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FocusON Cuba

Cuban Expectations in a New Era

By The Editorial Board, *New York Times*

Soon after President Obama announced a sweeping overhaul of American policy toward Cuba in December, it became clear that change would unfold slowly. Untangling the web of sanctions the United States imposes on Cuba will take years because many are codified into law. The Cuban government, while publicly welcoming a rapprochement, seems intent on moving cautiously at a pivotal moment when its historically tight grip on Cuban society will inevitably be tested.

Mr. Obama, President Raúl Castro of Cuba and 33 other heads of state in the hemisphere gathered at the Seventh Summit of the Americas in Panama City, Panama, last week to take stock of the challenges and opportunities of the thaw in American-Cuban relations. The policy remains a work in progress, but it has already reset Cubans' expectations about their future and their nation's role in a global economy.

Whether, and how quickly, their

aspirations for greater prosperity and for better communications within Cuba and the rest of the world are met will depend largely on their own government. One change is already clear: the Obama administration's gamble on engaging with Cuba has made it increasingly hard



Enrique de la Osa/Reuters

for its leaders to blame their economic problems and isolation on the United States.

While the American and Cuban governments have yet to formally re-establish full diplomatic relations, some early concrete steps are promising. Obama administration officials and business executives have met in recent weeks with

Cuban officials to explore how American companies can help upgrade the nation's telecommunications infrastructure and provide cheaper and more available Internet service.

Executives from Google, whose platforms and services are widely desired in Cuba, visited the island in mid-March to make headway in the company's goal of establishing its presence there.

Meanwhile, Airbnb, the company based in San Francisco that allows people to list their homes online for short-term rentals, announced last week that it had broken into the Cuban market, unveiling 1,000 listings there. That debut in Cuba could boost the small, but growing private sector in a nation where people have only recently been allowed to earn a living outside state employment.

Many Cuban-Americans expressed skepticism about Mr. Obama's policy when it was announced. But a poll conducted last month by Bendixen & Amandi International found that 51 percent of Cuban-Americans agreed with the decision to start normalizing relations with Cuba, an increase from 44 percent in a survey in December.

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The Winning Hour
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Real-Estate Revolution Hits Cuba

Ordinary Cubans start to buy and sell their homes, and authorities dust off plans to develop a luxury vacation-home market for foreigners

By Michael Allen and Kejal Vyas, Wall Street Journal

Listed at \$1.2 million, the penthouse has broad terraces, marble floors and stunning waterfront views stretching from the Darth Vader-style Russian Embassy to Meyer Lansky's old Riviera hotel.

That might seem pricey for a Communist country whose average worker earns around \$20 a month. But owner John Jefferis, a 57-year-old hotelier from Bermuda, says his target buyer belongs to a different demographic altogether.

It is all part of a real-estate revolution sweeping Cuba. More than five decades after Fidel Castro seized power here, ordinary Cubans are starting to accumulate real wealth by buying and selling their homes. Authorities are dusting off plans to develop a luxury vacation-home market for foreigners. And a diplomatic overture between Washington and Havana is fueling a frenzy of speculation over what might happen here if Americans can legally buy real estate again.

"You can't imagine how many calls we've been getting from U.S. citizens," said Yad Aguiar, who co-founded the Ontario-based Point2Cuba.com in 2011, one of several sites that have popped up in recent years to connect prospective buyers and sellers.

For now, the 54-year-old embargo remains in

place, meaning Americans can't buy property here, or even travel to the island as tourists. And Cuban law bars nonresidents from owning homes outside a few limited experimental developments. But that isn't stopping some foreigners from trying to wriggle through loopholes to get their hands on real estate now in the hopes of striking it rich.

That is especially true for Cuban-Americans who fled the country after the revolution and are now starting to exert an increasingly important economic influence here. Exempt from U.S. travel restrictions, they can visit relatives here and funnel them money to fix up fading homes—or even buy one for themselves using a family member's name and dealing in cash.

