

## FocusON La Política

### Marco Rubio Returns To Childhood Home: Las Vegas, Not Miami

By *Nicholas Riccardi, Associated Press*

When Marco Rubio attends his 44th birthday party and fundraiser at the home of the host of the "Pawn Stars" reality show Thursday, it won't be his first birthday in Las Vegas.

The Cuban-American son of South Florida spent part of his childhood in Las Vegas, from 1979 to 1985, where he joined the Mormon church, became a fierce union supporter at a tender age and grew alienated from his Cuban-American peers before returning to Miami for high school. In these formative years, Rubio impressed schoolmates and neighbors as a curious and driven boy who talked too much in class and showed early signs of the policy wonk and competitive player he would become.

Rubio's Vegas sojourn is more than a biographical quirk. It could also help the Florida senator in an early-voting state that is critical to his hopes of winning the Republican presidential nomination. As the son of casino workers who lived in a modest house in a blue-collar neighborhood, Rubio can speak in a personal way to the



Republican presidential candidate Sen. Marco Rubio, R-Fla., speaks at the Georgia Republican Convention, Friday, May 15, 2015, in Athens, Ga. | David Goldman AP

heavily immigrant population of service workers who have helped turn Nevada into a Democratic-leaning swing state during presidential elections.

"It helps him tell a really good story in Vegas," said Yvanna Cancela, political director of the Culinary Workers Union, which represents many casino workers. "He can talk about his mom the housekeeper and his dad the bartender, and hundreds of thousands of

people will identify with that."

Still, many casino workers don't vote in the Republican caucuses and Rubio must distinguish himself in a large pack of rivals. Nick Phillips, political director of the Clark County Republican Party, said he has only recently begun hearing about Rubio from activists. Wisconsin Gov. Scott Walker and Kentucky Sen. Rand Paul have been getting more attention.

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## Nevada move

Three of Rubio's aunts had settled in Nevada by the time his family relocated there in 1979, searching for a quieter life than in crime-ridden Miami. Rubio's father, Mario, came five months earlier to look for a bartending job. Rubio, then 8, his parents, younger sister Veronica and grandfather moved into a four-bedroom house on a cul-de-sac at the northern edge of town.

In his memoir, "An American Son," Rubio recounts a wholesome neighborhood atmosphere with afternoon games of cowboys and Indians, Cub Scout trips and church events. Rubio, his sister and mother were all baptized in the Church of Jesus Christ of Latter-day Saints, to which his aunt's family living nearby already belonged. His father did not join the church, partly because of its prohibition on alcohol and caffeine, but took the family to Utah to see famous Mormon sites.

Rubio and some of his cousins formed a youth band called the Sunshine Cousins, modeled on the Osmonds, the most famous Mormons of the day. Rubio eventually returned to Catholicism and took his first communion at age 13. However, Rubio's campaign says he has not asked the LDS church to remove his name from the list of the faithful. The church considers people who have been baptized to be Mormons unless they formally withdraw their names from the religion.

## Recalling a young Rubio

Bryan Thiriot lived across the street and he and his

four brothers played regularly with the Rubio kids. He recalls Rubio bee-lining to the current events and magazine section at the library and talking so much in his 4th grade class that the teacher sat him in a corner to memorize the dictionary. He also liked to discuss Social Security in elementary school.

Rubio was crazy about football, but he saw the Thiriot boys hitting a tennis ball off the side of their house. The next day the Thiriots discovered him relentlessly doing the same.

"He's always wanted to improve," Thiriot said. "You could tell something special was going to happen with him."

The Rubio household was distinguished by its conservatism. Thiriot recalls Rubio saying Ronald Reagan was the nation's greatest president. But Rubio also became a strong union supporter. His father was a Culinary union member, and Rubio joined him on the picket lines when the union went on strike at the casino where he worked in 1984. "I was excited to be part of the cause and join forces with striking workers," Rubio wrote. "I became a committed union activist."

The strike went nowhere, and the family's precarious finances were pressed. Mario Rubio returned to work. "I accused him of selling out and called him a scab," Marco Rubio wrote. "It hurt him and I'm ashamed of it."

## Returning to Miami

The next year the Rubios moved back to Miami, where Marco started high school.

He had grown accustomed to Las Vegas' diversity, playing on a largely black football team and befriending Anglos and Mexican-Americans. He wrote in his memoir that he was startled returning to his predominantly Cuban-American South Florida community.

Back in Nevada, cousin Mo Denis became a Democratic state senator. In 2012, Denis stood outside a Mitt Romney campaign event that Rubio headlined in Las Vegas to give the Democratic rebuttal.

Denis says his cousin's mind was broadened by his years in Nevada. "He definitely had a different view of things in Las Vegas than he would have in Miami," Denis said.

Read more [here](#).





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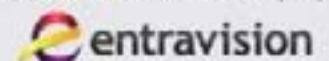
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## Univision Promotes Cartagena

Univision Communications Inc. (UCI), the leading media company serving Hispanic America, today announced the promotion of Chiqui Cartagena to the position of senior vice president in the Political and Advocacy Group, effective immediately. Cartagena will report to Steve Mandala, executive vice president of Advertising Sales. She will continue to be based in New York and work closely with the UCI team in Washington D.C. as well as UCI General Managers in key markets.

“Chiqui is one of the most insightful and creative marketers who has demonstrated her excellence time and again,” said Steve Mandala, executive vice president of Advertising Sales. “With the approaching 2016 general election, Chiqui will lead our efforts to increase understanding and grow engagement with the important and influential Hispanic voter.”

In this role, Cartagena will assume leadership of the Political and Advocacy Group. She will work with the team to continue to provide thought leadership and strategic guidance to political candidates and advocacy organizations interested in reaching Hispanics across all political parties and affiliations.

“The impact and influence of the Hispanic voter in the United States is undeniable,” said Cartagena. “I am excited to work with our political and advocacy partners on both sides of the aisle to help reach this important community.”

