

# WILLKIE FARR & GALLAGHER

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June 3, 2003

Marlene H. Dortch  
Secretary  
Federal Communications Commission  
445 12<sup>th</sup> Street, S.W.  
Washington, D.C. 20554

Re: Applications for Transfer of Control of Hispanic Broadcasting Corp., and Certain Subsidiaries, Licensees of KGBT (AM, Harlingen, Texas et al. (Docket No. MB 02-235, FCC File Nos. BTC-20020723ABL, et al.)

Dear Ms. Dortch:

On April 7, 2003, Spanish Broadcasting System, Inc. ("SBS") submitted to the Commission an analysis of the competitive environment in which Spanish-language media companies compete prepared by Evan Schouten, Vice President in the Competition Practice at Charles River Associates. This study, which is directly applicable to the analysis of the proposed merger between Hispanic Broadcasting Corporation and Univision, concludes that Spanish-language media does not compete with English-language media and that "anglo media does not provide a reasonable alternative to consumers of Spanish-language media."

To further buttress Schouten's conclusions, SBS investigated the marketing materials of some of the largest Hispanic-focused marketing firms in the nation. One hallmark of a separate market is the existence of specialized businesses dedicated to serving that market. *See, e.g., Brown Shoe v. United States*, 370 U.S. 294 (1962). The attached materials demonstrate that a large and vibrant community of advertising agencies has arisen to serve the Hispanic media market. Indeed, according to Advertising Age Magazine, the top fifteen Hispanic advertising agencies billed almost \$1.6 billion in revenues in 2001.

These materials serve to confirm Schouten's conclusions that advertising requires special efforts to address Hispanic consumers. The most obvious of these, of course, lies in language, but they extend as well to addressing distinct cultural values and consumer experiences. To reach these consumers, advertisers turn uniquely to Hispanic media agencies. They hire these advertising agencies not to mechanically translate or simulate their English-language advertising, but to create unique marketing tools that will appeal to this different market.

**June 3, 2003**

Page 2

As SBS explained in its filing yesterday in the above-captioned docket, the separate Hispanic media market requires the FCC review the proposed merger between Univision and Hispanic Broadcasting under a separate paradigm. The media ownership rules, whether those in place for decades, or those adopted yesterday, fail to account for the fact that Hispanic media is a separate market from the majority, English-speaking media. Bright-line tests based on an analysis of English-speaking markets are utterly useless in preventing the Spanish-speaking media market from merging to monopoly.

The merger between Univision and HBC will have significantly adverse consequences for Spanish-language media and for Spanish-speaking Hispanic Americans. The FCC has recognized the importance of the underlying issues elsewhere, but the implications of this merger are unusually significant. This necessitates a detailed analysis of the relevant marketplace for economic and diversity purposes that is based on empirical data and not mere conclusory statements.

The FCC may not simply exercise its priors with respect to this merger. It cannot merely check the facts against its multiple and cross-ownership rules and its attribution rules and claim that permission to transfer flows automatically. The product and geographic markets of Spanish-language media for both economic competition and diversity purposes are threatened with monopoly. The Commission yesterday confirmed its commitment to media competition, diversity and localism for English audiences. The single largest minority group in America, numbering near 40 million, deserves this as well.

Respectfully submitted,

*/s/ Philip L. Verveer*

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Attorneys for Spanish Broadcasting System, Inc.

**June 3, 2003**

Page 3

cc: Chairman Michael K. Powell  
Commissioner Kathleen Q. Abernathy  
Commissioner Michael J. Copps  
Commissioner Kevin J. Martin  
Commissioner Jonathan S. Adelstein  
Susan M. Eid  
Stacy R. Robinson  
Jordan B. Goldstein  
Catherine Crutcher Bohigian  
Johanna Mikes  
W. Kenneth Ferree  
David Brown  
Scott R. Flick, Counsel for Univision Communications, Inc.  
Roy R. Russo, Counsel for Hispanic Broadcasting Corp.

# The Bravo Group

Integrated Hispanic Communications

## Credentials



# Our Mission

***To be our Clients' most valuable business partner, driving short-term results, while building, leveraging, protecting and managing their brand assets.***



**The Bravo Group**  
Integrated Hispanic Communications



# Up Close and Personal

- In business for over 20 years - Specializing in the U.S. Hispanic market place
- A network of regional resources
  - New York (HQ), Miami, San Francisco, Chicago, Irvine
  - Access to Y&R Inc. and WPP resources
  - Partnerships with multicultural alliance:(Mosaica, Kang & Lee, Mendoza Dillon & Asociados)
- 200+ employees
  - A minority managed Agency
  - 9 out of 10 Hispanic
  - Representing all of Latin America
- #1 in our category
  - 2002 CY billings \$265.0MM
  - 2003 estimated billings \$280.0MM



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# Position of Strength

	Billings(MM)
1 The Bravo Group	\$246,000
2 Bromley Communications	\$161,000
3 Dieste, Harmel & Partners	\$145,000
4 GlobalHue	\$132,000
5 Starcom Hispanic/Lapiz	\$130,000
6 Zubi Advertising	\$106,000
7 Mendoza, Dillon & Asociados	\$95,000
8 Del Rivero Messianu DDB	\$88,000
9 Publicis/Sanchez & Levitan	\$85,000
10 La Agencia de Orci & Asociados	\$82,000
Top Ten Totals	\$1,270,000

## AdvertisingAge

Bravo is the first  
Hispanic Agency  
to hit \$200MM

Source: Advertising Age, 4/22/02



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# Client Partners

- AT&T '89
- ATT Wireless '98
- Banco Popular 2000
- Blockbuster '96
- Chevron '95
- Del Monte '02
- El Valor 2000
- GlaxoSmithKline '02
- Jim Beam '01
- Kraft Foods, Inc. '94/Nabisco Biscuit Co. '01
- Jaguar '03
- Land Rover '03
- Lincoln and Mercury '97
- Mazda '02
- McDonald's NY Tri-state Cooperative '01
- National Campaign/Teen Pregnancy 2000
- New York Times 2000
- Nestlé Ice Cream Company '02
- Philip Morris U.S.A. (YSP) '98
- Sears, Roebuck and Co. '96
- US Census Bureau '97
- US Postal Service '83
- Wyeth Consumer Healthcare '84



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# Active Community Member

## Corporate Contributions Program

- Boys Scouts
- Comité Noviembre
- Dominican Women's Center
- Girls Scouts
- Hispanic Federation
- Hurricane Mitch Relief Effort
- International Center of NY
- Latino's AIDS Memorial
- Latino Gerontology Organization
- National Association of Hispanic Publications
- National Council of La Raza
- National Federation of Hispanic Owned Newspapers
- Puerto Rican Legal Defense Fund
- Repertorio Español
- The Committee for Hispanic Children & Families, Inc.

## ProBono

- Association of Hispanic Advertising Agencies
- El Valor (Ad Council)
- East Harlem Hope Community
- East Harlem Boys and Girls Club
- Hispanic Media Council USA

## Board Memberships

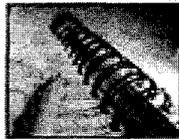
- Ad Council
- Advertising Education Foundation
- Aspira of New York
- Association of Hispanic Advertising Agencies
- Boys Scout of America
- Hispanic Federation
- International Arts Relations (Intar)
- National Latino Communications Center
- Partnership for Drug-Free America
- Puerto Rican Hispanic Families
- Safe Horizon
- Women in Need (WIN)



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# A Full Menu of Services



Strategic Planning



Public Relations



Research



CRM



Creative



Interactive



Media



Broadcast and  
Print Production



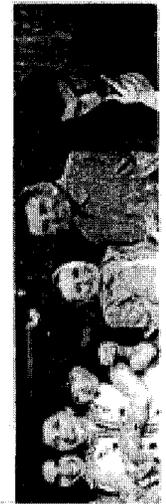
Promotions



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# Our Value Proposition

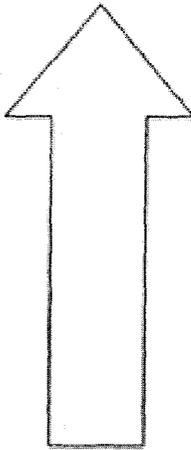


**The Bravo Group**  
Integrated Hispanic Communications



# Bravo: Your Hispanic Marketing Ally

Coordinating and Integrating the  
Hispanic Marketing Opportunity



- Increased Marketing Effectiveness
- Improving Client Productivity
- Hispanic is our Core Business



**The Bravo Group**  
Integrated Hispanic Communications



# Hispanic is Our Business

- Full understanding of Hispanic Market Segment(s)
- Requires special efforts to address Hispanic consumer needs:
  - Spanish Language (75% of consumers are Spanish dominant and bilingual)
  - Different degrees of Brand experience and preference
  - Different cultural values



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Integrated Hispanic Communications



# Hispanic is Our Business

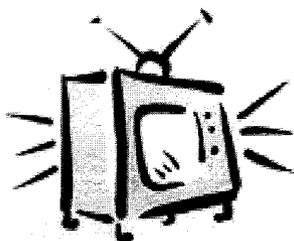
- Largest purchasers of Hispanic Media
  - Skilled media strategists knowledgeable about reaching Hispanics in the most effective and efficient—Spanish Language Media (TV, Radio, Print, Online)
  - Understand content beyond the ratings— Important to the advertising message environment



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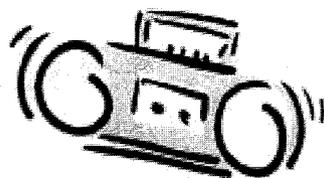
## Spanish language media meets the informational and entertainment needs of the market



- 88% of Hispanics view Spanish language TV
  - Combined coverage of three broadcast Networks @ 98% US HM households
    - Univision 70% Share of HM audience
    - Telemundo 20% Share of HM audience
    - Telefutura 10% Share of HM audience
  - US HM Cable coverage @ 65% US HM households
    - Galavision 90% coverage of HM cable HHs followed by Mun2 at 38%

- 79% of Hispanics listen to Spanish language Radio
  - Coverage of 98% US HM households with over 600 stations in 65 markets
    - Wired/Unwired Radio Networks
      - HBC - Hispanic Broadcasting Corporation (75% Coverage)
      - Radio Unica (80% Coverage)
      - SBS- Spanish Broadcasting System (44% Coverage)
    - Individual station formats vary by market, tailored to local market demographics.
      - Sample formats

- » Mexican: Ranchera, Nortena, Tejano, Banda, Grupos
- » Caribbean/Tropical: Salsa, Merengue
- » Central and South American: Cumbia
- » All Hispanic: Contemporary International Hits, Top 40, Romantica, Oldies, News/Talk
- » Hispanic Youth: Rock Latino, Latin Pop



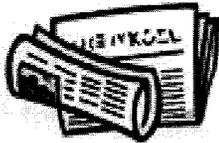
Source: Yankelovich Hispanic Monitor 2002 Base: Hispanic Adults 16+. Broadcast = tune in during avg week. NHTI, Bravo



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## Spanish language media meets the informational and entertainment needs of the market



