

New Project Event: Communication Strategy Report



Student: Anna Bezpalaya (07039050)

Class: 3ES3A

Project Supervisor: P.J.M Hanssen

Date of Completion: 6th of June, 2010

School of European Studies

The Hague University of Applied Sciences

Executive Summary

The space applications industry is a huge developing market that is now playing an important role at the political, social and economic scenes of every country. More and more attention is drawn to the space technologies and its application possibilities. This is the reason why a lot of exhibitions and conferences dedicated to the industry of space applications have been recently organised.

This report has been written with the purpose of exploring the possibilities and opportunities for the new project promotion: the event dedicated to space applications in Guadalajara, Mexico. The new project targets all the main actors of the industry: scientists, manufacturers, service providers, sellers and buyers is planned to take place in October, 2010.

In order to reach the answer for the central question of the thesis, which is to examine the best options for the project communication strategy, the report was divided into seven parts: market overview, company profile, same -type projects analysis, target audience definition, communication message formulation, also recommendations on tools and channels and conclusion.

In the external analysis the information about the current industry tendencies is researched and the overview of the Mexican market is presented. Further on, in order to establish the main tendencies of the market and to learn about competitors, the analysis of the competitor events is carried out. In the internal environment part of the thesis, the company overview and the new event description are presented. The resources and SWOT analyses are performed in order to learn about the possibilities, opportunities and threats for the new project communication strategy. Departing from the communication objectives, the paper then, explores the same-type events, which were successfully organised by the company in the past. The event analysis is done in order to define the latest market trends and to learn what attracts the audience. That, later on, permits to outline the main target groups and their interests. The main communication objectives are: the increase of the target audience awareness about the new project and the creation of the strong perception of the event. Moving on, at the end of the research paper the communication messages for each target group are drawn and then the communication tools are proposed. The report is concluded with the plan proposal, which permits to set a deadline for the communication strategy activities.

The purpose and the end result of this research paper are to formulate the communication recommendations for the new event. In the conclusion, the project potential is discussed. Many steps should be taken in order to reach the communication strategy goal, but the proper recommendations and actions should support its successful realisation.

TABLE OF CONTENTS

Executive Summary.....	1
Table of Contents.....	2
1.0 Introduction.....	4
1.1 Research Methodology.....	6
2.0 Situation Analysis: External Environment.....	8
2.1 Introduction to Space Services and Applications Market.....	8
2.2 Mexican Market.....	9
2.3 Competition.....	12
3.0 Internal Environment: Company Overview.....	15
3.1 Aerospace Division: BCI.....	17
3.2 New Project Event.....	18
3.3 Resources.....	19
3.4 SWOT Analysis.....	21
4.0 Communication Objectives.....	23
5.0 Same-Type Event Analysis.....	24
5.1 Toulouse Space Show 2008.....	24
5.2 SAT Expo Europe 2010.....	26
6.0 Target Audience Analysis.....	27
6.1 Governmental Institutions.....	27
6.2 Educational and Research Centres.....	28
6.3 Private Companies (local and international).....	29
6.4 Potential Sponsors.....	30
6.5 Media.....	30
7.0 Communication Message.....	31
7.1 Governmental Institutions.....	31
7.2 Educational and Research Centres.....	32
7.3 Private Companies (local and international).....	32
7.4 Potential Sponsors.....	33
7.5 Media.....	33
8.0 Communication Tools and Channels.....	34
8.1 Website.....	34
8.2 Brochure.....	35
8.3 Direct Mail.....	36

8.4 On-place Promotion.....	36
8.5 Direct Call.....	36
8.6 Steering Committee and “Open Doors”.....	36
8.7 Media	37
9.0 Plan Proposal.....	39
6.0 Conclusion.....	40
Bibliography.....	41
Reference list.....	42
Annexes.....	46

1.0 INTRODUCTION

advanced business events is a French company specializing in business meetings, exhibitions and conventions. They have recently started organising their own events dedicated to aerospace industry. The special division **BCI Aerospace** has already successfully completed its own project events such as Aeromart, Montreal. Today, the company is working on many new projects and seeking to expand the area of its activities and increase the number of the organised international events in the sector.

The new project idea is to launch an event in Guadalajara, Mexico dedicated to aerospace applications. In 2008, the company was chosen to organise the exhibition and business meetings for Toulouse Space Show, which was the first international event specialising in space applications. The show was a great success and will have its second edition in June, 2010. Therefore, BCI Aerospace division came up with a plan to market the show to other countries and Mexico was chosen as a first potential market place. In addition, the company is already organising another event in the country: Aerospace Meetings, show dedicated to aerospace industry. That is why the idea of double event had appeared.

The concept is to organise a 3-in-1 event (conference, exhibition and business meetings) for the space applications sector simultaneously with the event dedicated to aerospace industry. These are two related markets and that could insure the greater success of the project. The cooperation between the two events should save time and money, require less human force and demand less marketing and communication efforts.

The research and analysis described in this paper should provide the communication strategy recommendations, as well as the plan for the communication tools and channels and it should propose the communication messages for the project promotion. The company expects to organise the show in October, 2010, which comes as a great challenge for the reason of the time limitation. This report therefore, is targeted to outline the current possibilities of the market for the new project promotion and the best ways for the successful communication objectives realisation.

It is essential to look at the current industry market situation, competitors profile, target audience needs (the external factors) the company itself, its position on the market and the project event (the internal factors) in order to come up with the final communication recommendations for the strategy plan.

It is important for the company to come up with a proper promotion strategy, especially with a time limitation issue: October, 2010. Therefore, the right communication recommendations should insure the successful realisation of the promotion strategy for the new event.

1.1 Research Methodology

Research Topic:

Marketing and communication research for the purpose of drawing the communication strategy for plan recommendations the international event dedicated to space applications industry.

Aim of the project:

The aim is to draw the communication objectives for the new event and to provide the communication strategy recommendations. This involves identifying target audiences, their interests and needs, motivations, opinions with regards to the same type events. The research should lead to the establishment of the priorities and objectives for communication of the event to the selected target audiences, views on how to motivate the target audiences, message strategies and communication tools selection.

The central question:

What communication recommendations should be implemented in order to obtain the successful results of the communication strategy plan?

The sub-questions:

- What does space applications market represents nowadays? (Who are the main players, what are the tendencies and needs?)
- What place does the Mexican market take in the world space applications sector?
- What is the current market position of the abe company,
- What are the main activities of the company and their effectiveness?
- What resources does the company have for the new project event promotion?
- Who are the competitors and what do their events propose to the customers?
- Who is the target audience for the new event?
- What are the interests and opinions of different target audiences about the event concept?
- Which communication mechanisms should be used for the new event promotion?
- What unique channels and tools could help to differentiate the new event promotion from the competitors?

Research Methods:

In the primary research the main problem is defined (the central and sub-questions formulation). The methods used to address the problem should be based on the secondary research: desk research, literature review and data collection. The desk research will be used for the market research.

The placement experience and consultation with the colleagues should be used for the company evaluation. The evaluation of the past events results, data analysis produced by expert companies, results of the customer satisfaction survey and experts opinion should be used for the event effectiveness evaluation.

Consultations and discussion boards with the field experts should be used to find the main target groups and the supplementary desk research and survey results analyse should provide the necessary information for the needs and interests definition.

The desk research and professional literature should be used in order to draw the communication recommendations.

Sources:

Marketing and communication books

Online newspaper articles and specialised websites

Specialised literature (from symposiums and space application books)

Satisfaction surveys

Market research data

Communication strategy online articles

Company's data about the events

Consultations and discussion board

Event Organisation Experts:

Stephane Castet. CEO advanced business events group.

Sandrine Varenne. International Project Manager. Specialisation: aerospace, defence and space applications events.

Nadia Shepvalova. Logistics manager.

Dalia Castillo Andrade. Marketing and communications junior. Specialisation: aeronautical and space market, South and Central America.

2.0 SITUATION ANALYSIS: EXTERNAL ENVIRONMENT

2.1 Introduction to Space Services and Applications Market

Global space activity plays an important role in the economic and social spheres of every country. Different nations invest in space industry development to gain international respect by presenting the latest technological innovations. Politics want to profit from financial, social and commercial benefits coming from the space applied sciences. Governments realise the power of the space assets that are becoming essential part of the daily life. (Satmagazine, 2009)

Even during the time of the problematic economic situation, more and more innovation technologies continue to appear on the space applications market. The current development phase shows the increase in the diversity and in the quality of the latest products and services of the industry.

Nowadays, the aerospace applications industry is undergoing some changes. New players appear at the market scene, as more and more countries are starting an active development of the space sector. Government support and society interest lead to a significant increase of the sector-related companies, also the international cooperation and partnership are moving into a strong activity phase.

According to the annual report by Futron (The Space Competitiveness Index—Update), the space industry sector is becoming more complex and competitive every year: *“The United States (US) is the current leader in space competitiveness, followed by Russia, Europe, and China. The US leads significantly in each of the major categories: government, human capital, and industry. Europe increasingly acts in concert via joint policy, multinational corporations, and the development of “European markets”. China is emerging as a major space power with ambitious and visionary goals backed by heavy investment, centralized decision-making, and techno-nationalistic programs”* (Futron, 2009).

Technology transfer into daily life programme has always been especially active and productive in the space field. In the recent years, more and more special applications programs dedicated to development of social space applications appear. Space is the most innovative and most complicated industry, that is why all the technologies are thoroughly tested and thus they are proven to be the safest. (European Space Agency, 2009) Every country, active in the space field,

has developed the special programs: Spinoff by NASA, TTP by ESA and United Nations Programme on Space Applications Activities. They are serving exclusively for the purpose of the space technologies adaptation for the down-to-earth problems: health, agriculture, environment, transport and public safety areas are the most commonly targeted areas by such programs.

