MEMORANDUM

TO: MARIA ECHAVESTE
FROM: IRENE BUENO
RE: MEETING ON EVENT ON MINORITY ADVERTISERS – Monday, August 7th at 11 am in your office

PURPOSE: You are meeting to discuss the possibility of doing an event to unveil the *Principles for Effective Advertising in the American Multicultural Marketplace*, a strategic plan for boosting minority representation in the advertising industry (see attached). The American Advertising Federation (AAF) with the cooperation of several large advertisers developed this report. As we consider whether we should recommend this event, these specific issues must be addressed:

- What do we think about the principles?
- Should we adopt these principles in an EO?
- what's the relationship of this EO to the minority businesses EO?
- What's the status of the EO minority business?

BACKGROUND: In June, you met with staff of Representatives Kilpatrick and Menendez's offices. They would like the President to host an event to commemorate the signing of the principles contained in the *Principles for Effective Advertising in the American Multicultural Marketplace* report and the announcement of September as National Multicultural in Advertising Month. The Principles makes diversity and inclusiveness a priority for advertising, marketing and media industry. The purpose of this event and the principles would encourage widespread acceptance of the principles and increase competition for minority advertising agencies, newspapers, broadcasters, and Internet companies. They would like this to be held on September 14 or 15 in conjunction with the Congressional Black Caucus Annual Conference.

In July, we met with the staff to further flesh out their idea and they also proposed that the President issue an EO endorsing the Principles. While we think that this is something the President should consider, there are a number of questions that should be addressed as stated above.

ATTENDEES:	You Sally Katzen Lisa Brown Dawn Chirwa Lisa Kontoupes

AAF Board of Directors Task Force on Multicultural Advertising and Diversity
The AAF Foundation

Business Practices Review Committee

Summary on Adoption of *Principles for Effective Advertising in the American Multicultural Marketplace*

AAF and the Foundation are asking AAF corporate members and other leading industry companies to join with us in this important initiative by adopting the *Principles for Effective Advertising in the American Multicultural Marketplace*. This means we are asking for:

- Corporate commitment; communication of corporate commitment to appropriate top executives and managers as well as to appropriate staff from marketing, advertising, communications, human resources and procurement/minority business development departments

- Communication of corporate commitment to appropriate business partners (agencies, media, production houses and other vendors)

- Signature of authorized company representative for reproduction on copies of principles and possibly on ads promoting the principles

- Participation if schedule allows in signing ceremony that is tentatively scheduled for September 14 or September 15, 2000 in Washington, DC at the White House

- Display of *Principles* document in appropriate offices (a commemorative poster probably will be produced)

- Commitment to report data for independent, confidential Foundation surveys on employment and multicultural advertising. Only aggregates will be used, and no company-specific information will be released.

- Participation in future Business Practices Review Committee initiatives (as possible)

- Review and consideration of *Recommended Practices for Effective Advertising in the American Multicultural Marketplace*, which are a companion addendum to the *Principles*. Implementation of those practices deemed appropriate and acceptable based on each company's unique circumstances and needs.

DETERMINED TO BE AN
ADMINISTRATIVE MARKING
INITIALS: Ry DATE: 9/9/2017
2017-1120-S

~~CONFIDENTIAL~~

Principles for Effective Advertising in the American Multicultural Marketplace

Preamble

Diversity and inclusion are priorities for the advertising, marketing and media industry because they are essential to our collective ability to achieve our objectives for growth and profitability. Our commitment to diversity starts at the top of our organizations and is a crucial part of everyone's daily work. Multicultural consumer segments are valued as America's "emerging growth markets." Effectively reaching these customers and contributing to the well-being of their communities are business imperatives in this increasingly multicultural nation.