Cartagena, who joined Univision in 2011, has led the development and implementation of corporate

marketing strategies and the creation of proprietary consumer research tools for various team including the Political and Advocacy group on key political issues affecting Hispanics. In 2014, Cartagena was instrumental in the development of Univision’s Hispanic Vote website, an award-winning destination designed to help political strategists, media buyers and planners understand and reach Hispanic voters. A Hispanic media and marketing pioneer with a broad range of experience, Cartagena previously served as vice president of Corporate Marketing for UCI. Prior to Univision she served as senior vice president of Business Development for Story Worldwide, a digital content marketing agency. Prior to that role, Cartagena was the managing director of Hispanic Ventures at Meredith where she developed integrated marketing programs for leading consumer brands, insurance companies and retail chains. Her career also includes previous roles as senior director of Columbia House’s Club Música Latina and general manager of Hispanic at TV Guide. She also has more than 10 years of experience as a broadcast journalist. Cartagena’s expertise has been acknowledged via numerous awards and distinctions. In 2014, she was named among the Top 50 Influencers by Campaigns & Elections magazine; she was honored with the MultiEthnic TV Leadership Award by Broadcasting & Cable and Multichannel News in 2013; and AdColor’s LEGENDS Award and a Gold PromaxBDA Award in 2012. Additionally, she is the author of “Latino Boom! Everything You Need to Know to Grow Your Business in the U.S. Hispanic Market” published in 2005 and “Latino Boom II,” the essential guide to marketing to Hispanics, published in 2013. Cartagena is a graduate of the University of Miami.

## FocusON Entrepreneurship

### SBA Names El Clasificado 2015 Minority Small Business Champion of the Year

*The Latino multi-media marketplace where businesses have been selling products and services to the Hispanic community for more than 27 years has been honored for helping small businesses thrive in Los Angeles*

What started as a small free publication in 1988 to connect buyers and sellers in East Los Angeles has now become the multi-media marketplace of choice for more than 200,000 small businesses that advertise in El Clasificado to reach the Hispanic market. Many of these small businesses meet their weekly marketing needs with as little as a \$9 ad in print or free ads online.

Not only does El Clasificado provide easy and economical print and online channels for small businesses to advertise, but the company also offers free training and expos through their Su Socio De Negocios brand that educate and inform entrepreneurs about opportunities and tools to grow their businesses. To honor this visionary product and service, the Small Business Administration, Los Angeles District, is recognizing El Clasificado as “Minority Small Business Champion of the Year.”

“After 27 years, El Clasificado is still fresh and inspiring because we love enabling the smallest business owners with limited marketing budgets and business skills



to successfully sell their goods and services in Latino communities. Most of our business customers are not trying to be high flying entrepreneurs. They just want to build a business that feeds their families and builds a foundation for future opportunities. We have many customers who started with a humble office and no employees that now have bustling multi-office businesses with many employees. We have plumbers, attorneys, mariachis, car dealers, and many types of businesses that want to reach the Hispanic audience in a local marketplace. Over the years, it has been necessary to innovate and transform El Clasificado to be relevant and continue serving the needs of our small business advertisers. It is a great honor to be recognized for these tireless efforts by the SBA. On behalf of our entire El Clasificado team, we are very grateful," said Martha de la Torre, CEO.

Co-founder, Chairman and husband, Joe Badame adds, "This award reflects our connection with the community and the mutual understanding that has existed all these years. We are proud to continue serving small business owners not only with our flagship publication of over 500,000 weekly circulation, but also with our small business expos, micro web sites, social media services, and digital marketplace that helps connect millions of potential buyers with sellers."

"National Small Business Week gives us a chance to honor the Los Angeles District's small businesses' hard work, innovative ideas, and dedication to community," said Los Angeles District Office, District Director, Victor Parker.

The Annual Small Business Week awards ceremony will take place on June 2nd at the Westin Bonaventure Hotel in Los Angeles.

## FocusON America TeVe

### Court-Appointed Receiver Takes Over América TeVe Operations

*Pedro Roig is the court-appointed receiver that is managing operations at América CV.*

By [Veronica Villafañe](#), Editor and Publisher [MediaMoves.com](#)

MediaMoves.com reports that a Florida court has relieved Omar Romay of his duties as CEO of joint venture América CV and appointed a receiver to take over América TeVe operations in the midst of accusations of conflicts of interest and financial wrongdoing.

In a lawsuit filed by Caribevisión Holdings, Inc., Romay is accused of mishandling funds, giving the JV unauthorized, undocumented loans of \$5 million, excluding shareholders from meetings and appointing his wife, son and two daughters to the board of directors. The Court appointed Pedro Roig, an attorney and former Director of the Office of Cuba Broadcasting – Radio & TV Marti, to manage and operate the business of the JV until the legal problems are resolved.

According to court documents, as receiver, Roig is now able to hire and fire personnel and execute agreements and sales of the Receivership property. While Romay cannot run the JV or handle any financials, the Court has stipulated that he can continue to be responsible for

programming and production.

At play is \$130 million dollars – the estimated price tag for the sale of bandwidth if the JV's four Puerto Rico stations are sold to the FCC in the broadcast TV spectrum auction scheduled to take place in 2016. Omar Romay Romay's Sherjan Broadcasting and the owners of Caribevisión Network, which include Barba TV Group and Pegaso Television, agreed to the creation of a 50-50 JV by merging their broadcast television stations in 2009. At the time of the agreement, both parties had to contribute \$17.5 million in assets or equity. Caribevisión contributed 4 television stations in Puerto Rico. Romay was named CEO of the JV. But disagreements between the parties started shortly after, and according to court documents, Romay denied access to Caribevisión shareholders to board meetings, shutting them out of the operations of the JV.

In 2011, the Caribevisión group filed a complaint seeking damages against Romay and in 2013 and moved to dissolve the venture. At that time, Caribevisión requested the Court appoint a receiver. The request was rejected. But the dispute continued to escalate and Romay allegedly ignored previous court orders regarding financial transparency. Caribevisión contends that Romay has purposely indebted the JV to himself and provoked multi-million dollar losses, effectively "running the JV into the ground."

