

**Appendix C .....List of Individuals Interviewed**

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## List of Interviewees

Luis Alvarez  
Local Sales Manager  
Spanish Broadcasting System  
WSKQ-FM, WPAT-FM  
New York, New York

Jack Ambozi  
General Manager, Co-Owner  
Melodynamic Broadcasting  
WCER-AM  
Canton, Ohio

Eric Bass  
Owner  
Bell Broadcasting  
WCHB AM/FM  
Detroit, Michigan

Hundley Batts (transcript omitted)  
Owner  
Batts, H. & Caples V.  
WEUP-FM  
Huntsville, Alabama

Preston Brown  
General Manager  
World Media Broadcasting Co.  
WCLM-AM  
Richmond, Virginia

Thomas Castro  
Chairman & President  
El Dorado Communications  
Houston, Texas

Carey Davis  
Vice President/General Manager  
Spanish Broadcasting Systems  
WSKQ FM, WPAT FM  
New York, New York

Judith Ellis  
Senior Vice President  
Emmis Broadcasting  
WQCD-FM, WQHT-FM, WRKS-FM  
New York, New York

Steve Harris  
Format Manager, Urban Radio  
ABC Radio Network  
Atlanta, Georgia

Robert Jordan  
President  
International Demographics, Inc.  
Houston, Texas

Sherman Kizard  
Director, Urban Marketing  
The Interep Radio Group  
Chicago, Illinois

Byron Lewis  
Chairman, CEO  
The Uniworld Group Inc.  
New York, New York

Alfred Liggins  
CEO  
Radio One Inc.  
Baltimore, Maryland

David Lykes  
Chief Operating Officer  
Heftel Broadcasting Corporation  
Dallas, Texas

Ramone Pineda  
President  
Caballero Media  
a division of The Interep Radio Group  
New York, New York

**List of Interviewees**

**Page 2**

**Ken Smickle  
President  
Target Marketing News  
Chicago, Illinois**

**Rob Striker  
General Manager,  
WWBR-FM  
Detroit, Michigan**

**Johnny Shaw  
Owner  
Shaw, Johnny & Opal  
WOJG-FM  
Jackson, Tennessee**

**Shelly Stewart  
Co-owner, Exec. V.P.  
Birmingham Ebony Broadcasters  
WATV-AM  
Birmingham, Alabama**

**Pierre Troupe  
Account Executive  
Jacor Communications of St. Louis  
KMJM-FM  
St. Louis, Missouri**

**James Wolfe  
Owner  
Wolfe Communications Inc.  
WFKX-FM  
Jackson, Tennessee**

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**Appendix D .....Frequency Distribution Tables of Stations by Market Rank**

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Number of Stations Per Arbitron Market for 3745 Stations

		# Stations per Market	Percent	Valid Percent	Cumulative Percent
Arbitron	1	32	.9	.9	.9
Market	2	38	1.0	1.0	1.9
Number (1997)	3	34	.9	.9	2.8
	4	33	.9	.9	3.7
	5	22	.6	.6	4.2
	6	24	.6	.6	4.9
	7	32	.9	.9	5.7
	8	27	.7	.7	6.5
	9	30	.8	.8	7.3
	10	25	.7	.7	7.9
	11	32	.9	.9	8.8
	12	21	.6	.6	9.3
	13	26	.7	.7	10.0
	14	28	.7	.7	10.8
	15	17	.5	.5	11.2
	16	18	.5	.5	11.7
	17	24	.6	.6	12.4
	18	30	.8	.8	13.2
	19	19	.5	.5	13.7
	20	20	.5	.5	14.2
	21	27	.7	.7	14.9
	22	21	.6	.6	15.5
	23	30	.8	.8	16.3
	24	26	.7	.7	17.0
	25	18	.5	.5	17.5
	26	14	.4	.4	17.8
	27	23	.6	.6	18.5
	28	25	.7	.7	19.1
	29	21	.6	.6	19.7
	30	14	.4	.4	20.1
	31	17	.5	.5	20.5
	32	25	.7	.7	21.2
	33	21	.6	.6	21.7
	34	27	.7	.7	22.5
	35	27	.7	.7	23.2
	36	20	.5	.5	23.7
	37	21	.6	.6	24.3
	38	20	.5	.5	24.8
	39	21	.6	.6	25.4
	40	21	.6	.6	25.9
	41	21	.6	.6	26.5
	42	14	.4	.4	26.9
	43	19	.5	.5	27.4
	44	22	.6	.6	28.0
	45	23	.6	.6	28.6
	46	20	.5	.5	29.1
	47	9	.2	.2	29.3
	48	18	.5	.5	29.8
	49	15	.4	.4	30.2
	50	20	.5	.5	30.8
	51	21	.6	.6	31.3
	52	19	.5	.5	31.8
	53	22	.6	.6	32.4
	54	19	.5	.5	32.9