Whether or not Cuba can follow China's path to prosperity is still an open question. The Communist government introduced a few isolated market reforms in the 1990s after the Soviet Union collapsed and cut off the generous subsidies that kept Cuba afloat. After taking over presidential powers from his ailing brother Fidel in 2006, Raúl Castro gave the process a new boost, expanding the types of business that private citizens could conduct and lifting a ban on cellphones. In 2011, in what could prove a major turning point, the government opened the door to Cubans to freely buy and sell their own houses.

"The net worth of the Cuban people has gone up quite a bit," says Antonio Zamora, a Bay of Pigs veteran and former general counsel of the Cuban American National Foundation, a political action group that fought to keep an embargo

in place. Now 73, the Miami resident sees major changes sweeping the island and is thinking of retiring here one day.

Most Cubans lack Internet access thanks to controls and underdeveloped infrastructure. So locals looking to buy and sell a house turn to El Papelito, a \$1 pamphlet with classified real-estate ads that is sold on the streets of Havana.

A recent edition had 24 pages, having quadrupled in size over the past several months, underscoring the kind of market activity that would have been unimaginable here a decade ago.

It lists everything from cramped \$5,000 apartments in picturesque Old Havana to \$1 million mansions in upscale quarters like Miramar. It also has listings selling items ranging from televisions to massage services and even has advertising for local restaurants and photocopy shops.

The pamphlet has become a key resource for residents like retiree Ada Nueva, who wants to sell her small second-floor apartment in Vedado for \$23,000. She says she wants to move to a cheaper apartment in the same area and maybe one day use the money to open a shop to generate income.

Last week, San Francisco-based home-rental service Airbnb Inc. began offering accommodations to licensed U.S. travelers in Cuba, using the island's wide network of private guesthouses.

Cuba has even greater ambitions in the works. Plans call for unprecedented sales of vacation

properties to foreigners, built around high-end golf courses, something Fidel Castro all but banned for years after the revolution as a bourgeois pursuit. It hasn't been smooth. Most of the foreign companies that announced golf resorts in 2011 have pulled out or disbanded, and Cuban authorities arrested top executives of one firm on corruption charges.

The government proved less than enthusiastic about foreign ownership in the early years of the revolution. By 1962, Fidel Castro had nationalized most private companies and seized nearly all real estate belonging to foreigners without compensation. The government also grabbed property belonging to Cubans who fled the country, although those who stayed got to keep their homes. Some skeptics think that track record should weigh heavily on prospective buyers now.

"There's going to be some unpleasantness at the root of any commercial venture in Cuba," says John S. Kavulich, president of the U.S.-Cuba Trade and Economic Council Inc. "Cuba is littered with projects that are announced and never happened."

An Italian citizen living in Havana has a greater appetite for risk. Two years ago he purchased a house in the name of his Cuban wife. He knows that he will lose the place if they ever split, but he radiates confidence. He has already spent money to convert the property into a swanky open lounge and restaurant. "Many of us are here to stay," he says. "But we're also taking a bet because we know that the day this place opens up, it's going to explode."

FocusON Television

Guiding Univision into the Future with Kevin Cuddihy

By Dave Seyler

Univision's Kevin Cuddihy has a unique seat in the world of broadcasting. He's in the cockpit of a very large company with a strong presence in television, radio and digital, that serves an important and growing niche of the US population.



Here's a sneak preview into some of his thoughts.

On advertiser awareness of the Hispanic population: "...there is a great opportunity for advertisers that haven't realized the power of the U.S. Hispanic consumer to gain market share by connecting with this important group. However, a 'one fits all' approach just doesn't work."

On running a multimedia company: "The key is to listen to what the consumer wants in those markets and what resonates, then package the content in a way that's culturally relevant and available whenever and wherever they want to consume it."