Advertisers benefit from collaboration with general market and multicultural advertising agencies to develop world-class advertising that both delights and informs consumers. Development of such advertising requires that racially and culturally diverse decision-makers of marketers and all advertising agencies take advantage of a wide range of expertise and resources. The doors of competition must be open to multicultural and minority-owned agencies, production and music houses and media options. Opportunities to compete and compensation must be fair for all.

Principles

Accordingly, the following principles should guide our business practices to increase prosperity for all involved in the advertising, marketing and media industry:

Commit to identify and take advantage of growth opportunities in multicultural markets

In the advertising, marketing and media industries, we seek first to understand our markets and the communities we serve. We value a racially and culturally holistic approach to advertising and marketing. We make fully informed decisions by researching and evaluating consumer buying habits, current contributions to sales and/or profitability as well as growth potential. Our commitment includes investing sufficient financial resources commensurate with opportunities in all market segments and necessary to bring about the desired results.

Generate ideas and profits by practicing inclusiveness and fairness

We seek to promote the highest levels of creativity and success by promoting inclusiveness and fairness throughout the marketing and advertising processes -- from employment and career advancement within our organizations to competition and compensation for creative services and media buys. Collaboration between the general market agency, multicultural specialist agency and client team at the beginning of the overall planning process enhances our effectiveness and the likelihood of achieving goals.

Require accountability and measurable results

We require compliance with these principles in service to our clients, our customers, our employees and their communities, both as individual companies, and as an industry. By measuring and reporting on the effectiveness of our efforts, we can better target resources, increase return on investment and identify what works. By sharing what works, we stimulate innovation in our organizations and industries.

minority-owned and focused agencies and minority -owned and focused media outlets. Under the auspices of the AAF Foundation and the AAF Board of Directors Multicultural Task Force, this Business Practices Review Committee (BPRC) deliberated for almost a full year and addressed many difficult issues.

The content of the documents reflects the group's answers to these kinds of questions, which are significant for all industry companies, large and small:

- How can we maximize the benefits of diversity and inclusion throughout our operating processes – from strategic planning and decision-making to creative executions and media buying?

- How can companies ensure that advertising and marketing decision-makers are well informed about multicultural consumers in the United States? What questions should we ask?

- How can companies ensure that advertising and marketing efforts demonstrate respect for all consumers?

- How can we foster a business culture that encourages openness to new information and minority marketing communications resources?

Why were these *Principles* needed?

The initiative was announced in January 1999 when FCC Chairman William Kennard called for an industry code of conduct in response to alleged findings of discrimination in ad rates paid to minority broadcasters. In addition to a statistical analysis, the FCC-commissioned study, "When Being Number One is Not Enough," cited anecdotal evidence of practices including "no urban/no Spanish dictates," which amount to bans on advertising with media which target African American and Hispanic consumers. In some instances these bans appeared to be based on mistaken stereotypes about minorities.

This report, along with the release of the controversial Katz memo that described minority consumers as "suspects not prospects" and information gathered during AAF's 1998 Congressional Summit on Diversity in Advertising, supported long-standing claims of problems experienced by minority agencies as well as by minority-owned and formatted media – including some AAF members.

These and other events, such as the formation of the Madison Avenue Initiative (a group of over 50 African American, Hispanic and Asian agencies and media companies that is headed by The Reverend Al Sharpton), underscored the need for a blueprint to help industry companies recognize and meet their needs for greater diversity for accurate information about multicultural consumer segments and for greater access to expertise and resources provided by minority-owned and focused companies.

Finally, the realities of the multicultural marketplace and advertising's slow adaptation to those realities are at the heart of this and all AAF diversity and multicultural initiatives:

- Already, people of color comprise nearly 30% of our population. Demographers forecast that by the year 2050 there will be no majority ethnic group. The combined spending power of African American, Hispanic and Asian consumers in the U.S. approaches $1 trillion.

