

Dawn Leeper



Trade Show
Coordinator

- ▶ CTSM Portfolio
- ▶ April 2022
- ▶ Advisor: Heidi Zipfel, CTSM Gold

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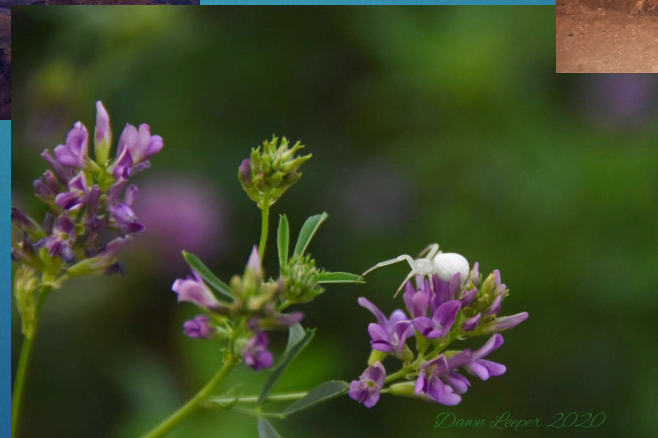
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Criteria #1: Vital Statistics

Getting the Vitals

- ▶ Bio

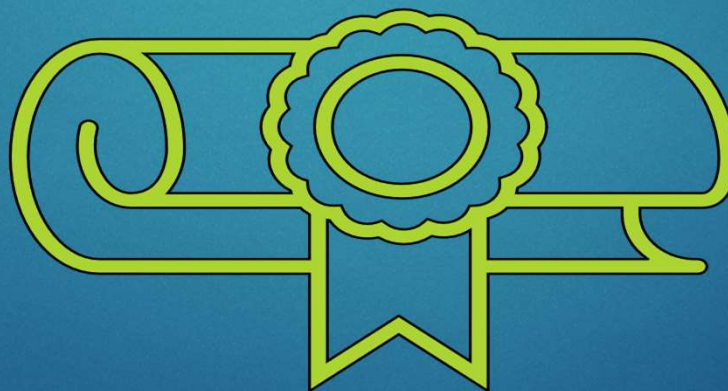
- ▶ I am a native of Arizona and haven't lived in any other state. I enjoy traveling and photography. Some of my favorite things to photograph are summer storms, landscapes, wildflowers, and dirt track racing.



Getting the Vitals (continued)

► Education

I graduated from Pima Community College with an Associate of Applied Science degree in Media Communications. I aspired to be in sports media, like a sideline reporter, sports anchor, or producer. While I was in school, I interned at a local television and radio station. I really enjoyed gathering information, being behind the scenes and pulling stories together. Unfortunately, to get to where I wanted required a big university degree, and I did not have the funds to do so. Therefore, I accepted the reality and attended a junior college, and proceeded to get my degree.



Getting the Vitals (continued)

► Industry Background

My past positions included being an Executive Assistant for C-level management, corporate executives and holding management roles in customer service and highway logistics, which allowed me to learn and gain experience along the way. I became adept at working in demanding and fast-paced environments building strong organizational, leadership and interpersonal skills.

In 2018 I found myself in the role of Trade Show Administrator at Universal Avionics. This was the first time I was introduced to the “tradeshow world”. As I was learning the position, it reminded me of when I interned for radio and television. As the Trade Show Administrator, I was back behind the scenes gathering information, but this time it was to create something that would be part of a show or event.

While going through an *Exhibitor* magazine that belonged to my Director at the time, I came across an advertisement for the Certified Trade Show Manager (CTSM) program. I stopped what I was doing and went online to investigate further. I realized there was a lot more to tradeshow than just placing orders, booking travel reservations and meeting deadlines. I approached my Director and expressed my interest in the program. She explained that she had gone through the program, but never obtained her certificate. She encouraged me to pursue the program, and I began my journey for a Certificate in Trade Show Management.

Getting the Vitals (continued)

▶ Job Responsibilities

Within a year, I was promoted to Trade Show Coordinator. In the new position, I plan, organize, and execute domestic and international shows and events. This includes maintaining schedules, project checklists, light project management, and ensuring procedures are in place through standard and consistent tradeshow management processes. I also maintain and track the budget for each event, and the overall show/event budget for the year. In addition to managing exhibit space contracts, I handle all logistics, shipping of equipment, and tracking assets before, during, and after the event. I work closely with our exhibit provider in maintaining inventory, designing, planning and constructing our booth space for larger shows/events.

For each show I conduct pre, during, and post-show meetings (Don't Skip the Meetings – SESSION 60819) with the stakeholders and staff attending that event. I also coordinate with the Business Development and Sales Teams to provide the tools and materials they need for smaller or pop-up type shows/events to ensure a successful event or presentation. For the larger shows, I create a binder that contains copies of the booth space agreement, show orders, drawings of the booth, insurance information, a copy of the manifest, list of staff with their contact information, travel itineraries and any notes for set-up and tear down. Copies of the binder are distributed to our booth provider and a copy is on hand for the booth staff and/or the booth point of contact. This provides the staff a “go-to” book if needed for each event to help with directions in case there may be questions regarding set-up or teardown.

Getting the Vitals (continued)

► Universal Marketing Department

Marc Bouliane

Vice President Business
Development,
Marketing & Services

Marc oversees the operations of the business and sales side, along with marketing and the many services we provide to our customers and dealers (training, repair, customer service).

Mathew Devitt

Marketing Manager

Mat has been with Universal Avionics for just a few months. He is learning the company and is planning marketing strategies that include using more analytics and sales tracking. He reports to Marc.*

Derek Hoyle

Senior Graphics
Designer

Derek Has been with the company for ten years. His creativity and design with graphics are part of the company's signature. Derek reports to Mat.

Dawn Leeper

Trade Show
Coordinator

I coordinate and manage all shows and events for Universal Avionics. I report directly to Mat.

Liann Zimmer

Content Specialist

Liann just joined the team a couple of months ago. Je has jumped in with both feet and is already making an impact with her content. Liann reports to Mat.*

* Mat and Liann were not part of the project I will be featuring in this portfolio.

Getting the Vitals (continued)

- ▶ Regional Sales Managers

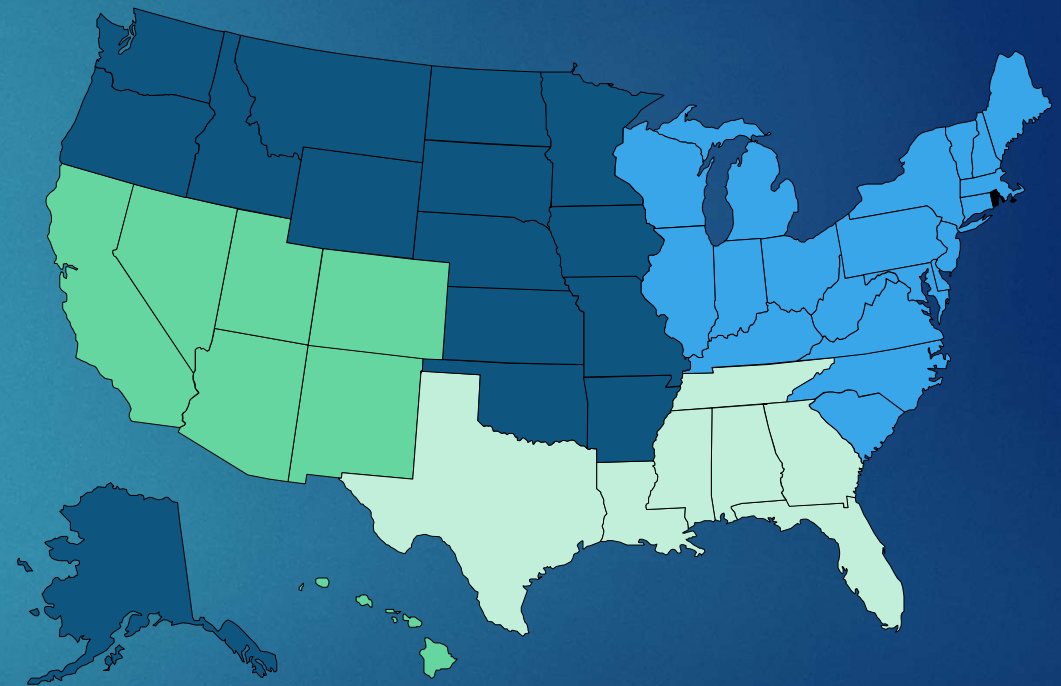
- ▶ The Regional Sales Managers were a vital part of the project featured in this portfolio.

David Carter – North Central & Pacific Northwest

John Berizzi – South Central

John Wasmund – Southwest

Mike Marie - Northeast



Getting the Vitals (Continued)

- ▶ Field Service Engineers

- ▶ The Field Service Engineers were also a part of the success of the project featured in this portfolio.

Bob Brownell

Eric Carlson

Frank Jehle

Jose Enriquez

Josh Todd

Lonnie White

Ric Miller

Rick Houtz

Troy Adams

Willie Wilson

Getting the Vitals (continued)

► Company Profile & History

Universal Avionics (UA), an Elbit Systems Company, is a leading manufacturer of innovative commercial avionics systems offered as retrofit and forward-fit solutions for the largest diversification of aircraft types in the industry. The company's vision is to be the premier flight deck avionics supplier for the commercial aviation market, providing a fully integrated 'head-up' and 'head-down' experience for pilots by combining Elbit Systems' commercial Heads-Up Display (HUD) technology with UA's Flight Management System and display systems. The markets UA serves include Business, Special Missions, Government/Military, Airline (regional/commercial), Helicopter and Original Equipment Manufacturer (OEM).

In 1981, the company's journey began when the founder, Hubert L. Naimer, formulated the details of a "Master Navigation System", which led to the development of the world's first Flight Management System (FMS). Forty years later, Universal Avionics has expanded its product line and delivered breakthrough technologies to the industry that offer incredible safety improvements, situational awareness, and operational benefits for operators.

Getting the Vitals (continued)

- ▶ Company Quick Facts
 - ▶ What We Do: Avionics design, engineering, manufacturing, sales, marketing, and support
 - ▶ Primary Product Lines: Flight Management Systems (FMS), Enhanced Flight Vision Systems (EFVS), Primary Flight and Multi-Function Displays, Data Link/Communications Management Unit (CMU) Systems, Cockpit Voice & Data Recorders



Cockpit Voice & Data Recorders



Enhanced Flight Vision Systems



Flight Management Systems

Getting the Vitals (continued)

- ▶ Headquarters:
 - Tucson, Arizona - Manufacturing, Engineering, Airworthiness, Quality, Database, Marketing, Sales and Support
- ▶ Other Locations:
 - Kirkland, Washington - Northwest Engineering Division
 - Duluth, Georgia - Southeast Engineering Division
 - Toulouse, France - Europe, Middle East, and Africa Office Sales and Support
 - Singapore - Asia Sales and Support

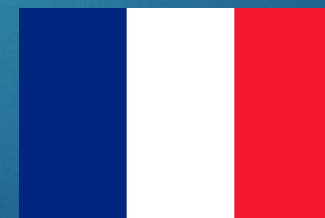


Kirkland, Washington



Duluth, Georgia

Tucson, Arizona



Toulouse, France



Singapore

Getting the Vitals (continued)

► The Competition

The avionics industry involves many companies. Using data available from the Aircraft Electronics Association (AEA) website gives you an idea to how the market performs (<http://aea.net/marketreport/>). As of November 2021, looking at just the worldwide business and general aviation avionics sales (which is what market Universal Avionics (UA) tailors to) the industry had a total sales number of over \$1.7 billion dollars. Based on calculations from UA's accounting department, it is estimated the company will have about \$70 million in total sales for 2021 for a 3.5% market share overall.

Some of the companies are huge conglomerates that have many different lines of business and others are solely focused on avionics. A sample of the companies that Universal Avionics competes with strictly in avionics, are listed below.



Getting the vitals (continued)

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► Who's the Competition

Honeywell Aerospace - <https://aerospace.honeywell.com/us/en/learn/about-us/about-honeywell-aerospace>

Honeywell Aerospace products and services are found on virtually every commercial, defense and space aircraft in the world.

Collins Aerospace - <https://www.collinsaerospace.com/what-we-do/Business-Aviation/Flight-Deck>

Collins Aerospace provides their situational awareness and intuitive graphical human-machine interfaces to reduce pilot workload, delivering the right information at the right time.

Garmin - <https://www.garmin.com/en-US/c/aviation/business/>

Decades of avionics experience are used to develop a robust lineup of business-aircraft solutions for virtually every class and model of aircraft in the fleet.

Thales - <https://www.thalesgroup.com/en/markets/aerospace/flight-deck-avionics-equipment-functions>

One of the world's largest suppliers in the aerospace sector, Thales is a renowned leading provider of avionics for all major global airframers.

Avidyne - <https://www.avidyne.com/about-avidyne/>

For more than two decades, Avidyne Corporation has been a market-leader in the design and manufacturing of integrated avionics systems for aviation.

Criteria #2: Overview/Show Schedule

About the Shows and Events

When I started with Universal Avionics in 2018, the schedule consisted of 60 – 70 shows and events a year¹ (2018 show schedule – See appendix pg. 83). The company also holds corporate conferences where we invite customers and dealers for a week of training and round table discussions, usually held at an offsite location.

Each show/event is designated as follows:

- ▶ Walk/Attend Events
 - ▶ The Business Development or Sales team member will walk and attend only, visiting with customers/dealers/OEMs that are exhibiting and/or attending the show. They will scout or gather information to see if this would be a good event for UA to exhibit in the future.