2.2 Mexican Market

Today, Mexico has a rapidly developing economy and it attracts more and more international investors and businesses. The country is actively promoting its public image of a sustainable and competitive finance market. Moreover, Mexico is becoming a strong player in the aviation and aerospace industry and now, is heading towards productive relations with the key actors of the sector. It searches for the further developments of the market on national and international level (Fernando Luna, Invest in Mexico, 2009).

The aerospace area has experienced a double-digit growth rate in the last 5 years, and the number of companies established in the country has tripled in a similar period. Today there are more than 190 companies in Mexico that work in the aerospace industry.⁸ In 2008, exports for this industry exceeded 3 billion dollars, placing Mexico as the sixth largest supplier for the European Union's aerospace industry and the ninth for the United States. The Mexican aerospace industry has skilled human capital, with 750,000 engineering and technology students and 90,000 students that will graduate this year. Also, Mexican companies have international certifications that are part of the requirements to participate in this industry (Fernanda Luna, Promexico's Strategic Industries. 2009).

The country is becoming a strategic location for the space market development both in manufacturing and in engineering areas, as well as for the development of military and civil applications. The huge potential market is already represented by over 20,000 workers employed and 186 overseas companies based in the region (A Wealth of Opportunities in Mexico, 2008). More and more international companies are coming to invest in the sector.

Mexican market has 3 types of investors in aerospace sector:

Primes – like Honeywell, looking for small indigenous companies that they see as potential suppliers they can develop.

Suppliers - who have been encouraged by prime, to come to Mexico under their "Supplier

Migration Programs”

Foreign companies – that have formed joint ventures with local companies (C.Vérut and G. Suárez, 2008).

Mexico has free trade agreements with more countries than any other in the world – 12 agreements with 44 countries. Mexico is expected to continue expanding its network of agreements to diversify its export markets and to attract Mexican and foreign enterprises to invest and reap the benefits of joint production in a strategic location (“What’s so special about Mexico?”, 2009).

abe group has already established a strong partnership relations with various representatives of the Mexican aerospace market (Aerospace Meetings: Partners, 2010). Also, company has done a further research into the market (S. Castet, D.Castillo Andrade, “Discussion Board” June 3, 2010) and has determined the main actors of the sector:

- **Canieti** – *“Mexican Electronics Telecommunications and Information Technologies Industries Chamber. It is representing the Electronics, Telecommunications and Information Technology Sector in Mexico, which promotes the development of the sector in a global environment with high quality services.”(Canieti, 2010)*
- **Gobierno De Jalisco** – Jalisco Government. Jalisco state is situated in central-western Mexico. It is the most developed national state and it is an industrial and business centre of the country.
- **ProMéxico** –*“The Mexican Government institution in charge of strengthening Mexico’s participation in the international economy. With this objective in mind, the institution supports the export activity of companies established in the country and coordinates actions to attract foreign direct investment to national territory. As a national actor the institution is supporting this premier aerospace supply chain oriented B2B event in Mexico.” (Promexico, 2010)*
- **CANACINTRA**- Mexican National Chamber of Commerce. *“It offers diverse services for the facilitation of business and the promotion of trade between Mexico and the foreign countries.” (Solutions Abroad, 2007)*
- **Femia**- *“The Mexican Federation of Aerospace Industries (FEMIA by its initials in Spanish) is a non profit association established by the majority of aerospace entities in*

Mexico. The mission of the agency is to represent the entire aerospace sector in the country and be an international reference as a corporate association” (Femia, 2010)

- **AEXA**, Mexican Space Agency. The agency is working on the development of space-related technologies, promoting competitiveness of sector, and organizing scientific researches.
- **Bombardier** “*worldwide leaders in aerospace and rail transportation* (Bombardier, 2010)
- **EADS** *provide cutting-edge technologies, scientific excellence and programme leadership defence electronics and security systems and space systems” (EADS, 2010)*
- **SAFRAN** “*French conglomerate involved in defence, aerospace propulsion and equipment, communications and security” (Safran-Group, 2010)*
- **SATMEX** is one of the biggest satellite services providers in Mexico (Satmex, 2010)
- **The News**
Mexican national newspaper published in English.
- **El Universal**
“*The most influential daily newspaper in Mexico. It is highly respected country media with a circulation of 170,000” (El Universal, 2010)*

To conclude, the Mexican aerospace market is presenting a great business opportunity. The sector has an accelerated development. Stephane Castet, CEO advanced business events believes that “Jalisco could become an important aerospace area, not only in Mexico but in North and South America. With the presence of international companies, high tech activities, qualified human resources, outstanding transport connections, and strong dedication, Jalisco has the assets to achieve this goal” (A New Alliance to Promote the Mexican Aerospace Industry’s Development, 2009).

2.3 Competition

There is a growing competition in the industry of event organisation; this is due to the fast developing market of the space application in the recent years. That is why it is important to be well informed about the competitor's salons, conferences and exhibitions of the sector; it allows company to know the competitors, to learn about the current tendencies of the market and to determine the main factors that attract the audience. Hereby, the most theme- related exhibitions are presented in the table *Worldwide Aerospace Applications Shows and Exhibitions 2010* (A. Bezpalaya, S. Varenne, Competitors Shows and Exhibitions; February, 2010).

Worldwide Aerospace Applications Shows and Exhibitions 2010

SAT EXPO	Italy	4-6 February	Space applications and telecommunications exhibition
CEBIT	Germany	2-6 March	Software and services international exhibition of advanced technologies
SVIAZ/EXPO COMM	Russia	11-14 May	Exhibition of navigation, hardware and software satellite navigation
International Satellite Navigation	Russia	1-2 June	Satellite navigation information technologies
Munich Satellite Navigation Summit	Germany	9-11 March	Latest navigation technologies summit
CABSAT	UAE	2-4 March	International electronic and satellite communication event for Middle East, Africa and South Asia
European Telemetry Conference	Germany	17-20 May	Innovative ideas and technologies for industrial, scientific, aerospace, naval and military applications
GEO EXPO 2010	China	12-15 May	International conference and expo for geospatial information technologies
Global Space Technology Forum	UAE	29 November- 1 December	Global space technologies conference and expo
Satellite 2010	USA	15- 18 March	Newest technologies for all sectors of the satellite community
Entelec 2010	USA	13-15 April	Telecommunications, space and energy

			applications
World Satellite Business Week	France	6-9 September	Latest development in satellite technology, workshops and conference
MECOM 2010	UAE	17-19 May	Communications solutions for government, healthcare, hospitality and finance
InfoComm 2010	USA	5-10 June	Information, communication marketplace for information technologies for air industry
Expo Aero Brasil	Brazil	2-5 July	International fair for aeronautics and aero applications
Aerospace Testing Russia	Russia	4-6 October	International Exhibition of equipment and technologies testing
Toulouse Space Show	France	8-11 June	International week on space applications, conferences, expo and workshops
B3 Forum (Broadband for Business Forum)	Mexico	23- 25 February	International Business Technology Forum

The main determining factor for the event success is the international aspect: all the events associated with the space applications industry are aimed to attract the main worldwide actors of the space industry (S. Varenne, Personal Communication; January, 2010). Paola Dalla Chiara, president of the Italian event dedicated to satellite solutions confirms that the internalization and B2B meetings were the key factors for the events success and that the “international profile, was the main objective” (SAT Expo Final Press Release , February 2010).

The premium objective of every competitor event proves to be the involvement of the governmental representatives from the aerospace sector and the attraction of the small and medium size enterprises. All the successful events of the sector aim to present to their audience the productive platform for the cooperation opportunities, programs development, research and partnership. For example B3 Forum, the event dedicated to international technologies, claims to provide “a unique and unprecedented platform for businesses from a variety industries to get to know and to evaluate the solutions and technological applications available in today’s market” (E.J. Krause & Associates Inc, 2010)

In order to organise a successful exhibition, the event should serve as a hub for all those activities that are taking place in the space applications industry life. Organizers should be constantly connected to the main actors and be informed about the latest developments. In addition they need to know new advanced technologies and their diffusion in emerging space sector. As a proof, the success examples of SAT Expo 2010 and Toulouse Space Show 2008 could be presented: 1 221 Scientists from 43 countries have attended the conferences of the Toulouse Space Show and 102 companies represented by the main actors (Boeing, EADS, CNES, ASI, Thales, Astrium) have come to present their latest developments during the exhibition (Toulouse Space Show, 2010). SAT Expo “has originally invoked the main actors from the aerospace sector from the top players: Finmeccanica Group, EADS ASTRIUM, Eutelsat and Skylogic, to interested institutional bodies up to new technology incubators” (SAT Expo Final Press Release, February 2010).

It is essential to position the new project event with a differentiation statement. In the modern borderless world, international exhibitions enable the development of the businesses and social connections. The great advantage is that this project will target new Mexican market and open it to the international public. The event should reunite the entire space applications industry community and ensure the platform for the business developments. Another important differentiation for the event should be its unique selling proposition: a new 3-in-1 concept. The triple benefit positioning (conferences, exhibition, and business meetings) can satisfy various needs and interests of different target groups. The unique feature of the multiple services offered at the same time and the new developing market as the venue, should provide the necessary value to the potential customers. Also, it will allow company to underline the advantageous differences between the new event and other similar events and help to outperform the competitors.

The space applications related events highlight the important opportunities offered by the aerospace industry to small and medium enterprise, at the same time, these events are serving as a hub for the developments of the extremely sophisticated equipment and devices, also offering the knowledge exchange for all the actors involved. That is why in order to be able to propose to the customers a great value event, different from the other industry-related events it is important to develop a strong communication and marketing strategy.