Number of Stations Per Arbitron Market for 3745 Stations

		# Stations per Market	Percent	Valid Percent	Cumulative Percent
Arbitron	55	21	.6	.6	33.5
Market	56	21	.6	.6	34.0
Number (1997)	57	23	.6	.6	34.7
	58	24	.6	.6	35.3
	59	17	.5	.5	35.8
	60	22	.6	.6	36.3
	61	18	.5	.5	36.8
	62	30	.8	.8	37.6
	63	18	.5	.5	38.1
	64	27	.7	.7	38.8
	65	15	.4	.4	39.2
	66	18	.5	.5	39.7
	67	7	.2	.2	39.9
	68	16	.4	.4	40.3
	69	16	.4	.4	40.7
	70	17	.5	.5	41.2
	71	28	.7	.7	41.9
	72	18	.5	.5	42.4
	73	18	.5	.5	42.9
	74	7	.2	.2	43.1
	75	16	.4	.4	43.5
	76	18	.5	.5	44.0
	77	12	.3	.3	44.3
	78	20	.5	.5	44.9
	79	7	.2	.2	45.0
	80	19	.5	.5	45.6
	81	13	.3	.3	45.9
	82	19	.5	.5	46.4
	83	7	.2	.2	46.6
	84	13	.3	.3	46.9
	85	10	.3	.3	47.2
	86	19	.5	.5	47.7
	87	17	.5	.5	48.2
	88	15	.4	.4	48.6
	89	16	.4	.4	49.0
	90	19	.5	.5	49.5
	91	17	.5	.5	50.0
	92	16	.4	.4	50.4
	93	8	.2	.2	50.6
	94	15	.4	.4	51.0
	95	15	.4	.4	51.4
	96	8	.2	.2	51.6
	97	8	.2	.2	51.8
	98	17	.5	.5	52.3
	99	15	.4	.4	52.7
	100	18	.5	.5	53.2
	102	16	.4	.4	53.6
	103	10	.3	.3	53.9
	104	7	.2	.2	54.0
	105	15	.4	.4	54.4
	106	6	.2	.2	54.6
	107	8	.2	.2	54.8
	108	16	.4	.4	55.2
	109	14	.4	.4	55.6

Number of Stations Per Arbitron Market for 3745 Stations

		# Stations per Market	Percent	Valid Percent	Cumulative Percent
Arbitron	110	7	.2	.2	55.8
Market	111	18	.5	.5	56.3
Number (1997)	112	5	.1	.1	56.4
	113	12	.3	.3	56.7
	114	10	.3	.3	57.0
	115	16	.4	.4	57.4
	116	10	.3	.3	57.7
	117	10	.3	.3	58.0
	118	18	.5	.5	58.5
	119	12	.3	.3	58.8
	120	10	.3	.3	59.0
	121	18	.5	.5	59.5
	122	13	.3	.3	59.9
	123	12	.3	.3	60.2
	124	17	.5	.5	60.6
	125	7	.2	.2	60.8
	126	17	.5	.5	61.3
	127	13	.3	.3	61.6
	128	10	.3	.3	61.9
	129	16	.4	.4	62.3
	130	5	.1	.1	62.5
	131	17	.5	.5	62.9
	132	15	.4	.4	63.3
	133	13	.3	.3	63.7
	134	5	.1	.1	63.8
	135	14	.4	.4	64.2
	136	19	.5	.5	64.7
	137	6	.2	.2	64.8
	138	14	.4	.4	65.2
	139	15	.4	.4	65.6
	140	12	.3	.3	65.9
	141	5	.1	.1	66.1
	142	13	.3	.3	66.4
	143	9	.2	.2	66.6
	144	13	.3	.3	67.0
	145	16	.4	.4	67.4
	146	13	.3	.3	67.8
	147	4	.1	.1	67.9
	148	14	.4	.4	68.3
	149	9	.2	.2	68.5
	150	13	.3	.3	68.8
	151	9	.2	.2	69.1
	152	10	.3	.3	69.3
	153	14	.4	.4	69.7
	154	22	.6	.6	70.3
	155	14	.4	.4	70.7
	156	14	.4	.4	71.1
	157	13	.3	.3	71.4
	158	17	.5	.5	71.9
	159	12	.3	.3	72.2
	160	12	.3	.3	72.5
	161	11	.3	.3	72.8
	162	16	.4	.4	73.2
	163	10	.3	.3	73.5

