



EDITORIAL

Ambitions for 2017

While our Institute's operational activities are well underway in this first quarter of 2017, it is not too late to unveil the major tasks and challenges which will mobilize our team throughout a year which is clearly focused on ambition. Or rather on a sum of ambitions, which, once combined, should consolidate the sustainable success dynamics of our Institute's value proposition.

First, ambitions in terms of innovation. This includes IAS Annual Master Program, for which the provided services, based on a brand new summer program, are being completely redesigned. Directly inspired by our customers' expectations, this new program will focus on a whole range of innovative contents and methods, aimed at reinforcing the securing of our future alumni.

Second, ambitions in terms of partnership. Our teams' longtime belief is that our customers are increasingly and clearly expecting more than mere training programs. We are now talking of a global experience, beyond traditional and strictly "technical" prerequisites such as the relevance of a training engineering tailored to meet customers' needs as closely as possible, the mobilization of reference expertise resources, or the implementation of pinpoint logistic tools. It is therefore with a view, already well underway in 2016, to extending its pool of partners in the broad sense — from industry experts to industrial tourism professionals and event service providers — that our Institute is taking action in 2017 to lay the foundations of tomorrow's differentiating service equation.

Finally, ambitions in terms of visibility consolidation, with Le Bourget Air show 2017 fast approaching, during which our teams will increase exchanges with our main customers, prospects and partners. IAS will have its own booth at the International Paris Air Show for the second time in a row, and will take advantage of this exhibition to unveil a brand new external communication tool, specifically designed for the occasion. That's not including an event organized under the auspices of the GIFAS, gathering for the first time French aerospace stakeholders and members of our Alumni network for a moment of exchange that promises many highlights.

All of which means that 2017, characterized by the tempo of these combined ambitions, should be of special relevance for our Institute.

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Pierre VALENTI
Managing Director



INTERNATIONAL

Towards a new IAS Annual Master Program



At the end of its 2016 summer program, IAS launched a comprehensive consultation with the trainees of its Annual Master Program. This qualitative survey resulted in several suggestions which inspired IAS to reinvent its key program.

While the duration of the summer program remains the same (one month and a half), the addressed topics as well as the related contents will largely evolve in order to make this pre-academic phase a total immersive and participatory experience.

From August 2017, the French courses thus far proposed will be complemented by practical situations where each participant will have the opportunity to test their French outside of our premises. At the end of the curriculum, all trainees will validate their French-language proficiency by taking the «TF».

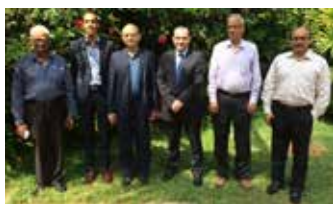
Similarly, the range of industrial visits will increase, and will not be limited only to the Toulouse area. The aerospace modules will, of course, remain at the core of the program, with a particular emphasis placed on new technologies and new trends in the industry.

A new module on "how to expand your professional network" will be implemented, including an introduction to digital networking and establishing relationship with the *IAS Alumni Network's* members.

Finally, thematic workshops as well as professional and cultural events will be organized during the 14-month stay in France of the trainees of the IAS Annual Master Program, with the support of the IAS team.

INDIA

Aero India: strong dynamics for IAS



The 11th Aero India air show took place in Bangalore last February, and gathered more than 150,000 professional visitors from all over the world. The French industry

was well represented, with no fewer than 43 exhibitors in the "Pavillon France". It is in this context that Pierre Valenti and Etienne Fleury went to India to meet our customers, partners and prospects who attended the event. The agenda of this mission included business meetings with HAL, ILIFESigmoid, ATR, Airbus Helicopters, Airbus Defence & Space, Safran, Dassault Aviation, and Thalès.

During the exhibition, a cooperation agreement was signed between IAS and the State of Karnataka, in order to create, in partnership with Dassault Systèmes, an excellence center aiming to meet the skill requirements needed to ensure the growth of the aerospace and defense industry in India.

This mission also provided an opportunity to gather some 15 members of the *IAS Alumni Network* during a dinner, which was attended by Patrick FARDEAU, Vice-President Global Sales and Market Development Aerospace & Defense Security at Dassault Systèmes.

FRANCE

Perspectives spatiales 2017

Perspectives Spatiales 2017

On the 19th of January, Euroconsult welcomed the French and European stakeholders of the aerospace industry to its traditional "Perspectives Spatiales" conference.

Following the keynote speech by Marwan LAHOUD, Jean-Yves LE GALL, CNES President, Johann DIETRICH WÖRNER, ESA Director General, Nicolas CHAMUSSY, President of Airbus Defence & Space and recently appointed Chair of the GIFAS Space Commission, Corinne MAILLES, Deputy-Director General of Telespazio France, and many others expressed their views on current topics such as the situation and perspectives of the French space program, the challenges faced by the European space activities, or the global space industry economy.

The highlights of this seventh edition include the confirmation of a favorable climate and of increasing demand trends regarding earth observation and telecommunication systems, both civilian and military, as well as the related support in terms of customers' skill development.