3.0 INTERNAL ENVIRONMENT ANALYSIS: COMPANY OVERVIEW

abe has already obtained the loyal customers, effectuated a range of different industry-related events, formulated specific communication messages and has gained a rather rich experience in the field. It has organised more than 1000 events all over the world: Europe, Asia, North and South America. The company has worked on such international forums and conferences as Eurosatory, Aeromart, SAT Expo, ERTS, Plastic Meetings and many others.

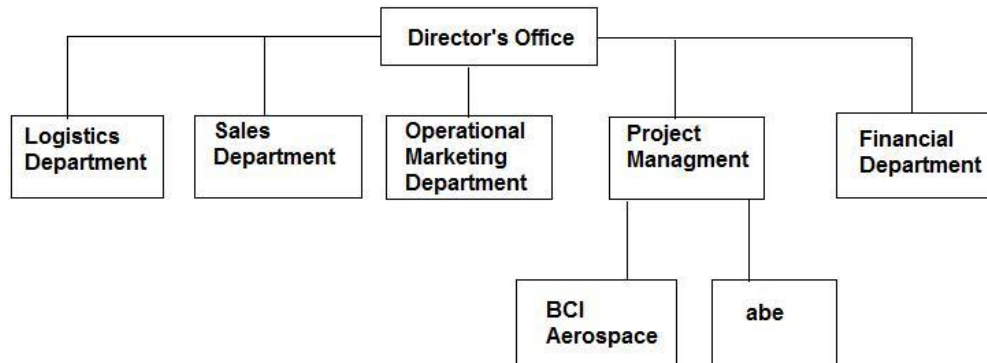
Company Profile:

advanced business events is a French, Paris based company, specialising in the professional business events organised in Europe, North America, North Africa and Asia.

Key Figures:

- 30 employees
- 8 working languages
- 5 foreign subsidiaries:
 - Rome, Italy
 - Montreal, Canada
 - Tunis, Tunisia
 - Tianjin, China
 - Hong-Kong, Hong- Kong
- 80 000 customers since 1984
- over 1000 events organised
- 45 000 companies constantly participate in the organised events
- over 20 national and international partners

Organisational Structure:



Areas of Specialisation:

- Aviation, Space and Defence
- Chemistry, Cosmetics and Pharmacy
- Energy and Environment
- Industry and Technology
- Packaging and Food processing

Concept

To organize business conventions, advanced business events have introduced the original method. The company uses concept of pre-planned One-to-One Meetings, offers services that continue to provide customers with a number of tailored tools to facilitate identification, understanding and the penetration of new markets

This framework allows all participants to choose their own speakers in terms of their specific function and needs. It also insures that participants receive a case specific program of their chosen event several days before the actual conference. (abe, About us 2010)

B2B meetings: *pre-arranged and business focused meetings between high level contacts willing to develop their businesses.*

Conference: *composed of themed workshops and target-specific meetings are useful in a professional and user-friendly manner.*

Exhibition: *event organised for companies in order to show and share their innovations, skills, products and to create awareness of the market trends.*

Congress: *Special meeting during which experts share, compare and discuss the results of their work (abe, advanced business events: B to B expert, 2010).*

3.1 Aerospace Division: BCI Aerospace

For the aerospace industry, company has a special division **BCI Aerospace**; it is well recognized as a leading player in the organization of the B2B meetings. It was established in 1996 and has become a world leader of business to business events for the aeronautics, space and defence industries. (abe, Events: Aeronautics, Space, Defence, 2010).

Objectives:

The company is already in the partnership with certain regions of France and Europe, seeking to boost their economic and financial areas and to expand their activity to other countries (BCI Aerospace, 2010).

The primary plan for the company is to increase the number of the regional partners for the purpose of being known and recognized as a professional leader in the field of the business meetings and exhibitions. Also, in order to reach a bigger number of the industry sectors and know the new market trends, there is another important objective: the increase of the activities and themes for its business conventions. Additionally, in order to avoid duplication between the conventions, the group should properly manage the frequency of the events and their themes. Moreover, it is always important to offer a professional quality services and gain the customer loyalty, as well as to work on a constant improvement of the internal organisation of the company.

abe goal is to mobilise decision -makers, economic professionals, national and international partners of the targeted market, to ensure the success of a partnership strategy and to optimise the communication between industry's actors (BCI Aerospace, 2010).

3.2 New Project Event

Project Introduction

The new project idea is to organise an event in Guadalajara, Mexico dedicated to aerospace applications. BCI aerospace division came up with a plan to market the same-concept event as “Toulouse Space Show” to other countries, and Mexico was chosen as a first potential market place. In addition, abe is already organising the event in the country called “Aerospace Meetings” that targets the aerospace industry.

The idea is to set up a double event at the same time and at the same place: one dedicated to aerospace sector and another to space applications. These are two related markets, it means that the themes and main actors are similar. For example, EADS (military transport and fighter aircraft, defence electronics and security systems and space systems company (EADS, 2010)) participates in the events both dedicated to aircraft and space applications industries. The company is planning to attend Aerospace Meetings, Guadalajara and EADS participated in Toulouse Space Show 2010, so there is a great probability that it will be interested in joining the new event. Therefore, the double event idea could insure the greater success of the new project. The cooperation between two events should save time and money, require less human force and demand less marketing and communication efforts. Important to mention, that there are already several cooperation agreements between the abe company and local Mexican representatives.

The concept of the event strategy is to introduce a 3-in-1 event, which will include: conference, exhibition and business meetings. The event should target all the main players of the aerospace industry. (S. Varenne, Personal communication: New Project in Mexico (e-mail), February, 2010) It should provide an opportunity to demonstrate all the latest developments of the industry, prove the increasing role of space applications and gather the main actors of the industry for the productive discussion and experience exchange. The objective of the new project is to present itself as an international platform for the business and science development of the sector. The event will concentrate on the following modern themes:

- Space Applications for down-to-earth problems (health, safety, transport)
- New Tendencies in Space Applications Industry
- Use of Space Technology for Climate Change Studies
- Use of Space Applications for the Risks and Disaster Management
- GNSS Applications for Human Benefit and Development

- Space Applications in the Service for Developing Countries
- Space Education: future possibilities
- Satellite Programmes for Sustainable Development
- Integrated Space Technology Applications: Benefits to Society
- Global Navigation Safety Systems and its daily application
- Use of Space Technology for Water Management

Stephane Castet (CEO, advanced business events) stated that “After France, Italy, China, India and Canada, Mexico is a natural continuation for our Aerospace events. With 250 companies expected, 60% from overseas, we hope Guadalajara will be a new international venue for the aerospace industry” (A New Alliance to Promote the Mexican Aerospace Industry’s Development, 2009).

3.3 Resources

The good communication strategy needs well prepared resources, starting from experienced people with professional skills, high quality materials, rich database and of course, ending by proper budget and time outline. It is important to recognise and respect the actual resources and abilities and always keep track of the crucial limits: time, staff and money.

Staff

The event is planned to be organised in coherence with Aerospace Meetings, Guadalajara 2010. Therefore, it is logical that the same team should be assigned to work on the new Mexican event. The project team should consist of international managers, sales representatives, logistics managers and local representatives with experience and knowledge about Mexican market (S. Varenne, Personal Communications, February 2009).

Project Date Realisation:

October 4-8, 2010

Established Partners and Sponsors:

The fact that the event is planned to be organised in coherence with “Aerospace Meetings” means that the same partners and sponsors might be involved in the new event. Additionally, the aerospace industry in Mexico today, receives a big support from the government, therefore, it is essential for the project success to cooperate and collaborate with governmental organisations.

Partners: Canieti (Mexican Electronics Telecommunications and Information Technologies Industries Chamber), Gobierno De Jalisco (Jalisco Government) ProMéxico (Economy and Investment Development organisation) Femia (The Mexican Federation of Aerospace Industries, Cadelec, Siscad (electronic software)

Industrial Sponsors: Bombardier, EADS , SAFRAN ,EATON

Steering Committee:

advanced business events company has made a cooperation agreement with the important Mexican governmental institutions and some principal industrial actors. The aim of the cooperation is to develop a win-win business relations and to form a so-called Steering Committee: *“in order to create new business opportunities for national companies in the global aerospace, space and defence industries and the event Aerospace Meetings Guadalajara 2010 is the first result of the collaboration agreement”* (A New Alliance to Promote The Mexican Aerospace Industry’s Development, 2009).

3.4 SWOT Analysis

Strengths:

- Well known company name and brand
- Innovative concept (3 in 1: conferences, exhibition and business meetings)
- Organisation of the show in cooperation with existing event “Aerospace Meetings”
- Similar market area: aerospace and space applications
- Established partnership with governmental institutions
- Pre-defined time and place arrangements
- Experience in international expansion
- International and local partners
- Americas target market (USA- market leader, Mexico, Canada- developing markets)
- Vast direct marketing and communication experience
- Rich database
- Market expertise – rather strong competitive position

Weaknesses:

- Limited number of human resources: too many projects - too few people
- Time Limit: October, 2010
- No local representative/ on- place supervisor
- Limited time for promotion and communication strategy realisation

Opportunities:

- Development of successful dual market event
- Expansion of the existing client group
- No local competitors (exclusive event concept)
- Expansion of the target group (visitors, buyers and sellers)
- In case of success good publicity and opportunity for further expansion (China, Canada)
- Good opportunity for further development of the brand

Threats:

- Possibility of low market demand (concurrent events)
- Time limitation
- Global financial crisis (influences customer’s decision about their participation)
- Difficulties with distance management of the event organisation

- Lack of awareness about the special concept of the event
- In case of fail: bad reputation for other events and activities of the company
- Foreign market : different communication styles

The new event should offer customer–responsive services; therefore, a proper research and assessment of the target groups and their interests are needed. Advanced communication and technology features can assure a good positioning for the event and provide the key value for the customer participation. The prime barrier for the strategy realisation is the time limitation: during the short period of four month different actions should be realised simultaneously.