Find more info on [MediaMoves](#).

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## FocusON Newspapers

### World Press Trends: Newspaper Revenues Shift to New Sources

*A profound shift in the newspaper business model, evolving for years, is finally here.*

Global newspaper circulation revenues are larger than newspaper advertising revenues for the first time this century, according to the annual World Press Trends survey released Mon-day by the World Association of Newspapers and News Publishers (WAN-IFRA).

“The basic assumption of the news business model – the subsidy that advertisers have long provided to news content – is gone,” said Larry Kilman, Secretary General of WAN-IFRA, who presented the survey at the 67th World Newspaper Congress, 22nd World Editors Forum and 25th World Advertising Forum in Washington, D.C. “We can freely say that audiences have become publishers’ biggest source of revenue.”

Newspapers generated an estimated US\$179 billion in circulation and advertising revenue in 2014 – larger than the book publishing, music or film industries. Ninety-two billion dollars came from print and digital circulation, while 87 billion came from advertising, the survey said.

“This is a seismic shift from a strong business-to-business emphasis - publishers to advertisers - to a growing business-to-consumer emphasis, publishers to audiences,” said Mr. Kilman.

Throughout the 20th century, advertising brought up to 80 per cent of revenues in some markets. The ratio varies from

market to market: in some European and Asian markets, advertising might bring 40 per cent of revenues.

But the survey showed that newspaper advertising revenues are falling nearly everywhere, while circulation revenues are relatively stable.

“Print used to be one of few traditional marketing channels and often the one that was the most ubiquitous for branding and logical choice for all marketers,” said Mr. Kilman. “This direct relationship of mutual dependence no longer exists. Advertisers nowadays have more than 60 different advertising media channels available to them.”

“However, in 2015 it is clear that the story of the newspaper industry is not one of doom and gloom and decline. Newspapers around the world are successfully proving their value to advertisers despite booming competition. They are discovering new markets and new business models that are today as pertinent to news production as advertising and circulation revenues. From print newspaper businesses, they have transformed into true multiplatform news media businesses.”

Though newspapers are now ubiquitous on all media platforms, the measure of their reach and influence continues to be mired in the 20th century, largely relying on print circulation and a variety of separate, non-standardized measures of digital reach. The challenge for the industry is to measure reach of newspaper content on all platforms with new metrics.

The World Press Trends survey includes data from more than 70 countries, accounting for more than 90 per cent of the global industry’s value. The data is compiled through an enormous undertaking by dozens of national newspaper and news media associations and generous support from global

data suppliers: Zenith Optimedia, IPSOS, ComScore, the Pew Research Center, RAM, and the ITU.

The survey, presented annually at the global summit meetings of the world’s press, re-vealed:

#### The Future is Mobile

Eight out of 10 smartphone users check their device within 15 minutes of waking up. It’s a fight for audience’s attention and mobile has it.

- Globally consumers spend an average of almost 2.2 hours per day with mobile (97 minutes) and tablet (37 minutes), which together account for 37 per cent of media time, ahead of television (81 minutes), the desktop (70 minutes), radio (44 minutes), and print (33 minutes), according to the InMobi mobile media consumption report.
- App usage represents about half of mobile engagement, with leading media now seeing 30 per cent or more of their monthly audiences coming exclusively from mobile platforms.
- For the first time, desktop audience numbers are falling. Time spent using smartphones now exceeds web usage on computers in the United States, the United Kingdom and Italy. For 19 of the top 25 US newspaper sites, mobile traffic exceeded desktop by at least 10 per cent, according to Pew Research. Those who use only mobile devices to consume newspaper digital content increased 53 per cent in March 2015 from the same month a year ago, according to a report from the Newspaper Association of America.

“When it comes to new revenues, we have been talking about the year of mobile for the last 10 years,” Mr Kilman

said. "It has finally happened. In 2014, desktop Internet usage globally decreased in favor of mobile. And mobile app usage is becoming the majority of all digital media activity in the United States."

- Around 2.7 billion people around the world read newspapers in print and more than 770 million on desktop digital platforms. However, there is increasing evidence – from countries with sophisticated and robust metrics – that print and digital combined are increasing audi-ences for newspapers globally. Data from Australia, for example, shows that nearly 86 per cent of all adults read newspapers on some platform. In the United Kingdom the figure is 83 per cent. And in Chile, it is nearly 82 per cent.
- Print circulation increased +6.4 per cent globally in 2014 from a year earlier and shows a five year growth of +16.5 per cent. This is largely the result of circulation increases in India and elsewhere in Asia; the newspaper business in India is still the healthiest print news-paper industry in the world. Updated Indian figures have significantly affected the global pic-ture and they partly come from a growing number of publications in India.
- Circulation rose +9.8 per cent in Asia in 2014 from a year earlier, +1.2 in the Middle East and Africa and +0.6 in Latin America; it fell -1.3 per cent in North America, -4.5 per cent in Europe and -5.3 per cent in Australia and Oceania. Over five years, newspaper circulation rose +32.7 per cent in Asia, +3.7 per cent in the Middle East and Africa and around +3 per cent in Latin America; it fell -8.8 per cent in North America; -21.3 per cent in Europe and -22.3 per cent in Australia and Oceania.
- In mature markets, newspapers are adopting strategies

to make more money from fewer subscribers. These include cover price increases and lowering production costs by reducing the frequency of printing. But these practices risks alienating some segments of their read-ership in exchange for growth in revenues.

- Paid digital circulation increased 56 per cent in 2014 and rose more than 1,420 per cent over the last five years, according to PwC. One in 10 people in a Reuters Institute Digital News Report survey of 10 countries said they now pay for digital content. That ranges from 22 per cent in Brazil to 7 percent in the United Kingdom.
- Globally, more than 93 per cent of all newspaper revenues still come from print, and print will continue to be a major source of revenue for many years to come. At the same time, newspapers around the world are investing efforts and are increasingly innovative in turning the business model from two-dimensional to multi-dimensional.
- While digital advertising represents a small part of overall newspaper revenue, it continues to grow significantly, increasing 8 per cent in 2014 and 59 per cent over five years, accord-ing to PricewaterhouseCoopers. But the main benefactors of digital ad spending continue to be social media and technology companies. Google takes the biggest share, with 38 per cent (US\$19.3 billion) of digital ad revenue. Facebook took nearly 10 per cent in 2014, and is the biggest recipient of total digital display and mobile display advertising revenue.
- Television continues to maintain the largest share of global advertising revenues, with just under 40 per cent, followed by desktop and mobile internet with more than 24 per cent, newspapers with 15 per cent, magazines with 7.3 per cent, outdoor and radio with around 7 per

cent, and cinema with half a per cent.