- Although consumer researchers and social scientists have long demonstrated that minority consumers have distinct cultures and do not completely assimilate, advertising practices do not typically take full advantage of this information. The evidence lies in the numbers: Approximately $2.5 billion in advertising -approximately 1.25% of total ad spending in excess of $200 billion -- is being spent to directly address the ethnic markets that account for almost 30% of our population.

- One study estimates that only 4% of those working in the U.S. ad industry are people of color. Census data shows that less than 10% of industry managers are African American, Hispanic or Asian; less than 2% of the industry's senior executives are minorities. It appears that less than 1% of general market advertising agencies' managers are of color. A recent study indicates that minority-owned agencies and media companies are the most likely employers of minority managers and senior executives.

Why AAF?

Because of AAF's long time leadership on these issues and our credibility with many affected stake holders including national advertisers, trade press, government and leading minority-owned enterprises, this organization is in a unique position to bring all parties together. AAF also is in the position to execute the kinds of action steps that will make a national roll out possible – AAF's greatest strength is its grassroots network of local ad clubs and federations and AAF College Chapters.

MEMORANDUM

TO: **MARIA ECHAVESTE**
FROM: **IRENE BUENO**
RE: **MEETING ON EO ON MINORITY BUSINESSES** – Monday, October 2, 2000 at 3:30 pm in your office

PURPOSE: You are meeting to discuss the latest draft of the Executive Order on Minority Businesses (see attached); resolve any outstanding issues; and to review Weldon's additional comments (see attached).

BACKGROUND: My understanding is that the main outstanding issue is OMB oversight role. According to OMB staff, OFFP, does not have the statutory authority to have oversight of implementation of the EO. OMB staff does not think that it is appropriate for OMB to have an oversight role.

The second issue is Weldon's additional comments. When I received the comments, I sent them to Dawn and asked her to review them. Dawn informed me today that does not think that some of the suggestions are possible but needs OMB comments. I just sent the copies to Sally and others for discussion in your meeting today.

Representative Wynn's staff, Nigel, called to ask when you are planning to meet soon and if we had seen Weldon's comments.

ATTENDEES:

You
Dawn Chirwa
Sally Katzen
Lisa Brown
Lisa Kountoupes
Rosemary Evans

- Conference ~~[illegible]~~ meeting – [illegible] P[illegible]
- Annualized
- Debate Party
Follow up mtg w/ all 4 – Get the draft on his before [illegible]
- Annual report – date certain = April 1 –
- Has incorporated earlier agency comments
- New Draft tomorrow
– Mtg wed.

DRAFT
9-29-2000
8:00 p.m.

Executive Order

INCREASING OPPORTUNITIES AND ACCESS FOR DISADVANTAGED BUSINESSES

By the authority vested in me as President by the Constitution and laws of the United States of America, including the Small Business Act (15 U.S.C. 631 et seq.), section 7102 of the Federal Acquisition Streamlining Act of 1994 (Pub. L. 103-355), the Office of Federal Procurement Policy Act (41 U.S.C. 401 et seq.), Executive Order 11625, and to provide for increased access for disadvantaged businesses to federal contracting opportunities, it is hereby ordered as follows:

Section 1. Policy. It is the policy of the Executive Branch to ensure non-discrimination and equal access to Federal procurement opportunities for businesses in the Small Disadvantaged Business Program ("SDBs"), businesses in the section 8(a) Business Development program of the Small Business Administration ("8(a)s") and Minority Business Enterprises ("MBEs") as defined in section six of Executive Order 11625 and to take affirmative action to ensure inclusion of these businesses in federal contracting. These businesses are of vital importance to job growth and the economic strength of the United States but have faced historic exclusion and underutilization in Federal procurement. All agencies within the Executive Branch with procurement authority are required to take all necessary steps, as permitted by law, to increase contracting between the Federal government and SDBs, 8(a)s and MBEs.

