

Event services: five businesses, four groups

Production, equipment, infrastructure and destination management require different questions. This public-source screen shows where to separate them.

[Download the working file · Excel, EN](#)

Five profiles, dated evidence and space for your notes. No registration.

Start with the business model

PEI and Arena belong to the same group. Counting both as independent counterparties would overstate the list.

Selected examples, not a buyer list or financial peer group. No named firm commissioned this work.

Production Elements Inc. (PEI)

Arena / Modon

Operating model

Creative event production: décor, interiors and custom buildouts. Included as an operating business within Arena/Modon.

Ownership evidence

Objective announced the sale to Arena Americas on 23 April 2026. PEI is counted within Arena/Modon.

S1

Question to resolve

How much delivery is in-house fabrication versus subcontracted production, and how have operations been integrated with Arena?

Arena Americas

Arena / Modon

Operating model

Temporary event infrastructure: structures, flooring and seating, with design and manufacturing capability.

Ownership evidence

Modon reported completing its acquisition of Arena Events Group in 2025. Arena Americas subsequently acquired PEI.

S1 S2 S3

Question to resolve

What share of work relates to event rentals versus non-event temporary facilities, and what are the utilization and maintenance requirements?

Encore

Encore

Operating model

Venue-linked AV and event production, with creative and fabrication services. The operating model includes embedded venue partnerships.

Ownership evidence

Blackstone and W Capital investment is documented in 2024 records. This screen does not establish the current cap table or a completed listing.

S4 S5 S6 S7

Question to resolve

Which venue contracts are exclusive or preferred, how are they renewed, and what proportion of activity is delivered outside partner venues?

Production Resource Group (PRG)

PRG

Operating model

Technical production supported by equipment, crew and rehearsal facilities. Separate the service element from equipment rental.

Ownership evidence

The European Commission cleared proposed FSK/Ares joint control on 7 October 2025. Closing has not been verified here.

S8 S9 S10 S11

Question to resolve

What is the mix of equipment rental, staffed production and studio activity, and how does that affect utilization and replacement capex?

Cohera

Cohera / H.I.G.

Operating model

Destination management for corporate events, incentive travel and conferences. Local execution and supplier coordination are central to the offer.

Ownership evidence

H.I.G. lists Cohera in its portfolio. The April 2026 Destination South transaction included DMC operations; meeting-planning services stayed outside it.

S12 S13 S14 S15

Question to resolve

Which services are supplied directly versus through local partners, and how do client and supplier arrangements differ by destination?

What the next pass would check

Define the mandate

Agree the service model, geography and transaction perimeter before expanding the list.

Resolve the commercial differences

Check venue contracts, owned equipment, subcontracting and gross versus net revenue. The same event can involve several different business models.

Clear the list for use

Confirm legal entities, current ownership and client exclusions. Public profiles do not establish willingness to transact or available capital.

Sources and dates • 15

Company statements and transaction or regulatory records. Dates below refer to publication; undated pages were reviewed on 9 October 2026. Questions and screening judgments are Origination's analysis.

S1 • Objective Investment Banking & Valuation — Objective Advises Production Elements Inc. on Its Sale to Arena Americas, a Modon Company • 2026-04-23

<https://www.objectiveibv.com/resources/news/objective-advises-production-elements-inc-on-its-sale-to-arena-americas-a-modon-company/>

S2 • Arena Americas — Arena Americas: Event Structures, Seating & Interiors • Undated; reviewed 9 October 2026

<https://arenagroup.com/usa/>

S3 • Modon — Modon delivers outstanding growth in 2025 • 2026-02-18

<https://www.modon.com/about-modon/media-centre/details/2026/02/18/modon-delivers-outstanding-growth-in-2025-with-aed-3.9-billion-in-net-profit-and-aed-46.0-billion-revenue-backlog>

S4 • Encore — About Encore • Undated; reviewed 9 October 2026

<https://www.encoreglobal.com/about/>

S5 • Encore — What We Do • Undated; reviewed 9 October 2026

<https://www.encoreglobal.com/what-we-do/>

S6 • Encore — Encore Successfully Raises New Equity for Next Chapter of Growth • 2024-06-26

<https://www.encoreglobal.com/about/newsroom/encore-successfully-raises-new-equity-for-next-chapter-of-growth/>

S7 • Encore Inc. / US SEC EDGAR — Encore draft registration statement amendment, accession 0001193125-26-018407 • Undated; reviewed 9 October 2026

<https://www.sec.gov/Archives/edgar/data/2089161/000119312526018407/filename1.htm>

S8 • European Commission / EUR-Lex — Prior notification: FSK / ARES / PRODUCTION RESOURCE GROUP, M.12112 • 2025-09-22

https://eur-lex.europa.eu/legal-content/EN/ALL/?uri=OJ%3AC_202505131

S9 • PRG — Lighting • Undated; reviewed 9 October 2026

<https://cms9.prg.com/en/services/lighting>

S10 • PRG — Video • Undated; reviewed 9 October 2026

<https://cms9.prg.com/en/services/video>

S11 • European Commission / EUR-Lex — Decision of 7 October 2025, M.12112 • 2025-10-07

<https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=celex%3A32025M12112>

S12 · H.I.G. Capital — Cohera portfolio company · Undated; reviewed 9 October 2026
<https://hig.com/portfolio/cohera/>

S13 · Cohera — Our story · Undated; reviewed 9 October 2026
<https://meetcohera.com/our-story/>

S14 · Cohera — Cohera expands national footprint with Destination South DMC acquisition · 2026-04-14
<https://meetcohera.com/news/cohera-acquires-destination-south-dmc/>

S15 · H.I.G. Capital — H.I.G. Capital Makes a Strategic Investment in 360 Destination Group and CSI DMC · 2025-03-13
<https://hig.com/news/h-i-g-capital-makes-a-strategic-investment-in-360-destination-group-and-csi-dmc/>

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