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*Strengthening Democracy
in the Global Economy*

AN OPENING DIALOGUE

MONDAY, SEPTEMBER 21, 1998



Vanderbilt Hall, 40 Washington Square South

QUESTION CARD

(Please Print)

In the final Panel (III) of the day, the heads of state and government will take questions arising out of Panels I and II. Please feel free to use this card to submit your question.

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it's
in the air

a media
revolution

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gerry laybourne's

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45

TV GUIDE TURNS

Forty-five years ago this week, TV GUIDE launched its first issue with 10 editions nationwide. Some of those magazines weren't even a quarter-inch thick. Some listed only two channels. How the TV industry—and TV GUIDE—has changed. In this special issue, we honor 45 people who have made TV the entertaining, informative medium it is today. We look at ourselves as well, with a gallery of our 45 most memorable covers. Also: A day in TV 45 years ago, a visit with collectors for whom TV GUIDE is way more than listings and a visual trip through five decades of fashion. Here's to 45 more great years!

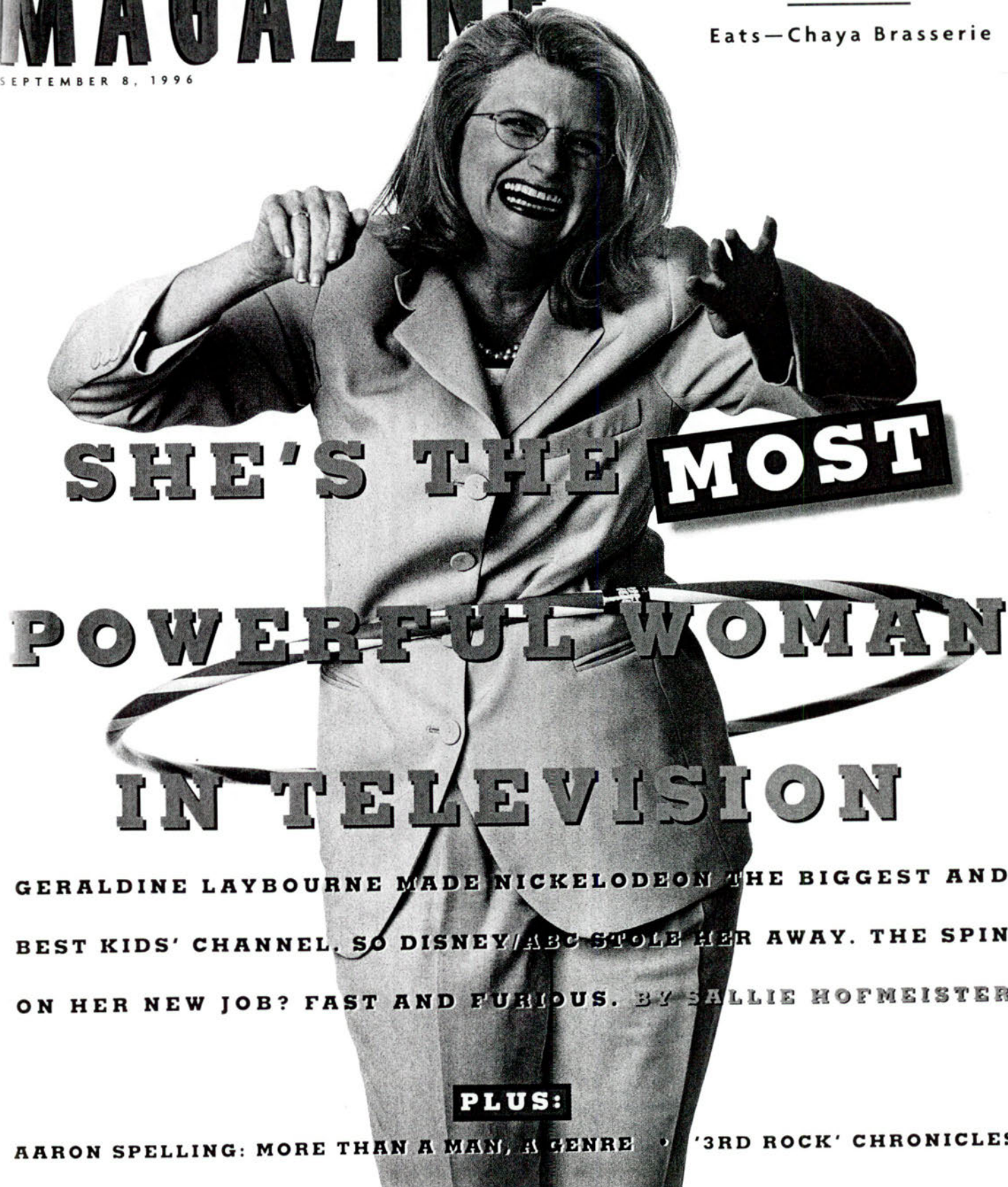
Los Angeles Times MAGAZINE

SEPTEMBER 8, 1996

Recycled Masterpieces

Me and My Models

Eats—Chaya Brasserie



SHE'S THE MOST

POWERFUL WOMAN

IN TELEVISION

GERALDINE LAYBOURNE MADE NICKELODEON THE BIGGEST AND
BEST KIDS' CHANNEL. SO DISNEY/ABC STOLE HER AWAY. THE SPIN
ON HER NEW JOB? FAST AND FURIOUS. BY SALLIE HOFMEISTER

PLUS:

AARON SPELLING: MORE THAN A MAN, A GENRE • '3RD ROCK' CHRONICLES

WHILE OTHERS JUST TALKED, GERALDINE LAYBOURNE BUILT NICKELODEON

FOR DISNEY/ABC, AND THINGS ARE BOUND TO CHANGE AROUND THE

High above New York's 66th Street, in the conservative, brick-faced headquarters of Capital Cities/ABC Inc., Geraldine Laybourne, its new head of cable networks, occupies a spacious executive office, tastefully uncluttered, though a bit bland—for her. There are none of the loopy flourishes Laybourne used to define the headquarters of Nickelodeon, the children's network she built from scratch for Viacom Inc. into the nation's top-rated cable channel: no serpent-shaped desk, radical contours, tiny bicycles or bowling pins.

The one impish note amid the serious big-business trappings is an outsize topographical cross-section of an earthworm, a relic from a 1950s grade-school science class. The worm arrived shortly after Laybourne took the job in February of building a family of cable channels for ABC and its new parent, the Walt Disney Co. It came as a peace offering from John Kricfalusi, the in-your-face animator who got his big break when Laybourne bought Ren and Stimpy, characters who'd been hiding in his notebook for years. A dispute over the direction of the cartoon ended their collaboration in 1992, but Kricfalusi longed for reconciliation. He thought the worm, his

studio's mascot, might strike a sentimental chord. "Whenever she came to visit, she always stopped in the hallway and stared blissfully at the worm," he says. "I don't want her and I to be separated."

Laybourne made her mark as an emissary for unproven animators and TV producers like Kricfalusi, found in Hollywood backwaters too brackish for mainstream studios like Disney and Warner Bros. to troll. People who know her say Laybourne's passion for offbeat originality, her crusader's drive and knack for fashioning programs that tap into unrealized yearnings of TV viewers catapulted her career, changed cable economics and children's television and crowned her the grande dame of entertainment for the preteen set.

During the '80s, when the major television networks were bailing out of children's programming or basing shows on characters that could double as toys to turn a profit, Laybourne, a former elementary school teacher, offered a counterculture that still flies in the face of Fox's macho Mighty Morphin Power Rangers and the goody-goody fairy lands of Disney.

Nickelodeon created a sassy wonder world of forbidden fruits: green slime showers, neurotic creatures like Ren and Stimpy, a Bill of Rights for kids and labels like "The Awfuls" for humorless adults.

While Mickey napped in Disneyland and the Public Broadcasting

KIDS' TV-SHE W

ON INTO THE BIGGEST AND BEST KIDS' CHANNEL. NOW SHE'S WORKING

MOUSE'S HOUSE.

BY SALLIE HOFMEISTER



ALKS THE WALK

Service's Big Bird waited for companion hits to "Sesame Street," Nickelodeon's worth climbed to more than \$4 billion. Ratings show that American children ages 6 to 11 spend half their time in front of the tube tuned to the cable network. Nickelodeon became the voice for children, and Laybourne, an outspoken mother of two who took over the network on a trial basis in 1984, became their advocate and "Boss Lady"—her pen name for columns in Nickelodeon's monthly magazine and Internet chats.

"In the early days, I didn't look at Nick as a competitor," says Michael Eisner, Disney's chairman. "But in the latter days, I looked at Nick not only as a competitor, but for ideas. There are a lot of Disney imitators, but Nick does it the best because it never tried to be Disney. It was itself."

Disney's own network for children, the Disney Channel, reaches far fewer households than Nickelodeon. Says Eisner, in mild admission: "I'd rather have someone who killed me in court working for me than someone who lost."

Laybourne's track record, and her broader sphere of influence at Disney/ABC, landed her in June on Time magazine's list of America's 25 most influential people. Laybourne is unquestionably the most powerful woman in television

and part of a coterie of high-ranking female media executives that includes Sherry Lansing, her friend and Paramount studio chief; Lucy Salhany, president and chief executive of the UPN television network; Kay Koplovitz, founder of USA Network; Marcy Carsey, who co-founded the company that produces TV's "Roseanne," "The Cosby Show" (old and new) and "Cybill," and Jamie Tarses, president of ABC Entertainment. At ABC, Laybourne is the only woman among the nine executives who run operating divisions and report directly to Capital Cities/ABC President Robert Iger.

Her mandate is broad. She is expanding the Disney Channel overseas and sharpening its focus at home to make it as much a crusade for the American family as Nick is a crusade for kids. She sits on the boards of Lifetime Television, A&E and the History Channel—all healthy channels in which ABC has an investment. She is looking to acquire networks or spin new ones from assets within Disney and ABC to take advantage of a multiplying number of channels worldwide. Television channels that can be exported for sale to either satellite or cable operators are helping entertainment companies offset the effects of a slow-growing TV market at home and narrowing margins on movies as costs rise.

Disney is also trying to capitalize on Laybourne's politically correct profile as a children's advocate in Washington, where educational programming has become an issue for broadcasters. She represented ABC in July at President Clinton's summit on children's programming, held on the eve of the enactment of hotly contested rules requiring broadcasters to air a minimum of three hours of educational programming each week. She has committed to launching an educational channel for children despite broadcasters' doubts about whether kids will watch. And though broadcast television was not originally part of her purview, Iger says Laybourne is the "official advisor" for a Saturday morning children's block starting this fall that will feature mostly Disney shows.

At the least, Laybourne hopes her rise will dim the notion of limits to a woman's corporate ascent. "One of the big motivating factors in taking this job is that, for me, it was the final shattering of the glass ceiling," she says. "I would like to electrocute the person who invented the idea of a glass ceiling as a metaphor. Women bring a whole set of different approaches that are needed in business, and concepts like the glass ceiling contain us in our own minds."

Laybourne advanced the careers of many women at Nickelodeon,

whose staff is predominantly female even though its top executive, Laybourne's former deputy, Herb Scannell, now is president. Several of her protégés hold key positions in cable: Deborah Beece, who started as a secretary, is now president of Nickelodeon Movies; Anne Sweeney, a onetime assistant of Laybourne's, launched Fox Broadcasting's FX cable channel in 1994 and was recruited by her old boss to become president of the Disney Channel.

But Laybourne, 49, found her own growth stymied at Viacom. She controlled Nickelodeon and its Nick at Nite offshoot and was vice chairman of MTV Networks, which includes MTV and VH-1, but had limited range beyond cable. Her boss, Tom Freston, was firmly entrenched as chairman of the cable group.

Laybourne has management layers above her at ABC and Disney, too. But she oversees cable alone and is an advisor in a number of other corporate activities. What's more, Disney is one-third larger than Viacom. "This is the perfect congregation of assets," she says about her motivations for taking the job. "To have influence over Lifetime and what it can be for women and to reinvent the Disney Channel as a place where families can really get together are interesting new challenges."



ugrats," left, and "The Ren & Stimpy Show" were Geraldine Laybourne's first ventures into animation. The cartoons still rank among cable's top shows.

LAYBOURNE WAS THE FIRST CONSEQUENTIAL HIRE BY DISNEY AFTER it announced plans last summer to spend \$19 billion to take over Capital Cities/ABC. The largest media transaction on record, the merger is a risky gambit uniting a major Hollywood studio and children's programmer with a top television network to extend Disney's reach into the home, assure air time for its programs and more deeply penetrate world markets by piggybacking on ABC's global ESPN powerhouse. ABC is now the likeliest outlet for Disney's TV series and movies, which include shows like "Home Improvement" and "Ellen" that already air on the network. The network can also help promote the studio's theme parks, stores and theatrical movies.

Not coincidentally, Laybourne's expertise lies where Disney's and the network's businesses intersect: children's television. Her success formulas to a large degree mimicked Disney's: The Nickelodeon banner was used to branch into movies, publishing, a theme park attraction and products for kids.

"Her influence is more than just cable," Eisner says. "She will be instrumental in helping us stitch ABC and Disney together." Disney has already indicated how cross-pollination will apply to ABC. It is teaming with ABC Radio Networks to develop a 24-hour service for children incorporating Disney programming. This summer, it preempted the network schedule to air a special on the making of the studio's "The Hunchback of Notre Dame" to pump up box office attendance. In addition to packaging the Saturday morning schedule, Disney is reviving a weekend night at the movies on ABC TV. Laybourne has already recruited a handful of writers and producers from Nickelodeon to work on Disney shows for ABC.

For Disney, building a children's television juggernaut has been elusive. Its two-hour "Disney Afternoon" for kids will be scaled back next year when the segment is bumped off many independent stations that are switching to programming from the WB and UPN networks. In cable, the Disney Channel is considered an embarrassment, failing to capitalize on Disney's household name. It has less than a third as many subscribers as Nickelodeon, in part because it is mostly a premium channel not included in the basic package and costs extra. And the 13-year-old network has been slow to answer exploding international demand for entertainment as foreign countries have opened up to outside competition. Rival Cartoon Network, for instance, has been available in the United States for only four years but is already the No. 1 children's channel in the United Kingdom.

ABC's ESPN is key to Disney's international expansion. Nothing

Sallie Hofmeister is a Times business writer who covers the television industry.

travels better across borders than sports and children's programs. Eisner envisions bundling the Disney Channel for sale to global satellite services together with its stronger sister, ESPN. Such a package should give Disney more clout against such forces as Rupert Murdoch's News Corp., which has used sports rights to dominate several foreign markets and owns the No. 2 children's television programmer, the Fox Children's Network. Time Warner will also be better equipped to sell channels by the bunch when it finalizes the purchase this fall of Turner Broadcasting System, which owns the Cartoon Network.

Disney expects Laybourne to multiply its own offerings. But launching new channels at home for later export is daunting. Most U.S. cable systems don't have space for new channels, and building an audience big enough for these networks to register a profit can take years because of today's sea of TV choices and the popularity of the Internet.

In fact, two channels on the drawing board when Laybourne arrived have already been shelved. In May, ABC canceled plans for a 24-hour news channel. With its network falling to second place behind NBC in the ratings and problems surfacing elsewhere, Disney was unwilling to subsidize the high cost of competing against a strong incumbent, CNN, and newcomers with partners. Fox is pairing up with leading cable operator Tele-Communications Inc. and paying cable systems a princely fee to carry its news channel. NBC is up and running with its MSNBC, partnered with Microsoft Corp. to ease an investment that could easily exceed \$1 billion. "The decision was entirely mine and was based on economics," Iger says. "Gerry can't be blamed."

ABC also abandoned a soap opera channel after its affiliates complained that their daytime audiences would shrink if viewers could watch the soaps the same night on cable—highlighting another difficulty in transporting network programming to new media.

Though Laybourne's plate is now less crowded, Disney appears eager to deploy her as its resident expert on new kid ventures. For instance, Laybourne is advising the company on Club Disney, an experimental educational environment for preschoolers being tested in Los Angeles.

And she has plenty to do to resuscitate the Disney Channel, which she insists will not look like Nickelodeon despite fears to the contrary among her former colleagues. "We need to invent a kind of programming on a dual level to bridge the communications gap between kids and parents," she says. "Kids want desperately to have quiet moments with their parents, and television is one of those really sweet moments when they get to snuggle next to their parents in front of the electronic heart."

Just as animators seeped from the shadows to reinvent animation for Nick, Laybourne says the Hollywood community will respond to her call for a new genre of family entertainment. "We'll throw out the challenge," she says. "I'm not sure anyone has ever articulated it quite this way."

LANDING LAYBOURNE WAS A COUP FOR DISNEY, JUDGING FROM the upheaval at Viacom that followed. Sumner Redstone, the impetuous 73-year-old chairman of the company, was particularly close to Laybourne. Her departure may have driven a deeper wedge between him and Frank Biondi Jr., the president and chief executive he fired the month after she resigned. Redstone blamed Biondi at least in part for letting Disney woo Laybourne away, although Biondi, now chairman and chief executive of MCA Inc., says Redstone tied his hands by refusing to let him offer her a higher salary. Twenty-four hours after she had agreed to stay, Laybourne changed her mind, won over by Disney's triple-court press.

Both Eisner and Iger had separately tried to hire her more than once. After announcing the planned merger, they tried again as a team, with reinforcement from former superagent Michael Ovitz, who had recently joined the corporate world as Disney's president. Iger ne-

gotiated around the clock to close a deal with Laybourne that is thought to be in the neighborhood of \$3 million a year, plus options.

"Bob really brought her in," Eisner says. "Michael and I called her, and were mainly cheerleaders." (An article in *The New Yorker* about Laybourne's appointment credited Ovitz with the coup, sending ripples of paranoia through ABC, which was waiting for signs that its new owner would be pulling all the strings. The piece failed to mention Iger, but rather described how the first call placed by Ovitz as Disney president was to Laybourne, whom he had met for the first time the year before, when he and his young son Eric sat behind the Nick chief at an NBA All-Star game.)

Disney's reputation for heavy-handed management has led some Laybourne colleagues to predict a jarring transition. Eisner is a taskmaster and Disney is more meticulously managed than Viacom. Some of Laybourne's friends worry that her creative and collaborative style might be crimped.

"She has spent 15 years being the anti-Disney," says one longtime associate. "Now she is Disney. They expect results right away, but the way Gerry wins is step by step, slow and plodding like a teacher."

Laybourne laughs at the notion that she now works at Disney, having taken very much to heart a directive by Redstone when he bought Viacom in 1987: "Sumner came in and said, 'We want to be the Disney of the '90s,' and people howled. Here I am in the '90s, at Disney."

At Viacom, she operated with little interference—at first because of low expectations for Nickelodeon and later because her group consistently outperformed other cable channels, including its sibling rival, MTV, whose early success with irreverence was a model for Nick.

Nickelodeon's spirit bubbled up from its troops, a young, energetic and insular group that Laybourne protected and imprinted. "She created this family atmosphere where everyone else was an outsider," says Vanessa Coffey, Nickelodeon's first

head of animation and now an executive producer at Sony. "Gerry was our surrogate mom. When she gave you a job, she had high expectations but she let you do it. We all wanted to please her."

Cohesion also grew out of the unifying identity Laybourne created through decor. At Viacom's New York headquarters, MTV's floors are called "the dormitories," messy and raw, strewn with rock posters, stereo equipment and tattooed Gen-Xers in black leather.

The Nick floors form a fantasy workshop and playground. Brightly colored angular and curvy walls of wood and corrugated aluminum separate work spaces. Oversized orange balls as big as grand pianos idle in the halls. A wall of green slate is scrawled with chalk graffiti. Laybourne designed her own desk to circle her like a serpent, its glass top covering cubbyholes filled with family memorabilia, jewelry-box style. "Space and architecture is one of the tools you have to manage by—to communicate your management philosophy," she says.

Nickelodeon's strong identity, though, sometimes created tension within Viacom. Laybourne was known for trying to control all aspects of her operation to keep Nick's image pure and was reluctant to parcel jobs out to other arms of Viacom to help contain costs.

"If you were connecting with Nick, they were great to deal with, but if their vision didn't mesh with yours, they were very hardheaded," Biondi recalls. "If you were talking geology, you'd say Gerry is a force of nature. The trick in managing her is not to stifle her, and that's hard because she always wants to do a lot."

She rearranged Nickelodeon with the force of a tornado, starting as a consultant at the network launch in 1979. After getting a master's degree in elementary education at the University of Philadelphia, she formed an independent production studio and, with her husband, Kit, an independent filmmaker, was creating pilots for the network. The following year, Laybourne joined as a programming manager and was elevated to general manager in 1986. At the time, Nickelodeon was losing \$10 million a year as a commercial-free channel

Continued on Page 30



After meeting Laybourne's husband, Kit, above, Disney Chairman Michael Eisner knew he had to hire her. "I was impressed by her choice in spouses," he says.

Laybourne

Continued from Page 14

with the lowest ratings in cable. It was the "spinach channel," bitter tasting—but good for kids.

Guided by rigorous focus groups with children, Laybourne honed a philosophy for the network based on the mind-set that growing up is tough. But the network had little money for developing programs to help kids cope, so Laybourne bought cheap old shows and packaged them to look cool. She started accepting advertising and retooling the economics of production to make originals affordable. Game shows came first, with "Double Dare" debuting in 1986, shattering the myth that kids would only watch animation. She produced the show with neighborhood kids in the basement of her New Jersey home.

Then came talk shows, then dramas such as "Clarissa Explains It All," another TV first, giving girls a role model that even boys could tolerate. Laybourne, by then president, set up a studio in 1990 that kids could tour at Universal Studio's theme park in Florida.

News came next, but perhaps the most seismic event was in 1991, when Laybourne convinced Biondi and Redstone to let her spend \$40 million over three years to develop several animated series. Despite Viacom's lack of experience in animation, the first three shows Laybourne green-lighted are still top-rated. "Rug-rats" beat out a Spielberg creation for an Emmy in its first year, and "The Ren & Stimpy Show" and "Doug" drew new audiences.

Laybourne's passion endeared her to the equally passionate Redstone, who felt indebted to her for rescuing him when he bought the company in 1987. Viacom's top management was balking at

giving the new owner access to information about the company. Laybourne and Freston secretly met with Redstone, hoping to convince him that MTV and Nickelodeon were unmined gold, stalled by a lack of management support. "She was one of the first people to come to me eight years ago to say Nick was going nowhere," Redstone says.