Sec. 2. Responsibilities of Federal Departments and Agencies with Procurement Authority. Each department and agency that has procurement authority shall develop a long-term comprehensive plan to expand opportunities for 8(a)s, SDBs, and MBEs, and to use all available forms of communication, including Internet positions, speciality and trade press to disseminate those opportunities. Each department and agency shall submit their plan to the Office of Management and Budget within 90 days from the date of this order. The Director of the Office of Management and Budget, or his or her designee, shall review and report to the President on the sufficiency of each plan to carry out the order. As part of this plan, each department and agency shall:

(a) aggressively seek to ensure that 8(a)s, SDBs, and MBEs are aware of future prime contracting opportunities through wide dissemination of contract announcements, including sources likely to reach 8(a)s, SDBs and other small businesses, and MBEs;

(b) work with the Small Business Administration to ensure that information regarding sole source contracts let through the 8(a) program receives the widest dissemination possible to 8(a) firms.

(c) ensure that the price evaluation preference programs authorized by the Federal Acquisition Streamlining Act of 1994 are used to the maximum extent permitted by law in areas of economic activity in which SDBs have historically been underused;

(d) seek to ensure that agencies aggressively use the firms in the section 8(a) program, particularly in the developmental stage of the program, so that these firms have an opportunity to overcome artificial barriers to Federal contracting and gain access to the Federal procurement arena;

(e) ensure that prime contractors actively solicit bids for subcontracting opportunities from 8(a)s and SDBs, and fulfill their SDB and section 8(d) subcontracting obligations;

(f) encourage the establishment of the business-to-business mentoring and teaming relationships, including the implementation of Mentor-Protege programs, to foster the development of the technical and managerial capabilities of 8(a)s, SDBs, and MBEs, and to facilitate long-term business relationships;

(g) annually assess their efforts and the results of those efforts to increase utilization of 8(a)s, SBDs, and MBEs as both prime contractors and subcontractors, and report on those efforts to the President through the Office of Management and Budget;

(h) offer information training and technical assistance programs for 8(a)s and SDBs including, where appropriate, government acquisition forecasts in order to assist 8(a)s and SDBs in developing their products, skills, business planning practices, and marketing techniques;

(i) train program and procurement officials regarding the policy of including 8(a)s and SDBs in Federal procurement. This includes prescribing procedures to ensure that acquisition planners, to the maximum extent practicable, structure acquisitions to facilitate competition by and among small businesses, SDBs, and 8(a)s and provide guidance on structuring acquisitions, including, but not limited to, those expected to result in multiple award contracts, in order to facilitate competition by and among these groups;

ok (j) ensure that Directors of Offices of Small and Disadvantaged Business Utilization carry out their responsibilities to include and use 8(a)s and SDBs in Federal procurement and, in particular, ~~ensure~~ that the Directors report directly to the head of each department or agency as required by law;

(k) ensure that department and agency heads take all reasonable steps to ensure that prime contractors meet or exceed Federal subcontracting goals, enforce subcontracting and teaming commitments as required by the Small Business Act (15 U.S.C. sec. 637(d)) and other related laws and prohibit predatory subcontracts with 8(a)s, SDBs, and MBEs;

(l) as required by law, the Small Business Administration must establish with each agency small business goals to ensure that the government-wide goal for participation of small business concerns is not less than 23 minimum percent of Federal prime contracts. Where feasible and consistent with the effective and efficient performance of its mission, each agency shall establish a goal of achieving a participation rate for SDBs of not less than 5 percent of the total value of prime contract for each fiscal year and of not less than 5 percent of the total value of subcontract awards for each year. Each agency shall also establish a goal for awards made to 8(a) firms pursuant to Section 8(a) of the Small Business Act; and

(m) consult with the Small Business Administration in carrying out this order. move to 2(a) or delete

Sec. 3. Responsibilities of the Small Business Administration. The Administrator of the Small Business Administration ("SBA") ~~shall:~~ gov't wide