- Print advertising world-wide declined -5.17 per cent in 2014 from a year earlier and de-clined -17.51 per cent over five years. Since it began in the mid-1990s, Internet advertising (both desktop and mobile) has principally risen at the expense of print.
- Print newspaper advertising increased +4.86 per cent in Latin America in 2014 compared with a year earlier and + 2.21 per cent in the Middle East and North Africa, but fell in all oth-er regions: -6.54 percent in Asia and the Pacific, -7.5 per cent in North America, and -5.01 per cent in Europe. Over five years, print newspaper advertising increased +27.68 per cent in Latin America. It declined -28.22 per cent in North America, -23.10 per cent in Europe, -22.11 percent in the Middle East and Africa, and -7.34 per cent in Asia and the Pacific.
- Internet adspend overtook total adspend on both newspapers and magazines in 2014. Over the last ten years, Internet advertising has risen from 4 per cent of total global spend to 24 per cent. In the same period, newspapers' share of global spend has halved from 30 per cent to 15 per cent, while magazines' has fallen from 13 per cent to 7.3 per cent.
- Newspaper digital advertising revenues will not replace high yield print revenues, but are nevertheless significantly increasing. Newspapers digital advertising increased +8.5 per cent in 2014 and nearly +60 per cent over five years.

WAN-IFRA, the global organisation for newspapers and news publishers, is a leading provider of industry research and analysis that identifies, analyses and publicises all important break-throughs and opportunities that can benefit news



media all over the world. World Press Trends, the leading source of newspaper data and trends globally, has been published by WAN-IFRA since 1989.

The data is compiled in an interactive database and in an annual report, both available to WAN-IFRA members without charge. For non-members, WAN-IFRA offers the database by individual access, on an annual subscription basis, and IP access that allows companies, universities or libraries to provide access to any number of users

The World Press Trends database contains individual country reports and aggregated data and trends on circulation and readership, advertising revenues, digital publishing and much more.

The database allows users to generate custom reports, choosing from a large number of criteria to produce reports that meet their own specific needs. These can be downloaded in Excel to enable in-depth analysis, benchmarks and historic trends.

The database currently includes 2006 to 2014 data from 70 countries. The database is being expanded as data prior to 2006 continues to be added.

World Press Trends can tell you how many newspaper titles are published world-wide. Which daily newspaper has the largest circulation in the world? Which country has the biggest number of top 100 dailies by circulation?

It can tell you the number of titles and circulation by countries, or aggregated world-wide; newspaper reach, readership and media consumption trends: online editions and online readership; top newspaper advertisers and advertising categories; cover prices; advertising expenditures and revenues; market share of newspapers and other media; and much more.

## FocusON Cuba

### GOP-Led House Votes to Keep Restrictions on Travel to Cuba

By Andrew Taylor, Associated Press

House Republicans voted Thursday to keep restrictions on Americans seeking to travel to Cuba, a setback to Obama administration efforts to ease the five-decade Cold War standoff.

The Republican-controlled chamber voted 247-176 to keep a Cuba-related provision in a transportation funding bill. The provision would block new rules issued in January that would significantly ease travel restrictions to Cuba and allow regularly scheduled flights for the first time.

The administration rules lifted a requirement that U.S. travelers obtain a license from the Treasury Department before traveling to Cuba. Instead, all that is required is for travelers to assert that their trip would serve educational, religious or other permitted purposes.

The White House has threatened to veto the bill, in part because of the Cuba-related provision. The measure is also caught in a battle between Republicans controlling Congress and the White House and its Democratic allies over spending levels for domestic agencies. The White House has issued a blanket veto threat against every GOP spending bill, and Senate Democrats weighed in on Thursday with explicit promises that they will filibuster the measures and block them from reaching Obama's desk.

The Republican-backed Cuba provision is the handiwork of Rep. Mario Diaz-Balart, a Cuban-American Republican from the Miami area.

Diaz-Balart said the Obama administration is wrong to lift the travel restrictions, noting that the flights would land at an airport that was partially owned by U.S. interests when it was seized by the Castro government.

"What you are saying is, 'It's OK to do business on property that was stolen from Americans,'" Diaz-Balart said.

But to most Democrats and a handful of House Republicans, the travel ban is an obsolete Cold War remnant.

"We need a 21st century approach to this nation 90 miles away from our shores. This is 2015 ... not 1960," said Rep. Barbara Lee, D-Calif., whose attempt to strip Diaz-Balart's provision from the transportation appropriations measure failed. "The rest of the world is doing business with Cuba, allows its citizens to travel to Cuba and also has normal diplomatic relations with Cuba."

The GOP plan would thwart the new flights but leave in place new rules permitting the import of limited amounts of goods like cigars and rum.

Neither the travel restrictions nor a longstanding trade embargo has moved the Castro government toward democracy.

Agriculture organizations, the U.S. Chamber of Commerce and other business interests have expressed support for the administration's outreach to Cuba.



In the Senate, Democrats on Thursday threatened to block defense and other appropriations bills in hopes of forcing Republicans to the negotiating table for talks to replace automatic spending cuts known as sequestration slated to hit both the Pentagon and domestic agencies.

Democrats are also opposed to a \$612 billion defense policy bill currently on the floor that does an end run around government spending caps that became law a few years ago. The bill calls for increasing defense spending by putting nearly \$40 billion into a war-fighting account that is not subject to the spending caps.

