

Minority Business Case Study Series: LAGRANT COMMUNICATIONS

The Consulting and Business Development Center and the Global Business Center at the University of Washington's Foster School of Business are collaborating with faculty from Historically Black Colleges and Universities and Minority Serving Institutions to publish a series of case studies focused on minority-owned businesses. These cases are meant to be used in business school classes and are available from the Foster School of Business. Funding support for these case studies also comes from the Minority Business Hall of Fame and Museum and the US Department of Education.



The Commonwealth of the Bahamas and African-American Consumers

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“Diversity and Inclusion... Not a Short-Term Strategy, But a Long-Term Commitment” announces Kim Lagrant Hunter while accepting his Distinguished Service Award from the Arthur W. Page Society² in 2012. Hunter is the founder and President/Chief Executive Officer of LAGRANT COMMUNICATIONS, an integrated marketing communications corporation that specializes in the African American and Latino consumer markets. He has been on PRWeek’s Power List every year since 2012. His peer Bill Imada, a 2015 Minority Business Hall of Fame inductee, considers Hunter a “fearless man,” others call him a trailblazer for his dedication and passion for multicultural marketing, and diversity and inclusion.

By his own account, tenacity, hard work and perseverance are the secrets of Hunter’s success. In 1990, he started his own business, LAGRANT COMMUNICATIONS (LC). Being an African –American himself, Hunter realized there was a need to develop public relations, marketing and advertisement campaigns targeting the multicultural market. Since 1990, LC has supported clients in developing culturally relevant and sensitive advertising, marketing and public relations campaigns that target the African American, Hispanic and LGBT consumer markets.

LC specializes in six industries: healthcare, social marketing, utilities, financial services, automotive, and travel and tourism. LC’s customers include Fortune 500 companies, government agencies and non-profit entities. Current and past clients include The Islands of the Bahamas, Nissan North America, Southern California Edison, American Heart Association, American Cancer Society, FICO, California African American Museum, California Community Foundation, Harley-Davidson, H&R Block and MetLife. LC provides three main services—advertising, marketing and public relations. Their advertising services include concept development, brand building, product placement, strategic planning, market research, interactive media design, illustration, and production services. For marketing services, LC provides multicultural marketing, direct and database marketing, market research, strategic planning, target market identification and account planning, research and analysis services. LC’s public relations service includes community relations, crisis management, media relations, trade and industry relations, media training, publicity and press relations, press conference coordination, special event planning and coordination, social media and branded entertainment services.

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² The Arthur W. Page Society is a professional association for senior public relations and corporate communications executives. The membership consists primarily of chief communications officers of Fortune 500 corporations, the CEOs of the world’s largest public relations agencies, and leading academics from the nation’s top business and communications schools.

LC has three broad corporate social responsibility (CSR) initiatives—education, healthcare, and arts and culture. LC’s CSR mission states, “the more education individuals receive, the more education, healthcare and arts and culture become important.” These initiatives are rooted in Hunter’s deep sense of empathy and social justice. Hunter had a humble beginning. Born and raised in Philadelphia, his family was on welfare for the first 18 years of his life. As one of 11 children, Hunter saw education as his chance to achieve his full potential. He received a bachelor's degree in Business Administration from the University of Washington in Seattle and later a master's degree in International Management from the University of St. Thomas in St. Paul, Minnesota. He also received certificates from Dartmouth College Tuck School of Business Administration for participating in the Minority Business Executive Program, as well as the Advanced Minority Business Executive Program.

Birth of LAGRANT COMMUNICATIONS

After graduating from the University of Washington in 1983, Hunter joined Pharmaseal, a division of Baxter International, then the largest manufacturer and distributor of health care products worldwide. At the age of 25, Hunter became the youngest marketing manager of Pharmaseal. He was responsible for \$53 million in annual sales. At Pharmaseal, Hunter received the Marketing Manager of the Year award and was exposed to international marketing strategies through an assignment in Costa Rica.

