

## 滞納ストレージ・ユニットを空にする3つの方法

「強制退去」には3つの方法、つまり廃棄、非公開競売、公開競売があります。選択はあなたが希望するリスクの程度によります。多くの場合、公開競売が3つの中で最もリスクが小さくなります。それは偏見がなく、透明性があり公的な方法による売却での債権回収だからです。

「公開競売の目的は、公正かつ透明性の高い方法でユニットの残置物を適切に処分することである。公開競売はストレージ運営者にとって、あらゆる強制撤去手段の中で最も合理的である。」

## 廃棄

**最善ではないが最も簡単** 占有物の廃棄はスペースを空にする最も簡単な方法かもしれませんが、単に空にするだけで負担額の軽減にはなりません。

考慮点-撤去費、廃棄費、ストレージ賃料を相殺できるような貴重品を廃棄し、個人的に価値ある私物を廃棄して債務者が取り戻す機会をなくし、最悪の場合、売却や廃棄をした会社や個人が訴えられる可能性があります。

## 非公開競売

**よりよいが少し手がかかる** 非公開競売を行うのは廃棄よりも手がかかりますが、単に捨てるよりは物品の価値がより公正に評価されます。考慮点-非公開競売は入札者に関する透明性が公開競売に比べると低く、公開競売よりも公正な市場価格になりにくいでしょう。

廃棄と非公開競売の共通点-債務者は、不公平な方法で所有物が処分され、公開競売であればより債務の回収ができた

かもしれないと、セルフ・ストレージ運営者に対し申し立てできます。

## 公開競売

**最善のアプローチ** 公開競売では、強制売却物件の残置物が市場価格で評価されません。このことは私物が売却される債務者の視点にとっては重要で、今後訴訟があった場合の結果に影響を与えます。強制売却品の価格決定は市場に任せることが重要です。ストレージ運営者としてあなたはSSAAの規約に従って行動することで訴訟リスクが低減できることを覚えておいてください。

考慮点-公開競売は債務者にとって売却益で賃料を相殺する最後の機会です。公開競売による債務相殺後に売却益が残る場合は債務者へ融和的に還元されます。更に強制売却のインパクトを緩和するため、公開競売の前に、個人的に価値の高い物品は運営者に戻されることになっています。(運営者はそれらを所有し、要請があれば債務者に返還します。公的制度による記録、発信記録や訪問記録、公告、回収手続きをとることで、ストレージ運営者は正当な債権回収手続きをする企業とみなされます。この点は訴訟が起こった場合に重要となります。

## 公開競売に関する重要ポイント(プロ情報!)

1. 顧客とあらゆる方法を使って接触をすること-早い段階で頻りに。書留・それ以外の郵便、電話、ショートメッセージ、Eメールなど。プロ情報 # 1 - アジアセルフストレージ協会には、法的拘束力をもつ契約条件と同様に、債権回収に関する適切な文章を含んだ標準ライセンス契約など、あなたに必要な情報がすべてあります。
2. 支払期限を過ぎた場合、これまで回収した、または文書化した(契約書で定め)債権回収行為に従い、あなたの債務許容度を決定すること。
3. 強制撤去を決めたらどのように行いたいかを決定すること。プロ情報 # 2 - SSAAは公開競売をご提案します
4. 公開競売を選択する場合、実施日の遅くとも2週間前までにマスメディア(地方新聞紙) 広告欄で十分公示をすることが重要です。より多くの入札者を公開競売にひきつけ、実施日の評価額がより公正になります。
5. 公開競売はすべて現場で行うこと。
6. あなたも入札者もユニットの残置物を





競売は全額が返済された場合にのみ中止されるべきですが、もしあなたの強制売却手続きにおいて分割払いが行われた場合、競売をやめるべきか決断してください。

- 移動させることはできません。干渉や債務を最小限にするため、売却は「現状」のまま行います。
- 公開競売実施日、入札者はユニットを外側からしか見ることはできません。誰もユニット内の残置物を物色、開封、移動させることはできません。この「現状」観察が、公開競売を公正かつ秩序あるものとする上で重要です。
  - 公開競売や強制売却の頻度は運営者によって大きく異なります。債務許容度は企業によって異なります。しかし、一般的に強制売却の80%は運営者に損失をもたらす、強制売却後に残る負債は回復不能債務として償却されます。

**プロ情報 #3 - 分割払い - 賛成? 反対?**

競売は全額が返済された場合にのみ中止されるべきですが、もしあなたの強制売却手続きにおいて分割払いが行われた場合、競売をやめるべきか決断してください。分割払いを認める場合、全額回収後に過去の交渉をしたほうが良いでしょう。一度分割払いを認めると、債務者は今後も分割払いをするかもしれません。あなたの貴重な時間と労力を浪費し、また手続きを一から繰り返したいですか?

**プロ情報 #4 - もし不確かならば売却しないこと**

強制売却をするかどうかを決める前の重要なポイントの一つに、すべての競売にかかる条件を満たしていることを売却前に確認してください。不確かな点や設定した

プロセスに欠けた点がある場合は売却しないというのが黄金律です。

**プロ情報 #5 - チャリティーへの寄付**

素晴らしいアイデアのようですが、残念ながら廃棄と同様、将来の訴訟につながりかねません。チャリティーは利益確保のために物品を再販できるため、ストレージ運営者は訴訟の危険性にさらされることになります。

**プロ情報 #6 - 一つのコミュニティとして共に**

アジアのセルフ・ストレージコミュニティを更に支援するため、SSAAはメンバー限定ウェブサイト (StorAlert!) を開設し、コミュニティが過去の滞納者に関する情報を共有できるようにしました。貴社の現場スタッフが詳細をオンラインで確認し、顧客の認識番号が要注意マークを示す場合にはその取引を行うかどうか判断することが可能になります。

\*注意: 滞納者との接触詳細を公開許可するSSAAの規定は貴社のライセンス契約書に含まれていません。SSAAの契約書にはこのような条項があるのです。

**公開競売の利点**

1. 公正市場価値
2. 残置物廃棄の手間・コストを節約
3. 透明性があり偏りがないと認識される
4. 売却による不良債権低減の機会
5. 訴訟リスクの低減

**公開競売の課題**

1. 費用がかさむ
2. 時間がかかる
3. 手間がかかる
4. 大量の公開競売関係書類の作成

要約すると、債権回収の最後には勝者はいないという最も不幸で厄介な状況です。透明性のある、公正な強制売却を行うことは、滞納スペースの債務回復のための賢明かつ合法的な方法なのです。



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**RADical Systems** making space work



# Selling a Self Storage Business



**Lindsey Hemingway**  
Partner  
Rooks Rider Solicitors



take your share of the proceeds of sale on an exit and how these will be taxed, particularly if you are a foreign investor based in a different country to where the business operates.

