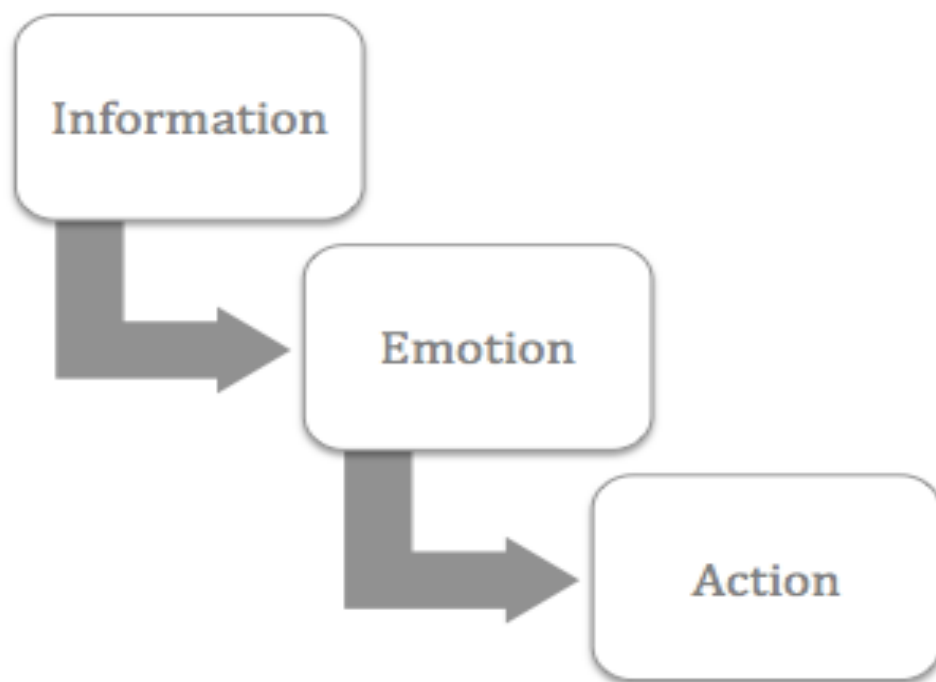

COMMUNICATION STRATEGY

Our communication strategy will be a three-steps strategy: getting notoriety, being preferred to our direct competitors and getting loyalty.

First of all, the target has to be informed about the Palais 12 and the quality of it. Then, once our notoriety is made, we have to seduce the targeted people in order to make them choose the Palais 12. And finally, we have to convince them to take part to the events organised in the Palais 12.



We will follow the following steps to define our communication strategy:

1. Define the target of the campaign
2. Choose the desired effect and on which term
3. Budget

We are going to launch two communication campaigns: one B2C and another B2B.

THE B2C CAMPAIGN

DEFINING THE TARGET OF THE CAMPAIGN

We have chosen to target the end users. As we mentioned it before, we aim to promote the Palais 12 among end users so that we can more easily sell our product to producers, who won't have any other choice but to sign it, noticing that end users are already convinced. What producers are looking for is indeed a successful event with great public for the artist starred.

CHOOSING THE DESIRED EFFECT AND ON WHICH TERM

Our communication strategy will be an evolutive, incremental strategy. In other words, we will not try to inform, seduce and convince at the same time.

Our strategy will be divided in three.

First of all, we are going to launch an **"awareness campaign"**

AWARENESS CAMPAIGN

WHO?

We already said that our communication campaign aimed at end users. According to our targeting, we are willing to get high notoriety among 16-35 aged people taking part to big events, and more precisely the first mover so that we can more easily enter in a virtuous cycle by having them spread the word by word-of-mouth.

WHERE?

We are going to target all the communities of Belgium (Wallonia, Brussels and Flanders) and the North of France. Belgium is indeed a country where the mobility is easy, therefore we have potential end-users everywhere in the country.

In the beginning of the first step of the communication strategy, we are going to focus on Brussels firstly because it is the city where our concert hall is located, and it is the place where lots of people work, live or visit.

Once our concert hall becomes more popular in Brussels, we are going to continue our notoriety campaign in other places in Belgium and in the North of France.

HOW LONG?

We forecast that the desired effect will be reached in the first six months.

Concerning the frequency, we are going to be present in the daily life of the end-users, which means that we will be present as much as possible in medias.

HOW?

First of all, we will try to be present on every type of media: TV, radio, internet through advertisements. These advertisements will put forward the Palais 12 more than the events which take place.

We will put particular emphasis on internet where broadcasting a message is really fast. Therefore we will mainly be present on social networking websites such as Facebook, Twitter and MySpace which are highly frequented by the people we target. Our website will also be useful.

We will also use direct marketing through sending e-mails and distributing flyers to the targeted people (16-35) and using billboards near universities and schools. Naturally, we will also count on the word-of-mouth. Thanks to these elements, we will be able to have a high reach.

Another key factor of our communication strategy consist in benefiting from the mediatization of the Neo Project as a whole. One of the strengths of the Palais 12 is indeed to be part of this new huge Project which aims to re dynamize a strategic place of Brussels. The Palais 12 is one big attractive element of this project, so it is going to be advertised through all the promotional campaigns of the Neo Project. Furthermore, media's are going to talk about it a lot in the coming months which will allow the public to know a bit more about us. This won't cost anything to us.

Then we will launch an **“image and differentiation campaign”** to seduce and try to stand out among the competition.

IMAGE AND DIFFERENTIATION CAMPAIGN

WHO?

The targeted people are the same as in the awareness campaign (namely people between 16 and 35 and in particular early adopters). After making them aware of the Palais 12, we still need to build a brand image in their minds which has to reflect our brand identity.

WHERE?