The differentiated image and unique concept of the event should help to gain customers loyalty in the future. Thus, the proper promotion of the main features of the project is essential for the success of the new event. The principal risk is not to actualise the promises and latter on, not to justify customers expectations. It will cause a great damage to the company’s image and influence other events credibility.

4.0 COMMUNICATION STRATEGY OBJECTIVES

Communication strategy is the principal tool for the company's promotion; it helps company to broadcast itself, obtain a good international position, show the competitive differences and strategy can help to influence the audience decisions. The plan of action should be integrated internally and externally and apply to all the levels of the company's activities, and it is important to remember that the communication strategy in the end is a tool and not the end goal of the project. Therefore, definition of the principal goal and objectivities is only the first, but a very important step in strategy development.

Main goal:

Make the audience aware of the new event and its concept, thus to insure their participation in it.

Specific: Communication activities that will insure the audience awareness of the new event and insure further participation

Measurable: the success of the communication strategy directly depends on the final participation

Attainable: based on the experience and skills the established objective is a rather realistic one.

Results-orientated: to make it a well-known event and insure the audience interest in it.

Time-limited: a defined deadline October 2010

Objectives:

- Creating the communication message that will be attractive to the audience and would insure the active participation;
- Building awareness of the new project event among existing and potential clients;
- Encouraging sponsors and partners participation and cooperation in the project;
- Emphasising the unique differences of the provided services
- Establishing the proper partnership relations with the media;
- Creating a strong perception of the new event that will also contribute to the promotion of the company's brand and its reputation.

5.0 SAME – TYPE SHOWS ANALYSIS

(Toulouse Space Show 2008 and SAT Expo Europe 2010)

The analysis of the events related to the space applications industry is a very important step, which helps to define the current market situation and to learn about the target audience, their needs and preferences. In this section two events dedicated to space applications industry will be analysed: Toulouse Space Show 2008 and SAT Expo Europe 2010.

The general overview will outline the main features and objectives of these events. Consequently, that should provide a broader view on what do the modern exhibitions propose to the customers nowadays. These exhibitions proved to be a success: they have welcomed the main players of the space industry and have gained a good reputation. The company was a co-organiser of the both events and therefore has an insight knowledge about the organisational details, all the difficulties and possibilities. It is important to analyse these events, because from the beginning they were used as a templates for the future project. Toulouse Space Show has the same a 3-in-1 concept idea and it targets a similar target groups, thus, it can serve as a valuable example for the Mexican event. Furthermore, the satisfaction surveys of the both shows should provide the information about the audience opinion and needs regarding the events.

The space applications market is a rather small and unique one, meaning that mostly the same countries and companies are active in the field. Therefore, based on the information retrieved from the events data and satisfaction surveys, the analysis of the target audience needs and interests should be carried out.

5.1 Toulouse Space Show 2008

In 2008, the company was chosen to organise the exhibition and business meetings of the Toulouse Space Show, which was the first international event specialising in space applications. International week on space applications, designed to be held every two years in Toulouse, France. The event united industry experts, service providers, customers and users, researchers and students from all over the world. The show was centred on 8 major events: international exhibition, diverse international conferences, symposium and workshops (Toulouse Space Show, 2010)

Facts and Figures Toulouse Space Show 2008 (organised by BCI Aerospace)

- 102 exhibitors (80 major exhibitors and 22 indirect exhibitors) including Boeing, EADS, Astrium, Thales Alenia Space, Galileo GSA, Galileo Services...
- 930sqm commercialised
- 58% French exhibitors and 42% International exhibitors
- 800 visitors
- 1 500 B2B meetings organised by BCI
- 15 countries attended (Germany, Belgium, Canada, Spain, USA, France, UK, India, Italy, Luxemburg, Norway, The Netherlands, Portugal, Sweden, Switzerland)
- 1 221 Scientists from 43 countries attended to the conferences (ENC-GNSS, EFTF, and SPACE APPLI)

Satisfaction Survey Analysis

In the 2008 edition of the Toulouse Space Show participated 102 companies, 58% of which were represented by French companies and 48% by international ones (from 15 different countries). The survey results show that 64% of the visitors came to the event to meet new potential clients and more than half of the respondents stated that they were interested in finding new partners.

The respondents, presented by 62% have participated in the pre-organised business meetings; this fact proves a big general interest in the concept of the exhibition and professional meetings combination. And again the most popular explanation for the participation motivation in B2B meetings was the interest in meeting new clients and partners. It is crucial to underline that according to the survey results the outcome of the business meetings proves to be a good percentage of the follow-ups: 46% of the participants stated that 25-50% of the B2B meetings they have had were worth a follow-up. Additionally, 50% of the potential clients are representative of the foreign companies, which gives evidence to the fact that the event provides good opportunities for the international business development and growth.

To conclude, 91% of the respondents are interested in participating in the next editions. This fact confirms that the show is a successful business and science platform for the space applications industry actors.

5.2 SAT Expo Europe 2010

This year, another event dedicated to the space applications sector was held in February, in Rome: SAT Expo Europe 2010.

“Over 6000 visitors, more than 2000 business meetings and 20 foreign delegations were present over the three days. SAT Expo Europe successfully achieves the objective of presenting itself as a Mediterranean benchmark for the market of space services and applications” (SAT Expo News, 2010)

“Particular satisfaction – states Dalla Chiara, president of SAT Expo Europe at the end of the event - comes from the number of B2B meetings, that were over 2000, and held in the B2B Meetings Area, and which saw the participation of 243 company representatives (210 suppliers, 43 buyers and 39 exhibitors) and over 160 between industries and institutions from 20 foreign countries (Algeria, China, Czech Republic, France, Germany, Ireland, Israel, Italy, Morocco, Holland, Palestine, Russia, Spain, Syria, Tunisia, Turkey, United States, England, Uzbekistan and India). (SAT Expo, Final Press Release, 2010)

Satisfaction Survey Analysis

According to the survey results 46% of the participants responded have their headquarters based overseas and 54% are represented by local Italian companies. Solutions and services providers, ICT experts, national and international institutions, field experts, public office representatives- confirm the presence of all the main actors of the space applications sector. To proceed, 58% of the respondents confirmed that the main expectations from the event, was the possibility to meet new customers and partners.

To conclude, 90% of the companies are interested to participate in the next edition. Once again, it proves that the audience is interested in the specialised events dedicated to the space applications market and its development.

6.0 Target Audience Analysis

Understanding the audience and their needs is fundamental. It is crucial to divide the audience into groups in order to later on create the specific communication messages. Each group, of course, has its own needs and priorities, so the greater understanding of them company has, the greater is the chance for the event success. The better the audience is explored and their needs are understood, the better chance is that the right message will be formulated; furthermore, that it will be liked, accepted and acted upon.

According to the same-type show analysis, the conclusion can be made that the main participants of such events are the governmental institutions, research centres and international companies. For the Mexican event, the focus should be on the local companies, as the space applications sector in the country today, is in the good development stage. That means that the platform for the business and scientific exchange, such as the new project event, should be well appreciated by every target group. The great advantage for the new project is that there are already a few well established contacts with every audience group, which could serve as a good starting point for the communication strategy implementation.

6.1 Governmental Institutions

This group is presented by the Mexican government institutions that search to increase the interest in the local market and to promote the international face of the country; the institutions that are supporting the export activities and are searching to attract foreign investments: **Gobierno De Jalisco** – Jalisco Government; **ProMéxico** – governmental institution supporting international economic development; **Femia**- The Mexican Federation of Aerospace Industries; **AEXA**- Mexican Space Agency.

Foreign institutions and space agencies aim to strengthen intercultural collaboration in the space sector and seek for the new international partnership development.

Space Agencies: ESA, NASA, EXA, CNES, CONIDA, CCE, ABAE, UKSA, RFSA, ISRO.

Special International Organisations: UNOOSA (United Nations Office for Outer Space Affairs) and UNCOPUOS (United Nations Committee on the Peaceful Uses of Outer Space)

Needs and Interests:

The first and foremost interest for all the government related organisations is the political and economical development. Mexican institutions aim to promote the stability and security of the countries' new market.

Market research, executed by UK Trade&Investment company shows that government is clearly in favour of international cooperation, especially in such innovative area as space application sector. The essential needs are based on search for international partnership and investments, as well as the desire for productive cooperation in the field (UK Trade&Investment, 2010). The partnership is a key for a successful development of the scientific, technological and industrial potentials of the country. Mexico aims to expand awareness of the national space industry locally and internationally (Promexico: Presentation File, 2010).

After analysing the events dedicated to space application, by the attendance based information it can be seen that foreign institutions, for example different space agencies, are always open for the international cooperation opportunities, experience and knowledge exchange and new common projects developments. Such events are one of the best platforms for industrial developments. All the well-established aerospace international industries focus on the latest developments of the sector and always search to be informed about the latest trends, opportunities, industry characteristics and future developments of the field (SAT Expo Final Press Release, 2010).

6.2 Educational and Research Centres

SAC- Space Applications Centre, SIAA- The Engineering Aeronautics and Aerospace Society, ISAS- Institute of Space and Aeronautical Science, SRON- Institute of Space Research, and other related laboratories, associations and universities.

Needs and Interests:

Various research centres and universities are interested in the scientific field of the space market: latest research findings, development projects, spin-outs, technology innovations and applications. Universities focus is always on the collaboration opportunities that bring together international scientific organisations, key space agencies and research facilities. The main objective is a comprehensive up-to-date international research and development cooperation (European Space Agency, 2010).

6.3 Private Companies (Local and International)

Space industry and its applications services providers

Space application software and control management providers

Equipment manufactures and engineers

Space applications advice and consultant companies

Needs and Interests:

The companies that are related to the space applications activities (satellite, navigation, telecommunication, software and service providers) search for the successful implementation of their strategies. That means that all of them are interested in communication with and presenting to their target audience: partners, suppliers, buyers, manufactures, service providers.