**How might the structure affect the sale process?** The starting point for a sale is usually the seller engaging property agents to market the business. The agents will prepare an information memorandum for circulation to prospective buyers, which will describe what is for sale. On the back of this and a site visit, prospective buyers will put forward an indicative offer. Any indicative offer will be made by a buyer on the basis that the offer is not binding, subject to results of a due diligence exercise, subject to agreement of sale documentation and subject to agreeing an appropriate structure for the sale transaction. *What is important to understand here is that the way the seller's business is structured will affect the choice of structure for the deal.* Ideally, the seller's business structure will allow sufficient flexibility to negotiate a structure for the sale that suits seller, investor and buyer alike. For example, there may be problems extracting the business to sell on if the seller's self-storage business is mixed in with other businesses run by the seller. Or, if bids are invited on the basis of a particular deal structure, the seller may be forced into carrying out a restructuring of its business immediately prior to the sale which may have significant undesirable tax consequences or otherwise lead to a reduction in the price. Sellers should look at their business structure when

the day the sale completes. On the other hand, the buyer will want to be sure it is buying a clean business and will want to minimise its exposure to risk and protect itself in case it discovers after the sale that there are some nasty surprises it wasn't expecting to find. Both seller and buyer will want as quick and smooth a sale as possible to keep costs and the impact on management time under control. Investors will want a clean break on an exit, taking their return on investment without the risk on operational matters which they were not involved in.

**Getting started - how is your business structured?** It is difficult to overstate the importance of making sure your business is structured to maximise the potential to attract investment when required and to provide full flexibility at the point of sale. You should review how your business is structured at regular intervals as you grow – what may be appropriate when you start out may need to change as the business develops and takes on investment for growth. As an investor, you need to think not only about how you can extract income along the way, but how you will

This article looks at some of the key points that a business owner/investor should be thinking about as a prospective seller of a business. It is focussed on the seller, but the points raised will be equally important to prospective buyers, albeit looking at them from the reverse perspective, if you buy other storage businesses to add to your portfolio along the way.

**Why do we start or invest in a business?** There are many reasons why people go into business, but the priorities are usually to create an income stream for the present and ultimately provide an exit route for retirement or reinvestment. It may sound strange, but you should be thinking about your exit strategy from the moment you start your business journey, as everything you do potentially has an impact on how you sell your business and the price you can expect to receive for it.

**Sale process objectives:** It is important to understand the key objectives of the sale process. The seller will want to maximise the price and the amount of the sale proceeds it can take away on



they start out and at all stages of growing the business, so they have maximum flexibility in how they sell and avoid encountering last-minute problems which will both slow down the sale process and effectively reduce the price.

**Have you got a deal?** Once you have decided which indicative offer you want to proceed with, the next step is to agree Heads of Terms for the deal. Don't underestimate the importance of this step – the Heads are the road map for the deal. They should record how the deal will be structured, the principal commercial terms agreed between the parties, the headline legal issues that will need to be incorporated into the definitive documentation for the transaction and a proposed timetable for the deal.

They can also include exclusivity and confidentiality obligations. If there are investors with specific concerns, these should also be dealt with in the Heads so the prospective buyer can see they have been thought about and solutions proposed. Getting the Heads right so that

both seller and buyer are comfortable with the deal they are negotiating will assist greatly when the lawyers come to document the deal.

They should also help keep the timetable for the deal on track as there shouldn't be any need to revisit these commercial points unless something significant is revealed during the due diligence process. Many deals fall apart if the key terms are not settled up-front. You should make sure your lawyers are involved in producing the Heads so they can build in the right level of protection for you.

**Due Diligence - what's involved?**

Once you have your Heads of Terms signed up, the buyer will want to carry out a thorough investigation into the state of the business you are selling and the companies which operate that business. However, as mentioned above, you should be preparing for this process from the moment you start your business by keeping clear and accurate records of everything you do, including the contracts

you enter into, your relationships with suppliers and employees, accounts, tax, VAT, company administration, insurance and financing arrangements, customer agreements and lien sales. When you decide to go to market, you can kick-start the due diligence process by preparing a data room of key documents that can be supplied to the buyer immediately the process begins and then provide additional information as the buyer requests it.

The better prepared you are, the better the impression you will give to your buyer about the state of the business and you will minimise the chances of the deal falling over because the information is unclear or difficult to extract. If the business operates in a different place to the seller or across multiple jurisdictions, you will almost certainly need to engage local lawyers in each jurisdiction to help you present the due diligence appropriately and to assist with further enquiries. Be as transparent and co-operative as possible. Knowing that the due diligence process is designed to flush out any problems

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within the business, if you have done your own pre-due diligence, you can identify potential problems in advance and put them right before the buyer asks questions that would otherwise reveal them. This way you are less likely to suffer a price reduction or heavy retentions from the purchase price which may be the result if the buyer loses confidence.