(a) evaluate on a semi-annual basis, using the Federal Procurement Data System (FPDS), the achievement of prime and subcontract goals and the actual prime and subcontract awards to 8(a)s and SDBs for each department and agency. The Office of Management and Budget shall review SBA's evaluation;

(b) ensure that Procurement Center Representatives (PCRs) receive adequate training regarding the 8(a) and SDB programs and that they consistently and aggressively seek opportunities for maximizing the use of 8(a)s and SDBs in department and agency procurements;

(c) ensure that each department and agency's small and disadvantaged business procurement goals as well as the amount of procurement of each department and agency with 8(a) firms, SDBs and MBEs is publicly available in an easily accessible and understandable format such as through publication on the Internet.

Sec. 4. Federal Advertising. Each department or agency that contracts with businesses to develop advertising for the department or agency or to broadcast federal advertising shall take an aggressive role in ensuring substantial 8(a), SDB, and MBE participation in Federal advertising related procurements. Each department and agency shall ensure that all creation, placement and transmission of federal advertising reflects the diversity of all of the United States' population. Each department and agency shall ensure that payment for federal advertising is commensurate with market rates in the relevant market. Each department and agency shall structure advertising contracts as commercial acquisitions consistent with part 12 of the Federal Acquisition Regulation processes and paperwork to enhance small business participation.

Sec. 5. Information Technology. Each department and agency shall aggressively seek to ensure substantial 8(a), SDB, and MBE participation in procurements for and related to information technology, ~~including procurements in the telecommunications industry~~. In so doing, the Chief Information Officer in each department and agency shall coordinate with procurement officials in order to implement this section. Commerce H Bells

Sec. 6. General Services Administration Schedules. The Small Business Administration (SBA) and the General Services Administration (GSA) will act promptly to expand inclusion and provide greater opportunities for 8(a)s and SDBs to participate in orders placed under GSA Schedules. GSA must ensure that procurement and program officials at all levels that use GSA Schedules aggressively seek to utilize the Schedule contracts of 8(a)s and SDBs. GSA will allow agencies ordering from designated 8a firms under the Multiple Award Schedule to count those orders toward their 8(a) procurement goals.

Sec. 7. Bundling Contracts. To the extent permitted by law, departments and agencies must submit to SBA for review any contracts which are proposed to be bundled. The determination of the SBA with regard to the appropriateness of bundling in each instance must be carefully reviewed by each department or agency head, or his or her designee, and must be given due consideration. If there is an unresolvable conflict, then the agency can appeal to the Office of Management and Budget.

Sec. 8. President's Award for Excellence in Disadvantaged Business Procurement. (a) The President's Award for Excellence in Disadvantaged Business Procurement is hereby established. The award shall be presented annually to the department or agency head who best exemplifies the letter and intent of this order in increasing opportunities for 8(a)s, SDBs, and MBEs in Federal procurement. The President's Award will be presented annually during the Department ~~of Commerce~~'s, ~~Small Business~~ Administration, Minority Enterprise Development

sponsored by SBA

Week, as appropriate.

(b) In addition, every department and agency head is directed to establish a minimum of two (2) non-monetary awards to be presented annually to the department or agency program manager and procurement officials who have made the most substantial contributions to 8(a), SDB, and MBE procurement within the department or agency.

Sec. 9. Applicability. Independent agencies are requested to comply with the provisions of this order.

Sec. 10. Administration and Judicial Review. (a) This order shall be carried out consistent with the Administration's priorities and appropriations.

(b) This order is not intended and should not be construed to create any right or benefit, substantive or procedural, enforceable at law by a party against the United States, its agencies, its officers or its employees.

THE WHITE HOUSE,

MEMORANDUM

TO: **MARIA ECHAVESTE**
FROM: **IRENE BUENO**
RE: **MEETING ON EXECUTIVE ORDER ON MINORITY BUSINESSES –** Monday, September 18, 2000 at 4:15 pm in your office and 5:00 pm in ~~HC-8~~ ~~Cannon~~ 402 Cannon.