- 46% of Hispanics read Spanish language Newspapers
  - Majority of publications are weeklies
  - Editorial content tailored to local market demographics
  - Coverage of domestic and "homeland" news, issues
  - Provide strong cultural ties to local community



- 73% of Hispanics read Spanish language Magazines
- Offering a wide variety of quality editorial profiles to target the Hispanic consumer
  - 103 Publications
    - 91 Consumer magazines
      - 65 Spanish-language, 19 Bilingual, 7 English-language
    - 12 Business magazines
      - 4 Spanish-language, 8 English-language
  - Total circulation of more than 15 million copies
    - 67% Spanish-language, 18% Bilingual, 15% English-language

*Source: Yankelovich Hispanic Monitor 2002 Base: Hispanic Adults 16+. Newspaper = read/look through at least once a week. Magazine = read/look through on regular basis Note: Readership judged understated as does not include targeted English language/bilingual publications; Bravo*



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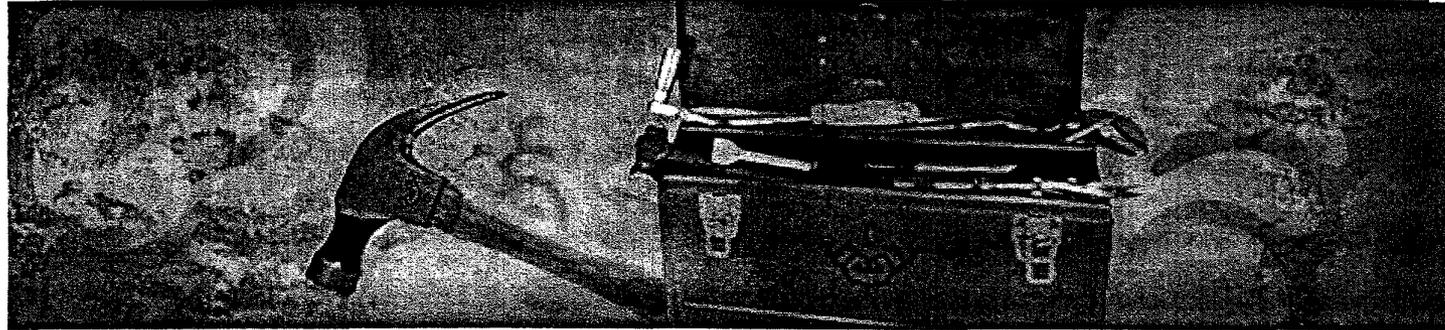


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COMPANY

>Mangement Team

>History/Philosophy



WHERE PASSION  
GOES TO WORK

Many voices.  
A single vision.  
Over 35 million people seeking their part in the American dream.  
Hispanic people.  
Passionate about where they're from.  
Hopeful about where they're going.

López Negrete.  
Where Hispanics are made to feel at home with Corporate America.  
Passionate about bringing those two worlds together in the most  
productive and profitable way possible.  
An agency with many voices – yet, a single vision...  
To help ensure that the dreams of the Hispanic people come true.



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► Management Team

► History/Philosophy



## TO US, THE HISPANIC MARKET IS MORE THAN BIG NUMBERS – IT'S OUR COMMUNITY

We didn't jump on the Hispanic bandwagon because of its recent popularity. It's been our passion since we opened in 1985. At López Negrete, we've catered to the Hispanic market because we are a part of the Hispanic community.

Demographers attempt to categorize the Hispanic market with cute names and impressive numbers, but we are a part of those families on a daily basis. We've lived the very hopes, barriers, fears and dreams that our audience experiences every day. There's a music to our language, a rhythm to our cultures, the beat and beauty of which demographers will never define. But we can because we are close.

Our dedication begins at home. We're helping America's leading companies to take part in the enormous opportunity the Hispanic market offers. We're proud to say our roster of clients includes some of the world's most prestigious brands representing major industries from banking to food to insurance to energy.

As founder and CCO, Alex López Negrete is passionate about many things. Here's one: To remain an independent, Hispanic-owned and operated shop. His passion goes hand-in-hand with his commitment to the Hispanic community. "The way we see it," says Alex, "Hispanics aren't a minority, they're our priority. No matter how big we grow, that will never change."



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SERVICES •

OUR WORK

NEWS •

CONTACT

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>Mangement Team

>History/Philosophy



PEOPLE ON A  
MISSION TEND TO  
WORK WITH MORE  
PASSION.

The mission is to bring corporate America and the Hispanic community together in the most productive way possible. Our employees work passionately toward that goal every day. Individuals with complementary talents working as a team, a family unit, to support and seamlessly enhance each other's work. We are a wonderfully diverse group of demanding communications professionals whose background reflects the many different subcultures that make up the Hispanic mosaic.



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► Media Planning-Buying

► Account Management

► Research

► Community-Public Relations

► Tools



## NOT JUST SALSA THE WHOLE ENCHILADA

Advertising to Hispanics is one thing. Getting them to embrace your product as one of their own, quite another. Multi-media ad campaigns are a part of the solution, but not the entire answer. We believe that true success comes from creating fully integrated communications programs – an ideal combination of sound strategy, powerful communications, effective customer management and dependable measurement.

That's why we call ourselves a fully integrated Hispanic marketing, communications and public relations company, rather than just an advertising agency.

We don't simply present your brand, we surround it with the opportunity to be fully accepted and naturally assimilated into the Hispanic culture-not just during product promotion, but for the consumer's lifetime.

That's the difference between simply advertising and working with passion.



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OUR WORK

NEWS •

CONTACT

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Creative

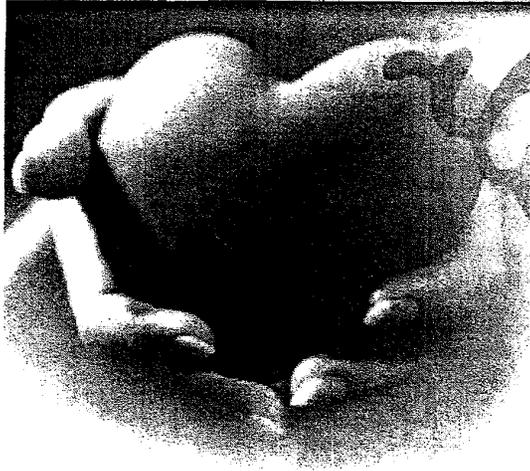
Media Planning-Buying

Account Management

Research

Community Public Relations

Tools



## MIND, HEART, BODY, SOUL OUR CONSUMER IS A HUMAN BEING – NOT SIMPLY A TARGET.

It's easy to hit a target. A little more difficult to win a heart. Our creative attempts to capture the entire being. It goes for the totality of what makes a person tick. We engage human emotion, thus the complex combination of logic and emotions known as 'the buying decision.'

We may start from the mind. But our work spreads from there inviting all other senses to participate. We use a unique set of proprietary tools to keep our work in line with client's objectives, and on track with the Hispanic culture.

Our creative can aim for the heart because it comes from the heart. We think of the consumer as a person, not prey. Our motivation always has been, and always will be passion. Consequently, we speak more relevantly, emotionally and engrossingly to our audience.

And though we may be addressing many people, we speak to one human being at a time. Most importantly, our approach distinguishes between getting people to feel and sense the benefit of your product benefit, and just being told about it.

We strive to create a message that rings true-that resonates in the heart, mind, body and soul. Because that's the only way to turn a mere sale into a soul who remains loyal for a lifetime.



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► Creative

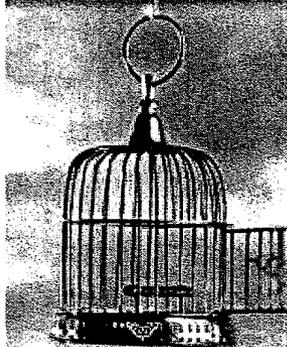
► Media Planning-Buying

► Account Management

► Research

► Community Public Relations

► Tools



## PASSION BREEDS OPPORTUNITY

If you think passion or creativity have nothing to do with media, you haven't visited the second floor of López Negrete. Again, because of a deep commitment to the client and to the Hispanic community our media planners, buyers and strategists go above and beyond typical schedules, book rates, reach, frequency, grp's, and average number of spots to acquire prime placements for clients and consistently dig out many value-added opportunities.

We attempt to provide the most strategic, highly targeted, creative, effective and executable plan possible. We regularly stretch our clients' budgets further, and incessantly tweak the buy to make it work harder.

Because of our reputation, and many long-standing relationships, we often get first right-of-refusal and hear about unique buys, events and sponsorships ahead of the pack.

Our full-service media department aggressively negotiates and buys every media vehicle at every level-locally, regionally, nationally and Hispanic or non-Hispanic.

The quip goes, "The harder I work, the luckier I get." Well, in that same vein, the more passionate we are about our work, the more good things happen for our clients.



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SERVICES •

OUR WORK

NEWS •

CONTACT

SERVICES

► Creative

► Media Planning/Buying

► Account Management

► Research

► Community/Public Relations

► Tools



## IF YOU WANT TO REACH THE RIGHT AUDIENCE YOU'VE GOT TO GET R.E.A.L.™

At López Negrete, passionate work begins with research. It's the starting point where we put in more effort and energy than most because we realize that the more highly defined the target, the easier it is to craft the precisely correct message.

When it comes to the Hispanic market things can get complicated. It includes people from many different countries (Cuba, Puerto Rico, Argentina, Colombia, Mexico and beyond) with differing levels of acculturation within each of those various groups. Besides that, attitudes, perceptions and even language are constantly in flux. It's tough to keep up with those changes even when you're part of them, as we are, on a daily basis.

That's where R.E.A.L.™ comes in: Research, Explore, Analyze, and Leverage. It's an invaluable tool that takes into account subtle nuances that help us define subsegments of audiences and existing perceptions about brands in individual product categories. Further, it identifies possible linguistic and cultural barriers and indicates necessary paths for change.

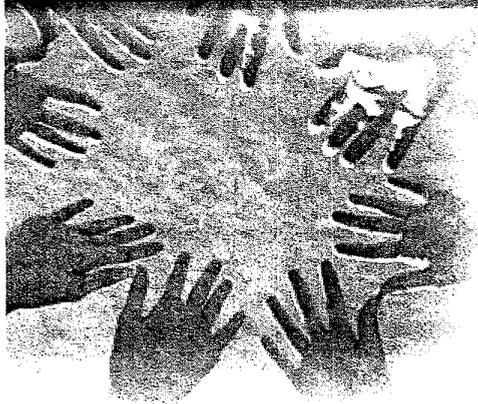
Here's another way passion comes into play: Just as with media and account work, we never stop working with our original model or blueprint. It's an on-going process. Always evolving. Continually being improved upon.

When it comes to hitting the right audience with the most compelling message, López Negrete is as real as it gets.



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SERVICES > Creative > Media Planning-Buying > Account Management > Research > Community-Public Relations > Tools



## MAKING A WORLD OF DIFFERENCE BRINGING CULTURES TOGETHER

This is where your brand promise comes to life – where the marketing rubber meets the road. And, this is where López Negrete's spin-savvy, street-smart public and community relations team will be a great asset to your product, service or cause.

