

Call For Interest

**ISS Commercial
Communications and Promotion**

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Call for Interest

ISS Commercial Communications and Promotion

1. Introduction

The International Space Station (ISS) is the largest space science and technology venture ever undertaken in human history. It is a co-operative programme between Europe, the United States, Russia, Canada, and Japan (the International Partners) for the joint development, operation and utilisation of a permanently inhabited Space Station in low Earth orbit. It represents a major achievement in terms of human endeavour, technology development and international co-operation. Several modules of the Station are already in space, visible to the naked eye, flying at a near earth orbit of 400 km above the Earth, with a permanent crew living and working on board.

The primary purpose of the ISS is to provide research and development facilities. Once completed, the ISS will be the largest research laboratory in space and the first multi-national outpost permanently occupied by humans in space. As well as providing access to ISS for traditional scientific users sponsored by governments, the International Partners have agreed to open up the use of ISS to commercial organisations, both in the research field and in non-research related areas.

The European elements of the ISS are managed by the European Space Agency (ESA). As one of the International Partners, ESA has access to a proportion of the facilities and resources of the ISS and has decided to allocate up to 30% of this to commercial users. Canada's participation in the ISS programme is managed by the Canadian Space Agency (CSA). CSA also has access to a proportion of the ISS user accommodations and utilisation resources and is allocating 50% of this access for commercial use.

Finding and servicing commercial customers is a major task and challenge for ESA, and it is for this reason that it will seek expert support in the form of a commercial network that will include outside agencies and organisations. The field of communications is one of the areas where support is being sought in relation to the ISS programme. The Canadian Space Agency will support such an initiative, liaising with ESA.

This "Call for Interest" (CFI), which is part of the ISS branding programme, is twofold: it outlines the communication issues and tasks that are seen as being necessary for the successful commercialisation of the ISS for which an external communications company will be required; and it invites communication companies to signal their interest in and their suitability for such an appointment. This CFI forms the starting point of the process by which an external communications company will be selected and appointed.

2. Background

2.1. The International Space Station

Assembly of the ISS began in November 1998 with the launch of the US-procured/Russian-built 'Zarya' Control Module. On the second assembly flight, in December 1998, the US-built 'Unity' resource node was attached to Zarya. Further modules have been added and others will be added until final assembly is completed in 2006. Once completed, the 450-ton International Space Station will have more than 1200 cubic metres of pressurised space. Externally, with its vast array of solar panels, the ISS will be the size of a football pitch. There will be enough room on board to accommodate a permanent international crew of astronauts and a vast array of scientific experiments. There will be more than half a dozen laboratories on board, and regular access to ISS will be offered with a restocking launch every 90 days via a Shuttle or other launcher. The utilisation of the Station by users has already begun with experiments being carried out on some of the modules and it will continue with facilities and resources

becoming available in a gradual way during the rest of the assembly phase. Routine utilisation will then be available for at least ten years following completion of assembly.

The European Space Agency is responsible for two key elements of the Station: the Columbus Laboratory and the Automated Transfer Vehicle (ATV). The Columbus Laboratory represents a substantial part of the station's research capability. Columbus is a multifunction laboratory that will specialise in research into fluid physics, material sciences and life sciences (including medical research). Columbus is scheduled for launch in 2004. The ATV is a supply ship that will carry cargo including provisions, scientific payloads and rocket propellant. The first ATV mission will take place in 2004.

Europe's scientists and engineers are also contributing other elements, equipment and design skills across much of ISS. In fact, European technology will play a part in most station sections. Europe will also be providing people. The first European crew member to serve a tour of duty on the ISS, Umberto Guidoni, went on mission to the ISS in April 2001, followed by Claudie Haigneré in October 2001. Astronauts Vittori and De Winne are currently preparing for flights scheduled for April 2002 and October 2002 respectively.

Canada is contributing the Mobile Servicing System (which includes the Canadarm2, the Mobile Base System, and the Special Purpose Dexterous Manipulator) as well as specific astronaut-training and mission support facilities. In addition to Canadian engineering expertise in the robotics field, Canadian Astronauts have already and will continue to play a key role in the assembly of ISS. In return for this contribution, CSA has been allocated access to 2.3% of the user accommodations (converted to 8 lockers found throughout the NASA/ESA/Japan laboratory modules and 1 external payload attachment site) and utilisation resources (crew-time, power, communications) onboard the ISS.