He wonders how she will adjust to Disney. "The environment is very different at Viacom," he says. "In my company, Gerry could always walk into my office and express her frustration. She thrived in that gentle environment, and I don't know if she will find that elsewhere."

"Sumner is right," Laybourne says, "the atmosphere was perfect for me there. But this is a different stage of my life. When I was building Nick, I was a schoolteacher who didn't know anything about television. I come here having built a team that created a \$4-billion asset."

"So far, the biggest difference is people let me finish my sentences," she says in jest, unlike the youthfully impatient group at MTV Networks.

LAYBOURNE GREW UP IN Martinsville, N.J., as Geraldine Bond, the middle daughter of a stockbroker and a mother she describes as "an arts terrorist." Her mother wrote radio soap operas and once taught drama at the University of Wisconsin. Lively and civic-minded, she drove her children into the arts, whisking them to house tours on weekends, oil painting at age 5, even turning off TV shows before they ended and demanding they write a conclusion.

Laybourne's father channeled her diligence and cultivated her sense of business, teaching her about company balance sheets and putting her in charge of his brokerage office during the summers when she was 16 and 17.

After graduating from Vassar in 1969, Laybourne put her degree in architecture to use as a junior assistant. Her life changed, though, after running into Kit, whom she had met five years earlier when he was a senior at Wesleyan University. The second time around, he says, "We fell in love immediately and were married in six months."

Within a year, the Laybournes had Emmy, who is now 25 and does improvisational theater in New York when she's not working at the Comedy Central cable channel, and Sam, 21, a student at Wesleyan who is the lead singer in a rock band.

Laybourne says Kit unlocked her sense of humor, opening up a world of play she never experienced as a child. "He is one of the most open, free-spirited, creative people you will ever meet," Laybourne says. "Everything became a game. At the grocery store, he would make the kids guess how much the groceries cost. Nickelodeon was a way for me to re-create my childhood."

Kit, Gerry's charming and articulate alter ego, admits it: "I'm an asset."

So does Eisner. He says he and Gerry realized they shared a common ground at a Santa Barbara conference last year on family and television. But Kit, who sat with Laybourne and Eisner and his wife, Jane, clinched the Disney chief's conviction to hire her: "That was the final moment when I said, 'God, we have to hire her,'" Eisner says. "I was impressed with her choice in spouses. It reflects well on her judgment. They have a good relationship."

The couple has had a bicoastal marriage since February, when Kit gave up life as a freelancer to become an executive at Tele-TV in Los Angeles, the video venture of the Baby Bell telephone companies. He says he and Gerry have met almost every weekend since, ei-

ther in Telluride, Colo., their apartment on Central Park West in New York or in Los Angeles, where they are shopping for a house.

Early in their marriage, when the children were still young, the Laybournes' circle of friends, mostly independent filmmakers without kids, congregated at their house, debating art, ideas and creativity into the night. "When the jug wine ran out at about 12:30 or 1, Gerry whipped off to the kitchen to bake a soufflé; Grand Marnier was her best. We were all developing our aesthetic together and Gerry nurtured and protected it. She has always played that role," her husband says.

A sense of community is still a part of their life. At their vacation house 45 minutes outside Telluride, the Laybournes built two oversized bunk beds in the living room, with curtains that can be drawn for privacy. (Their own bed is in another room, on rollers, railroad-style, so that they can sleep under the stars on the balcony at the end of the tracks.) Kit says weekend guests love the bunk beds: "There is something lewd about adults sleeping together in one room."

He says the early salons still inform Laybourne's management style. As an animation producer, Kit worked with Nick on several series, including "Allegra's Window," and says, "When she listens in, she focuses, and if you can ask certain kinds of questions, people will open up."

Her approach has disarmed her new boss at Capital Cities. "I have a couple trusted colleagues and she is one of them," says Robert Iger. "And I don't use those words lightly. It usually takes a long time to reach that level." She gets respect because she gives it: "At a meeting, with issues that aren't hers, she has a way of expressing opinions in a way that people can lis-

ten to," he says. "She has an uncanny ability to focus on the most important issue. The bottom line is, she is great to have around."

SOME COLLEAGUES SAY Laybourne is disillusioned with her new job. The cancellations of the news and soap opera channels were disappointing. Close friends say she expected to have more authority over Lifetime and A&E, rather than only board seats.

Still, she has made an impact, particularly at Lifetime, a women's channel that some critics say is condescending to women. She revived an idea at the network, in which Disney holds a 50% stake, for a second channel aimed at young women, 18 to 34 years old. The idea had been tabled in November because of the shortage of space on cable. "All I did was get the board organized around an idea that is the future of Lifetime," says Laybourne. "It needed a passionate advocate, and that's what I can do for Lifetime."

In January, Lifetime will debut two hours of service, news and entertainment programming that could become its own network, once digital technology expands cable capacity during the next five years. Laybourne's fingerprints can also be found on several other programming arrangements. The network won the bidding for the cable run of Disney's prime-time hit "Ellen" and recently hired newswoman Linda Ellerbee to produce two one-hour segments with the presidential candidates. Ellerbee is a close friend of Laybourne's; her Lucky Duck Productions launched Nickelodeon into news. Laybourne said she will also help the network move into original series production, which she says takes "bravery," one of her favorite words.

At the Disney Channel, Sweeney is hastening its

conversion from a premium to a basic channel to broaden its reach, although Laybourne insists the network will always be commercial-free. And Laybourne and Sweeney have been traversing the country talking to parents and children in focus groups about the issues they face. Laybourne discovered the power of focus groups at Nickelodeon: Reacting to various advertisements, kids said they hated being told what to do and what to think about products, leading Nickelodeon to ban the word "fun" from program titles and promotions, allowing viewers to draw their own conclusions.

In part, by developing shows that families can watch together, Laybourne will be concocting an antidote to Nickelodeon, which helped drive families into separate rooms to watch their favorite shows. Distinguishing the Disney Channel is important at a time when children's programming is becoming a magnet for studios because of the overseas opportunities and the success of Nickelodeon and the Fox Children's Network, which together capture about half of the \$1 billion spent by advertisers in the United States on children's programming. In August, Nickelodeon averaged 40 of the 50 top-rated cable programs. And television options for children are mushrooming wildly, with the WB network retreating from edgier shows to embrace programs for the whole family.

"The exciting thing for me is that Disney has this whole tradition of poignant dramas for families and fun animation," she says. "There is a very big range of voices for the Disney Channel and we plan on using every dimension of the brand."

Though various new channels are being reviewed, including a movie network based on Disney's

Miramax label, the one that perhaps captures Laybourne's imagination most is an educational channel for children. At a conference for advertisers in May sponsored by the advocacy group Children Now, Laybourne said Reed Hundt, chairman of the Federal Communications Commission, had inspired her goal for the coming decade by championing the mandatory children's programming rules and pressing advertisers for their support. Broadcasters have fiercely resisted the rules, complaining that they will lose money because kids don't watch these shows and advertisers don't support them.

Cable channels cannot be used by broadcasters to meet the requirements, but they could provide an afterlife for those shows that do. But using an educational wrapping could be tricky, given the sensitivity of Washington and the public to the issue. Activist Peggy Charren, a big Laybourne backer and author of the Children's Television Act of 1990, which required broadcasters to devote more air time for children's programming, has this concern about Disney's proposed educational channel: "I just hope Goofy isn't the teacher. Disney has been so successful connecting its products with programming. I worry about the degree to which programming will be saturated by the world of Disney. Gerry will argue for separating that but I'm not sure she is going to win that one."

Laybourne would not elaborate on her plans, which are still unformed. But one of her mantras could apply. "To motivate me, all you have to say is 'That can't be done,'" she says. Her contrariness crept into her keynote speech the day she announced the launch of the channel in May: "I like the impossible," she said. "It's a realm I feel truly comfortable in."

SPECIAL REPORT

TIME

AMERICA'S

25

**MOST
INFLUENTIAL
PEOPLE**





GERALDINE LAYBOURNE

Television Executive

RESEARCHERS FOR NICKELODEON DID A survey a few years ago asking young viewers to compare TV networks to food. Fox, the kids said, is like junk food. The Disney Channel is ice cream. And Nickelodeon, they decided, resembles pizza and spaghetti. Geraldine Laybourne, longtime creative chief of the children's cable network, loved that answer. "We're good for them, but we're so much fun that being good for them isn't boring."

Today this may seem an obvious approach to children's TV. But it was something of a radical notion in 1980, when Laybourne, a former schoolteacher and the mother of two, first joined the fledgling cable operation. Children's TV at the time was divided fairly neatly into two realms: "educational" fare, mostly on PBS, and all

the other junk that kids watched, mainly bad cartoons. "Our dream was to bring back variety to television for kids," Laybourne said. Nickelodeon programming, from the raucous game show *Double Dare* to rude cartoons like *Ren & Stimpy*, hit a happy middle ground: it didn't insult kids' intelligence or their sense of fun either.

With her relaxed, collegial style, Laybourne, 49, did more than just develop good children's programs. She showed the cable industry during its formative years that a channel with a strong mission and a well-targeted audience could be a financial success. Nickelodeon, now seen in 66 million homes, is the highest-rated basic-cable network, and it has spun off lines of imaginative toys as well as another cable channel, TV Land (né Nick at Nite), aimed at baby-boomer parents. Nickelodeon has also provided a role model for reformers seeking to upgrade network fare for children. Says Kathryn Montgomery, president of the Washington-based Center for Media Education: "Nickelodeon shows that you can create more quality programming for kids in the commercial market."

Laybourne moved on to a bigger commercial market last February, when she was hired by the new Disney/ABC media combine to oversee cable operations. One big project, a 24-hour news channel, has just been shelved, but Laybourne will have ample opportunity to test another of her pet ideas: that doing good and making money are not incompatible concepts. "I'm an idealist," she says, "and I don't make any apologies for that." ■

The Bears
At
Merrill

Have Banks Bottomed? • A Dilemma for Every Industry

FORTUNE

DECEMBER 12, 1998

THE FIFTY MOST POWERFUL WOMEN IN AMERICAN BUSINESS

No. 1:
Carly Fiorina,
LUCENT

No. 2:
Hint: She's A
Household
Name

\$4.95 U.S. / CANADA \$5.95



www.fortune.com

FORTUNE'S FIRST ANNUAL LOOK AT THE WOMEN WHO MOST INFLUENCE CORPORATE AMERICA.

BY JULIE CRESWELL

20

Geraldine Laybourne, 51
Chairman and CEO
Oxygen Media

Her power is "creating stuff," Laybourne says. She built Nickelodeon, the top-rated kids' cable-TV network, while she was at Viacom. Then she hit static running Disney's cable properties. Since quitting Disney last May, Laybourne has been building her own multimedia company with the help of her husband, Kit. "I see some amazing opportunities," she says. "Women are underserved and underestimated as consumers. Plus, the Internet is this phenomenal and organic and democratic vehicle that's ideal for communicating with women. It will eventually converge with television." Laybourne adds, "I have the relationships with entertainment companies and big technology companies to pull this off." We agree. Investors in her company include Disney and America Online. Viacom and Sony are considering doing business with her too.

>>>



JOHN ABBOTT

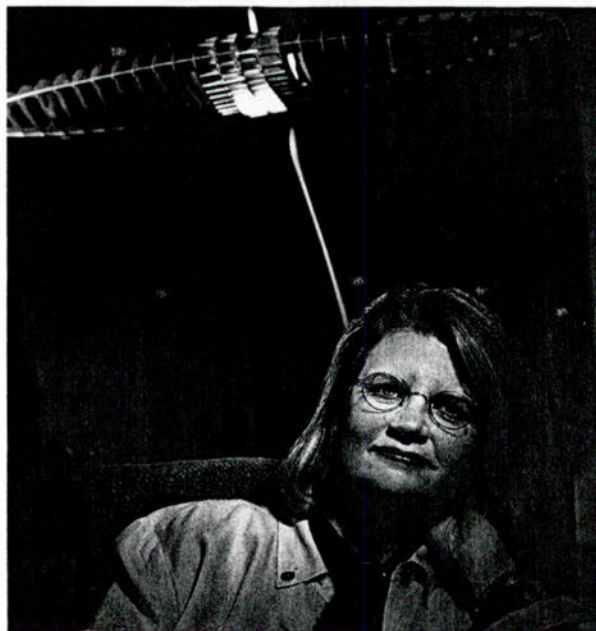
6.10 October 1998

Hollywood 3.0

Geeks storm the A-list. A *Wired* special report.

Convergence Queen

If you know Nickelodeon, then you know Geraldine Laybourne – the exec who took the sticky-sweet out of children's television. After building Nickelodeon and serving a brief stint as president of Disney/ABC Cable Networks, she is headed for the uncharted, undefined media frontier: TV-Internet convergence. Oxygen Media, based in New York and San Francisco and set to videocast via cable and the Web, will serve as both a home base for her slate of national programs and an incubator for new talent, which often first finds its voice online.



"This is like the early days of cable," says Laybourne. "It wasn't the tried-and-true media companies that invented the cable business. It was the entrepreneurial upstarts." Now she's an upstart once more. "We don't have a vested interest in old media," she says, though old media apparently has a vested interest in her – ABC is backing her venture from the get-go.

– Paula Parisi

Has The
Market
Peaked?

FORTUNE

cool companies eXtreme investing

Who's pushing
the high-tech
envelope now.

PLUS:

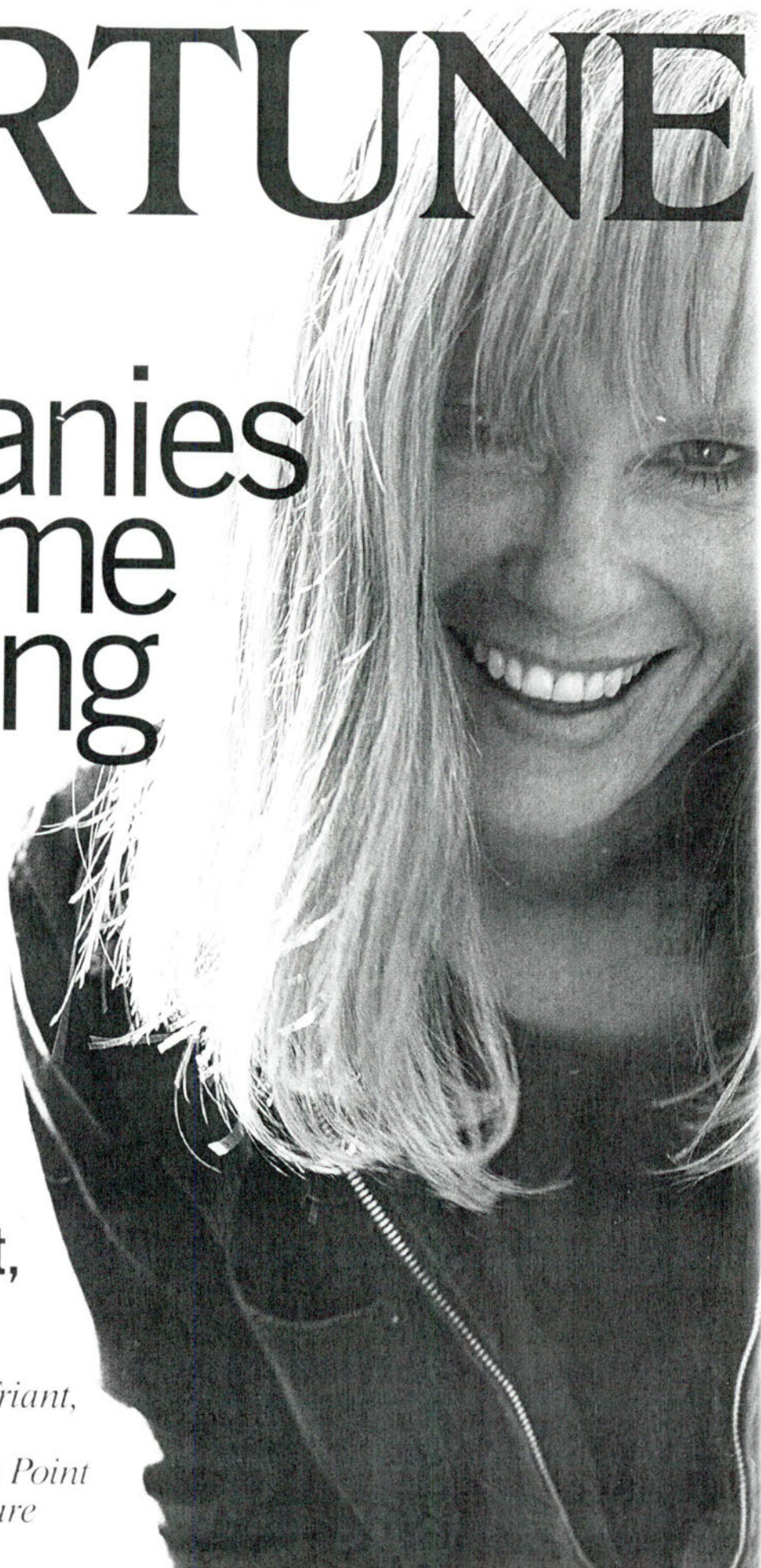
5 years of
hot picks—
Cisco, SAP,
Excite, PeopleSoft,
and more ...

\$4.95 U.S. / CANADA \$5.95



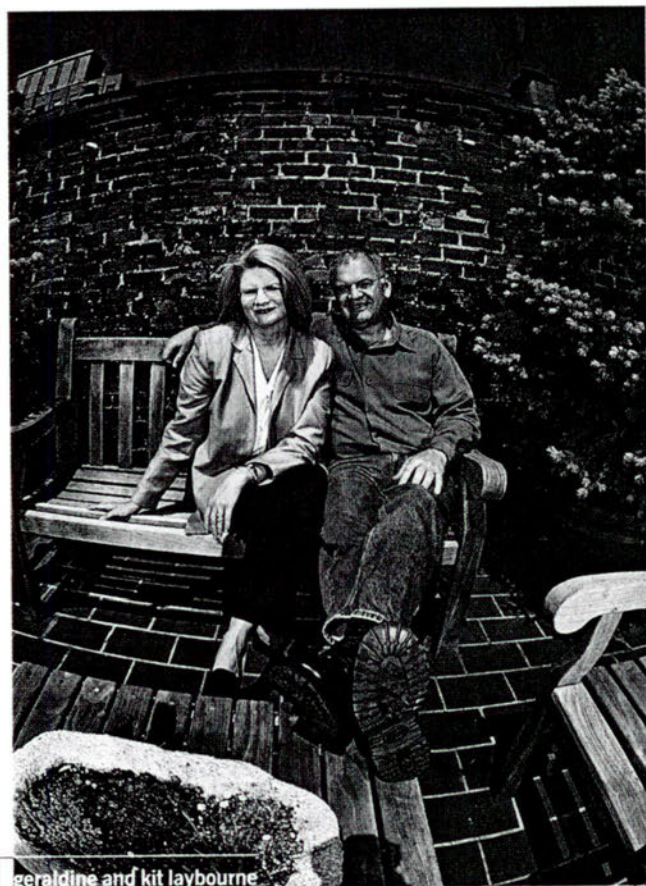
*Deb Triant,
CEO,
Check Point
Software*

www.fortune.com



laybourne co.

CONTENT FOR TV AND THE INTERNET **hq:** new york city
founded: 1998 **sales:** zero **employees:** 20 **stock:** privately held
web address: n.a.



RAFAEL FUCHS

geraldine and kit laybourne

Geraldine Laybourne has been a mainstay in children's television for two decades. She's championed critically acclaimed shows like Nickelodeon's *Rugrats* and ABC's *Pepper Ann* (picture a seventh-grade, more insightful version of *Ally McBeal*). So the industry was stunned when, last month, Laybourne resigned from Disney to start a multimedia production house with her husband, Kit. According to the trade mags, she was ticked at Disney brass for dragging their heels on her ambitious projects. But the entrepreneurial, circumspect programming whiz says it was simply

the right time to launch a venture that's both old- and new-media. "We see this as getting in on the ground floor," Laybourne says. "The Internet is like cable television in the early 1980s. There are a few emerging brands, but it's a wide-open field."

On their fourth day of business, Geraldine, 51, and Kit, 55, talked to FORTUNE in their posh Manhattan apartment, 11 stories above Central Park. The Laybournes are refining their strategy, but they start with the idea of creating TV and Web programming for women and children on subjects ranging from managing a babysitter to personal finance. They'll use chat rooms to research ideas; video streaming over the Web to test TV pilots and broadcast shows; and Websites to provide teasers of a program's characters and links to related subject matter. (They say their first Websites will be up in six months; the first TV pilots will be done in nine.)

The only thing that would be novel about this venture would be doing it well. So far, few people are having much luck offering rich stories on the Web. But it's hard to bet against the Laybournes' knack for knowing what kids want. Geraldine worked for Nickelodeon for 16 years, transforming the network from a niche cable operator to must-see TV for the grade school set. At Disney she revamped ABC's Saturday morning cartoon block, catapulting the network into first place. (It's the only part of the week that ratings-starved ABC consistently wins.) Kit worked as an executive producer for a sundry group of Nickelodeon shows, as well as MTV's *Liquid Television*.

Recognizing this programming prowess, ABC made an equity investment in the company to secure a first look at all children's programming. The Laybournes are meeting with investment bankers to discuss further backing. In the meantime, the company has more basic needs—like a business plan and a CFO. — Henry Goldblatt

July 6, 1998

GERALDINE B. LAYBOURNE
Chairman, Chief Executive Officer and Founder
OXYGEN MEDIA

Geraldine Laybourne founded Oxygen Media in May, 1998 and has served as its Chairman and Chief Executive Officer since its inception. The Company produces branded content for the Internet, television and other media with a particular focus on creating programming that targets the women's and children's markets.

Prior to starting this new venture, Ms Laybourne was President of Disney/ABC Cable Networks since February 1996, responsible for cable programming for the Walt Disney Company and its ABC subsidiary. She oversaw the operations of the Disney Channel and ABC's interests in Lifetime, A&E Network, The History Channel and E! Entertainment Television. In addition, Ms Laybourne played a major role in the creation and management of ABC's Saturday morning children's programming schedule. She was also in charge of developing future television programming for cable and other platforms.

