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## FocusON Politics

### Survey Reveals Trump as Most Unfavorable Candidate for Hispanic Voters

As the campaigning and debating continues on the road towards a new presidential era, voters, specifically Hispanic, have formed some favorable and unfavorable opinions about certain candidates.

Research firm Gallup has been tracking each candidate's "percentage points" since early June. Based on how favorable or unfavorable each voter views the candidate, these percentage points reveal candidate popularity in the eyes of Hispanic voters.

Since his proudly proclaimed offensive comments regarding Mexicans and undocumented immigrants, it's no surprise that Donald Trump ranks as the most unfavorable GOP candidate among Latino voters.

The survey, which included 2,183 Hispanic adults, concluded that only 14 percent of the surveyed population have a somewhat favorable view of Trump, compared 65 percent who do not. This grants Trump a -51 percentage points - a stark difference between him and the second most unfavorable candidate, Ted Cruz, with only



-7 percentage points.

On the opposite end of the spectrum falls the most popular candidate between both Republican and Democratic parties, Hillary Clinton. With 58 percent of the Hispanic voters surveyed viewing her favorably and 18 percent unfavorably, Clinton has a percentage point score of +40, the highest of any other candidate in the race. Her Democratic runner-up, Bernie Sanders, has racked up +5 percentage points, putting

Clinton far in the lead.

Clinton's positive rating awards her an astonishing +91 percentage points more than Trump. Compared to Trump's blatant dislike of immigrants, Clinton has expressed her support for a more widely accepted and comprehensive immigration policy, "not just because it's the right thing to do... but because it will strengthen families, strengthen our economy, and strengthen our country."

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# [hispanic] market works

FocusON Media

## Jorge Ramos: Part Journalist, Part Activist, and Now Full-On Trump Combatant

By Janell Ross, *The Fix*

Jorge Ramos would be the first to say it. In fact, he has. In his role as the lead anchor of Univision's nightly Spanish-language newscast and a series of English-and Spanish-language news and public affairs programs for nearly three decades, he

regards his role as one part traditional journalist. He's there to tell people what has happened, when it happened and what it means.

But he would also say that, with the nation's Latino population growing rapidly, the number of Latino elected officials nowhere near keeping pace and the fate of some 11.3 million undocumented immigrants -- many of whom are Latino -- now the primary issue in the 2016 election, he and the rest of the news staff at Univision must also play another role: They must embrace the work of social justice. They must report accurately and fairly but never pretend that all information or points of view are



Thompson.  
Saatchi.  
Greenberg.  
Deutsch.  
Ogilvy.  
Mather.  
McCann.  
Burnett.  
Young.  
Rubicam.  
Expósito.

Honored to be the only last name with an accent on this list.

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equally valid.

The work of Ramos and Univision, as he has told it, is to provide Latinos with the information they need to attend to their political and social interests. Ramos is a crusading journalist, and he does not deny it.

For the nation's English-only news audience, Ramos's tangle with GOP frontrunner Donald Trump at a Tuesday-evening press conference in Iowa might have been their first encounter with the silver-haired Ramos. And it might have been that same English-only audience's first brush with Ramos's in-your-face, 'I will not back down' approach to reporting.

Essentially Ramos, who has a reputation among those who watch and follow his work as a relentless pitbull of a questioner, came face to face with a candidate that's known for pretty much the same.

His unique approach aside, Ramos is clearly respected and influential as a journalist. Time magazine included him on its list of the nation's 100 most influential people for several reasons.

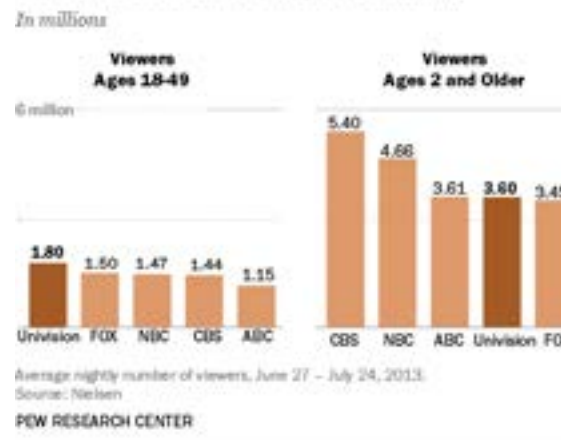
First, there's Ramos and his newscast's reach. Ramos began his career in his native Mexico on the radio, then moved to the United States when Mexican government censorship made it impossible for Ramos to do the kind of work that he wanted. Since 1986 -- yes that's 29 year years -- he's served at Univision's primary newsmen and anchor.

To put Ramos in perspective, consider the famed and respected American newsmen, Walter Cronkite. Ramos has Cronkite's time in the anchor chair beat by a decade. There are millions of Spanish-speaking

news watchers who have grown up watching Ramos and getting their news from Ramos.

In 2010, Ramos, ranked among the Latino leaders identified by Hispanic Americans in a Pew Research Center poll (a more recent 2013 Pew poll found that Supreme Court Justice Sonia Sotomayor and Sen. Marco Rubio, a GOP presidential contender, rank first among those leaders). But if there is a big story, a major breaking story, a story of national or international import, Ramos is likely going to cover some aspect of it for Univision, the nation's leading Spanish-language network.

### Primetime Broadcast Network Viewership



And here's the kicker: During more than a few critical ratings periods (known as "sweeps") in recent years, Ramos's nightly newscast has drawn bigger audiences than ABC, NBC, CBS and at points, even FOX's nightly

newscasts with the critical 18-to-49-year-old slice of the news-watching audience. (Those are the people that advertisers most want to reach.) And Univision stands its own with viewers overall in news and entertainment programming.

Ramos's advocacy has targeted both parties. In 2012, he was openly and overtly critical of the fact that during his first term, the Obama administration set new records for deportations and insisted that Obama could use his executive authority to help so-called Dreamers — or young adults brought to the country illegally as children. That's something Obama eventually did, creating the program known as DACA. And Ramos criticized him publicly for failing to act sooner too.

When it came to Mitt Romney, Ramos's disdain for Romney's immigration ideas — most notably "self-deportation," a conscious government effort to make life in the United States untenable — was pretty clear too.

But both 2012 candidates agreed to sit down for extended and wide-ranging individual interviews with Ramos and his co-anchor, María Elena Salinas, before the general election. To snub Ramos would have been regarded as an overtly political act. The interviews were largely unflinching, they were conducted in both Spanish and English with the aid of a supremely talented interpreter who kept the audience abreast of all that was said. And, when both interviews were over, nobody described either Romney or Obama as having somehow gotten off easy.

