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FLORIDA/FOREIGN LIMITED LIABILITY CO.
ARS COMMUNICATIONS & MARKETING SOLUTIONS LLC

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8/7/2007

**ARTICLES OF ORGANIZATION
OF
ARS COMMUNICATIONS & MARKETING SOLUTIONS LLC**

The undersigned, being a duly authorized representative of the members, desiring to form a limited liability company under and pursuant to the Florida Limited Liability Company Act, Chapter 608, Florida Statutes, does hereby adopt the following Articles of Organization:

ARTICLE I

NAME

The name of the limited liability company is ARS COMMUNICATIONS & MARKETING SOLUTIONS LLC (the "Company").

ARTICLE II

ADDRESS

The principal office of the Company is:

770 South Dixie Highway
Suite 109
Coral Gables, FL 33146

The mailing address of the Company is:

701 Brickell Avenue
Suite 3000
Miami, Florida 33131

ARTICLE III

REGISTERED AGENT AND OFFICE

The Company designates 701 Brickell Avenue, Suite 3000, Miami, Florida 33131 as the street address of the initial registered office of the Company and names Intrastate Registered Agent Corporation as the Company's initial registered agent at that address to accept service of process within this state.

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ARTICLE IV

DURATION AND CONTINUATION

The period of the Company's duration shall commence with the filing of these Articles of Organization with the Secretary of State, and shall continue perpetually, unless terminated (i) in accordance with the Company's Operating Agreement, or (ii) by the written agreement of a majority of ownership interest.

ARTICLE V

MANAGING MEMBER

The name and address of the initial Managers of the Company are:

Mariana Frias
Ave. Don Diego Cisneros
Edificio ARS, Los Ruices
Caracas, Venezuela

Guillermo Betancourt
Ave. Don Diego Cisneros
Edificio ARS, Los Ruices
Caracas, Venezuela

Maria Carolina Reimpell
770 South Dixie Avenue
Suite 109
Coral Gables, FL 33146

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ARTICLE VI

PURPOSE

The purpose for which the Company is being formed is to engage in any activity or business permitted under the laws of the United States and the State of Florida including activities within the United States and abroad.

ARTICLE VII

ADDITIONAL MEMBERS

Additional Members may be admitted upon the written consent of the majority ownership interest, and upon the written application of such new Member, in the manner set forth in the Operating Agreement of the Company, if applicable.

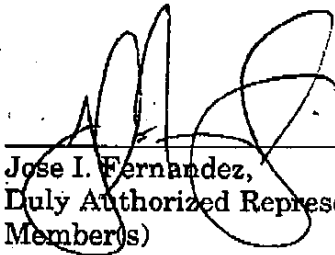
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ARTICLE VIII

OPERATING AGREEMENT

The power to adopt, alter, amend, or repeal the Operating Agreement of the Company shall be vested in the Members of the Company in the manner set forth in the Operating Agreement of the Company, if any.

IN WITNESS WHEREOF, the undersigned has hereunto set his hand and seal this 3rd day of August, 2007.



Jose I. Fernandez,
Duly Authorized Representative of the
Member(s)

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ACCEPTANCE OF REGISTERED AGENT

The undersigned agrees to act as registered agent for ARS COMMUNICATIONS & MARKETING SOLUTIONS LLC to accept service of process at the place designated in these Articles of Organization, and to comply with the provisions of Chapter 608, Florida Statutes, and acknowledges that the undersigned is familiar with, and accepts, the obligations of such position on this 3rd day of August, 2007.

INTRASTATE REGISTERED AGENT
CORPORATION.

By: 

Jose E. Sirven, Vice President

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