We've been active in the Hispanic community, locally and nationally, for 17 years. We're on the streets and in the trenches where the battle for the mind and people's hearts can be won or lost. We've been changing perceptions about important issues, and breaking down cultural barriers so products will be more readily accepted into the Hispanic community.

Because we've been so active, and so passionate on behalf of clients and the Hispanic community, we have built an enviable reputation, established a network of contacts and a portfolio of experience, the likes of which, you'd be hard pressed to find at any other agency-Hispanic or otherwise.

At López Negrete, we love advertising. But we're proud to be about, more than that. In addition to the traditional media, we put passion to work on the streets, in community centers, in the ears of decisions makers or anywhere else it will benefit our clients.

Combining expertise in marketing with experience in public and community relations, López Negrete makes a world of difference bringing cultures together.



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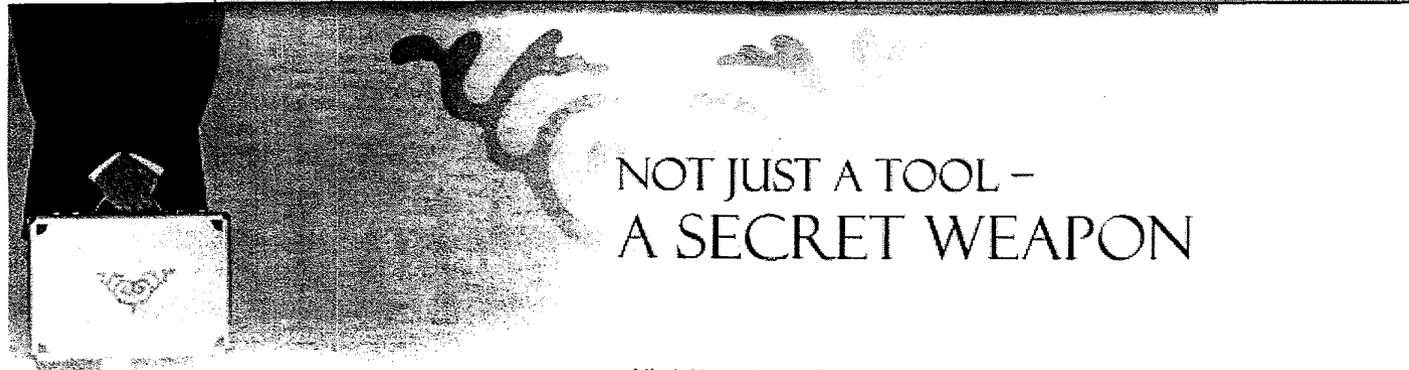
► Media Planning/Buying

► Account Management

► Research

► Community/Public Relations

► Tools



## NOT JUST A TOOL - A SECRET WEAPON

Mind. Heart. Body. Soul.™

Besides expressing our creative philosophy, it's an umbrella for an invaluable series of proprietary tools used throughout the agency.

Mind. Heart. Body. Soul.™ is a comprehensive, scientific-based methodology that identifies audiences, detects cultural barriers and measures levels of acculturation. Additionally, it makes sure marketing objectives are met, product benefits are relevant, and programs makes sense from a Hispanic perspective.

But, perhaps even more interestingly, it is a humanistic-based methodology that helps us talk to "The Total Consumer"™. Instead of simply advertising, it outlines the best opportunity to touch, engage and persuade the senses of an entire person-Mind. Heart. Body. Soul.™ It defines the optimum benefits, tactics and channels used to reach him or her. We don't want Hispanics to simply buy your product, we want them to buy into your corporate identity. That's what makes them a customer for life.

Mind. Heart. Body and Soul.™ It's a tool. And it's the way we service your account.

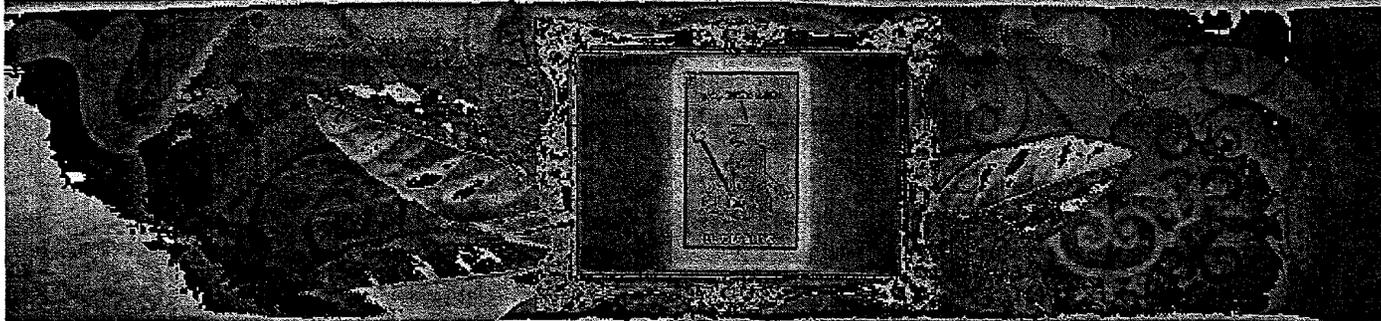


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OUR WORK

• Brand

• Media



THE WORK THAT PUTS  
PASSION TO WORK

Hispanics are a passionate people. We think they deserve an agency that cares about them and communicates to them just as intensely. That's why our work not only wins awards, but also hearts and measurable results.



Play Your Cards Right  
In The Hispanic Market.

Get  
Shockwave



View  
Shockwave

[ [Las Jaras](#) | [El Valiente](#) | [El Alacran](#) | [La Estrella](#) | [La Calavera](#) | [El Catrin](#) | [La Luna](#) ]

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We don't keep our clients at arms length. It takes a true partnership to win in this market.

Try another card.

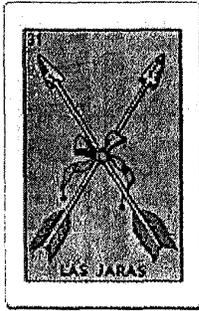


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**Y**ou need a smart partner to find your mark in the Hispanic market.

Try another card.

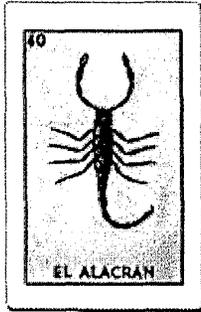


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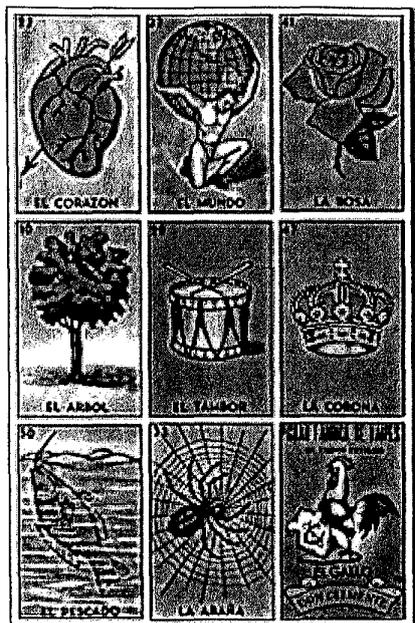
**Y**ou can get hurt in the Hispanic market, if you don't have the right partner who can help you play your cards right.

Try another card.



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[ Las Jaras | El Valiente | El Alacran | La Estrella | La Calavera | El Catrin | La Luna ]



## Bingo! ... or better yet Lotería!

Lotería is a traditional Hispanic game, similar to Bingo -- The game is played with cards which have icons rich in heritage and meaning. Join us in a game as you explore our world of Hispanic advertising and marketing.

You never know where it may lead you...  
(Click on the icons to your left and learn more about the agency.)



A Member of S/R Alliance

### Ad Age Multicultural Agency of the Year

[ [Key Facts](#) | [Hispanic Market](#) | [Clients](#) | [Key Contacts](#) | [Creative Examples](#) | [Awards](#) | [Tools](#) | [Communication](#) | [Lotería](#) ]

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# Tools

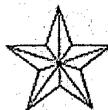
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El Pescado - to catch fish, you need the right hook and the right bait.

Dieste Harmel & Partners has developed a number of proprietary tools which help our clients gain insight into the Hispanic market, and which facilitate the development of strategies which help them forge a competitive advantage.



Contact Warren Harmel or Tony Dieste at 214.800.3500 to find out more about these useful tools.




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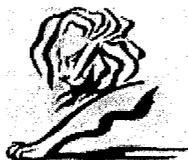


# A w a r d s

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La Corona - Creative must speak for itself, and as you can see from the following awards, it often speaks louder than words. 130 awards in three years, including a Lion at Cannes, the Grand Award at the NY Festival, Association of National Advertisers Multicultural Excellence Award and Ad Age AHAA Best of Show.

## Cannes



Pepsi

Goal - :30 2.2MB

### 2001 Awards

- - **Association of National Advertisers (ANA) Multicultural Awards.** Grand Award (Category Hispanic). Pepsi/Doritos. Reventon de Sabor.
- - **Ad Age AHAA Awards.** Best of Show. "Centerfold". Bud Light.
- - **Ad Age AHAA Awards.** Gold. "Centerfold". Bud Light.
- - **Ad Age AHAA Awards.** Gold. "Reflection". Bud Light.
- - **Ad Age AHAA Awards.** Gold. "Park". PSA.
- - **Ad Age AHAA Awards.** Bronze. "Remote". HBO Latino.
- - **El Ojo de Latinoamérica, LatinSpots Magazine, Agency of the Year.** Buenos Aires, Argentina.
- - **El Ojo de Latinoamérica, LatinSpots Magazine, Creative Director of the Year.** Buenos Aires, Argentina.

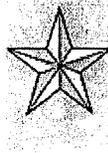
- - **Festival Iberoamericano de Agencias de Publicidad (FIAP). Plata,** “Centerfold” (category: Alcoholic beverages), Bud Light. Buenos Aires, Argentina.
- - **Cannes Advertising Film Festival. Finalist, TV,** “Centerfold” (category: Alcoholic beverages), Bud Light. Cannes, France.
- - **The New York Festivals. Gold, Print,** “Toothpick” (category: Food), Tabasco. New York, NY, USA.
- - **National Addys, American Advertising Federation, Gold, TV,** “Park” (category: Public Service Awareness), NBC El Paso. Houston, TX, USA.
- - **Regional Addys, American Advertising Federation, Best of Show, TV,** “Park” (category: Public Service Awareness), NBC El Paso. Houston, TX, USA.
- - **Local Addys, American Advertising Federation, Gold, TV,** “Park” (category: Public Service Awareness), NBC El Paso. Dallas, TX, USA.
- - **P&C Magazine Awards. Best of Show, Print,** “Heads” (category: Corporate Image), Dieste & Partners. Miami, FL, USA.
- - **P&C Magazine Awards. Reader’s Choice, Print,** “Heads” (category: Corporate Image), Dieste & Partners. Miami, FL, USA.
- - **International Eagle Awards. Silver, TV,** “Centerfold” (category: Alcoholic beverages), Bud Light. México, DF, México.
- - **International Eagle Awards. Bronze, TV,** “Reflection” (category: Transportation), Southwest Airlines. México, DF, México.