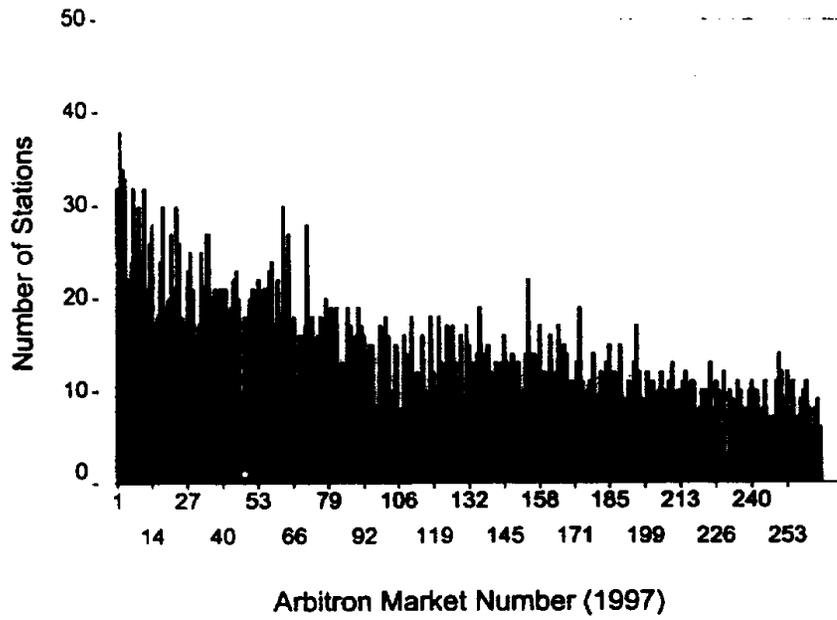
Number of Stations Per Arbitron Market for 3745 Stations

		# Stations per Market	Percent	Valid Percent	Cumulative Percent
Arbitron Market Number (1997)	164	12	.3	.3	73.8
	165	17	.5	.5	74.3
	166	12	.3	.3	74.6
	167	15	.4	.4	75.0
	168	14	.4	.4	75.4
	169	11	.3	.3	75.6
	170	11	.3	.3	75.9
	171	11	.3	.3	76.2
	172	13	.3	.3	76.6
	173	19	.5	.5	77.1
	174	11	.3	.3	77.4
	176	5	.1	.1	77.5
	177	10	.3	.3	77.8
	178	11	.3	.3	78.1
	179	14	.4	.4	78.5
	180	9	.2	.2	78.7
	181	9	.2	.2	78.9
	182	12	.3	.3	79.3
	183	11	.3	.3	79.5
	184	13	.3	.3	79.9
	185	15	.4	.4	80.3
	186	12	.3	.3	80.6
	187	12	.3	.3	80.9
	188	10	.3	.3	81.2
	189	15	.4	.4	81.6
	190	9	.2	.2	81.8
	191	6	.2	.2	82.0
	192	11	.3	.3	82.3
	193	4	.1	.1	82.4
	194	13	.3	.3	82.8
	195	17	.5	.5	83.2
	197	12	.3	.3	83.5
	198	9	.2	.2	83.8
	199	5	.1	.1	83.9
	200	12	.3	.3	84.2
	201	11	.3	.3	84.5
	202	11	.3	.3	84.8
	203	9	.2	.2	85.0
	204	10	.3	.3	85.3
	205	12	.3	.3	85.6
	206	10	.3	.3	85.9
	207	8	.2	.2	86.1
	208	11	.3	.3	86.4
	209	13	.3	.3	86.8
	210	9	.2	.2	87.0
	212	10	.3	.3	87.3
	213	10	.3	.3	87.5
	214	11	.3	.3	87.8
	215	12	.3	.3	88.1
	216	9	.2	.2	88.4
	217	11	.3	.3	88.7
	218	11	.3	.3	89.0
	219	7	.2	.2	89.2
	220	8	.2	.2	89.4