That's the way that Ramos does his work. That's what



his audience expects. And these days, he's not alone in the English- or Spanish-language press.

Certainly, both men had to have gone into that interview aware that Ramos had reported on and critiqued their immigration policies extensively and written a book — in English — calling for nothing short of a path to citizenship for the estimate 11.3 million undocumented immigrants living in the United States.

And this, of course, brings us to 2016 — or more specifically, the summer of 2015 leading up to the 2016 presidential election.

This summer, Donald Trump has combined his brand of unbridled self-confidence, political inexperience, hardline immigration policies (his policy calls for a temporary halt to all immigration and the deportation of all 11.3 million illegal migrants and their children) and lots of big, bad, bold, in-your-face talk about any number of issues to create what is apparently an appealing political campaign.

And, in all deference to Trump's political skills, it seems that a significant and growing chunk of America loves what he is doing.

In contrast to Romney and Obama, Trump has refused multiple interview requests from Ramos, including one extended by Univision on Tuesday night. So, Ramos showed up at that Tuesday news conference determined to do what he thought necessary to get

Trump to answer key questions about immigration for Univision's audience.

In practical terms: Ramos stood up and began asking questions at the start. He didn't wait to be called on by Trump. And, in the now-well-documented moments that followed, Trump told Ramos to "sit down" and "go back to Univision."

Trump told the reporters who remained in the room after Ramos' short-lived ejection that he didn't know Ramos. He went on to describe Ramos as "quite emotional." But he did somehow seem to know precisely for whom Ramos reports.

It's worth noting quickly here that Trump is in the middle of suing Ramos's employer — the Univision network. In June, The Miami-based organization unceremoniously canceled plans to air the Miss Universe pageant and a five-year deal to do the same. The entertainment division of the network decided that it no longer wanted to do business with Trump, the pageant's partial owner, after Trump described the people coming across the U.S., Mexico border as rapist and criminals during a speech in which Trump announced his plans to run for president.

So, to say that Ramos — one part journalist, one part activist — understands a critical part of his job to include questioning Donald Trump and challenging Trump's ideas on immigration — well, that would be an understatement.

## NYTimes Reaches Online Milestone, but Many Challenges Await

*By Margaret Sullivan, Public Editor, New York Times*

Last spring, Mark Thompson, chief executive of The New York Times Company, said The Times would soon boast of one million digital-only subscribers. Early this month, this prediction came to pass.

It is a major milestone, something no other news organization can claim, and is legitimately a big deal. However, it in no way assures the future of The Times, which continues to deal with the erosion of its traditional revenue mainstay: print advertising.

Given my role representing Times readers, I sat down with Mr. Thompson last week and asked him to look forward again at The Times's business prospects, which have such power to affect readers and citizens. After all, while many readers may complain about The Times's foibles, they also feel passionate about its long-term survival.

"I truly want The Times to thrive," one reader, Ed Bramson of New York City, wrote me last week. He said some new initiatives dismay him. But despite sometimes "feeling we are adversaries," he said, "I love the Times." Even amid reader grievances about click-bait stories and disruptive ads, disagreement with news decisions, or even charges of bias, that is a sentiment I hear often: Stay healthy, New York Times. We need you.

In a wide-ranging conversation in his 16th floor office, Mr. Thompson, a London native who came to The Times in 2012 after serving as the BBC's director general, was willing to make a few more predictions and observations. Among them:

- Within five years, The Times's digital revenue can surpass print revenue. "I think five years is feasible to reach that tipping point," he said, given the rate of digital growth and the prospects for accelerating it. Print advertising and subscriptions now account for more than 70 percent of revenue, so that's certainly an ambitious thought, especially if it's done (as he told me he thinks it can be) without steep print-ad declines dramatically changing the revenue picture.
- It's hard to imagine The Times being sold. Over nearly three years, he's had plenty of talks with members of the Sulzberger and Ochs families, and, "I've never heard a whisper of interest, not a breath, in anything other than total commitment" to keeping The Times. (The Times has an unusual corporate structure in which the family holds a relatively small portion of equity, but controls the board that decides the key questions about the company's future.) That's good to hear. But, as was learned from the sale of The Wall Street Journal to Rupert Murdoch in 2007, one can never be certain that a paper is not for sale until the owners receive a credible public bid; to date, that hasn't happened at The Times.
- The international audience is the richest target for digital-subscription growth. "In sheer numbers, it's a very big pool to fish in." The numbers are proving

it, he said: 18 months ago, about 10 percent of The Times's digital subscriptions were international; now they are 13 percent of a larger total. (A senior editor, Lydia Polgreen, is leading the newsroom's effort to further attract the global audience.)

- The money spent on journalism — about \$300 million a year, up 50 percent since 2008 — is worth it. "The most precious thing we have is the quality of the news report and the range of opinion," he said. "It's why people are prepared to pay a lot of money" to subscribe. The Times's publisher, Arthur O. Sulzberger Jr., and its board members were wise, he said, as they "obstinately stuck with the idea of a really, really large-scale, properly invested-in newsroom," while other news organizations were "chiseling away." The resulting "depth and breadth is the point of The Times. It would be self-defeating to change that." (Despite buyouts last year, the news staff remains the same size, around 1,300, because of hiring in such areas as audience development.)
- Constant change and turbulence are givens. "Until technology and user behavior stabilize," life at The Times will continue to feel like "an emotional roller coaster." Mr. Thompson praised Dean Baquet, the executive editor, for being open to innovation and having journalists work closely with the business side, while maintaining standards of journalism.

In the end, Mr. Thompson said, the key is accelerated digital growth. Last quarter, both digital advertising revenue and digital subscription revenue increased by 14 percent. He sees those numbers ramping up. (It's worth noting that total revenue was down for the quarter because print advertising fell. The company continues to

be profitable, but not hugely so: Net income was about \$16 million last quarter on total revenue of \$383 million.)

He said, "We need to grow at a rate where digital overwhelms the inevitable secular decline on the print side." Meanwhile, the printed newspaper will continue for the foreseeable future, he said, paying for itself in circulation revenue alone. Mr. Thompson told me that he disagreed with the construct that yesterday's "print dollars" will never be matched by today's "digital dimes," and certainly not by "mobile pennies."

"I think that's not right," he said. Rather, "the percentage of revenue can tend toward the percentage of time spent," as advertisers decide to spend their money where the readers are — on their smartphones.