- ▶ Industry Meetings
 - ▶ These are meetings that are within the aviation community. They provide us the opportunity to have a presence, and in some cases, have a voice while at the table (so to speak).

About the Shows and Events (continued)

- ▶ Customer/Sponsorships
 - ▶ The company will provide support through sponsorships. Our involvement includes providing guest speakers, holding training sessions, hosting hospitality events, supplying special giveaways for delegate/attendee bags, sponsoring holes at golf tournaments, and participating in silent auctions.
- ▶ Exhibits
 - ▶ Our exhibits range from small tabletop set-ups to our largest footprint, which is a 70' x 40'.



About the Shows and Events (continued)



Universal Avionics' business segments involved with shows/events include:

- ▶ Airlines
- ▶ Airshows
- ▶ Business Aviation
- ▶ Government
- ▶ Helicopter
- ▶ Original Equipment Manufacturer (OEM)



No Shows! Now What?

In the beginning of 2020, all was going well, and we had even participated in a handful of events by the time the country began shutting down in March due to the Corona Virus. Not long after that, I found myself in a hybrid meeting (some of us were in a conference room while others were on via conference call) with the Chief Executive Officer (CEO), the vice president, and Sales and Marketing directors. The main discussion centered on how to stay in front of our customers and dealers.

The Sales team had already jumped into action and had been calling customers and dealers on their contact lists to inform them the company was open, and willing to assist with whatever needs they may have. The feedback from our customers was very positive; however, the CEO felt that that it may not be sufficient. After some discussion among the group, the idea of the creating a mobile demonstration room arose (Creative Thinking to Reinvigorate Your Program – SESSION 30719). By having the ability to visit our customers and dealers, it would show our commitment and support during this unprecedented time. The Mobile Demonstration Unit (MDU) would allow us to take the demonstration tools we use at shows to our dealers and customers.

It is this special program, the MDU, I will discuss in more detail in this portfolio. I will walk you through the build, the planning and the processes that were taken to “get the show on the road.” The MDU was, and continues to be, a successful program for the company.

Criteria #3:
Introduction to Show of Focus &
Measurable Objectives

What is an MDU?

The Mobile Demonstration Unit (MDU) was developed in 2020 as a tool to transport a “mini version” of what we would normally have in a trade show booth. This project was going to be beyond “outside of the box” of the “normal” exhibits that I was used to creating. (Half Day Workshop & Field Trip: Beyond the Scenes: Apply Design Thinking to Events and Exhibitions – Session 606).

From our initial decision for this project the CEO set a budget and a four-week timeline. *Please note: Some details such as budget, are confidential, so percentages will be used to demonstrate the management of this budget.* Working with the Chief Financial Officer (CFO) and another co-worker familiar with trailers, a trailer was found nearby. The CFO understood the project was time sensitive and gave the approval to not go through the normal process of purchasing. He cut the check and a plain, enclosed 20' car hauler was procured.

Once the trailer was delivered, I called a meeting with the stakeholders to get input as to what was needed and wanted in the trailer besides the demonstration avionics, InSight™ flight deck solution with ClearVision™ System² (InSight™ with ClearVision™ flier - See appendix pg. 85).

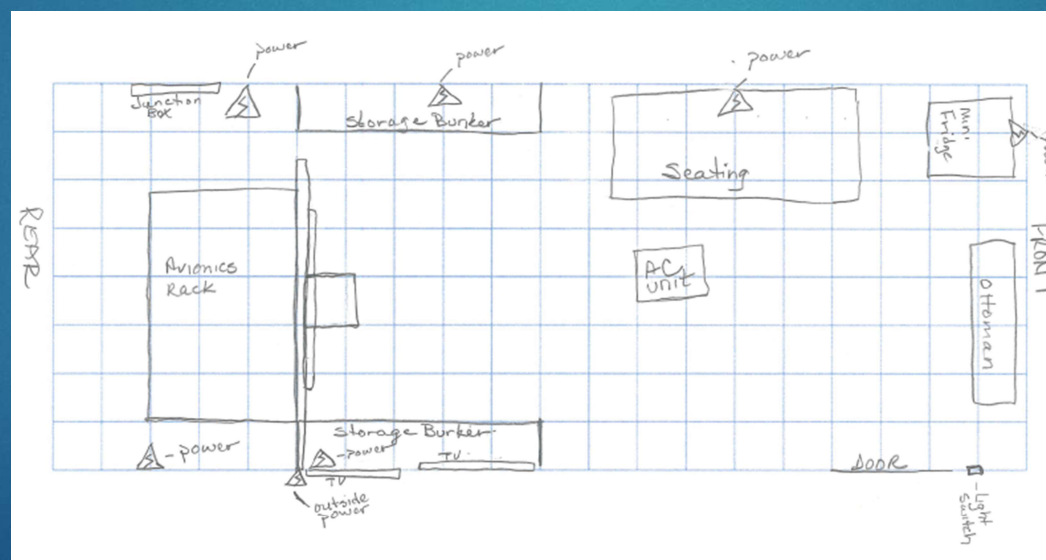


What's in an MDU?

The trailer needed to be practical and comfortable. For starters, it would need an air conditioner/heating unit, and lighting, as the trailer did not have any windows or vents. Additionally, some type of seating, a mini fridge and cabinets, were needed if there was enough room.

- Needs/Requirements

From this list, a diagram³ (drawing diagram – See appendix pg. 86) was drawn up and the build was going to move forward at a rapid pace. A list of what was compiled follows on the next few slides.



Larger drawing – see Appendix pg. 86

What's in an MDU? (continued)

- ▶ Power

- ▶ The power was going to be a critical piece to how everything was going to work. Because of the avionics and equipment needed to run the demos we had to have the trailer wired like a room in a building. Also, we needed an air conditioner/heater unit. Due to the power requirements (The Basics of Trade Show Project Management Part II - SESSION 21519), we needed two 20-amp circuits not connected to each other. The other key component was where power was going to come from. The trailer needed to run on sourced power, like from a building or a generator. A circuit breaker box was installed with two power cables attached to plug into. Custom extension cables that were approximately 100' long, provided flexibility to plug into sources in a building or into a specially ordered generator.

What's in an MDU? (continued)

- ▶ AC/Heat
 - ▶ A coworker familiar with the RVs assisted in purchasing an air conditioner/heating unit then later install it on the roof of the trailer.
- ▶ Lighting
 - ▶ Cove lighting would be installed on the inside and additional lighting on the outside in case we would have nighttime events.
- ▶ Audio/Visual (AV)
 - ▶ A TV monitor would be installed on the inside with a repeater. This would be used to show what was being seen on SkyLens™, which is a wearable heads-up display (HUD). Also, on the outside of the trailer, a TV monitor would be set up with a looping video of product information. While people waited, they would be able to watch and get a preview of what they are about to experience once inside the MDU. The mounts for the monitors provided the ability for easy on and easy off, so they can get put away while the trailer was in transit.

What's in an MDU? (continued)

- ▶ Hospitality

- ▶ Inside: Items include two stools for the demo, a small couch, an ottoman with nooks for storage, and a mini-fridge to keep drinks cold.
- ▶ Outside: We wanted to create an outdoor space that would encourage people to sit and have conversations, network, and learn more about the products. We also planned to have a 10' x 10' pop-up logoed canopy, a mat, four chairs, and an ice chest.

- ▶ Graphics

- ▶ For the inside, a couple of aviation art pieces created by our graphics designer would be imprinted on metal.
- ▶ Outside: vinyl graphics for the trailer, sandwich board signs, and pull-up banners were created. (Graphics Boot Camp: The Basics Every Event Manager Should Know – SESSION 61719)

What is an MDU? (continued)

- ▶ Transportation
 - ▶ The budget for the project initially included the purchase of a vehicle. The figure that was given would not cover the cost of a new vehicle. If we purchased a used vehicle, it would have taken up more than half of the budget, and did not include the extra overhead of maintenance, insurance, and depreciation. After consulting with the CFO, it was decided to rent a truck for the travels across America.



Building the MDU

- ▶ No Time for Quotes

Since we did not have much time to complete the project, there was no time for sending out requests for quotes and getting feedback. We just had to go with who and what was available. Thankfully, the carpenter (Dave) we use from time to time for various show projects was available. He knew of an electrician (Oscar) that may be available to help with the project. Dave made a phone call and Oscar was available for the project. Both were onsite within a day of being contacted!



Building the MDU (continued)

Upon their arrival I had brought Dave and Oscar up to speed with what the stakeholders were requiring for the project. The sketch of a layout was presented to help bring across the idea in mind. With the drawing in hand, we walked through the inside of the trailer to help provide a visual of the activities required and spacing needs. The trailer was set up to run on a 12-volt battery like most trailers. However, because of the demo equipment power requirements, the trailer had to be wired like a room in a building (120-volt, 20amp). Upon review of the drawing and the walk-through, Dave and Oscar agreed to be a part of the project and provided quotes for budgetary planning.

Within the first week of having the trailer, the electrical was starting to get installed. A coworker, who worked on boats and trailers on the side, was able to assist with procuring the air conditioner/heating unit and the generator. He also was able to install the air conditioner/heating unit into the trailer. That took place within the first two weeks. Meanwhile, I was researching how the lighting was going to work on the inside. A more modern look cove lighting was selected to light up the inside of the trailer. Working with the carpenter, an idea and a plan came together. We would have custom metal flashing created. This was going to help hide the trailer wiring and assist in giving us the reflection we wanted to light the inside.

Building the MDU (continued)

During the build I needed to keep in mind how everything was going to get mounted to prevent movement inside the trailer while getting pulled down the road. This was a moving piece and not some 10' x 20' booth that was getting set up for three days then taken down. The equipment needed to be able to handle bumps and bounces up and down the interstates of America. All the while I also had to keep weight balance in mind to prevent issues while the trailer was being towed.



Building the MDU (continued)

About three weeks into the build, I set up a meeting with the stakeholders to provide a status update on the project. Delays with the shipments for some of the electrical materials, and delays due to labor issues put the project a little behind on the timeline. The initial request from the CEO was to have the project completed in four weeks from obtaining the trailer. I needed two more weeks to complete the project. This was going to include weekends as it had been since the beginning of the project. The stakeholders were understanding of what had been accomplished so far and what was still needed. Two more weeks were added to the timeline.

Completed	Needs to be Installed
<ul style="list-style-type: none">• AC/Heating Unit• Insulation• 85% of the electrical• Outside graphics• Building avionics wall• Building storage bunkers• Orders received (sofa, ottoman, mini-fridge)	<ul style="list-style-type: none">• Remainder of the electrical• Lighting• Paint• Masonite™• Avionics wall, glareshield, and pedestal• Avionics• Flooring• Mount furniture (sofa, ottoman, mini-fridge)• Storage bunkers• Mounts for TVs• Inside graphics

Building the MDU (continued)

When it came to install the insulation, the carpenter's helper had an old injury flare up and was unable to assist with the rest of the project. It was at that point his wife and I began pitching in with labor. We assisted with installing the Masonite™, the cove for the lighting, bunkers, flooring, the special wall and the pedestal for the avionics. We worked twelve-to-fourteen-hour days and on the weekends to get the project completed.



Where's the MDU Going?

While the MDU was being built, the Sales and Business Development Teams began making phone calls to our dealers and OEM (original equipment manufacturer) partners to explain what we were building and identify which locations would be interested in hosting an event, featuring live demonstrations of our InSight™ flight deck solution and the ClearVision™ system. A schedule would be developed for each location and people could sign up for a designated time. These demos were open to current customers, potential customers, and staff of the host location.

Emailable invites⁴ (copy of invite – See appendix pg. 87) would be provided to each location to help promote to their customers to sign up for a demo. Universal Avionics would also send out invitations to the market area using our customer data base. These invitations went out to flight departments, owners of business jets, and sometimes other dealers in the area. We would provide lunch for our hosts and onsite guests. Side meetings could be scheduled as well to discuss any special projects or needs. We emphasized our own set of safety protocols in place, along with following all national, state, and local safety mandates to keep everyone safe. This consisted of limiting the guests to only two people in the trailer at a time with the demo staff. Also, each person had to wear a mask inside the trailer and sanitize their hands before they entered. Time was designated after each demo to sanitize the equipment and wipe down touch areas⁵ (copy of safety protocol – See appendix pg. 88).

Where's the MDU Going? (continued)

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With feedback from the phone calls, a list was compiled of locations that were interested in hosting an event. It was from this initial list a tour was created. Dates and travel logistics were shared with the Sales and Business Development team. They then began contacting locations to get dates confirmed, and from there the logistics for the trailer were shared⁶ (copy of trailer specs – See appendix pg. 89) and invitations were created and sent to the soon to be host sire. About three weeks before the event invites were sent out to the area. Then reminders sent out a week before, and the day before. It was also mentioned on social media⁷ (social media sample – See appendix pg. 91). The Sales and Business Development person was the point of contact to manage the demo schedule for each location.



Each event would have a small crew of four to five people: the Regional Sales Manager or Business Development person assigned to the location, two Field Service Engineers, and me. Sometimes the Sales Director or the Vice President of Sales, Service and Marketing would join in depending on if there were any special projects that needed some extra attention or meetings were scheduled. Everyone would assist with set-up and teardown. The Field Service Engineers would handle the avionics and conduct the demonstrations. The Sales or Business Development person would manage the schedule⁸ (copy of sample demo schedule – See appendix pg. 92), and I was there as a greeter, safety protocol informer, and gathered surveys from guests post demonstration.

MDU Objectives

Our goal was to fill every spot available on the schedule. Each day we had 8 30-minutes demo sessions, which two people could sit in on at a time. We had a total of 16 possible demo appointments to fill at each location. This would be our main tool to gauge our success and then later assess if any sales activity resulted from our visits.