Number of Stations Per Arbitron Market for 3745 Stations

		# Stations per Market	Percent	Valid Percent	Cumulative Percent
Arbitron	221	10	.3	.3	89.6
Market	222	10	.3	.3	89.9
Number (1997)	223	10	.3	.3	90.2
	224	13	.3	.3	90.5
	225	8	.2	.2	90.7
	226	11	.3	.3	91.0
	227	10	.3	.3	91.3
	228	4	.1	.1	91.4
	229	12	.3	.3	91.7
	230	3	.1	.1	91.8
	231	10	.3	.3	92.1
	233	9	.2	.2	92.3
	234	6	.2	.2	92.5
	235	11	.3	.3	92.8
	236	10	.3	.3	93.0
	237	8	.2	.2	93.2
	238	8	.2	.2	93.5
	239	10	.3	.3	93.7
	240	11	.3	.3	94.0
	241	10	.3	.3	94.3
	242	10	.3	.3	94.6
	243	7	.2	.2	94.7
	244	8	.2	.2	95.0
	245	11	.3	.3	95.2
	246	7	.2	.2	95.4
	247	7	.2	.2	95.6
	248	7	.2	.2	95.8
	249	11	.3	.3	96.1
	250	14	.4	.4	96.5
	251	12	.3	.3	96.8
	252	9	.2	.2	97.0
	253	12	.3	.3	97.4
	254	7	.2	.2	97.5
	255	11	.3	.3	97.8
	256	7	.2	.2	98.0
	257	7	.2	.2	98.2
	258	9	.2	.2	98.5
	259	10	.3	.3	98.7
	260	11	.3	.3	99.0
	261	8	.2	.2	99.2
	262	6	.2	.2	99.4
	263	8	.2	.2	99.6
	264	9	.2	.2	99.8
	265	6	.2	.2	100.0
	Total	3745	100.0	100.0	
Total		3745	100.0		

# Number of Stations by Arbitron Market



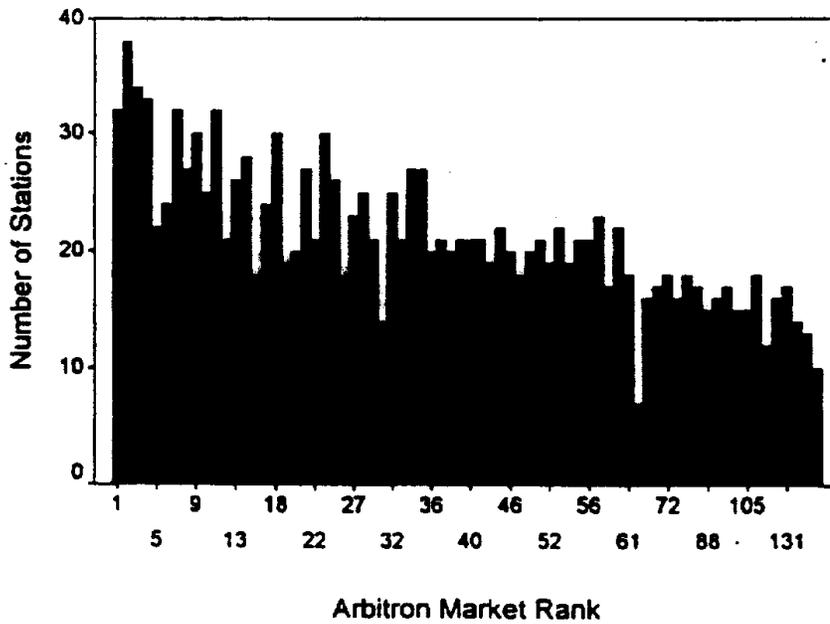
Frequency Distribution of Stations by Market Rank for 1,533 STATIONS