PURPOSE: You are meeting with Representative Menendez and Kilpatrick and the staff of Representative Wynn and Velazquez to review the latest draft of the Executive Order and to discuss the signing ceremony. You will have a pre-meeting at 4:15 pm.

BACKGROUND:

EXECUTIVE ORDER: The latest draft of the Executive Order has incorporated the changes recommended by the members, their staffs and Mr. Latham (see attached).

Representative Menendez was concerned that the EO did not have enough teeth so we tried to beef up this section as much as possible under current law.

Representative Kilpatrick is generally concerned that their request was thrown overboard. To address this concern, we are planning to a press statement that highlights the principles that are being signed by the Advertising Association (see attached). We are clearing this to make sure that we can endorse these principles.

EVENT: The President is scheduled to sign the Executive Order on Minority Businesses this Friday, September 22, 2000 at 4:00 p.m. We have asked members to draft a list of people who are attending but we have not yet received this list.

ATTENDEES:

Representative Menendez
Representative Kilpatrick
~~Staff of~~ Representative Velázquez
Staff of Representative Wynn
Sally Katzen
Dawn Chirwa
Lisa Kountoupes

- Specialty Press
- OFPP/SBA Conf
- Principles
- 1% = 20%, or $20 billion much more than advertising

CAROLYN CHEEKS KILPATRICK
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APPROPRIATIONS
SUBCOMMITTEES:
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(FAX) (313) 965-9006

Congress of the United States
House of Representatives
Washington, DC 20515–2215

June 15, 2000

The Honorable William J. Clinton
President of the United States
1600 Pennsylvania Ave.
Washington, D.C. 20500

cc: Maria E.
Mary Beth Cahill

Dear Mr. President:

As you know, I have been working on behalf of the Congressional Black Caucus (CBC) to address business practices which are unfair to minority companies in the advertising industry. We believe these practices undervalue minority consumers. The American Advertising Federation (AAF), with the cooperation of several of our nation's largest advertisers, has developed "*Principles for Effective Advertising in the American Multicultural Marketplace*," a strategic plan for boosting minority representation in the advertising industry.

13 → 17

This letter is to request that the Administration serve as the host ~~of a historic~~ event. Ideally, the event could take place in the Rose Garden, on either September 14 or 15, in conjunction with the Congressional Black Caucus Annual Legislative Conference ~~(CBC/ALC)~~. The purpose of the event would be a formal signing ceremony to commemorate the advertising industry's adoption and national roll out of the *Principles* and the announcement of September as National Multiculturalism in Advertising Month.

Holding the signing ceremony at the White House will encourage widespread acceptance of the *Principles* and support the CBC goal of increasing competition for minority advertising agencies, newspapers, broadcasters and Internet companies. The prestige of such a location for the recognition of *National Multiculturalism in Advertising Month* -- which would overlap the CBC/ALC week and the beginning of Hispanic History Month -- would underscore and institutionalize recognition of the importance of diversity and multiculturalism in advertising for years to come. In addition, by hosting the ceremony, the administration would complement the work of Vice President Gore's Interagency Working Group.

The *Principles* are the result of the year-long deliberations of the American Advertising Federation's (AAF) blue ribbon panel that Vice President Gore recognized during an AAF event in February, 1999. The committee was tasked with formulating guiding principles and recommended practices for the ethical conduct and effectiveness of the advertising industry. The need for this initiative was established in part because of the findings of a July 1998 Congressional Summit on Diversity in Advertising, during which Congressman Robert Menendez and I met with a number of minority business principals, and in part due to a 1999 FCC-commissioned report on disparities in advertising rates paid to minority broadcasters. After the results of the study were revealed, Chairman Kennard called for an industry code of conduct and Vice President Gore announced the formation of his Working Group which has worked cooperatively with the AAF committee.