The Times is working to boost mobile advertising, including with native-advertising video. Native advertising is meant to mimic the look and feel of news content, so doing it with integrity means clearly labeling what is advertising; in the long run, high standards are crucial.

And ventures with Facebook and Starbucks, among others, are underway. Of course, as The Times found last year as it started several new apps and then retrenched, not every experiment succeeds.

Little is certain except that the challenges are big and the stakes high. If the business doesn't succeed, less will be spent on journalism, the value to readers declines — and the whole model can come tumbling down.

"I want The New York Times to be here as far as the eye can see," Mr. Thompson told me. I'm sure that most readers would agree.

# FOX DEPORTES DELIVERS A STELLAR MLS RETURN



SEASON OPENERS

TOTAL VIEWERS

**+233%**

VS 2011

P18-49

**+291%**

VS 2011



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Source: NTL 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 Immigration

## What Americans Want To Do About Illegal Immigration

By Sara Kehaulani Goo



Photo by Charles Ommanney/Reportage by Getty Images

The debate over the future of the nation's estimated 11.3 million unauthorized immigrants is on the political front burner once more.

President Barack Obama set the stage in November when he announced new executive actions (now tied up in court) to prevent the deportation of millions of unauthorized immigrants, expanding 2012's original program aimed mostly at providing relief to those brought to the United States as children. Illegal immigration has dominated the Republican presidential campaign, particularly after Donald Trump's call for deporting all undocumented immigrants in the U.S. and building a wall along the U.S.-Mexico border. Others have called for a changing the

constitutional amendment that guarantees birthright citizenship.

Among the public overall, there is little support for an effort to deport all those in the U.S. illegally, but surveys in past years have found greater support for building a barrier along the Mexican border and for changing the Constitution to ban birthright citizenship.

Republicans have long been conflicted over U.S. immigration policy. On the one hand, consistent majorities of Republicans favor providing a path to legal status for people in the U.S. illegally. Yet most Republicans also worry that granting legal status to undocumented immigrants would amount to a tacit reward for illegal behavior. And in the past, nearly half of Republicans supported changing the Constitution to bar birthright citizenship, and a majority supported building a fence along the entire U.S. border with Mexico.

Here's a breakdown of public opinion on some key immigration issues:

**Stay or deport?** In a Pew Research Center survey conducted in May, a solid majority (72%) of Americans – including 80% of Democrats, 76% of independents and 56% of Republicans – say undocumented immigrants currently living in the U.S. should be allowed to stay in this country legally if they meet certain requirements. Last year, we asked a follow-up question of those who opposed granting legal status to undocumented immigrants: Should there be a “national law enforcement effort to deport” all immigrants here illegally? Just 17% of the public overall favored such an effort, including about a quarter (27%) of Republicans.

Moreover, in a 2013 survey, 76% of Republicans said

that deporting all immigrants in the U.S. illegally was “unrealistic.”

### Most Support Path to Legal Status for Undocumented Immigrants in U.S.

Undocumented immigrants in the U.S. who meet certain requirements ...



% saying there should be a way for undocumented immigrants to stay in country, if requirements are met



Survey conducted May 12-18, 2015.

PEW RESEARCH CENTER

One measure of public sentiment is how Americans have felt about the record number of deportations of unauthorized immigrants during the Obama administration – and an early-2014 survey found the public was divided. Overall, 45% of Americans called the increase in such deportations a good thing and the same share said it was a bad thing. Republicans (55% good thing), especially Republicans and Republican leaners who agree with the Tea Party (65%), were more likely than Democrats (37%) to have a positive view of increased deportations.

A majority (60%) of Hispanics saw the increase in deportations as a bad thing. In another survey of Latino adults in 2013, nearly half (46%) said they worry “a lot” or “some” that they, a family member or a close friend could be deported. And 56% said it was more important for undocumented immigrants to be able to work and live in the U.S. without the threat of deportation than to obtain a pathway to citizenship, according to our 2014 poll.

**Birthright citizenship:** One of the proposals raised in the current Republican presidential campaign is whether to change the U.S. Constitution’s 14th Amendment, which states, “All persons born or naturalized in the United States, and subject to the jurisdiction thereof, are citizens of the United States and of the State wherein they reside.” On that issue, a majority of Americans (57%) in February 2011 said that the Constitution should remain as it is, allowing any child born in the U.S. full citizenship; 39% favored changing the Constitution to bar birthright citizenship. (Also, we found that 87% of Americans were aware of this birthright.)

At that time, the idea of ending birthright citizenship drew broad opposition among Hispanics (73%), young people (73% of those under 30) and Democrats (66%). However, Republicans were divided: 49% wanted to leave

## Tea Party Supporters Oppose Citizenship for Children of Illegal Immigrants

Change constitution to bar citizenship for children of illegal immigrants...

	Change Constitution	Leave as is	DK
	%	%	%
Total	39	57	4=100
White	43	52	5=100
Black	38	59	3=100
Hispanic	23	73	4=100
18-29	25	73	2=100
30-49	39	57	4=100
50-64	45	50	5=100
65+	45	48	7=100
Republican	47	49	4=100
Democrat	32	66	3=100
Independent	39	56	5=100
Tea Party			
Agree	57	38	5=100
Disagree/No opinion	34	62	4=100

PEW RESEARCH CENTER Feb 2-7, 2011. Figures may not add to 100% because of rounding. Whites and blacks include only those who are not Hispanic; Hispanics are of any race.

the Constitution as it is, while 47% favored a constitutional amendment to bar birthright citizenship.

In 2012, at least 4.5 million U.S.-born children lived with at least one unauthorized parent, according to our analysis. Some 4 million unauthorized immigrant adults lived with

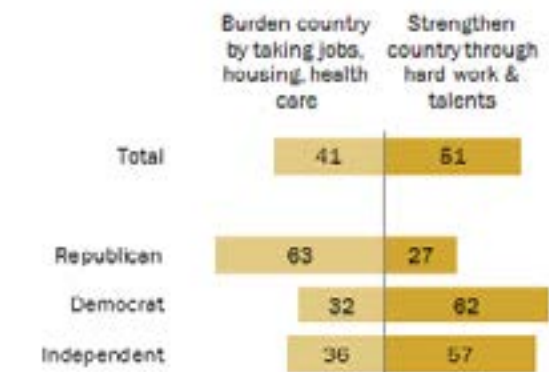
their U.S.-born children.