		Number of Stations	Percent	Valid Percent	Cumulative Percent
Arbitron	1	32	2.1	2.1	2.1
Market Rank	2	38	2.5	2.5	4.6
(1997)	3	34	2.2	2.2	6.8
	4	33	2.2	2.2	8.9
	5	22	1.4	1.4	10.4
	6	24	1.6	1.6	11.9
	7	32	2.1	2.1	14.0
	8	27	1.8	1.8	15.8
	9	30	2.0	2.0	17.7
	10	25	1.6	1.6	19.4
	11	32	2.1	2.1	21.5
	12	21	1.4	1.4	22.8
	13	26	1.7	1.7	24.5
	14	28	1.8	1.8	26.4
	16	18	1.2	1.2	27.5
	17	24	1.6	1.6	29.1
	18	30	2.0	2.0	31.1
	19	19	1.2	1.2	32.3
	20	20	1.3	1.3	33.6
	21	27	1.8	1.8	35.4
	22	21	1.4	1.4	36.7
	23	30	2.0	2.0	38.7
	24	26	1.7	1.7	40.4
	25	18	1.2	1.2	41.6
	27	23	1.5	1.5	43.1
	28	25	1.6	1.6	44.7
	29	21	1.4	1.4	46.1
	30	14	.9	.9	47.0
	32	25	1.6	1.6	48.6
	33	21	1.4	1.4	50.0
	34	27	1.8	1.8	51.7
	35	27	1.8	1.8	53.5
	36	20	1.3	1.3	54.8
	37	21	1.4	1.4	56.2
	38	20	1.3	1.3	57.5
	39	21	1.4	1.4	58.8
	40	21	1.4	1.4	60.2
	41	21	1.4	1.4	61.6
	43	19	1.2	1.2	62.8
	44	22	1.4	1.4	64.3
	46	20	1.3	1.3	65.6
	48	18	1.2	1.2	66.7
	50	20	1.3	1.3	68.0
	51	21	1.4	1.4	69.4
	52	19	1.2	1.2	70.6
	53	22	1.4	1.4	72.1
	54	19	1.2	1.2	73.3
	55	21	1.4	1.4	74.7

**Frequency Distribution of Stations by Market Rank**

		Number of Stations	Percent	Valid Percent	Cumulative Percent
Arbitron	56	21	1.4	1.4	78.1
Market Rank	57	23	1.5	1.5	77.6
	59	17	1.1	1.1	78.7
	60	22	1.4	1.4	80.1
	61	18	1.2	1.2	81.3
	67	7	.5	.5	81.7
	68	16	1.0	1.0	82.8
	70	17	1.1	1.1	83.9
	72	18	1.2	1.2	85.1
	75	16	1.0	1.0	86.1
	76	18	1.2	1.2	87.3
	87	17	1.1	1.1	88.4
	88	15	1.0	1.0	89.4
	89	16	1.0	1.0	90.4
	91	17	1.1	1.1	91.5
	99	15	1.0	1.0	92.5
	105	15	1.0	1.0	93.5
	121	18	1.2	1.2	94.7
	123	12	.8	.8	95.4
	129	16	1.0	1.0	96.5
	131	17	1.1	1.1	97.6
	135	14	.9	.9	98.5
	146	13	.8	.8	99.3
	239	10	.7	.7	100.0
Total		1533	100.0	100.0	
Total		1533	100.0		

**Number of Stations by Market Rank**



**Appendix E .....Article by Minority Media Alert**

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# Minority Markets **ALERT**

Critical Trends Among Non-European Americans



**2**

Marketers pursue the lucrative minority fragrance market through universal messages.

**4**

Terra Health Media launches new Spanish-language health magazine.

**5**

Levi Strauss targets racially diverse teen "tribes."

**6**

Black buying power is rising faster than that of the general U.S. population.

**8**

More companies are using the Internet to recruit minority job candidates.

## Marketing Fragrance To Minorities Is Lucrative But Not Specialized

While African- and Hispanic Americans purchase more fragrance per capita than do overall U.S. consumers, most fragrance companies rely on "universal" marketing techniques to reach minority markets.