#### 2000 Awards

- - **El Ojo de Latinoamérica, LatinSpots Magazine, Creative Director of the Year.** Buenos Aires, Argentina.
- - **The New York Festivals. Grand Award PSA Category, TV,** “Dad” (category: Public Service), Nelson Tebedo Clinic. New York, NY, USA.
- - **The New York Festivals. Gold, TV,** “Dad” (category: Public Service), Nelson Tebedo Clinic. New York, NY, USA.
- - **Cannes Advertising Film Festival. Finalist, TV,** “Trance” (category: Media), HBO. Cannes, France.
- - **Festival Iberoamericano de Agencias de Publicidad (FIAP). Finalista,** “Trance” (category: Entertainment/Media), HBO. Buenos Aires, Argentina.
- - **Local Addys, American Advertising Federation, Best of Show, TV,** “Trance” (category: Media), HBO. Dallas, TX, USA
- - **Local Addys, American Advertising Federation, Gold, TV,** “Trance” (category: Media), HBO. Dallas, TX, USA.
- - **Hispanic Creative Awards Advertising Age. Winner, TV,** “Trance” (category: Media), HBO. Chicago, USA.
- - **International Eagle Awards. Silver, TV,** “Trance” (category: Media), HBO.

México, DF, México.

- - **International Eagle Awards. Silver, TV, "Dad"** (category: PSA), Nelson Tebedo Clinic. México, DF, México.
- - **International Eagle Awards. Bronze, Print, "Belts"** (category: Farmacéuticos), Forma Vital. México, DF, México.
- - **International Eagle Awards. Bronze, TV, "Wedding"** (category: Transportation), Southwest Airlines. México, DF, México.
- - **International Eagle Awards. Bronze, TV, "Blueprint"** (category: Media), HBO. México, DF, México.



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[ [Home](#) ]

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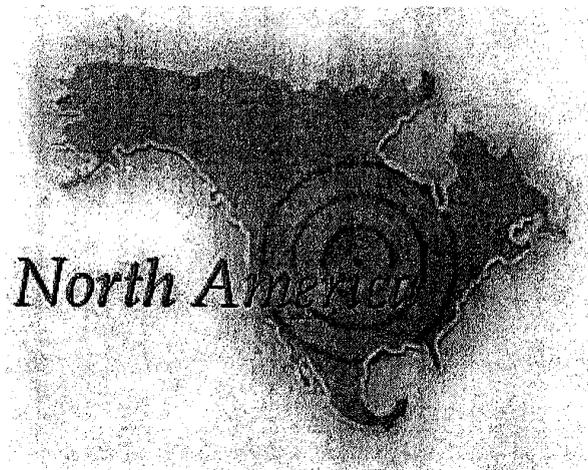
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# Hispanic Market

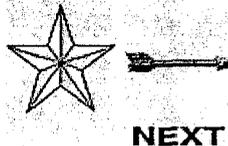
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El Mundo - Welcome to our world!



The U.S. Hispanic market

has more people  
than Canada.  
-- And more disposable  
income than Mexico.



**NEXT**

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[ [Home](#) | [Next](#) ]

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# Hispanic Market

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Hispanics are the low hanging fruit.



- A lot of people — 38 Million
- Growing rapidly — Largest minority by 2001
- With significant disposable income — \$561 Billion
- The baby boomers of the 90's — 59% under age 34
- Easy to reach — 49% in only 6 MSA's

The Hispanic population in the USA is growing by 2.5 people a minute.

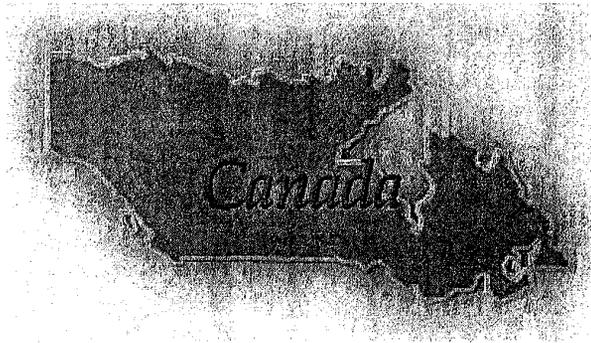
If you're a Dieste Harmel & Partners client please enter your pass code below to gain access to state-of-the-art electronic market profiles.

Pass Code



# Hispanic Market

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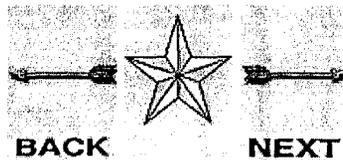


There are more Hispanics in the USA than Canadians in Canada

Sorry -- we specialize in Hispanics, not Canadians.

*Not too many Hispanics in Canada.*

For information on Canada, visit [www.canada.com](http://www.canada.com).



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[ [Back](#) | [Home](#) | [Next](#) ]



# Key Contacts

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El Arbol - our family tree. Each branch is carefully nurtured to be sturdy and strong.

Tony Dieste - President/Founder

Warren Harmel - Managing

Aldo Quevedo - Executive Creative Director

Edgar Cardoze - Media Director

Victor Arroyo - Promotions Director



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[ [Home](#) ]

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**We want to be your  
Hispanic Marketing Partner.**

Success Stories

Inside MD&A



Inside MD&A

Home  
English • Español

**The Maize - our Symbol...**

Christopher Columbus was so impressed by the maize plant, that he brought it as a gift to his queen Isabella. He understood the value and resilience of this plant, but maybe not its far-reaching influence. No other "cultivo" best represents the history and resilience of our people. Like the maize growers of the past, present and future, we at MD&A prepare the ground prior to implementing programs, nurture and cultivate them to see them grow into strong results for our clients.

ADVERTISING  
PROMOTIONS &  
MERCHANDISING  
CONSULTING  
DIRECT MARKETING  
PUBLIC RELATIONS  
INTERNET

We provide integrated marketing services to reach the growing and high-potential Hispanic market in the U.S. Just as soil preparation is essential to reaping a bountiful harvest, we believe that your marketing efforts should serve to build trust within the Hispanic community, a trust that should turn into market share.

We can help you at each step of the way, from planting the first seeds of brand awareness through harvesting (determining a Return On Investment), and from season to season (expanding successful programs).

The breadth and quality of our services is enabled by our more than two decades of experience in Hispanic marketing. Founded in 1979, we are one of the top three Hispanic advertising agency networks in the US. We strive to cultivate long-term relationships with all our clients, and the bulk of our growth comes from these long-standing relationships.

The diversity of our team enables us to help a variety of businesses in many different market niches. We have experienced professionals from Argentina, Bolivia, Chile, Cost Rica, Colombia, Cuba, Ecuador, Mexico, Peru, Puerto Rico, Spain, United States and Venezuela. We have experience in all major product/service categories including technology, automotive, finance, entertainment, packaged goods, telecommunications, pharmaceutical, health and beauty aids.

Mendoza, Dillon & Asociados has been built by demonstrating to clients that its advertising and marketing programs increase sales and provide an outstanding return on investment. **Contact** us and let us show you how our skills and experience can help you reap added profits.

[| Home](#) || [Portfolio](#) || [Services](#) || [History, Background](#) |  
[| Contact MD&A](#) || [People at MD&A](#) || [News](#) |

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Success Stories

Inside MD&A

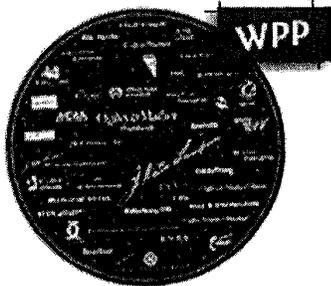
Home  
English • Español

A Strong Beginning...  
Originally from a small island in the Northern Antilles, the maize has grown to be the sustenance of life around the world. This plant far outstripped in productivity any of the cereals bred by Old World farmers – wheat, rice sorghum, barley, and rye. Like the maize, the idea behind MD&A was planted within a small team 20 years ago and since then has continually grown and become stronger.



We were founded in 1979 with a particular business proposition in mind. "What should businesses do to grow their franchises, business opportunities inherit in the Hispanic market?" We continue that mindset today, always looking for ways to strengthen our client's presence in the market place. Furthermore, we have pioneered proprietary testing programs for return on investment (ROI) evaluation, so that you can clearly and quantitatively see the benefits of our marketing campaigns, and we continue to do so.

We constantly evolve to meet our clients needs and exceed their expectations by refreshing our offerings.



MD&A became part of the WPP Group plc. in 1987. WPP is one of the largest communication services companies in the world. There are more than 70 companies in the group, employing 39,000 people in 950 offices in 92 countries. Clients include more than 300 of the Fortune Global 500 and more than 1/3 of the NASDAQ 100. WPP companies include J. Walter Thompson, Hill and Knowlton, Ogilvy and Mather, Young & Rubicam, Millward Brown, Research International, Mindshare, and Enterprise IG among others.

Through the WPP family, MD&A has access to top-rated expertise in the communications spectrum, including design, research, public relations, identity, retail marketing, sales promotion and new media. Our clients benefit from tapping into the best minds and services in the industry in an integrated and seamless manner.

[Home](#) || [Portfolio, Services](#) || [History, Background](#) |  
| [Contact MD&A](#) || [People at MD&A](#) || [News](#) |

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About Us

**Cultural Juncture**

**Clients**

**Press Room**

**Mundo eLatino**

**Samples**

**Careers**

**Contact Us**



## An Overview of Cartel Impacto

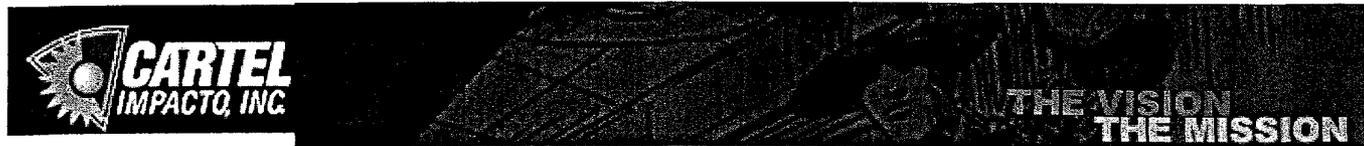
Cartel Impacto (originally called Cartel Marketing and Public Relations (CMPR)) was formed in 1995 to boost the effectiveness of broadcast campaigns through value added merchandising, promotions, public relations, and non-traditional marketing activities with the vision that the Hispanic market had more brand contacts that were being used and offered to the clients. Cartel Impacto formed strategic partnerships across the nation, which now gives The Cartel Group field presence in 50 U.S. markets to execute promotions, grassroots, event marketing and PR activities.

Today The Cartel Group is a holding company for: Cartel Creativo, Cartel Impacto, Cartel Contacto, Cartel Cultural Force Media and Cartel Strategic Management. Together these companies offer clients full-service Hispanic/Urban marketing. As a truly integrated communications group, The Cartel Group offers clients a holistic view across several consumer contact points, including media, promotions, PR, direct marketing, E-strategy and non-traditional vehicles.