Build a wall, or a fence: Our most recent survey on this issue was in October 2011. At that time, 46% favored building a fence “along the entire border with Mexico,” while 47% were opposed. Republicans (62%) were far more likely than independents (44%) or Democrats (39%) to support the construction of a border fence.

**Overall views of immigrants:** Views about immigration policies are often shaped by views about immigrants themselves: Are immigrants generally a problem, taking jobs and services, or do they strengthen

## Wide Partisan Divide in Overall Views of Immigrants’ Impact on the U.S.

Which comes closer to your view?  
Immigrants today ... (%)



Survey conducted May 12-18, 2015. Other/don't know responses not shown.

PEW RESEARCH CENTER



the country through hard work and talents?

In our May survey, about half of Americans (51%) say immigrants strengthen the country, while 41% view them as a burden. (These opinions have fluctuated over the years, but in the mid-1990s, majorities said immigrants to the U.S. were a burden.) However, Republicans (63%) are far more likely than Democrats (32%) to say immigrants are a burden. And the share of Republicans who regard immigrants as a burden jumped 15 percentage points, from 48% in March 2014.

**Declining immigration:** The latest immigration debate comes against a backdrop in which the number of unauthorized immigrants coming to the U.S. has leveled off. That number peaked in 2007, especially for those from Mexico.

As growth of this group has stalled, there has been a recent sharp rise in the median length of time that unauthorized immigrants have lived in the U.S. In 2013, unauthorized immigrant adults had been in the U.S. for a median time of nearly 13 years – meaning that half had been in the country at least that long, according to a preliminary estimate. A decade earlier, in 2003, the median for adults was less than eight years.

Despite the renewed focus on immigration, it's worth keeping in mind that immigration has not ranked high in our annual poll on the issues Americans see as a top priority for the president and Congress. Even among Hispanics, immigration has not been a top priority; a 2014 survey found that Hispanics rated education (92%), jobs and the economy (91%), and health care (86%) as extremely or very important issues but fewer said the same about immigration (73%).

## FocusON Sports

### Things to Know About the FIFA Presidential Election

By *Graham Dunbarap*

FIFA presidential contender Michel Platini would not talk about it Friday, but he is the front-runner in an election that is still six months off.

Platini is the presumed favorite before an Oct. 26 deadline for nominations.

The former France great's European members hold 53 votes, more than one-quarter of a 209-strong FIFA constituency in the Feb. 26 ballot.

By declaring early, Platini put a target on his back for rivals to take aim at. Count FIFA President Sepp Blatter, Platini's former mentor who is stepping down amid American and Swiss corruption investigations, among them.

In an election where the most-likely candidates are probably those saying the least in public, here are some things to know:



Claude Paris AP Photo

## Reality Check

Many call themselves FIFA candidates, few actually earn the status.

Just declaring interest in the top job and getting worldwide headlines is far from actually persuading five FIFA federations to write a nomination letter. See: Zico,

Diego Maradona, and Liberia football leader Musa Bility.

Even include FIFA honorary vice president Chung Mong-joon, a billionaire whose family firm is World Cup sponsor Hyundai.

The South Korean lawmaker has returned after a four-year absence from FIFA affairs — now firing barbs

at Blatter and Platini — when his country's influence in Asian football politics seems slim at best.

Chung is also a reported target of the FIFA ethics committee over his philanthropy before losing Asia's FIFA vice president seat in 2011.

## Rich and Royal

With tycoons, princes and sheikhs in the FIFA picture, 9

Platini's status as a former player looks more man-of-the-people.

Still, former FIFA vice president Prince Ali bin al-Hussein of Jordan had a manifesto to help poorer member federations when he lost to Blatter in May.

The Jordanian prince had public support from Platini when losing 133-73. Their alliance fractured and Prince Ali now says a Platini-led FIFA would be "bad for football."

Prince Ali is seeking support for a second run and will speak on Sept. 7 at a conference in Manchester, England.

South African businessman Tokyo Sexwale confirmed Thursday he is "weighing all options."

## Africa's Options

Sexwale is intriguing as Africa seeks respect from world football.

Africa has 54 votes, pride and little support for a European like Platini — even if its Arabic, French, English and Portuguese speaking regions have different interests.

Sexwale is a package of football, politics and business skills.

He was part of the Robben Island football collective while jailed with Nelson Mandela as an Apartheid-era political prisoner, and a member of the 2010 World Cup organizing committee. He is a former government minister who had presidential ambitions, and is a businessman with diamond and mining interests in Africa and 2018 World Cup host Russia.

He is currently on a diplomatic mission from Blatter to bring Israeli and Palestinian football federations closer together.

If Sexwale is endorsed by long-time African football leader Issa Hayatou, Blatter's senior vice president, he has a bloc that demands respect.

## Caribbean Question

The Caribbean Football Union also wants respect and to reshape its image after former officials Jack Warner and Jeffrey Webb were both indicted in the American bribery case.

David Nakhid was relatively unknown in FIFA circles until recently, but the former Trinidad and Tobago player is suddenly seen as a potential candidate. The multi-lingual Nakhid, who said he was "blacklisted" as a player by fellow Trinidadian Warner, was helped coming to European football in the late 1980s by Walter Gagg, a long-time FIFA official and close Blatter confidante.

## The Sheikh

The FIFA reform process already looks a muddled power struggle, and with increasing Olympic influence.

Former IOC director general Francois Carrard has been appointed chair of a group of 12 football officials, including new FIFA executive committee member Sheikh Ahmad al-Fahad al-Sabah of Kuwait, that has been tasked with leading reforms of the corruption-tainted body.

Sheikh Ahmad is a hugely influential Olympic power broker and his opinion carries a lot of weight with the Asian Football Confederation, whose leadership has warmly praised Platini's candidature without totally committing to support him.

Alliances can change in the months ahead with the most powerful job in football in play.

## Baseball's Last Cuban Escapees

*By Sam Anderson*

For foreign baseball players hoping to make it in America, just about every conceivable journey — the 1,300 miles from Venezuela, the 5,000 miles from Japan, the 7,000 miles from Australia — has been easier than the 90 short miles from Cuba. That trip, over the last 50 years, has involved almost mythic hardships: improvised rafts, drug lords, ransoms, death threats, forgery, machine guns on the high seas. And yet the Cuban players have come, drawn by the promise of freedom, glory and outrageous capitalist paydays.