**What about the sale documents?**

The sale documents record the transaction you have agreed. Where the transaction is between buyer, seller and investors in different jurisdictions, care must be taken to choose an appropriate law to govern the documents. This is important as it affects the procedures that come into play if there is a dispute or claim relating to the sale further down the line. Most importantly, the documents set out the mechanism by which the risk surrounding the transaction is shared between seller and buyer. This is usually achieved by agreed adjustments to the purchase price, either upwards or downwards. Typically, the agreement will include certain working capital adjustments to cover the apportionment of incomings and outgoings up to the date of the sale, prepayments, cash, customer deposits and collection of outstanding debts.

Other terms are concerned with liability arising out of matters arising during the seller's ownership of the business. The buyer will insist that the seller makes a series of statements (warranties) about the past conduct of the business and will give the seller the opportunity to confirm information it

has given to the buyer during the due diligence process. The seller will be liable to pay a price adjustment to the buyer if it is later discovered that the position is not as the seller said it was or if there is any specific liability that comes out of certain specified circumstances identified in the sale documents.

The seller will want to limit its exposure to the risk of liability, both in terms of time and amount, which is an important part of the sale agreement. The buyer will want protection in case the seller becomes liable to make a compensation payment but doesn't pay – this is often dealt with by retentions from the purchase price for a defined period of time, but the seller will want to make sure this is as small an amount as possible. Where there has been a passive investor, that investor is unlikely to want to give warranties if it has not played an active part in managing the business, so care must be taken to ensure the buyer gets an adequate level of protection but without the owner-manager parties assuming a disproportionate level of liability.

The buyer will also want the sale agreement to contain protections for its investment by restricting what the seller is able to do in terms of activities which may compete with the business that has been sold. Getting the balance right on these risk factor adjustments and future restrictions is important for both parties and you should seek advice from lawyers experienced in negotiating this kind of transaction from the outset. Where the transaction is multi-jurisdictional, the lawyers co-ordinating the process will

The seller will want to limit its exposure to the risk of liability, both in terms of time and amount, which is an important part of the sale agreement

need to make sure that differences in the local laws of the various jurisdictions involved are taken into account and the various risks are understood.

To conclude – some Practical Tips:

- Check your business structure and make adjustments now to minimise problems and tax liabilities in the future
- Audit your records and processes and update where appropriate – resolve problems and loose ends now and be ready to create a data room
- Get the Heads of terms right – take legal advice before you sign them
- Get organised on due diligence and be as transparent as possible. Try to keep the focus on key business concerns rather than peripherals
- Set a realistic timetable for the transaction and make sure everyone keeps to it
- If commercial points arise out of due diligence that were not covered in the Heads, get these agreed between buyer and seller as quickly as possible, don't leave them to your lawyers
- Make sure the sale documentation covers key liabilities with reasonable price adjustment mechanisms and with appropriate limitations on liability - seek advice from lawyers experienced in negotiating this kind of transaction from the outset

*The content of this article is provided for general information purposes only and does not constitute legal advice. It is not a substitute for obtaining legal advice on a specific issue and is not intended as such. While every reasonable effort is taken to ensure that it is up to date, no responsibility is accepted by the author or Rooks Rider Solicitors LLP for any consequence of relying on it. Please contact Lindsey Hemingway at Rooks Rider lhemingway@rooksriders.co.uk if you require advice on a specific set of circumstances.*



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**Wednesday May 16**

**9:00-11:30**

Anne Ballard | President Marketing, Training & Developmental Services | Universal Storage Group

**Revenue Management for Managers**

We will study: Revenue Management and Expense Reduction and know why this is important, Increased income = increased value, ins and outs of street rates, the perceived discount, how and when to raise rents, pre-pays and specials make them work for you not against you, when to lower prices, expense reduction and your budget.

**13:00-17:00**

LEO Self Storage & i-Store Self Storage

**The Storage Group Presents: Facility Bus Tour**

As a new industry in Thailand, this is your opportunity to tour two new and diverse self-storage facilities as well as network with your peers. Don't miss out!

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**19:00-21:30**

**PTI Australasia Presents: Welcome Cocktail SOLD OUT!**

The best way to kick things off – The PTI Welcome Cocktail poolside at Radisson Blu. Right in the middle of the action, with a spectacular venue, among spectacular people, sipping on spectacular drinks, and hosted by a spectacular sponsor, come be spectacular. Keep in mind, hangovers are not nice on day 1.

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**Thursday May 17**

**8:00-9:00**

**Registration Starts**

Arrive early to do what you came here to do, build your business and network the heck out of the room.

**9:00-9:15**

Andrew Work | Founder | New Work Media – Master of Ceremonies

**Welcome to YOUR Self Storage Expo Asia 2018!**

Here we go again! Self Storage Expo Asia has ventured into the land of smiles. Known for great food, amazing culture, and some of the friendliest people you'll meet, we don't doubt you'll have a great time. For successive years, this Expo is the must attend event of the year if you have even the slightest interest in the industry in Asia. Network, learn, make friends, and strengthen your business plan.

**9:20-9:30**

Helen Ng | CEO | General Storage Company – Self Storage Association Asia Chairwoman

**Chairlady Welcome**

The industry in Asia is seeing growth like never before with interest coming from almost every country in Asia. In the driver's seat, Helen is ensuring the SSAA is keeping on top of the latest.

**9:35-9:45**

Luigi La Tona | Executive Director | Self Storage Association Asia

**State of the Union: One Year On**

2017 has given us a lot of learning and the potential for a lot of growing in 2018. From South Korea to India, Jordan to Japan, members of the SSAA continue to remain hungry for greater growth and stability in their businesses.

**9:50-10:40**

Gordon Milne | Managing Director | Ipsos Business Consulting  
Adrian Lo | Senior Consulting Manager | Ipsos Business Consulting

**Growth in Asia | Affluent Asia**

Ipsos Affluent Survey is Asia's reference study for reaching the region's affluent consumers. It provides a comprehensive overview of media consumption and product usage for this elusive and important group, which accounts for the top 20% by income of the APAC population. In the self storage world, this group is key and together with highlights about the growth of Asia, you'll learn what matters most for our industry.