Sen. Charles Schumer, D-N.Y., said Democrats would block “any appropriations bill until Republicans have sat down at the table and figured out with us how we’re going to properly fund the Defense Department and key (domestic) priorities.”

## FocusON Industry Shorts



A new report jointly published by The Demand Institute and Nielsen finds that despite the largest growth of any demographic, Hispanics struggle to achieve homeownership status due financial unpreparedness. Hispanics are choosing to move to the suburbs in search of affordable housing and better schools, the report also finds.

For the third consecutive year, ESPN Deportes will be the Spanish-language home of the NBA Finals, offering complete and exclusive coverage of the 2015 championship series, which tipped off live on ESPN Deportes on Thursday, June 4 at 9 p.m. ET.



Alejandro Fernandez has partnered with his label, Universal Music Group, to launch a management and booking company. Infinity will be a joint endeavor between Fernandez’s Grupo Fernandez Corporation and Universal’s entertainment division, GTS.



Telemundo, NBC Universo and NBC Deportes.com will present all 52 matches of the FIFA Women’s World Cup that started in Canada on June 6 and lasting until July 5th. Former Mexican women’s national team captain Andrea Rodebaugh will join the Talent Roster as Analyst and Commentator.

## FocusON Millenials

### Who Is Gen Z?

By *Carla Eboli, CMO Dieste*

While specialists and experts are still discussing the top age of the Generation Z population—some say it starts in the mid 1990s and goes to the present day, while others say from the mid 2000s to the present day—they all agree that this is the most diverse generation in the history of United States. According to a recent article published by Ad Age, GenZ currently looks like this:

- 55% are Caucasian
- 24% are Hispanic
- 14% are African-American
- 4% are Asian



Besides being the most multicultural generation, GenZers are currently the biggest demographic group, representing 25.9% of the U.S. population, meaning a very promising long-term opportunity for products and brands to engage with this consumer.



# FOX DEPORTES DELIVERS A STELLAR MLS RETURN



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



## Wondering how to engage GenZers with your brand?

“Millennials embraced digital, GenZers were born digital,” says Ann Mack, Manager of Global Content and Consumer Insights at Facebook. She recently presented research conducted by Crowd DNA for Facebook, during the iMedia Summit in Palos Verdes, California. The study, focused on 13-to-24 years old across 13 countries, shows that online is the new mall regarding places to hang-out with friends, and FOBO—fear of being offline—is the new FOMO: 73% of young people in the U.S. say that they can’t leave their house without their mobile phone.

The study highlights that although this group has a lot of similarities, they are still very different, what we at Dieste call “diversity within diversity.” The Facebook study breaks the 13-to-24-year-old group into three sub-groups: optimists (13-15), explorers (16-19), and realists (20-24).

Mack finished her presentation sharing four great tips for marketers and brands to remember when developing a communication platform focused on this demographic:

1. Create a surround-sound experience with integrated experiences across screens
2. Make it mobile first
3. Speak visually
4. Treat them as individuals

Want to know more about minority-majority consumers and how to capture their attention? Check out Dieste’s Provoke Daily posts to learn more about multicultural consumers, trends and insights.

## FocusON Business

### Corporate Diversity Survey Says Latinos ‘Grossly Underrepresented’

By *Michael Oleaga, LatinPost.com*

In an effort to expand diversity, U.S. Sen. Robert Menendez, D-N.J., released his report about corporate America’s diversity.

“We all deserve a seat at the table,” wrote Menendez, chair of the Senate Democratic Hispanic Task Force.

“The fair representation of women and minorities in corporate board rooms, C-suites, and in procurement practices is both the right thing to do and good for business,” Menendez added. “With the purchasing power of Latino and Black consumers each exceeding an estimated \$1 trillion, racial and ethnic minorities are now more relevant than ever in driving economic growth across all industries.”

According to the senator, companies must have diverse leadership in order to have a competitive advantage and perform better. With diversity across board and senior management positions, companies are more likely to meet the needs of consumers, stakeholders and marketplaces.

The report, titled “The 2014 Corporate Diversity Survey,” is the third edition monitoring the progress of the U.S.’s leading companies. For the 2014 survey, Menendez stated he focused on Fortune 100 companies “in order gain deeper insight into the best practices and greatest challenges facing our nation’s top-performing companies.”

Companies volunteered to be part of Menendez’s survey.

It was not mandatory. The report disclosed 69 Fortune 100 companies participated in the questionnaire process.

“Truly increasing diversity in Corporate America requires time and a collective willingness to assess where we are and what adjustments must be made to move us closer to where we need to be,” continued Menendez in the report. “We are at a critical juncture in which companies that prioritize diversity must take greater risks and make a more concerted effort than ever before to align their diversity values with their business practices, and my hope is that this survey is a valuable tool in that integration process.”

Menendez revealed there have been more diversity efforts among the participating companies during 2014 than 2013. He highlighted Intel Corporation’s \$300 million fund to improve its diversity efforts and gain women and minorities within the technology sector.



In an effort to expand diversity, U.S. Sen. Robert Menendez, D-N.J., released his report about corporate America’s diversity. (Photo : Samuel Corum/Anadolu Agency/Getty Images)

Based on the latest report, a “vast” majority of participating companies have formal written diversity strategies and implementation plan that is reevaluated every year. Of the 69 companies, 9.2 percent had numeric targets for diversity and inclusion at board levels. Numeric targets were also in place in executive levels, according to 53.8 percent of the volunteering companies.

While there have been gains in having women and minorities in board of director positions, they are still “grossly underrepresented” compared to white men. White men were found to comprise 63 percent of the board of directors in the 69 companies while women represented 22.9 percent

While four companies did “not have a single racial or ethnic minority on their board,” Latinos represented 4.9 percent of directors, although 35 companies did not have at least one Latino director. In comparison to the 2011 report, Latinos represented 3.7 percent of board members. In the latest report, 63.4 percent of Latino board members were reportedly U.S. citizens, while 17.1 percent were non-U.S. citizens or immigrants, however, citizenship status was not disclosed for 19.5 percent of board members with a Latino.