Strategy	Tactic	Assessment Method	Measurable Goal
Get in front of our dealers and customers	Build a mobile demonstration room in a trailer and travel to dealers and customers across America	Call dealers to gauge interest for an onsite visit	Book dates for the MDU to visit the dealers available
Have demo time slots filled	Send email invitations, make phone calls, and promote the visit via social media	Call customers in the area to book demos, send out emails	Fill each event date with demo appointments. Sixteen slots were available.
Collect feedback	Create a survey for people that go through a demo to complete	Using iPad® and SurveyMonkey® for platforms, each person that took a demo was asked to complete a survey	Collect 80% or more

Criteria #4: Management of Exhibit Design/Production

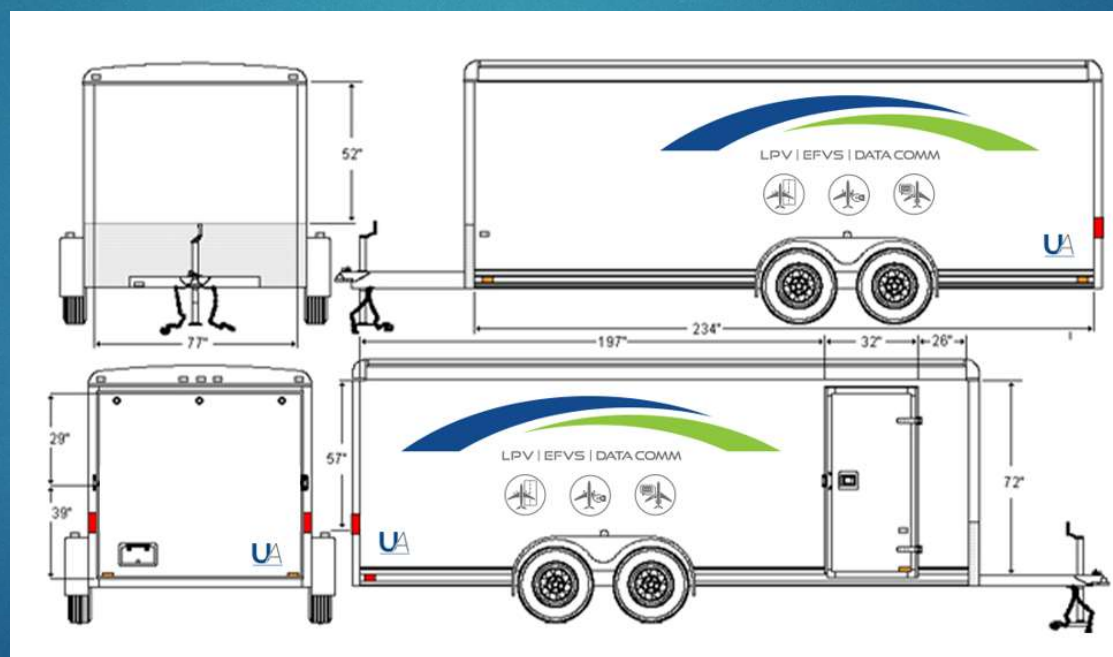
Managing the Build

A 20' enclosed car hauler was chosen as the base for the project. It had just enough space for the equipment and a little extra so you would not feel crowded inside. The space inside, minus the equipment, is roughly 20' long and 8' wide, similar to a 10' x 20' inline booth on a show floor. In addition, we would have bonus space outside of the trailer. The outside space was about 10' x 10' and used as a meet and greet area. It included a table for product displays, giveaway items, and a place for surveys to be taken on iPads®. A TV monitor is mounted on the side of the trailer which plays an informational looping video about what the demo is about and product information.

The same week we took delivery of the trailer, the lead person originally on the project separated from the company. The project now landed in my lap. I may, or may not, have had a “deer in the headlights” look when I was informed that I would now be the manager of the project! This would be the biggest project I had ever taken on. After the initial shock wore off, I knew there was no time to waste. This is when I scheduled a meeting with the stakeholders to establish the requirements and needs. During this meeting, the CEO reminded everyone (mainly me) that we only had a five-figure budget and four weeks to complete the project (Basic Project Management and Reporting Skills – SESSION 40219).

Managing the Build (continued)

I created a projected schedule for the four-week timeline. Having not done anything like this before, I tried to think of everything that would take place and the approximate time it would take for everything to get purchased, delivered, created, built, and/or installed. On the next slide you will see what I pulled together. Initially, weekends were not accounted for as workdays. Those days were rapidly utilized.



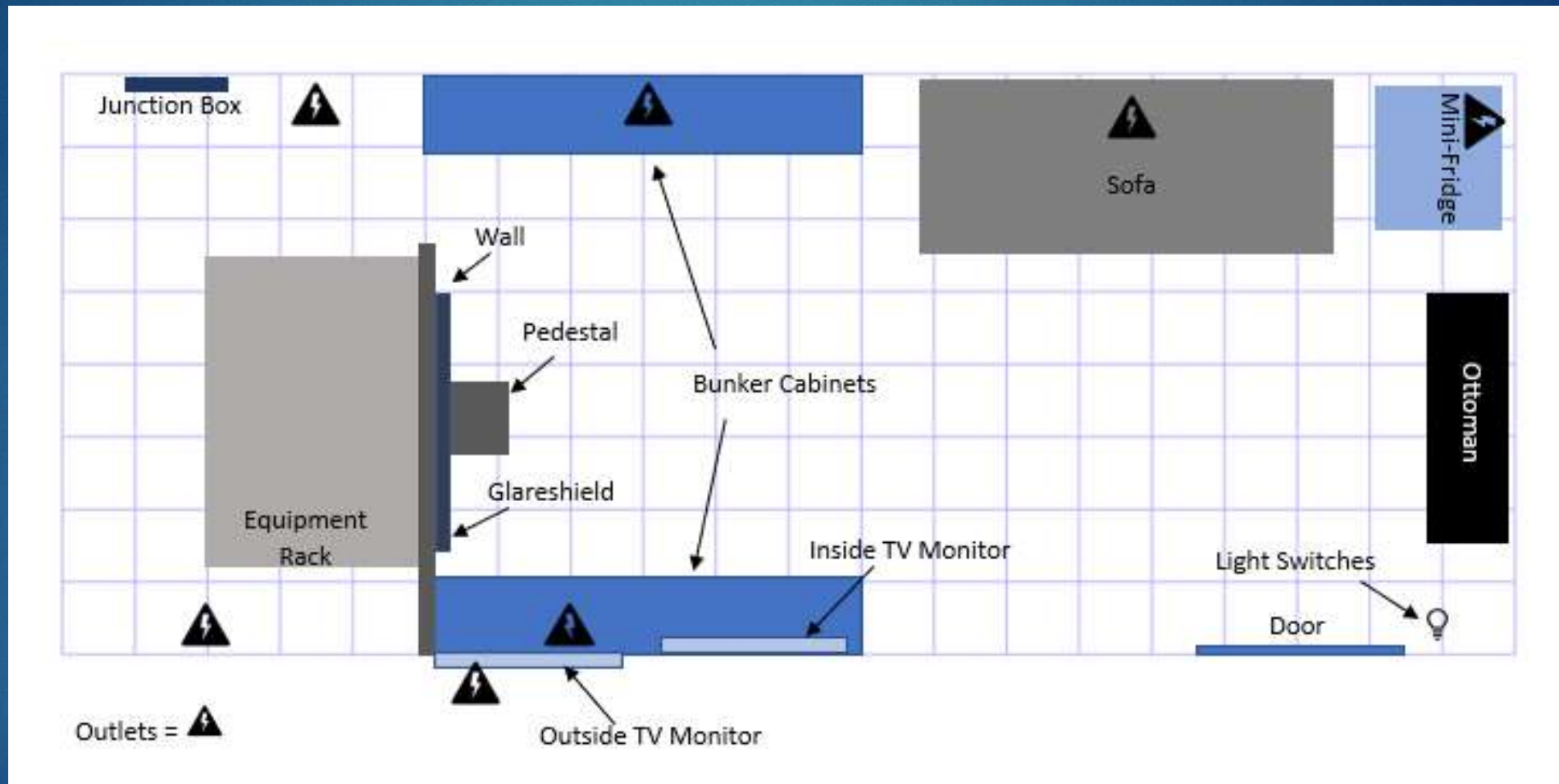
Managing the Build (continued)

Project MDU
Projected Build Schedule

				APRIL Thursday 9	Friday 10	Saturday 11
				Pick-up Trailer		
Sunday 12	Monday 13	Tuesday 14	Wednesday 15	Thursday 16	Friday 17	Saturday 18
				InSight Demo Rig Weighed and Delivered to Hangar		
Sunday 19	Monday 20	Tuesday 21	Wednesday 22	Thursday 23	Friday 24	Saturday 25
	Purchasing begins for items needed		Electrical Installation			
		Offsite Fabrication				
					Insulation Installed	
Sunday 26	Monday 27	Tuesday 28	Wednesday 29	Thursday 30	MAY Friday 1	Saturday 2
	Electrical Installation					
	Walls and ceiling installed			Sure-up Rig		
	Offsite Fabrication					
	Painting Walls and Ceiling				Flooring Installed	
	Outside of Trailer items to be installed if available (RV Jacks, AC, Alarm, Generator, etc.)					
Sunday 3	Monday 4	Tuesday 5	Wednesday 6	Thursday 7	Friday 8	Saturday 8
	Graphics Installed			PROJECT COMPLETE		
	Install Fabricated Work					
	Fit & Finish					

Managing the Build (continued)

▶ Trailer Layout



Managing the Build (continued)

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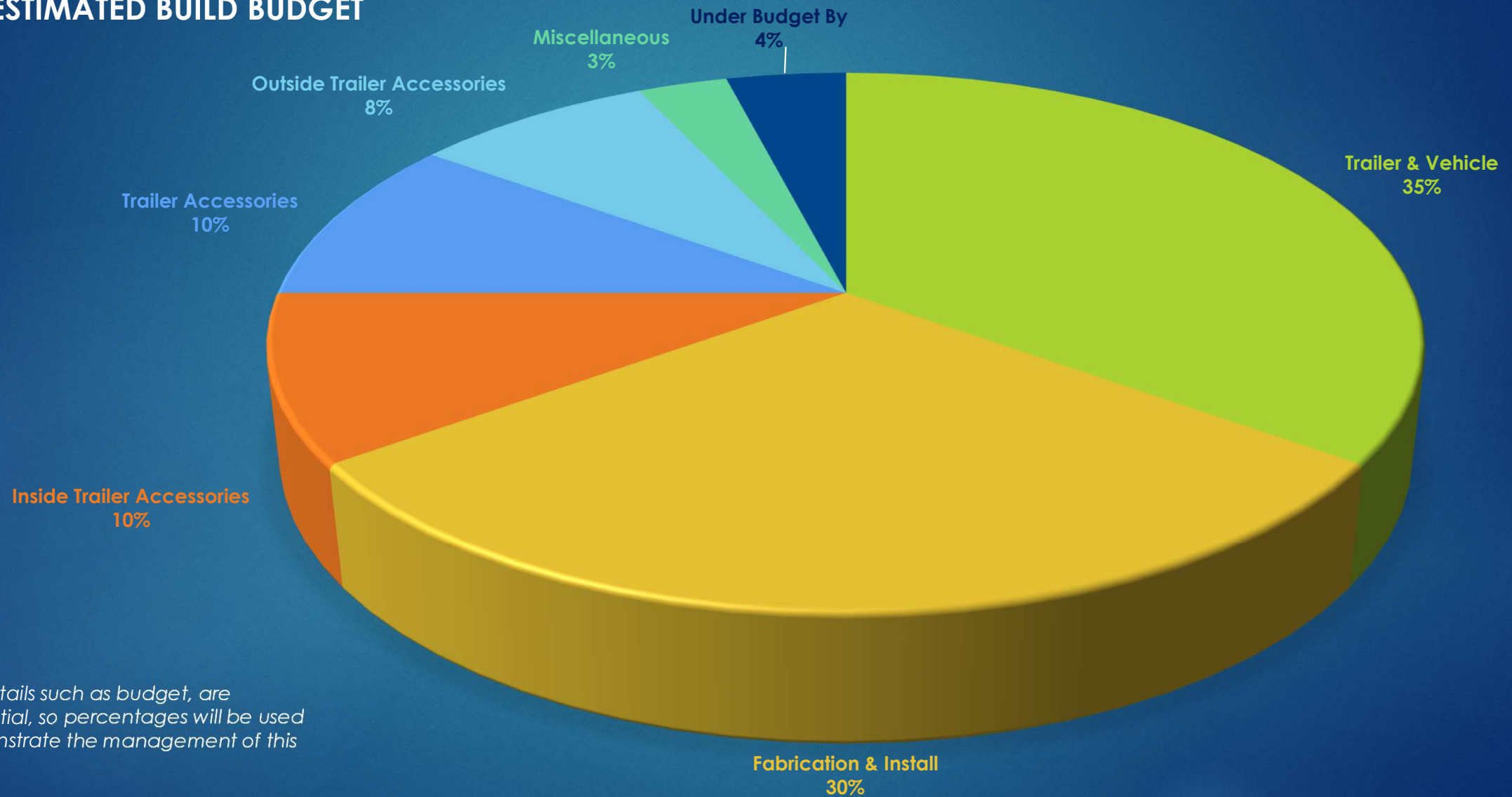
▶ Budget and Sourcing Needs

An estimated budget was compiled based on internet searches and talking to a colleague who was familiar with working on trailers. I also consulted with the CFO to get advice on building the budget (The Nuts and Bolts of Budgeting for Results - SESSION 20319). Since no one on our team had any real expertise in converting a trailer into a traveling demonstration room, it was all going to be a guess. I created a budget with several categories.