**10:40-11:15**

**Networking, Coffee, and Brain Break**

Meet the vendors and each other

**11:20-12:10**

Anne Ballard | President Marketing, Training & Developmental Services | Universal Storage Group  
Carl Touhey | President | Performance Self Storage Group  
Ying Lin | Partner - New Markets | Rivergate Companies

**From America with Knowledge**

Any industry that's been through a lot, can tell you a lot. From America, our bright minds will share insights about what they see from the country that started it all over 6 decades ago.

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**12:15-12:25**

Luigi La Tona | Moderator

**Group Photo Sponsor thank you!**

This event could not have been possible without the generous support of these generous sponsors and exhibitors.

**12:30-14:25**

**Lunch & Learn (Learn: 13:00-13:45)**

Anne Ballard | President Marketing, Training & Developmental Services | Universal Storage Group

**SiteLink Reports & Their Secrets Revealed**

In the usual Hat Lady style, this will be an action packed session delineating exactly what you need to glean from each of the key reports in your software and how management uses them to improve. From really interpreting your Management Summary and comparing it for Same Store Sales Increases or discovering if you are waiving too many fees, have a delinquency problem that is out of whack or need to do rent increases on both street and customer rates. "When I review these key reports I can easily surmise the critical needs of the property, and with great accuracy. Managers and Owners would do well to learn to manage by report and not just do things the same old way as before. There is a ton of information showing up right in front of us that many don't understand and are missing the critical benchmarks the rest of us use to maximize income and refine our operations every day." Bring your Management Summary and Marketing Summary to compare!

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**14:30-15:10**

Simone Hill | Legal Counsel | Self Storage Association of Australasia

**The Importance of Your Licensing Agreement**

The Law. Love it or not, it's there and commands we pay attention to the intricacies of how to live by it. In business, this means covering your butt. Pay attention because if you don't get the basics of contracts and agreements correct, it can spell future troubles.

**15:15-15:40**

Skip Schwartz | Managing Director - Private Equity Asia Pacific | Heitman

**What We Want and Why We Want It**

As described in our previous In Store Magazine, Investors want more knowledge, opportunities, and growth. They want to do this with good partners and aren't shy about letting you know it. Find out why.

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**15:45-16:10**

**Networking, Coffee, and Brain Break**

Meet the vendors and each other

**16:15-16:40**

Angus Miller | Chairman, CEO and Founder | Mandarin Self Storage

**What is it All Worth?**

The value of your customers, the value of your brand, the value of your real estate, the value of your headlease. What's it all worth? The valuation of your company and your potential exit will depend on it.

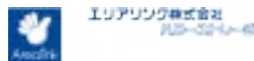
**16:45-17:20**

**Hong Kong** - Simon Tyrrell | Managing Director | E3 Capital Partners  
**Singapore** - Helen Ng | CEO | General Storage Company  
**China** - Charlotte Sun | CEO & Founder | Locker Locker Selfstorage  
**Japan** - Yasuo Hagiwara | Senior Director of Operations and Marketing | Quraz

**VS**

Hong Kong VS Singapore VS China VS Japan - In which country does self storage do best? We throw four countries and their feistiest representatives to go head to head and talk about everything from ownership, pricing, regulations, potential for growth, and much more. Get ready for fireworks ladies and gentlemen and you be the judge of who represented their country best! Warning: Emotions will be high.

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**17:25**

**Close**

**17:30-18:30**

**Day 1 Closing Cocktail**

**19:30-21:30**

**SiteLink Presents: Celebration Dinner** SOLD OUT!

Lets Celebrate with SiteLink! Enjoy some of the best food in the world under the stars with friends new and old for an unforgettable evening. There will be plenty of everything to go around so make sure you've got seats for this! Hangovers are also bad on day 2.

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**Friday May 18**

**8:00**

**Doors Open**

**8:15-8:45**

**SSAA Annual General Meeting**

Members only

For members only - 2017, the year that was.

**9:00-9:45 (Two concurrent sessions)**

Helen Ng | CEO | General Storage Company  
 Kevin Chan | Chairman | Storefriendly Self Storage Group  
 Rennie Schafer | CEO | FEDESSA  
 Sam Kennard | Managing Director | Kennards Self Storage

**Expand! - Professional Segment**

In this professionals segment, we look at not only the benefit of expanding your business, but the difficulties, dos and don'ts with professionals who know a fair bit about business expansion around their respective regions.

---

Matt Chun | Director | SC Storage

**Self Storage 101 - Beginner Segment**

In the business for more than 15 years having helped build one of the biggest self storage companies in Hong Kong, Matt Chun will share anecdotes for starting the business and key areas to focus on. With only 45 minutes to speak, this will be razor sharp.

**9:50-10:35 (Two Concurrent sessions)**

**Record Management** - Glenn Fichera | Business Development Manager (APAC MEA) | O'neil AustralAsia  
**Valet Storage** - Miles Davison | Director | Storeganize  
**Alternative Storage** - Kevin She | Co-Founder and CEO | SC Storage

**Diversify! - Professional Segment**

Diversify! A title that means nothing more, nothing less. As a professional segment, those that have wrapped their heads around self storage have an opportunity to learn about what diversification opportunities exist using the current assets you own.

---

Jonathan Perrins | Executive Chairman | Steel Storage Holdings  
 Ben Parsad | General Manager | PTI Australasia  
 Alan Seigrist | Senior VP Operations & Finance | EnergyBox

**Start Smart - Beginner Segment**

Start Smart. As discussed in your new In Store Magazine, yes, the one in your hand, starting smart is all about starting with all the right fixings the first time, everytime. As a self storage starter, here it will go into depth about the physical amenities you'll need to get your business off the ground.

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**10:45-11:15**

**Networking, Coffee, and Brain Break**

Meet the vendors and each other

**11:20-11:45**

Kettivit Sittisoontornwong | President & CEO | LEO Global Logistics

**Thailand!**

Thailand is known globally as a beautiful country from north to south filled with natural wonders and some of the friendliest people you will ever meet. It is also one of the most vibrant economies in South East Asia and has a lot of opportunities in store, especially in our industry. Learn more about the potential of Thailand!