This is not to say that ads geared to minorities don't exist; pick up *People Español* and Spanish-language *Glamour*, or *Black Elegance* and *Essence*, and the pages are full of perfume ads, some shot with minority models, some with white models.

But there is a reticence to talk about ethnic-targeted marketing in the fragrance industry. Even companies that create ads in response to market research that indicates the popularity of certain brands among specific ethnic groups don't admit to using that information for brand development targeting those groups. Given the importance of blacks and Hispanics as consumers of fragrance, this is surprising.

While major fragrance companies obviously want the business of minority consumers, they don't want to be perceived as making ethnically targeted scents, despite the fact that market research suggests that regional and cultural preferences exist.

Felix Mayr-Harting of Quest International, an essential oil house which does extensive market research on international consumer preferences, says that fragrance preferences are linked with cultural environments, and tend to be affected by culinary and other familiar smells. For example, Indonesian fragrance preferences focus on aldehydic notes, which are present in spices commonly used in

the region's cuisine.

Added to familiarity are the emotional connotations a culture attaches to a particular fragrance—and to fragrance in general. Musk has a different emotional impact on U.S. consumers, who have been educated to think of it as a sexual smell, than it does in France, where musk is a common scent in baby products.

Such culturally-defined associations with smell may affect the preferences of American ethnic consumers, especially with the increasing trend toward preserving and celebrating distinctive cuisines and cultural values.

### Marketing To Blacks

A study conducted by Yankelovich Partners on behalf of *Heart &*

*Continued on page 2*

### Desegregating The Sport—Again

## Baseball Woos Minority Fans

While Major League Baseball's players are an ethnically diverse group, this diversity is often not reflected in the stands.

Market research commissioned by the St. Louis Cardinals indicates that blacks in that region feel disconnected from the game. Despite the racial and ethnic diversity of baseball teams, the stands are perceived as being the domain of whites, and of corporations with season tickets. In a metropolitan area whose population is 20% black, black fans make up about 3% of game attendees. In an effort to reach out to

*Continued on page 3*

*Soul* magazine finds that black women are more than twice as likely as women of other races to buy fragrance, and that almost three-fourths of them buy multiple fragrances to be worn on different occasions. African American women in the study described their fragrance preferences as "fresh and clean" (83%) and "sexy" (70%).

Health and beauty aids companies that market special cosmetic lines for black or Asian skin tones are reluctant to make marketing decisions for fragrance on the basis of cultural or ethnic considerations. Even the Flori Roberts company, which has been marketing beauty products to women of color for nearly 40 years, backs off from specialization when it comes to fragrance.

Sharon Boone, former VP Sales & Marketing for Flori Roberts, who still handles marketing for the Patti LaBelle fragrance line as a consultant, says, "There is no such thing as a black fragrance. I would like to think that America is at a point where if it smells good, people will wear it." Patti LaBelle fragrances are marketed to black women because they are the company's core customer, but the scents themselves are designed to appeal to a general audience.

Patti LaBelle's status as a celebrity and role model for African American women helps market her signature fragrances to this demographic. The fragrance line launched with a general audience PR campaign, then focused on advertising to black women through *Essence* and *Black Elegance*. The company has also done radio spots featuring LaBelle singing a track exclusive to the fragrance.

Boone says focusing on advertising in primarily black consumer media is based partially on economics; because the company is mid-sized, it makes financial sense to do targeted promotions that reach its primary consumer base than to sow broadcast in the general market.

Coty, on the other hand, is large enough to do both general promotions and targeted ads for fragrance brands that appeal to particular ethnic market segments. At Coty, products are initially launched for the general market, but ethnically-tailored promotions may be developed in response to market research. When specific brands perform

well with a particular market segment, additional minority-targeted advertising may be produced to capitalize on the segment.

For instance, Coty initially positioned Preferred Stock as a general market scent for young professional men, but the fragrance has attracted enough black users for Coty to co-sponsor an annual "Man of the Year" contest for Preferred Stock in *Essence* magazine. The contest winner appears in an *Essence* layout, receives a Preferred Stock gift package, and wins a trip to New York. (Revlon is co-sponsoring a similar contest for women in *Essence*; see Promotions Monitor, page 4). Inga Pross, Manager, Communications at Coty, says *Essence* is one of Coty's core ad vehicles.