Azteca America is Fastest-Growing Spanish-Language Broadcast Network in Primetime for Fourth Consecutive Month

Network Delivers Highest-Rated March Since 2012

By Liane Ramirez, Goodman Media International

Azteca America was the fastest-growing Spanish-language broadcast network in primetime for the fourth consecutive month, resulting in a 70% increase year-over-year in Monday-Friday prime among adults 18-49, according to Nielsen. March 2015 marks the network's highest-rated March performance since 2012. The network also reached more total viewers and adults 18-49 than competitors Estrella TV and MundoFOX for the month.

Sports programming on Azteca America was a key contributor to the network's year-over-year audience growth among adults 18-49 in March. The broadcast of "Futbol Liga Mexicana" (FLM) increased +37%. FLM on Azteca also was the fastest-growing Liga MX broadcast among all Spanish-language networks, up +37% compared to the previous year.

Azteca's additional sports programming also delivered strong double-digit year-over-year growth among adults 18-49, as "Deporte Caliente" increased +64%, "Boxeo" delivered

+77% growth and "Lucha Azteca" grew by +22%. In other programming, "Al Extremo" delivered +113% growth.

Daytime and early fringe programming on Azteca drove double and triple digit growth over March 2014 among adults 18-49. "Hechos AM" grew +25%, while "Venga la Alegria" increased by +41%, "Cosas de la Vida" rose by +106% and "Ventaneando" delivered +171% growth in the demo.

FocusON Marketing

Marketing to Tejanos

You don't have to live in Texas to hear the incessant reminders by experts of all fields, that the Lone Star State is on track to become majority Hispanic.

By 2010, Texas had already become a "majority-minority" state, with minorities outnumbering Anglos by some two million – and with Hispanics alone accounting for 37.6 percent of residents. Although projections vary, Texas will likely have a Hispanic majority in the foreseeable future.

That being said, those numbers don't reflect a truly unique cultural dynamic: the Texan Insight. Texas is a place where football and fútbol, BBQ and barbacoa, and tortillas and toast all live in harmony. A place where you can call yourself Texan or Tejano.

It's not a stretch to say that the history of Texas has resulted in a modern form of ethnicity where origin doesn't trace back to an individual country, but to a clearly defined cultural mindset regardless of where you are from.