- ▶ Trailer and Vehicle - Trailer and cost of renting a truck
- ▶ Fabrication and Install – Labor, for the carpentry and electrical install, materials needed, flooring and graphics
- ▶ Inside Trailer Accessories – Furniture, refrigerator, TV monitor, inside graphics
- ▶ Trailer Accessories – Generator, air conditioner/heating unit, stabilizing jacks, security system, spare trailer tires, graphics
- ▶ Outside Accessories – Branded canopy, area rug/mat, chairs, table, pull-up banners and sandwich board graphics
- ▶ Miscellaneous – locks, chains, tarps, ice chest, and any other odds and ends that might pop up
- ▶ Under Budget – The original created budget had us just under budget by 4%

Managing the Build (continued)

ESTIMATED BUILD BUDGET



Some details such as budget, are confidential, so percentages will be used to demonstrate the management of this budget.

Managing the Build (continued)

Materials began to get sourced; Dave and Oscar began to gather materials and began with the labor. The generator and air conditioner/heating unit were procured by one of my coworkers familiar with working on trailers. Meanwhile, I was tracking down everything else: lighting, furniture, a mini-fridge, stabilizing jacks, trailer alarm system, a branded canopy, a rug/mat for ground cover outside, locks, chains to secure the generator the truck bed, tarps to cover the generator, storage bins for packing supplies, tools, toolbox, a large ice chest, graphics, and any other odds and ends that may pop up.



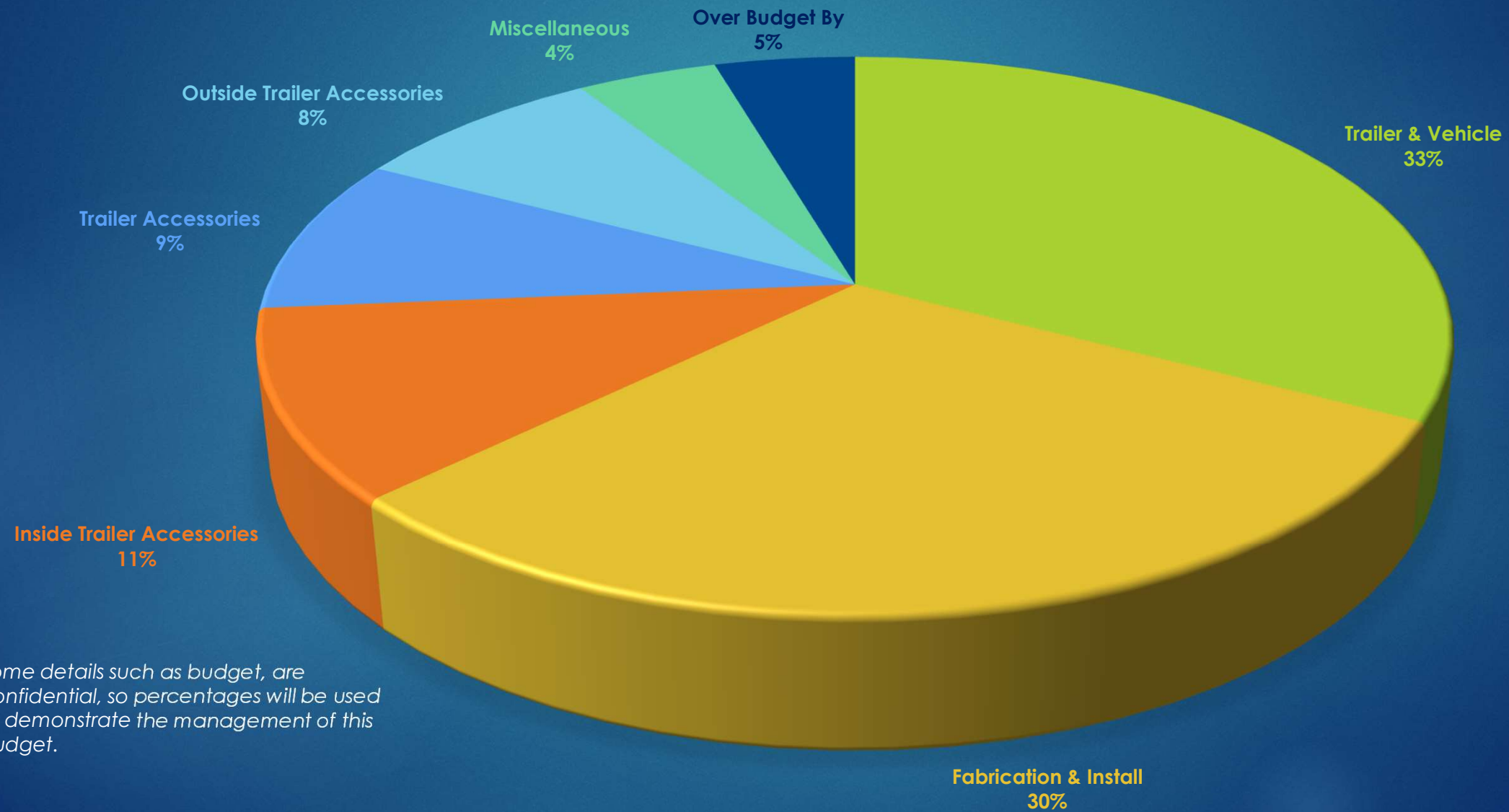
Managing the Build (continued)

In the end, we did go over budget by 5%. What put the project over were cost of materials (which were increasing during the production of the project), expedited shipping costs to get ordered items in on time to meet our timeline objective, and some other items were underestimated. For instance, we ended up hiring a painting crew to paint the inside of the trailer. I originally had planned on buying paint and doing the labor, but it just was not going to work out with timing and people needed. This equated to about 2% of the over budget figure.



Managing the Build (continued)

ACTUAL BUILD BUDGET



Some details such as budget, are confidential, so percentages will be used to demonstrate the management of this budget.

Getting Ready to Hit the Road

- ▶ Now that the MDU had been built, we rented a $\frac{3}{4}$ -ton pick-up truck to tow the trailer. I was able to work with the rental company to rent the truck month-to-month. To reveal the completed project, I did a full set-up in the company parking lot for the stakeholders. The demonstration equipment was turned on, but demos were not performed. After the stakeholders had their walk through of the MDU, other employees from the company were able to see the finished project as well. The next step was to get the MDU on the road.



Planning Tours

- ▶ To prepare a location for the visit, the area Regional Sales Manager (RSM) set up a conference call with the dealer representative, a Marketing representative, and me. After the initial introductions, the Marketing representative would review what UA was going to organize and promote the event and set expectations as to what the dealer could do to participate in promoting the event. I would then review the requirements for the MDU visit and set-up, coordinate where the MDU would get parked, the set-up times, and ask for catering recommendations for ordering (From Marketing to Measurement: 10 Steps to a Great Corporate Event – SESSION 60819). The RSM would then go into detail about how they were the point of contact for setting up the demo appointments and for booking additional meetings if they were needed.



Planning Tours (continued)

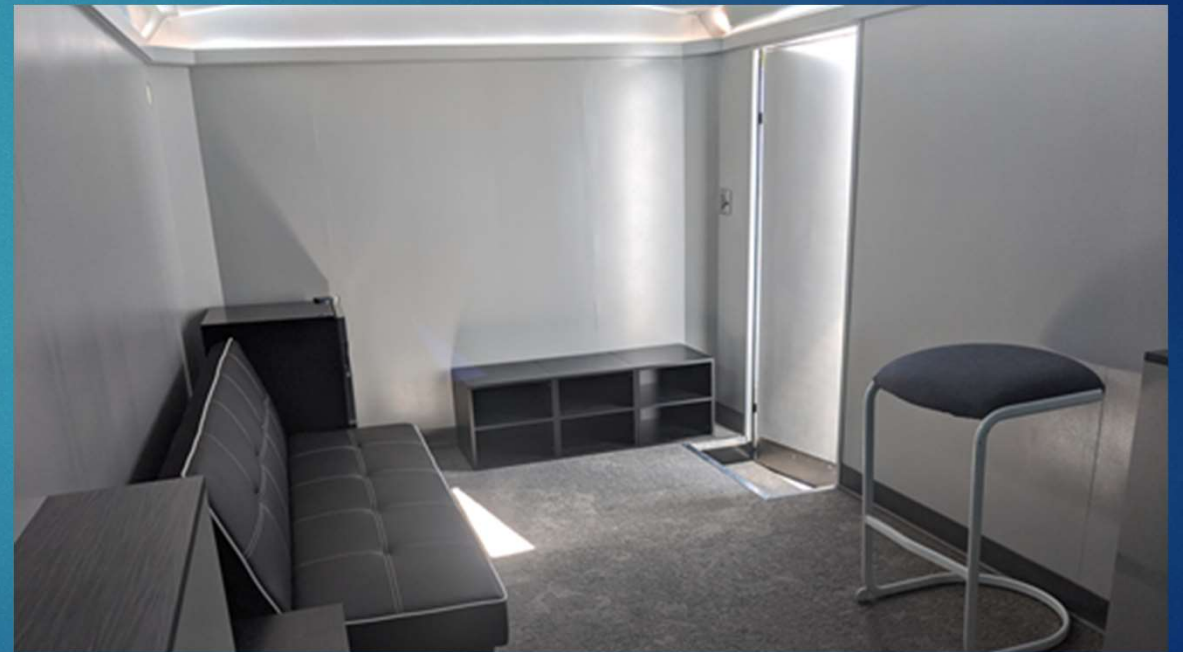
- ▶ Process and Evaluate

From a list of locations that were available our first outing would be in Scottsdale, Arizona with a potential new dealer. For the maiden voyage, we wanted to be close to home, as Scottsdale is about 100 miles north of Tucson. For this trip we planned to be on site for a day and a half. We followed the process we set up: the materials were customized for the location and sent to the host site. We promoted the event and then we were ready to “get the show on the road.”

Part of this trip would be used to evaluate what staff will travel with the MDU. It was assessed we needed two Field Service Engineers (FSE) to travel with the MDU. Their role would be to assist in set-up/teardown of the MDU, starting up the demo equipment, and operating the demos. On the Sales side, we found that two RSMs would help with the flow of traffic at an MDU event. One would help greet guests coming in for their appointments and the second would escort guests to the MDU and answer questions. They would also assist with the set-up/teardown. As for me, I would wind up wearing many hats on the tours: I drove the truck, was part of set-up/teardown, ordered catering, provided a quick safety briefing before guests entered the MDU, collected surveys upon the completion of the demo, and handed out giveaways.

Planning Tours (continued)

As each tour was being finalized, a spread sheet was provided to all tour staff which included the schedule for demo days, what location, the host site, who the contact person was of the host site, catering, which RSMs and FSEs were involved, the hotel information, and the dates for check-in/check-out⁹ (Texas_Tour_2020 – See appendix pg. 93).



Planning Tours (continued)

- ▶ Where to Go?

The trial run to Scottsdale went well, and now it was about putting together our first big tour. Looking at the list of places that were interested in hosting an MDU event, a Texas tour would be the first. The plan was to go to Austin, Houston*, Greenville, Dallas, the Fort Worth. (*The Houston part of the trip got cancelled, due to Hurricane Maria approaching the area and was predicted to hit close to the city. These dates would be rescheduled for a later time.) Other tours that developed for 2020 were:

- ▶ Middle America Tour - (Pick-up MDU in Fort Worth, TX) Bethany, OK; Wichita, KS; Kansas City, MO; Minneapolis, MN; Chesterfield, MO; Springfield, IL
- ▶ BizDev Tour – (Pick-up MDU in Chesterfield, MO) New Castle, DE; Greenville, SC; Stuart, FL; (Pick-up MDU in in St. Augustine, FL) Duluth, GA (UA's Southeast office); Memphis, TN; Little Rock, AR



Planning Tours (continued)

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► Scheduling Demos

We sent out invites to our customers and dealers in the locations on our show schedule by using our customer management system and other databases we can access. We sent the initial invite three to four weeks in advance of the event date, and reminder emails were sent one week before. The RSM for the area, also called and sent personal emails to prospective clients with specific airframes we were targeting at the time. We also posted notifications on social media and had a special dedicated page for the MDU on our website (<https://uasc.com/mdu>).

The invitation included the RSM's contact information to reserve a demo appointment. We did not track what method the guest used to schedule their visit. It was more important to meet our goal of filling the demo spots or to ensure a target/potential customer received a demonstration.

We learned that it was difficult to get people to commit weeks in advance. Most of our RSVPs came within a week or less from the event date. We also got several walk-ups on the day of the event, which happened at many of the events. Most of the time we were able to work them into the schedule. There were some occasions we stayed little longer to accommodate schedules of special guests that were a target airframe and/or were a potential client.

Criteria #5:
Management of Integrated Marketing
Communications (IMC)

Marketing Incorporated (continued)

► Dealer Information Flier

This was developed to inform the dealer what was going to be needed to support the MDU on location. Initially this was sent out to our dealer network and then the RSMs followed up with phone calls to see who was interested in hosting an MDU event.



The flier features the MDU logo at the top left, with the tagline 'Ready to Go | Direct to You' and the website 'uasc.com/MDU'. It includes two images: a white truck with the MDU unit on the back parked in a desert landscape, and the interior of the MDU unit showing a person wearing a headset and interacting with a flight simulator. The text is organized into sections: 'Can we come over?' with contact information, 'Highlights' with bullet points, 'Comprehensive and Versatile Demonstration Capabilities, Including:' with a list of technologies and icons, and 'Benefits:' with a list of advantages. The Universal Avionics logo and tagline 'INNOVATION | VISION | PASSION' are at the bottom.