A pioneer in creating innovative and high-quality television programming for children, Ms Laybourne spent 16 years at Nickelodeon, taking over the management of the network in 1984. In 1989, she was named President, Nickelodeon/Nick at Nite and in February, 1993 she added the title of Vice Chairman, MTV Networks. She also sat on the operating and executive committees of Viacom, the parent of Nickelodeon and MTV. Ms. Laybourne and her team were responsible for creating and building the Nickelodeon brand and, in 1985, for launching Nick at Nite, the successful prime-time line-up of retro sit coms.

Ms. Laybourne has had a widespread impact in the children's television arena. In 1996 she was named one of the 25 most influential people in America by *Time* Magazine for her approach to children's programming which "didn't insult kids' intelligence or their sense of fun."

Under her leadership, Nickelodeon/Nick at Nite became the top-rated 24-hour cable programming service and won several notable honors, including Emmys, Peabodys, Cable ACE and Parent's Choice awards, among numerous others. She further expanded the brand by launching and distributing Nick programming to countries around the world, developing theme park attractions, and creating Nickelodeon movie, toy and publishing divisions.

Before joining Nickelodeon, Ms Laybourne was a teacher, did research with children and was an early advocate of media education.

Ms Laybourne sits on a number of boards and advisory committees, including The National Council for Families and Television, New York Women in Film & Television (Advisory Board), Cable Positive (Honorary Chair), Children Affected by AIDS Foundation (Executive Advisory Board), The Annual Family Life Awards (Board of Advisors) and the American Center for Children's Television (Board of Governors).

In 1997 she was elected to the Board of Trustees of Vassar College and was appointed to the President's Advisory Council of Teachers College, Columbia University.

Ms. Laybourne has also been singled out for her many contributions to the industry. In 1997 she received the Annenberg Public Policy Center's award for Distinguished Lifetime Contribution to Children and Television. In 1996 she was honored with the New York Women in Communications Matrix Award for Broadcasting and the Sara Lee Corporation's Frontrunner Award, and was ranked No. 1 among the 50 most influential women in the entertainment industry by *The Hollywood Reporter*. In 1995 Ms. Laybourne received the Spotlight Award from the Creative Coalition, and in November of that same year she was inducted in to the Broadcasting & Cable Hall of Fame.

Her other honors include the Grand Tam Award from the Cable Television Administration and Marketing Committee (CTAM) in 1994, the Governor's Award from the National Academy of Cable Programming in 1993, the American Women in Radio and Television Genii Award and a Women in Cable Award in 1992, and both the Entrepreneur of the Year Award from the University of Missouri at Kansas City and the New York Women in Film Muse Award in 1991.

Ms Laybourne earned a B.A. degree in art history from Vassar College. She also has an M.S. degree in elementary education from the University of Pennsylvania.

A native of Martinsville, New Jersey, she and her husband Kit, an independent producer, author and animator, are the parents of two children, Emmy and Sam.

September 1998

LAWRENCE WILKINSON
Vice Chairman
OXYGEN MEDIA & President OXYGEN SAN FRANCISCO

Lawrence Wilkinson is Vice Chairman of Oxygen Media, and president of Oxygen San Francisco. He leads Oxygen's planning and corporate development efforts, and oversees Oxygen's West Coast television and Internet operations and alliances.

Prior to joining Oxygen, Mr. Wilkinson co-founded and served as president of Global Business Network (GBN), an Emeryville California-based strategic consulting firm, where he concentrated on strategic positioning issues and on product, service, and venture development. He divided his time between work with GBN's member companies, primarily in the new media and entertainment, communications, marketing, and publishing sectors, and the management and growth of GBN itself. Mr. Wilkinson also served as chief architect and currently is a director of Wired Ventures, the partnership that owned and managed *Wired*, *HotWired*, and other ventures.

From 1984 to 1990, Mr. Wilkinson was with Colossal Pictures, an award-winning production company specializing in commercials. As President, Mr. Wilkinson was responsible for all activities of Colossal, its USFX division and Big Pictures subsidiary, and its affiliated companies globally. Under his leadership, Colossal entered into several major strategic marketing and production alliances, and managed a range of multi-media programming, including commercials, broadcast identity packages, and television and theatrical programs through GBN's Big Pictures subsidiary.

Prior to joining Colossal in 1984, Mr. Wilkinson was the managing partner of Wilkinson and Associates, a consulting firm offering counsel on business strategy and venture formation to such clients as Sony, W. H. Freeman & Co./*Scientific American*, and COMSAT/STC. In 1983, he partnered with Tom Peters to create Excel/Net, a multimedia customer service and quality enhancement program still in use at companies around the world.

From 1979 through 1981, Mr. Wilkinson directed all planning, production, marketing, and publishing activities at KQED, Inc., San Francisco (KQED-TV and FM, KQEC-TV, and *Focus*, the area's largest "city" magazine). From 1976 to 1979, he was director of planning and marketing for the Educational Broadcasting Corporation (WNET-TV, New York City).

Mr. Wilkinson has authored and edited numerous publications and Harvard Business School case studies ranging from *Public Broadcasting in the U.S.* (Harvard Business School Press) to *The Cambridge Milton* (Cambridge University Press). He is co-author of *The Future of Shopping* (Harvard Business School Press; forthcoming Fall, 1999). He has produced and executive-produced numerous television programs, multimedia titles, and feature films, most recently, *Crumb* (Sony Pictures Classics). He also has contributed regularly to general and business periodicals and national television, cable, and radio business news programs,

including *Wired*, *Backstage*, *Business Times*, *Nightly Business Report*, and *The Wall Street Journal Report*. Lawrence is a frequently featured speaker at conventions and corporate meetings.

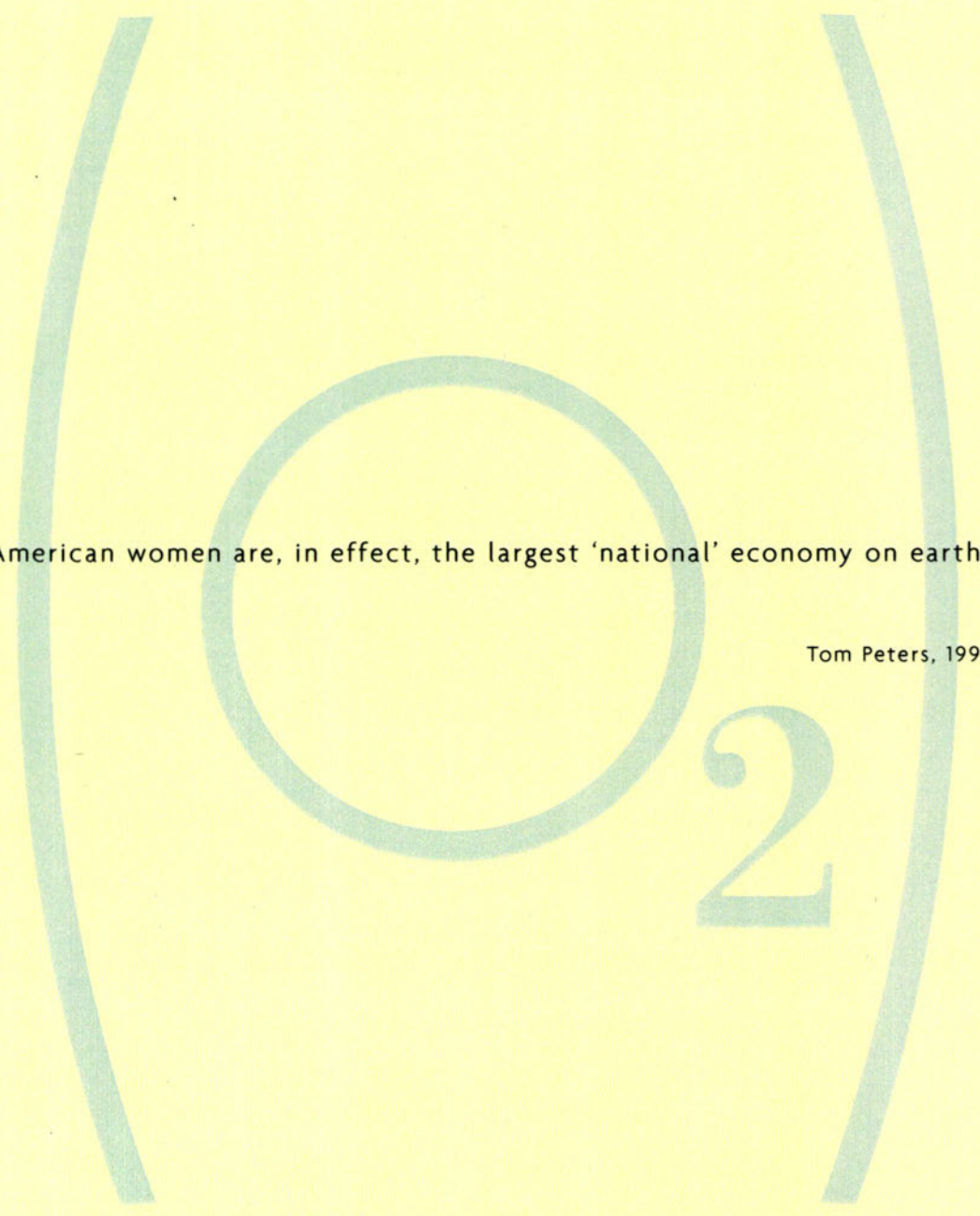
Mr. Wilkinson is a graduate of Harvard Business School, Oxford University, and Davidson College. In addition to Wired Ventures, Mr. Wilkinson is a director of GBN, Direct Medical Knowledge, Lieberman Productions, and Colossal Pictures. He also was a director of Brøderbund Software and currently serves as vice-chair of the San Francisco Film Society/San Francisco International Film Festival.

September 1998

(oxygen)

W o m e n : J u s t T h e F a c t s

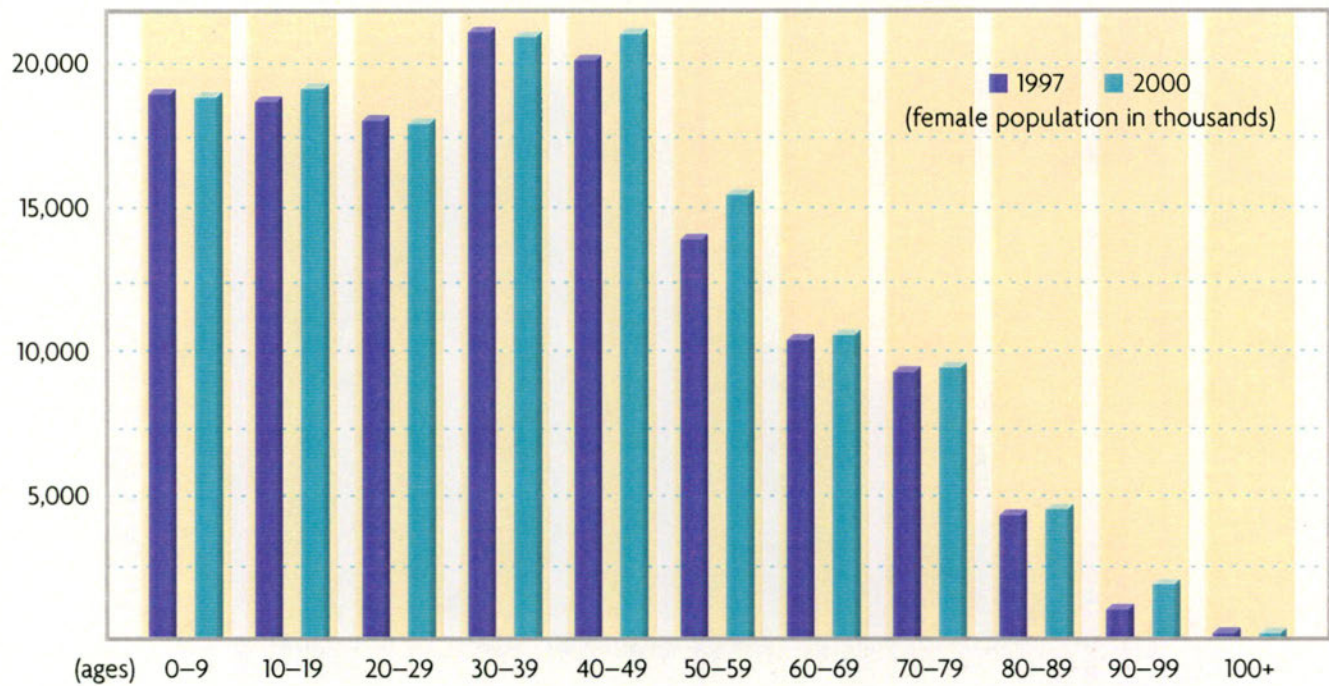
W o m e n A s A M a r k e t



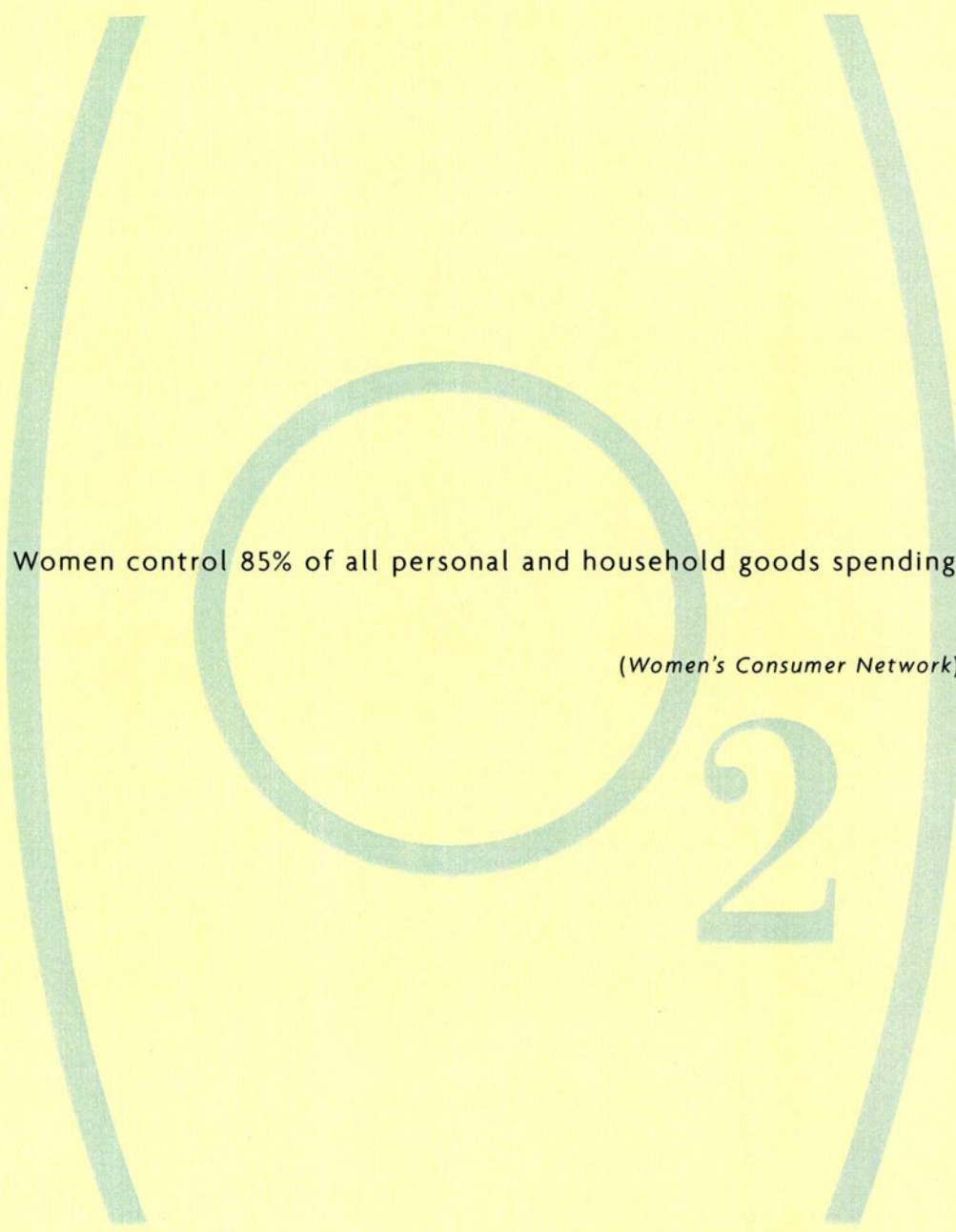
"American women are, in effect, the largest 'national' economy on earth."

Tom Peters, 1997

Population Of Women (1997 And Projected)



Source: Bureau of the Census, Population Projections of the US

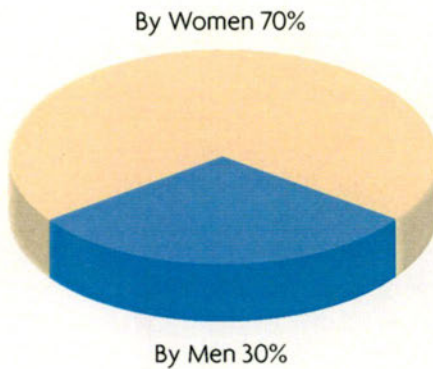


Women control 85% of all personal and household goods spending.

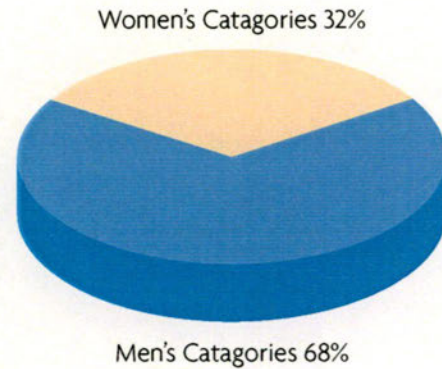
(Women's Consumer Network)

Ad Spending Vs. Consumer Spending (Men And Women)

Consumer Spending

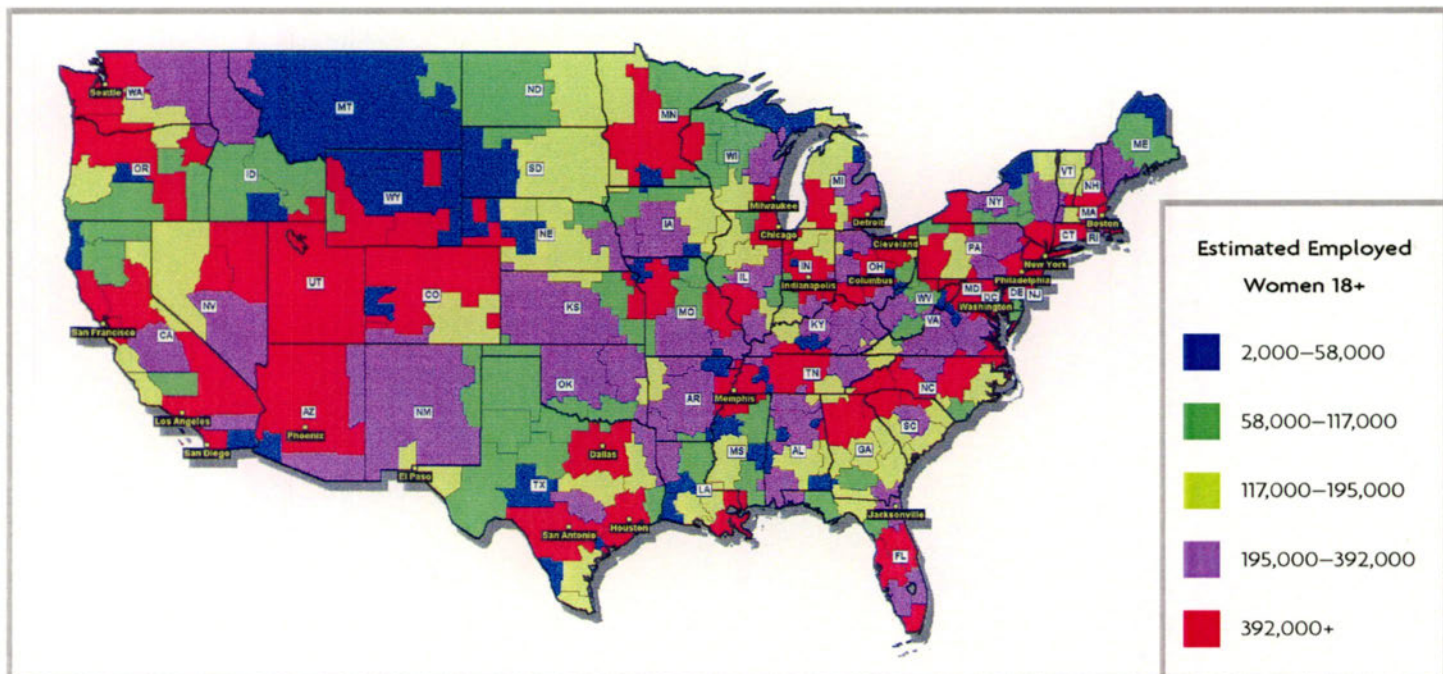


Ad Spending



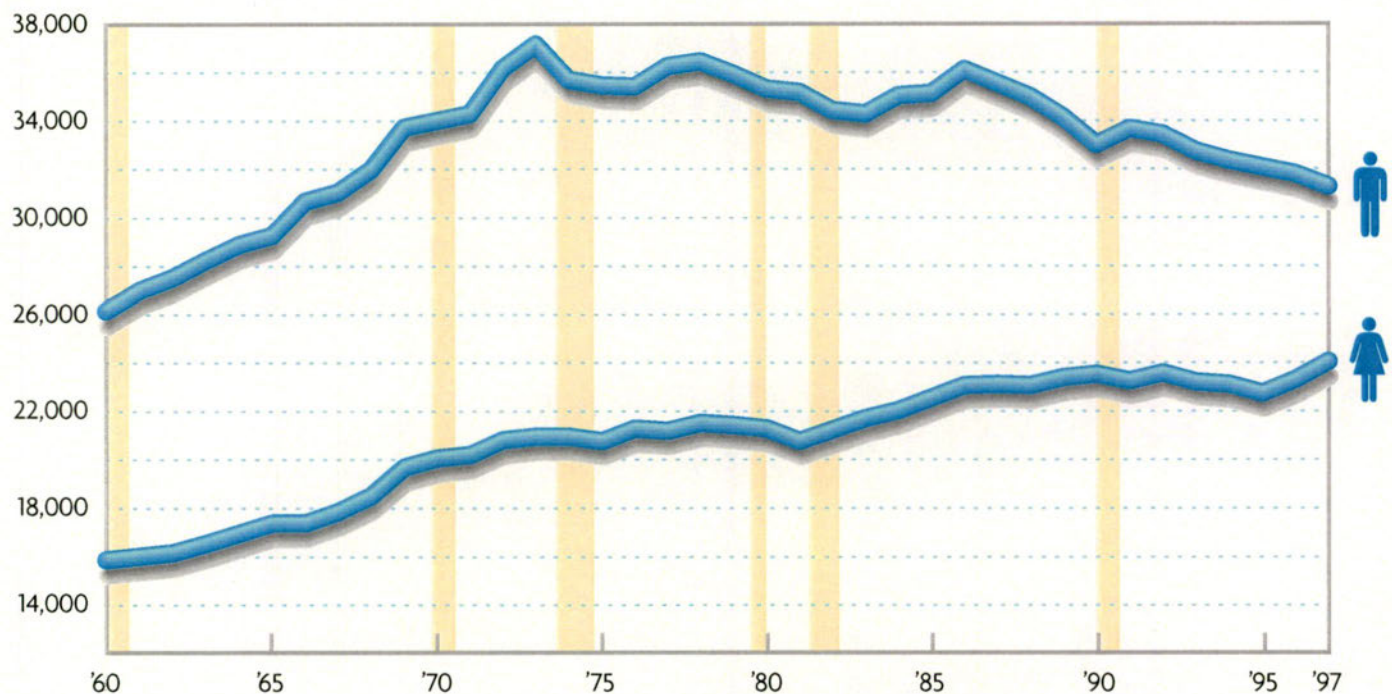
Source: CMP, 1997 (for ad spending), American Demographics Journal, 1997 (for consumer spending)