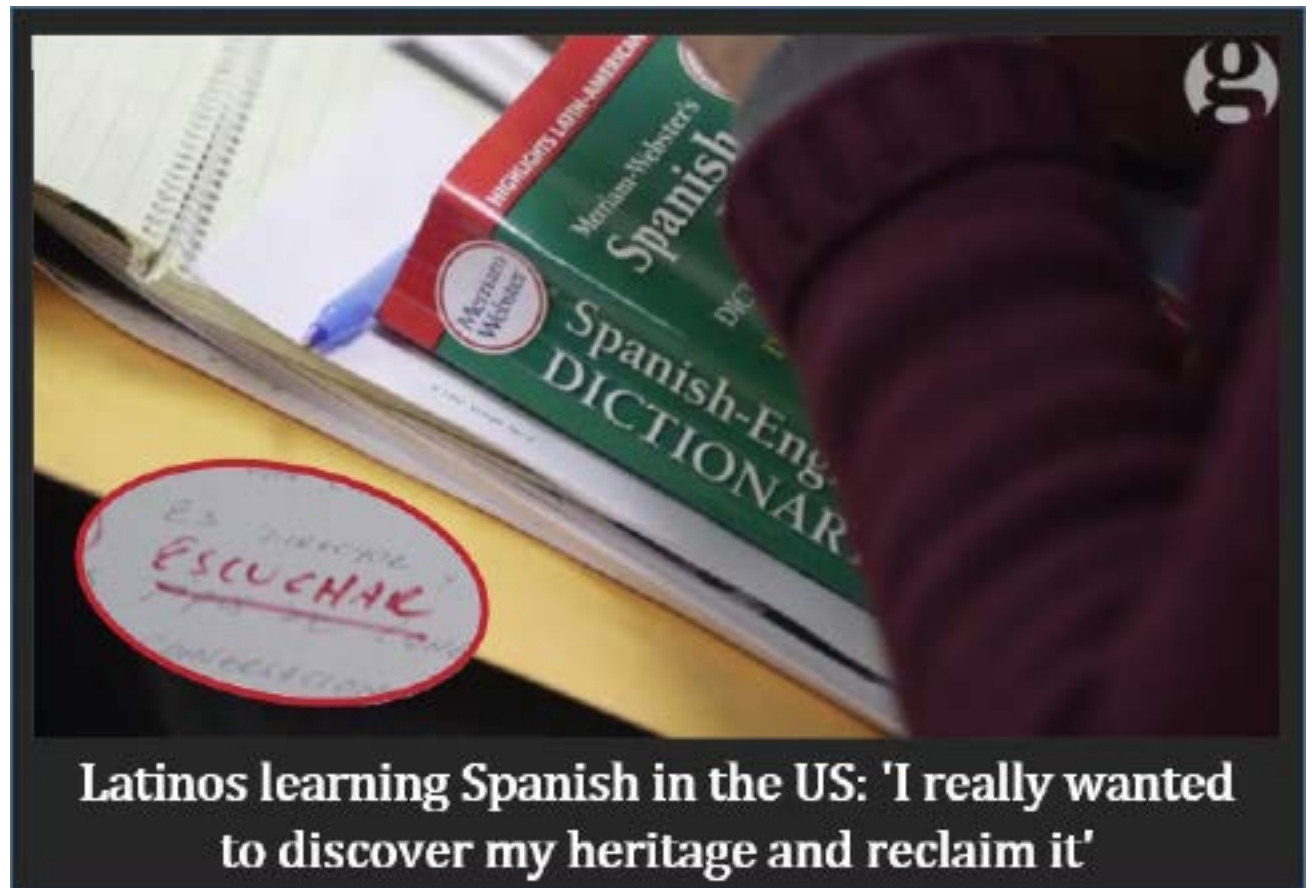


FocusON Language

Latinos Learning Spanish in the US: 'I really wanted to discover my heritage and reclaim it'

With 30 million speakers, Spanish is the second most spoken language in the US, just after English. However, the number of Hispanics who are not fluent in Spanish grows as families become more established in the country. Some believe it's a problem not to be able to speak the language, and have decided to learn it as adults. The Guardian spoke to Latinos to know what's bringing them to Spanish classes

Watch the [video](#) and get their insights.



FOX DEPORTES DELIVERS A STELLAR MLS RETURN



SEASON OPENERS

TOTAL VIEWERS

+233%
VS 2011

P18-49

+291%
VS 2011



FOXHISPANICMEDIA.COM



Source: NTI Live+Same Day Program averages for 2015 (3/8/15); NHH Live+Same Day Program averages for 2011 (3/15/11-11/6/11). Subject to qualifications

FocusON Content

Five Keys to Success for US Hispanic Content Marketing



By *George Levy, Skyword's Director of Brand Partnerships for US Hispanic and Latin America*

Here are five important keys to successful US Hispanic content marketing:

1. Not all content needs to be or should be in Spanish.

The US Census Bureau estimates there are 54 million Hispanics in the United States. This figure, which represents roughly 17 percent of the nation's total population, makes Latinos the largest minority.

Of the 54 million Latinos in the U.S., roughly one-third is Spanish dominant, one-third is English dominant, and the last third is bilingual and bicultural. That doesn't even include people from Brazil where the language is Portuguese—and given that Brazil is in Latin America, these people would count as US Hispanics as well.

As a result, merely creating content in Spanish or translating existing content in an attempt to reach this group will severely limit your chances of success.