Learn More
uasc.com/MDU

MDU
MOBILE DEMO UNIT

Ready to Go | Direct to You

Can we come over?

Universal Avionics is looking to team with Authorized Dealers / Integrators and FBOs who are interested in hosting live, on-location avionics demonstrations featuring our latest flight deck technologies. We'll bring our new, creatively constructed Mobile Demo Unit (MDU) right to you and your customers for a versatile, interactive demonstration.

Please contact your UA Sales or Account Representative with your desired level of interest and proposed schedule. We are live, ready to hit the road, and eager to work with you to 'drive' business forward.

Highlights:

- Go-anywhere convenience, we come to you at a location of your choosing
- Small group format (up to four people inside the MDU at one time) with a clearly defined COVID-19 safety plan led by trained UA personnel, and developed with strict adherence to all federal, state, city and country regulations

Comprehensive and Versatile Demonstration Capabilities, Including:

- Enhanced Flight Vision System: ClearVision™ EFVS with Skylens™ Head-Wearable Display
- Integrated Display System: inSight™ Integrated flight deck solution with LPV and Data Comm
- Future of Flight: Latest developments in UAS I-SVS Line of Sight technology

LPV | EFVS | DATA COMM

Benefits:

- Premier service and comfort – no crowds or endless standing lines
- Personalized, one-to-one dedicated demonstrations
- Memorable experience for customers at your facility where you can highlight your solutions
- Exceptional way to boost capture efforts and move business forward in a safe way

UNIVERSAL AVIONICS
an EBIT Systems Company
INNOVATION | VISION | PASSION

Larger version –
see Appendix pg. 89

Universal Brings:

- Turnkey Mobile Demo Unit and customer staging equipment
- Minimum 3-person expert team: your account representative(s), local and/or corporate-based Field Service representative(s), marketing support
- Marketing promotion with event advertisements
 - Includes your company logo on customer invitations and other marketing pieces

Host Provides:

- Collaboration and teaming to support customer identification, invitation, and event marketing
- Onsite support during event including applicable personnel
- Location:
 - 40ft x 30ft parking space (unhitched from vehicle) for MDU and customer staging area
 - Two 110/120 VAC 60Hz three-prong standard outlets on two separate circuits within 90 ft of where the MDU will be located
 - * if not available, UA will provide a generator

When scheduling events, please note the MDU requires approximately 3 hours to set-up and 2 hours for dismantle and clean-up.

Marketing Incorporated (continued)

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► Safety Information Sheet

Due to being in the middle of a pandemic, we created safety protocols to help keep everyone safe. This was sent to the dealers once they agreed to host an event to reassure them that we have safety in mind. This was also posted outside of the door before entry into the MDU. I am happy to report that no one of the Universal Avionics team got sick and we received no reports from our dealers or any of our guest that they got sick because of an MDU event.

Larger version –
see Appendix pg. 88



MDU
MOBILE DEMO UNIT

Your Safety is Important!

We are following CDC guidelines to provide you with a safe and clean environment.

Before Entering:

1. **If you are not feeling well, do not enter the MDU.**
2. **Wear a mask. If you do not have one, UA will provide one with our compliments.**
3. **Sanitize your hands. Gloves are available if preferred.**

What You Should Know:

Cleaning

- Before opening, the inside of the MDU is thoroughly cleaned and disinfected.
- After each demonstration, all touch surfaces are cleaned and disinfected.

Masks Required

- Due to the close proximity required to demonstrate our avionics, physical distancing is not possible during the demonstration, therefore masks are required for all persons inside the MDU. UA has masks available for all guests.

Social Distancing

- While in the staging area, please maintain a minimum of six feet between yourself and others.

Thank you for joining us in reducing the spread of the Coronavirus

UNIVERSAL AVIONICS
an Elbit Systems Company

Marketing Incorporated (continued)

► Custom Invitation

Once a dealer agreed to host an event the Marketing team created a custom invitation that could be shared by the dealer. This could get sent via email, posted locally at FBOs (fixed base operations) at the airport or however else they felt would reach people that may be interested. The Marketing pulled information from a couple of databases to send out emails with this invitation to pilots, aircraft owners, other dealers in the that area, current customers and potential customers.

Larger version –
see Appendix pg. 87



The invitation features the MDU logo at the top left, with the tagline 'Ready to Go | Direct to You' and a link to 'uasc.com/MDU'. Below the logo are two images: a white truck with a trailer parked on a road, and a person in a white shirt and mask demonstrating the MDU's interior avionics. The main text describes a personal avionics demonstration on Wednesday, July 22, 2020 (3:00pm - 6:30pm MST) and Thursday, July 23, 2020 (9:00am - 3:00pm MST). It lists the location as Gemini Air Group - Scottsdale Airport and provides contact information for John Wasmund and Dawn Leeper. A 'COVID-19 Protections' section is included. On the right, a blue box titled 'MDU at a Glance' lists features: LPV, EFVS, Data Communications, and Integrated Display System, each with a corresponding icon.

MDU
MOBILE DEMO UNIT

Learn More  uasc.com/MDU

Ready to Go | Direct to You

Join Us for a Personal Avionics Demonstration

Experience a new, personal, and socially distanced way of demonstrating the latest avionics technologies available for your aircraft today. Step inside Universal Avionics' Mobile Demo Unit (MDU), an immersive 'on-the-go' demonstration room packed with the company's most innovative solutions.

Wednesday, July 22, 2020
3:00pm - 6:30pm MST
Complimentary Happy Hour

Thursday, July 23, 2020
9:00am - 3:00pm MST
Lunch Provided

Gemini Air Group - Scottsdale Airport
15003 N. Airport Drive, Scottsdale, AZ 85260

RSVP:
John Wasmund jwasmund@uasc.com / (602) 316-6765
Dawn Leeper dleeper@uasc.com / (520) 295-2354

Hosted by:

GEMINI
AIRGROUP

UNIVERSAL AVIONICS
an Elbit Systems Company
INNOVATION | VISION | PASSION

MDU at a Glance

- **LPV** for improved safety, and savings in time and money
- **EFVS** to fly head-up and overcome extreme weather and low visibility
- **Data Communications** for simplified communications and access to preferred routing
- **Integrated Display System** to streamline flight deck operations

COVID-19 Protections

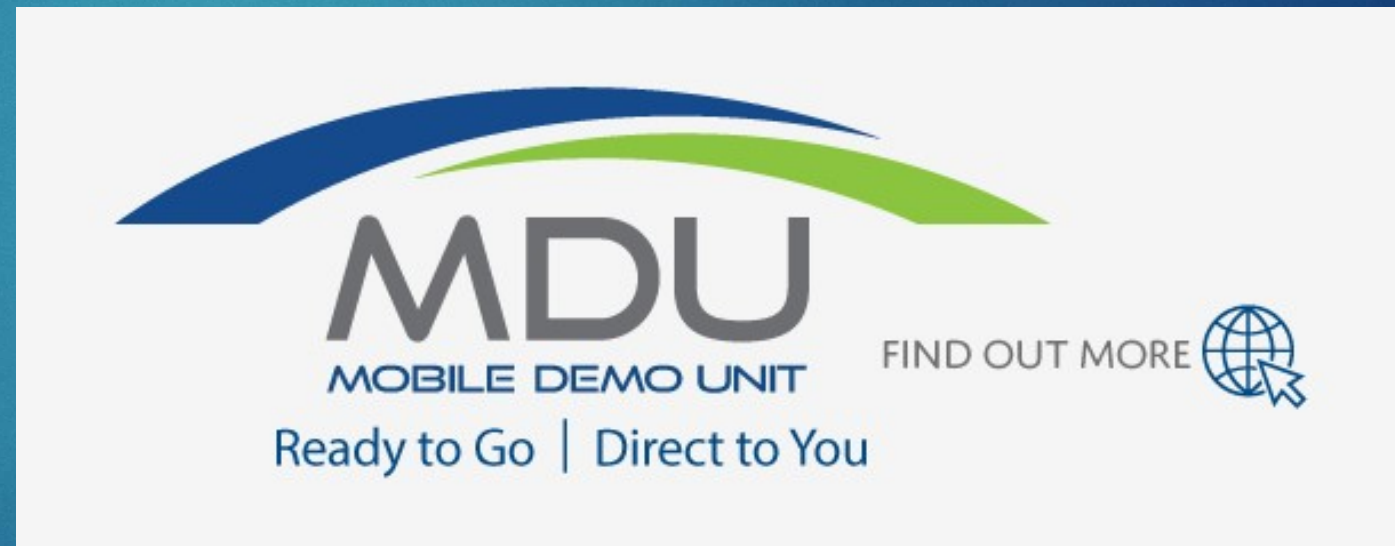
There is no higher priority than the health and well-being of our guests and employees. We continue to closely monitor COVID-19 and are following the current guidance set forth by the Centers for Disease Control and Prevention (CDC) and any local requirements set forth by the state/county health departments. All guests entering the MDU must adhere to UA's safety plan, which includes requirements for facial masks, social distancing, and the completion of proper cleaning and disinfection protocols.

Marketing Incorporated (continued)

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- ▶ Email Footer

This was created for Universal Avionics employees were able to put in their email signatures. This had a link to the web page that was created for the MDU.



Marketing Incorporated (continued)

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- ▶ Web Page <https://uasc.com/mdu>

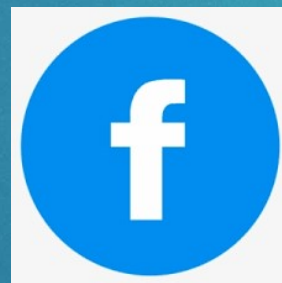
On the web page we incorporated a video about the MDU, a schedule for the upcoming events, photos from past events and recent social media posts about the MDU events.

The screenshot shows the Universal Avionics website. At the top, there is a header with contact information: Main: 1-520-295-2300 | Sales: 1-800-321-5253 | Support: 1-800-595-5906 | AOG: 1-520-295-2399. There are also social media icons for Facebook, Twitter, LinkedIn, Instagram, and YouTube, along with a 'Careers' icon. The main navigation bar includes 'Shop', 'Support', 'NextGen Technologies', 'Library', 'Contact', and 'UniNet'. The page title is 'Mobile Demo Unit (MDU)' with the subtitle 'Ready to Go | Direct to You'. A large video player shows a white pickup truck towing a white trailer with the MDU logo. Below the video, there is a section titled 'Join Us for a Personal Avionics Demonstration' with a description: 'Experience a new, personal, and socially distanced way of demonstrating the latest avionics technologies available for your aircraft today. Step inside Universal Avionics' Mobile Demo Unit (MDU), an immersive 'on-the-go' demonstration room packed with the company's most innovative solutions.' There are two buttons: 'Contact Sales' and 'Find a Dealer'. At the bottom, there is a 'Schedule' section with the text 'More dates to be announced soon!'.

Marketing Incorporated (continued)

► Social Media

The Marketing team also sent out social posts on LinkedIn, Twitter, and Facebook. The posts were sent out prior to the event, during the event and post event.



Larger version – see Appendix pg. 91

Measuring the Marketing

- ▶ The Unknowns

As mentioned before, we were unaware of what to expect due to the pandemic. Initially the only goals were to get the days booked up with demos (a total of 16) and to collect as many post demo surveys as possible. We did not consider to track which methods of contact (email, phone calls, via the dealer, social media, etc.) were more beneficial than others or how many calls were received from the information sent. Our focus was to get in front of our dealers and customers



Measuring the Marketing (continued)

Communication Method	Rational for Choice	Targeted Audience	How Measured	Measurable Objectives	Results	Recommendations
Dealer Flier	Best way to connect with the dealers to provide general information about the MDU	Sent out to the dealer network to scope out who would be interested in hosting an event	Was sent without any expectations due to the unknowns of what effect the pandemic would have on the possibilities of hosting events	No set objectives due to the unknowns. It was just wanted to get out in front of our dealers and customers	Total of 17 tour stops were scheduled	Track how many total emails were sent, how many inquiries were made and how many events scheduled
Safety Sheet	Provide safety information before to the dealers and onsite	Protocols to be followed by everyone involved	No measurement – information sheet	No measurement – information sheet	No one got sick	Continue safety protocols to keep everyone safe
Custom Invite	Created to specifically put focus on the dealer hosting the event and sent via email to reach many	Sent out to current customers, potential customers, pilots, owners of aircraft and other dealers in the area	Was sent out without any expectations due to the unknowns of what interest there would be to attend an event in the middle of a pandemic	To get a full day of demos booked (16 demos per day)	A total of 207 demos were performed out of 272 demo spots available	Track how many responses received from emails the dealer sent invites versus what emails were sent from Universal Avionics
Email Footer	To promote the MDU via email by putting the special logo and embedded link to the MDU web page for more information	Anyone receiving an email from Universal Avionics employees that put it in their email signature – no specific targets established	No expectations due to the unknowns due to the pandemic	No measurement objectives set	Unknown results	Track how many “clicks” were received from the link in the footer
Web Page	Add information about the MDU to the uasc.com website to help promote and inform	Anyone on the website and to provide an informational page for dealers, customers, potential customers, pilots, and owners of aircraft	No expectations were set for measurement of interaction on the web page or how people got to the web page	No measurement objectives set	Unknown results	Track how many “clicks” made on the website to go to the web page
Social Media	Promote the MDU events before, during and after the event on the social media channels we use	Twitter, LinkedIn and Facebook	No expectations were established to measure interactions	No set objectives. It was used to promote the events taking place	Results were not measured	Track the interactions from all the platforms used. Then track which platform performed better
Survey Form	Capture feedback post demo	Everyone that had been through a demo	Used SurveyMonkey® on iPads®	Collect 80% or more	Collected a total of 145 surveys (70%)	Needed to get additional surveys for additional feedback

Criteria #6: Management of Results Reporting

Measuring Up

► Texas Tour

Our first tour was the Texas Tour. It consisted of planned visits to Austin, two stops in Houston, Greenville, Dallas, and Fort Worth. This trip would give us the potential to perform 112 demos. As we were traveling to Texas, Hurricane Maria was taking a turn to approach the Houston area. Because of this we had to cancel our Houston stops. That reduced the potential number of demos that could be performed to 80.