The event, that could attract them, should provide a good platform for the technology and business solutions development. In times of rapid industrial development of the space sector, every company is opting for the new business opportunities, searching to expand their field of activities or strengthening and securing the current market position. Small and medium sized enterprises seek to find the most effective ways of management for their businesses by learning about new developments, cost and efficiency advantage possibilities, by knowing their competitors and by maintaining new partnership and cooperation opportunities. (S. Varenne, Personal Communications; May 26, 2010).

Local Mexican companies are interested in the increase of the market trading opportunities, by presenting and positioning themselves at the international arena of the space applications. It is crucial to be informed about the local and international competitors, to establish new partnerships and to meet prospective clients. Finding investors in the current economic situation is a tough task, which is why companies are always eager to take on the opportunity to participate in the international and professional orientated events (UK Trade&Investment Business, 2010).

Foreign companies are seeking to meet new businesses and to open new investment opportunities in the new Mexican emerging market. As it was already stated in the market presentation by Proméxico, now Mexico is offering the incredible opportunities for the new businesses and investors in the aerospace and space applications industries. The government is supporting the internalisation process and now offering various development procedures and trade agreements in order to attract the foreign investors. (Promexico Presentation File, 2010)

6.4 Potential Sponsors

Big industrial companies, active in the space sector, are interested in the promotion of their image. The market leaders search for the opportunities to present their services, products and innovations. Thus, the potential sponsors care about how many prospects will be presented at the event and what type of the publicity this event will generate for them. Also, how the event can help the company to achieve its marketing and communication goals. The interest is basically formulated in gaining access to their valuable target market. (S. Castet, Personal Communications; June 2, 2010)

6.5 Media

Mass media represented by: international and local press active in the space sector, different scientific magazines, newspapers and online publications. It is important to establish good partnership relations with local media, as they form the principal tool for the communication message transmission to the local companies. Also, global press should assure the international audience awareness about the event.

Needs and Interests:

Local Mexican media is interested in the opportunity to host the big event in their region. The international exhibition dedicated to the space applications industry should become a good source of the news for them. As for the international media, clearly industry specialised publications, such as Satmagazine are always present at the professional market events. The reason is that such event always present a platform for the fruitful data exchange for the media representatives.

Press is interested in highlighting the latest news of the industry, especially if the event is uniting all the main players of the field and provide the opportunities for the knowledge and experience exchange (S. Varenne, Personal Communications, February, 2010). The exclusiveness of the news plays a valuable role in the client attraction strategy. Media representatives always search for the high- profile events that are important enough to draw the attention of the target audience. In the end, the goal of every media (national or international) is to provide their customers with all the latest and exclusive news, especially in the field of the space applications.

7.0 Communication Message

The main communication message should be, of course, the new event, its features and advantages. For the new project it is essential to position itself with a differentiation statement. The audience should be informed about all the main benefits of the event.

Firstly, it will target new Mexican market and open it to the international public. Secondly, the event should reunite the entire space applications business community together and ensure the platform for the business developments. Another important differentiation message for the event is its unique selling proposition: a new 3-in-1 concept. The triple benefit positioning (conferences, exhibition, and business meetings), that can satisfy various needs and interests of different target groups. The unique feature of multiple services offered at the same time and at the new developing market as the venue should provide the necessary value to the potential customers. Furthermore, it will allow company to underline the advantageous differences between the new event and other events and help to outperform the competitors.

To conclude, the main message should be well tailored and modified to fit every audience group. It should be clear and to the point, explaining what the event is about, whom it addresses and what it propose. Every message should contain a clear proposal and a target promise, and every promise should convince the potential client to participate in the new event. Thus, after defining the main needs and interests of the target groups, it is important to outline the benefits that each group can obtain by participating in the project.

7.1 Governmental Institutions

The main goal of the Mexican governmental institutions has been defined as “the integration of more national companies to the supply chain of the global aerospace, space and defence industries” (A New Alliance to Promote the Mexican Aerospace Industry’s Development, 2009); and the general Mexican space industry development and foreign investments attraction (Promexico Presentation File, 2009). It is evident that they are already eager to support and cooperate with foreign companies and international events.

The message that the project team should present to the institutions should state the purpose of the event, its objectives and underline the benefits it will bring to the Mexican space sector development. For example, the exhibition and business meetings will allow local companies to

meet with the industry leaders, make business deals and establish partnership relations. The business meetings are directly creating a new trade opportunities for the national economy. Different alliances and sponsor opportunities should be presented to the various governmental representatives, furthermore the cooperation objective of the market development and expenditure should be proposed.

7.2 Educational and Research Centres

For the various educational and research centres the event should open the opportunity of the scientific development. The accent should be made on the conference themes and workshops that the future event will offer. Conferences should correspond to the latest tendencies and needs, various symposiums and workshops should provide the participants with a chance to participate in the informative and fruitful sessions. Interesting field-experts, speakers, space applications professionals, researchers and students united under one roof, definitely, should be another important attraction for this target group. The message should feature the benefit of the international profile of the event and underline the educational possibilities.

7.3 Private Companies (Local and International)

Private companies, interested in the business development possibilities, should be addressed by the exclusive opportunities that the event could provide. The exhibition and pre-planned business meetings offer a unique platform for the international and local companies to present their products and services, to exchange expert's opinion, to receive a good feedback and to open doors to the new market. The message should state the motivational reasons for the participation, for example: the event will give an opportunity to make new contacts, to identify new business opportunities, it will surely create a public awareness of the company and its services and it will facilitate the identification and penetration of a new market.

The participants are offered a chance to present their products and services directly to the potential clients, build new commercial opportunities and to profit from media presence. To conclude, the message targeting private companies should explain all the benefits that could be gained by the participation in the new event.

7.4 Potential Sponsors

The unique venue and concept are the good features that can help to create a valuable image, to make business announcements or to launch new products. Therefore, the message addressing potential sponsors should list all the benefits a potential sponsor could gain from the cooperation: chance to meet specific target groups and to address company's objectives in a unique and exclusive way. Another important advantage is that the sponsor can differentiate himself from the competition and increase the public awareness. The event should propose a sponsorship agreement document, where the specific objectives, responsibilities and benefits are listed, case and degree of the involvement, description of the event and target audience, benefits package and detailed cooperation program (S. Varenne, Personal Communication; May 28, 2010).

7.5 Media

In order to have a successful communication strategy implementation it is essential for the company to establish a partnership relation with the media: contact local and international representatives, present the show during various press conferences.

abe should aim to interest press representative by the expertise and experience; company should propose a various win-win cooperation possibilities. The group is already successfully using media sponsor and barter agreements (see Channels and Tools: Media). The message should convince the media representatives that the event is considerably more newsworthy then the other events happening at the same time and prove its outstanding position. The main focus should be on the benefits and not only on the features of the upcoming event. It means that it should not only concentrate on the promotion of the 3-in-1 concept, but also on emphasising the benefits of the show itself: participation of the key actors of the industry, the international profile, local and international media coverage of the event.

It is important to make it as easy as possible for the media to feature the event. (S. Varenne, Personal Communications, May 28, 2010) For example, to facilitate the communication by providing a media samples, press releases and quality photos and by being eager to arrange interviews. The project team should also prepare a press kit for every potential media representative. Press kit can include: general event introduction letter, brochure, sponsoring opportunities proposal, event and press conferences invitations. (S. Varenne, Personal Communications; May 28, 2010)

8.0 COMMUNICATION CHANNELS AND TOOLS

abe is mostly using the means of the direct marketing, usually communicating straight to the customer: on -field promotion during different events, brochure and catalogue distribution promotional e-letters and potential customers network development. Additionally, for the new event, e-marketing should be taken into the consideration, namely website development and online advertising on the industry relative websites. Furthermore, establishment of the new and use of the existing partnerships and contacts is a very important step in the promotion strategy. Direct call, as a call for action promotion proved to be a very effective method, the results of which can be measured directly.

Throughout this paper the research about the internal and external environment of the project event has been done, in order to draw up the recommendations for communication plan. At the early stage of the life cycle, the new event needs to have a good promotion, to be recognizable among industry's actors and that, of course, requires a strong communication strategy development. In order to meet marketing and communication objectives, the event strategy plan should be detailed and should concentrate on the needs of the target groups. The company should increase the awareness of the public about the planned event and especially about its rather unique concept.

The event launch management is complicated, and it needs expertise, time and resources. Therefore, focus on the project communication strategy will enhance the possibility of the success. The tools and channels should feet the message and serve to the main goal. Without the right channels the message could be delivered wrongly and give a wrong impact.

8.1 Website

The development of the website is an important element for a new project, as it is the starting point and the main harbour for information distribution. The outline of the official website should be clear, has easy content and useful site map. The site should be presented in two languages: Spanish and English. The webpage should be able to communicate all the necessary information on its own. Importantly, the website should be the communication and information point for everyone involved during the entire project duration. The objective is to address the audience with information about the progress and current status of the project, the main features of the event, its concept, offers and latest news.

The main aim is to constantly provide information and documents useful for the internal (project managers and partners) and external target groups (participants, potential clients and media). Document should address different target groups: sponsor kit and barter agreement offers for sponsors, registration form and contract details for the participants, press releases and press agreements for media.

Reports, brochures, logos, contracts, guides and other communication tools should be constantly available for the download. Local partners and sponsors should have restricted access, so that they can post and manage latest news that is interesting for the project. A regular update on the new participants and partners, as well as the information about the new developments in the industry and latest news about the event will insure a great interest for the website among the potential clients.

8.2 Brochure

The development of the two versions (English/Spanish) brochure is designed to inform the potential customers and partners about the new event and its attractive advantages. It should state the event outline, to whom it addresses and what it proposes.