In the late 1980s Hunter was growing restless. During his time as a marketing manager, he observed that many companies make the mistake of taking cultural nuances for granted, especially when they target African-American consumers. Marketers were also indifferent to the fact that African-American buying power was increasing very fast and was forecasted to become a \$200 billion market by 1995. There were a handful of established and well-respected marketing firms that catered to the African-American market, including UniWorld, Burrell Communications and Don Coleman and Associates. UniWorld was founded by Byron Lewis in 1969, Burrell Communications in Chicago was founded in 1971, and Don Coleman and Associates (DCA) started in 1988 in Detroit. However, Hunter felt that there was a missed opportunity in implementing the Integrated Marketing Communications (IMC) model. Not all the established companies were focusing on this new strategy of combining marketing, advertising, social marketing and public relations.

With a deep understanding of trends in the African-American consumer market, an extensive peer network of marketing managers and a perceived opportunity to address the growing market, at the age of 29, Hunter decided to become an entrepreneur. “I didn’t think that my immediate supervisor really appreciated my value. I am not one to complain [so] I decided to go out on my own and see what it was like. Worst-case scenario, if it didn’t work, I would return to the marketplace.” (*Brown, 1995*) And LAGRANT COMMUNICATIONS was born.

In the initial years, LC focused on marketing and public relations strategies for social issues like AIDS, anti-smoking, teen pregnancy and environmental concerns. But these were small accounts and as Hunter observed, small accounts were taking up too much of his time. “I needed to refocus and spend more time on bigger opportunities.” (*Brown, 1995*)

Gradually large accounts started coming in. By 2003, LC had Verizon, Nissan North America, Federated Department Stores, Sony Music Entertainment and Nestle as their clients. A strategy LC utilized to expand its client roster was to build strategic alliances or partnerships with established large marketing and advertisement agencies. Some of the large firms started to cater to minority market segments like African-American, Hispanic and Asian markets, but they lacked the necessary expertise to address these

markets and therefore did not have full-service multicultural divisions. When these large firms had a client who wanted to target a specific minority group, the firms would partner with a specialized firm like LC to carry out the assignment. In 2003, LC partnered with R&R Partners, a leading integrated marketing agency to service the Las Vegas Convention & Visitors Authority. LC also participated in new-business pitches with R&R. The strategic partnership expanded LC's clientele and extended Hunter's reach in the industry. On the other hand, LC was providing R&R with the necessary expertise to address the African-American market. Forming the partnership was competitive. LC was selected after R&R spoke with a handful of California agencies. "The quality of LC's work and the enthusiasm of its employees were key factors in the shop's selection," said Dale Erquiaga, Vice President of Brand Services for R&R in Las Vegas. "They're a very high-energy group and they're passionate about what they do, whether it's promotions or traditional newspaper ads or TV," he said. "They impressed us with their quick idea generation." (*Flass, 2003*).

Another such long-term strategic partner was Weber Shandwick. Whenever Weber Shandwick needed to develop public relations and marketing campaigns for the African-American market, they would go to LC. The strategic partnership was so strong that Hunter maintained an office space in the New York office of Weber Shandwick and visited the office once or twice a month for fifteen years.

Understanding clients and understanding the African-American consumer market was the key to LC's success. "There are many factors that can attest to the firm's sustainability, however the overarching theme is the unwavering commitment to meet and exceed our clients' expectations," says Hunter. Over the years, the firm has established itself as a pioneer in multicultural marketing and LC has received numerous awards from organizations including PRWeek, SABRE Awards and Hermes Creative Awards.

In 1998 Hunter formed his second company, The LAGRANT Foundation (TLF). The mission of TLF is to increase the number of ethnic minorities in the fields of advertising, marketing and public relations by providing scholarships, career and professional development workshops, mentors and internships to African-American/Black, Alaska-Native/Native-American, Asian-American/Pacific-Islander and Hispanic/Latino undergraduate and graduate students. Over the years, Hunter grew frustrated with the lack of diversity in integrated marketing agencies in corporate America. To promote diversity and inclusion in corporate America, he formed his third company, KLH & Associates, an executive search firm specializing in sourcing and recruiting ethnically diverse candidates for advertising, PR, and marketing agencies and corporations.