The ISS, with its numerous facilities available both inside and externally, is a versatile research institute and a large observation platform in outer space for scientific research and applications in physics, chemistry, biology, medicine, human physiology, space sciences and Earth sciences. It also serves as a test centre to facilitate the introduction of new technologies, equipment and procedures for satellites, manned or unmanned platforms and space transportation systems, and as a stepping stone for further space exploration. If ISS is successfully utilised, we can expect that before long, ordinary people here on Earth will see the benefits of the research conducted in space, to a much larger scale than ever before. There is, for example, the potential to use new discoveries made in space to develop medicines, improve our understanding of disease or to develop new materials with practical applications in our everyday lives.

2.2. ISS Commercialisation

In the past, human space flight systems have offered few opportunities for commercial use outside of the space industry. Much of the commercial interest has rested on spin-offs from space technology. But the ISS is set to change this pattern. The International Space Station is now open for business; the research facilities aboard the Space Station, together with regular access and the opportunity for continual use, offer an unprecedented opportunity for industry to conduct their own R&D under weightlessness and ultra-vacuum conditions.

The overall motivation for the commercialisation of ISS is to foster the economic development and exploitation of space, by stimulating research in space, exploiting and supporting innovative uses of ISS by space and non-space industry and improving products and processes on Earth and in space.

It is foreseen that most of the commercial usage of the ISS in the long term will be R&D related. However, the existence of the Station in space opens up many exciting possibilities for commercial utilisation for innovative activities that are not research related, for example, for educational purposes, for generating publicity, or for entertainment.

The opportunities offered to industry and commerce fall into three main areas of interest: Research and Development, Non-Conventional Activities and Infrastructure and Services. Each of the areas poses different challenges for commercialisation to be successful.

▪ Research and Development

For industry involved in applied research, some promising areas have been identified where the microgravity environment offers specific benefits. These are as follows:

Research Field	Relevant Applications
Health	Pharmaceuticals, medical instrumentation
Biotechnology	Pharmaceuticals, biomedical products
New Materials	Aerospace, automotive, consumer goods, medical instrumentation
Process Improvements	Metals, electronics
Fluid Physics	Food, oil
Combustion	Fuel, automotive, aerospace

To date, few companies have paid to conduct R&D in space, partly due to lack of opportunity but also because of uncertainty of the return on investment and due to the operation of past space flights. Previously, payloads have been subject to delays and long time scales have operated on the integration of payloads. The International Partners have now developed commercial conditions that address the operational issues, but negative perceptions need to be overcome. The big remaining issue is to develop confidence in the commercial benefits of space based R&D. This is likely to happen over time as success stories are generated from R&D conducted on board the ISS. For this reason, it is anticipated that a commercial market for space based R&D will take some time to develop.

▪ **Non-Conventional Activities**

A precise list of innovative business development opportunities in this sector is hard to provide, as this is a completely new opportunity. The following are some of the areas that have drawn a positive response from industry to date:

- Sponsorship, Advertising, Merchandising:

Some companies have expressed interest in having their company or brand name associated with the values ISS represents for marketing promotion purposes, in order to increase the visibility of their brand, or with the intention of enhancing their image by sponsoring research projects on board ISS or educational programmes linked to ISS.

- Product Placement:

This includes the demonstration of the functionality of products in space.

- Entertainment/Edutainment:

Multimedia companies have already expressed high interest in producing films and documentaries on the ISS, for broadcasting of news, live lessons, and for creating web-site links with real time images.

- Space Experience:

This might include space tourism and dedicated commercial flights primarily carrying professionals in particular fields, such as teachers and journalists. Also, some companies may wish to pay for one of their employees to be trained and transported to ISS for PR purposes as well as to have them conduct their specific commercial scientific experiments / research & development activities.

Although this group encompasses a varied range of activities, commercial success for all these areas is dependent upon there being a high level of interest and understanding of ISS amongst the general public. Companies will want to be certain of the impact on the image of their company or product before investing in an association with the ISS. The key issue initially then is to raise the profile of ISS and to generate a positive image.

For some activities, particularly sponsorship, the commercial value will be determined by the success of branding the ISS, so that it is seen as an entity with brand values that major companies would want to associate their name with.

This market is seen as being of particular value to the International Partners in the short to medium term.

▪ **Commercial Infrastructures and Services**

The ISS with its numerous laboratories and external mounting sites offers excellent opportunities for introducing new infrastructure and services on a commercial basis aimed at the general public or targeted at special interest groups.

In many ways, success in this area is dependent on the successful commercialisation of the other markets since the demand for commercial services and additional infrastructure requires customers from the other markets. Nevertheless, with potentially long time scales from origination to being able to offer new infrastructure and services, this market cannot be ignored since potential providers must see that a commercial environment is being developed for them to operate within.