**Marketing Masterclass**

**11:50 - 12:20**

Steve Lucas | Chief Operating Officer | The Storage Group

**Drive More Business On The Go**

To kick off our marketing masterclass, mobile compatible websites. Online payment and move in capabilities. All essentials for life on the go and we know that in Asia, we're constantly on the go. Learn essential business generating tools in order to keep up!

**12:25-13:55**

**Unwired Logic Presents: Lunch**

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**14:00-14:25**

Carlo Herold | Co-Founder and CEO | Heroleads

**All Things Google**

The infamous Google search. The innovators, creators, and manipulators of the industry are leagues above the rest so you'll want to wrap your head about the tips and tricks to be a cut above.

**14:30-14:55**

Jason Wong | Managing Director | MWI

**Content Is King!**

Content is king. How do you get millions of eyeballs on your business information over multiple platforms? Create, distribute, and repeat.

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**15:00-15:25**

**Networking, Coffee, and Brain Break**

Meet the vendors and each other

**15:30-16:25**

Anne Ballard | President Marketing, Training & Developmental Services | Universal Storage Group

**Hi Touch Hi Tech: A Knockout Combination**

Start with the basic hi touch experience in your market, how long it takes, how to develop more referrals, how to get visitors to your onsite events and create alliances. Back this up with low cost and high impact technology that anyone can learn and master to reach your audience and once you meet them how to keep them and make them part of your marketing army. All of this while cutting expenses.

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**16:30-17:30**

**Day 2 Closing Cocktail**

**18:00-23:00**

**Storefriendly Presents: Premium Experience** SOLD OUT!

Dine in the Dark + Thailand Cabaret Show: Get ready to have stories to tell your friends on Monday and to your grandkids in 20 years.

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# Event Speakers



**Anne Ballard**  
*President Marketing, Training & Developmental Services | Universal Storage Group*

Anne Ballard is former Founder and President of Universal Management Company, President 2015 and 2016 of the GASSA- GA Self Storage Association, past Board member of the SSA- Self Storage Association and Senior Faculty member for the SSA's Regional Supervisor's program. Currently Anne is President of Marketing, Training and Developmental Services for Universal Storage Group and serves on the Board of Directors for USG. She has been a frequent speaker at SSA and ISS conventions as well as International storage organizations for more than a decade. Anne directly provides training, marketing, design and planning services for Universal's management and consulting clients. Anne has written articles for numerous magazines and state associations for many years. USG now manages and consults to 50+ US and International facilities. Universal provides full service management, marketing and financial accounting to its property owners. USG has won more Facility of the Year trophies (11) than any other management company, and the ISS Best of Business for Manager Training 5 times.



**Kevin Chan**  
*Chairman | Storefriendly Self Storage Group*

Kevin Kai Ho Chan is the Chairman and founder of Store Friendly Self Storage Group, which was founded in 2002. The company has over 130 branches all over Hong Kong, Macau, Singapore, Taiwan and Shanghai, which provide over 40,000 storages and 1,200,000 square feet. Kevin is determined to build up a "Brand" when he first started the business. He believed the motto of "Do it from heart", only the honesty and sincerity can sustain customer base. Store Friendly is heading to expand the business all over Asia - "Store Friendly, the No.1 Self Storage Network in Asia.



**Matt Chun**  
*Director | SC Storage*

Matthew Chun, originally from Australia, has lived and worked in Hong Kong and China for over 20 years. He has primarily worked in the property, infrastructure and mining sectors, and in 2001 co-founded SC Storage, a pioneer in modern self-storage in Asia, in Hong Kong. He holds a Bachelor of Commerce from the University of Melbourne and a CPA (Australia).



**Miles Davison**  
*Director | Storeganise*

Miles began his career with Goldman Sachs having spent 5 years between Hong Kong and Tokyo before moving to Shanghai to become General Manager of a China-based logistics business. In 2015 Miles and his brother Charlie launched Storeganise - a fully re-branded turn-key software solution for companies to run valet or on-demand storage operations. Today Storeganise is powering on-demand and self storage businesses in more than 20 countries around the world and is available in 10 languages.



**Glenn Fichera**  
*Business Development Manager (APAC MEA) | O'neil AustralAsia*

Glenn Fichera has been involved in Records Management since 1994, initially joining the now defunct Millers Document Services group in Australia and moving with them as they expanded from Sydney to Brisbane to Melbourne. Looking for a new challenge, Glenn took up the chance to run a startup RM business in Dubai. After some years, Glenn returned to Australia and joined O'Neil Software. Over the last 16 years with O'Neil, Glenn has been implemented the O'Neil product throughout Asia, Middle East and Africa; in



a role sometime more akin to a RM evangelist for developing markets. These days Glenn primarily looks after all O'Neil Software sales for the APAC MEA region. Glenn is 49 years old, and currently living in Melbourne Australia. Glenn is married and has 2 x 14 month old identical twin boys, ensuring he will be working until he is 80 years old.



**Yasuo Hagiwara**  
*Senior Director of Operations and Marketing | Quraz*

Yasuo is a Senior Director of Quraz, Japan's largest indoor self-storage owner and operator. Yasuo joined Quraz in 2002 and has been actively involved in the expansion of the business from its very first location in Tokyo to its current position as domestic market leader in both size and quality with over 50 locations across Japan. Yasuo is responsible for leasing and revenue management, and leads all customer facing operations including oversight of facility managers and staff, the centralized call center, online and offline marketing and collections. Prior to joining Quraz, Yasuo lived and studied in London, and is fluent in both English and Japanese.