Since Texas was first tour, and not knowing who would want to attend a MDU event because of COVID, we were not sure what to expect. We did have some confirmed appointments for several of the stops, so we were expecting at least those people to attend. About a third of the day had set appointments scheduled for each stop prior to our arrival. Each day we started at 9:00AM and finished at 4:00PM. Each demo session was scheduled for 30 minutes, and each spot can host two people. That equated to a total of 16 potential demos per day. The RSMs continued to reach out to prospective attendees via phone calls and emails. We had several walk-ups and last-minute RSVPs to fill our schedules.

The next few slides provide a metric of how many total demos we had available for each day, how many actual demos were performed and if we had any extra visitors that did not get/want a demo.

Measuring Up (continued)

► Showing the Results

Each tour was unique and had variables. Listed below and in the following slides are the results from the tours for 2020.

Texas Tour	Location	Total Demos Available	Actual Demos Performed	Visitors, no demo	Notes
	Austin	16	8	4	
	Greenville	16	12	6	This was a special location as this visit was specific to a government contractor. They had special protocols in place due to COVID and we could not be on property. However, we were able to set up at the regional airport right next door to the facility.
	Dallas	16	11	6	Due to a severe storm at the airport, we needed to pull the MDU out of the hangar we were in to allow the dealer to accommodate a customer and pull in their aircraft to protect it from the storm. As a result, we missed out on being able to perform a full day of demos. Seventeen were originally scheduled for the day.
	Fort Worth	16	12	3	Special meeting held with a client working on a special project.

Measuring Up (continued)

► Showing the Results

Middle America Tour	Location	Total Demos Available	Actual Demos Performed	Visitors, no demo	Notes
	Bethany, OK	16	10	3	
	Wichita, KS (Day 1)	16	15	6	We were onsite for two days
	Wichita, KA (Day 2)	16	13	3	We were onsite for two days
	Kansas City, MO	16	7	4	Onsite in the hotel parking lot for the Aircraft Electronics Association Central Region conference. Had a couple of pre-scheduled demos, not many walk-ups due to it being 35° outside.
	Minneapolis, MN	16	11	3	
	Chesterfield, MO	16	17	6	
	Springfield, IL	16	15	5	This was a special on location visit. No outside visitors were able to attend. Focus was to show the equipment to avionic techs preparing for a new install with the equipment being demoed.

Measuring Up (continued)

► Showing the Results

BizDev Tour	Location	Total Demos Available	Actual Demos Performed	Visitors, no demo	Notes
	Wilimington, DE	16	14	2	Visiting Original Equipment Manufacturer (OEM)
	Greenville, SC	16	14	3	Dealer Visit
	Stuart, FL	16	13	2	Visiting Original Equipment Manufacturer
	Duluth, GA	16	13	0	Visited UA's Southeast engineering office. Had one guest from an OEM that is close to the office. All other demos were of UA employees.
	Duluth, GA	16	8	0	Visited UA's Southeast engineering office. All demos performed were for UA employees
	Memphis, TN	16	6	0	Due to COVID protocols we could not visit the customer's office. We set up in a hotel parking lot nearby.
	Little Rock, AR	16	8	0	Visiting Original Equipment Manufacturer

Measuring Up (continued)

- ▶ Learning to Pivot

As we discovered, each location became its own unique event. Circumstances could change the schedule and we needed to be able to pivot and accommodate additional people or move appointments around. Weather seemed to be the biggest factor in altering our demo schedules and attendance at some locations. Also, we believe had it not been for COVID, we would have been able to create more of an open house atmosphere and bring in more people for demos. With the limited capacity of people allowed inside the MDU, it restricted the number of visitors we were able to oblige with a demo. Furthermore, we felt if we over-hyped the event, we may have to turn people away and this was something we wanted to avoid. Therefore, we focused on setting appointments for the demos that were available on the schedule.



Assessment of Touring

- ▶ Reporting on the Tours

At the end of each tour a debrief was scheduled via Teams with corporate stakeholders, and various internal teams (Sales, Marketing, and Field Service) that were involved on the tour. We compiled a list of what worked, what was a miss, and what lessons were learned. For instance, after the Texas Tour it was determined that scheduling demos was our biggest challenge. There were several different factors that contributed to this: COVID, weather, commitments are difficult for flight departments due to the unknowns of flight schedules in advance, and lack of the host site promoting the event. These issues were common for the Middle America Tour and the BizDev Tours as well. Even though at every stop we were welcomed, and people were happy to engage with other people live. Also, we learned that we should not go back to Texas in August. However, it was the state that was open and did not have as stringent restrictions, so we were not too picky.

Assessment of Touring (continued)

Our main goal was to get our equipment in front of people during a time when trade shows were canceled due to COVID. We accomplished that by constructing the MDU to take the demo to them, rather than them coming to us for a demo during a show.

Strategy	Tactic	Assessment Method	Measurable Goal	Results	Recommendations (Lessons Learned)
Get in front of our dealers and customers	Build a mobile demonstration room in a trailer and travel to dealers and customers across America	Call dealers to gauge interest for an onsite visit	Book dates for the MDU to visit the dealers available	Were able to have 17 tour stops in 13 different states	We were limited to where we could go due to COVID
Have demo time slots filled	Send email invitations, make phone calls, and promote the visit via social media	Call customers in the area to book demos, send out emails	Fill each event date with demo appointments. Sixteen slots were available.	Total number of demos available: 272. A total of 207 were performed (76%)	What contact method was more successful to get people to book a demo? If we had that info, we could have put more of a focus on that method to book more appointments.
Collect feedback	Create a survey for people that go through a demo to complete	Using iPad® and SurveyMonkey® for platforms, each person that took a demo was asked to complete a survey	Collect 80% or more	Collected a total of 145 surveys (70%)	Needed to get additional surveys for additional feedback

Criteria #7: Conclusion

2020 MDU Tour Wrap Up

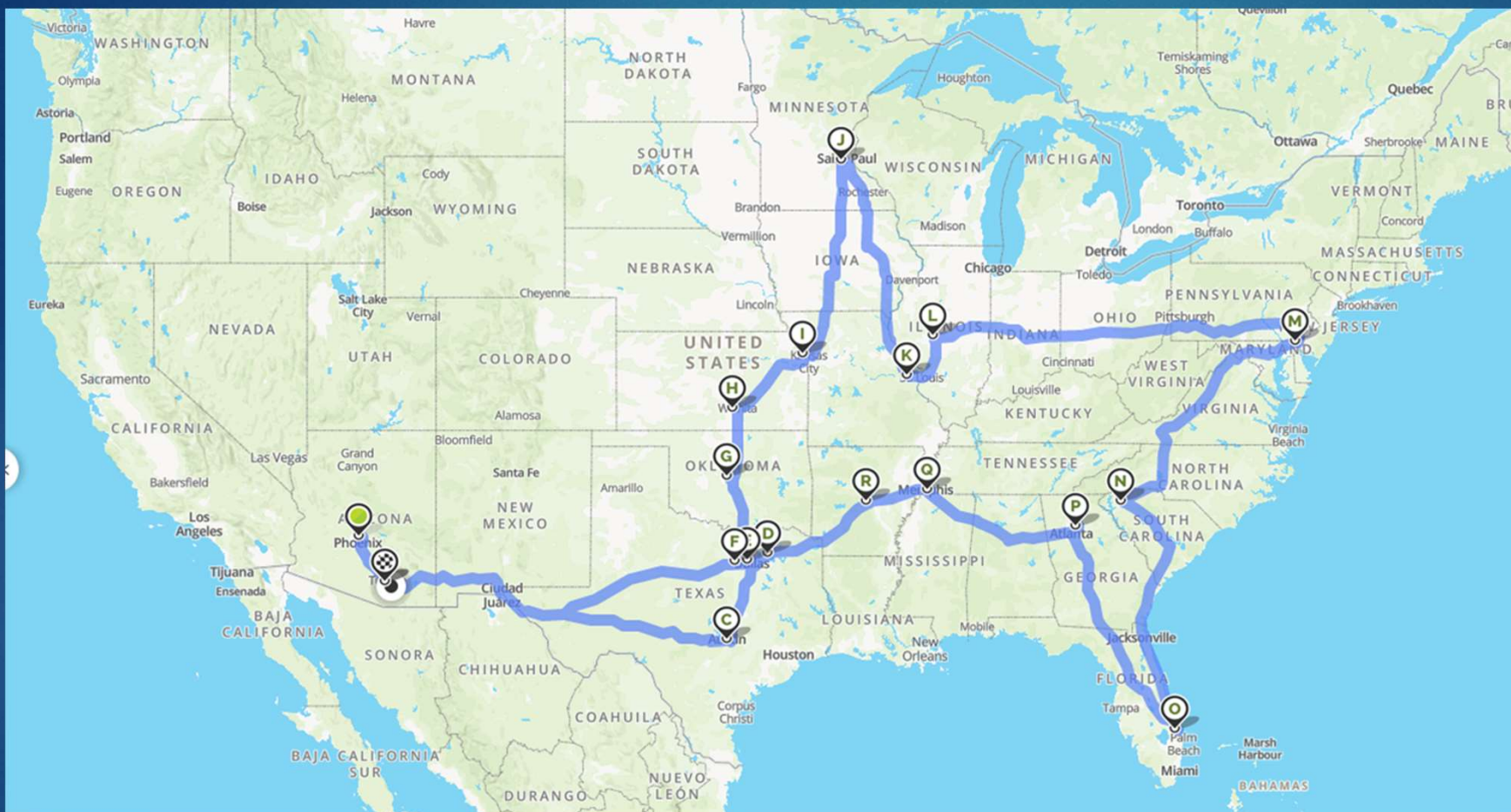


► Where did we go?

In the middle of March 2020, the world was halted from all normal activities and this included trade shows getting cancelled. We developed a solution to “take the show on the road” and go to our dealers and customers. The Mobile Demonstration Unit (MDU) was designed, developed, and built in six weeks on a five-figure budget. Simultaneously, phone calls were made, invitations sent out, tours schedules were prepared, and the logistics were pulled together.

When we initially hit the road, we were not sure how we would be received or even if people would show up to an event. Between the months of July and December 2020 we traveled over 9000 miles, with 17 stops and performed over 200 demonstrations. The overall results were positive, and the corporate stakeholders were satisfied with the activity that the visits generated.

2020 MDU Tour Wrap Up (continued)



MDU 2020 Road Tour

Maiden Voyage

July 22-23 – Scottsdale, AZ

Texas Tour

C) August 25 – Austin, TX

D) August 31 – Greenville, TX

E) September 1 – Dallas-Love Field, TX

F) September 2 – Fort Worth, TX

Middle America Tour

G) September 29 – Bethany, OK

H) October 1-2 – Wichita, KS

I) October 19 – Kansas City, MO

J) October 23 – Minneapolis, MN

K) October 27 – Chesterfield, MO

L) October 29 – Springfield, IL

BizDev Tour

M) November 12 – Wilmington, DE

N) November 17 – Greenville, SC

O) November 19 – Stuart, FL

P) December 7-8 – Duluth, GA

Q) December 10 – Memphis, TN

R) December 15 – Little Rock, AR

2020 MDU Tour Wrap Up (continued)

We had a recap of the year with the original stakeholders with whom this concept was conceived. It produced some recommendations for improvements to the processes going forward. We had already decided to continue to use the MDU in 2021.

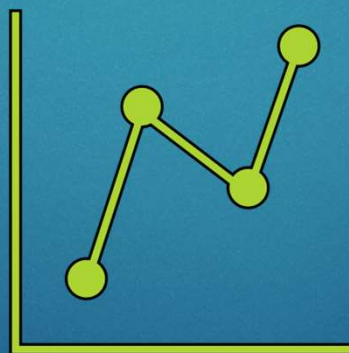
The first improvement was regarding the scheduling of the tour stops and completing the tour calendar in a timelier fashion. Some of the tour stops were planned two to three weeks in advance of the scheduled date, which put a delay in getting Marketing information out about the event. The improvement would require the date and logistics of the event to be pulled together four weeks in advance. Then the first invitation, any press releases and/or any social media can be distributed earlier. This would provide more time to help promote the tour stop on multiple platforms to get more people interested and to reserve a demo time.



2020 MDU Tour Wrap Up (continued)

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The second point for improvement was collecting more surveys. We wanted to increase the number of surveys being collected from 70% answered surveys up to 90%. We were only collecting surveys from people that were directly involved with avionics maintenance, installations, pilots, and/or owners. The other remaining participants were “spot fillers”, people that were not directly involved which led to 30% of the surveys not getting collected post demo. It was a matter of addressing the question: quality or quantity? Originally, I think we wanted numbers to help get people excited about the event. But, in the long run, it was more about the quality of the person getting the demonstration. After discussing this, the solution was to add a question on the survey asking what the person’s title or position. We then would aim to collect a survey from everyone after each demonstration. Then we can analyze the data and create quantitative and qualitative metrics.