2.3. ESA's ISS Commercialisation Organisation

As mentioned in the introduction, the commercialisation of ISS is a major task and ESA is aware that it will require the advice and support of experts in the field to complement its own expertise and achieve its objectives. It has therefore developed a model for a commercialisation organisation that will ensure that the key tasks are performed by organisations that have the necessary skills to ensure success.

As has been shown in the previous section, the potential for income generation through the marketing of the facilities and resources of ISS is spread across a wide range of markets. Each separate area will require specialist knowledge of customers and their needs and of the products and services that best meet these needs. ESA therefore intends to reach their target markets via a network of Commercial Agents, each of which will be a specialist in a particular sector. The Commercial Agents will be generating business for ISS and therefore income for themselves and ESA in a revenue sharing agreement. Each Commercial Agent will be responsible for their own marketing and selling activities under the overall strategy developed and coordinated by ESA. They will also be responsible for providing the relevant products and services and for collecting the revenue. In effect, these Commercial Agents will be operating as independent business units under the overall strategic control of ESA. It is envisaged to appoint the Commercial Agents during the second half of 2002.

2.4. ISS Image/Brand for ESA and CSA

One of the major assets held by each of the International Partners, particularly for non-research related activities, is their partial ownership of the image of ISS and eventually the ISS brand. The International Partners are in the process of developing a trademark/logo for ISS including the creation, protection and evolution of the basic symbols and statements related to the ISS, and it constitutes the basis of the global ISS brand. The ISS logo/trademark will be created and protected by mid 2002 by the International Partners and it will be the foundation upon which the ISS image is built.

Clearly, with so many players involved in their own marketing activities, there is a need to protect the image and brand of ISS to ensure that a coherent, appropriate and consistent image is presented across all activities and to ensure that the image (and brand) is not diluted. ESA and CSA intend to be supported in this function by an external communication company. It is anticipated that the external company will also support the communication activities of the Commercial Agents according to their individual needs. In the short term, there is also a need to begin to address the issue of increasing the awareness and understanding of ISS amongst the general public who are the target market for the companies who will be investing in an association with the ISS brand.

3. Scope of Work

The work required from an external communication company falls into three areas: development and management of ISS image/brand; providing communications support; providing communication support to the Commercial Agents appointed by ESA.

3.1. Development of ISS Image/Brand

Working in close co-ordination with both ESA and CSA the role of the Communication Company will be:

- To use the ISS logo as the basis for developing the ISS image and brand.
- To develop a communication and promotion strategy and plan for the ISS image/brand in Europe and in Canada.

ESA will expect the Communication Company to be proactive in advising on all aspects of ISS image and in coordinating how it is presented by ESA, CSA and ESA's Commercial Agents.

3.2. Communications Support for ESA's ISS Commercialisation Programme

Working in close co-ordination with ESA the role of the Communication Company will be:

- To advise on the development of commercialisation activities for Europe including the provision of project management services where agreed.

The Communication Company will perform specific ad hoc communication tasks on behalf of ESA which will be necessary to implement their communication strategy. Depending on the nature of the communication objectives and messages these ad hoc commissions may include the use of one or more of a wide range of communication media as well as creative skills. They might include, for example, PR projects, advertising, organising events, etc. The target audience may be the general public or might be specific to industry groups such as senior scientists within pharmaceutical companies.

Each of these specific communication tasks will be commissioned individually and have a specified budget (taken from a maximum budget held by ESA for this purpose – see section 3.5) and would be authorised via individual Work Orders. CSA may subsequently add funds and specific work orders for activities in Canada.

3.3. Communications Support for ESA's Commercial Agents

Working in co-ordination with ESA the role of the Communication Company will be:

- To help ensure that a consistent ISS image is maintained across communications developed by Commercial Agents

Commercial Agents will be responsible for their own marketing and communication activities. It may be possible that they require services from the Communication Company, independently from ESA, which would be negotiated/discussed separately by the individual Commercial Agent. However, it is possible that the Commercial Agents and ESA will run joint communication activities in which case ESA will be responsible for its share.

3.4. Geographical Coverage in Europe

The main focus of ESA for commercialisation is the business potential within Europe. The geographical coverage will therefore be Europe and in particular the European nations which are participants in the ISS programme. These nations are: Belgium, Denmark, France, Germany, Italy, The Netherlands, Norway, Spain, Sweden and Switzerland.

3.5. Support from ESA and CSA

ESA will supply support to the Communications Company in terms of briefings, background information, stories about ISS (especially with human interest), a list of planned activities related to ISS etc. As an indication, a list of activities currently planned for 2002 is provided in Appendix A.