Employed Women 18+



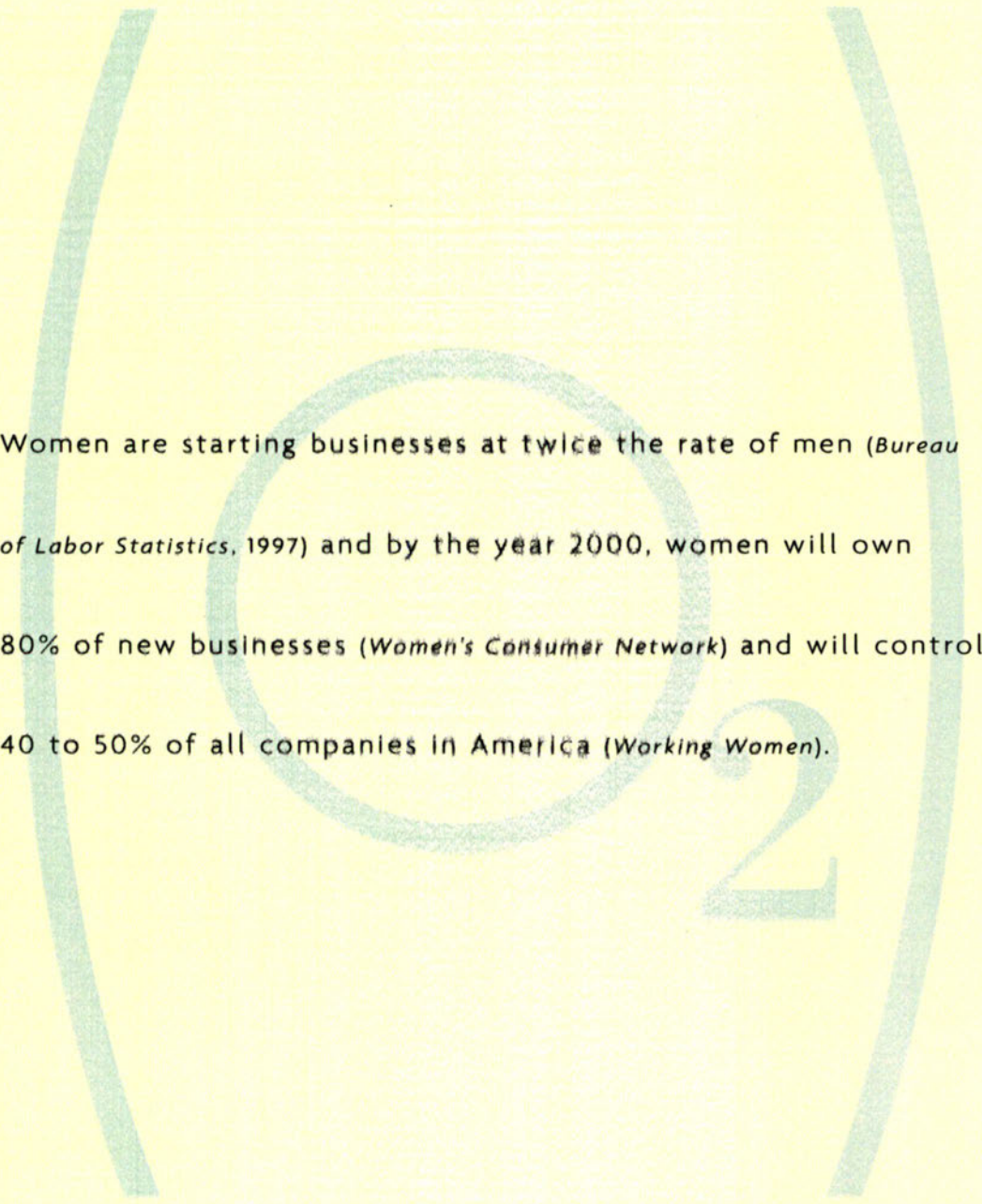
Source: The Black Group, Inc., 9/98

Median Earnings Of Year-Round, Full-Time Workers (1960-1997)

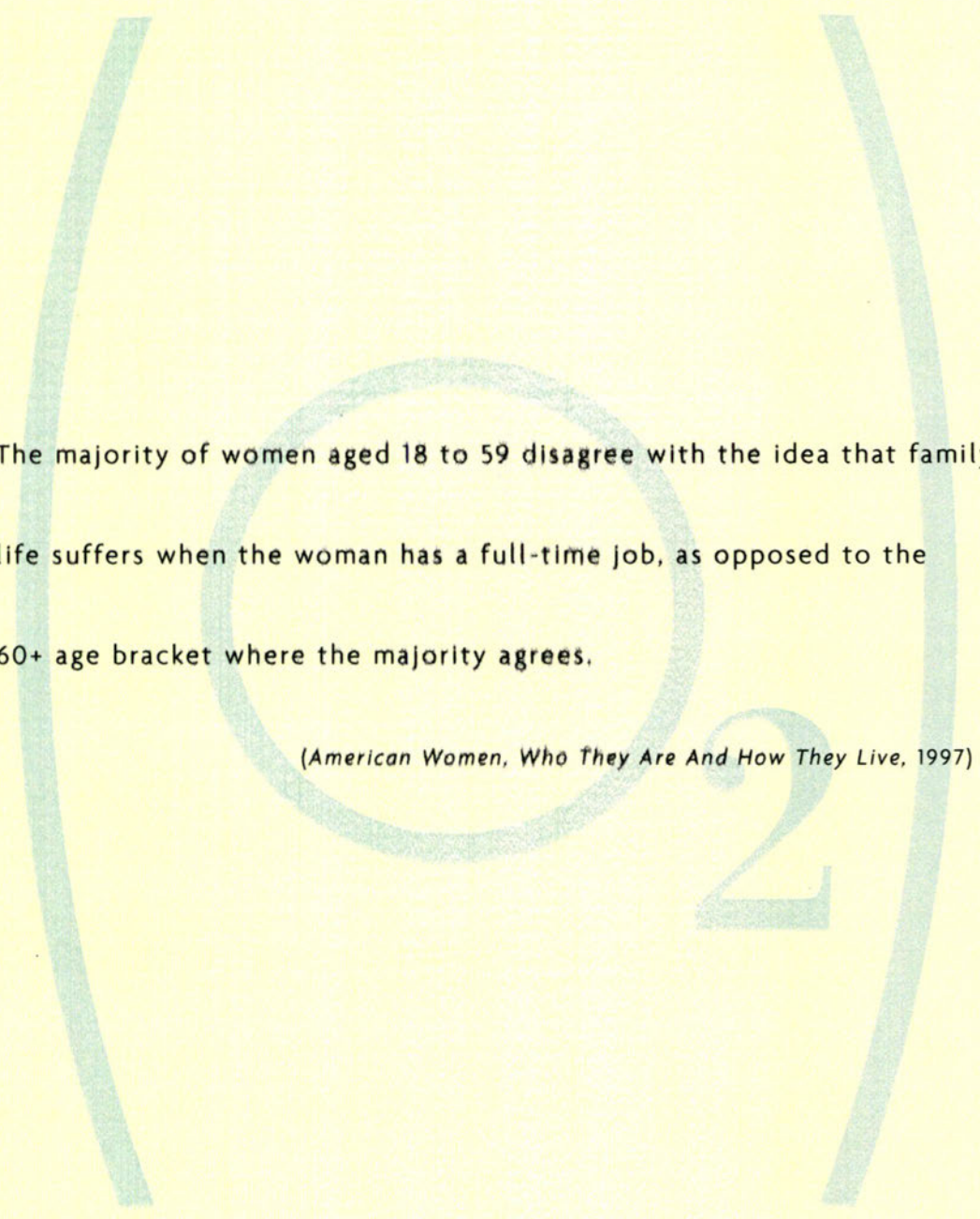


■ = Recessionary Periods

Source: U.S. Bureau of the Census, March Current Population Survey



Women are starting businesses at twice the rate of men (*Bureau of Labor Statistics, 1997*) and by the year 2000, women will own 80% of new businesses (*Women's Consumer Network*) and will control 40 to 50% of all companies in America (*Working Women*).

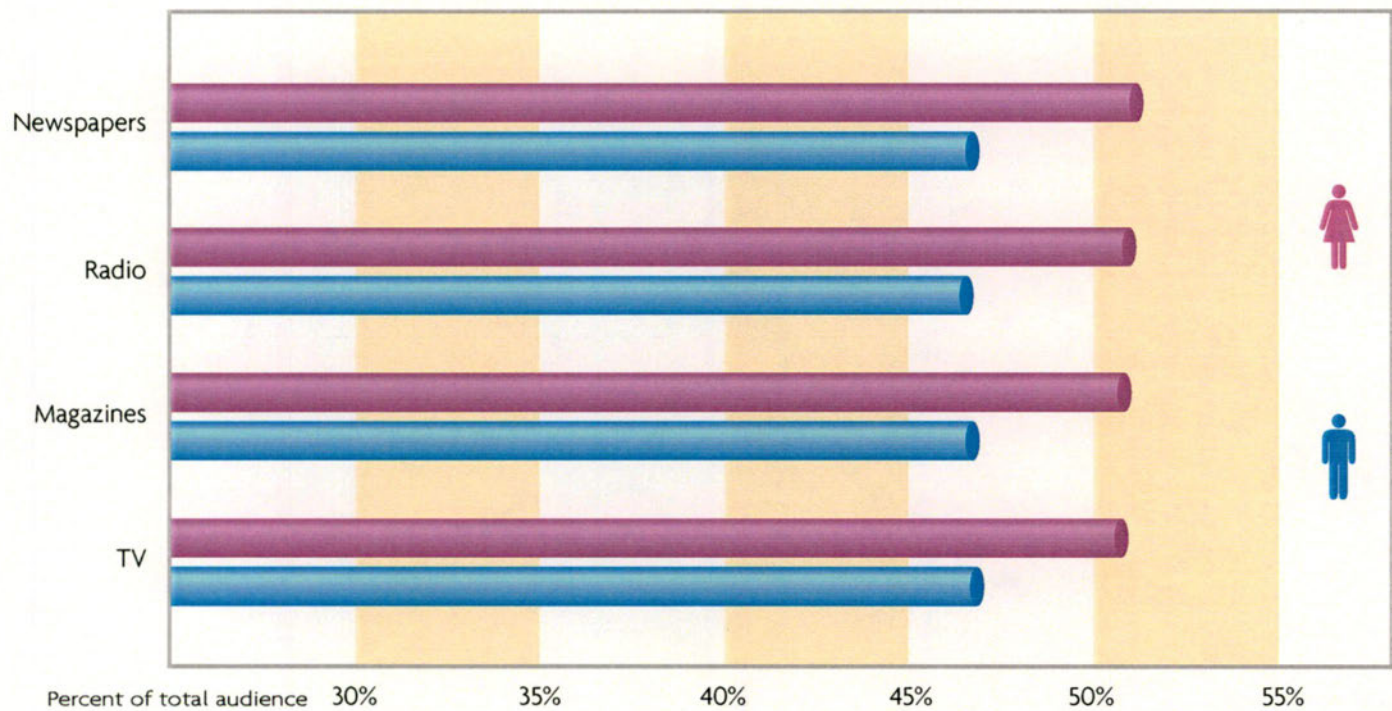


The majority of women aged 18 to 59 disagree with the idea that family life suffers when the woman has a full-time job, as opposed to the 60+ age bracket where the majority agrees.

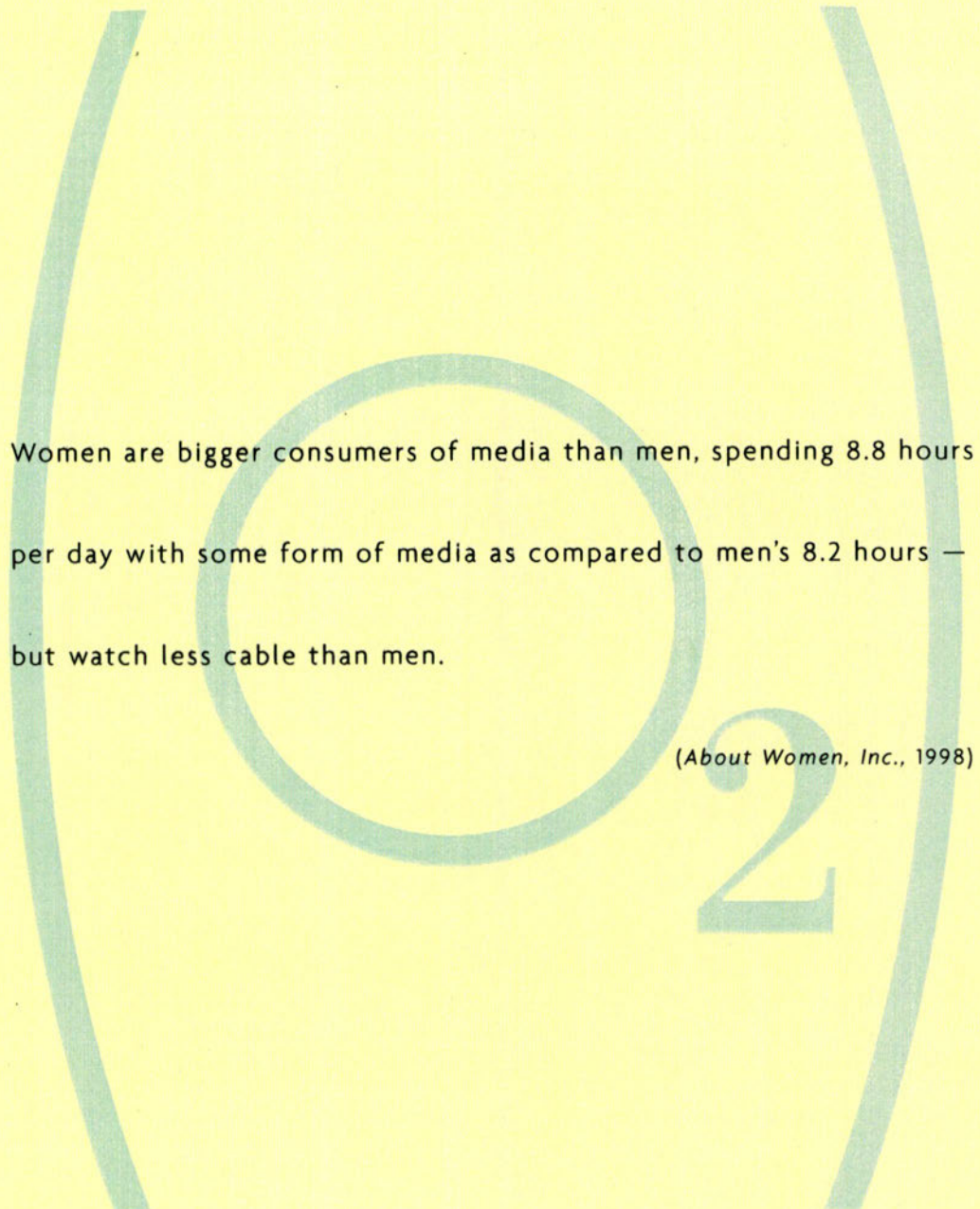
(American Women, Who They Are And How They Live, 1997)

W o m e n A n d T h e M e d i a

Media Consumption: Time Spent By Media (Ratio Of Women To Men)



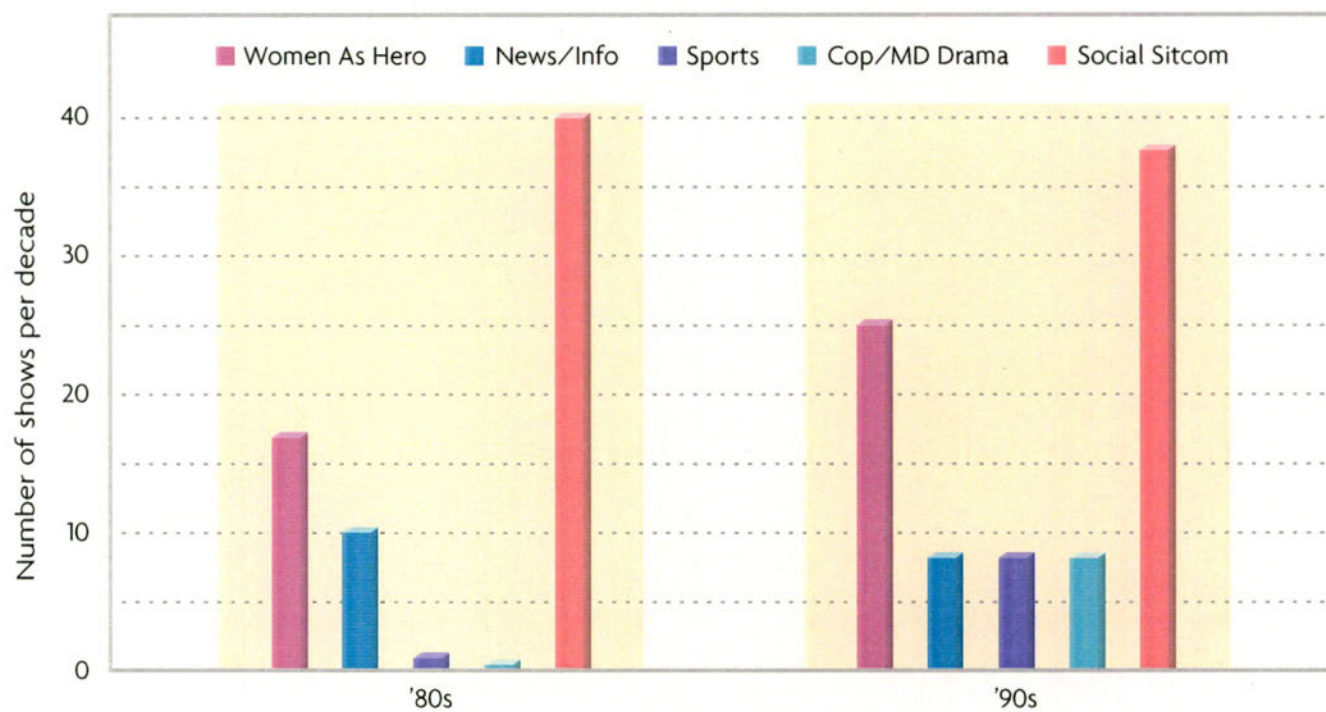
Source: MRI Spring 1998



Women are bigger consumers of media than men, spending 8.8 hours per day with some form of media as compared to men's 8.2 hours — but watch less cable than men.