African Americans fared better as they represented 10 percent of directors, but nine companies did not have a single Black director. Asians represented 3.3 percent of directors, while 47 companies did not have one Asian director. Native Americans accounted for the worst statistic as 0 percent were accounted as directors.

Women of color represented 4.2 percent of directors, but 41 companies did not include a woman of color.

On executive levels, white men continue to dominate,

with 69.7 percent of senior positions in 69 of the Fortune 100 companies. Women represented 20.9 percent of executive team members, however, two companies revealed they have no female representation on executive levels.

Forty-five companies did not have a single Latino senior executive, but they did represent 2.9 percent of executive team members. African Americans represented 4.7 percent of executive team members, while 4.2 percent were Asians. Native American representation was present with only one corporation.

Menendez’s report made several recommendations. One recommendation is for CEOs to make diversity “a visible priority.” The report stated, “A clear and direct message from the CEO establishing diversity and inclusion as an organizational goal cultivates an internal mindset that diversity is valued. This must extend beyond a company’s mission statement and include structured, strategic, and regular communication between the company’s leadership and those directly responsible for improving diversity and inclusion at the company.”

The report also recommended executive diversity councils as an effort to connect diversity while achieving business objectives. The report highlighted the progress AT&T and Chevron on this recommendation.

According to the report, every Fortune 100 company received a letter to participate in the survey in July 2014, and deadlines were extended to further include companies’ results. The 69 participating Fortune 100 companies included American Express, Bank of America, Exxon Mobil, FedEx, General Electric, Microsoft, Target, Verizon and Walt Disney Corporation.

## FocusON Religion

### As Ideology Fades in Cuba, Spirituality and Popes Intervene

By Nick Miroff *The Washington Post*

Raúl Castro was a Jesuit schoolboy before turning to communism, and after a lengthy meeting with Pope Francis last month, he told Vatican reporters he was so impressed he was considering a return to the church. They laughed.

“I’m serious,” said Castro, 83.

If so, he would not be the first Cuban in recent years to find his way back to Jesus.

The island has experienced a religious revival of sorts in the past 25 years, as the demise of Soviet totalitarianism has made room for a tropical Marxism that is less than total but still highly controlling.

Cuba was never a deeply pious country in the cloth of some other Latin American nations. But the Catholic Church and other denominations have come a long way from the 1960s and ’70s, when Fidel Castro’s revolution sent religious believers to labor camps and enshrined atheism in the constitution.

Today, Christmas and Good Friday are national holidays once more. Churchgoers no longer face official discrimination. For the first time in five decades, the government has given the church permission to build a cathedral. And Catholic authorities face increasing competition from fast-growing evangelical denominations, many with close ties to U.S. churches.

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“There is freedom of worship now, yes,” said the Rev. Roberto Betancourt, the priest at Our Lady of Regla, one of Cuba’s landmark churches. “But that’s not the same as freedom of religion.”

Indeed, no other country in the Americas is so restrictive. The Cuban government doesn’t allow the church to run its own K-12 schools or to broadcast on television or the radio. Public acts of worship or proselytizing are proscribed.

These limits may explain why Cuba continues to draw so much attention from the Vatican, despite a reputation for thinly attended Sunday Masses. About 27 percent of Cubans identified as Catholic in a poll of 1,200 adults commissioned by the Univision network earlier this year. Forty-four percent of respondents said they were “not religious.”

Still, the poll found that 70 percent of surveyed Cubans have a favorable opinion of the Roman Catholic Church, and 80 percent rated Pope Francis positively, as both are viewed as powerful advocates for political and economic change.

When Francis arrives here in September before his trip to the United States, it will be the third papal visit since 1992, when the Castro government ceased to be officially atheist. In 1998, a visiting Pope John Paul II called on Cuba to “open to the world, and for the world to open to Cuba.” Pope Benedict XVI traveled to the island in 2012.

Francis, an Argentine and the first pope from Latin America, has appeared even more eager to take up John Paul II’s mantle. He played a central role in the secret negotiations

between U.S. and Cuban officials that are leading to the restoration of diplomatic relations. At one point, the Vatican hosted meetings for U.S. and Cuban negotiators, and the pope’s blessing has provided President Obama with political cover as he faces opposition to the rapprochement with Castro from Cuban American lawmakers.



Members of Victory Outreach International worship on the Malecon on Easter. (Sarah L. Voisin/The Washington Post)

By visiting Cuba and the United States, Francis will make the countries’ incipient reconciliation a central theme of his trip.

“In places where there is conflict in the world, the pope makes himself present,” Betancourt said.

Francis’s schedule shows that he will spend four days on the island, celebrating Masses in Havana and the large cities of

Santiago and Holguin. Raúl Castro said he plans to attend all three.

Whether Francis will openly criticize Cuba’s one-party system and urge Castro to do more to open to the world — and democratic governance — remains a key question. Opponents of the communist government here and abroad

would be deeply disappointed if the pope does not use his platform to push for change.

He may be more likely to nudge. Francis, like Obama, is essentially following a course charted by John Paul II that seeks to gradually change Cuba by engaging the Castro government, rather than confronting it, as the church attempted to do in the 1960s and ’70s.

The benefits of the engagement approach are evident today in the rehabilitation of the Catholic Church as the island’s only significant independent institution. Cardinal Jaime Ortega, Cuba’s highest-ranking prelate, has negotiated directly with the government for the release of political prisoners. The church publishes magazines, hosts lecture forums open to Cuban dissidents and has organized MBA courses for aspiring entrepreneurs.

Such privileges are somewhat resented among other Christian denominations on the island, which cannot match the Catholic Church’s institutional profile.

Religious leaders and communist officials seem to share a sense of alarm over what both groups perceive as a “crisis of values” among Cuban youth, even if they differ on the root causes. Ideological differences notwithstanding, both



see a generation of Cuban young people eager to obtain material goods, with loose sexual mores and even looser commitments to the social objectives of Fidel Castro's revolution.

But while Catholic leaders are trying to win them back with an institutional resurgence, evangelical Christians are going into the streets to do it.