On the whole Belgian market and the North of France. However, we will try to target also specific places frequented by the targeted people (Universities, Schools, Bars, etc.)

HOW LONG?

This campaign is expected to last longer than the awareness campaign. We plan to conduct this campaign about 5 years. However, we will examine each year the scope of the campaign and determine its effectiveness in order to improve it or change it while it progresses. The goal is to build brand identity and that means an minimum average number of times that the targeted people are hit by the campaign.

HOW?

We will also use advertising through TV and radio spots but also through social networking websites. However, contrary to the awareness campaign, the advertising message does not focus on the Palais 12 itself but more on the product we offer and what differentiates us from the competitors. Therefore, we will focus on our strengths and promote the multipurpose aspect of the Palais 12 and its surroundings. The brand image we want to diffuse is a multipurpose place where a wide variety of activities are proposed in a welcoming environment. The goal is to make people familiar with the Palais 12. We want them to think of the Palais 12 whenever they want to do an activity of any type because they are aware of the multipurpose aspect of our service. We also plan to put forward the surroundings namely all the facilities being part of the Neo project such as the shopping and the restaurants for instance.

Therefore we are going to use video spots showing all the activities possible in the Palais 12 and all the facilities around it. As we said before, these spots will be broadcast on TV and through the internet. Concerning radio spots, the content will be the same but expressed verbally.

Finally, we will develop slogans and logos that can be easily remembered so that we create a unique image in our customer's minds.

Finally, **a campaign of conviction and loyalty** will take place

CONVICTION AND LOYALTY CAMPAIGN

WHO?

The targeted people are the same as in the awareness campaign (namely people between 16 and 35 and in particular early adopters).

WHERE?

On the whole Belgian market and the North of France. However, we will try to target also specific places frequented by the targeted people (Universities, Schools, Bars, etc.)

HOW LONG?

This campaign is going to be more about day-to-day advertising depending on the events we will host. Therefore, the campaigns are going to be in the short term and are going to be periodical.

HOW?

Like the previous campaigns, we will be present on TV, radio, social networks as well as on billboards. Contrary to the other campaigns which focused on the Palais 12 itself and its specificities, this campaign will put forward the artists host, the price and all the facilities they will benefit from. The aim here is to stress out the fact that the Palais 12 is the place where big events happen, once again. We will use the notoriety of the artist hosted to put the Palais 12 forward. We will manage to do so by releasing videoclips starring the artist promoting the hall.

THE B2B STRATEGY

WHO?

The producers, the event organizers and the companies.

WHERE?

On the whole Belgium and the North of France.

HOW LONG?

The B2B strategy differs from the B2C one.

We made the hypothesis that producers, event organizers and companies are well informed about the Palais 12 because there are only a few places of this kind on the Belgian market. So, it is not necessary to launch awareness campaigns such as for B2C. Thus we decided to have a constant strategy on the middle term (3 years to begin with). However, the market is continuously evolving and new entrants show up all the time. Our communication strategy has to follow this evolution, so after 3 years we will see if our strategy is still accurate.

HOW?

We assume that our customers are informed about the Palais 12. However we will launch a conviction and differentiation campaign to convince them to come to us. It will consist in a simple e-mailing campaign to inform them of the specificities of our service. We will put forward the multipurpose aspect of the Palais 12 by joining our brochure. Moreover, our sales manager will also go meet each producers in person to convince them of our uniqueness as well as to share with them how the end users are enthusiastic about the kind of event they manage. The goal of these meetings is to make them take action and start doing business with us.

We also rely on word-of-mouth. So if our first customers are seduced, others will follow.

The main aspect of this communication strategy is the package system.

As we said, our positioning is the multipurpose aspect. Thanks to the leaflet, we will be able to promote this advantage.

We will propose indeed the same leaflet to all organisers (producers, event organisers, and companies). By doing this, we will show our multipurpose aspect because the leaflet seeks out every organizers.

Moreover, the leaflet will allow us to employ less sales representative, because the leaflet will be clear and will include reductions if organizers take a certain number of credits. Therefore, it is not necessary to negotiate anymore.

BUDGET

Concerning the budget of our B2C communication campaign, we defined precise objectives. We want indeed to respect the importance of the communication in such a market. Our image will be determining in reaching great turnover. Therefore, it will be our strategy to spend what is needed to build and protect the image we desire for our brand. This does not mean that we have to spend too much, but for us a qualitative communication campaign will represent 5% to 7% of our turnover. However, an exception has to be made concerning the “notoriety campaign”. As we said before, the ways used in order to get more notoriety will be numerous. We have to reach many people in order to spread the word about the Palais 12. Therefore we will use short term advertising through many type of media’s. Advertising like on the radio or the TV are costly. Here are some figures on average:

For a 30 seconds add on the radio: 1000€

For a 30 seconds add on TV: 4000€

For billboards in Bus stops in whole Belgium during 2 weeks: 150.000€

For an emailing campaign: 0.07€ per unity

For an internet campaign based on “per klik” method: 0.2-0.3€ per click

As we mainly want to raise notoriety among people between 16 and 35, we will emphasise on advertising on young media’s like the radio, the internet and bus stops. It is important to mention that our campaign on the radio will not last too long, about 10 seconds, but will be diffused on different young radios in Belgium. For instance, radio’s like NRJ, Fun Radio, MNM, etc. Concerning the emailing campaign, it is important to mention that emails will be sent to first movers from Belgium and North of France for our Notoriety Campaign. This means about 1 million people. On average, we forecast a budget between 500.000 and 600.000€. This variation is depending on the number of events that are going to be hosted during this period of 6 months. But we are clear on our position, which is that raising brand awareness is no expense but well long-term investment.