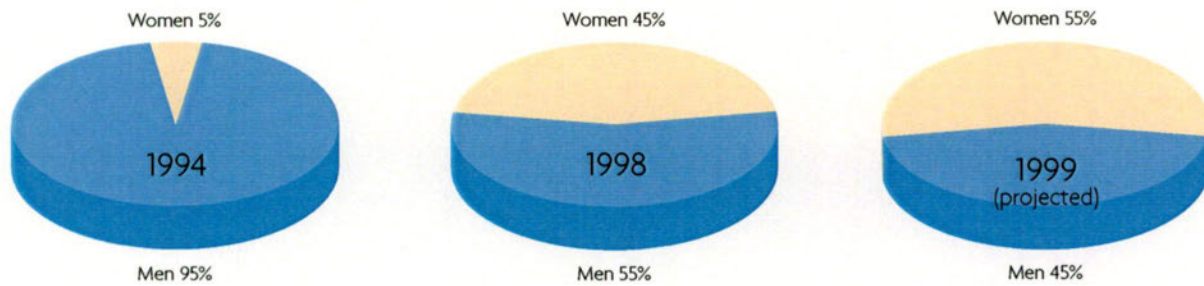
(About Women, Inc., 1998)

Top 10 TV Shows By Theme

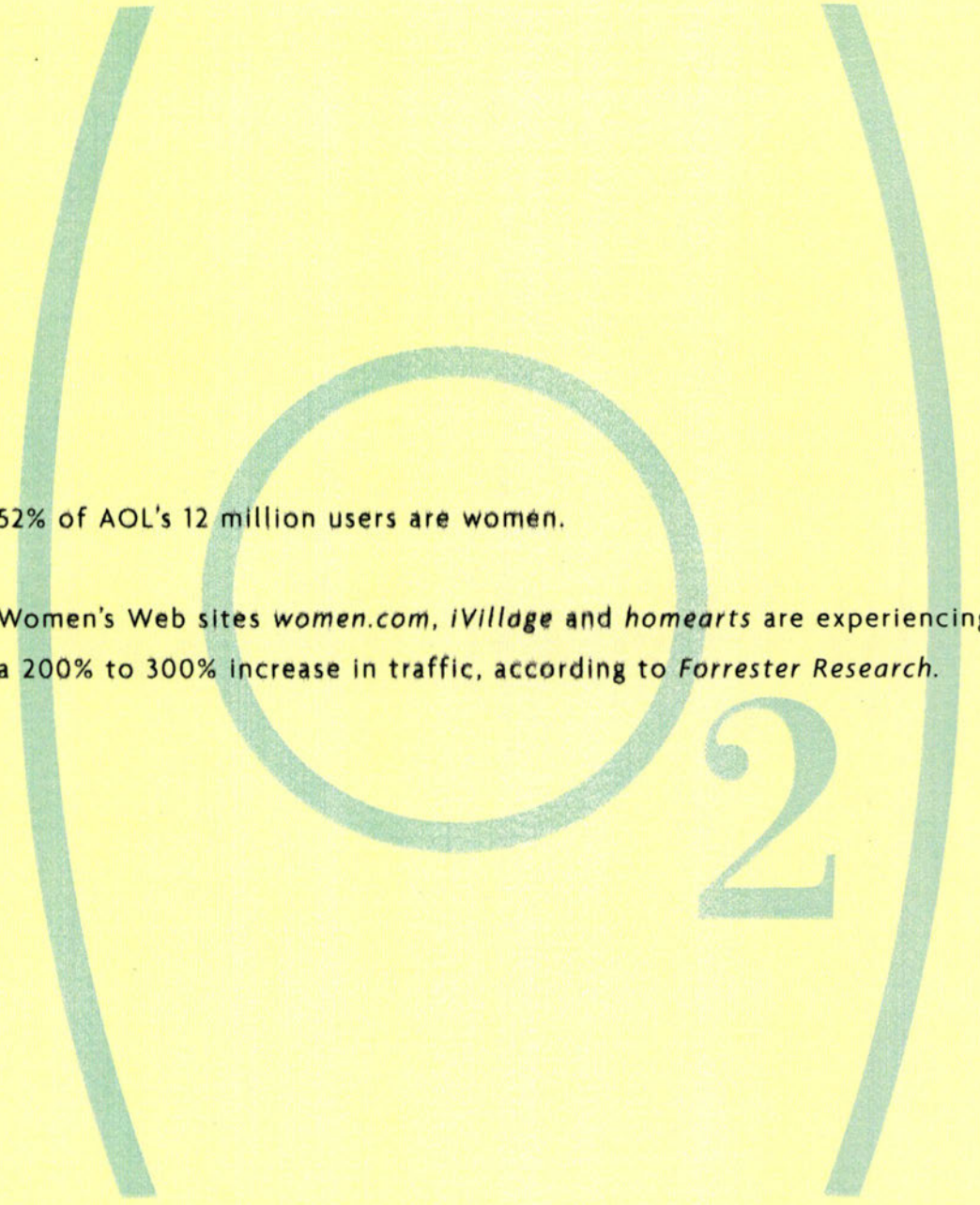


Source: Nielsen Top 10 Rankings

Internet Usage: Men Vs. Women



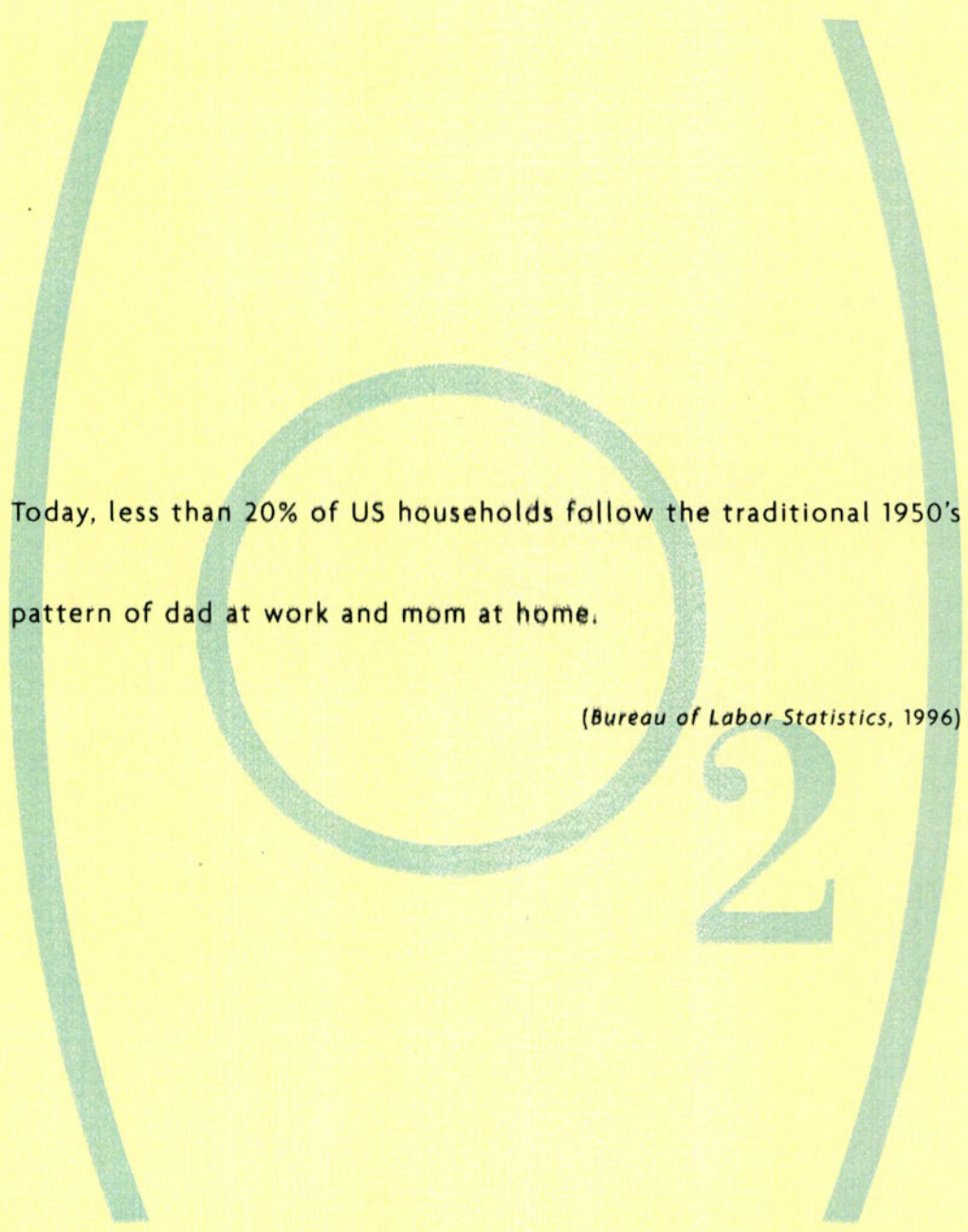
Source: Georgia Tech

A large, light blue graphic of the number '2' enclosed in parentheses '()' serves as a background for the text. The graphic is centered and spans most of the page width and height.

52% of AOL's 12 million users are women.

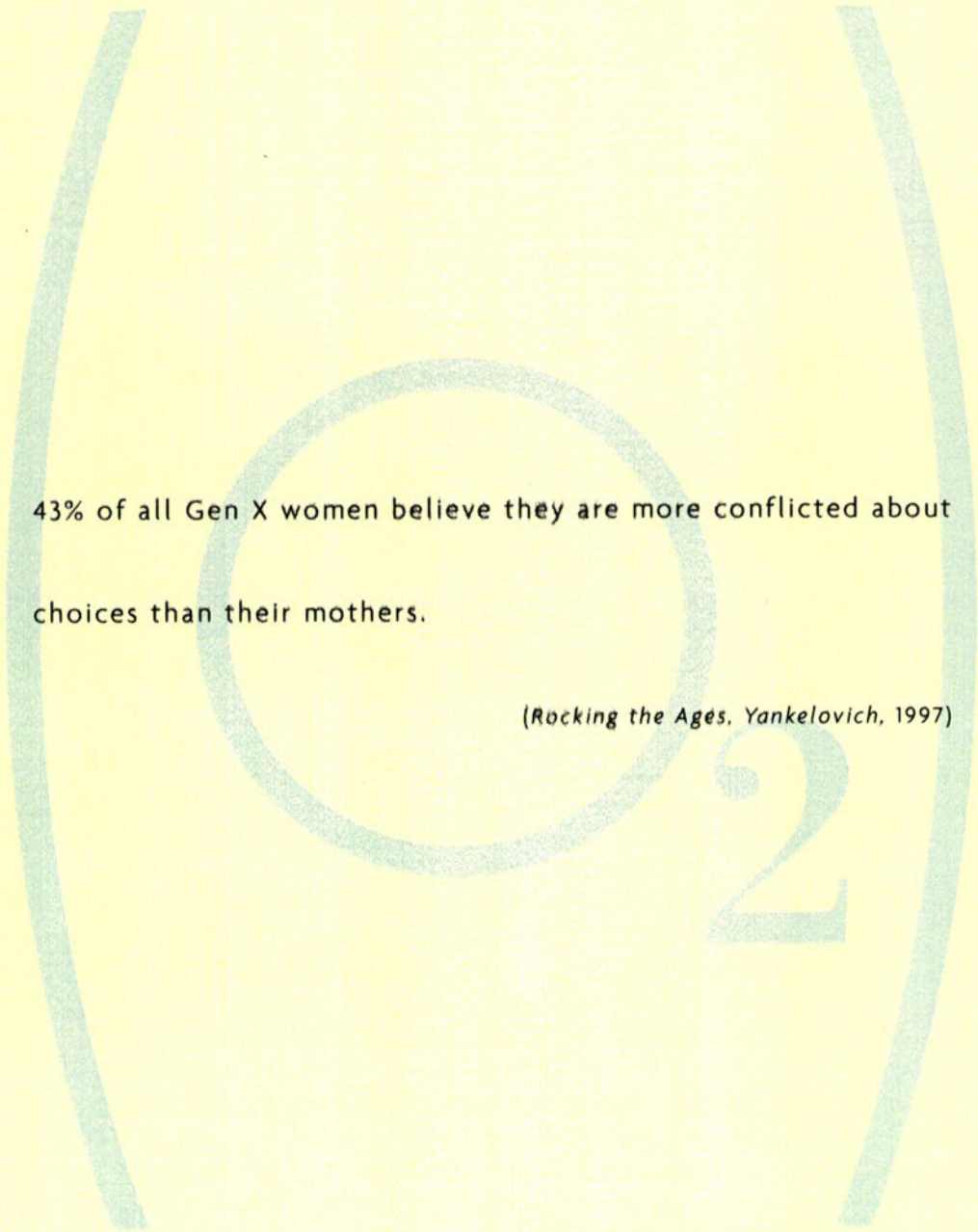
Women's Web sites *women.com*, *iVillage* and *homearts* are experiencing a 200% to 300% increase in traffic, according to *Forrester Research*.

W o m e n ' s L i v e s A r e C h a n g i n g



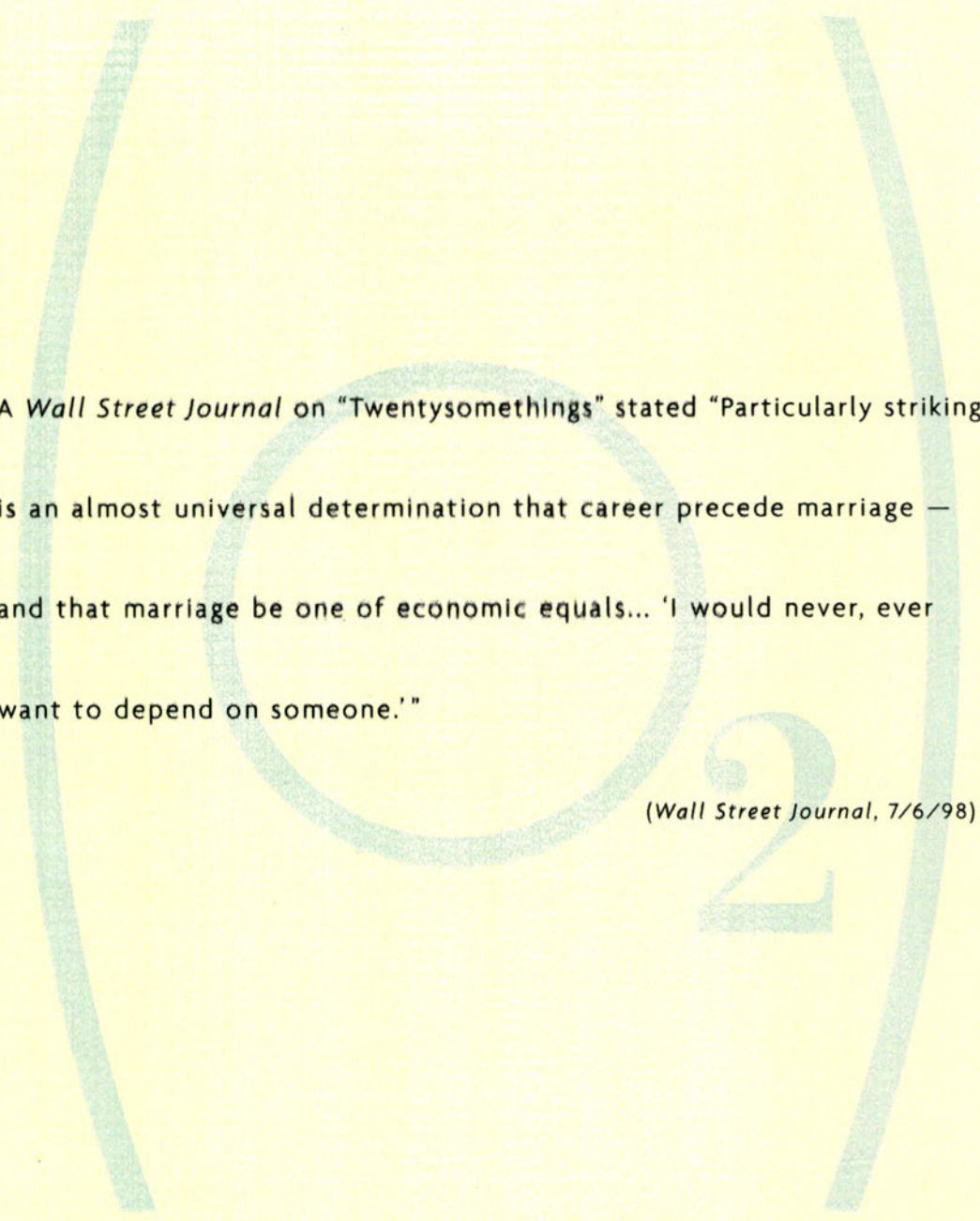
Today, less than 20% of US households follow the traditional 1950's
pattern of dad at work and mom at home.

(Bureau of Labor Statistics, 1996)



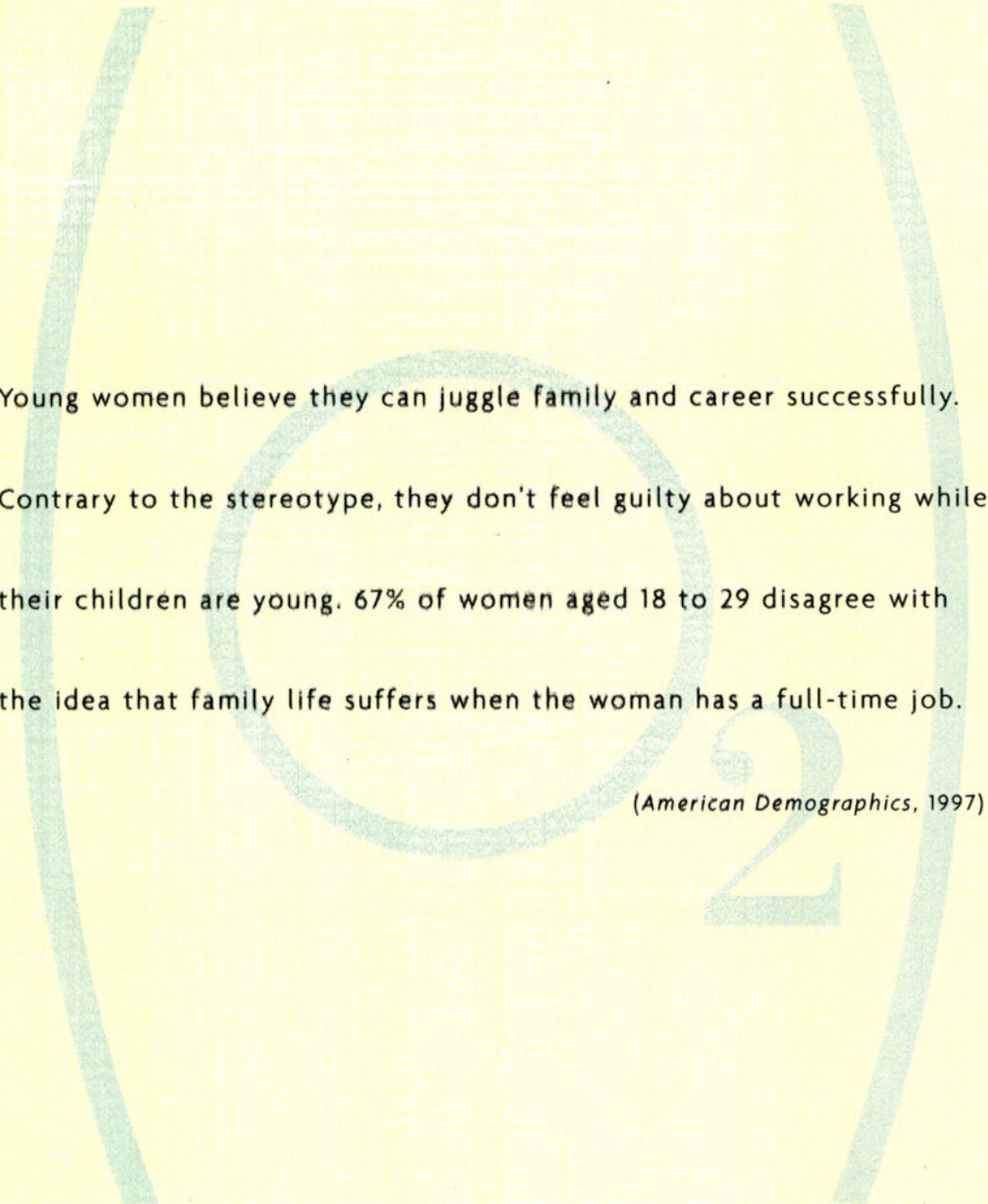
43% of all Gen X women believe they are more conflicted about choices than their mothers.

(Rocking the Ages, Yankelovich, 1997)



A *Wall Street Journal* on "Twentysomethings" stated "Particularly striking is an almost universal determination that career precede marriage — and that marriage be one of economic equals... 'I would never, ever want to depend on someone.'"

(*Wall Street Journal*, 7/6/98)

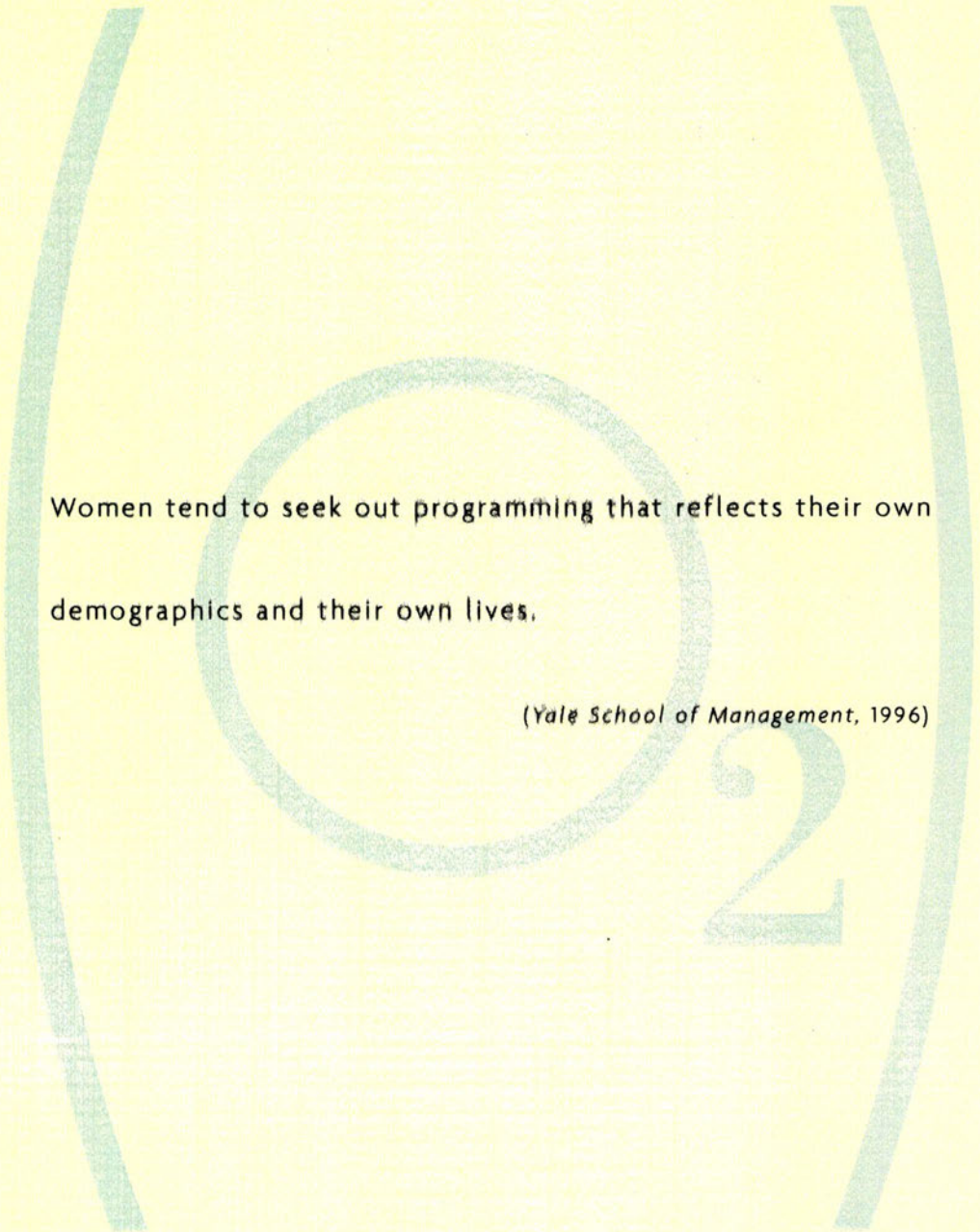


Young women believe they can juggle family and career successfully.