2020 MDU Tour Wrap Up (continued)

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In a non-COVID world, we would have created the event to be more like an open house and have a relaxed atmosphere. The idea behind that would allow people to come and go, and not limiting to how many people can be inside of the MDU to see a demo. However, we did not have this option and made the best of what we could do and keep everyone safe and healthy. I can proudly say that we did not have anyone get sick from traveling with the MDU or visiting one of our events.

Getting feedback from the salespeople that we involved, they were thankful that the MDU visited their designated dealers. In fact, John Berizzi, Regional Sales Manager of the Southeast, felt he benefitted greatly from the tour and events held in his region. His territory was one of the areas that was mostly open, and people were available during the pandemic. Also, when the MDU first hit the road, John had only been with the company a few months, and by having the MDU in his region helped him develop relationships with his dealers, current customers and prospective clients.

Several opportunities came out of all the tours that took place in 2020; we gained two dealers, identified potential airframes for 'first of type' for installing the InSight™ flight deck system (which would not include ClearVision™ system), and we also had several orders for Flight Management System upgrades. (Effective Exhibiting for Companies with Niche Markets and Long Sales Cycles – Session 311).

**We accomplished what we wanted to achieve:
to get in front of our dealers and customers!**

Closing Thoughts

► Personal Observations

Working on the MDU project I took a lot of responsibility and was way out of my comfort zone. There were very few people working in the office, where the build was taking place, which included who I directly reported to. I just took on the project with minimal supervision. I was thankful and scared all at the same time!

A two weeks into the project, I started communicating (Communicating with Others: Essentials for Success – SESSION 72319) the progress of the project. By staying connected I was able to inform the team what was taking place, what was going well and the hang-ups. I did go over budget by 5% and had to extend the timeline by a two weeks due to shipping delays, labor issues and some underestimation. Was it do or die because I missed the original objectives? No, and it ended up being ok and no one was upset. I believe it was because I had been communicating the status of the project. Other personal growth areas for me included improving project management skills, being a lead of a major project, and gaining some basic carpentry skills.

This is a special project to me personally as I became the designer, builder (with the help of a carpenter), project manager, logistics coordinator, driver (literally and figuratively), and onsite hostess. It was a big piece of the company's success during an unprecedented time and continues to be a key component to engage with our dealers and customers.

Closing Thoughts (continued)

► What the CTSM Program has Meant to Me

I started the CTSM program with the intention of completing it by the end of 2020. Thanks to the pandemic, and the special MDU project, my progress to complete that goal took a back seat. I am thankful for all the experiences I have gone through to complete the certificate. One of the biggest learning points was the importance of measurement (return of investment, return of objective cost per impression, etc.). I can use these metrics for shows, events, or special projects. This was not a practice that was previously followed at UA. Now, going forward, data is collected for measurement with each show, event, or project I provide stakeholders and corporate leadership with a breakdown of information on the value of each event.

Another valuable part of going through the CTSM program is the being able to connect with others in the tradeshow industry. It's a great way to share ideas and collaborate with people you would otherwise not have had the opportunity to meet. Just like using the tools I've learned from the CTSM program, I have utilized some of the connections made for business purposes.

Closing Thoughts (continued)

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Overall, this has been quite the journey. Not only on the road physically, but also for personal growth. The MDU project and the CTSM program combined stretched me and helped mold me into the trade show professional I am today. For that, I am grateful for the experiences. Now it's on to the next journey to continue the adventures.



Session References

- ▶ Don't Skip the Meetings – Pre, At and Post: Guidepost Success - Session 20419 Page 7
- ▶ Advanced Learning Session: Creative Thinking to Reinvigorate Your Program - Session 30719 Page 21
- ▶ Half Day Workshop & Field Trip: Beyond the Scenes: Apply Thinking to Events and Exhibitions Page 23
- ▶ The Basics of Trade Show Project Management – Part II - Session 21519 Page 25
- ▶ Graphics Boot Camp: The Basics Every Event Manager Should Know - Session 61719 Page 27
- ▶ Basic Project Management and Reporting - Session 40219 Page 38
- ▶ The Nuts and Bolts of Budgeting Results - Session 20319 Page 42
- ▶ From Marketing to Measurement: 10 Steps to a Great Corporate Event - Session 60819 Page 48
- ▶ Effective Exhibiting for Companies with Niche markets and Long Sales Cycles – Session 311 Page 76
- ▶ Communicating with Others - Session 72319 Page 77

Appendix

Appendix Table of Contents

- ▶ Trade Show Schedule - Referenced on page 17 Page 83
- ▶ InSight™ with ClearVision™ flier – Referenced on page 23 Page 85
- ▶ Drawing Diagram – Referenced on page 24 Page 86
- ▶ Copy of Invitation – Referenced on page 34 & 57 Page 87
- ▶ Safety Information – Referenced on page 34 & 56 Page 88
- ▶ MDU Specks for the Dealer – Referenced on page 35 & 55 Page 89
- ▶ Social Media Sample – Referenced on page 35 & 60 Page 91
- ▶ Demo Schedule Sample – Referenced on page 35 Page 92
- ▶ Texas Tour Schedule – Referenced on page 51 Page 93

Schedule of Events

From 1/1/2018 to 12/31/2018

	Dates	Event	Location	Business Unit	Type
January	Jan 10-11 2018	Weapons and Tactics Conference - 2018	Las Vegas , NV	Government	Attend/Walk
	Jan 23-24 2018	Maintenance Repair Operation - Middle East	Dubai	Airline	Attend/Walk
	Jan 24-24 2018	National Business Aviation Association Regional-Florida (T32)	West Palm Beach , FL	Business Aviation	Exhibit
	Jan 30-Feb 01 2018	International Military Helicopter Show	London	Government	Attend/Walk
February	Feb 06-11 2018	Singapore Airshow 2018 (T50)	Changi	Government	Exhibit
	Feb 14-16 2018	Amigos de La Aviacion 2018	Monterrey	Business Aviation	Cust Event/Sponsorship
	Feb 26-28 2018	National Business Aviation Association Leadership Conference	San Diego , CA	Business Aviation	Attend/Walk
	Feb 27-Mar 01 2018	Heli-Expo 2018 (T36)	Las Vegas , NV	Business Aviation	Exhibit
	Feb 28-Mar 02 2018	Special Operations / Low Intensity Conflict Conference 2018	Arlington, VA	Government	Attend/Walk
March	Mar 01-02 2018	Maintenance Repair Operations - Russia 2018	Moscow	Airline	Attend/Walk
	Mar 04-06 2018	International Society of Transport Aircraft Trading 2018	San Diego , CA	Airline	Attend/Walk
	Mar 07-08 2018	Sikorsky Supplier 2018	Washington D.C	Government	Attend/Walk
	Mar 12-14 2018	Aerial Fire Fighters North America	San Jose , CA	Government	Attend/Walk
	Mar 16-16 2018	Arizona Business Aviation Association Golf	Scottsdale , AZ	Business Aviation	Attend/Walk
	Mar 26-29 2018	Aircraft Electronics Association National 2018	Las Vegas , NV	Business Aviation	Exhibit
	Mar 26-29 2018	National Business Aviation Association International Operators Conference	Las Vegas , NV	Business Aviation	Industry Meeting
April	Apr 03-08 2018	Feria Internacional del Aire y del Espacio (FIDAE)	Santiago, Chile	Government	Exhibit
	Apr 10-12 2018	Maintenance Repair Operations - Americas	Orlando , FL	Airline	Exhibit
	Apr 16-20 2018	Integrated Flight Information System Conference	Monterey, CA	Business Aviation	Attend/Walk
	Apr 17-19 2018	Asia Business Aviation Conference and Exhibition 2018	Shanghai	Business Aviation	Exhibit
	Apr 18-19 2018	European Regional Airline Conference	Vienna	Airline	Attend/Walk
	Apr 19-21 2018	Aero-Expo 2018	Toluca	Business Aviation	Attend/Walk
	Apr 23-25 2018	National Air Transportation Association 2018	Whitehorse, YT	Airline	Exhibit
	Apr 23-26 2018	Aviation Maintenance Conference 2018	Dallas, TX	Airline	Attend/Walk
	Apr 24-25 2018	Aircraft Electronics Association - Europe	Prague	Business Aviation	Attend/Walk
	Apr 25-27 2018	Army Aviation Association of America 2018	Nashville, TN	Government	Exhibit
Apr 25-29 2018	Berlin International Airshow 2018	Berlin	Airshow	Attend/Walk	
May	May 01-03 2018	Maintenance Managers Conference	Albuquerque, NM	Business Aviation	Attend/Walk
	May 02-03 2018	Alaska Air Carriers Association	Anchorage, AK	Airline	Exhibit
	May 14-16 2018	Cessna Operators Conference 2018	Wichita , KS	OEM	Exhibit
	May 17-17 2018	Envoy Confercnce 2018	Dallas, TX	Airline	Cust Event/Sponsorship
	May 20-22 2018	Latin America and Caribbean Air Transport Association	Riviera Maya	Airline	Cust Event/Sponsorship
	May 21-24 2018	Special Operations Forces Industry Conference	Tampa , FL	Government	Attend/Walk
	May 29-31 2018	Europe Business Aviation Conference and Exhibition 2018	Geneva	Business Aviation	Exhibit
	May 30-31 2018	Airline Purchasing & Maintenance	Olympia London	Airline	Exhibit
June	Jun 03-07 2018	Gulfstream Operators & Suppliers Conference 2018	Savannah , GA	OEM	Cust Event/Sponsorship
	Jun 06-07 2018	Maintenance Repair Operations - Baltics, Eastern Europe and Russia	Ljubljana	Airline	Attend/Walk
	Jun 21-21 2018	National Business Aviation Association Regional-New York	White Plains, NY	Business Aviation	Exhibit
	Jun 22-23 2018	West Star Aviation Custom Appreciation Golf Event - East Alton	East Alton, IL	Business Aviation	Attend/Walk
July	Jul 16-22 2018	Farnborough Airshow 2018	London	Airshow	Attend/Walk
	Jul 23-29 2018	OshKosh Airshow 2018	Oshkosh, WI	Airshow	Attend/Walk
August	Aug 14-16 2018	Tinker & Primes 2018	Midwest City, OK	Government	Attend/Walk
	Aug 14-16 2018	Latin America Business Aviation Conference and Exhibition 2018	Sao Paulo	Business Aviation	Attend/Walk
	Aug 18-18 2018	West Star Aviation Customer Appreciation Golf Event	Grand Junction, CO	Business Aviation	Attend/Walk
	Aug 18-21 2018	Air Carriers Purchasing Conference 2018	Orlando , FL	Airline	Exhibit
	Aug 24-27 2018	National Guard Association of the United States	New Orleans , LA	Government	Exhibit
	Aug 27-29 2018	Duncan Sales Meeting	Thompsonville, MI	Business Aviation	Cust Event/Sponsorship
September	Sep 06-06 2018	National Business Aviation Association Regional-California	San Jose , CA	Business Aviation	Exhibit
	Sep 11-12 2018	Textron Supplier 2018	Wichita , KS	OEM	Attend/Walk
	Sep 12-13 2018	Aircraft Electronics Association - East	Tampa , FL	Business Aviation	Attend/Walk
	Sep 23-26 2018	Regional Airline Association	Long Beach , CA	Airline	Exhibit
	Sep 24-25 2018	Aircraft Electronics Association West	Reno , NV	Business Aviation	Attend/Walk
October	Oct 02-04 2018	CHC Safety Summit 2018	Grapevine, TX	Business Aviation	Attend/Walk

InSight™ Display System with SkyLens™ Wearable HUD

‘Head-Up, Head-Down’ Flight Deck System

The Future of Commercial Aviation

Integrating the SkyLens Wearable Head-Up Display (HUD) with the InSight Display System offers the ultimate presentation of essential flight data, precisely when you need it most. Through the advanced, yet intuitive user interface, you can control flight deck avionics by a “look and select” menu system displayed via the wearable SkyLens HUD. Select an approach or runway while still maintaining your complete attention viewing out of the cockpit window for a full head-up experience.



- Increased safety and operational effectiveness
- Improved flight efficiency
- Enhanced single pilot operation

Interactive SVS

Both SkyLens' and InSight's Synthetic Vision Systems (SVS) provide the same data with flight plan displayed, allowing you to select the best aspect of display for each phase of flight. The integration brings an innovative operator's gaze-control concept, the Interactive SVS function (I-SVS). Using the I-SVS, you can easily select entities on the conformal SkyLens SVS, sending it directly to InSight.

A cursor controlled by the SkyLens Line of Sight (LOS) and a single button on the yoke provide an innovative human-machine interface. It allows the selection of entities in the outside world, as if they were buttons in the flight deck.

Now you can keep your head-up, looking outside; even when setting the Flight Management System (FMS). For standard operation of selecting an airport, runway, and approach on the FMS, at least one operator is required to look toward the FMS Control Display Unit (CDU). With I-SVS, you can do this while looking at the airport outside; gaze-selection reduces operational tasks such as airports, runways, and approaches. In addition, safety is increased with high workload tasks such as deviating to a different runway due to high airport traffic.

Full Landing Procedures with No Natural Vision

As part of the NextGen roadmap, the InSight/SkyLens integration aligns with Federal Aviation Regulation (FAR) 91.176 released by the U.S. Federal Aviation Administration (FAA), enabling the operator to perform a full landing procedure with no natural vision, where the reported visibility is as low as 1000'. The integrated system offers unmatched capabilities, providing dispatch and landing approach priority as well as Low Visibility Landing regardless of the destination airport's infrastructure. Once on the ground, SkyLens can assist and guide the aircraft to the gate in poor conditions.