Islands of the Bahamas as a Client

In 2006, 16 years into running one of the nation's premier multicultural marketing agencies, Hunter was focused on growth. While visiting his New York office in Weber Shandwick, Hunter received a call informing him that Ms. Alice Diaz, Executive Vice President of Travel and Lifestyle at Weber Shandwick, wanted to see him in the conference room. Hunter was curious. When he went to the meeting he saw 12 individuals in the room. They were visiting dignitaries from the Ministry of Tourism and Aviation of the Islands of the Bahamas and they were interested in promoting the Bahamas to the American market,-including the African American segment. The dignitaries wanted to know more about this market segment. Hunter gave an impromptu presentation on trends in the African-American market and the dignitaries seemed impressed with the presentation. Later on, when the request for proposal (RFP) was submitted, LC got the contract over Burrell Communications. Hunter credits this to his being "at the right place at the right time." Years later when Hunter asked the Deputy Director General for the

Ministry of Tourism, Tommy Thompson, about their reason for selecting LC, Thompson said, “You reminded us of (car rental company) Avis (instead of Hertz). We thought you would go above and beyond for us.”

African-American Consumers in 2006

Marketers were gradually realizing the tremendous potential of the African-American segment. By 2006, African-American buying power was projected to grow from \$799 billion to \$1.1 trillion by 2011, an increase of 237 percent. This growth rate was projected to outstrip the anticipated 175 percent increase in white buying power growth and the 190 percent increase in total buying power over the same time period. In 2006, African Americans were expected to account for nine cents of every dollar that would be spent in 2011 in the US. New employment opportunities, increases in minority-owned businesses, and the growth in educational attainment were expected to be the major contributors to the growth in buying power. The Survey of Minority Owned Businesses and Enterprises released by the Census Bureau in 2001 showed that the number of African American-owned firms increased almost four times faster than the number of all US firms between 1990 and 2000. (*Humphreys J. M., 2006*)

Growth in the level of education was projected to contribute to increased buying power. Census data showed that the proportion of African Americans with high school diplomas rose by 10 percent from 1993 to 2003, the largest gain reported by any racial/ethnic group. Population growth added to the buying power as well. The Selig Center for Economic Growth projected that, from 1990 to 2011, the nation’s African-American population would grow by 33.7 percent compared to 18.5 percent for the white population. The black population was also younger compared to the white population. Census 2000 data showed that the median age of African Americans was only 30.2 years compared to 37.7 years for the white population.

Table 1 shows the 10 states with the largest African-American market in 2006. They were New York, Texas, California, Georgia, Florida, Maryland, Illinois, North Carolina, Virginia and Michigan. Table 2 shows the 2006 annual average time spent in leisure and sports activities for the civilian population. On average, the black population spent more time on leisure activities, watching TV and relaxing and thinking, but less time in participating in sports exercise and recreation than the white and Hispanic populations.

When it came to the international travel industry, marketers largely ignored the African-American consumer segment despite its tremendous potential. This sentiment is echoed in Michael Bennet’s article in the trade publication, *Black Meetings & Tourism*. While vacationing onboard a cruise ship in 1987, he noticed that “It was three days before I realized there were only three African Americans on a ship that easily held 2,500 people including the crew...Once I returned home I wondered why there were only three African Americans onboard. It troubled me for weeks. It certainly couldn’t have been for lack of awareness about cruising. Anyone who had a television set starting in 1977 remembers the long-running ABC television series *The Love Boat* that followed the exploits of guests and the crew and life on a cruise ship.” By 2004, marketers took notice of this important segment and Michael Bennet continues in the same article about his 2004 cruise, “I wasn’t sure what to expect as it pertains to people of color, so you can imagine my surprise and pleasure when our ship set sail and the African-American presence was, by my educated guess, at least 10 percent of the 3,000 people onboard.”

The potential for heritage marketing of Caribbean destinations was largely overlooked too. Carol Williams, founder of Carol H Williams, an integrated marketing company targeting African-American

consumers noted the potential for this strategy. “I was fascinated when I learned that the people who lived and worked on those beautiful islands came from Africa and shared a common history and culture with me...Too many African-Americans and other multicultural travelers do not take advantage of the proximity and dollar value of Caribbean travel due to lack of awareness of what the islands have to offer - for couples, families and as a reunion or meeting destination. Maybe this is because potential travelers like us have been ignored over the years by advertising and media campaigns that primarily targeted White Americans and Europeans. That has always puzzled me.” (*Williams, 2009*)

The Islands of the Bahamas

The western islands of the Bahamas are only 50 miles from Florida's east coast. Because of its geographical proximity, the Commonwealth of Bahamas (referred as the Bahamas for the remainder of this case), has an intertwined history with that of the United States of America. The earliest inhabitants of the Bahamas came from the island now known as Cuba. Around 900-1500AD, the Lucayan people migrated to the Bahamas from Cuba, enjoying a peaceful way of life and developing viable political, social and religious systems. When Christopher Columbus landed on the island of San Salvador in 1492, he described the region as the islands of ‘Baja Mar’ (Shallow Sea), which later became Bahamas.