**Carlo Herold**  
*Co-Founder & CEO | Heroleads*

Carlo Herold is the Co-Founder & CEO of Heroleads, a performance marketing and sales platform that helps companies attract visitors, convert leads, and acquires new customers. He believes that digital transformation is the key to innovation, growth, and the discovery and creation of new business opportunities. He is also a startup mentor at True Incubator. Before devoting his work full-time to Entrepreneurship, Carlo was a Research Analyst for the Foreign trade and inward investment agency of the Federal Republic of Germany (GTAI) in Malaysia. He graduated from ESCM School of Business and Management in France and London Metropolitan Business School with a dual masters degree International Business Management & Strategy.



**Simone Hill**  
*Legal Advisor | Self Storage Association of Australasia*

Simone Hill has worked as a lawyer in the Australasian self storage industry for almost 23 years. Simone has been the in house lawyer for the SSAA for the past 15 years, concurrently holding the role of CEO for two of those years. Simone wrote the self storage agreements currently in use in Australia, and drafted the original storage agreements for New Zealand, Singapore and Hong Kong. She is the original author of the MAP (Manual of Advice and Procedure) and has been responsible for keeping this crucial self storage handbook up to date for more than two decades. Australasia's leading expert on self storage law, Simone is the only person in the world with a Master of Laws in self storage. Simone is recognised in legal academic circles as an expert in contract law, in particular the formation of contract by electronic means, and has had several of her academic articles quoted and referenced in Australian High Court decisions. Simone's passion for all thing self storage led her to develop Storer Check, a data base that assists self storage facilities identify and screen 'problem' self storage customers. Storer Check was proudly award the SSAA Innovation of the Year Award in 2009. Previously a lecturer in law at The University of Newcastle, Simone refocused her teaching talents to develop full day self storage training sessions, which she has been running both privately as well as in house for the SSAA for 17 years. Simone was awarded with Life Membership by the Self Storage Association of Australasia in 2017 in recognition of her service to the industry. Simone's dynamic presentations are always well received both in training and at conferences and trade shows. Frequently invited to present on self storage in Australia, Asia and Europe, she has that rare ability to explain complex legal concepts in a straight forward, understandable and entertaining manner. Don't miss this opportunity to hear from one of the world's leading experts in self storage.



**Sam Kennard**  
*Managing Director | Kennards Self Storage*

Sam Kennard is Managing Director of Kennards Self Storage - with circa \$1.5 billion (AUD) in asset value Kennards is the largest storage owner operator in the Southern Hemisphere. Kennards is actively growing with new development projects underway in the major metropolitan markets of Australia and New Zealand. Kennards has consistently been the most active self storage developer in the Australia - New Zealand storage sector. The company will invest approximately \$70 million in the next 12 months into self storage development. Employee engagement and culture is a strong focus for Sam and the KSS team. Nurturing team culture the company has established a reputation for quality and outstanding service. Sam's commitment to team engagement is apparent with over 20 years of culture measurement and development, having used the Organisational Culture Inventory (OCI) since 1998. The company is regularly recognised for the enduring constructive culture that has been fostered. He has extensive experience in business and property development, specialising in self storage and mixed use development. Appointed to lead the family business in 1994, under his stewardship Kennards Self Storage has grown from 14 storage centres to over 90 centres. The company has over 250 employees with activities spanning Australia and New Zealand and market value in excess of \$1.5 billion. Sam has served on the Board of the Self Storage Association of Australasia and private companies. He is married and father of three girls.



**Luigi La Tona**  
*Executive Director | Self Storage Association Asia*

Luigi is the current and founding Executive Director of the Self Storage Association Asia and since March 2014, has grown it to a globally recognized industry body, including recent partnership with Japan's largest self storage association, the Rental Storage Association. While challenges run across multiple facets throughout the region, he works hard with the self storage and investment community, focused on increased industry and business awareness, growth, and protection. Luigi can attribute success in the SSAA to his previous experiences at The Canadian Chamber of Commerce in Hong Kong, managing one of the largest and most proactive business communities in Hong Kong, and with his professional work in corporate real estate at CBRE. An International Relations graduate from the University of British Columbia, he is married and father of one girl with another on the way.



**Ying Lin**  
*Partner - New Markets | Rivergate Companies*

Ying gain his knowledge in self-storage business by involved in more than 1.5 million square feet self-storage development with Rivergate Companies in the U.S. As a witness of the "Chinese speed", he deeply believe that self-storage have a great potential in the Asia market, that's why he and Jay Massirman, the managing principal of Rivergate Companies, set up the Rivergate Companies' Asia branch to bring their experience to the Asia self-storage market. Ying Lin earned his M.S. from Florida International University.

## WHY BECOME AN SSAA MEMBER?

- ★ Free pre-vetted rental agreements for storage owners
- ★ Free introductions
- ★ Industry standards, reference guides, and government advocacy
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- ★ Free trade magazine and regional research
- ★ Exposure and Marketing

Join us now and become an industry influencer

Contact Luigi La Tona ([luigilatona@selfstorageasia.org](mailto:luigilatona@selfstorageasia.org)) for more information  
Visit [www.selfstorageasia.org](http://www.selfstorageasia.org)





**Adrian Lo**  
*Senior Consulting Manager | Ipsos Business Consulting*

As a Senior Consulting Manager at Ipsos Business Consulting in Hong Kong, Adrian is responsible for leading and managing research and consulting projects in Hong Kong and Asia Pacific. The studies cover market and competitor analysis as well as business model analysis. He has 15 years of professional experience in the international context with experience in Hong Kong, Canada and the United States. Adrian holds a bachelor degree in Bachelor of Applied Science from the University of Waterloo, a master's degree in Telecommunication from the University of Toronto, and a Master of Business Administration from the University of Toronto



**Steve Lucas**  
*Chief Operating Officer | The Storage Group*

Steve Lucas brings over 35 years of entrepreneurial expertise to The Storage Group, as COO. With an industry background in commercial and residential development in one of the most competitive markets in the country, Steve has proven his ability to lead businesses to long term success. His passion for the self storage industry has expanded TSG's business ventures into Canada and Asia, bringing the knowledge and tactics of the U.S. Market with him.