The brochure is used to spread targeted information on the targeted groups, and as the result to increase interest in the new event and invite new customers. Therefore, the brochures should contain the most important objectives of the event and promote its competitive features. The 3 in 1 concept should be well explained and all the advantages outlined in the clear structure of the brochure. The information presented should be short but informative, and should be devoted to promotion of the event benefits and its perceivable objectives. The brochure, as a communication tool, should give visibility to the future event; insure audience in its feasibility and importance and to serve as one of the most important promotion material.

Other tools may include: leaflets and posters that could be offered to potential customers during others events. The audience can see the poster, with all the necessary data (dates, partners, features) and right on the place receives all the supplementary information.

In conclusion, all the communication tools of this type should be well designed and should be distributed in the strategic places. Also, they should assure the promotion of the events features and its objectives within the local and international audience.

8.3 Direct Mail

Mail version of the event presentation, brochure and invitation should be send to the potential clients, via targeted mailing list. Important to create mail, that will appeal to a large number of the customers. The direct e-mail allows precise targeting of the potential clients and is proven to be a low cost, but effective communication tool.

8.4 On-place Promotion

On-place promotion includes: the event advertisement and promotion during the conferences, exhibitions, symposium, and meetings dedicated to aerospace applications industry. It is highly important to keep target groups updated on the most recent developments of the project.

Participation in seminars, exhibitions and workshops helps not only to learn about the latest industry developments, but also to identify the key actors. During the exhibitions the project group can present the new event, show its main features, and discuss the participation and cooperation possibilities with the potential customers.

8.5 Direct Call

Another effective communication tool is the direct call. It allows contact the potential client, using the database for the contact information. It is an effective way to communicate the promotion message directly to the target groups: conversation with potential customers, partners and sponsors, offering discounts, special offers and proposals. Also, it is always useful to make contacts with the press, because sustaining regular press contacts can offer a good promotion and press coverage of the show in the future.

8.6 Steering Committee and “Open Doors”

advanced business events has made a cooperation agreement with the governmental Mexican institutions and important industrial actors in order to develop a win-win business relations. It has invented a so-called “Steering Committee”, composed of the Jalisco, Canet and other industrial sponsors of “Aerospace Meetings, Guadalajara”. The purpose of such an organisation is “to create new business opportunities for national companies in the global aerospace, space and defence industries” and to organise a united promotion and development of the event (A New Alliance to Promote The Mexican Aerospace Industry’s Development, 2009).

In order to make the audience aware of the event and attract them to active participation, each party has its own obligations and promotion objectives to reach (D. Castillo Andrade, Personal Communication; June 4, 2010). The same agreement could be used for the promotion of the new project event in Mexico.

Another creative concept is the “Open Doors” promotion. It stands for the special organised informative session day for promotion of the upcoming event. “Open Doors” was already organised in Guadalajara, Mexico in the purpose of the “Aerospace Meetings” promotion.

abe made an agreement with the local Chamber of Commerce and investment development organisation Promexico, according to which they are playing the role of intermediates for the event. They organise the “Open Doors” informative day and invite local companies and other potential audience to participate in it. During this day, representative of the abe project group and local organisers present the event, talk about its features and objectives and invite audience to participate in the new event (D. Castillo Andrade, Personal Communication; June 4, 2010). It is a very interesting and effective tool of communication strategy implementation and it should be considered and planned for the new project event promotion.

8.7 Media

Professionally written press articles and releases targeted to specialised international and local Mexican media, is one of the main tools for the publicity development of the event. The appropriate media should be selected beforehand and the cooperation negotiating process should be planned and prepared.

advanced business events already has a good experience in working with the media representatives and has established several cooperation options: press conferences, media sponsorship agreements and press barter agreements. For example, to promote SAT Expo Europe 2010, abe in cooperation with the event organisers and Italian Chamber of Commerce, has organised several press conferences in the different countries: Tunis, Canada, Russia, USA (Negus Expo, 2010). Moscow promotion conference was organised with the support of Russian national press communication agency ITAR-TASS and Russian space agency Roscosmos. The Russian side helped to organise the conference in Moscow, by providing place and press representative and the SAT EXPO representatives, in return, provided special offers for the participation in the event (N. Shepvalova, Personal Communication; June 2, 2010).

Another way of cooperation with the media is via press barter agreement. As an example in 2009, such an agreement was signed between abe and Air&Cosmos magazine for the Toulouse Space Show 2010 promotion. The event organisers offered: a free exhibition booth of 6 sqm, the magazines logo promotion on the official event website, as well as it listed Air&Cosmos as an official media representative. In return, Air&Cosmos wrote a three page article about the event in one of the monthly issues and was publishing the event advertisements during three issues (Contrat d'Echange Merchandise, June 2009).

9.0 PLAN PROPOSAL

Setting a deadline for the communication strategy is a necessary step, it is important to establish time frames for the each activity of the communication plan and define the main activities for the strategy implementation.

Month	Activity
End of May 2010	Final discussion of the new project launch possibilities Deciding on strategy, communication, marketing plan and finance issues
End of May- June 2010	Event program development -event name, logo, etc -choice of the main themes for conferences , workshops and meetings -Designing event website -brochures, leaflets, invitations and info e-mails development -press and sponsors kit
June 2010	-sending and distribution of the promotional materials -organisation of press conferences - press barter agreements
End of June 2010	Registration Opening and first press release
June, July, August 2010	Advertising and Promotion: -via press releases, interviews, articles -visit of the field relative event (on-field promotion) -on-line promotion via partners web-sites - “Open Doors” -on- place promotion
End of June, July, August 2010	Interest- the -customer and Selling phases -direct call, direct mail -event up dates: newsletters and press releases
September 2010	Business Meetings registration opening Exhibition lay-out design Event guide catalogue
October 4-8, 2010	The Event
October 2010	Post event follow-up phase -thank you letters -satisfaction survey -event results (press release)

10.0 CONCLUSION

To conclude the research, analysis and communication recommendations, it can be said that there is a great potential on the market for the event dedicated to aerospace applications, especially for the one, with a rather unique concept: the 3-in-1 event (conferences, exhibition and business meetings). Enter to the Mexican developing market will bring many opportunities and in the future, open new partnership possibilities.

There are five main audience groups that should be targeted in order to create the public awareness and to reach the good number of the participants. The communication message for each target group was established and main communication tools defined and proposed. Various steps should be taken in order to reach the communication strategy goal successfully, but the right timing and proper strategy implementation could easily transfer an interesting project to the triumphal and profitable realisation of the communication plan.

BIBLIOGRAPHY

European Space Agency (September, 2009) *Down to Earth: How Space Technology Improves Our Lives*. ESA Communication Production

Kolter, Dubois. *Marketing Managment 11^e édition*. 2004, Pearson Education France, Paris

L. Demont, A. Kempf, M.Rapidel, C.Scibetta. *Communication des entreprises. Strategies et pratiques*. 2001, Nathan Publication, France.

REFERENCE LIST

abe (2010) *About Us*. Retrieved May 10, 2010 from the official Web site:
<http://www.advbe.com/en/advanced-business-events.html>

abe (2010) *advanced business events: B to B meetings expert*. Retrieved May 10, 2010 from the official Web site:
<http://www.advbe.com/en/>

abe (2010) *Events: Aeronautics Space. Defense*. Retrieved May 10, 2010 from the official Web site:
<http://www.advbe.com/en/aeronautics-space-defense/>

A. Bezpalya, S. Varenne, (February, 2010) Competitors Shows and Exhibitions 2009-2011(excel file). Retrieved from abe company database, restricted to advanced business events staff.

Aerospace Meetings (2010) *Aerospace Meetings, Guadalajara. Home*. Retrieved May 5, 2010 from BCI Aerospace website: <http://www.bciaerospace.com/mexico/>

A New Alliance to Promote The Mexican Aerospace Industry's Development (October 9, 2009) Mexico: Press Release. Retrieved from BCI Aerospace Web-site:
www.bciaerospace.com/mexico/images/stories/pressrelease.pdf

BCI Aerospace (2010) *Who are we? Profile*. Retrieved May 10, 2010 from the official Web site:
http://www.bciaerospace.com/index.php?option=com_content&view=article&id=9&Itemid=2&lang=en

Bombardier (2010) *Company: About Us*. Retrieved April 20, 2010 from the official Web site:
www.bombardier.com

Cadelec (2010) *Company*. Retrieved April 20, 2010 from official Cadelec site:
<http://www.cadelec.com/>

Canieti (2010) *About Us*. Retrieved April 20, 2010 from official Web site:
http://www.canieti.org/index.asp?option_id=908&option_parent_id=0&option_level=0&top=908

EADS (2010) *Company: About Us*. Retrieved April 20, 2010 from the official Web site:
<http://www.eads.com/eads/int/en.html>

EATON (2010) *Our Company About Us*. Retrieved April 20, 2010 from official Web site:
<http://www.eaton.com/EatonCom/OurCompany/AboutUs/index.htm>

E.J. Krause & Associates Inc (2010) *Exhibitors: Why Participate?* Retrieved June 1, 2010 from B3Forum 2010 Web-site: <http://expocomm.com/mexico/2010/exhibitors.html>

El Universal (2010) *Company Profile*. Retrieved March 16, 2010 from the official Web site:
<http://www.eluniversal.com.mx/noticias.html>

European Space Agency (September, 2009) *Down to Earth: How Space Technology Improves Our Lives*. ESA Communication Production

Femia (2010) *About Us*. Retrieved April 20, 2010 from Femia Web site
<http://www.femia.com.mx/ingles/index.html>

Fernanda Luna (May, 2009) *Invest in Mexico*. Retrieved May 6, 2010 from Promexico Web site:
http://www.promexico.gob.mx/wb/Promexico/invest_in_mexico

Fernanda Luna (May, 2009) *Promexico's Strategic Industries. Aerospace*. Retrieved May 6, 2010 from Promexico Web site: <http://www.promexico.gob.mx/wb/Promexico/aerospace>

