

FocusON Marketing

Here's How Telemundo Plans to Help Brands Market to Millennials

By *Tim Baysinger for Adweek*

Telemundo boasts one of the strongest reaches across social media, with roughly 60 million fans and followers. It now wants to share its expertise with brands.

NBCUniversal Telemundo Enterprises' Digital and Emerging Business is launching a new social-native strategy unit called Co-Lab to help its partners and brands better reach millennial audiences.

"It's going to create branded content for advertisers, but organically," Borja Perez, svp, digital and social media, NBCUniversal Telemundo Enterprises, told Adweek. Perez noted the key to reaching what Telemundo calls "Generation M"—millennial, multicultural, mobile—is to have content that's native to the social platform. "The only way you can engage and grow audiences on social media platforms is providing them with content that is made and customized to those audiences on those platforms," Borja said.

With Co-Lab, brands will be able to leverage talent from NBCU's Hispanic properties,



Ayan Valle (r.) will lead Co-Lab, under Borja Perez (l.).

many of which have large social followings, to create different types of content from visual animations to short-form clips and fully immersive video series. Ayan Valle, who has been promoted to vp, digital and social partnerships, will lead the new unit.

"Branded content today, because of that obsession with reaching millennials and Generation Z, it has to happen in a very organic manner on social media platforms," Perez said. "We have been seeing examples on other properties such as BuzzFeed and

Mashable. They are constantly talking to that millennial audience that everybody is looking for. They are able to create branded experiences that help partners reach that very elusive and evasive target."

Perez said that while those two English-language outlets are getting it right, Telemundo has been in the game for years.

"We've been delivering native video via Facebook and Twitter for the last four years," he said. "We were native before native."

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[hispanic] market works

The 50+ Segment of the Hispanic Market Has Officially Come of Age

By Louis Maldonado, Partner and Managing Director at d expósito & Partners

For the past several decades, the conversations and editorial content in multicultural marketing have focused on how the Hispanic market is a younger market. Given Corporate America's ongoing obsession with the Youth and Millennials, this has been an appealing selling point that many have used to gain the commitment of marketers and secure marketing budgets. While true, the tide has officially turned and the 50+ segment of the Hispanic market gained some much-deserved attention at two concurrent, high profile industry forums.

One was a presentation at the DTC Perspectives Multicultural Health National Conference in Fort Lauderdale, led by Louis Maldonado, Partner and Managing Director at d expósito & Partners. The content of his presentation highlighted several demographic updates and provided compelling insights to demonstrate why marketers should care about Hispanics 50+. These included:

The Hispanic 50+ population is growing 5

times faster than the total 50+ population and faster than younger Hispanic segments. In fact, the country's total 50-64 population would have declined had it not been for Hispanic population increases in that age group.

- They are living longer, with a longer life expectancy than non-Hispanic whites, and they prioritize living healthy lifestyles since, to them, good health is the foundation for a happy life.
- They are family patriarchs committed to preserving Hispanic culture, values, beliefs, traditions and the Spanish language.
- They have unique needs and challenges regarding healthcare. Beyond high prevalence of key disease states, affordability of healthcare and caring for the health of loved ones are challenges we will have to continue addressing.
- The large majority has health insurance, access the internet and use of mobile devices.

Almost simultaneously, Nielsen held one of its signature events in New York City, where it unveiled a new report entitled "Latinos 50, the New American Vanguard". The event included a panel discussion with participants from AARP,



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Nielsen and the Hispanic Federation, and covered the significant progress made in the areas of population growth, household income and consumption, and the positive, influential role they play within their families. The conversation also highlighted real challenges faced by 50+ Hispanics and served as a forum for discussing several important issues affecting this segment and, as a result, the broader Hispanic community.

Luis Malsdonado making his presentation at the DTC Perspectives Multicultural Health National Conference in Fort Lauderdale

FocusON Publishing

The Washington Post Pulls About Even With the New York Times in Online Readership



By Andrew Beaujon / Washingtonian

The Washington Post announced Thursday that it had 59.2 million unique readers of its digital properties in September. That's an "all-time high" for the Post, which has invested heavily in digital since Jeff Bezos purchased the paper in 2013.

The Post saw huge growth in mobile and desktop users, but the key metric here is not in the press release: The Washington Post has just about pulled even with the New York Times in terms of digital readership. The Times had about 66 million uniques in September, according to data from the web-measurement firm comScore. (You should read [Ken Doctor's August story](#) about the Post catching up with the Times, and [Ben Freed's September story](#) about how the Post is using Amazon Prime to boost its national readership).



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FocusON Journalism

Jorge Ramos's Long Game

By *Marcela Valdes* for *The New York Times*

On a Tuesday morning earlier this month, Sheriff Joe Arpaio of Maricopa County, Ariz., waited near a side entrance of the Tent City Jail, the open-air compound he operates in Phoenix. Several female inmates were lined up before him, hands behind their backs, ankles linked by chains. The women wore black-and-white-striped prison uniforms — the kind of throwbacks tourists don for photographs near Alcatraz — with the words “Sheriff’s Inmate” on their backs. Arpaio wore a black suit, black shoes and a white shirt. He looked as if he had raided Johnny Cash’s closet.

Arpaio, now 22 years into his controversial tenure in Maricopa County, has proclaimed himself “America’s toughest sheriff”; he is surely its most media-savvy. That morning, he was outside to greet a film crew from the Miami headquarters of the Spanish-language network Univision. Later, while the cameras gathered scene-setting shots, Arpaio prompted the inmates to request signed copies of Tent City Jail’s campy postcards. “Make sure I do sign your card,” Arpaio told his chain gang. “It’ll be worth something.”