Once upon a time, before Communism, the flow of players was reversed: American stars would migrate south to Cuba's professional league during the winter in order to stay sharp and make a little extra money. In 1961, however, soon after Fidel Castro rose to power, he turned pro baseball into a highly regulated amateur league. Most of the money drained out; players were forced to play for the love of the game and the glory of the revolution. (As recently as 2013, a typical salary was \$17 a month.) They found themselves working in an atmosphere of scarcity, propaganda and constant surveillance.

The first high-profile wave of defectors arrived in the United States in the early 1990s, and after their success — Liván Hernández became a World Series M.V.P., Rey Ordóñez won three straight Gold Gloves — more Cubans followed. Many used international tournaments as escape hatches: They would walk out of a team hotel in Miami or scale a fence in Buffalo, then take refuge with an American cousin or aunt. Just last month, two Cuban players defected after an exhibition game in North Carolina. Escape, however,

was often its own form of punishment. Most defectors had to leave without even saying goodbye to their families; the few who received official permission to come to the United States had to leave everything behind. This meant that Cuban players entered the high-pressure world of Major League Baseball in terrible isolation. Great talents, after all that risk, found themselves struggling with loneliness, guilt, post-traumatic stress disorder and the dangers of sudden wealth and fame. Eventually, many of them fizzled out.

Yasiel Puig, the All-Star right fielder for the Los Angeles Dodgers, tried and failed to leave at least four times before he finally succeeded. Puig hiked for 30 hours, slogged through a crocodile-infested swamp to avoid the police and ended up a prisoner in a Cancún hotel room while rival underworld figures tried to extract money from one another. Even then, his ordeal wasn't over. When Puig signed a \$42 million major-league contract, he had to pay out a portion of it to the smugglers who had helped to extract him. (It seems fitting that Puig's fantastical story has been optioned for film by the director of one of the X-Men movies.) After dominating the league during his rookie year, Puig suddenly regressed, spending much of this season on the bench.

Taking the critical replies from Makko, melibeo, and RAC seriously, I'm going to do some research on the subject. I just want to acknowledge...

"...to loosen up and celebrate the thawing of a continent." What a nice way with words. Sometimes a picture isn't worth more than ten words.

How great would a Cuban MLB expansion team be? Unlike Canadians, Cubans {and maybe Dominicans!} would show up to ball games and could...

The United States' recent decision to normalize relations with



From left to right: Onelki Garcia, defected in 2010; Alexei Ramirez, defected in 2007; José Abreu, defected in 2013; Adrián Nieto, defected in 1994; Jorge Soler, defected in 2011; Roberto Baldoquin, defected in 2014; Roenis Elías, defected in 2010.

Cuba should, among all its other geopolitical effects, signal the end of this strange cloak-and-dagger era in baseball migration. The next generation of prospects will be greeted not as fugitives but as normal international rookies. This introduction of safety and legality — admirable, necessary, humane — will also nevertheless signal the end of a long tradition of Cuban mystery and romance: the whispered legends that would build around a prospect long before he actually appeared in the flesh, the excitement of his sudden arrival, and then — if we were lucky — the display of exorbitant talent that seemed to push the limits of the sport. Cuban stars have often been flamboyant, demonstrative and a little wild — from the acrobatics of Ordóñez to the time Orlando Hernández, known as El Duque, threw his entire glove to first base to everything having to do with Puig, including his signature celebratory bat flip. (One of Puig's nicknames is "The Wild Horse.") In the newly regulated future, Cuban players may become, for better and worse,

a little more ordinary. They may also become a little less wealthy: Initial salaries, instead of being driven up and up by bids in the open market, will start on Major League Baseball's much lower rookie scale. \$42 million could turn into just above \$500,000.

These players belong to what is very likely the last generation of Cuban athletes who will have to endure such outrageous hardships to get here. The group contains steady veterans, rising superstars and young prospects. The portraits were taken during spring training in Arizona, where much of the league gathered to loosen up and celebrate the thawing of the continent. Cuban players had a little extra to celebrate: not only the usual optimism of a fresh season but also the dawn of a potentially radical new era, one in which the road home may not be quite so obstructed, and in which more of their countrymen will be joining them — safely, normally — soon.

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## FocusON Commentary

### The Hispanic Mortality Paradox: Beating the Odds and Living Longer Lives

Alejandro Martínez, Director of Marketing Intelligence, Dieste



Researchers have shown that socioeconomic disadvantages such as lower income, education levels, and healthcare access usually translate to shorter lifespans. Based on this research, U.S. Hispanics and blacks (who have greater disadvantages compared to non-Hispanic whites) should have the highest death rates. But surprisingly, Hispanics are the ones defying the odds and living the longest – by age 80, the Hispanic death rate is 23 percent lower compared to that of non-Hispanic whites.

Older Hispanics are less likely to get fatal chronic diseases such as cancer, chronic lung disease, heart disease and stroke. They also have higher survival rates for cancer

and cardiovascular disease, even though they have a higher risk for Type 2 Diabetes, and are just as likely to be obese as non-Hispanic whites.

So why are Hispanics living longer when they “should” be at a disadvantage? While researchers don’t have a definitive answer, two factors seem to be key:

- **Cultural support:** Hispanics who are sick or injured have a strong network of social support through their family and faith. This may provide for a faster recuperation and a better state of mind through their illness.
- **The foreign-born advantage:** The Hispanic paradox mostly applies to foreign-born Hispanics. They tend to behave in healthier ways (smoking and drinking less, eating more fresh foods) than U.S.-born Hispanics and non-Hispanic whites.

These health benefits are also one of the reasons why almost a third of non-elderly Hispanics lacked health insurance in 2011. They often feel healthy enough to forgo insurance.

The bottom line is that other ethnicities as well as U.S.-born Hispanics can learn a lot from these healthy habits and lifestyles. Likewise, foreign-born Hispanics should not take these advantages for granted.

Studies show that second and third-generation Hispanics (U.S.-born children and grandchildren of foreign-born Hispanics) adopt certain unhealthy mainstream culture behaviors (such as smoking, fast food, etc.) at a similar rate as non-Hispanic whites and blacks. These habits can quickly erode some of the health benefits that their parents and grandparents enjoy.

## FocusON Social Media

### 8 Social Media Tips to Prep for 2015 Holiday Shopping Season

By Angie Pascale, Director Of Marketing at Indaba Group

Marketers preparing for the upcoming holiday shopping season can use these strategies for social media to effectively increase sales, drive traffic, and spread brand awareness.

It’s never too early to build your strategy and start planning for the increased interest, activity, and sales online. As most people prepare for relaxing beach vacations and sunny park picnics, e-commerce brands spend summertime preparing for the online holiday shopping season that occurs in November and December.