CSA will supply information to the Communications Company, via ESA, in terms of briefings, background information, a list of planned activities in Canada, etc. that are specifically related to Canadian interest/participation in ISS. CSA will also provide the results of Canadian market surveys/focus groups recently conducted to evaluate ISS awareness levels in Canada and to identify core values held by Canadians in association to the ISS and their general perceptions of its commercialisation.

3.6. Budget and Contract Type

The proposed total maximum budget envelope for the tasks outlined above for an initial period of around one year will be 935,000 Euro. The budget will be divided between the tasks identified as follows:

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| ▪ Development of ISS image/brand for ESA | 200,000 Euro |
| ▪ Development of ISS image/brand for CSA | 35,000 Euro |
| ▪ Ad hoc communications tasks for ESA and support to Commercial Agents | 700,000 Euro |

The overall contract will be a frame contract where, under an overall budget envelope, each task will be implemented through specific Work Orders in Firm Fixed Price (i.e. inclusive of all costs and expenses).

Although the initial contract will cover a period of approximately one year, ESA believes that there will be an ongoing role for a Communications Company as the commercialisation of ISS progresses and would hope to develop a long term working relationship. However, the renewal of the contract cannot be guaranteed in principle but will be dependent on a performance review and on market conditions at the time.

4. Tender Process

The process of selecting a Communications Company will be performed in two steps: the present Call for Interest and the Invitation to Tender.

4.1. Call for Interest (CFI)

The Call for Interest is an invitation to Communication Companies to demonstrate their strengths, experience, capabilities and interest in undertaking the tasks outlined in section 3, Scope of Work. A shortlist of Communication Companies will be derived from the responses, based on the evaluation criteria in section 5, and those selected will be invited to take part in the formal tendering process, the Invitation to Tender. It is envisaged that the CFI process will be completed by the beginning of May 2002.

4.2. Invitation to Tender (ITT)

The Invitation to Tender will be issued shortly after the CFI phase is completed. The ITT will only be sent to the companies shortlisted at the CFI stage. It will include a detailed statement of the work that the contract will cover, as well as the draft contract. The companies contacted will be requested to respond with a detailed proposal and will be invited to ESTEC to present their proposal in person. It is expected that one Communication Company will be selected and appointed on the basis of these proposals. It is envisaged that if the tender process is successful in eliciting quality proposals, ESA will be in a position to award the contract by summer 2002.

5. Evaluation Criteria and Procedure

The evaluation and selection will be carried out by ESA with the aid of independent external experts, including representatives from CSA.

5.1. Evaluation Criteria

The responses to this Call for Interest will be evaluated against the following criteria:

- Evidence of an office of significant size in one of the ISS participating nations in Europe
- Evidence of an office or an affiliate in Canada
- Evidence of experience in managing significant sized pan European projects for major clients
- Evidence of experience in managing projects targeting the Canadian market
- Evidence of experience in image or brand development and management
- Evidence of a range of communication skills
- Evidence of experience in relevant sectors including scientific and high tech markets
- General approach to ISS image development and management and communications support

5.2. Administrative Procedures and Confidentiality

All responses to this Call for Interest will be treated in the strictest confidence. ESA has set down procedures to ensure that at all stages of the submission and evaluation process confidentiality will be maintained. The administrative procedure will be as follows:

- The responses received by ESA will be registered and a registration letter will be sent to the respondent.
- All responses will be secured in a safe place at ESA and distribution of documentation will be limited to staff involved in the evaluation.

- In case personnel external to ESA will be employed for handling and evaluating the responses, such personnel will sign a Non-Disclosure Agreement.
- The respondent will be informed of the result of the evaluation with an evaluation letter stating whether they have been shortlisted for the formal tendering (ITT) stage. Intermediate status letters may be sent by ESA during the evaluation process to inform the respondent of the evaluation progress and to request further information where necessary.
- No responses (including material and documentation) sent to ESA will be returned to the originator. After the bidding process is terminated outdated material will be safely disposed of by ESA.

6. Response to Call for Interest

If you feel that your organisation has the vision and skills required to undertake this challenging and exciting work in support of the commercialisation of the International Space Station, you are invited to respond indicating your interest and outlining the reasons why you feel you would be a suitable candidate to be included in the Invitation to Tender. The following are the minimum requirements necessary for ESA to evaluate and assess the capabilities of the candidates.