### Marketing To Hispanics

Ana Maria Fernandez Haar, president of IAC Group, a firm that specializes in Hispanic-targeted marketing, finds that Hispanic women's use of fragrance is tied into cultural notions of femininity. "The Hispanic woman has a specific idea of femininity; they have longer hair, wear more makeup, and fragrance is something you're not supposed to do without. Doing without seems unfeminine."

Fragrance plays an important role in Hispanic culture, and is considered part of general hygiene. Babies are often perfumed after bathing (Mennen and Johnson & Johnson have both marketed baby colognes in Spanish-speaking markets outside the U.S.).

Haar says the phrase "clean and perfumed" is spoken as virtually one word. Interestingly, Haar's observations about Hispanics in the U.S. echo Quest International's market research on the use of fragrance in Spain, even though many Hispanic Americans come from Spanish-speaking countries other than Spain.

Calvin Klein, which makes three of the top 10 fragrance brands favored by Hispanic women, according to a study by Simmons Market Research, does not create ads specifically for minority publications. The company has expanded its range of print vehicles, however, attracting

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## Minority Markets ALERT

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minority consumers through entertainment, epicurian, and other lifestyle magazines, as well as *Essence* and *Latina*.

Avon is one of the few companies that addresses marketing fragrance to minorities directly, through a "segment marketing" department.

While fragrance designers are pursuing minority consumers, the majority of them are doing so in a subtle way, by targeting a demographic based on lifestyle preferences, one that—intentionally or incidentally—cuts across racial and ethnic boundaries. Perhaps in marketing terms fragrance is less a health & beauty product than a form of pop culture.

### CONTACTS & CONNECTIONS

Avon Products, Earlean Ward, Director of Segment Marketing, 9 W. 57 St., New York, NY 10019; phone: 212-282-7668.

Calvin Klein Cosmetics, Diana Lin, Manager, Global Communications, 725 5th Ave., New York, NY 10022; phone: 212-759-8888.

Coty, Inga Pross, Manager, Communications, 237 Park Ave., New York, NY 10017; phone: 212-850-2480.

Flori Roberts: Patti LaBelle Fragrances handled by Sharon Boone, Consultant to Color Me Beautiful; 14000 Thunderbolt Pl., #E, Chantilly, VA 20151; phone: 703-471-6400.

The Fragrance Foundation, Annette Green, President, 145 E. 32 St., New York, NY 10016; phone: 212-725-2755.

IAC Group, Ana Maria Fernandez Haar, President, 2725 SW 3rd Ave., Miami, FL 33135; phone: 305-856-7474.

Quest International, Felix Mayr-Harting, Marketing Manager, Fine Fragrances, 70 E. 55 St., New York, NY 10022; phone: 212-821-1060.

### Minority Baseball, Continued from page 1

blacks in the community, the Cardinals have launched an ad campaign that features the team's African American players on billboards and buses throughout the inner city.

In marketing baseball to Hispanic communities, the problem is not a lack of interest. In a survey conducted by the Arizona Diamondbacks, Hispanics rate baseball as the number one spectator sport. The family-oriented nature of baseball parks appeals to many Hispanic cultures, and game tickets are affordable in comparison to other sports.

Increasing Hispanic game attendance, however, requires a different marketing strategy than the traditional season-ticket drive. Alex Lopez Negrete, President of Lopez Negrete agency of Houston, recommends promoting single game tickets to develop long-term Hispanic customers.

The key to raising interest in baseball among blacks and Hispanics appears to be simply showing interest in having them attend. Here is a look at what the League and some of its individual teams have been doing to attract more minority fans.

- Major League Baseball manages a Reviving Baseball in Inner Cities youth baseball program in partnership with the Boys and Girls Clubs of America.

- Anaheim Angels are using Spanish-language radio ads and pocket schedules. They also plan to partner with a Spanish-language TV channel for broadcasts.

- Atlanta Braves host a Heritage Salute Weekend.
- Boston Red Sox play pre-game Latin music in the stands when pitcher Pedro Martin is on duty.
- Pittsburgh Pirates host post-game jazz, soul, and Gospel concerts.
- San Diego Padres offer a shuttle service to their stadium from Tijuana, Mexico.
- Texas Rangers recently began advertising in Spanish.