Leveraging social media channels leading up to and during the holidays can help to boost awareness, drive traffic, and increase sales. Here are eight tips for preparing your site and social media networks.

#### 1. Make Social Sharing Easy

Make it simple and easy for users to share products via well-placed and optimized social sharing buttons. That way, when users add products to a wish list, they can quickly share to social networks, and tag their friends or family members for gift ideas.

Amazon does an excellent job of incorporating social sharing into its wish list and shopping cart process.

## 2. Add Reviews to Product Pages

Consumers are faced with innumerable product options online and nearly as many retailers selling those products. Product reviews and how you respond to them can help you stand out. Having reviews on your site lends credibility to your marketing messages and helps customers validate their purchase decisions. In fact, 88 percent of consumers trust online reviews as much as personal recommendations. But it's not only having the reviews on the site - your approach in responding to them really has an impact purchase decisions. According to BazaarVoice, 71 percent of consumers change their perception of a brand after seeing how they respond to reviews.

ModCloth takes this approach on its reviews, responding to negative comments with a genuine and actionable message.

## 3. Remember, It's All About The Mobile Experience

Last year, 45 percent of holiday traffic came from mobile devices. Not all of that traffic originated on social channels, but it's important to consider how your social media content appears on mobile devices, especially when driving traffic back to your site from social channels. If a user clicks on a link to a product from the Facebook app, will that product page be optimized for mobile? Are you using the right messaging and imagery for mobile formats?

## 4. Retarget Browsing Customers on Facebook & Twitter

Consumers start researching gift purchases months in

advance. To remain top of mind and bring these users back to your site when they are ready to buy, you should run retargeting campaigns on Facebook and Twitter. You can work with a display publisher to leverage their retargeting offering, or use the retargeting tags from Facebook and Twitter to create and manage your own campaigns.

## 5. Create Gift Guide & Other Valuable Content

Creating holiday-specific content is a great way to increase engagement and drive traffic from social channels. One way to do this is by creating gift guides. Focus the guides on particular audiences with categories like Gifts for Dad, Gifts for Kids, or Gifts for Sports Fans. Or concentrate on specific product attributes - for example, Gifts Under \$20, Home Decor Gifts, or Golf Accessories Gifts.

## 6. Prioritize Pinterest

More so than any of the other major social media networks, Pinterest is about shopping. That makes it the perfect place for you to promote products during the holidays. Using the gift guides mentioned above, create boards for various gift or audience categories.

Adding Pin It buttons to product pages on your website allows users to easily pin items to their own boards. You can also implement Rich Pins, which will automatically add important information such as price, availability, and product description. Another benefit of Rich Pins is that they make your product eligible to be listed in Pinterest's Gifts category feed; if a user pins a product and the price drops by \$10, Pinterest sends that user an email.

## 7. Create a Response Plan and Staff Up

Social media can help get the word out about your business and products, and any deals or promotions you are offering. But there are other reasons to use social media, too. Customers take to social to get answers and file complaints. You need to be active in social media to provide this customer support and turn browsers into buyers.

When planning resources required to manage social media, consider the increased questions and conversations that will occur during this time. This will ensure that your team can provide highly responsive and helpful customer support leading up to, during, and after the holiday season.

## 8. Integrate with Other Digital Marketing

Customers don't distinguish your Facebook posts from your email messages, your brick-and-mortar store, your website, or any other channels or environments. To them, it's all one brand. But to you, it's likely several different departments or teams - sometimes even in different offices. Regardless of the differing channels, tactics, and even locations, all marketing efforts need to align and integrate to create seamless experience for customers. Work from a holistic digital strategy to integrate social media into email campaigns, your website, and your offline retail environment.

The online holiday shopping season can be a stressful time for e-commerce brands, but getting started now by planning your social media approach will help to make November and December less taxing and more profitable for your brand.

FocusON Business

## Entrepreneurship on the Rise for Women of Color

*Hispanic Women Own Nearly 1.5 Million Businesses Nationwide*

By Nicole Akoukou Thompson

Women-owned business growth has been swelling for years. Non-white, multicultural women are the secret force behind overall progress and the introduction of more than \$1.5 trillion in revenue to the nation's economy, according to a new report.

### Female-Led Entrepreneurship On the Rise

The National Women's Business Council published a new report confirming that women of color are taking the reins when it comes to entrepreneurship, based on recently released Census data on American businesses for 2007 through 2012.

Across the nation, there are 9.9 million women-owned businesses, and there has been an increase of 2.1 million women-owned businesses since 2007 (27.5 percent). Today, more than one-third of nonfarm and non-publicly-held businesses are women-owned (36.2 percent), and women-owned businesses have generated \$1.6 trillion in receipts.

The top industries for women are health care and social assistance; professional, scientific and technical services; administrative and support and waste management; remediation services and retail trade. A considerable amount of entrepreneurial growth across industries can be attributed to multicultural business growth.



These powerful women are Latinas who've penetrated industries and markets, and offered unique talents and perspectives, all while simultaneously making enormous gains for themselves and setting the stage for the multi-generational success of Latinas. They are power-wielding bombshells and champions of Latina sisterhood. (Photo : Coca Cola/Lectura Books/Facebook/Twitter/UCR/SpeakHispanic/Azifm/Forbes/Getty/ Powerfullatinas.com/Elena Seibert)

### Latinas Mean Business

Entrepreneurship spiked for women of color despite nationwide economic strife during the recession and the ensuing recovery period.

According to fact sheet focusing exclusively Hispanic women-owned businesses, there are 1,475,829 Hispanic women-owned businesses in the U.S. That demonstrates an 87.3 percent increase since 2007, compared to Hispanic

men, who saw only 39.3 percent of growth during the same time frame.

Hispanic women-owned firms represented 14.9 percent of all women-owned firms, and Latinas own 44.4 percent of all Hispanic nonfarm and non-publicly-held businesses. Since 2007, these firms saw a 50.3 percent increase in revenue, generating a total of \$83.6 billion in receipts.

Most of the Hispanic-owned businesses (95.4 percent) are non-employer firms, earning modest average receipts of \$19,537. However, The 4.6 percent of firms, which host 502,008 paid employees, had an annual bankroll of \$14 billion and average receipts of \$824,301.