Futron (June, 2009) *2009 Space Competitiveness Index. Executive Summary*. Retrieved February 15, 2010 from Futron Web site:
http://www.futron.com/upload/wysiwyg/Resources/Briefs/Futron_2009_Space_Competitiveness_Index_Executive_Summary.pdf

Huges, S (October, 2005) *Report*. Presented at EPSM2005, the 29th annual conference of Engineering and Physical Sciences in Medicine, Adelaide, Australia, 23–27 October 2005. Retrieved March 4, 2010 from Springerlink Web site:
<http://www.springerlink.com/content/x218kt6315341786/>

Negus Expo (February, 2010) Press Conference: SAT Expo 2010, Moscow. Retrieved June 6, 2010 from Expoclub Web-site: <http://www.expoclub.ru/db/exhibition/view/7464/>

Promexico (2010) *About Us*. Retrieved May 6, 2010 from Promexico Web site: http://www.promexico.gob.mx/wb/Promexico/about_us

Promexico Presentation File (2010) *It's time to learn more about the great country, Mexico*. http://www.promexico.gob.mx/work/sites/Promexico/resources/LocalContent/461/2/ficha_mexico.pdf

SAFRAN (2010) *Group: Safran*. Retrieved April 20, 2010 from the official Web site: <http://www.safran-group.com/spip.php?lang=en>

Satellite Today (2010) *Company Profile*. Retrieved March 16, 2010 from the official Web site: <http://www.satellitetoday.com/>

SAT Expo Final Press Release (February 18, 2010) Retrieved June 3, 2010 from the Sat Expo Europe Web-site: <http://www.satexpo.it/en/sat-expo-europe-2010-internationalization-and-b2b-meetings-%e2%80%93-the-keys-for-its-success-the-third-edition-of-sat-expo-europe-2010-held-at-rome-fair-has-ended-over-6000-visitors-more-than-200/>

Satmagazine (December, 2009). *Year in Review. December Issue. Insight: Futron*. Retrieved April 1, 2010 from Satmagazine Web site: http://www.satmagazine.com/cgi-bin/display_article.cgi?number=1856883389

Satmex (2010) *Company: About Us*. Retrieved April 20, 2010 from the official Web site: <http://www.satmex.com/satmex.php?sid=3>

Smithsonian Magazine: Air & Space (2010) *About us*. Retrieved March 16, 2010 from the official Web site: <http://www.airspacemag.com/about/>

Solutions Abroad (2007) *Business: Chambers of Commerce in Mexico*. Retrieved June 4, 2010 from Solutions Abroad Web-site: <http://www.solutionsabroad.com/en/business-in-mexico/business-category/chambers-of-commerce-in-mexico.html>

Space Applications for Development (2009) *Space Technologies for Environmental and Disaster Monitoring*. Retrieved February 16, 2010 from dgCommunities Web site:

<http://topics.developmentgateway.org/space/highlights/default/showMore.do>

Telecommunications Media Group (2010) *Company Profile*. Retrieved March 16, 2010 from the official Web site: <http://www.telecomengine.com/Default.asp>

The News (2010) Retrieved March 16, 2010 from the official Web site: <http://thenews.com.mx/>

The Public Face of Space(February, 2010) 14th Annual International Symposium. *Symposium Program. Abstracts*. Strasbourg, France

Toulouse Space Show (2010) *Expo: International Exhibition and Business Meetings*. Retrieved April 16, 2010 from the official Web site:

http://www.toulousspaceshow.eu/index.php?id_lang=2&id_rub=137

UK Trade&InvestmentBusiness (12/10/2010) Mexico: Opportunities in Mexico. Retrieved June 1st, 2010 from the UK Trade&Investment website:

https://www.uktradeinvest.gov.uk/ukti/appmanager/ukti/countries?_nfpb=true&portlet_3_5_actionOverride=%2Fpub%2Fportlets%2FgenericViewer%2FshowContentItem&_windowLabel=portlet_3_5&portlet_3_5navigationPageId=%2Fmexico&portlet_3_5navigationContentPath=%2FBEA+Repository%2F328%2F425908&_pageLabel=CountryType1

UNOOSA (May, 2009) *United Nations Office for Outer Space Affairs*. Retrieved April 2, 2010 from UNOOSA Web site: <http://www.oosa.unvienna.org/oosa/en/OOSA/index.html>

ANNEXES



Quelques chiffres

102 sociétés ont exposé au salon Toulouse Space Show 08.
Exposants Français : 58%
Exposants Internationaux : 42%
80 exposants directs et 22 indirects
14 pays représentés

Seules 53 Sociétés ont répondu au questionnaire de satisfaction de l'exposition Toulouse Space Show

Effectif de l'entreprise :

59% des entreprises ont un effectif inférieur à 50
12% des entreprises ont un effectif entre 50 et 99
10% des entreprises ont un effectif entre 100 et 249
16% des entreprises ont un effectif de plus de 1000

Lieu d'implantation de la société :

64% des Sociétés sont implantées en France contre 36% à l'Etranger

Secteur d'activités :

32% : Equipements 38% : Services à valeur ajoutée 8% :
Usages

22% Autres : Associations, Instituts, Pôles de compétitivité, financement des entreprises, Consulting, Développement des marchés spatiaux à l'export et promotion des applications spatiales, Media

1) Niveau de satisfaction global

Excellent : 12%

Bien : 51%

Moyen : 37%

Insuffisant : 0

2) Organisation Générale

Organisation avant l'exposition

	Excellent	Très bien	Bien	Moyen	Insuffisant*
♦ Relations avec les organisateurs	23%	27%	35%	10%	5%
♦ Dossier d'inscription	8%	27%	33%	31%	1%
♦ Manuel de l'exposant	10%	27%	41%	18%	4%
♦ Catalogue	11%	33%	41%	15%	0
♦ Site Internet	10%	25%	46%	14%	5%

Certains exposants étaient présents dès le lundi matin et étaient désagréablement surpris de devoir revenir à 17h...

Organisation pendant l'exposition

	Excellent	Très bien	Bien	Moyen	Insuffisant*
♦ Organisation générale	19%	24%	36%	21%	0
♦ Accueil exposants	19%	23%	27%	13%	18%
♦ Implantation / aménagement du salon	17%	38%	25%	12%	8%
♦ Signalétique stand	12%	39%	27%	18%	4%
♦ Signalétique salon	13%	28%	43%	13%	3%
♦ Equipements du centre des Congrès	17%	51%	26%	6%	0
♦ Restauration	25%	43%	28%	4%	0
♦ Accueil visiteurs	29%	32%	36%	3%	0

Les Exposants devraient avoir accès à l'ensemble de la manifestation (conférences, Inauguration faite par le ministre à l'étage, les exposants n'avaient pas de badges d'accès..)

Beaucoup d'exposants étaient très insatisfaits d'avoir à payer la soirée de gala. Les exposants estiment que le coût de leur participation est bien plus élevée que le prix d'un congressiste et qu'ils auraient du avoir accès à tout.

1 seul badge exposant pour 6m² leur paraît insuffisant.

Certains regrettent que les badges visiteurs ne soient pas nominatifs

Trop d'attente le 1^{er} jour pour récupérer les badges.

Enregistrement des invités compliqué

Mécontentement lié à l'aménagement de l'exposition sur 2 niveaux. Manque de signalétique pour les stands situés au RDC.

3) Contacts Professionnels

Visiteurs professionnels

Excellent	Très bien	Bien	Moyen	Insuffisant*
-----------	-----------	------	-------	--------------

♦ Comment jugez-vous le nombre de visiteurs ?	6%	20%	33%	24%	17%
♦ Comment jugez-vous la qualité des visiteurs ?	8%	28%	40%	20%	4%
♦ Provenance géographique des visiteurs ?	7%	30%	43%	20%	0

4) Les objectifs de participation des sociétés

64% afin de rencontrer des clients potentiels
 38% afin d'être présent parmi la concurrence
 23% afin d'étudier les besoins actuels du marché pour mieux positionner leur offre
 19% afin d'évaluer les tendances du marché
 26% afin de présenter de nouveaux produits, services
 49% afin de rechercher des partenaires
 53% afin de renforcer leur image de marque
 5% afin d'enregistrer ou de confirmer des commandes
 Autres
 Présenter prochain Forum EFTF, présence pour les clients...

5) Participation aux rendez-vous d'Affaires

62% ont participé

6) Les sociétés ont entendu parler des rendez-vous d'affaires

17% par le CNES
 48% par BCI
 11% par Midi-Pyrénées Expansion
 15% par Mailing/ Fax/ Contact téléphonique
 8% par d'autres partenaires

7) Parmi ceux qui ont participé aux rendez-vous d'affaires,

20% ont rencontré des difficultés Organisationnelles
 14% ont rencontré des difficultés Financières
 2% ont rencontré des difficultés Administratives

8) Le catalogue en ligne des participants

90% ont trouvé le catalogue en ligne facile à utiliser
 90% l'ont trouvé efficace

9) Le catalogue version clé USB

97% l'ont trouvé facile à utiliser

91% l'ont trouvé efficace

34% des sociétés interrogées auraient souhaité une version papier du catalogue

10) Appréciation sur l'organisation générale des RDV d'affaires ?

	Très Bonne	Bonne	Décevante	Si décevante pourquoi?
Communication	13%	80%	7%	
Accueil	24%	76%		
Disponibilité des organisateurs	29%	68%	3%	
Cadre des Rencontres	14%	82%	4%	
Services	19%	81%		

QUALITE DES RENDEZ-VOUS D'AFFAIRES

11) Les motivations pour participer aux rendez-vous d'Affaires ?