"We are living in a society that has lost its values," said Yoel Guevara, a 32-year-old evangelical pastor. "Christ gives them back."

Cuban authorities and the Catholic Church both look warily on the rapid spread of evangelical denominations across the island, as hundreds if not thousands of tiny churches have popped up in Cubans' living rooms. There is often no hierarchical structure for the Cuban government to relate to, and many smaller Christian groups have resisted the government's attempt to organize them. (The island also has small Jewish and Muslim communities.)

Guevara's group is affiliated with Victory Outreach International, a Pentecostal order founded on the streets of Los Angeles that is known for evangelizing among addicts, inmates and the homeless. In Cuba, the group has no church, but Cuban authorities allow members to congregate Sunday mornings for worship along Havana's Malecon seawall. They bring a generator to power the microphone and the speakers, attracting hundreds.

"The presence of Christ is strong where sin is abundant," said Daniel Delis, wearing long dreadlocks, after a small church weeknight service in a fellow member's home. He said his

faith helped him overcome an addiction to marijuana.

Like Catholic leaders, Cuba's evangelicals oppose abortion, which is legal in Cuba, as well as the highly publicized efforts of Mariela Castro, Raúl Castro's daughter, to win same-sex marriage rights and other protections for gay Cubans. The Pentecostal group says it goes out on weekend nights to



Thousands of Roman Catholics in Cuba marked the end of Holy Week by holding religious processions fully sanctioned by the government. (Sarah L. Voisin/The Washington Post)

walk among the revelers along Havana's seawall, attempting to convert gay Cubans and occasionally facing police harassment.

The issue is a reminder that while the Cuban government holds the reins, its social policies are sometimes calibrated to balance among different groups.

Evangelical Christianity has made inroads, especially in poorer eastern Cuba and among migrants from rural Cuba who arrive in Havana and find community through the church's open doors and animated style of worship.

The Rev. Ricardo Pereira, the bishop at the Methodist Church of Marianao in Havana, said his church has gone from fewer than 400 members in the late 1990s to more than 3,200 today. There are three worship services on Sundays to accommodate them. His services draw everyone from dissidents to military officials to the families of U.S. diplomats.

Like other "charismatic" forms of worship, Pereira's sermons are rollicking, hallelujah affairs, featuring electric guitars and drumming. "The great majority of Cubans have African blood," he said. "We show our devotion with drums and a lot of shouting."

In some ways, he and others have won followers by making Christian devotion more like Santeria, a form of spirit worship that blends African deities with Catholic saints. It is perhaps more pervasive in Cuba than ever, and even as Christian leaders of nearly every denomination label it "idolatry," they have incorporated more music and dance into their services.

"Other denominations want Cubans to stop being Cuban when they enter the church, and sit there like Europeans or Americans," Pereira said. "We want to dance and be Cuban."

*Nick Miroff is a Latin America correspondent for The Post, roaming from the U.S.-Mexico borderlands to South America's southern cone. He has been a staff writer since 2006.*

## FocusON SEO

### Search Engine Optimization for Hispanic Marketing

Despite the rise of social media, content marketing, mobile marketing and other digital marketing tactics, SEO is still critical. In fact, a study published in Search Engine Land found that 51% of all visitors to both B2B and B2C websites are driven by organic search.

As more and more brands launch owned websites to address the booming Hispanic digital market, the wise ones will invest in optimizing their websites for the Hispanic audience. Read on to learn about the opportunities and the paradox of Hispanic SEO.

#### Hispanic SEO and Language

First, it is important to know that Hispanics use search engines in large numbers to search for products and services. A recent report by Google indicates that 86% of Digital Hispanics use search to gather information about a purchase. What's more, 79% search at least daily and 68% of those who search, search on their mobile devices.

So in what language do they search? The same Google report states that a full two-thirds of Digital Hispanics (across all language preferences) have used Spanish to look for information using a search engine in the past month. Digging deeper, Google reports that the fastest growing Spanish language search categories include retail, telecom, health, skincare, food, auto and beauty.

This data is clear. Marketers looking to target online Hispanics should execute Spanish language search engine optimization.

Are you ready to dive into Hispanic SEO? Here are some things to keep in mind.

#### Hispanic SEO Competition and Volume

Play around with English and Spanish keywords in the Google Adwords Keyword Planner tool and you will quickly see that for the most part, Spanish keywords have less competition and less volume when compared to equivalent English keywords. Because search volumes are relatively low in Spanish, marketers must optimize their sites for a large number of Spanish keywords, including long tail keywords, to generate significant traffic volume. The good news is that because competition is low, ranking for a large number of Spanish keywords is relatively easy.

You should also be aware of the paradox of Hispanic SEO.

#### Hispanic SEO and International Traffic

The Internet knows no borders and this is especially evident with Hispanic SEO. Well-optimized Spanish language U.S. Hispanic websites will inevitably receive a large amount of traffic from outside the U.S. This happens because search engines will index these Spanish sites and serve them in response to Spanish language searches regardless of the country of such search.

To illustrate this point, below are some U.S. Hispanic sites and their percentage of international traffic



according to similarweb.com:

- Univision.com – 64% International traffic
- Telemundo.com – 62% International traffic
- QueRicaVida.com – 62% International traffic
- ComidaKraft.com – 60% International traffic

For marketers with U.S. Hispanic focused budgets, the steady flow of international traffic might be concerning. What do I think? Don't worry about it.

If you are getting international Spanish language traffic, it means your site is well optimized for search engines. That in turn means you will be getting qualified U.S. Hispanic visitors, which is the point in the first place. Getting visitors to your website from Latin America can be good. U.S. Hispanics are deeply connected to their countries of origin through family and friends, many of whom visit and may potentially immigrate to the U.S.