A 100%, Hispanic-owned company, The Cartel Group's annual capitalized billings have skyrocketed to over \$100 million in eight years with the addition of the U.S. Army, Capital One, Leap Wireless (Cricket), Mott's, Chili's Grill and Bar, and the National Hispana Leadership Institute. Now, The Cartel is recognized as one of the largest Hispanic communications firms in the nation. In fact, Ad Age (6/6/02) ranks The Cartel Group as the second-fastest growing Hispanic communications agency in the nation, and Adweek (4/02 edition) ranks The Cartel as the fastest-growing agency in the Southwest. The Cartel Group is the second largest independent agency and the seventh largest agency overall. Adweek (4/15/02) ranked us as one of the top 2 Hispanic agencies in the nation.

[About Us](#) | [Overview](#) | [Vision / Mission](#) | [Personnel](#) | [Cultural Juncture](#) | [New School Insights](#) | [Knowledge Tool](#) | [Clients](#) | [Press Room](#) | [Mundo eLatino](#) | [TV Samples](#) | [Radio Samples](#) | [Print Samples](#) | [Careers](#) | [Contact Us](#) | [Home](#)

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- About Us
- Cultural Juncture**
- Clients
- Press Room
- Mundo eLatino
- Samples
- Careers
- Contact Us



### The Vision . . .

We're one of the nation's fastest-growing, full-service Hispanic communications agencies. We handle everything from advertising and event marketing to promotions, direct mail, and media planning and buying for national companies.

Cartel Creativo is nationally recognized for being results driven. On all projects -- international, national, regional or local in scope -- we demand to be held accountable for results that generate a strong return for our client's investment. We have industry and client awards to prove we meet or beat our clients goals.

How do we do it? By using Cartel Creativo's "New School Approach"! to Hispanic communications. We challenge the conventional theories and traditional formulas about Hispanic communications. We go beyond research to keep the pulse on all Hispanic consumers -- from recent immigrants who are Spanish-dominant -- to first and second generation Hispanics who speak Spanish at home and English on the job -- to totally acculturated consumers who speak only English yet retain strong ties to their cultural heritage. Thanks to our in-house experts in marketing, technology, psychology, linguistics and sociology, our communications are always in-culture, relevant and well-received by Hispanic consumers.

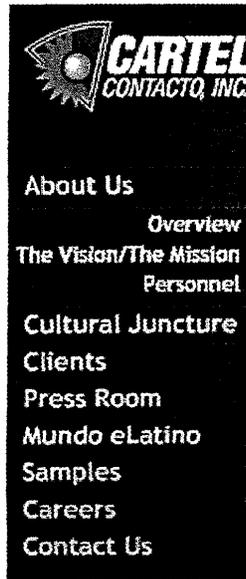
### The Mission . . .

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[About Us](#) | [Overview](#) | [Vision / Mission](#) | [Personnel](#) | [Cultural Juncture](#) | [New School Insights](#) | [Knowledge Tool](#) | [Clients](#) | [Press Room](#) | [Mundo eLatino](#) | [TV Samples](#) | [Radio Samples](#) | [Print Samples](#) | [Careers](#) | [Contact Us](#) | [Home](#)

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Cartel Contacto from the beginning has represented quality marketing strategies aimed at the Hispanic consumer. Serious, purposeful marketing aimed at helping your company and the Hispanic people.

4318 Woodcock Drive, Suite 200  
San Antonio, Texas 78228  
210-696-1099

## An Overview of Cartel Contacto

In 1999, Michael Saray became a client of Cartel Creativo. Both Michael and The Cartel saw the tremendous potential of combining the strategic and insight skills of Victoria Varela and Jesus Ramirez's New School™ approach with direct marketing practices. In 2001, Cartel Contacto was formed as a strategic marketing communications firm specializing in direct marketing to the Hispanic market. It was established to apply the "New School™" insights through direct marketing channels, both on and offline, to help clients achieve their integrated marketing goals.

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### **Our Mission . . .**

To be honor students at the first  
University of Hispanic-American Marketing...  
The New School

### **Our Vision . . .**

We will start school each morning and pledge allegiance to our guiding principles, core values and mission.

We will carefully prepare in order to excel at our client's marketing assignments.

We will look to history for inspiration,  
not for formulaic development.

Our social studies will be the basis for understanding  
cultural development and transformation.

We will use psychology to design culturally-relevant models  
for individual motivation .

We will apply scientific methods to hypothesize and theorize  
bold strategies.

We will look to mathematics to measure and  
validate success.

We will position language and grammar for communication...  
Not alienation.

We will apply art and music as complements to sound advertising concepts, but not as  
solutions themselves.

The results we achieve for our clients  
will be our dissertation.

Our grades will be our client's sales and profitability  
for everyone involved in "The Cartel".

Our homework will be to balance

our spiritual, family, recreational, intellectual and work life

Our diploma will be the satisfaction and recognition  
for having made a difference...

In our lives...

In our families...

In our industry...

In life's playground.

#### Guiding Principles

- 1.) Be Caring and of Service to Others
- 2.) Be Open-Minded
- 3.) Be Honest and Courageous
- 4.) Be Here and Now
- 5.) Honor Confidentiality
- 6.) Own Your Own Data
- 7.) Be Respectful of Others
- 8.) Listen Actively
- 9.) Be Punctual, and Prepared
- 10.) Participate Passionately
- 11.) Take Responsibility for Yourself
- 12.) Be Constructive... Create Solutions, not Problems

Be Timely, Cheerful, Giving, and Direct, In All of Our Communications.

[Home](#) | [TV Samples](#) | [Radio Samples](#) | [Print Samples](#) | [Press room](#) | [Articles](#) | [Mundo eLatino](#) | [Clients](#) | [About us](#) | [Career Opportunities](#) | [Contact Us](#)  
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**[ DEFINITION ]**

We are the agency that delivers the consumer at the Cultural Juncture™, where we all become one based on rational and emotional needs. This applies to all consumers, be they Hispanics, African-Americans, Anglos or from any background. The Cultural Juncture™ is possible because the integral relationship between a brand/category and the consumers is based on wants, desires and needs. These are all sociological and/or psychological human insights.

Click for more insights:

## An Overview of Cartel Creativo

Victoria Varela and Jesús Ramírez, the principals of The Cartel Group, met in Dallas at a small Hispanic shop in the early 1990s. Within three months, this strategic/creative duo aired their first Hispanic EFFIE-winning campaign (Bank One). The next year, they made the cover of AdWeek, led a team that tripled the agency's billings, won other industry awards and — most importantly — made their clients' successful. The secret to their success? They delivered a unique combination of Hispanic sociology, psychology, creativity and production innovation. A year later, they moved to sunny San Antonio and became partners in a small, relatively new shop with only one blue-chip client, Southwestern Bell (today, SBC Communications). Varela and Ramírez personally developed and produced the campaign that turned around SBC's failing Hispanic marketing efforts 180 degrees and won a prestigious Gold EFFIE award for the company. The word rapidly spread about their innovative talents and ability to orchestrate non-traditional Hispanic marketing success for a wide variety of brands.

In 1994, the duo decided to form their own agency, Cartel Creativo, Inc. From the very beginning, the company used as an operational and moral compass its unique "New School™ approach" — a new, never-before-seen knowledge, marketing approach designed to help it develop internal talent as well as surpass client expectations.

The Dallas Cowboys is recorded as The Cartel's first official client, for which Cartel developed Cadena De Plata (the Hispanic version of the Silver Star Network, which featured the Cowboys' games and commentary in Spanish). That same year, this underdog agency landed a consulting opportunity with the nation's largest apparel retailer, JCPenney. By the end of 1995, the nine-employee agency convinced them to produce a Christmas campaign for the Los Angeles market. The effort was so successful that Cartel Creativo became JCPenney's Hispanic agency of record. Their continuing partnership, and unparalleled success in the Hispanic market, has increased year by year ever since.

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[Home](#) | [TV Samples](#) | [Radio Samples](#) | [Print Samples](#) | [Press room](#) | [Articles](#) | [Mundo eLatino](#) | [Clients](#) | [About us](#) | [Career Opportunities](#) | [Contact Us](#)  
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*background*

*background*

*background*



### Accentmarketing is...

- A 40+ million-dollar agency based in Miami.
- A minority-owned affiliate of the Interpublic Group of Companies.
- One of the fastest growing Hispanic Ad Agencies in the country - Ad Age.

We're growing fast, but we offer small agency service. We can leverage the resources of the world's largest communications conglomerate.

- Our Partners
- Office Locations

*background*



**accentmarketing**

*accent your Hispanic connection*

services

services



services

ser

ser

### What we can do for you.

Accentmarketing provides its clients with the following services:

- Strategic Planning
- Market Research
- Creative Development
- Event Marketing
- Sales and Collateral Materials
- Public Relations
- Media Planning
- Account Management
- Relationship / Direct Marketing
- Web Development / E Marketing



**accentmarketing**

*accent your Hispanic connection*



### The market.

Over 35 million strong, with over \$550 billion in disposable income, and a median age that's nearly ten years younger than the general population, Hispanics are now the largest minority group in the U.S. In many top Urban metros, Hispanics are now the majority, and all projections indicate that this explosive growth will continue unabated.

United by a common language, U.S. Hispanics are increasingly defining themselves in terms of their dual culture; for the older generations, it's a way to validate their identity; for younger Hispanics, it's the touchstone to a broader cultural experience.



**We'd like to hear from you.**

Accentmarketing has offices in Miami, Detroit and Los Angeles.  
Click below for address information:

- Miami
- Detroit
- Los Angeles

Click below to send us your comments or request more info:

- Contact Us





The  
Vidal  
Partnership  
MARKETING COMMUNICATIONS

<a href="#">About Us</a>	<a href="#">Capabilities</a>	<a href="#">Our Team</a>	<a href="#">Awards</a>
<a href="#">Clients</a>	<a href="#">Creative Work</a>	<a href="#">Press/News</a>	<a href="#">Contact Us</a>



## Brief History

The Vidal Partnership is a completely integrated, full-service marketing communications agency that targets the U.S. Hispanic market. Founded in 1991 and headquartered in New York with offices in Miami and Los Angeles, Vidal is 100% minority-owned, certified, and managed.

Year after year, Vidal continues to grow by leaps and bounds, while delivering award-winning campaigns to our blue-chip clients.

Management attributes this success to the core advertising competence of the agency, which is to **deliver unmatched market insight** combined with **strategic and creative excellence** that is measured by **effectiveness in the marketplace**.

Headquarters:  
228 East 45th Street, 11th Floor  
New York, New York 10017  
Phone: (212) 867-5185  
Fax: (212) 661-7650

Florida Office:  
One Datan Center Suite 904  
9100 Dadeland Boulevard  
Miami, Florida 33156  
Phone: (305) 670-3990  
Fax: (305) 670-0784

California Office:  
1823 East 17th Street, Suite 312  
Santa Ana, California 92705  
Phone: (714) 541-5151  
Fax: (714) 541-5180

## What Drives Us

Vidal Incorporates a Solid Foundation in Delivering an Integrated Marketing Approach.

### *Our Mission*

To be the most effective Hispanic communications agency in the U.S. dedicated to our core business and our client success, by delivering unmatched market insight, innovation, and flawless execution across a broad range of communication disciplines.