FRANCE

Join us at 2017 International Paris Air Show



52nd INTERNATIONAL
PARIS AIR SHOW
LE BOURGET
JUNE 19 - 25, 2017

Building on the success of the 2015 International Paris Air Show, which our Institute attended as an individual exhibitor for the first time, IAS is looking forward to meeting you from the 19th to the 25th of June, hall 2B, booth B31, for the 52nd edition of the world's biggest aerospace exhibition.

Our teams aim at renewing the about thirty business and press meetings which were held two years ago.

While this event is providing us with an opportunity to pool contacts with customers, partners and prospects, a particular emphasis will be given to the *IAS Alumni Network*. With the support of the GIFAS International Affairs Commission, a joint event with the IAS Alumni and the French industry will be held at the GIFAS international Chalet, in the presence of Anne TAUBY, IAS President, André GUIRAUD, Senior Vice-President Airbus & ATR Programs at SAFRAN and sponsor of the 2016-2017 IAS Annual Master Program, and of Vincent GORRY, Director of the GIFAS European and International Affairs Commission. In anticipation of this event, our communication team has been focusing on preparing three new tools to support our commercial activity. The International Paris Air Show will be a relevant occasion to present a new brochure, a new leaflet and a new generic presentation elaborated in cooperation with Agoranet, a communication agency specialized in the aerospace sector and based in Toulouse.

Until then, you can find all our news on Twitter and LinkedIn using the keyword #TeamBourget2017.

ASIA

Mission in Beijing and Taipei



From the 13th to the 17th of March, Valérie Barthe, Head of Business Development, and Adeline Verdier, Key Account Manager for China, carried out a prospecting mission in Beijing and Taipei. This included an update on the recruitment for the 2017-2018 IAS Annual Master Program with two Chinese customers, AVIC and CAST. In parallel, business coordination meetings were organized with our partners, customers and prospects present in the region. Also, following the new organization of our Business Development team as of the 1st of January, Valérie Barthe joined this mission in order to ensure the commercial follow-up and the record transmission regarding our Taipei, Taoyuan and Taichung-based customers. This mission also provided an opportunity to gather some members of the *IAS Alumni Network* during our traditional alumni dinner.

Business Development team's news



On the 1st of January, Alexandre Sadève, who graduated as an engineer (M. Sc.) and worked at Thalès, joined the team of Valérie Barthe as Key Account Manager, which led to the adjustment of the Development team's organization.

Thus, Valérie Barthe will be in charge of Africa and Middle East; Adeline Verdier, Key Account Manager, will cover a wider region. In addition to the People's Republic of China, Adeline will now be in charge of Latin and Central America. Etienne Fleury, Key Account Manager, will be the point of contact for Southeast Asia and Asia-Pacific. Alexandre Sadève will be in charge of Russia, CIS countries, Central and Eastern Europe.

IAS is investing in its working tool



For a number of weeks, IAS has been carrying out a modernization campaign of its working tool. As stated by Yoann Ducuing, Head of Operations, "our objective is to provide our guests - clients, delegations, partners - with a modern and functional environment, suited to the current needs and trends. Comfort and work environment constitute a key axis regarding the efficiency of the services we provide."

All the IAS training and meeting rooms are available to hire. For more information, please visit "Our Facilities" page on the IAS website.



Now 18 years old and reaching (a certain) maturity: the Aerospace MBA, the first TBS postgraduate & executive program, has grown a lot since 1999, where it already benefited from IAS support. It is an understatement to say that the relationship between IAS and TBS is strong and exceeds the purely institutional and operational scope. Both our organizations are driven by the same vocation: the development of men and women, of their skills, visions and values. Thus, beyond the teaching and the expertise, joint working sessions are organized in order to improve contents and practices, to adapt to the changes and challenges of the industry and of the management. IAS and TBS share strong human values, enjoy meeting and discovering talents, new cultures, new stakeholders, human and intellectual wealth made possible by the continuous field work carried out by the IAS teams. All the projects completed to date (and to come) rely on this unique blend of the pleasure of working, reliability and a culture of service. This should feed our next 18 years of collaboration in a sustainable way!



Dr. Christophe BENAROYA
 Professor of Marketing & Director of the Aerospace MBA
 Toulouse Business School

AGENDA



Please find below IAS missions and exhibitions our teams will attend for the next three months:

MISSION

COUNTRY	DATE	IAS ATTENDEE	LOCATION
INDIA	May	Etienne Fleury	Bangalore

EXHIBITIONS

EVENT	DATE	IAS ATTENDEES	LOCATION
LATSAT	May	Adeline Verdier	Mexico
INTERNATIONAL PARIS AIR SHOW	June	Valérie Barthe, Etienne Fleury, Alexandre Sadeve, Pierre Valenti Adeline Verdier	Paris

Established in January 1980 and based in Toulouse,
 IAS is the French Aerospace Industry Association (GIFAS) agency for international professional training.

IAS fast facts: Training of more than 3,600 professionals from more than 100 countries • Portfolio of over 150 customers
 10 to 12 training sessions per year • 2,6 million Euros turnover in 2016 • 14 permanent staff in December 2016

The smart network



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