Contrary to the stereotype, they don't feel guilty about working while their children are young. 67% of women aged 18 to 29 disagree with the idea that family life suffers when the woman has a full-time job.

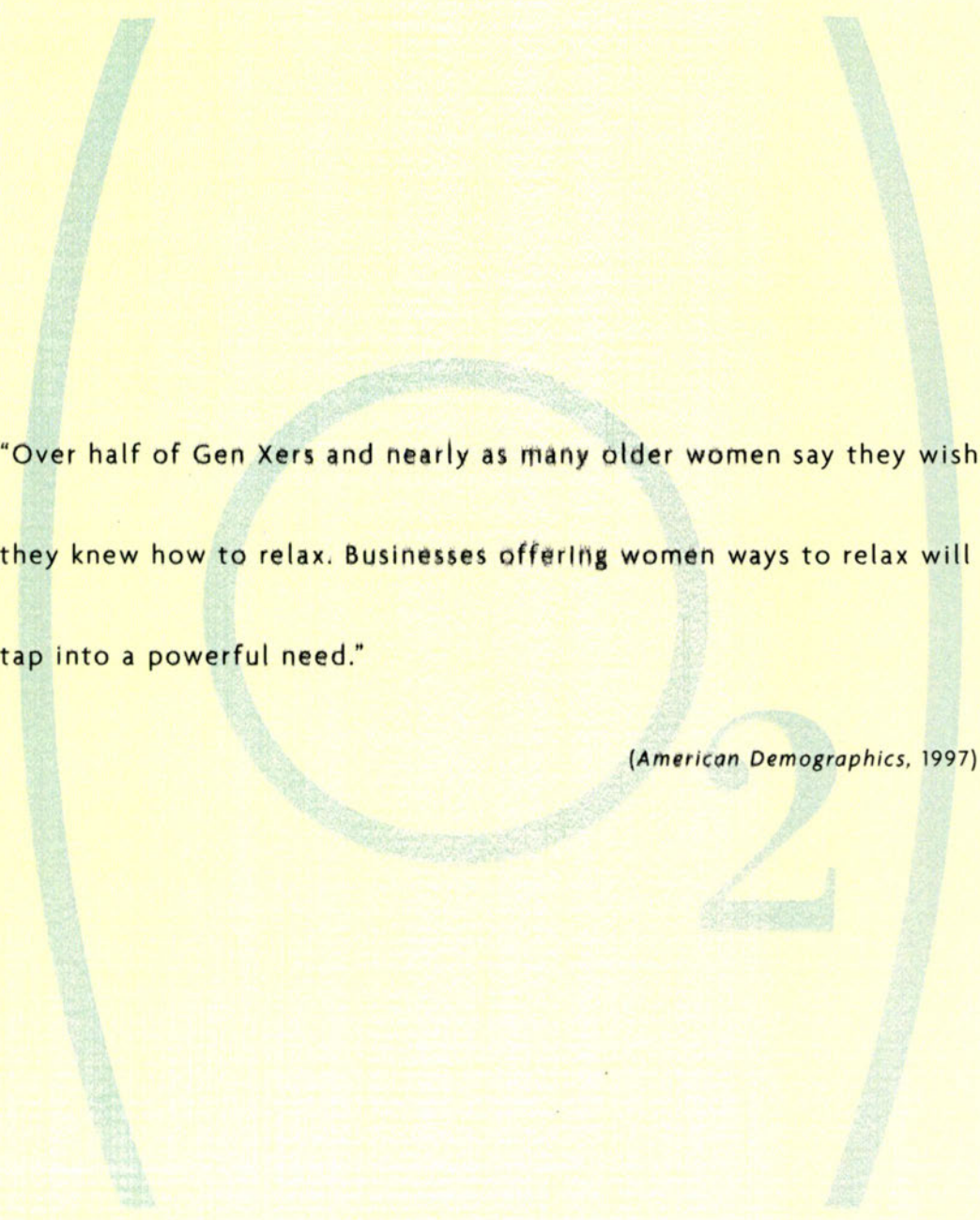
(American Demographics, 1997)

The Opportunity



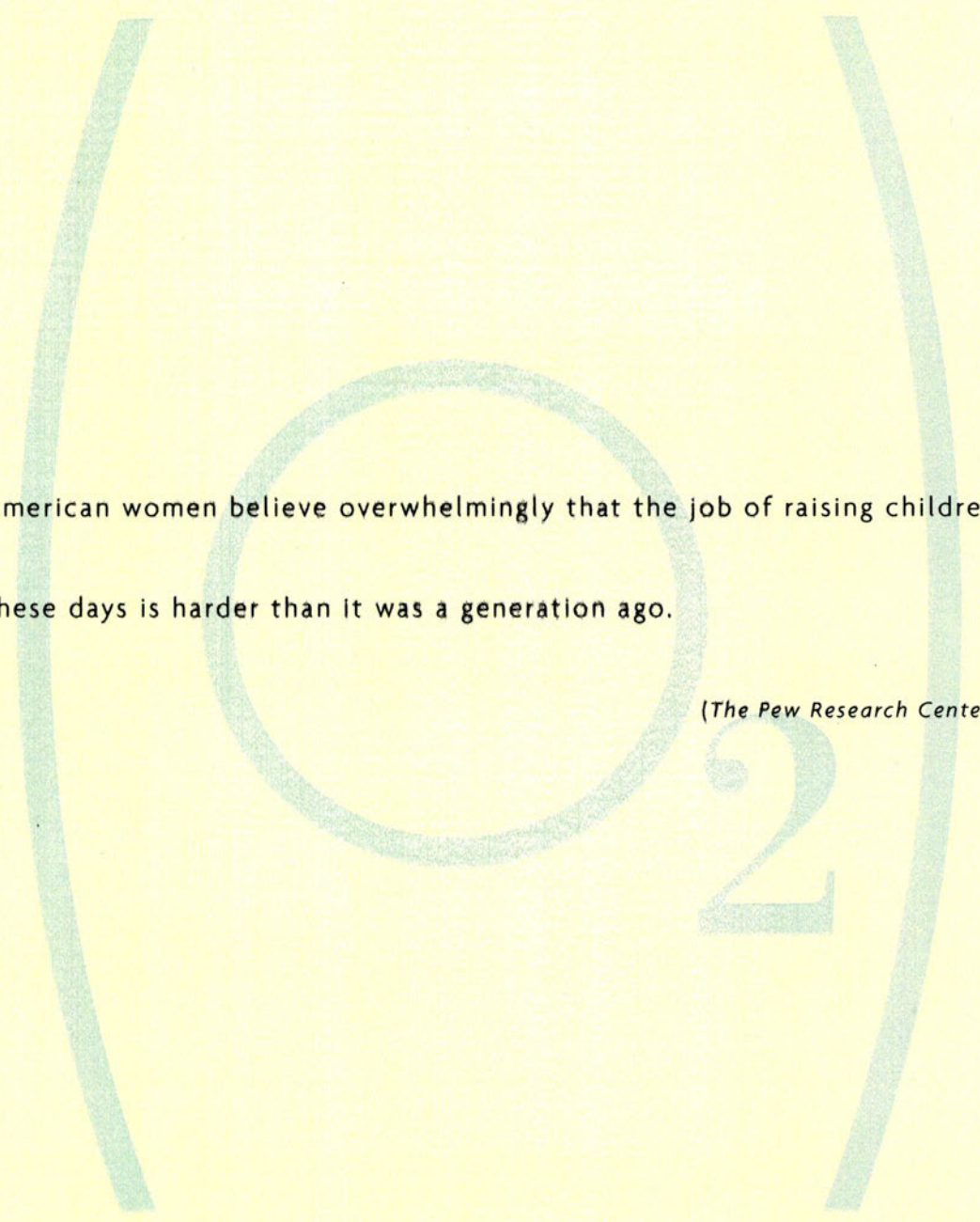
Women tend to seek out programming that reflects their own demographics and their own lives.

(Yale School of Management, 1996)



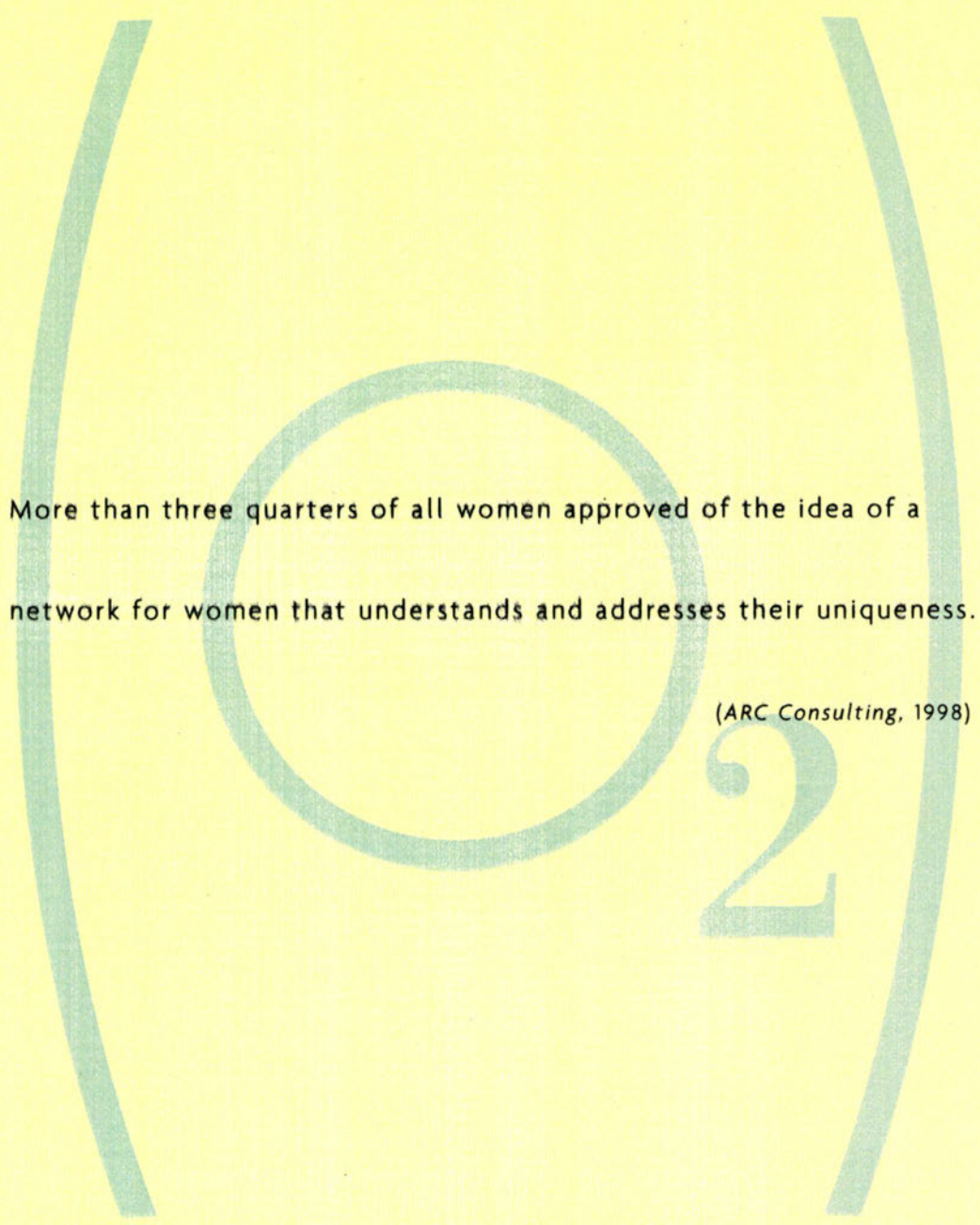
"Over half of Gen Xers and nearly as many older women say they wish they knew how to relax. Businesses offering women ways to relax will tap into a powerful need."

(American Demographics, 1997)



American women believe overwhelmingly that the job of raising children
these days is harder than it was a generation ago.

(The Pew Research Center)



More than three quarters of all women approved of the idea of a
network for women that understands and addresses their uniqueness.

(ARC Consulting, 1998)

2

Oxygen Media

For immediate release:
Tuesday, Sept. 15, 1998

Contact: Stuart Fischer
Robinson Lerer & Montgomery
(212) 484-7758

GERALDINE LAYBOURNE'S NEW COMPANY – OXYGEN MEDIA – ANNOUNCES MAJOR AGREEMENT WITH AMERICA ONLINE

**Oxygen acquires three leading online sites
– Electra, Thrive and Moms Online –
to form foundation of new brand for women**

**Oxygen becomes anchor tenant on AOL's new Women's Channel
and will receive widespread promotion throughout AOL and AOL.COM
in multi-year pact**

AOL takes equity stake in Oxygen

New York, NY (Sept. 15, 1998) – Geraldine Laybourne announced today that her newly-created company – Oxygen Media – has agreed to acquire three of the top online sites for women from America Online, Inc. (NYSE: AOL) and the sites' other owners. The acquisitions will form the foundation of a new brand for women, and will position Oxygen Media as one of the major players in the rapidly growing online women's market. In addition, Oxygen will work with AOL, the world's leading Internet online service, to create programming for children on AOL and on the Internet.

Oxygen Media has agreed to acquire Electra, a full-service online women's network; Thrive, the #1 healthy living site; and Moms Online, one of the most popular parenting sites on AOL. Through their distribution on AOL and AOL.COM, the three sites will have access to the largest female audience in cyberspace. Over half of AOL's more than 13 million members are women.

Oxygen has also entered into multi-year anchor tenancy and promotional agreements with AOL. Oxygen will have anchor tenancies on AOL's new Women's Channel, which was announced today, the Health Channel, the Families Channel, the Lifestyle Channel, and the Women's Channel on AOL.COM.

In addition, AOL has agreed to make a minority investment in Oxygen Media. Financial terms of the transaction were not released.

Ms. Laybourne, who is Chairman and CEO of Oxygen Media, stated: "AOL is the perfect online partner for our new media company. Through AOL and AOL.COM, Oxygen will reach the largest audience by far of women online with three distinctive, valuable properties. We will use Electra, Moms Online and Thrive as building blocks to create the most powerful brand for women in cyberspace, an interactive 'home base' with the content and commerce to help women manage their increasingly busy and complicated lives."

She added, "Our mission is to create a media revolution led by women and kids. Today's women play many demanding roles – from wife and mother to career woman, from family chief executive to corporate CFO, from household purchasing agent to building superintendent. The online medium can be a tremendously valuable tool to help women organize their many roles, make decisions and act on them. By aggregating and creating valuable content and services online, we will attract a broad range of advertisers and e-commerce partners who need to connect with women."

Bob Pittman, President and COO of America Online, Inc., said, "I've known Gerry Laybourne for 20 years, since our days together at MTV, and there is no one better to build a brand for women. With AOL's support, I am confident that Gerry will make Oxygen just as synonymous with women as she made Nickelodeon synonymous with children."

Mr. Pittman continued, "Our agreement with Gerry Laybourne brings together the #1 brand in cyberspace with one of the leading brand-builders today. Along with AOL's new Women's Channel, this partnership underscores the importance of women to AOL's growth. Women now make up over half of our membership and control over 80% of all personal and household goods spending. With more and more women going online, we are committed to continuing to meet their unique needs with innovative content and e-commerce from people like Gerry Laybourne."

Said Barry Schuler, President, AOL Interactive Services, "Gerry Laybourne's track record makes Oxygen a major force in redefining the women's online category. She's an out-of-the-box thinker, a nurturer of unique young talent, and knows how to grow ideas into valuable content. Our powerhouse line-up in the Women's Channel has gotten significantly more powerful."

About Electra, Thrive, and Moms Online

Electra™, launched by AOL in December of 1997, is a full-service online network for women. Through a network of experts, a wealth of information, and strong online communities, it appeals to women who are pressed for time and busy juggling careers, families, relationships and other interests.

Devoted to healthy living, Thrive focuses on key lifestyle issues for adults today, including health, fitness, nutrition and sex. Delivering original content, live programming and easy access to related Internet resources, Thrive encourages users to ask questions, be informed and meet like-minded people interested in healthy living.

Moms Online was created for and by mothers of all ages in all stages of child-rearing. Dedicated solely to supporting, nurturing and entertaining moms, Moms Online serves as a vital source of information as well as a community where mothers can relax and enjoy the support from other mothers.

About Oxygen

Oxygen Media was founded earlier this year to provide branded content for women and children for the Internet, network and cable television, and other media. Laybourne pioneered the creation of branded programming for children as the head of Nickelodeon and Disney/ABC Cable, and was one of the highest ranking women in the television industry. With the deal announced today, AOL will join Disney's ABC Inc. as an investor in Oxygen Media.

Ms. Laybourne also announced today that Lawrence Wilkinson will be Vice Chairman of Oxygen Media and President of Oxygen's San Francisco office. Wilkinson is a co-founder and former president of Global Business Network, a strategic consulting firm for clients in the new media, entertainment, communications, and publishing industries. Wilkinson served as a director of Brøderbund Software, a publicly-traded software company. He also served as chief architect and currently is a director of Wired Ventures, the partnership that owned and managed *Wired*, Hotwired, and other ventures. Ms. Laybourne also announced that Lisa Gersh Hall will become the company's Chief Administrative Officer and General Counsel. Ms. Hall previously was a founding partner at Freidman, Kaplan and Seiler, LLP, a Manhattan law firm, where she specialized in executive compensation and complex commercial litigation.

About AOL's Women's Channel

Providing what matters most to women on AOL, the Women's Channel [KEYWORD: Women] features areas on Money, Home, Wellness, Relationships, Career, Entertainment, Beauty and a special "Talk" area for chat, message boards and live events.

The Women's Channel offers functional tools that save members time and help them perform everyday tasks such as managing their finances (mortgage, auto loan, personal debt and retirement calculators), advancing their careers (job listings), addressing family concerns and relationships, finding health and beauty tips (calorie counter, vitamin dispenser, horoscopes), planning vacations, and shopping online and making off-line purchasing decisions (recipes and recipe finders). In addition, members tuning in to the new Women's Channel will find unique, timely programming from leading women's content partners.

About America Online

America Online, Inc., based in Dulles, Virginia, operates two worldwide Internet online services: AOL Interactive Services, with more than 13 million members; and CompuServe, with approximately 2 million members. America Online also operates AOL Studios, the world's leading creator of original interactive content. Other branded Internet services operated by America Online, Inc. include AOL.COM, the world's most accessed Web site from home; AOL NetFind, AOL's comprehensive guide to the Internet; Digital City, the nation's most popular local content network; AOL Instant Messenger, an instant messaging tool available on both AOL and the Internet; and ICQ, an instant communications and chat technology on the Internet.

-30-

(Fact Sheets about Women online, Women on AOL, and biographies are available.)

THE MEDIA BUSINESS

Advertising | Saul Hansell

A former television executive enters a deal to provide content for Web-faring women.

IN a bow to advertisers marketing products to women, America Online said yesterday that it had agreed to sell three of its women-oriented services to a new venture formed by Geraldine B. Laybourne, the former head of cable television operations for the Walt Disney Company and ABC, who will develop them for the on-line service's new Women's Channel.

Ms. Laybourne, long considered one of the most successful women in the television industry, left Disney/ABC in May to form Oxygen Media, a company devoted to creating programs for women and children, both on line and on television. Before joining Disney/ABC, she built up Nickelodeon, the children's cable network.

The terms of the deal were not disclosed. But a person close to both companies said that America Online would retain an equity stake of about 10 percent in Oxygen and would receive millions of dollars in cash.

In return, Oxygen will get three content services: Electra, a service aimed at women; Moms Online, which is for parents; and Thrive, a service devoted to health issues. Under terms of the deal, these sites will be displayed prominently on America Online's new Women's Channel and other places on its service and on its World Wide Web site, AOL.com.

Thrive was part owned by Time

Warner Inc., but America Online bought out that stake before selling the service to Oxygen. Similarly, Moms Online had several other investors, which Oxygen bought out.

The deal attests to the growing importance of women to on-line marketers. According to America Online, about 51 percent of its 13 million users are women, up from only 16 percent in 1994.

"The traditional media have missed the boat with modern women," Ms. Laybourne said. "There is nothing that serves women the way ESPN serves men or Nickelodeon serves kids. We want to create a brand on both television and the Internet that brings humor and playfulness and a voice that makes a women say, 'You really understand me.'"

Oxygen and the other women's services hope they can sell ads to makers of the sort of package goods that have typically been promoted on soap operas and other women-oriented television programming.

America Online, for example, has an extensive deal to develop new forms of advertising for Unilever, the maker of Wisk detergent and Lipton tea. Some of the Unilever ads are expected to be placed on the services being sold to Oxygen.

"Eighty five percent of purchases are made by women," Ms. Laybourne said. "We can be a real facilitator of commerce."

The move also represents yet another flip-flop for America Online on the question of whether it wants to create its own programming or rely on outside companies for what the Internet industry calls "content."

Initially, America Online was dependent on outside publishers for content. Then it began taking partial stakes in content companies, including iVillage Inc., another service aimed at women. About a year ago, it began to bring some content more directly under its control. It created Electra as its own women's area, competing directly with iVillage.

One reason for the latest about-face is a longstanding professional relationship between Robert W. Pittman, the president of America Online, and Ms. Laybourne. Having hired Ms. Laybourne 20 years ago when he was an executive of MTV Networks, which started Nickelodeon, Mr. Pittman called her the day her resignation from Disney/ABC was announced to explore potential deals.