For any content marketing program to succeed, you need to make sure that when you are creating content, you account for the precise audience you are trying to reach. In the case of the US Hispanic market, this

careful attention to your target audience will greatly impact your decision of what the most effective language to reach them will be.

For example, Hispanic immigrants who have recently arrived in the United States may prefer Spanish, given that their English language skills are still very basic. However, a second- or third-generation Millennial with Hispanic parents may speak mostly English and have only a basic command of Spanish. In either case, you are reaching a US-based Hispanic, and it is your responsibility as a marketer and brand storyteller to effectively communicate your content marketing messages.

2. Reach US Hispanics with the right content for their devices.

US Hispanics lead the pack in digital. According to a Nielsen report, Hispanics lead in adoption of new devices, they are heavy users of mobile, and they consume a lot of video, spending more than eight hours watching online video each month (90 minutes longer than the US average).

As a result, to reach the Latino consumer, you must create a content program and editorial direction that fits his or her consumption habits. According to the 2014 Hispanic Market Overview by López Negrete Communications, Hispanics are far more likely than non-Hispanic people to access the Internet via their phones instead of a computer.

Furthermore, Nielsen's report states Hispanics are twice as likely to upgrade their tablets in the next six months than other groups included in the report. Given this

heavy reliance on mobile, make sure you deliver the right content in the right format for your audience.

3. Know your audience fully.

The US Hispanic market is an aggregation of many people with different backgrounds who are placed under a single umbrella. In other words, to really understand the market, you need to comprehend that it is composed of different people from different countries, different cultural backgrounds, and different allegiances and emotional ties. And, to effectively communicate with your audience, you need to fully understand the segment of the US Hispanic population with which you are communicating.

Depending on the segment of the population you wish to reach, your message and images must match the target you've chosen. If not, you run the risk of missing your targets, or even worse, offending them by using the wrong choice of words.

4. Always strive to produce excellent, quality content.

This point seems obvious and you may believe it's unnecessary to call it out, but it bears repeating. It's amazing how much "boring" and "bland" content is produced and published on a daily basis.

Given that there is an overabundance of content and that people in general (Hispanics included) have ever-shortening attention spans, you need to make sure your content is top quality for your US Hispanic content marketing program.

Additionally, given the fact that you are reaching out to the digitally savvy Hispanic audience, you need



to make sure your content is well produced, mobile optimized, and that it is truly attention-grabbing so it doesn't get lost in all the marketing noise.

5. Create content that's designed to be shared.

In a Mindshare study commissioned by Unilever and performed by ShareThis, Hispanic consumers were found to be "twice as likely to share content or take action on shared content" than the general population. The same study also showed that Hispanic consumers share via social media up to five times more than non-Hispanic users.

To fully take advantage of these social characteristics of the US Hispanic audience, you need to make sure you create content that fits the model of highly shareable content. This consists of content that is searchable, snackable, and shareable.

FocusON Race

Is Pau Gasol Hispanic or Latino? Neither

By Gabrielle Paese, Deputy Editor at ESPN.com.

"Mom, am I white, black or Puerto Rican?" My teenage son asks me as he hands me his laptop open to his SAT test registration page. "I can only pick one."

Tough question.

I look at the checkbox option and yes, it is true, after one choice, the program advances to the next query. There are several different Hispanic options (there is "Mexican or Mexican American" and there is this one category: "Other Hispanic, Latin or Latin American"), but the College Board allows only one choice. For race or ethnicity, it is either/or. And only one ethnicity per student.

Soon -- very soon -- those either/or choices will be no reflection of the country. The U.S. Census Bureau estimates there are about 54 million Hispanics living in the United States, representing about 17 percent of the total population. And the U.S. government's Office of Management and Budget uses the terms Latino and Hispanic interchangeably, even though not all folks agree that they have the same meaning. (The OMB's definition is as follows: "'Hispanic or Latino' refers to a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race.")

My teenagers are not at all interested in the

categorizations ("OK mom, who cares?"), and the NBA, it seems, has chucked the definitions and instead is paying attention to young fans.