6.1. Requirements

▪ **Geographical coverage and presence in priority markets**

Please indicate your ability to work in the countries of the participating nations of the ESA ISS Programme (Belgium, Denmark, France, Germany, Italy, The Netherlands, Norway, Spain, Sweden and Switzerland) and Canada. Your organisation must have a head office (or at least a major office) in one of the European countries participating in ISS and would have offices or affiliates in the other major European countries and in Canada. A consortium or partnership of companies would be considered and encouraged if it improves the set of skills available.

In addition, indicate your experience in high tech and scientific sectors relevant to the target industries for research and development on board ISS (for example pharmaceutical, biotechnology, oil, automotive, etc.) and experience of dealing with consumer markets.

▪ **Expertise**

Please indicate your ability to cover a range of communication areas such as public relations, advertising, direct marketing, event organisation (exhibitions, conferences), web etc. The nature of the work requires an organisation with excellent multilingual communication skills and good contacts both in the media and in the general and business/trade press across Europe and in Canada.

You will also need to demonstrate the consultancy skills necessary to develop and then manage the ISS image/brand.

▪ **Experience**

You should include examples of relevant previous experience of a Europe-wide and Canadian nature which support your case indicating the skills used and countries covered and also provide a current and previous client list.

▪ **Organisation and Project Management**

Please describe your company organisation, size and staffing levels, including a profile of key business and technical management personnel.

You should also indicate how you would manage and control a Europe-wide project – which office would manage the project and how would co-ordination with offices in other countries be managed.

▪ **Approach**

It would be useful if you could indicate in outline form only at this stage your proposed approach to the work. Please feel at liberty to comment on ESA's approach and indicate where and why a different approach may be more suitable.

6.2. Timing, Closing Date and Delivery

Replies should reach ESA by no later than 15.04.2002.

Five copies of the response should be sent to:

Mr. Maurizio Belingheri
Head of Commercialisation & Procurement Management Division
Directorate of Manned Spaceflight and Microgravity
European Space Agency – ESTEC
Keplerlaan 1
2200 AG Noordwijk
The Netherlands

7. Further Information

Further information can be gained from the following URL's:

- <http://www.esa.int> - European Space Agency
- <http://www.esa.int/spaceflight> - International Space Station
- <http://www.esa.int/spaceflight/isscommercialisation> - ISS Commercialisation
- <http://www.space.gc.ca> - Canadian Space Agency

Questions can be addressed to:

Mrs. Giovanna Bertoli
Commercialisation & Procurement Management Division
Directorate of Manned Spaceflight and Microgravity
European Space Agency – ESTEC
Keplerlaan 1
2200 AG Noordwijk
The Netherlands
Tel: +31 (0) 71 565 6141
Fax: +31 (0) 71 565 5232

E-mail to: iss.commercial@esa.int

The text of questions and related answers will be posted on the ESA web site, respecting the anonymity of the source.

ESA Major Events and Activities for 2002

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|-----------|---|
| April | <ul style="list-style-type: none"> ▪ Launch to ISS of the European Multi-Purpose Logistic Module (MPLM) and the Microgravity Science Glovebox (MSG) on board the Shuttle STS-111 ▪ Launch of the ISS logo ▪ European Astronaut flight to ISS on board the Russian Soyuz (R. Vittori) ▪ Hannover Trade fair (business to business) ▪ Automated Transfer Vehicle (ATV) media day |
| May | <ul style="list-style-type: none"> ▪ Internationale Luft und Raumfahrt Ausstellung (ILA) Exhibition in Berlin – ISS Symposium ▪ Industry Space Day – ESTEC ▪ Hexapod (European built Laboratory support equipment) delivery to Kennedy Space Centre (NASA) |
| June | <ul style="list-style-type: none"> ▪ ISS pavilion at the Valencia Space Museum opens ▪ Life Sciences Symposium (Stockholm, Sweden) ▪ Bed Rest Study part II ends (Toulouse, France) |
| July | <ul style="list-style-type: none"> ▪ Shuttle launch STS-107 carrying a number of European experiment facilities i.e. APCF (Advanced Protein Crystallisation Facility) |
| September | <ul style="list-style-type: none"> ▪ The Minus Eighty Laboratory Freezer (MELFI) for ISS (European built laboratory support equipment) delivery to NASDA |
| October | <ul style="list-style-type: none"> ▪ World Space Week in conjunction with UNESCO ▪ Parabolic Flight Campaign (Bordeaux, France) ▪ Foton-M1 (microgravity research platform) mission ▪ European built Cupola – delivery to KSC ▪ European built Node 2 – delivery to KSC ▪ European Astronaut flight to ISS on board the Russian Soyuz (F. de Winne) |
| November | <ul style="list-style-type: none"> ▪ Materials Science Laboratory (MSL) delivery to NASA ▪ ISS web marathon |