Moreover, America Online has now decided it wants to pull back

dollar payments from content companies to display their services prominently to its members. As a result, the service would rather offer a menu of a handful of featured content areas in each topic.

"Our audience tells us they want us to do the hard work of finding the best content on line and putting it in context around it," said Barry Schuler, president of America Online's interactive services unit. "We need to own the top level, but when it comes down to the hard-core editorial stuff, we think that's a game of consolidation and critical mass, and we don't need to own all of that."

While America Online now calls Oxygen the "centerpiece" of its Women's Channel, the company also has relationships with most of the other players in programming for women. It is the largest shareholder of iVillage, with a stake of just under 20 percent. And its service also has links to Women.com Networks, the Hearst Corporation's Homeaway service and the on-line complements of the Oprah and Rosie O'Donnell talk shows.

"Competition is healthy for the marketplace," Mr. Schuler said. "Our audience wins when there is more than one strong player out there."

Candice Carpenter, the chief executive of iVillage, agreed.

"It's crazy to think that what may be the biggest category on line will only have one player," she said of women's programming. "I'd rather have a few good competitors who will develop the space intelligently and aggressively."

Ms. Carpenter denied industry reports that the relationship between iVillage and America Online had become strained.

"AOL has been fabulous," she said. "They called me the day that this deal was discussed the first time. And I've signed a lot of big deals with AOL's competitors, and they have given me no flak for it." Moreover, she added, "We were offered Electra and Moms Online, and we turned them down."

At this stage, it is hard to discern much difference between the strategies of the two companies. Ms. Carpenter said that iVillage was designed to have more places for advertising than the existing Electra and Moms Online services. And iVillage is less interested than Oxygen in pursuing television programming, she said.

Ms. Laybourne said the deal with America Online would be the first of many partnerships Oxygen would forge with big media and on-line companies. In the coming months, she said, she will decide whether to create television programs for an existing network or make the high stakes bet on forming a new cable

Business Day

The New York Times

MARKETPLACE

AOL Takes Stake In Oxygen Media To Target Women

By THOMAS E. WEBER

Staff Reporter of THE WALL STREET JOURNAL

America Online Inc., moving to court an increasingly important segment of on-line users, said it will team up with a former Walt Disney Co. executive to produce a new area of its service aimed at women.

AOL took a minority stake in Oxygen Media, a New York start-up launched by media veteran Geraldine Laybourne. Under the agreement, Ms. Laybourne's company will assume control of three AOL women's sites and serve as the linchpin of a new, enlarged AOL area for women. Financial terms weren't disclosed.

The deal underscores the growing attention focused on women in cyberspace. Just two years ago, women accounted for only about one-third of people using the World Wide Web, according to some estimates. Now women comprise a majority—about 51%—of AOL's users.

"This is a mass market," said Robert W. Pittman, AOL's president and chief operating officer. "And having this focus on women will help us with a segment of our audience. It's critical."

Under the deal, Oxygen will assume ownership of three AOL sites targeted at women: Electra, a general-interest area for women; Thrive, a site with a health emphasis; and Moms Online, a parenting forum. Some of these features are available only on AOL's service, while others are available on the Web as well.

Though AOL has made a number of internal attempts to develop targeted areas, its most successful areas have been the product of partnerships with outside developers.

Ms. Laybourne, 51 years old, served most recently as the president of Disney/ABC Cable Networks. Among other things, she was credited with strengthening Lifetime, ABC's joint-venture women's channel with Hearst Corp. She left Disney unexpectedly in May amid talk that she was growing frustrated with her narrow role there, but signed Disney on as an investor in her new venture.

Oxygen hopes eventually to launch television programming tied to its on-line efforts, Ms. Laybourne said. "The con-

WEDNESDAY, SEPTEMBER 16, 1998 B1

pg. B6

36

Dow Jones	Up
Indust. Avg.	79.04
	8,024.39

Business

AOL WOMEN'S SITE IS LAYBOURNE'S NEW BABY

By JON ELSÉN

Geraldine Laybourne is making her move.

The TV programming wiz announced yesterday she'll create a site for women on America Online, which in turn will take a minority stake in her fledgling company.

AOL will contribute its three major women's sites — Electra, Thrive, and Moms Online — to Lay-

SILICON CITY

bourne's company, to which she only recently gave a name, Oxygen Media. AOL bought Time Warner's 50-percent stake in Thrive before turning that site over to Laybourne.

For Laybourne, the deal is her first big move since quitting as cable chief at Disney in May and striking out on her own with her husband, Kit Laybourne. She was formerly the programming chief who built Nickelodeon into a powerhouse for Viacom.

The couple decided to create programming aimed at women and children for the Internet, TV, and print media, in anticipation of the convergence of the Internet and TV.

Laybourne told The Post yesterday that her choice of the name Oxygen Media "largely has to do with my belief that the world, especially my audience — women — is being sold to and pushed, and we need a breath of fresh air. I think the creative community does, too."

Disney already agreed to invest in Laybourne's company when she left, signing a deal that includes a production arrangement for kids programming.

She aims to add strategic alliances as she goes.

On her own

Geraldine Laybourne has a three-step plan for developing programming for Oxygen Media, her fledgling company

■ Step 1 — Internet:

Struck deal with America Online to create sites for women

■ Step 2 — TV:

Has production agreement with Disney; will seek other alliances

■ Step 3 — Books and magazines:

No deals currently in the works; will try ideas for print properties on Internet first



GERALDINE LAYBOURNE

Source: Post research

Other possible investors include Viacom, where Laybourne still has ties and which reaches teens that Laybourne wants to reach; Sony, where Oxygen Media will soon be renting office space; Liberty Media, which will have \$5.5 billion to invest when it closes its pending merger with AT&T; and cable operator Comcast.

The AOL deal was step one, Laybourne said. Step two will be TV deals, and step three, book and magazine deals.

All will be related to the Oxygen brand, and ideas for TV and

properties will be tested on the Internet.

Laybourne chose to focus first on the Internet because the new medium offers a lot to women. Women now make up 51 percent of AOL's users, up from 16 percent in 1994.

"Traditional media have let women down," Laybourne said. "And the Internet is such a tremendous way of connecting with the special interests of women."

Oxygen's sites will cover money, home, health, relationships, career, entertainment, beauty, and will in

"This gives us critical mass, and a foothold," Laybourne said. "But it's just the foundation."

She plans to add a slew of sites. She will get 70 new employees from the AOL areas, adding to her current 20, and plans to hire many more.

Together, the sites should provide an attractive site for advertisers and electronic commerce, Laybourne said.

Laybourne, who has known AOL's president, Bob Pittman, for some 20

thrive@aol -- Make us a Favorite Place! Click the Heart -->>>>

thrive@healthy living

chat

boards



passion



shape



eats



outdoors

health

Get the reliable information you need from our online Health Library.



thrive guide

chats, message boards & events

click here

click here shop@thrive





Weather The Storm

Get your free five-day weather forecast anytime!



All About You

Find out how fit you are with these body & health tests...



Make Your Bookmark

Check out this hot, new club for book lovers just like you...

www.thriveonline.com

Use The G.O. Guide

Weight Loss & Diet Plans

The Health Library

Love Happens

Meet Your Perfect Match

LoveHappens.com



CLICK & GO! ➡

DIET ➡

SPORTS ➡

MEDICAL ➡

GET FIT ➡

LOVE ➡

BOOKS ➡

FIND ➡

Moms Online - Make us a FAVORITE place by clicking the heart -->



SEND FREE E-MAIL CARDS

CLICK HERE



KID OF THE DAY



FUJIFILM

LIMELIGHT



Every Mom deserves the **spotlight**: meet our [Mom of the Week!](#)



Welcome! First time here? Let us show you [around!](#)



DAILY ALEXANDER

Alex shoves another tot & Mom tries to make him apologize.

FEATURING

- Welcome!
- NEW** Halloween at MO
- NEW** Cancer Awareness
- Cast Your Vote!
- Vital Communities
- Ask the Pros
- Games & Fun
- Who's Who



Messages



MO Chat

Kids & Nutrition

CLICK HERE to get info!





Hot Tips



Dish it Up



FAMILIES

TABLE OF CONTENTS

FIND

Keyword: Moms Online

Who We Are

Moms Online is the #1 Parenting forum on America Online (at Keyword: Moms Online) and has a strongly growing website, <http://www.momsonline.com>, on the World Wide Web. We are a forum dedicated to nurturing and entertaining Moms of all ages and philosophies. By "Mom", we include anybody engaged in the nurturing of the next generation – from stay-at-home Moms to working Moms, married Moms to single Moms, teen Moms to Grandmoms to Dads.

We are here to nurture the nurturers -- whether our Moms need information and advice or a place to just relax, sip a well-deserved cup of coffee and soak up some moral support and encouragement.

The heart of our content is produced by real Moms, from [The Daily Alexander](#), one Working Mom's journal about raising a toddler in the 90's, to the latest posts on Homeschooling in our [Message Boards](#). We care, and we know other mothers care, how Moms feel, what Moms are thinking, and what they learned from their experiences. Moms Online brings Mothers together.

Audience Demographics

Who are the members of Moms Online? Online Moms of course! There is no intellectualizing behind the demographics of the Moms Online community -- the brand name is the audience. There are over 250,000 unique Moms visiting our AOL and Web sites every month!

AOL Audience Profile:

On average, Mom visits 3.3 times per month, and she spends 14.5 minutes per visit.

52.7% of Moms have an annual household income of +\$50K.

26.9% of Moms have an annual household income of +\$70K.

63.1% of Moms have attained/graduated from college.

51.1% of Moms are between ages 26-35, 32.1% are between ages 36-45.

32% of Moms have 3 or more children.

59.5% of Moms have a child age 2-5, 64.2% of Moms have a child age 6-11.

Source: America Online 3/98 IN*Sights report and Moms Online 2/98 User Survey

WEB Audience Profile:

58.7% of Moms have an annual household income of +\$40K.

20.0% of Moms have an annual household income of +\$70K.

67.2% of Moms have attained/graduated from college.

56.4% of Moms are between ages 26-35, 25.3% are between ages 36-45.

63.3% of Moms have 2 or more children.

59.7% of Moms have a child age 2-5, 53.6% of Moms have a child age 6-11.

Source: Moms Online 2/98 User Survey

Electra: Favorite Place Us! ----->

ELECTra

- career
- money
- mind&body
- relationships
- style
- time-off



ELECTRA WOMAN
Rita Thompson,
Time for America:
educating America.

- travel
- horoscopes
- news& issues
- shopping
- my town
- electra woman!
- e-guide

today's highlights

- ▶ NEWS & ISSUES
Domestic terrorism? The assassination of an
- ▶ FAMILY
Sandwiched in: caretaking for your parents and kids?
- ▶ ELECTRA CHAT
"Pamper Yourself"
11 AM ET

CHOOSE ONE...

netgrocer

A. Go to the supermarket

B. Do anything else

electra CHAT!

home chat message boards search feedback keyword: electra

FACT SHEET

WOMEN ONLINE

- The percentage of Internet users who are women is growing at a faster rate than that of users who are men:
 - √ As of mid-1998, 41.2% of net users (nearly 15 million) were women and 59.8% were men.
 - √ The number of female online users grew from 33% in 1996 to 39% by year-end 1997. They are expected to account for 42% of users by the end of 1998 and are predicted to hit 51% by the year 2002.
 - √ Women continue to gravitate toward the web for its community, relationships, content and shopping appeals.

Source: 1998 eOverview Report, eMarketer

- For the first time, women are starting to take a statistical lead over men when measuring the number of new users on the Internet:
 - √ Nearly 52% of Internet users who have been online for less than a year are female.
 - √ According to an April 1998 survey, females account for 44% of users between the ages of 11 and 20.

Source: GVV WWW User Survey, April 1998

- Increasingly, women are making the Internet a part of their everyday lives:
 - √ 93% of online females use e-mail, it is their number one online activity.
 - √ 71% of online females use the Internet to comparison shop.
 - √ 36% of women regularly go to financial sites online.
 - √ Women access media websites:
 - newspapers (50%)
 - magazines (58%)
 - network & cable TV (49%)
 - √ 45% of women play games online.
 - √ 30% of women regularly chat online.
- Married online mothers are using the Internet to help manage family life. They look to the Internet for:
 - √ Help with homework (83%)
 - √ Plan meals/recipes (80%)
 - √ Get medical advice (66%)
 - √ Find shortcuts for cooking/cleaning (47%)
 - √ Talk to other mothers (91%)

Source: NetSmart Survey, Fall 1997

FACT SHEET

WOMEN ON AOL

- In 1998, AOL's user base reached a huge milestone. Mirroring the general population, women now represent 51% of AOL's 13 million members – who spend approximately 10 million hours daily on AOL – proof positive that AOL is a mass market phenomenon.
- Most Popular AOL Channels With Female Members Are:

- √ Health
- √ Families
- √ Shopping
- √ Travel
- √ Interests
- √ Influence
- √ Lifestyles

- AOL Offers Advertisers The Most Attractive Female Demographics In The World:
 - √ 39% are college educated vs. 20% American women.
 - √ 20% have professional occupations vs. 10% of average females.
 - √ AOL female members have higher household incomes than the average female, \$63,300 vs. \$37,400.
 - √ Female AOL users are younger than the average U.S. female (37 years vs. 44 years).
- Female AOL users are more computer-literate than the average U.S. female:

	Total U.S. Females (%)	AOL Females (%)
Owns Computer	42	87
Use at Work	28	55

- On average, female AOL members are more likely to be invested in securities than the typical American female:

	Total U.S. Females (%)	AOL Females (%)
Savings Acct.	42	87
Home Mortgage	31	45
401K	14	23
Mutual Funds	23	29
Savings Bonds	16	23
Stock	9	16



FOR IMMEDIATE RELEASE

**GERALDINE B. LAYBOURNE TO FORM DIVERSIFIED MEDIA COMPANY
PROVIDING CONTENT FOR THE INTERNET, NETWORK TELEVISION,
CABLE AND OTHER MEDIA**

**ABC, Inc. to Take Equity Position in New Company and to Enter into
Television Production Agreement**

New Company's Focus to Be on Two Markets: Women and Children

New York - May 28, 1998 -- Geraldine B. Laybourne and ABC, Inc. announced today that Ms. Laybourne is forming a new media company with ABC, Inc. as its first investor. The company will provide branded content for the Internet, network and cable television, and other media. Ms. Laybourne said her company's business will be to serve women's and children's markets by developing online content and commerce sites that will be tied to complementary cable and network television programming.

Ms. Laybourne is leaving her position as President of Disney/ABC Cable Networks to form the company. In addition to the equity investment, ABC has entered into a television production agreement with Ms. Laybourne, which provides Disney and its ABC unit with preferred access to children's programming developed by her company.

Ms. Laybourne said: "With the explosion of new technologies and the convergence of the Internet with traditional media, I see many of the same conditions today that existed twenty years ago when we invented Nickelodeon and helped change the way people looked at television. I believe we have a real opportunity to serve women and children in an entirely new way. The interplay between television and the Internet allows deeper connections than ever before, and we intend to create a powerful brand to develop a new relationship with consumers.

"I am particularly excited to have the full support of ABC, Inc. as my first investor. ABC, Inc. is a tremendous organization, and I have great respect for Michael Eisner, Bob Iger and their outstanding team. The new venture will be

Continued...

horizontally integrated and have access to distribution through relationships with a wide array of companies. Having this arrangement with ABC allows us to hit the ground running."

Robert Iger, President of ABC, Inc., said "Gerry has a passion to create quality programming and has been a great innovator in our business. She is well-recognized for bringing the highest possible standards to anything she undertakes. We are sorry to see her leave our ranks but know she will be immensely successful in creating programming that respects her audience and enhances the medium. We consider ourselves fortunate to have worked with Gerry and look forward to a long and fruitful relationship with her."

Ms. Laybourne had been President of Disney/ABC Cable Networks since February 1996. She was part of the team that revamped ABC's Saturday morning children's programming schedule. She was also responsible for representing Disney's 50% stake in Lifetime, where she focused the network on more original production and initiated the Lifetime Women's Summit. In addition, she and her team continued the repositioning of the Disney Channel, which resulted in a substantial increase in ratings and number of subscribers.

Prior to assuming her position at Disney/ABC, Ms. Laybourne had been President, Nickelodeon/Nick at Nite since May 1989 and Vice Chairman, MTV Networks since February 1993. A pioneer in creating innovative and high-quality television programming for children, Ms. Laybourne also sat on the operating and executive committees of Viacom, the parent of Nickelodeon and MTV. Under her leadership, Nickelodeon/Nick at Nite became the top-rated 24-hour cable programming service and has won several notable honors, including Emmys, Peabodys, Cable ACE and Parent's Choice Awards, among numerous others. She further expanded the brand by launching and distributing Nick programming to countries around the world, developing theme park attractions and creating Nickelodeon toy, magazine, movie and publishing divisions.

Before joining Nickelodeon in 1980, Ms. Laybourne was a teacher, did research with children and was an early advocate of media education. She graduated magna cum laude from Vassar College and has a Masters in Elementary Education from the University of Pennsylvania.

###

ABC, Inc.

Patricia Matson (212) 456-7325
Veronica Pollard (212) 456-6171

Geraldine Laybourne

Ken Lerer (212) 484-6733
Michael Gross (212) 484-7721

Mullen

FOR IMMEDIATE RELEASE

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MULLEN NAMED BRAND AGENCY FOR OXYGEN MEDIA

*Agency Serves as Strategic Brand Partner for New Venture
Devoted to TV and Internet Programming for Women and Children*

Wenham, MA (September 24, 1998) – Mullen has been named agency of record by Oxygen Media. The new company, headed by Geraldine B. Laybourne, is devoted to TV and Internet programming for women and children.

Mullen has been working with Oxygen as a brand consultant since its inception. The agency will continue to handle strategic brand development for Oxygen and provide the necessary advertising, marketing and related materials for its rollout.

Oxygen Media was formally launched in September with the mission of creating a convergence brand utilizing both television and Internet media. Oxygen Media has acquired three women's online services from AOL – Electra, Thrive and Moms Online – which will form the foundation of a new brand for women. Laybourne's track record for shaping successful media brands began at Nickelodeon where, as president, she built it into the top children's network. Recently, Ms. Laybourne was president of cable television for Disney/ABC, with responsibilities for The Disney Channel; Lifetime; E!; ABC Saturday Morning and new ventures.

- more -

“We have had a wonderful, long term relationship with Gerry, going back to her days at Nickelodeon,” said Jim Mullen, agency chief executive officer. “Our work has included repositioning Lifetime and The Disney Channel, as well as helping to form new brands, such as Noggin’ and now, Oxygen. Gerry is an inspiring leader who shares our belief that consumer insights drive brand values.”

Said Geraldine Laybourne, Oxygen Media’s Chairman and CEO, “There are three big reasons why I chose Mullen: Jim Mullen, Paul Silverman and Ted Nelson. No one can pull disparate ideas into a cohesive whole better than Jim can. Paul is an amazing creative visionary. And Ted knows how to find the insights that lead straight to building stronger relationships with consumers. Together we will build Oxygen as a powerful brand for women and children.”

Jim Mullen, Paul Silverman, chief creative officer, and Ted Nelson, executive vice president, director of planning, work cooperatively on all brand development projects, and will head up the agency’s Oxygen team.

Within the television industry, Mullen’s brand development experience includes The Disney Channel; ABC 24 Hour News; Outdoor Life Channel; the Speedvision Channel; Lifetime Television; Buena Vista Productions; Sci-Fi Channel and the Pay-Per-View Network.

Mullen, based in Wenham, MA, is a full-service agency that specializes in a multi-discipline approach to brand development, including advertising, public relations, direct marketing, design and interactive marketing. Mullen’s client portfolio includes L.L. Bean, The Stanley Works, General Motors, Nextel Communications, Dexter Shoe Company, Swiss Army Brands, EMC Corporation, Agfa-Gevaert, Malden Mills/Polartec and *Money Magazine*. For more information on Mullen, contact www.mullen.com.

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NAPIL Honors First Lady Hillary
Rodham Clinton [National Association for
Public Interest Law]



NAPIL

h o n o r s

first lady

Hillary Rodham Clinton

Dean Gregory H. Williams
and the outstanding work of
NAPIL Law Students

Friday, October 29, 1999

NAPIL's annual awards dinner

National Association for Public Interest Law

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The For All Kids Foundation

White Rose Awards Gala

Tuesday, December 1, 1998

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STAGEBILL

SEPTEMBER 1998

CARNEGIE HALL

Clinton Presidential Records Digital Records Marker

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THE CENTER
FOR
NATIONAL POLICY
HONORS

H I L L A R Y
R O D H A M
C L I N T O N



1998



Fact Sheet

About MADD's Tie One On For Safety Campaign:

- With the plea to *Tie One On For Safety*, Mothers Against Drunk Driving (MADD) asks drivers to tie a red MADD ribbon to a visible location on their vehicles. The ribbon is a symbol of the motorist's pledge to drive safe and sober, while serving as a reminder for other motorists to do the same.
- The campaign, running from Thanksgiving to New Year's Day, is a way to combat drunk driving during the heavily-traveled holiday season—although many drivers display their MADD ribbons year-round.
- Started in 1986, the *Tie One On For Safety* campaign is the organization's largest public awareness program. It is conducted by MADD chapters throughout the nation and is supported by Allstate Insurance and General Motors.
- Entertainer Naomi Judd is the national chairwoman for MADD's 1999 *Tie One On For Safety* campaign.

National Drunk Driving Statistics:

- 1,644 people were killed in alcohol-related crashes between Thanksgiving and New Year's Eve in 1998. (NHTSA)
- It is estimated that three out of every 10 people will be involved in an alcohol-related crash at some time during their lives. (NHTSA, 1999)
- In 1998, 15,935 people were killed in crashes involving alcohol—an average of one every 33 minutes. (NHTSA)
- Direct costs of alcohol-related crashes are estimated at \$45 billion each year. (Miller, 1996)

What You Can Do:

- Tie a MADD ribbon to a visible location on your vehicle as a symbol of your commitment to drive safe and sober.
- Always designate a non-drinking driver if your outing involves alcohol.
- Be a responsible party host. Never serve alcohol to those under 21, offer non-alcoholic beverages, serve high-protein snacks, and provide alternate transportation or accommodations for guests who have been drinking.