The industries with the highest representation of Hispanic-owned businesses are administrative support and waste management, remediation management; health care and social assistance; retail trade; and professional, scientific and technical services. Also, the industries with the lowest representation are management companies and enterprises; mining, quarrying, and oil and gas extraction; utilities; agriculture, forestry, fishing, and hunting; and information.

California, Texas, Florida, New York and Arizona are the states with the highest number of Hispanic-owned firms (366,997; 290,997; 263,163; 137,400 and 41,843 firms, respectively). Additionally, New York (502,008), Arizona (137,814), New Jersey (84,875), Illinois (72,197) and Georgia (35,794) are the top five states where Hispanic women-owned firms employ the greatest number of employees.

The report also showed that the states with the highest number of Hispanic women-owned employer firms by average receipts are Kansas, Connecticut, Alaska, Massachusetts and Indiana.

## Baltimore Features Positive Job Outlook for Hispanics

While it may not be the most Latino-populated city region in the U.S., Baltimore can be considered a city that offers Hispanics some of the best job opportunities, and has been described as “paradise” for people who do not have legal status yet.

The city has become attractive for Latinos because it is home to large employers such as the Social Security Administration, Medicare and Medicaid Services, the University of Maryland, and McCormick and Company, Inc., among others.

“Latinos are definitely in construction and landscaping, but in Baltimore, we also have the Social Security Administration headquarters and the Medicaid headquarters,” says Erick Oribio, president of Baltimore Hispanic Chamber of Commerce and founder of the bilingual publication Latin Opinion Baltimore News. “You have to be a citizen to apply to those jobs, but they have a lot of bilingual positions, and they are doing outreach to Puerto Rico.”

Several local and national government agencies, including Baltimore’s police, the Social Security Administration and Medicaid hold job fairs in Puerto Rico,

Known as “The City That Reads,” Baltimore is the largest city in Maryland, and the 26th-most populous city in the nation. According to the Census, Latinos represent 4.6 percent of Baltimore’s population, increasing from 1.7 percent since 2000.

Baltimore’s Hispanic population is composed of a wide mix of national origins, including Mexican, Puerto Rican, Cuban,

Dominican, Central American, Honduran, Guatemalan, Colombian, Peruvian, Ecuadorian, Costa Rican, Nicaraguan, Panamanian, and Salvadoran residents.

Statistics show that Salvadorans have become the largest group, but in the last few years, the Mexican and Venezuelan population has increased.

In addition to the amount of work opportunities available for Latinos, Baltimore also offers a great public transportation system and a police station that, “[doesn’t] ask for immigration papers for legal status,” says Oribio. “The mayor always says that the police department is here to protect all residents in the city.”

He also explains that wealth and homeownership among Latinos is “booming” alongside population growth. Because people move to Baltimore for a number of reasons, including lower costs for doing business, the city has been receiving an influx of Hispanics in search of a good location to found their startups.

“We expect that Latino business growth will continue. The economic situation is not the best, and most businesses are struggling because their sales decreased, but we’re very positive, we have many resources here,” Oribio notes. “We also expect to see working class Latinos with good skills coming to Baltimore to fill positions in different organizations.”

Oribio concluded that today, the American population is “learning about the value of Latino families, and Latinos have more participation in improving the quality of life in the city. We support many good causes as a population, and Hispanic are hard workers with great values. This indicates that we’ll continue to see increases in the next few years.”

## Most Latino Business Owners Expect to Pass Business on to a Family Member, New Study Reveals

*Lack of transition plans present challenges for the next generation of Latino business owners*

For Latino owned-businesses, family and community are key, however the future survivability of their business may be questionable. According to a new study by Massachusetts Mutual Life Insurance Company (MassMutual), research from the 2015 MassMutual Business Owner Perspectives Study revealed that 80 percent of Latino respondents expect to pass their businesses on to a family member – most often a child. However, 37 percent of those individuals said their chosen successor may not even know about this succession plan.

For Latino business owners, the aspiration to live the American Dream is no different, but the definition of success may be broader, encompassing their ability to care for and support extended families, friends, and their communities. The study reported they feel a strong sense of responsibility to their families and communities but tend to lack financial confidence and knowledge to put plans in place to ensure they can continue to provide for them.

“Latino entrepreneurs are strongly interconnected with their businesses, community and families,” said Dr. Chris Mendoza, Latino Markets Director, MassMutual. “Without the proper financial knowledge and preparation, Latino business owners are inhibited from fully realizing and



protecting their dreams.”

Latino-owned businesses are growing at double the national rate, according to the U.S. Census. And more so than the general average, Latino entrepreneurs are generally younger and more likely to take community into account when making business decisions. Additionally, the majority of those surveyed started their businesses to pursue the American Dream, take control of their lives, and support their families. Yet many do not have the necessary knowledge and resources in place to gain that control and secure a healthy financial future for their families.

When it comes to taking action to address essential business planning issues, Latino business owners face many challenges in achieving their version of the American Dream.

## Protecting against the Unforeseen

- Only half of the Latino business owners surveyed have a formalized plan in place (a buy-sell agreement) to protect themselves for an untimely death; even fewer have a buy-sell agreement in place for disability.
- Protecting the business (35 percent) and family (37 percent) are the primary motivators for having these plans in place, yet an unforeseen illness or injury could jeopardize their ability to meet that goal.

## Planning for the Next Generation of your Business

- While Latino business owners are ahead of their general population peers, when it comes to succession planning (49 percent of Latinos vs. 41 percent of the general population have a succession plan), only about half of the Latino business owners surveyed have any type of succession plan in place.

- Eighty percent said they will pass the business on to a family member – most often a child. However, 37 percent of those individuals said their chosen successor may not even know he/she is the successor (significantly higher than 23 percent of the general population).

## Retirement

- Forty percent don't have any retirement savings plan outside of their businesses and either plan to continue receiving income from the business post-retirement or will use the proceeds from the sale of the business to fund their retirement.
- Latino business owners are significantly more likely than the general population to say they plan to retire but haven't given it much thought, and few (only 12 percent) say they plan to retire in the next five years, driven by the younger average age of Latino business owners.
- They are more likely to leave the business to a family member or relative (80 percent vs. 65 percent of the general population) and much less likely to sell the business to a key employee (9 percent vs. 14 percent of the general population).

The study was conducted by MassMutual to better understand how to help prepare U. S. Latino businesses to not only sustain future generations but the American economy as a whole. The results of the study are designed to help Latino business owners, as well as their family members, engage in a meaningful dialogue about how to best position their businesses for long-term success and stability.