### *Our Philosophy*

**A Broad Scope of Disciplines at Your Service.** Whether full-service or a la carte, Vidal is focused on offering the best talent and marketing disciplines to meet and exceed client expectations and industry standards. Vidal offers a complete array of communication services including: advertising; media planning and buying; strategic planning; direct marketing; events and sales promotions; online marketing; and public relations.

## What Differentiates Us

Values We Treasure:  
"A great company, with happy people, producing a great product together."

Goals:  
Build a  
national  
reputation  
for great  
work.

Our future  
employees  
should  
know us  
for great  
creativity.  
Our  
prospective  
clients  
should  
know us as  
brand  
builders.

Our peers  
should  
know us  
as winners.

## ***The Pillars of Success***

Vidal delivers more than just effective advertising. In order to meet the evolving needs of our clients, the agency's partners are directly involved in the day-to-day operations of the business, and each communications discipline is headed-up by a partner. We do not make the mistake so familiar in the industry of relegating certain marketing areas to secondary or add-on status.

### ***Hands-on Partner Management***

Our partners get involved with every aspect of our clients' businesses. Our horizontal management structure allows clients to get direct access to the partners of the Agency on a daily basis. This translates into responsive client service levels and more stable client-agency relationships.

In addition, The Vidal partners have a financial stake and commitment to execute the agency's mission, and to walk-the-walk in managing the staff that support each client's business. This results in the provision of quick and flawless implementation and cross-channel integration of each client's campaign.

### ***Broad Scope of Marketing Communications Disciplines***

Vidal offers one-stop shopping to clients and delivers results over a broad range of disciplines that are critical to the client's success. The agency's structure supports this integrated communications approach to consumer cross-selling.

Each marketing communications discipline is driven by a partner-leader with the vision, experience, authority, and energy to direct and inspire the cutting-edge talent in their area of expertise.

Each member of the management team has lived in Latin America or the Caribbean, has worked or directed the ethnic marketing department of a Fortune 500 company, and knows the U.S. Hispanic market thoroughly.



<a href="#">About Us</a>	<a href="#">Capabilities</a>	<a href="#">Our Team</a>	<a href="#">Awards</a>
<a href="#">Clients</a>	<a href="#">Creative Work</a>	<a href="#">Press/News</a>	<a href="#">Contact Us</a>



## Integrated Marketing Capabilities

The Vidal Partnership comprises of a full spectrum of specialized advertising and marketing services that integrate traditional, non-traditional media and promotional tools, including:

Advertising	Direct Marketing	Online Marketing	Events/Sales Promotions	Public Relations
				
<ul style="list-style-type: none"> <li>• Account Management</li> <li>• Creative</li> <li>• Media Planning/Buying</li> <li>• Strategic Planning</li> <li>• Research</li> <li>• Production of Print and Broadcast</li> </ul>	<ul style="list-style-type: none"> <li>• Acquisition/Relationship Marketing</li> <li>• Database Management</li> <li>• Continuity</li> <li>• Direct-order Marketing</li> <li>• Infomercials and Direct Response Television (DRTV)</li> <li>• Production of Collateral</li> <li>• Inbound and Outbound Telemarketing</li> <li>• Scripting and Campaign Management</li> <li>• Campaign Testing</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Planning</li> <li>• Research and Usability Testing</li> <li>• Design and Implementation of Internet Communication Services and Products</li> </ul>	<ul style="list-style-type: none"> <li>• Event Marketing</li> <li>• Presence Marketing</li> <li>• Sales Promotion</li> <li>• Event Production and design</li> <li>• Corporate Sponsorships</li> <li>• Sports Marketing</li> <li>• Trade Channel Marketing</li> <li>• Mobile Marketing</li> <li>• Field Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing Outreach</li> <li>• Corporate Communications</li> <li>• Community Relations</li> <li>• Public Affairs</li> <li>• Government Affairs</li> <li>• New Media Services</li> </ul>

## A Complete Suite of Marketing Services

The Vidal Partnership offers a wide array of intertwined services. Each marketing communications department is able to stand on its own and compete successfully against other companies in its category. This approach creates an intertwined family of strong departments that help each othersucceed in pursuit of the client's overall business goals.

### Advertising

Our thought process is backed by solid industry involvement.

The agency is positioned to be perceived as the best in the industry in developing the most innovative, insightful and result driven Hispanic consumer advertising. The advertising group is a collaboration of Account Management, Strategic Planning, Media, Creative and Production.



### ***Account Management***

The Vidal Partnership Account Management team follows the simple philosophy of being 110% "service-oriented". Since each client on our blue-chip roster has different needs and corporate cultures, our account teams focus on acting as seamless extensions of the respective businesses they work on. Senior account managers lead the marketing charge as proactive business leaders who collaborate with their client counterparts on a day to day basis. Both the account leaders and their teams are dedicated to being accountable for every aspect of the businesses they manage. By completely immersing themselves in our clients' businesses, account management strives to integrate themselves from the top down and bottom up. In this way, the team is always able to ensure that a solid marketing foundation is behind every integrated communications program The Vidal Partnership delivers.

### ***Strategic Planning***

The Vidal Partnership planners play an important role in each client's business. They strive to go beyond Hispanic stereotypes to uncover the truth of our culture as it relates to the brand. We utilize five tools to quantify consumer trends:

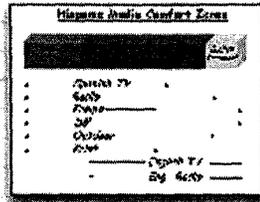
1. VIMStm – Vidal Integrated Marketing Solutions;
2. IntelliScantm – Hispanic Insights process;
3. Hispanic Brand Truthm – Brand Equity Process;
4. HTZtm – Hispanic Targeting Zones;
5. OjOtm – Competitive Tracking System.

### ***Media***

The ever increasing complexity of our marketplace has become the rule, no longer the exception. At The Vidal Partnership we strive to be the media specialist that helps our clients to clear new paths to their customers, delivering impactful and efficient marketing messages that produce outstanding sales results. There are three key factors that drive our strategic media decisions:

1. general market training combined with Hispanic market insight;
2. leveraging key media relationships; and
3. optimizing each media dollar.

Our media professionals are experienced in media strategy, tactics, and investments. But, perhaps more importantly, all of our media professionals become part of our clients' business teams, sharing in the problems and creative solutions which grow our clients' business. Our ability to link media purchases to our clients' sales results is an additional way that we deliver a superior media product.



### ***Creative: World Class Creative Ingenuity and Production***

At Vidal, creativity is founded upon solid strategic thinking that generates impactful, award-winning, and result-driven creativity. We take the overall general market brand strategy and combine it with Hispanic consumer insight. This allows Vidal to deliver our creative executions in the most efficient and culturally relevant manner to our target audience.

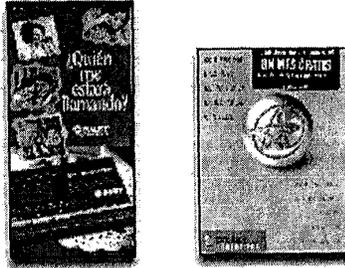
[Top Page](#) ↑

### **Direct/Relationship Marketing**

The agency's Relationship Marketing Department concentrates on three growth areas:

1. database management services;
2. expertise to allow clients to use their data in novel and creative ways to acquire new customers and to better understand and respond to existing customer needs; and
3. continuity program development, telemarketing, direct order marketing, infomercials, and direct response television (DRTV).

As an example, this department provides database management services for MasterCard, DRTV campaigns for Prodigy Internet and ITT Technical Institute. In addition direct-order marketing for Gateway Computers, was designed and implemented.

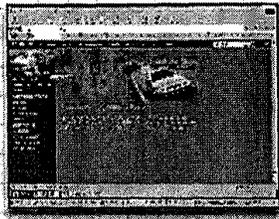


[Top Page](#) ↑

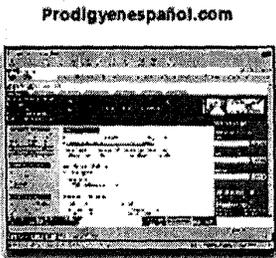
### **Online Marketing**

Our Online Marketing Department has an approach to this area that is distinctive in the industry. It is committed to the belief that online marketing communications must be strategically-based and synergistic with the overall brand message rather than a stand alone, technologically-driven communication. Consequently, Vidal dedicates the highest-quality strategic thinking and research to the design and implementation of Internet and Intranet-based communications services and products.

This department has implemented projects such as: online event promotion for Heineken beer on Yupi.com, advertising for Prodigy.com, Hispanic website development for Buick Century; and strategic consulting for enDigital.com, eIFan.com, eluminas.com, and iBank2go.com.



CenturydeBulck.com



Prodigyenespañol.com



[Top Page](#) ↑

### Event and Sales Promotion

Vidal practices Experimental Marketing which is the concept of bringing a brand to life; allowing the customer to experience the values of the brand in an enticing and entertaining manner through real-time live events or promotions. To achieve this, we blend the strategic goal of Experimental Marketing with six key competencies: event marketing, mobile marketing, presence marketing, sales promotion, event production, event design, and trade channel marketing.

Examples of programs brands that bring brands to life within the community are: the Heineken En Vivo concert at the U.S. Tennis Center, L'Oreal's Chayanne National Tour, the GM Sunday on The Mile, the Heineken Central Park Summer Stage Series and the Sears Fiesta Mobile.

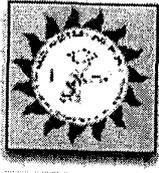


[Top Page](#) ↑

### Public Relations

The Agency's Public Relations Department is a full-service discipline offering marketing, public relations, corporate communications, public affairs, government affairs, and new-media services to major corporations in a broad range of industries. It aims to deliver high-impact programs that are interactive, individualized, immediate and information-rich -- all the necessary ingredients for today's communications climate.

Following are some of the programs executed by this department: McDonald's Hispanic American Commitment to Educational Resources (HACER) scholarship program, Hennessy's Dancing with the Enemy Club Tour, McDonald's Bagel Sandwich launch, and Buick Century's partnership with The Hispanic Scholarship Fund.



[Top Page](#) 

**THIS IS WHATS ON OUR MIND**

Marketing with a creative sense...  
Creative with a marketing sense.  
Neither is executionally sound in advertising  
without the other. Both work as equal partners in  
dRM DDB's logic.

To market your company, creative gives your  
marketing message an entertainment value that  
won't soon be forgotten by the target market.  
Conversely, the marketing message will not be lost  
in creative that fails to realize why it exists: to sell  
the product through a strong concept and strategy.  
We want to provide a hands on personalized  
service to a selective number of Clients, that  
believe in the power of Brand Building and that  
endorse Fresh thinking.

**NEXT**

## HISPANIC USA

The U.S.A. can be viewed as the 5th largest Hispanic country in the world! Its Hispanic population of 35.3 million ranks it ahead of every Spanish-speaking country except (4) Argentina, (3) Colombia, (2) Spain and (1) Mexico. In the year 2025, It is projected to be the second largest, with 56 million Hispanics.