**MOTOR VEHICLE TRAFFIC FATALITIES
DURING HOLIDAY PERIODS
1998 FARS - ARF**

	Total Killed in Alcohol Related Crashes		Total Killed	
	Number	Percent	Number	Percent
Holiday Period				
New Year's Eve (1998): 12/31/97	62	51.0	122	100.0
New Year's Day: 1/1/98	97	68.4	142	100.0
Superbowl Sunday: 1/25/98 - 5:59am 1/26/98	61	51.8	117	100.0
St. Patrick's Day: 3/17/98 - 5:59am 3/18/98	36	41.3	86	100.0
Memorial Day: 6pm 5/22/98 - 5:59am 5/26/98	204	51.9	393	100.0
Fourth of July: 6pm 7/3/98 - 5:59am 7/6/98	220	49.6	443	100.0
Labor Day: 6pm 9/4/98 - 5:59am 9/7/98	201	52.8	381	100.0
Halloween: 10/31/98 - 5:59am 11/1/98	113	56.6	200	100.0
Thanksgiving: 11/26/98 - 5:59am 11/30/98	260	47.3	550	100.0
Thanksgiving - New Years Eve: 11/26/98 - 12/31/98	1,644	37.7	4,356	100.0
Christmas: 6pm 12/24/98 - 5:59am 12/28/98	173	47.6	364	100.0
New Year's Eve (1999): 12/31/98	42	36.5	116	100.0



Mothers Against Drunk Driving

511 E. John Carpenter Frwy., Suite 700 • Irving, Texas 75062-8187 • Telephone (214) 744-MADD • FAX (972) 869-2206/2207 • www.madd.org
NATIONAL OFFICE

MOTHERS AGAINST DRUNK DRIVING (MADD) QUICK PROFILE

MADD AT A GLANCE:

- Founded in 1980, MADD is a non-profit, grassroots-based organization with more than 600 affiliates and over three million members and supporters nationwide.
- MADD is not a crusade against alcohol consumption, and does not oppose responsible alcohol use by individuals 21 years old and older in its efforts to fight impaired driving.

THE PROBLEM:

- Although alcohol-related traffic deaths have decreased by more than 40 percent since MADD's founding, drunk driving still remains the nation's most frequently committed violent crime. In 1998 alone, 15,935 people were killed and nearly a million others were injured in alcohol-related traffic crashes.
- Underage drinking is the No. 1 drug problem among American youth, killing more young people than all other illicit drugs combined.

MADD'S MISSION:

- MADD's mission is to stop drunk driving, support the victims of this violent crime, and prevent underage drinking.

NATIONAL LEGISLATIVE EFFORTS:

- Since its founding, MADD has helped to pass more than 2,300 anti-drunk driving and underage drinking laws across the country.
- MADD was instrumental in the passage of the national 21 minimum drinking age law in 1984, as well as the zero tolerance provision of the National Highway Systems Law passed in 1995 making it illegal for those under 21 to drive with any measurable amount of alcohol in their system.
- MADD is working to lower the legal drunk driving limit to .08 percent blood alcohol content, to pass a constitutional amendment for victims' rights, and to enact stricter penalties for repeat and higher-risk drunk driving offenders, in addition to a variety of other key legislation.

NATIONAL PUBLIC AWARENESS CAMPAIGNS:

- MADD conducts a number of national programs and public awareness campaigns including: the Designated Driver Campaign, National Sobriety Checkpoint Week and the *Tie One On For Safety* holiday MADD red ribbon campaign.

YOUTH PROGRAMS:

- MADD has a new youth focus with a series of initiatives that directly involve young people in efforts to prevent underage drinking. Programs include: the Youth in Action initiative, the National Youth Summit to Prevent Underage Drinking and Youth Leadership Power Camps.

VICTIM SERVICES:

- MADD is the largest crime victim assistance organization in the world.
- MADD offers a wide range of free support services and information for victims of impaired driving.



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NATIONAL OFFICE

FOR IMMEDIATE RELEASE

FOR INFORMATION, CONTACT:

Tresa Hardt, 214-744-6233, ext. 245 or Michelle Phillips, ext. 220

FIRST LADY AND MADD "TIE ONE ON FOR SAFETY"

White House Event Helps MADD Raise Awareness of Drunk Driving During Holiday Season

WASHINGTON, D.C. (December 21, 1999) -- Kicking-off the heavily-traveled and celebrated holiday season, First Lady Hillary Rodham Clinton today joined Mothers Against Drunk Driving (MADD) for the fourth year in a row to remind motorists not to drink and drive with the Tie One On for Safety campaign.

Mrs. Clinton joined MADD National President Karolyn Nunnallee and the Patterson family of Huntingtown, Maryland, at the White House to tie a MADD ribbon to the local family's car. The red MADD ribbons serve as a motorist's pledge to drive safe and sober during December and throughout the year. Also taking part in the event were sponsors of the national campaign including Chuck Bruse, vice president and assistant general counsel of Allstate Insurance Company, Deborah Dingell president of the General Motors Foundation and Sr. General Motors Washington Representative Steve O'Toole.

"The Tie One On for Safety campaign, which began in 1986, is MADD's largest public awareness program," said Nunnallee. "With the support of Mrs. Clinton we can truly change the meaning of tie one on." Across the country, governors and other public officials also are showing support for the fight against impaired driving by tying a MADD ribbon to their automobiles this holiday season. MADD volunteers work with Allstate agents and General Motors to distribute millions of MADD ribbons to motorists between Thanksgiving and New Year's Eve.

"The holiday season should be a time of joy and celebration, but all too often, this special time becomes marred with tragedy when someone chooses to get behind the wheel after drinking," said Nunnallee. "Although we are making progress in lowering the deaths that result from this tragic crime, we must not slow our momentum if we are going to defeat drunk driving in this country."

Although alcohol-related traffic deaths fell to the lowest in recorded history last year, 15,935 people were killed and nearly a million others were injured in alcohol-related traffic crashes last year. Approximately 1,644 people died in crashes involving alcohol between Thanksgiving and New Year's Eve in 1998.

Nunnallee urged everyone to help prevent further tragedies due to impaired driving by tying a MADD ribbon to their cars, always designating a non-drinking driver and remembering to be responsible party hosts. MADD also is gearing-up to prevent needless deaths and injuries for the New Year's holiday and into the new millennium with plans to announce a crackdown on higher-risk drivers scheduled for December 29. "As we kick off a new century, we hope to make drunk driving and underage drinking crimes of the past," added Nunnallee.

With nearly 600 chapters nationwide, MADD's mission is to stop drunk driving, to support the victims of this violent crime and to prevent underage drinking. For more information on the Tie One On for Safety campaign or a complimentary MADD ribbon, contact your local MADD chapter, an Allstate agent or visit the MADD website at www.madd.org. MADD Safe Party Guides also are available at no cost through MADD chapters. Visit MADD's website at www.madd.org. [END]



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Biographical Background

KAROLYN V. NUNNALLEE MADD National President 1998-1999

Longtime activist Karolyn V. Nunnallee began her term as the national president of Mothers Against Drunk Driving (MADD) at a time when America was at a critical crossroads in the war against drunk driving. In 1998, U.S. alcohol-related traffic deaths were at an all-time low. However, almost 16,000 people were killed and more than one million others were injured in alcohol-related traffic crashes that year alone.

Karolyn's presidential term also began in the year that marked the 10th anniversary of the Kentucky Bus Crash – the deadliest drunk driving crash in U.S. history. On May 14, 1988, a repeat DUI offender slammed into a bus full of people returning from a church trip to an amusement park. The fiery crash killed 27 passengers, most of them children, including Karolyn's 10-year-old daughter, Patty. This tragic and preventable incident propelled Karolyn into a career of volunteer activism beginning at the local community level. Today, Karolyn is a recognized national leader in preventing impaired driving and underage drinking, and also is a staunch advocate for drunk driving victims.



Within weeks of Patty's death, Karolyn became active with MADD in Kentucky by speaking about the bus crash to local and national media. In 1989, Karolyn, along with her husband, Jim, an Air Force Aviator and their six-year-old daughter, Jeanne, moved to Clovis, New Mexico, where she co-founded and helped start the MADD Curry County Chapter. In a state with one of the worst impaired driving fatality records, Karolyn worked her way up to become MADD New Mexico's state chairman for two years. After her husband's 1992 retirement from the Air Force, Karolyn and the family moved to a small Florida community without a MADD presence, so she co-founded the MADD Polk County Chapter and eventually was elected as MADD Florida's vice chairman and named chapter advisor to the MADD National Board of Directors.

In 1992, Karolyn also was elected to the MADD National Board of Directors as a chapter-at-large member and served as vice president of public policy. Karolyn played a key role in MADD's development and release in 1996 of *Rating the States*, the widely-publicized "report card" on each state's progress in preventing alcohol-related traffic deaths and injuries, dealing with drunk driving offenders and assisting victims.

-more-

Karolyn V. Nunnallee/Page 2 of 2

Karolyn's agenda as MADD's national president has included: establishing .08 percent blood alcohol content (BAC) level as the nationwide illegal drunk driving limit; passing a victims' rights constitutional amendment guaranteeing victims of violent crimes the right to be notified of, in attendance at and heard at all public proceedings relating to their crime; and toughening enforcement and penalties for drunk driving offenders. Karolyn also continues to lead MADD's increasing outreach to youth through programs aimed at preventing underage drinking and enlisting young people as activists to influence local, state and federal policies.

A compelling, heartfelt speaker, Karolyn has addressed hundreds of audiences including MADD's National Conference and National Youth Summit and also major U.S. and international government traffic safety, prevention and victims' issues conferences. Additionally, Karolyn frequently participates in anti-drunk driving public awareness events at the White House and with Governors as well as state lawmakers. Regularly tapped by national media, she also has been featured in coverage by ABC's "20/20" and "Good Morning America," NBC's "Nightly News" and "The Today Show," CNN, *Leeza*, *USA Today*, *Redbook*, *People*, *Associated Press*, *Wall Street Journal*, *New York Times*. Karolyn's story, too, is chronicled in the book, *Reckless Disregard*, an in-depth examination of the Kentucky Bus Crash that changed her life forever.

Karolyn is the recipient of numerous honors including *Reader's Digest/American Health* magazine's "1999 Women's Health Heroes" and the Pilot Association's "Woman of the Year."

Karolyn earned a master's degree from Florida State University and a bachelor's degree from Birmingham Southern College. Karolyn, her husband, Jim, and their 17-year-old daughter, Jeanne, live in Fort Meade, Florida where they are in the citrus and cattle business.

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Patterson Family Story

Tom and Kimberly Patterson were unwillingly thrust into the drunk driving issue on August 19, 1999. The night that their two year old daughter Mary Theresa was killed by a repeat drunk driving offender. On their way to Western Maryland, a drunk driver, traveling at 84 miles an hour, struck the Patterson van, which was carrying Tom, his pregnant wife Kimberly, and his two daughters Mary Theresa and 8-month old Kristina. Mary Theresa, still in her car seat, was thrown from the van and died instantaneously.

The Maryland court could only charge the repeat offender with a misdemeanor. Since that time through the efforts of Tom and Kimberly and others like them the penalty for this kind of violent crime in Maryland has been changed to a felony.

The Pattersons now reside in Huntingtown Maryland with their daughter Kristina and son Thomas.



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MILLIE I. WEBB

MADD National President-Elect

Longtime activist Millie Webb's two-year term as national president of Mothers Against Drunk Driving (MADD) will kick-off the organization's 20th anniversary in the year 2000. Yet, the crash that forever changed her life happened at a time before MADD even existed -- and before drunk driving was considered a crime.

Millie became intimately involved with the drunk driving issue in 1971 after a drinking driver with a blood alcohol content (BAC) of .08 percent rear-ended the family vehicle carrying Millie, her husband, Roy, their four-and-a-half-year-old daughter Lori and 19-month-old nephew Mitchell Prewitt, Jr. Millie, who was seven months pregnant at the time, suffered a broken neck and was burned over 73 percent of her body. Roy also suffered severe burns. Mitchell lived for six hours, while little Lori suffered for two weeks before dying from burns covering 90 percent of her body. Kara, Millie's baby, was born premature and legally blind as a result of the crash. Five years later, Roy and Millie were blessed with another child, Ashlea.

Through MADD, Millie was able to triumph over tragedy and help prevent others from experiencing the pain that she faced due to one person's decision to drink and drive. In 1982, Millie helped form the Williamson/Davidson County Chapter -- the first MADD chapter in Tennessee. Millie also served in positions including president, secretary, treasurer and state representative.

In 1991, Millie was elected to the MADD National Board of Directors. Throughout her tenure, she served as vice president of victim issues and on the board's public policy, executive, field issues and nominating committees.

Millie's agenda as the 2000-2001 MADD national president includes furthering MADD's initiatives to reach out to diverse communities and programs to reduce youth alcohol use. In 1999, MADD incorporated the prevention of underage drinking into its mission statement. In the coming months, Millie will lead the charge for upcoming events including the MADD National Youth Summit 2000 and MADD's 20th anniversary celebrations.

-more-

As a victim of a .08 crash experienced in speaking on the issue in legislatures, at the White House and at numerous news conferences, Millie will continue to push MADD's agenda to lower the drunk driving limit to .08 percent BAC in every state. Millie also will work for greater enforcement and penalties for repeat drunk driving offenders.

A certified victim advocate, Millie will also promote passage of a victims' rights constitutional amendment. The amendment would ensure equal rights for crime victims. Millie will also work to educate America about MADD's victim services.

A powerful spokesperson, Millie has been featured by numerous media organizations, including *Woman's Day* magazine and CNN.

Millie and Roy live in Franklin, Tennessee, with their daughter Ashlea. Millie's daughter Kara, her husband David Hensell and their son, Collin, also reside in Franklin, just outside of Nashville.

#

Contacts:

Tresa Hardt, 214-744-6233, ext. 245

Tanesia Henderson, ext. 271

Non-Alcoholic Party Drinks

Holiday Punch

1 large jar cran-grape juice
1 liter bottle ginger ale
1 container orange sherbet
whole cranberries

*Combine juice and gingerale. Add sherbet by small scoops.
Top with whole cranberries.*

Diane Burnham
Burke County, NC

Percolator Punch

2 quarts apple cider or juice
2 quarts cranberry juice
1 quart pineapple juice
1/2 cup brown sugar
1 T. whole cloves
1 T. allspice
4 cinnamon sticks, 3" long
2 lemons, thinly sliced, then quartered

*Pour liquids into 30-cup coffee pot percolator. Put remaining
ingredients in percolator basket and brew for 30 minutes.
Serve hot.*

Patti Willis
Carteret County, NC

Mild-Eyed Margarita

2 cups lemon or lime soda
2 T. sugar
juice of 1/2 lime
salt
crushed ice

*Pour soda into ice cube tray or shallow pan, freeze. Place
frozen soda in blender, add lime juice and sugar. Blend until
well-mixed. Rub lime around rim of glass and then dip glass
into salt. Pour mixture over crushed ice and then into salted-
rimmed glasses. Garnish with lime slices.*

Gabe Eberle
Cleveland County, NC

How to Spot A Drunk Driver

These warning signs should be your signal to take down a license plate number and vehicle description to report to the proper authorities. Do not attempt to stop the vehicle.

- Wide turns
- Straddling lanes or driving on the center line
- Drifting or moving in a straight line at a slight angle to the roadway
- Driving with headlights off at night
- Appearing to be drunk (i.e., eye fixation, face close to windshield, drinking in the vehicle)
- Driving below the speed limit
- Erratic braking or stopping without cause
- Slow response to traffic signals (sudden stop, delayed start)
- Nearly striking an object, curb, etc.
- Weaving or zig-zagging across the road
- Driving on the wrong side of the road or completely off the roadway
- Tailgating
- Accelerating or decelerating rapidly

Mothers Against Drunk Driving

Mothers Against Drunk Driving is a 501(c)(3) non-profit, grass-roots organization with more than 500 chapters and affiliates nationwide. MADD is not a crusade against alcohol consumption. Our focus is to look for effective solutions to drunk driving and underage drinking problems, while supporting those who have already experienced the pain of these senseless crimes.

For more information on MADD or to receive additional copies of this brochure, call
1-(800)-Get-MADD.

Tires Plus

Tires Plus and its more than 150 dealers throughout the the Midwest is the proud partner of MADD's Safe Party Guide. Tires Plus recognizes that drunk driving is a year-round problem and is proud to be working towards eliminating deaths and injuries in drunk driving crashes.



Tires Plus
600 W. Travelers Trail
Burnsville, Minnesota 55337
612-894-2700



MADD National
511 E. John Carpenter Freeway #700
Irving, Texas 75062
(800) GET-MADD Victim Hotline

MADD Minnesota
2429 University Avenue West
St. Paul, MN 55114
651-523-0802

MILLENNIUM 2000

MADD Safe Party Guide

Sponsored by Mothers Against Drunk Driving

Presented by...



Social Host Responsibility

Though an unfamiliar term a decade ago, today we recognize this phrase as encompassing everything from planning the party menu to assessing how guests will get home safely once the party is over.

Your role as a responsible party host can prevent your friends and loved ones from becoming the next alcohol-related statistic!

Planning A Party

As a host, you want your guests to enjoy themselves. Here are a few tips to ensure that your guests will have fun... and live to remember it!

- Invite guests who are compatible so that no one feels left out of the crowd. Lonely or unfriendly people often drink to excess.
- Plan lots of group activities—like party games.
- Prepare plenty of food so guests will not drink on empty stomachs.
- Avoid too many salty snacks which tend to make people thirsty and drink more.
- Offer a variety of non-alcoholic beverages for the designated driver and others who prefer not to drink alcohol.
- Do not push drinks! Drinking at a party is not mandatory for having a good time.
- If preparing an alcoholic punch, use a non-carbonated base like fruit juice. Alcohol is absorbed into the blood stream faster with a carbonated base.
- Ask guests to appoint a designated driver before the evening begins. This person drinks only non-alcoholic beverages to ensure that friends or loved ones get home safely.

Office Parties

- Arrange for discounted or complimentary rooms when a party is held at a hotel so employees won't drive home impaired.
- Hire a shuttle or limousine service to provide transportation for those that have been drinking. Promote the designated driver concept and these alternate forms of transportation in party invitations.
- Do not push drinks!
- If you provide an open bar, be sure the bartender has had server training to prevent over-serving or serving guests under the legal drinking age.
- Hold a contest for employees to create non-alcoholic drink recipes and serve the winner's drinks at the party.
- Schedule activities or entertainment to keep the focus away from drinking.

Drunk Driving Statistics

Traffic crashes are the most preventable cause of death. In 1997, there were almost 42,000 traffic deaths in the country, compared to about 31,000 suicides and 23,000 murders. Traffic crashes are the biggest cause of severe and permanent injuries.

15,935 people were killed in alcohol-related traffic crashes in 1998 – totaling 38.4% of all traffic deaths. Progress has been particularly seen in the youth area due in large part to the passage of the 21 minimum drinking age law. It is estimated that this law has saved more than 17,000 young lives since 1975. However, arrests of teenagers for impaired driving increased over 20% each of the last three years. In 1998, the number of alcohol-related youth fatalities (ages 15-20) fell to 2,006 an all-time record low.

During the holidays, the statistics for drunk driving crashes typically increases. Do your part to help eliminate drunk driving injuries and fatalities!

During Your Party

- Never serve alcohol to someone under the legal drinking age, and never ask children to serve alcohol at parties.
- Don't let guests mix their own drinks. Choosing a reliable "bartender" will help you keep track of the size and number of drinks that guests consume.
- Never force a drink on a guest!
- Close the bar 90 minutes before the party ends... and serve a great dessert treat with coffee. Remember, only time sobers someone who has been drinking.
- If, despite your efforts, some of your guests have had too much to drink, drive them home, arrange for a ride with another guest who is sober, call a taxi, or invite them to stay over.

Myths And Facts About Drinking And Driving

- | | |
|--------------|---|
| Myth: | Coffee can sober up someone who has had too much to drink. |
| Fact: | <i>Only time sobers. It takes about one hour to oxidize each drink.</i> |
| Myth: | Hard liquor is more intoxicating than beer or wine. |
| Fact: | <i>A 12-ounce can of beer, a five-ounce glass of wine, and a 12-ounce wine cooler contain the same amount of alcohol and the same intoxication potential as an ounce-and-a-half of liquor.</i> |
| Myth: | Someone who has had too much to drink will look intoxicated. |
| Fact: | <i>Someone's physical appearance can be misleading. One drink can impair someone's ability to drive. Judgment is the first thing affected when someone has been drinking and important motor skills are next.</i> |

What You Can Do

How do I approach one of my guests who has had too much to drink? I mean, I don't want to lose a friend.

The first time is the hardest, but your actions could save your friend's life or that of an innocent victim. Pull your guest aside and politely, but firmly tell them that you cannot let them drive home because you care. Offer to let the guest spend the night, call a cab or ask another sober guest to drive the intoxicated person home.

How will I be held responsible if one of my guests is involved in a crash?

The laws vary from state to state, but you could be held responsible for the costs associated with the crash including medical bills and property damage and be sued for emotional pain and suffering.

What can I do to help stop drunk driving?

- Be a responsible party host by following the tips in this brochure.
- Support measures to strengthen drunk driving and victims' rights laws by contacting elected officials.
- Tie a MADD red ribbon to a visible location on your vehicle as a symbol of your commitment to drive safe and sober during the holidays and as a sign for others to do the same.
- Write letters to the editor of local newspapers expressing your concern over the drunk driving problem in your community.
- Get involved—become a volunteer for your local MADD chapter.

What Should I do if I see someone driving drunk?

Report drunk drivers immediately to area law enforcement from a car phone or pay phone with the license plate number, description of the vehicle and the direction in which it was traveling.



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The mission of Mothers Against
Drunk Driving is to stop drunk
driving, support the victims of
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**PHOTOCOPY
PRESERVATION**



MADD®

PHOTOCOPY
PRESERVATION

Mothers Against Drunk Driving

tie
one on
for safety

Show your
commitment
to not being drunk
and driving. Tie this
ribbon to a
visible location
in your vehicle
as a reminder
to stay sober
every holiday
season and
throughout
the year.



MADD
Mothers Against Drunk Driving

General Motors