This period was followed by a fierce competition between Spain and England for ownership of the islands. Then came the pirates. The turbulent geo-political battles and shallow waters and 700 islands made this region an ideal place for hiding treasures. And the close proximity to well-traveled shipping lanes made for the perfect spot to steal from merchant ships. After much turmoil, the British Empire Loyalists who fled from the United States after the American War of Independence, settled on the island of Eleuthera. Many brought their slaves as well as their building skills, agriculture and shipbuilding expertise. These greatly influenced Eleutheran life. In 1783, they solidified their independence and forced the retreat of the Spanish forces from the region without firing a shot. (*Bahamas.com, 2015*)

The country made a peaceful transition to a fully representational government in the 1960s, eventually being run by the descendants of slaves, based on the English parliamentary model. Sir Lynden Pindling, the first black prime minister, led the nation to full independence, breaking away from the British colonial rule on July 10, 1973. (*Bahamas.com, 2015*)

As of 2006, the population was approximately 329,000. The majority of the population was Afro-Bahamian. English was the official language, while Creole was spoken among the Haitian immigrants.

With a per capita GDP of \$23,733.81, the Bahamas was one of the wealthiest countries in the Caribbean in 2006. Tourism together with tourism-driven construction and manufacturing accounted for approximately 60 percent of GDP and directly or indirectly employed half of the archipelago's labor force. Financial services constituted the second-most important sector of the Bahamian economy and, when combined with business services, accounted for about 35% of GDP. Table 3 shows the economic indicators of the Bahamas from 2003 to 2006.

According to the US Department of State, the Bahamas imports nearly all its food and manufactured goods from the United States, although it is beginning to diversify its supply chain to include Asian and Latin American suppliers. US goods and services tend to be favored by Bahamians due to cultural similarities and exposure to US advertising. Due to its dependence on US tourism and trade, the Bahamian economy is affected by US economic performance. The Bahamas struggles with high electricity costs, which impede new investment. The Bahamas is a beneficiary of the US-Caribbean

Basin Trade Partnership Act. The US Department of Homeland Security's Bureau of Customs and Border Protection maintains "preclearance" facilities at the airports in Nassau and Freeport, where travelers to the US, including business people and tourists, are interviewed and inspected before departure, allowing faster connection times in the US.

Tourism Industry Trends in the Bahamas

In 2006, a total of 4,679,396 tourists visited the Bahamas, of which 3,078,534 were cruise passengers and the rest were stopover visitors. Stopover visitors consist of non-residents travelling to the islands to stay in land-based accommodations and/or pleasure crafts/yachts, other than cruise ships, for 24 hours or more. In 2006, the Bahamas received an estimated 1,600,862 stopover visitors compared to 1,608,153 in 2005. Table 4 shows the number of visitors to the Bahamas during 2006. Table 5 shows the country of origin of the tourists in 2006. Stopover visitors to the Bahamas were primarily white, between the ages of 25-54, college educated, with annual household incomes over \$60,000. Only 6.6 percent of the visitors were African American. (*Bahamas Ministry of Tourism, 2006*) Table 6 shows demographic profiles of visitors to the Bahamas for 2005 and 2006.

Every year, the Ministry of Tourism of the Islands of Bahamas conducts an exit interview of stopover visitors to assess the demographic and psychographic trends of the visitors. The Tour Operator and Media Exit Survey of 2006 showed that stopover visitors came to the Bahamas primarily for the purpose of vacationing. The primary impetuses were the beaches, rest and relaxation, first-time visit, the climate, the hotel facilities, and good package deals.

Stopover visitors used the internet, television, magazines and newspapers for their enjoyment as well as to plan their vacation experiences. In terms of media, internet played the most important role in helping to select a vacation destination in 2006. More than three-quarters (77 percent) of the visitors to the Bahamas said that they had email addresses and 86 percent of them surfed the internet. Some of the top internet search engines and content providers for visitors to the Bahamas were: Google, Yahoo, AOL, and MSN.