**Angus Miller**  
*Chairman, CEO and Founder | Mandarin Self Storage*

Angus Miller started in the industry in 1997 and has developed a successful track record in developing, operating and selling Self Storage facilities in Australia, Singapore, and Hong Kong. Angus founded Mandarin Self Storage in Singapore in 2014 and has 5 properties operating or under development. Angus previously founded Big Orange Self Storage in Singapore & Hong Kong and later sold the 6 property business in 2013. Prior to Big Orange, Angus lead Millers Self Storage in Australia, a 31 property business established in 1979. He has successfully exited \$400m dollar worth of developments.



**Gordon Milne**  
*Managing Director | Ipsos Business Consulting*

Gordon is the Managing Director of Ipsos Thailand. With 20+ years international research, his international research career spans senior roles in leading U.K. qualitative boutiques, AMER World Research (Arabian Peninsula), Nielsen (China & Vietnam) and as a Partner in Asia's original specialist qualitative boutique, Firefly. An experienced facilitator, he regularly conducts sessions for international clients across the Asia Pacific region. His extensive regional experience and cultural sensitivity allows him to craft practical, commercially-focused projects that deliver for multi-disciplined, multi-cultural, eclectic teams.



**Helen Ng**  
*CEO | General Storage Company*

Helen Ng is Chief Executive Officer of General Storage Company Pte Ltd (Lock+Store Singapore and Malaysia, The Store House Hong Kong). Coming from a background in property development, Helen became Singapore's first female self-storage hub Chief Executive Officer when she took over the Lock+Store business from real estate developer Mapletree in November 2010. In November 2013, Helen received the Singapore Women's Weekly Great Women of Our Time award in the "Finance and Commerce" category. In April 2014, Helen was appointed Deputy Chair of the inaugural Self-Storage Association Asia (SSAA) – the first Singaporean to be appointed to a key Board position.



**Benjamin Parsad**  
*General Manager | PTI Australasia*

Benjamin Parsad is the General Manager of PTI Australasia Pty Ltd, the leading brand and world standard for access control in self storage. Starting out as technical support officer, a very clear understanding of the product and exceptional customer service skills is required of which comes naturally to Benjamin. After two years with PTI and being exposed to the industry he left PTI to pursue further understanding of self storage by working for a family owned self storage business assisting in implementing software management systems, access control and overseeing operations. Ben managed this side of the business through a rapid growth period, from one location to four location in less than two years. With all the knowledge and experience gained in the self storage he returned to PTI in 2008 as head of sales and technical support, then progressed to running the full operation as General Manager in 2011. Ben has led the PTI brand global penetration and expansion in new territories in Australasia.



**Jonathan Perrins**  
*Executive Chairman | Steel Storage Holdings*

Jonathan Perrins has been involved in the steel building products and property related industries since the mid-eighties. His business interests include self storage ownership in the United Kingdom and Australia; self storage design, manufacture and construction in Australia, Asia, and Europe; along with industrial/commercial property development. He is the founder of Steel Storage Group worldwide. As one of the pioneers in the Asian self storage market, Jon completed the sale of Extra Space in Asia during 2012 with his partners, Lazard. He was the founder of the inaugural Self Storage Expo for Asia and founding chairman of The Self Storage Association Asia. He was involved with the first Self Storage Association conference in the United Kingdom (UK) and is a past Chairman of the Self Storage Association of Australasia (SSAA), following 5 years as a board member. In August 2012 he was presented with a "Lifetime Membership Award" from the SSAA, becoming the ninth person to receive this award. Jon is a co-founder of Universal Self Storage Funds Management (USSFM), which is a fund manager focused on self storage development in Australia and the UK. USSFM presently has \$250 million of self storage assets under management.



**Rennie Schafer**  
*CEO | FEDESSA*

Rennie is the current CEO of the Federation of European Self Storage Associations (FEDESSA) and also the Self Storage Association UK. He has held these roles since May 2013, having previously been the CEO of the Australasian Self Storage Association for over 9 years. He is responsible for producing the annual industry report in Europe and the UK. He has managed the development of standard storage agreements, industry best practice and operational guides across Europe. Assisted in the development of industry associations in Western Europe and organisation of the annual European Self Storage Conference which has doubled in size in the last 4 years. Rennie has an MBA from Deakin University, and graduated from Oxford University Said Business School in the High Performance Leadership Programme. He has over 19 years experience working in industry associations, and enjoys riding his mountain bike, listening to music and swimming.

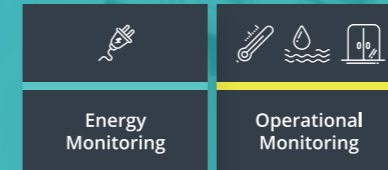


**Skip Schwartz**  
*Managing Director – Asia-Pacific Private Equity | Heitman*

Skip is the Managing Director of Heitman's Asia-Pacific Private Real Estate Equity group, a member of Heitman's Asia-Pacific Private Equity Investment Committee, and an equity owner of the firm. He is responsible for the firm's investment platform in the Asia-Pacific region and manages the regional team as it sources new real estate investments and joint venture partnerships. Skip has been involved in Heitman's self-storage investments for the past 22 years. He received his BA with honors and MA from Stanford University and MBA from Duke University.



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**Alan Seigris**  
Senior Vice President Operations and Finance | Energybox

Alan Seigris is SVP of Operations and founder of Energybox, a leading firm in facilities based IoT technology. Mr. Seigris was previously CEO of Minibox Self Storage, a Blackstone Real Estate portfolio company. Prior to Minibox, Mr. Seigris was CFO and founder of The Executive Centre, a global serviced office leader. Other experience includes real estate, private equity, engineering and technology. Mr. Seigris has a B.S. in Mechanical Engineering and an M.B.A. from UC Berkeley.