## FocusON Marketing

### Sofia Vergara Collaborates With SharkNinja

As SharkNinja unveils its Ninja Coffee Bar, company executives tapped a high-profile Latina to get the word out to consumers – Sofia Vergara.



Vergara, who claims to be a “passionate coffee lover,” has agreed to help market the SharkNinja brand and seize the opportunity to help develop a coffee machine that would enable her to enjoy the full flavor potential of coffee.

The coffee dispensing machine is the newest venture from SharkNinja, a collaborative company between kitchen and cleaning supply companies Shark and Ninja. It boasts Thermal Flavor Extraction technology, which delivers a variety of sizes and styles while “achieving the perfect brew richness level every time,” according to the company’s public statement.

Vergara, star of the successful ABC comedy “Modern Family,” claims that when Mark Rosenzweig, CEO of SharkNinja, told her about the plans to create the Ninja Coffee Bar, she, “knew [she] had to get involved from both a personal and business perspective. This is the best coffee I have ever made on my own, and the best coffee machine I have ever used.”

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## Amazon Text Ads: To Do or Not To Do?

*Elizabeth Marsten, Search Engine Watch*

Amazon has implemented its own site-specific digital advertising search tool - Amazon Text Ads. Similar in functionality to Google AdWords, here are the new program's capabilities.

If you hadn't heard already, Amazon now has a Text Ad unit that's now available to all Seller Central account holders. What's interesting is that though Amazon has had this particular ad unit for some time, the e-commerce giant changed how it's powered and who powers it. It's with the retirement of the Amazon Product Ads unit that this particular ad unit is starting to gain some attention.

### What They Were

Basically, it was a site in the partner network of Google AdWords. You couldn't target the Amazon.com site specifically, a lack of control that's miffed PPC marketers for years. But you knew it was there, lurking in the background and garnering impressions, clicks, and sometimes conversions for a fairly decent return - at least in aggregate, since you can't see individual partner network performance or optimize accordingly. It's just an on or off button in AdWords at the campaign level that's in the "on" position by default in each new campaign you create.

### What They Are Now

It's no surprise that Amazon would eventually elect to stop sending so much traffic offsite with a portion of the CPC going to Google, trying to either capture that CPC for itself entirely or keep the user on Amazon. The new program, if you're not already enrolled, requires you to set up a Seller Central account on Amazon. It will not entirely shut off all Google partner network traffic yet, but don't be surprised to see this gradually wind down as Amazon gets more advertisers into the program. For now, estimates are that the volume - click and impressions - would be about 10 percent that you'd see in your Google search and keyword campaigns.

### How They Work

Honestly, I'm calling it "Google AdWords Lite." If you remember using AdWords back in the mid-2000s before features like remarketing, dynamic ads, shopping, and YouTube, it's really similar. Here's a quick rundown of Amazon Text Ads:

- CPC-based
- Keyword, auction-based
- Utilizes keyword match types: broad, phrase, exact, and negative
- Can run more than one ad copy at a time
- Has campaign and ad group structure
- Offers campaign level daily budgets
- Ability to schedule start and end dates for campaigns
- Available bulk file templates

Ad text includes:

- Headline
- Line of body copy

- A display URL
- Similar character limits

With a few updates that weren't available back in the 2000s:

- Mobile bid modifiers on campaign and ad group level
- Higher limits: campaigns in an account 10,000, keywords in an ad group 10,000, ads in ad group 50
- Conversion code for complete or partial tracking and cross device attribution

But there are also some limitations:

- No delete for campaigns: it's archived, paused, or ended
- No geographic or location modifiers and no exclusions
- No day of week or time of day modifiers

It's built so much like AdWords, there's even an option to upload your existing Google AdWords campaigns via the bulk upload option. This means that if you're interested in trying Amazon Text Ads, the rather large barrier created due to setup time is removed.

### Can You Do It?

Yes and no. Certain sellers will not be allowed into the program and that is a decision made by Amazon on a case-by-case basis. Additionally, certain categories are "gated" and require approval from Amazon. If you've already got a Seller Central account, log in and see if in the drop down under "Advertising," there is a "Manage Text Ads" area you can go to in order to start setting up. If you don't

have a Seller Central account already, you'll need to register and provide some basic business information, including tax ID info.

What I've seen so far is that while the setup part is made relatively easy, the volume is OK, the return is actually good, and the volume of the return is low. If you need a comparison, think along the lines of what you might be doing with Bing Ads. The most interesting part now is, because the competition is lower and it's so new, the head terms that normally would gobble up budget on AdWords get far more converting impressions than you would think. For example, you could bid on single or two-word keywords like "scented candles" and actually turn a positive ROI. As a result, the day-to-day management is very manual. You can download reports, adjust bids, add keywords and match types, and utilize the bulk edit worksheet, but again, it's still very manual.

If you'd like to learn more about the program, the most informative help articles are unfortunately gated within the Amazon Seller Central Help Center documentation. If you do have access and you're interested in the program, I recommend logging in and checking it out. Otherwise, check out the PPC Hero walk through, with pictures.

## FocusON Agencies

### LatinSphere Shuts Down

Advertising agency LatinSphere has officially closed its doors after 14 years targeting U.S. Hispanic consumers.

Headquartered in Long Beach, California, the agency's

client roster included The Walt Disney Company, Disney Parks & Resorts, Disney Vacation Club, ESPN Deportes, U.S. Cellular, Sears, Roebuck & Company, and XM Satellite Radio.

Founders Karla Lucia and Cristi Quesada-Costa indicated the decision to shut down was driven by their interest in pursuing other "entrepreneurial endeavors" including providing more personalized consulting services to a select group of clients and brands.

"We had an incredible run, and I'm very proud of our accomplishments," says Lucia. "I am excited to leverage the experience of having led an agency, where I worked with world-class talent, and developed programs for some of America's largest and most iconic brands."

Before her start at LatinSphere in 2001, Lucia worked ten years at Mendoza, Dillon & Asociados (MD&A), holding various account management positions, including vice president of client services.

Quesada-Costa's professional life before LatinSphere included a position as the first managing & membership director at the Latin Recording Academy during the launch of its 1st Annual Latin GRAMMY Awards. Before that, she spent eight years at MD&A.

"LatinSphere was my 'baby' for many years, and I am beyond proud of the award-winning projects we achieved with our incredibly talented Spheres," notes Quesada-Costa. "I also want to express my gratitude to our best-in-class Clients who contributed to us loving what we do, making our work days fun days, even when they were long days. I am energized about the future, and look forward to the next chapter in my career."

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