The U.S. Hispanic market simply represents a consumer segment that can have an impact on a company's overall bottom line. Traditionally, this market has been over-intellectualized and approached too ethnically. The way we see it, our mission is to identify the right consumer insight, ethnic or not, to make a powerful sale. Nothing less... nothing more.

PREVIOUS

NEXT

**Latin America**

Today, globalization is a reality; and although pan-regional campaigns make sense for some global brands, the need for the local value is also forever present.

The right understanding of regional commonalities and local differences are essential to the development of strong global efforts.

In other words: Think Global... Act Local.

**PREVIOUS**

**NEXT**



BEING HISPANIC IS NOT ABOUT A LANGUAGE OR A RACE;  
IT'S ABOUT BEING A PART OF A CULTURE.



Client Area

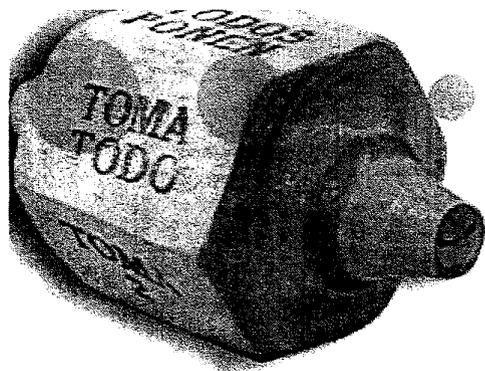
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HOME ABOUT US CLIENTS NEWS CONTACT PORTFOLIO



...  
...  
...  
We understand this culture. We live and feel it. We're a part of it.  
We can move the market like few people can. We are not afraid to  
try new things. Our work gets noticed. We create positive emotional  
connections between our client's products and the target.  
We create results.  
...  
...  
...

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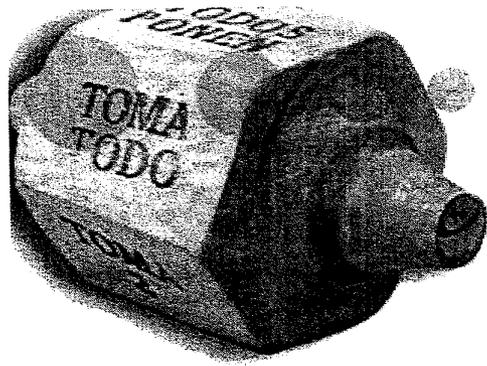
HOME ABOUT US SERVICES NEWS CONTACT PORTFOLIO



We offer creative, media, strategic planning and research;  
either as a full-service package or boutique by discipline.

ABOUT US | FOCUS | EXPERIENCE | STRENGTHS

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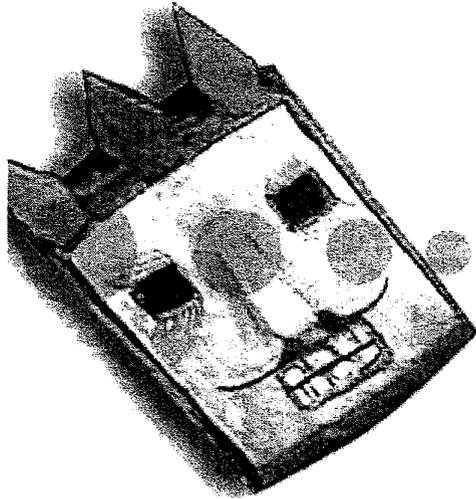
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We offer creative, media, strategic planning and research;  
either as a full-service package or boutique by discipline.

ABOUT US | FOCUS | EXPERIENCE | STRENGTHS

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HOME ABOUT US CLIENTS NEWS CONTACT PORTFOLIO

...



We are unique; an agency with both excellent advertising skills AND experience in developing and executing high-level consumer promotions.

ABOUT US | FOCUS | EXPERIENCE | STRENGTHS

...

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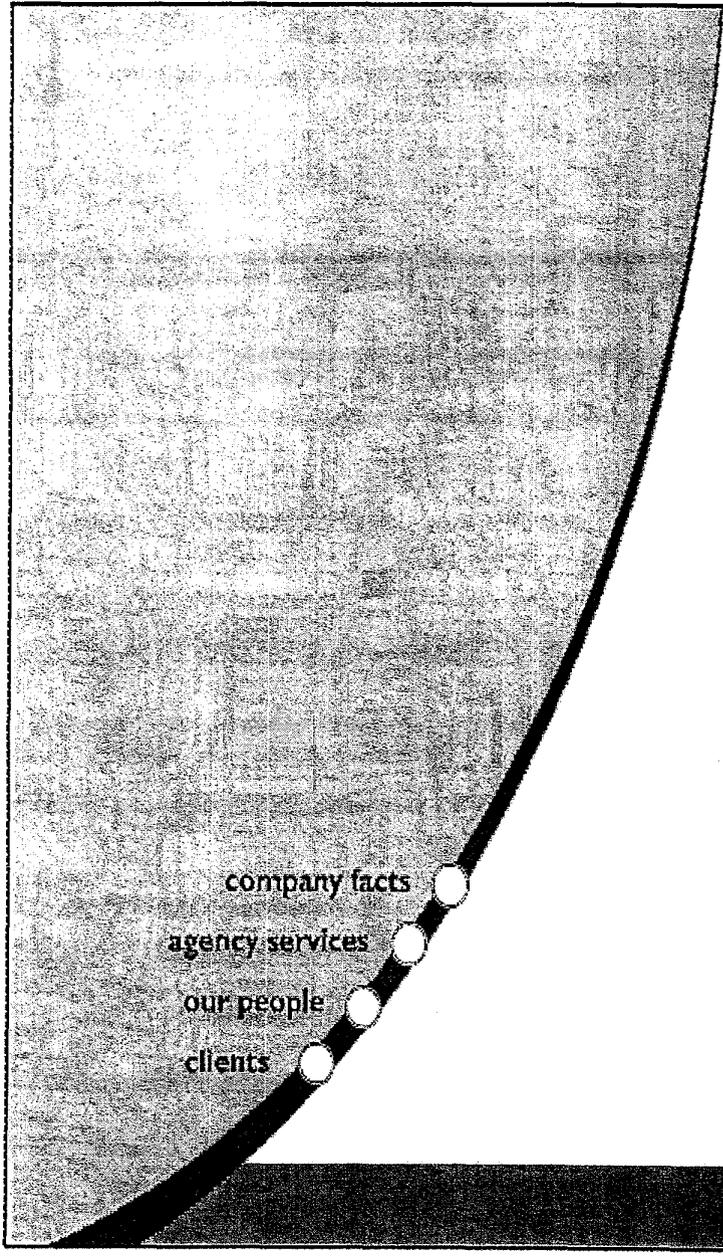
LA AGENCIA DE ORCI & ASOCIADOS

LOS ANGELES ☎ 310•444•7300 CHICAGO ☎ 312•840•8557

[CONTACT US](#)

[FAQ](#)

[HOME](#)



**La Agencia de Orci & Asociados**

- A leader in Hispanic Advertising and Marketing since 1986.
- An independent, Latino-owned and managed company.
- Over 80 bilingual and bicultural

[DOWNLOAD FAQ \[ PDF FILE 23K \]](#) 

 **AGENCY**

**company philosophy**  
a brief history  
achievements  
community involvement

**company facts**  
agency services  
our people  
clients

**Philosophy**  
Our philosophy is based on capturing Hispanic **Share of Heart™**. We do this through advertising that connects with the consumer and generates an emotional response, which results in a personal relationship with the brand. This leads to loyalty, repeat purchase, and ultimately, profits to the bottom line.

AGENCY

**A Brief History**

On October 31, 1986, husband-and-wife team Hector and Norma Orci created La Agencia de Orci & Asociados. They spun it off from McCann-Erickson's national Hispanic advertising division, which they had founded 5 years earlier.

Since becoming independent, La Agencia has maintained consistently vigorous growth in billings, both from current clients as well as new business wins.

In 1999, La Agencia opened a second office in Chicago, Illinois.

AGENCY

company philosophy

a brief history

achievements

community involvement

company facts

agency services

our people

clients

### Achievements

We have helped our clients gain market leadership in categories as diverse as automobiles, insurance, packaged goods and telecommunications.

We have earned the recognition and respect of our community and our industry.

Our work has won Clios, Beldings, Addys, Tellys, Mercurys, New York Festivals, Lulus, Sunnys, Se-Habla-Espanols, and other recognized awards.

AGENCY

company philosophy

a brief history

achievements

community involvement

company facts

agency services

our people

clients

### Community Involvement

We take an active role in addressing vital issues affecting the well-being of the Latino Community.

Our pro-bono work has supported the efforts of organizations such as AIDS Project Los Angeles, Boy Scouts of America, Los Angeles Unified School District, MALDEF, NALEO, The Children's Bureau of Southern California, the United Way of Greater Los Angeles, "The New Alliance", and others.

AGENCY

account services

creative

direct marketing

interactive

media

planning & research

experience

company facts

agency services

our people

clients

# Services

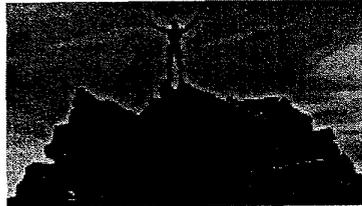
## Creative

We satisfy our passion to communicate through work that informs, involves and inspires the Latino consumer. And we measure the success of each effort by the sales results it generates.

[View Portfolio](#)



AGENCY



ABOUT US	CLIENTS	OUR WORK	ANNALS	NEWS	CONTACT	HOME
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## ABOUT US HISTORY

**THE IAC GROUP:** 24 years young

Old enough to have achieved mastery.  
Young enough to have a new vision of the future.

From inception, the company was organized to serve as a true marketing partner to our clients and to optimize their return on investment by employing innovative, integrated programs.

All our clients have made marketing history by delivering stellar performances, year after year. We do this by focusing on doing whatever it takes to get results in the PRESENT.

**The IAC Group has active memberships in:**

- APLA/Asociación de Publicitarios Latinoamericanos (Past President)
- Asociación Interamericana de Hombres de Empresa
- CAMACOL/Cámara de Comercio Latina de Los Estados Unidos (Latin Chamber of Commerce)
- Cuban American National Council
- Greater Miami Chamber of Commerce (Trustee)
- Hispanic Heritage Festival Council (Past President & Board)
- Hispanic Marketing Association
- International Advertising Association
- The Japan Society (Board)
- Miami Beach Chamber of Commerce (Lifetime Honorary Trustee)
- World Trade Center of Miami (Board and Executive Committee)
- Public Relations Society of America (Hispanic Market Section Co-Chair)
- The Advertising Federation of Greater Miami
- Executive Association of Greater Miami

recognitions. Together, we actively pursue excellence, not bigness.

We encourage you to contact any or all of our clients to ask them about IAC. Most have known us for a decade or more. Others are affiliates of satisfied, long-standing clients. In our industry, longevity speaks volumes.

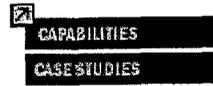
To see our philosophy in action, please give me a call.

Muchos Saludos.