**Kevin She**  
CEO & Co-founder | SC Storage

Kevin She, the owner of the biggest self-storage chain, SC Storage, in Hong Kong and Macau with over 60 locations. He introduced the mini storage concept to Hong Kong, launching SC Storage in 2001. SC Storage was the first in Hong Kong to develop a chain-store/retail format, opening new outlets near MTR stations and other convenient areas to create strong brand consciousness. He believes in developing a good corporate culture, aligned with the group's strategic goals.



**Kettivit Sittisoontornwong**  
CEO | LEO Global Logistics Public Company Limited

Kettivit Sittisoontornwong is the CEO of LEO Global Logistic Public Company Limited and he is also the President of Thailand International Freight Forwarders Association (TIFFA). Kettivit has 31 years of experience in logistics and has risen from his start as an Accounts Manager with United States Lines (Thailand) to his current position of CEO at LEO Global Logistics Public Company Limited. For social status, Kettivit is the President of Thailand Freight Forwarder Association (TIFFA) and is also the Secretary of the Thailand Logistics Providers Federation. Outside of Thailand, Kettivit is presently the Honorary Treasurer of the ASEAN Federation of Freight Forwarders Associations (AFFA).



**Charlotte Sun**  
CEO and Founder | Locker Locker Selfstorage

Charlotte Sun, CEO and founder of Locker Locker self-storage Company in Shenzhen. She is also the managing director of Ellis hardware products manufacturing company, which was founded 15 years ago in 2002, one of the leading manufacturer in China that supplies and exports hardware products worldwide. Since she started Locker Locker self-storage company, she has also expanded her factory to manufacture all self-storage materials to build and construct storage units and facilities. Prior to that she was a senior Financial analyst of JP Morgan investment bank and was also a senior investment consultant of the world second largest US consultancy firm Hewitt Associates. Ms Charlotte Sun graduated from University of Westminster in London. UK.



**Carl Touhey**  
President | Performance Self Storage Group

Carl E. Touhey began his real estate career in 1986 selling investment real estate in Phoenix AZ. His family built their first storage facility in the early 1970's and they currently own and operate multiple facilities. An investment opportunity in 1992 launched him into the self storage industry as he went on to acquire five storage facilities from 1992-1994 and owns multiple facilities today. His interest and success in fixing "problem" properties resulted in an impressive ownership track record. In the early 90's, Mr. Touhey took his knowledge of the self storage industry and began brokering self storage properties in California. He has personally brokered over \$680 million worth of storage properties and his extensive track record and outstanding results have distinguished him as one of the most successful self storage sales and acquisitions specialists in the industry. He is co-founder of Performance Self Storage Group Inc. with Jason "Jay" Allen which specializes in self storage brokerage and consulting services nationwide.



**Simon Tyrrell**  
Managing Director | E3 Capital Partners

Simon joined E3 Capital Partners, a multi-regional niche investment company in 2009, and is responsible for expanding its business across markets in both Asia and Europe. Previously qualified as a Chartered Surveyor in the UK, Simon moved to Asia in 2001 and has worked in senior positions at both CBRE and New Star Asset Management. Since 2012, Simon has immersed himself in all aspects of self-storage, including the acquisition and subsequent divestment of Big Orange Self-Storage and thereafter, as the CEO of RedBox Storage, one of the most prominent self-storage companies in Hong Kong. Since 2016, Simon has been at the forefront of leading change in the industry alongside the SSAA to assist in determining new industry standards regarding safety and regulatory measures throughout the region.



**Jason Wong**  
Managing Director | MWI

Jason Wong is the APAC managing director of MWI, an integrated digital marketing agency, with services covering Hong Kong, Shenzhen and Singapore. Seeing the lack of integrated digital solutions locally, in 15 months he grew both the HK & SZ offices from scratch with over 600% revenue growth. Some of their digital clients included SmartOne, Manulife, Hotels.com, Wanda Group, Orangetheory Fitness etc. MWI continues to grow with a young, passionate and Win/Win culture. Prior to MWI, Jason has given career consultation and talks to over 400 professionals and executives within IT, digital & start-up industries across the region. He successfully assisted over 50 promotions and career moves into Cathay Pacific, HSBC, IBM, JP Morgan, Lane Crawford, Guru Online, Agoda etc. Jason started his first sales job as a telemarketer at the age of 17. Since then, he has paid off all his school tuition in the U.S. through summer door-to-door sales job selling pest control, smart home automation services to households in Sacramento, Mississippi, Tennessee and worked his way up. Jason is into singing, photography, scuba diving, piano, triathlon, trail running, backpacking and building business.



**Andrew Work**  
Founder | New Work Media

Andrew Work has been providing insight, excitement and entertainment as an MC and auctioneer in Hong Kong, Canada and across Asia for over a decade. Mr. Work had his start in public speaking as a campaigning politician in his native Canada, speaking in front of audiences of up to 800 people, microphone free. In Hong Kong, he has led business organisations that required him to speak to media and business gatherings many times a week. He has hosted The Canadian Chamber Annual Ball as MC on more than 4 occasions in the past 10 years and been the auctioneer for the past three years, raising millions of dollars.



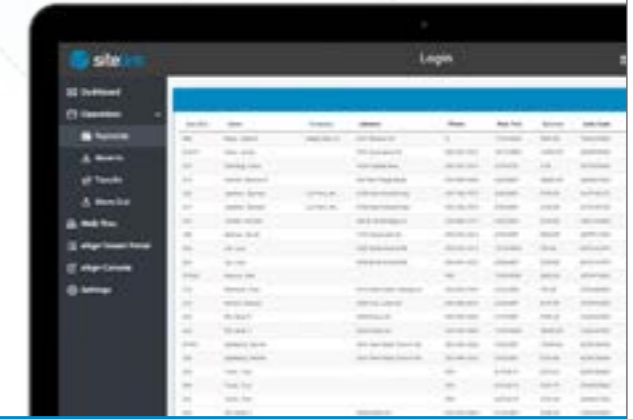
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