Plans for an event include having all key advertising industry segments from the private sector, which were represented on the AAF's blue ribbon committee, to be represented at the formal signing ceremony. In keeping with the public-private partnership we have established to work on the issues there will also be representation from the public sector. Chief executive officers and senior executives representing major national advertisers, global advertising agencies, global media companies, minority-owned ad agencies and a variety of minority media outlets will be invited to adopt the *Principles*. Key advertising industry trade groups representing advertisers, agencies and minority business segments will be invited to endorse the *Principles*. Representatives from the Administration and other officials also will be invited to endorse the *Principles* including Chairman Kennard and Congressman Menendez who have been working in partnership with AAF and me on these issues.

Thank you for your continued support of minority-owned media outlets and advertising agencies. I am enclosing a summary about the *Principles* and will be happy to answer any questions you might have. Please do not hesitate to contact me if you have further questions, or have your staff contact my Administrative Assistant, Ms. Kimberly Rudolph at 202-225-2261. I look forward to hearing from you.

Sincerely,

Carolyn C. Kilpatrick

CAROLYN C. KILPATRICK
Member of Congress

CCK:kr

CAROLYN CHEEKS KILPATRICK
15TH DISTRICT, MICHIGAN
AT LARGE WHIP
COMMITTEE:
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SUBCOMMITTEES:
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Congress of the United States
House of Representatives
Washington, DC 20515–2215

White House Ceremony Concept Summary

Timed to correspond with Congressional Black Caucus weekend, on Thursday, September 14 or Friday, September 15, in an appropriate Washington setting like the White House Rose Garden

1. Presentation and formal adoption of Principles for Effective Advertising in the American Multicultural Marketplace:

- Estimated 50 corporation heads and representatives sign to <u>adopt</u> principles
- Government officials and trade associations sign to <u>endorse</u> principles; includes mainstream and minority trade groups

2. Announcement of House of Representatives resolution making September National Multiculturalism in Advertising Month; national rollout of Principles through AAF's national grassroots network of 50,000 members in local ad clubs and AAF College Chapters during September

- Creates an enduring and flexible framework to encourage continuing focus on diversity and multicultural advertising issues. Works for government as well as for private sector interests: Government conferences, trade association activities, corporate advertising/marketing initiatives.

- September timing corresponds with traditional scheduling of CBC Weekend and beginning of Hispanic History Month

Principles for Effective Advertising in the American Multicultural Marketplace

<u>Background on Principles and Committee Missions</u>

The principles embody the consensus of over thirty committee members who represented national advertisers, general market advertising agencies, minority-owned and focused agencies and minority -owned and focused media outlets. This Business Practices Review Committee (BPRC) worked under the auspices of the AAF Foundation and the AAF Board of Directors Multicultural Task Force. BPRC was charged with these missions:

- To identify the rationale, business and ethical paradigms that companies need to effectively promote growth, diversity and fairness in a multicultural marketplace
- To recommend practical guidelines that will help individual companies manage against those paradigms to achieve their goals
- To identify industry-wide initiatives that will be needed to support widespread adoption and successful implementation of these principles and practices

Corporate Participation on Committee

The identity of companies and their representatives has been confidential. This information will be revealed publicly during the national roll out of the Principles and Practices. A team of co-chairs represent four key industry business segments: National advertiser, general market agencies; minority advertising agencies; and minority media. They are: Procter & Gamble Global Marketing Officer Robert L. Wehling; True North Communications Chairman David Bell; The Chisholm-Mingo Group Chairman and CEO Samuel Chisholm; Spanish Broadcasting System President Raul Alarcon. Advertisers included DaimlerChrysler, Johnson & Johnson, Kraft and Kellogg's. Global ad agencies included D'Arcy, DDB Worldwide and Leo Burnett. Minority agencies included Don Coleman & Associates, La Agencia de Orci & Asociados. Minority media included BET, Essence Communications and black newspapers.