The league was an early adopter of the truth that whether they are Latino, Hispanic or completely mixed like my boys, their audience with Spanish-speaking origins is not at all homogenous. That's why Saskia Sorrosa, vice president of marketing at the NBA, said the league planted its tongue firmly in its cheek when it launched NBA en Español programming by the phonetic spelling of its Spanish pronunciation: éne-bé-a.

"We have this conversation all the time," said Sorrosa. "Do Hispanic fans use NBA or Ene-Be-A more? It's just not one or the other. They live in both worlds."

For this year's edition of Noches Latinas the NBA has shifted the event's name to Noches Ene-Be-A. It's smart, super-inclusive and shows that the league understands that the U.S. and the global picture is constantly changing. And change is good.

"Our content is a reflection of how Spanish is consumed. It's not black and white," said Sorrosa. "You'll see it a lot in our social media pages. We could put our status updates in Spanish but add in videos in English. We translated the jerseys and we found that the fans didn't like the team names [like El Fuego or Las Espuelas] but they loved El Heat and Los Spurs.

And so the league is unfettered by the semantic discussions as to whether Pau Gasol is Hispanic or Latino, whether the two terms are interchangeable and/or what they mean. The Gasol brothers are actually Catalan, but for fans stateside, the important detail is that the two speak Spanish.

"Fans have that language connection and they feel represented by him on the court," Sorrosa said.

Iñako Díaz-Guerra, who leads basketball coverage for the Spanish sports daily AS, says the distinctions between Latinos and Hispanics are purely stateside debates.

"We consider ourselves Europeans," said Díaz-Guerra. "Gasol relates more to [Dirk] Nowitzki in the NBA than [Dominican player] Al Horford. When football (soccer) players come to Spain to play, we don't say they are Hispanic or Latino, we identify them by their country, Argentine, Colombian. We don't lump them together."

The NBA officially lists 50 all-time NBA Latino players, but it doesn't include U.S.-born Latinos, players like New York Knicks forward Carmelo Anthony, whose father was Puerto Rican.

"The NBA speaks the language of the customer. Their vision is commercial," said Leo Lopez, public relations director for Dominican Republic baseball and general manager for the Dominican basketball league's Leones de Santo Domingo. "And the NBA needs the Spanish-speaking audience around the world because it is so huge."

Indeed, Spanish is the fourth-most spoken language in the world (417 million strong), after Chinese, Hindi and English. And it is the second-most spoken language in the United States. Hispanics make up 18 percent of the NBA fan base, outpacing the growth of the U.S. Hispanic population by 38 percent since 2008, according to league figures.

"The growth within the Hispanic fan base has been higher than the non-Hispanic fan base," Sorrosa said. "The Hispanic population in the U.S. is supposed to triple by 2050, and we hope that is also reflective on the growth of our business and our connection with the fans."

FocusON Latinos

Juan Valdez Café Names Newlink America Agency of Record

Iconic Colombian Coffee Brand to Position Itself in the US Market

Juan Valdez Café last week selected Newlink America to position the brand in the US market. This decision comes at an important time of growth for the Colombian coffee grower, given its aggressive international expansion that kicked off with the opening of two destination cafés in Downtown Miami last year and another 60 stores planned to open in the Florida market alone over the next five years.

The international presence of Juan Valdez® currently includes more than 300 cafés in 14 different countries. Miami's recent openings are an important part of the company's strategy to gain additional markets for its premium coffees. Capitalizing on the \$18 billion coffee industry in the US, Juan Valdez, with Newlink's support, also plans to expand across major cities in the US as it appeals to a more discerning coffee consumer.

"We are thrilled to have the opportunity to bring Juan Valdez® Café to the forefront of the conversation in the United States. We know what sets this brand apart and we are eager to share that with American consumers," said Jorge Ortega, managing partner of Newlink America.

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