Rencontrer de nouveaux clients : 82%
Rencontrer de nouveaux partenaires : 61%
Faire connaître vos savoir-faire : 52%
Identifier de nouvelles technologies : 21%

12) Jugement des rendez-vous d'affaires en terme de Quantité :

Très satisfaisant : 3% Satisfaisant : 52% Décevant : 45% Très Décevant : 6%

Combien de rendez-vous obtenus ?

Pré-programmés	Moyenne de 6 RDV
Sur place	12
Dont combien de nouveaux prospects	4 soit 22%

13) Jugement des rendez-vous d'affaires en terme de Qualité :

Très satisfaisant : 18% Satisfaisant : 45% Décevant : 30% Très Décevant : 7%

14) Parmi les contacts établis, combien, selon-vous, seront poursuivis après le salon ?

Aucun : 7% < 25% : 30% 25-50% : 46% 50-75% : 14% >75% : 3%

Parmi ces contacts 50% des entreprises sont étrangères

15) Jugement sur la durée des rendez-vous?

Très satisfaisant : 3% Satisfaisant : 90% Décevant : 0% Très Décevant : 7%

16) Appréciation sur la qualité des participants aux rendez-vous d'affaires ?

- Avez-vous rencontré les sociétés que vous aviez choisies ?
Oui : 74% Non : 26%
- Avez-vous rencontré dans ces sociétés les « bons » interlocuteurs ?

Oui : 70%

Non :30%

- **Souhaiteriez-vous que certains secteurs ou activités soient davantage représentés lors de la prochaine édition?**

Non :59%

Oui : 41%

Lesquels : Plus de systèmes embarqués, Ingénierie mécanique, Space craft Operations, Space hardware ,Satellite Telecoms,

18) Participation aux prochaines éditions ?

91% des sociétés interrogées souhaitent participer aux prochaines éditions.



ROMA FAIR - ITALY
4-5-6 FEBRUARY 2010

B2B MEETINGS SURVEY

55 companies replied to the satisfaction survey on 130 which participated

Staff of the company:

- 56% of companies : staff under 55 persons
- 7% of companies : staff from 50 to 99 persons
- 4% of companies : staff from 100 to 249 persons
- 10% of companies : staff from 250-499 persons
- 6% of companies : staff from 500-1000 persons
- 16% of companies : staff over 1000 persons
- 1% no answers

Headquarters:

- 54% have their headquarters based in Italy
- 46% have their headquarters based on overseas

Overseas : Morocco, Turkey, Syria, USA, Israel, UK, Russia, Palestine, Spain, Tunisia, Algeria and France

Activity fields:

- 54% in Space
- 29% in Telecommunications and Broadcasting
- 12% no answers

25% Equipment

38% Services

27% Solutions

26% Others : Solar cells, ICT expert of geographical data, Integration of hard and soft ware, National Institutes, Public office representatives, Frequency management, Defense.

1) Opinion about the Business Meetings

20% Excellent
answers

63% Good

9% Average

1% Poor

5% no

2) General organization of the Business Meetings

Organization before the exhibition (tick the boxes provided)	Excellent	Very good	Good	Average	Poor	No answers
♦ Professionalism of the organizers	32%	45%	16%	4%	0%	0%
♦ Registration forms	20%	38%	40%	1%	0%	0%
♦ B2B Website	16%	32%	43%	5%	0%	0%

Organization during the exhibition (tick the boxes provided)	Excellent	Very good	Good	Average	Poor	No answers
♦ General organization	32%	30%	21%	0%	1%	1%
♦ Welcome of the participants	27%	27%	7%	4%	0%	5%
♦ Set up/arrangement of the exhibition	18%	27%	27%	1%	1%	4%
♦ Quality of the B2B Meetings Area ?	21%	27%	30%	9%	0%	0%

* Other comments : 30 min delay from hotel to expo;
More space on website for brochure upload

3) Difficulties to sign up for the Business Meetings

0% Financial
4% Administrative
7% Organizational
89% didn't face any problem

4) The online catalogue

82% found it user friendly
9 % didn't find it user friendly enough
9% didn't reply

*Comment: Some fields need more explanation, more clear outline

- For the ones who replied yes,
76% found it efficient enough 42% didn't find it efficient enough 22%:
didn't reply

5) B2B Meetings catalogue (USB Key)

90% found it useful 4% didn't find it useful 6% didn't reply

- For the ones who replied yes,
82% found it efficient 7% didn't find it efficient 7% didn't
reply

*Comment: not able to print singular entries if needed

- Preference for a paper catalogue
20% Yes 69% No 11% didn't reply

6) The general rating of the Business Meetings

	Very good	Good	Inefficient	No answers	Why, if inefficient?
Communication	40%	56%	0%	4%	
Reception	38%	53%	4%	5%	security
Organizers availability	44%	47%	4%	5%	
Venue	24%	64%	4%	9%	Not well connected to center
Services	29%	58%	7%	5%	General, poor restaurant service, service were inadequate

BUSINESS MEETINGS QUALITY

7) The Expectations from the B2B MEETINGS ?

56% expect to meet new customers
58% expect to meet new partners
33% expect to sell their skills and products
25% expect to identify new applications

8) A rate for your B2B meetings QUANTITY

15% Excellent 18% Good 13% Insufficient 0% Disappointing 1% No answers

***Comment: unknown answer of a quantity of persons accepted B2B meetings; unable to make further request; not good time management possibility**

9) A rate for your B2B meetings QUALITY

18% Excellent 80% Good 1% Insufficient 1% Disappointing

10) Number of B2B meetings

Pre-planned	Average of 7 meetings
At the venue (additional)	2
Number of new prospects	about 68%

11) Contacts which are worth a follow up?

0% None contact
40% think that under 25% of the contacts will need a follow up
36% think that about 25-50% of the contacts will need a follow up
18% think that about 50-75% of the contacts will need a follow up
0% think that 75% of the contacts will need a follow up
1% think that all of those contacts will need a follow up

4% didn't reply

12) Contacts:

58% are Italian companies
42% are International companies

13) Meetings timing

18% Excellent answers 78% Good 1% Insufficient 0% Disappointing 1% No

Comments: another 5-10 min would have been ideal; enough time to meet each other-perfect choice; enough time to understand the offer; number of participants should be increased

14) The B2B Meetings quality?

• **Meetings with companies that you selected?**
89% Yes 9% No 1% No answers

• **Meetings with the relevant contacts from those companies?**
89% Yes 11% No 0% No answers

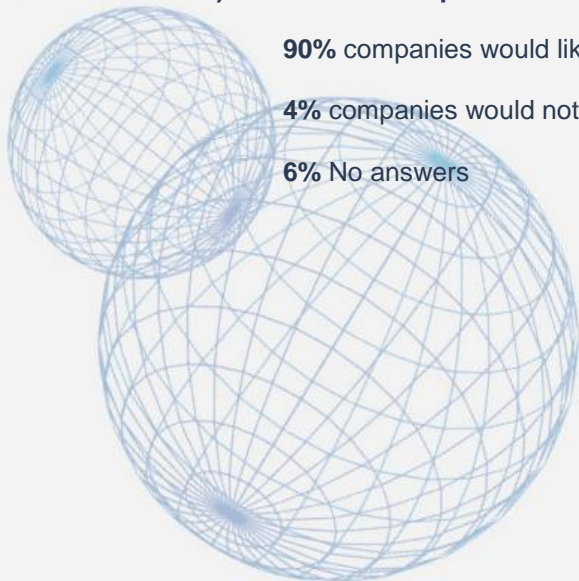
• **Do you wish some fields and sectors were more represented?**
54% No

34% Yes : Defense, Technical & purchase departments, Remote sensing, > foreign companies, Difesa e Aerospazio, Manufactures of satellites and associated technologies, IT/ solar energy, Satellite constructors and system engineering companies, Small satellites and integrators, GIS & remote sensing, > Spanish companies, >Space system builders & equipment, Telecom and Data communications, Satellite solutions providers

12% No answers

15) Number of Companies who wish to take part in the next edition:

90% companies would like to take part in the next edition
4% companies would not like to take part in the next edition
6% No answers





CONTRAT D'ECHANGE MARCHANDISE (Barter Agreement)

Prestation de Business Conventions International :

- Logo Air&Cosmos dans le programme de l'événement Toulouse Space Show (TSS), dans la rubrique Partenaires Presse. Ce document fera environ 90 pages (*Ce programme en 2008 a été distribué à tous les congressistes (1200) ainsi qu'aux exposants (102)*).
- Logo Air&Cosmos sur note site Internet www.toulousespaceshow.eu et ce dès le mois de juillet, après signature du contrat jusqu'à la fin de l'événement juin 2010.
- Logo Air&Cosmos sur la bannière des partenaires dans le centre des congrès Pierre Baudis.
- 1 stand de 6 mètres carrés équipé, clef en main. Emplacement : proche « Entrance » & « Access to concorde -1 » (voir plan ci-joint).

Prestation de la société Air & Cosmos S.A. :

- 3 pleines pages couleur de publicité pour le « TSS 2010 » dans Air&Cosmos :
 - le 4 septembre 2009 : spécial Euroconsult 2009. Placée dans le dossier.
 - le 8 ou 15 janvier 2010 : spécial Satellitier 2010. Placée en 4^{ème} de couverture.
 - le 14 mai 2010. En 4^{ème} de couverture ou dans la rubrique Espace (selon dispo).

Ce contrat sera facturé par les deux sociétés en tant qu'échange marchandise.

A handwritten signature in black ink, appearing to read 'C. Mikailoff', with a horizontal line drawn underneath it.

Fait à Paris, le 6 juillet 2009

Cyril Mikailoff **Sandrine Varenne**
Directeur Délégué & Responsable publicité.
Air & Cosmos
cmikailoff@air-cosmos.com

Fait à Paris, le 6 juillet 2009

Int'l Project Manager
BCI
SVarenne@ADHES.COM