The second most popular electronic media was network television, followed by specialty cable channels and specialty news channels. The visitors preferred the following channels: ABC (Network Station), CBS (Network Station), CNN (Specialty News Station), Discovery Channel (Specialty Cable Channel), ESPN (Specialty Cable Channel), FOX (Network Station), FOXN (Specialty News Station), HBO (Specialty Cable Channel), HGTV(Specialty Cable Channel), MTV(Specialty Cable Channel), NBC (Network Station), TBS (Specialty Cable Channel), TNT (Specialty Cable Channel), Travel Channel (Specialty Cable Channel) and the Weather Channel (Specialty Cable Channel).

Advertisers should focus on the viewing patters of customers. In 2006, stopover visitors to the Bahamas watched television between 6:00 p.m. and 10:59 p.m. at night. The most popular time of day for watching television was between 8:00 p.m. to 8:59 p.m. In addition to watching television some visitors to the Bahamas also read newspapers and magazines. Magazines were the most popular print media used by visitors to the Bahamas when planning their vacations. Visitors read a very wide selection of magazines. Some of the top magazines for visitors to the Bahamas were: People, Time Magazine, Cosmopolitan/Cosmo, Newsweek, O (Oprah), US, Sports Illustrated, Travel, Vogue/Vogue Living, In Style, Glamour, National Geographic Explorer, Essence, New Yorker, Travel and Leisure Reader's Digest and Ebony. Some of the top newspapers read by visitors to the Bahamas were: The New York Times, USA Today, Wall Street Journal, Washington Post, New York Post, Atlanta Journal-

Constitution, Daily News, Miami Herald, Newsday, Boston Globe, Sun Sentinel, Los Angeles Times, Chicago Tribune, Philadelphia Inquirer and the Toronto Star.

When it came time to take the next step, some stopover visitors to the Bahamas used tour operators and travel agents to book their reservations. Some booked their reservations directly with the hotel or airline, etc. Some booked their reservations directly on the Internet and others used a combination of methods. Some of the visitors to the Bahamas who booked their reservations online used: Expedia.com, orbitz.com, Travelocity.com, Atlantis.com, deltavacations.com, usairwaysvacations.com, carlsonwagonlit.com, cheaptickets.com, continental.com, AA.com, Bahamas.com, ba.com, aircanada.com, jetblue.com, yahoo.com, Grandbahamavacations.com, 11thhourvacations.com/11th hour Vacations, hotwire.com and priceline.com. Some of the most popular tour operators/travel agents used by stopover visitors to the Bahamas were: Liberty Travel, AAA Travel/AAA, Discover, Discovery Cruise Lines, American Express Travel, Spring Break Travel, AA Vacations, GOGO Worldwide Vacations/GOGO Tours, Club Med, Apple Vacations, Sanders Travel, Security Travel, RCI Travel, Virgin Holidays, AirTran, Destinations Travel, Spirit Travel, Travel Impressions, Thomas Cook Travel, Special T Travel, World Class Vacations, Princess Vacations, and Fairfield Travel. Moreover, visitors to the Bahamas seemed to prefer short lead times when booking their reservations. The highest percentage of visitors booked their reservations 1-3 months in advance or the very same month of travel. More than half (55 percent) of the visitors to the Bahamas were repeat visitors. Eighty percent (80 percent, i.e. 50 percent very likely and 30 percent somewhat likely) of the stopovers said that they would return to the Bahamas in 1-5 years. Eighty-eight percent (88 percent, i.e. 58 percent very likely and 30 percent somewhat likely) said that they would recommend the Bahamas to their friends or relatives.

The survey also pointed out the challenges the Bahamas has in terms of attracting repeat visitors. Visitors who were not likely to return or recommend the Bahamas to friends and relatives gave the following reasons: high prices (too expensive), they wanted to visit other places, poor attitudes of the people, poor service, hotel (e.g., poor accommodations, rude staff, poor hotel service), the airports, crime, litter/cleanliness (country was too dirty), food (too expensive or poor quality) and lack of activities.

Public Relations Campaign

The Islands of Bahamas was Hunter's first international client. In its role as the agency of record, LC was assigned to create a public relations program aimed at increasing African American traffic in the Bahamas and establish it as a place of destination, not only for vacation, but also in which to invest.