Ana-María Fernández Haar

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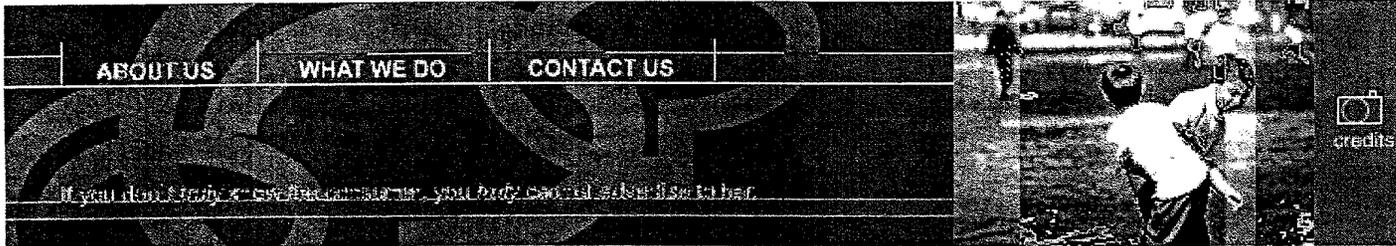
## ABOUT US

The IAC Advertising and Account Planning Division's role is to form the strategic building blocks for an effective integrated communications platform. Our four-step philosophy begins with

- Understanding the intricacies of an industry,
- While placing consumers at the core of the business,
- Setting clear goals,
- And, most importantly, taking decisive action with maximum content potential.

Our multi-disciplined, high performing teams specialize in delivering culturally relevant campaign strategies, including brand building, direct response, promotionally driven retail communications, and category-focused executions. We look to fuel brand growth through engaging, cohesive messages that generate long-term consumer involvement.

We've successfully fostered relationships by building profitable and powerful, Hispanic-relevant brands for a host of companies including, **BellSouth and Advertising Publishing Corporation, Blue Cross and Blue Shield of Florida, CompuCredit - Aspire Visa, Mercy Hospital, Pfizer Pharmaceuticals, Publix Super Markets, Union Planters Bank, Schieffelin and Somerset, and Taubman Properties – Dolphin Mall.**



- profile ●
- vision ○
- management ○
- news ○

**profile**

Paul Casanova and Viviana Pendrill founded Casanova Pendrill Publicidad in 1984. Their vision and leadership earned the agency a reputation as one of the finest in the industry, and it quickly became the largest minority-owned Hispanic advertising agency in the U.S. The agency remained independent until December of 1999, when The Interpublic Group of Companies (IPG), the largest holding company of communications agencies in the world, acquired a 49% interest in the agency.

Casanova Pendrill continues to be managed by Paul Casanova (President), Dan Nance (Chief Operating Officer), and Laura Marella (Senior Vice President / Managing Partner). They oversee a staff of over 60 full-time bicultural employees.

Casanova Pendrill's headquarters are in Irvine, California with a regional spot broadcast buying office in Irving, Texas.

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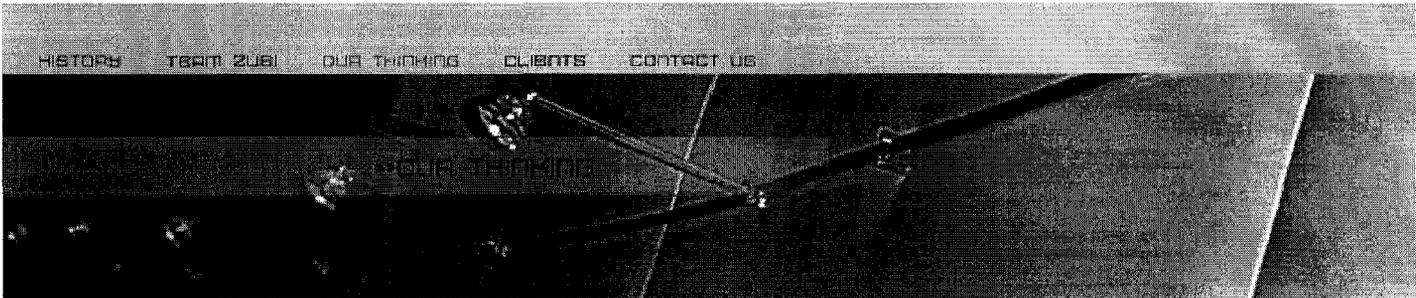
- profile
- vision
- management
- news

### vision

Casanova Pendrill is a team of Hispanic consumer experts and integrated communications specialists who provide insightful, breakthrough creative solutions which drive measurable business results for our clients.

Our vision is to be the Hispanic advertising and marketing industry leader by offering our clients unparalleled services across all disciplines. We fulfill this vision by combining our expertise and consumer knowledge with IPG's extensive intellectual and material resources to create advanced proprietary advertising and marketing tools.

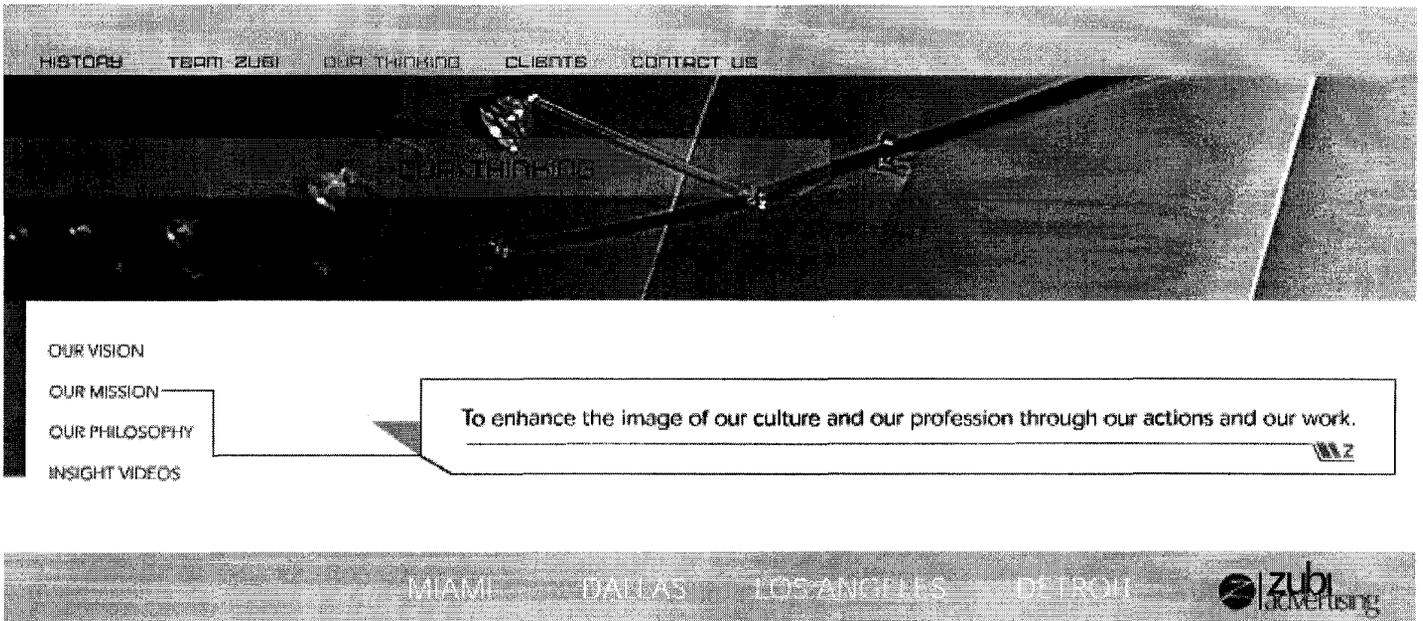
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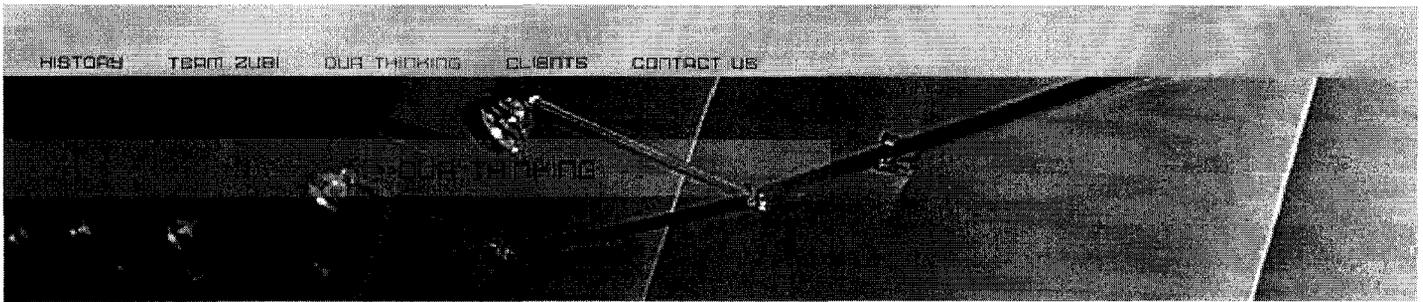


- OUR VISION
- OUR MISSION
- OUR PHILOSOPHY
- INSIGHT VIDEOS

To remove the boundaries that impact Hispanics and Hispanic businesses.







[HISTORY](#)   [TEAM ZUBI](#)   [OUR THINKING](#)   [CLIENTS](#)   [CONTACT US](#)

OUR PHILOSOPHY

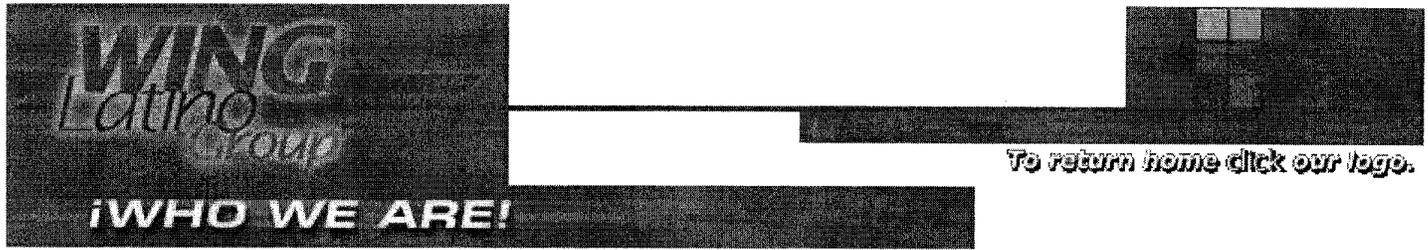
[OUR VISION](#)  
[OUR MISSION](#)  
[OUR PHILOSOPHY](#)  
[INSIGHT VIDEOS](#)

Erase Stereotypes



[MIAMI](#)   [DALLAS](#)   [LOS ANGELES](#)   [DETROIT](#)





**What do we stand for?**  
**I**ntellect, originality and **passion.**  
**N**ot to mention hard work, **leadership** and collaboration.  
**G**ood grasp of what it takes to touch **Latinos.**

We are people who move to the American beat, but dare to dance to our OWN RHYTHM. Knowing us is a great first step but UNDERSTANDING us gives you an edge. Understanding our complexity is the key to winning our hearts.

We share the dreams, the soul and the essence of the market because WE ARE LATINOS. It's our edge.



WING Edge | Agency Profile | Capabilities