### CONTACTS & CONNECTIONS

Lopez Negrete Communications, Alex Lopez Negrete, President, 3700 Buffalo Speedway, #300, Houston, TX 77098; phone: 713-877-8777.

Major League Baseball, Kathleen Francis, Executive Director of Market Development, 350 Park Ave., 17th Floor, New York, NY 10022; phone: 212-339-7800; fax: 212-888-8632.

"Marketing to Hispanics," by Jeff Jensen, *Advertising Age*, August 24, 1998.

"Thrown for a Curve," by Roger Thurkow, *The Wall Street Journal*, August 28, 1998.

### Rosy Outlook

## Minority Small-Business Owners Are Most Optimistic

Small business owners remain optimistic about the U.S. economy and their ability to be profitable in 1998—and minority owners are more optimistic than others, according to Dun & Bradstreet. This represents the third consecutive year that minority small business owners say they feel positive about the economy and their role in the U.S. economic growth, according to the annual survey of American small business.

Nearly two thirds of owners overall (64%) expect to grow their customer base this year. This figure is down slightly from 68% in the 1996 study; however, among minority business owners the number who expect an increase in business is 80%. Small business owners are also optimistic about profits, with 62% foreseeing growth this year. Nearly three-quarters of minority business owners express optimism in this area.

Some 42% of small business owners overall expect growth in the value of their receivables, while 60% of minority owners project growth. Minority owners are much more likely to expect to increase their staff this year; 53% say they will, versus 35% of all small business owners.

The primary concern for all small business owners is in finding qualified employees. This problem is even more pronounced in 1998, as unemployment remains low nationwide.

### SOURCE

"Dun & Bradstreet's 17th Annual Survey of American Small Business," Lois Schmitt, Market Research Dept.; 1 Diamond Hill Rd., Murray Hill, NJ 07974; phone: 908-665-5199. Price: Call for information.

**Appendix F .....Media Ratings Council Board Members and Accredited  
Services**

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**Media Rating  
Council, Inc.**

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New York, NY 10019

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Fax: (212) 785-1888

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Discovery  
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Leo Burnett  
Lifetime Television  
McCann Erickson  
MPA  
NAA  
NAB-Radio  
NAB-Television  
NBC-Network  
NBC-Stations  
NCC  
Ogilvy & Mather  
Post-Newsweek  
RAB  
Rainbow-CNI  
Saatchi & Saatchi  
SRA  
Telemundo  
Televia  
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TN Media  
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**LIAISONS**

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**MEDIA RATING COUNCIL (MRC)**

**WHO**

A non-profit industry association whose members consist of the blue chip companies of our industry....including television and radio broadcasters, cablecasters, print organizations, advertising agencies, and industry trade associations.

**WHAT**

The MRC charter is to maintain audience research confidence and credibility by attempting to secure the industry audience measurement services that are valid, reliable, and effective.

**HOW**

Audience measurement services desiring MRC Accreditation are required to disclose to the MRC membership (and all customers) all methodological aspects of their service; meet MRC Minimum Standards For Rating Research; and submit to MRC designed audits to authenticate and illuminate their procedures. The membership evaluates these audits and the MRC Board grants Accreditation if deemed warranted. In addition, the MRC membership actively pursues research issues it considers priorities in an effort to improve the quality of research in the marketplace.

**MRC ACCREDITED SERVICES**

Arbitron Radio-Continuous Market Service	Nielsen-National Demographics (NAD)
Arbitron Radio-Condensed Market Service	Nielsen-Network TV Service (NTI)
Arbitron Radio-MaximiSer '95	Nielsen-Homevideo Service (NHI)
Arbitron Radio-Standard Market Service	Nielsen-Local Diary Service (NSI)
Mediafax Television Service	Nielsen-Local Meter Service (NSI)
MRI Syndicated Study/Memri	RADAR-Network Radio Service
Nielsen-Syndication Service (NSS)	The Media Audit (TMA)

**SERVICES APPLYING FOR ACCREDITATION**

Scarborough

Services applying for accreditation have all formally requested accreditation and are at various stages in the application and audit process. Only services that have completed the process and are approved by the MRC Board carry the MRC "Double Check" in their reports.

Revised 12/98