A few years prior to the meeting at Weber Shandwick, Duffy Worldwide had created the first truly distinctive logo to brand the Bahamas. Joe Duffy, chairman of Duffy Worldwide, says, "With our client's previous approach, you could have pulled out the name 'Bahamas' and substituted 'Jamaica' or 'Barbados,' and the identity would have worked just as well. It was not unique or grounded in any differentiated truth which makes the Bahamas a unique destination...It quickly became clear everyone from the tourism office to souvenir manufacturers would have to be able to work with the new design. Making it appealing and flexible for all was critical to get the consistency they had missed in the past. That was central to our thinking and the creative challenge." After months of research and multiple visits to the islands Duffy Worldwide narrowed the differentiating factor to the Bahamas' geographic uniqueness: the Bahamas is not one place, but a combination of many tourist destinations. Duffy created a logo with the colors and shapes that are found on the islands and one that represents the map of the Bahamas in a unique way. The 700 islands were grouped in 17 categories, each with its own special

attraction: beaches, boating and sailing, dining, diving, ecotourism, family fun, fishing, honeymoons, nightlife, pampering, private flying, romantic gateways, shopping, sightseeing, sports, watersports and wedding. (Fishel, 2001)

The Ministry of Tourism and related industries reacted positively to the differentiation strategy: “When we looked at the solution we said, ‘That’s exactly what should have been done! It was obvious. But nobody had done the obvious before,’” says Vincent Vanderpool-Wallace, Minister of Tourism, The Islands of Bahamas. The logo was there before LC joined the Bahamas PR campaign. The logo and branding assisted LC in positioning Bahamas better.

On to the Future

It is now 2006 and LC’s assignment was clear: “to increase awareness about the Bahamas in the affluent African-American community.” There were a few challenges: i) in the tourism industry the Bahamas is considered a Caribbean destination and the main competition lies in other Caribbean islands, ii) neighboring countries have similar tourist attractions, i.e. beach, surf and sun, iii) the Bahamas is relatively more expensive than the neighboring Caribbean countries, and iv) most of the neighboring countries have similarly good diplomatic relationship with the US. Considering all these challenges, LC had to differentiate the Bahamas. How would Hunter proceed? On one hand, the African-American consumer buying power is increasing; on the other hand, the Bahamas remain an expensive destination. Hunter was wrestling with the following questions: Who should be the target customers? The Bahamas identified the “Affluent African American” market segment, but LC needs to specify a target group among “Affluent” African Americans. Should Hunter reach out to high-earning professionals and if so, where are they concentrated most geographically? Could such a person be a ‘hook’? A hook captures the potential customer's attention and draws them in. An effective hook makes products or services memorable long after they've seen the advertisement or heard about the public relations event.

Geographically, should he be looking at the states with highest African-American buying power and decide on which region to focus in or should he pick geographic locations close to the Bahamas? LC is headquartered in Los Angeles. How about Los Angeles? Does it have a large concentration of affluent African-American population?

Then there was the issue of media selection. Like other clients, the Bahamas specified the targeted number of media impressions. What media should Hunter focus on: newspaper, magazines, radio/TV, internet, direct mail or outdoor? Should Hunter target ethnic media that is frequented by African Americans?

Appendix: Marketing Data

Table 1: Top Ten African American Markets in 2006

Rank	State	Buying Power (Billions in Dollars)
1	New York	75.6
2	Texas	58.1
3	California	55.7
4	Georgia	54.4
5	Florida	52.7
6	Maryland	47.0
7	Illinois	39.4
8	North Carolina	35.9
9	Virginia	35.1
10	Michigan	31.8

Source: Selig Center for Economic Growth, Terry College of Business, The University of Georgia, June 2006.

**Table 2: Time Spent in Leisure and Sports Activities for the Civilian Population by Selected Characteristics (in hours)
2006 Annual Averages**

	Total, All leisure and sports activities			Participating in sports exercise and recreation	
	Total all days	Workdays	Weekends and holidays	Weekdays	Weekend and holidays
White	5.09	4.51	6.43	0.27	0.35
Black or African American	5.49	5.1	6.39	0.19	0.22
Hispanic/Latino	4.63	4.09	5.9	0.26	0.31