## FocusON Agencies

### 4INFO and DMG Solutions Announce Strategic Alliance: Create "4INFO Multicultural" Solutions

*Alliance expected to change the way marketers approach the multicultural marketplace in the U.S. and target specific audiences*

4INFO – the fast-growing technology company solving the challenge of mobile attribution for national brand advertisers to measure what matters most, sales lift at the cash register – and Miami-based DMG Solutions – a veteran player in multicultural data driven marketing – are partnering to launch a suite of digital marketing solutions under the "4INFO Multicultural" brand. The new solutions will further enable precise targeting in the diverse U.S. marketplace. DMG

Solutions will be the exclusive representative of 4INFO Multicultural, reporting to chief revenue officer, Dave Matthews.

4INFO has been a pioneer in enabling national brands to tie mobile devices with in store purchase data not only for precision targeting but also to measure the effectiveness of their mobile ad campaigns in terms of sales lift. In a recently published Mobile Advertising Benchmark study based on 83 measurement studies involving 59 leading national

brands, 4INFO has proven that mobile ad campaigns are driving an average 257% Return on Ad Spend based on actual in-store sales lift above a control group not exposed to the mobile ads.

For more than two decades, DMG has been a leader in multicultural direct marketing and measurement solutions. DMG has created some of the biggest multicultural acquisition gains in the U.S. for major national corporations.

"It's exciting to join efforts with DMG to bring our suite of products to the growing and highly coveted multicultural marketplace," said Tim Jenkins, CEO of 4INFO. Joe Del Cueto, President of DMG Solutions, agreed.

"Through this partnership, we're creating powerful 4INFO Multicultural solutions that will deliver unequivocal ROI to multicultural marketers, which will eliminate ambiguity in measuring the results of their mobile advertising," Del Cueto said.

4INFO was founded in 2004 and today delivers mobile campaigns with the ability to reach more than 90% of all U.S. mobile users for more than 200 brands. In addition, 4INFO partners with the world's leading data providers, ad networks and mediators to bridge the gap between 1:1 targeted mobile inventory and advertisers.

DMG has been an independent marketing services leader developing ROI centric multicultural campaign strategies for more than 20 years. DMG has specialized in the Direct Response and Direct Marketing spaces and developed numerous proprietary multicultural management tools.

### A Focus on Daisy Expósito-Ulla

Daisy Expósito-Ulla is currently Partner/President-CEO of d expósito & partners, a Hispanic marketing and communications agency created in September 2006. d expósito & Partners recently received the Agency of the Year award from The Advertising Educational Foundation.



**Hispanic Market Works: What is the award that you are receiving next week? I understand d expósito & Partners is the first Hispanic agency receiving this award? What does it mean to you that you are receiving this award at the time your agency is celebrating its 10th anniversary?**

Daisy Expósito-Ulla: This award encompasses a few things: a strong component of it acknowledges a career contribution at large. I blush when I read "contributions to American advertising" but I can't





contradict history. Helping build a highway for an industry that's flourished is something the AEF sees as a social and cultural contribution. They record and curate the impact of advertising communications on society. That's their mission.

The other component has to do with our agency and how we behave as communicators in society. And how we support the AEF. To put us up there with the winners of the past fifteen years is humbling --JWT, Saatchi & Saatchi, Deutsch, McCann, Young & Rubicam, Interpublic, Publicis, Leo Burnett, Ogilvy. Simply humbling. If you take a look, Expósito is the only name on the list with an accent on it...

### HMW: What other projects of the AEF you are involved with?

DEU: They have a beautiful documentation project on ethnicity in America. It is linked to the Smithsonian. I'm also on their board and we're constantly working together, both the agency and myself.

### HMW: Who is presenting the award to you?

DEU: A dear friend from my Young & Rubicam days, Stephanie Kugelman, former Y&R Co-Chairman. Y&R remains my alma mater, no matter where I go. The privilege of working with high-level thinkers and then working for Y&R/WPP with a thought-leader of the caliber of Martin Sorrell. That's part of what I bring to our Market --that and a true passion!

### HMW: What is the biggest challenge as the head of a Hispanic agency in America?

DEU: Keeping the index finger on the compelling numbers so people don't flip the page too fast and

forget that we're here.

Competing with some of the globals who might think they can do it alone.

Stopping the confusion and the tendency to define us instead of us defining ourselves.

### HMW: What difference has your company made in your community?

DEU: We put into practice our "Be the culture. Be the Market!" motto. I've been using it for the past three decades, since my very early start. Plantados con el consumidor: embedded with the consumer. Then we are heavily committed on a social and cultural level. As Spike Lee says: "You can't fake the culture if you ain't the culture!" Of course, the involvement with the AEF and an in-born weakness that prevents us from saying no to pro-bono work: Teen Pregnancy, hunger projects, the HACER Scholarships, journalist Maria Hinojosa's Futuro Media Group and our passion for the arts through Limon Dance Co. and Teatro Repertorio Español,

### HMW: What difference has your company made in the advertising industry?

DEU: The AEF award talks to some of those trailblazing moments and accomplishments that helped build an industry. I could mention a few "first" but perhaps having been a leading part of the two Census 2000 and Census 2010 efforts helped bring to fruition the work and the dream of previous pioneers that I hold in awe for making me a part of this journey.

We've come a long way, for sure, but I couldn't be here if it weren't for a team of key partners and associates who don't give up easily.

**HispanicMarketWorks.Org**  
2120 W. Flagler St. Suite 301, Miami, FL 33135  
Tel: 305.785.2784 - Fax: 305.728.7001  
[www.hispanicmarketworks.org](http://www.hispanicmarketworks.org)

Publisher: Arturo Villar  
[avillar@hispanicmarketworks.org](mailto:avillar@hispanicmarketworks.org)

Social Media Director: Betty Fuentes  
[bfuentes@hispanicmarketworks.org](mailto:bfuentes@hispanicmarketworks.org)

Web Master: Pete Pekofsky  
[ppekofsky@hispanicmarketworks.org](mailto:ppekofsky@hispanicmarketworks.org)

PDF Creator: Liz Vidal  
[lvidal@hispanicmarketworks.org](mailto:lvidal@hispanicmarketworks.org)

Office Manager: Beatriz Cruz  
[bcruz@hispanicmarketworks.org](mailto:bcruz@hispanicmarketworks.org)

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