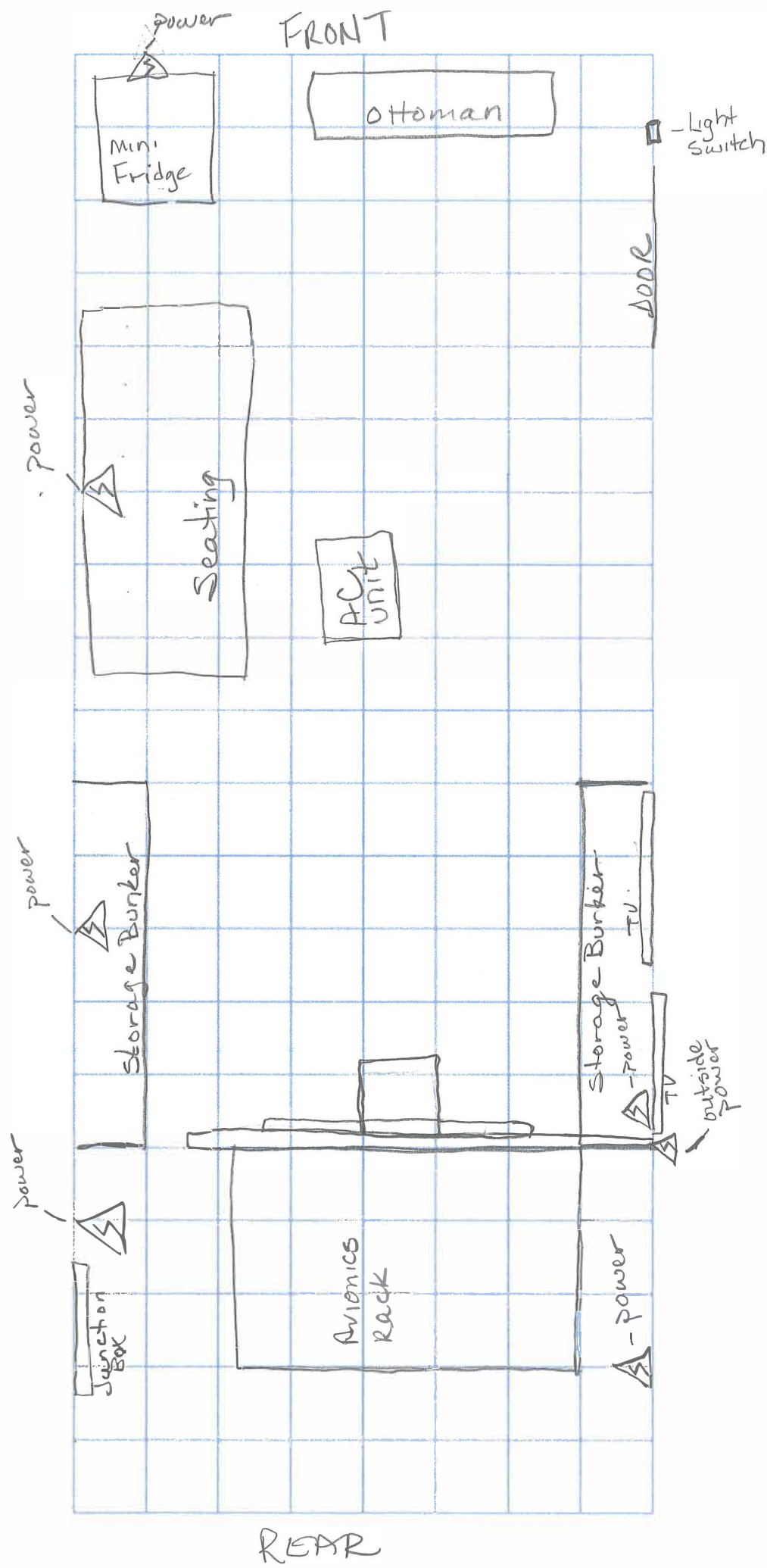
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Learn More  uasc.com/MDU

Ready to Go | Direct to You



Join Us for a Personal Avionics Demonstration

Experience a new, personal, and socially distanced way of demonstrating the latest avionics technologies available for your aircraft today. Step inside **Universal Avionics' Mobile Demo Unit (MDU)**, an immersive 'on-the-go' demonstration room packed with the company's most innovative solutions.

Wednesday, July 22, 2020

3:00pm - 6:30pm MST

Complimentary Happy Hour

Thursday, July 23, 2020

9:00am - 3:00pm MST

Lunch Provided

Gemini Air Group - Scottsdale Airport

15003 N. Airport Drive, Scottsdale, AZ 85260

RSVP:

John Wasmund jwasmund@uasc.com / (602) 316-6765

Dawn Leeper dleeper@uasc.com / (520) 295-2354

Hosted by:



MDU at a Glance

- **LPV** for improved safety, and savings in time and money
- **EFVS** to fly head-up and overcome extreme weather and low visibility
- **Data Communications** for simplified communications and access to preferred routing
- **Integrated Display System** to streamline flight deck operations



COVID-19 Protections !

There is no higher priority than the health and well-being of our guests and employees. We continue to closely monitor COVID-19 and are following the current guidance set forth by the Centers for Disease Control and Prevention (CDC) and any local requirements set forth by the state/county health departments. All guests entering the MDU must adhere to UA's safety plan, which includes requirements for facial masks, social distancing, and the completion of proper cleaning and disinfection protocols.

UNIVERSAL™ AVIONICS

an **Elbit Systems** Company

INNOVATION | VISION | PASSION



Your Safety is Important!

We are following CDC guidelines to provide you with a safe and clean environment.

Before Entering:

1. **If you are not feeling well, do not enter the MDU.**
2. **Wear a mask. If you do not have one, UA will provide one with our compliments.**
3. **Sanitize your hands. Gloves are available if preferred.**

What You Should Know:

Cleaning

- Before opening, the inside of the MDU is thoroughly cleaned and disinfected.
- After each demonstration, all touch surfaces are cleaned and disinfected.

Masks Required

- Due to the close proximity required to demonstrate our avionics, physical distancing is not possible during the demonstration, therefore masks are required for all persons inside the MDU. UA has masks available for all guests.

Social Distancing

- While in the staging area, please maintain a minimum of six feet between yourself and others.

Thank you for joining us in reducing the spread of the Coronavirus



Ready to Go | Direct to You



Can we come over?

Universal Avionics is looking to team with Authorized Dealers / Integrators and FBOs who are interested in hosting live, on-location avionics demonstrations featuring our latest flight deck technologies. We'll bring our new, creatively constructed Mobile Demo Unit (MDU) right to you and your customers for a versatile, interactive demonstration.

Please contact your UA Sales or Account Representative with your desired level of interest and proposed schedule. We are live, ready to hit the road, and eager to work with you to 'drive' business forward.

Highlights:

- Go-anywhere convenience, we come to you at a location of your choosing
- Small group format (up to four people inside the MDU at one time) with a clearly defined COVID-19 safety plan led by trained UA personnel, and developed with strict adherence to all federal, state, city and country regulations

Comprehensive and Versatile Demonstration Capabilities, Including:

- Enhanced Flight Vision System: ClearVision™ EFVS with SkyLens™ Head-Wearable Display
- Integrated Display System: InSight™ integrated flight deck solution with LPV and Data Comm
- Future of Flight: Latest developments in UA's i-SVS Line of Sight technology



LPV | EFVS | DATA COMM

Benefits:

- Premier service and comfort – no crowds or endless standing lines
- Personalized, one-to-one dedicated demonstrations
- Memorable experience for customers at your facility where you can highlight your solutions
- Exceptional way to boost capture efforts and move business forward in a safe way

UNIVERSAL™ AVIONICS
an *Elbit Systems* Company

INNOVATION | VISION | PASSION

Universal Brings:

- Turnkey Mobile Demo Unit and customer staging equipment
- Minimum 3-person expert team: your account representative(s), local and/or corporate-based Field Service representative(s), marketing support
- Marketing promotion with event advertisements
 - Includes your company logo on customer invitations and other marketing pieces

Host Provides:

- Collaboration and teaming to support customer identification, invitation, and event marketing
- Onsite support during event including applicable personnel
- Location:
 - 40ft x 30ft parking space (unhitched from vehicle) for MDU and customer staging area
 - Two 110/120 VAC 60Hz three-prong standard outlets on two separate circuits within 90 ft of where the MDU will be located
 - * if not available, UA will provide a generator

When scheduling events, please note the MDU requires approximately 3 hours to set-up and 2 hours for dismantle and clean-up.



Universal Avionics @UnivAvionics · Oct 2, 2020



We are onsite with our friends at Global Aviation Technologies demonstrating our advanced avionics solutions in our MDU: @globalaviationtechnologies

Come out and join us!

ow.ly/POXy50BFUxp

#UnivAvionicsMDU #MDU20 #UnivAvionics #MDU2U #GAT



Demo Schedule

Name of Site

City, State

Date

Demo Time	Name	Organization	Email
9:00 - 9:30			
9:30-9:40	CLEANING/DISINFECTING		
9:45 - 10:15			
10:15-10:25	CLEANING/DISINFECTING		
10:30 - 11:00			
11:00-11:10	CLEANING/DISINFECTING		
11:15 - 11:45			
11:45-11:55	CLEANING/DISINFECTING		
12:00 - 1:00	LUNCH		
1:00-1:30			
1:30-1:40	CLEANING/DISINFECTING		
1:45-2:15			
2:15-2:25	CLEANING/DISINFECTING		
2:30-3:00			
3:00-3:10	CLEANING/DISINFECTING		
3:15-3:45			
3:45-3:55	CLEANING/DISINFECTING		
4:00	End of Day		

Note: For safety reasons, no more than two guests per time slot to keep the maximum occupancy to four people

Texas Tour Travel Information

Name	Phone	Travel Days
Dawn Leeper	XXX/XXX-6924	8/23 - 9/4
Ric Miller	XXX/XXX-3661	8/23 - 8/28
Willie Wilson	XXX/XXX-3606	8/25, 31, 9/1,2
Josh Todd	XXX/XXX-9357	8/25-9/4
Eric Carlson	XXX/XXX-3326	8/30-9/3
Bob Sanchez	XXX/XXX-7200	8/31/2020
John Berizzi	XXX/XXX-1404	8/24 - 9/3
David Carter	XXX/XXX-7900	8/24 - 8/28
Mike Marie	XXX/XXX-3855	8/31 - 9/3

Hotel	Travel out
Fort Stockton	8/23-8/24
Fairfield Inn	
XXX/XXX-2252	

Demo Days	Location	Host Site	Host Site Contact	RSM	FSE	Hotel	Dates
Tuesday, August 25, 2020	Austin	Saturn Aviation	Kyle Kimmel - XXX/XXX0-7080 or XXX/XXX-1157	1) John Berizzi	1) Ric Miller	Austin	8/24-8/25
		4321 Emma Browning Ave. Austin, TX	James Brand XXX/XXX-4989	2) David Carter	2) Willie Wilson	Hilton Austin	
	Catering	Signature Catering - Ashley XXX/XXX-7070				XXX/XXX-6767	
Wednesday, August 26, 2020	Houston (IAH)	Atlantic Aviation	Jeff Dornak XXX/XXX-6523	1) John Berizzi	1) Ric Miller	Houston (IAH)	8/25-8/26
CANCELLED DUE TO WEATHER		1775 John F. Kennedy Blvd., Houston, TX	Mike Lewis XXX/XXX-3434	2) David Carter		Courtyard Houston Intrcntl	
	Catering	Abby's Catering - Katherine XXX/XXX-8120				XXX/XXX-5400	
Thursday, August 27, 2020	Houston (HOU)	Wilson Air Center (Duncan)	April Gonzalez XXX/XXX-0157	1) John Berizzi	1) Ric Miller	Houston (HOU)	8/26 - 8/28
CANCELLED DUE TO WEATHER		9011 Randolph St, Houston, TX		2) David Carter	2) Josh Todd	Houston Marriott	
	Catering	Alonti - Trina - XXX/XXX-0836				XXX/XXX-7979	
Sunday, August 30, 2020	Greenville	Greenville Hampton Inn			1) Rick Miller	Dallas	8/28-8/30
		Practice for demos			2) Josh Todd	Hilton Dallas Rockwall Lakefront	
					3) Eric Carlson	XXX/XXX-3700	
Monday, August 31, 2020	Greenville	Majors Field	Ty Helton - XXX/XXX-3168	1) Bob Sanchez	1)Rick Miller	Greenville	8/30-8/31
		101 Majors Rd., Greenville, TX			2) Josh Todd	Hampton Inn	
	Catering	Rib Crib- Kaylen XXX/XXX-6469			3) Eric Carlson	XXX/XXX-9200	
					4) Willie Wilson		
Tuesday, September 1, 2020	Dallas (DAL)	RBR Aviation	Chris Todtenhausen XXX/XXX-6604	1)John Berizzi	1) Josh Todd	Dallas	8/31 - 9/1
		7515 Lemmon Ave, Dallas, TX	Richard Broadhead	2) Mike Marie	2) Eric Carlson	Embassy Suites Dallas Love Field	
	Catering	Campisi's - Kim XXX/XXX-4422			3) Willie Wilson	XXX/XXX-4500	
Wednesday, September 2, 2020	Fort Worth	American Aviation	Angela Thurmond XXX/XXX-8000	1)John Berizzi	1) Josh Todd	Fort Worth	9/1 - 9/3
		251 American Concourse, Fort Worth, TX		2) Mike Marie	2) Eric Carlson	Courtyard Stockyards	
	Catering	McAllisters - Taylor XXX/XXX-3345			3) Willie Wilson	XXX/XXX-1112	