	Socializing & communicating		Watching TV		Reading	
	Weekdays	Weekend and holidays	Weekdays	Weekend and holidays	Weekdays	Weekend and holidays
White	0.62	1.12	2.31	3.12	0.35	0.48
Black or African American	0.59	1.02	2.85	3.44	0.24	0.23
Hispanic/Latino	0.58	1.32	2.38	2.98	0.12	0.12

	Relaxing/thinking		Playing games and computer use for leisure		Other leisure and sports activities, including travel	
	Weekdays	Weekend and holidays	Weekdays	Weekend and holidays	Weekdays	Week-end and holidays
White	0.26	0.31	0.3	0.38	0.4	0.68
Black or African American	0.5	0.54	0.36	0.26	0.36	0.69
Hispanic/Latino	0.21	0.23	0.22	0.32	0.31	0.63

Source: American Time Use Survey 2006, Bureau of Labor and Statistics

Table 3: Economic Indicators of the Islands of Bahamas (2003-2006)

Units	2003	2004	2005	2006
Gross domestic product based on purchasing-power-parity (PPP) valuation of country GDP (Billions, Current international dollar)	8.41	8.74	9.499	10.038
Gross domestic product based on purchasing-power-parity (PPP) per capita GDP (Units)	26,589	27,255	29,233	30,515
Total investment (Percent of GDP)	22.1	21.2	25.3	30.3
Gross national savings (Percent of GDP)	17.3	18.4	16.4	12.6
Volume of imports of goods and services (Percent change)	-4.2	3.7	11.1	15.1
Volume of Imports of goods (Percent change)	-7.0	-0.2	15.6	9.6
Volume of exports of goods and services (Percent change)	-3.8	7.5	9.1	0.7
Volume of exports of goods (Percent change)	-6.0	5.4	11.4	20.8
Unemployment rate (Percent of total labor force)	10.8	10.2	10.2	7.6
Population (Persons in Millions)	0.316	0.321	0.325	0.329

Source: World Economic Outlook Database, International Monetary Fund

Table 4: Visitor Arrivals to the Islands of the Bahamas by Category

Category	2006
Tourists	1,600,862
Cruise Passengers	3,078,534
Total	4,679,396

Source: World Economic Outlook Database, International Monetary Fund

Table 5: Tourist Arrivals by Country of Origin

Country of Residence	2006
United States	1,365,104
Canada	84,639
Europe	82,209
Rest of the World	68,910

Source: Caribbean Tourism Organization and Ministry of Tourism, The Islands of the Bahamas

Table 6: Profile of Visitors to the Islands of the Bahamas 2005-2006

Main Purpose of Visit	2006	2005
Vacation	70.1%	71.2%
Business	7.6%	7.1%
Honeymoon	6.1%	6.1%
Decision to Visit Influenced by		
Beaches	56.0%	N/A
Climate	51.5%	N/A
Rest & Relaxation	39.5%	N/A
Likely Return in 1-5 years	82.5%	80.7%
Likely recommend to friends/relatives	89.5%	87.8%
Used Travel Agents	38.7%	42.2%
Age		
25-54 years old	56.7%	57.0%
55 years old or older	18.3%	17.7%
Sex		
Male	48.9%	48.8%
Female	48.2%	48.3%
Race		
White	83.9%	80.2%
Black	6.6%	9.8%
Hispanic	3.3%	3.2%
Mixed Race/Mixed Heritage	2.0%	1.6%
Asian/Pacific Islander	2.4%	1.6%
American Indian/Alaska Native	0.4%	0.1%
Education		
College Graduate or Above	63.4%	63.7%
Annual Household Income		
\$40,000-59,999	9.8%	9.0%
60,000+	67.6%	68.3%
Previous Visits		
First Time Visitor	44.5%	45.0%
Repeat Visitor	55.0%	54.5%
Traveling Party Size		
One	15.0%	14.3%
Two	48.0%	47.0%

Household Size		
One	12.1%	11.4%
Two	36.7%	36.2%
Three-Four	35.3%	35.3%
Country of Origin		
USA	85.3%	85.8%
Canada	5.3%	4.7%
Europe	5.1%	5.3%
Other Countries	4.3%	4.2%
Average Length of Stay	6.4 nts	6.4 nts

Source: Tour Operator and Media Exit Survey 2006, the Islands of Bahamas, Ministry of Tourism

Figure 1: Map of the Islands of the Bahamas



Figure 2: The logo of The Islands of the Bahamas



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