Around the corner from Arpaio, near a bright yellow sign that read “No Outlet,” two producers and two cameramen huddled with the Univision anchorman Jorge Ramos, running through their pre-interview preparations. Cameras rolling. Microphone on. “I’m on TV,” Ramos told me later. “I’m constantly thinking about performance and

journalistic integrity.” For him, one is no use without the other.

At 57, Ramos may be the most influential news anchor in the Americas. He has been awarded eight Emmys and has interviewed more than 60 presidents from almost every country in the two continents. For 29 years he has co-anchored Univision’s flagship Spanish-language news broadcast, “Noticiero Univisión,” which averages 1.9 million viewers and often grabs higher ratings than English-language newscasts in cities with large numbers of Latinos, like Phoenix. Ramos also hosts Univision’s Sunday morning news program, “Al Punto,” as well as an English-language news program, “America with Jorge Ramos” on Univision’s sister network, Fusion. His interview with Arpaio would run on all three shows.

But most non-Spanish-speaking Americans probably know Ramos best as the journalist who was thrown out of Donald Trump’s press conference in Dubuque, Iowa, in August. Ramos had tried to ask Trump — who had recently declared that “anchor babies” were not American citizens and that he would deport 11 million undocumented immigrants — about his immigration proposals. Trump told Ramos to sit down; Ramos refused. “I have the right to ask a question,” he said. Trump shot back, “Go back to Univision,” before signaling for a guard to remove Ramos from the room.

It was a remarkable exchange, and the optics of it weren’t entirely accidental. Ramos arrived almost two hours early to grab a seat in the front row while his team set up two cameras: one to film Trump and one to film Ramos. Even before Trump entered the room, Ramos knew he would stand up when he asked his question. He’d studied Trump, he told me, and noticed that it was easier for

Trump to silence reporters when they were sitting down. He also wanted to be equal to Trump, visually, and to be miked separately so that, for his audiences at least, his voice would be as loud as Trump’s.

When I suggested that such preparations turned the news into a kind of contrived performance, Ramos countered that performance was very different from acting. Television news, he argued, can’t be wholly improvised. Flights need to be booked. Press passes must be requested and approved. “TV doesn’t happen,” he said. “You produce TV.” And if the cameras are not rolling, there is no story.

To prove his point, he cited the case of The Des Moines Register, the Iowa newspaper that was denied press credentials for at least one Trump campaign event after it published an editorial titled “Trump Should Pull the Plug on His Bloviating Side Show.” “What’s more important?” Ramos asked me: the ejection of one reporter or the exclusion of an entire newspaper? Yet for the average television viewer, The Des Moines Register incident might as well never have happened. It occurred off-camera.

Ramos wanted to ask Arpaio about the Department of Justice’s recent finding that the Maricopa County Sheriff’s office singled out Latinos for traffic stops (and thus, indirectly, for deportations), called Latino prisoners “wetbacks” and “Mexican bitches” and failed to adequately respond to allegations of sexual violence against female prisoners. Arpaio, for his part, seemed excited about the opportunity to argue with Ramos, announcing their interview on Twitter a week before it happened. “In fact, I was hoping all the media would come,” Arpaio told me. “But he asked me not to do that.” Arpaio had even tried to get Donald Trump to join the

interview. (Trump declined.)

Here, in microcosm, was the new terrain of American immigration politics. Since the 1990s, Univision's domination of the Spanish-language broadcast market has made Ramos and his co-anchor, Maria Elena Salinas, figures of great interest for presidential campaigns. (In 2014, "Noticiero Univision" had more than twice the average daily audience as its closest competitor, Telemundo's "Noticiero Telemundo.") Politicians saw Ramos as a kind of emissary from that vague territory known as the Hispanic vote; acceding to an interview was a way of telegraphing that they took the concerns of Latinos seriously and valued their approval. But the advent of Trump, whose tirades about border-crossing rapists seem to have only improved his standing in the polls, has turned this relationship on its head. Now talking back to Ramos about "illegals" can be a politically valuable bit of theater, and it isn't bad press for Ramos, either. Watching the footage of Trump ejecting Ramos from the Dubuque press conference, my husband observed that the scenario could not have served each party better if they had agreed to a script. Ramos shone like a hero to his followers. Trump shone like a hero to his.

"I want to ask you a favor," Arpaio said to Ramos. "I know you're popular. You're a journalist. I respect you." They sat inside the open-air prison at a square picnic table shaded by a canvas tent. Around them, the cameramen adjusted angles and microphones in near-90-degree heat. "I want to go to Mexico," Arpaio said. "Can you get someone to welcome me?"

"They don't like me so much," Ramos replied.

"Really?" Arpaio said, surprised.



Jorge Ramos at the Univision studios in Miami

Once the tape was rolling, Ramos began with one of his signature polite, ferocious questions: "Last time we were here I told you that you were possibly one of the most despised and hated figures in the Hispanic community. Now clearly something has changed. Donald Trump has

taken that place." Arpaio chuckled. "Eighty-two percent of Latinos have a negative opinion of Donald Trump, according to a CNN poll," Ramos went on. "Why do you think Latinos hate you and Donald Trump so much?"

"Well, first of all, I don't like the word 'hate,'" Arpaio replied

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slowly. "It has very serious connotations. Maybe disagree with me. I don't hate you. Some people hate you. They don't really come out and say it."

Afterward, both Ramos and Arpaio seemed surprised that, despite their profound disagreements, their conversation had been so civil. As we walked from Tent City to his rental car, Ramos said, "I thought he was going to be more aggressive."

The following day, Arpaio told me: "I'm a little disappointed he was so nice to me. ... I worry that he's getting to like me now. He'll ruin my reputation."

Jorge Gilberto Ramos Avalos grew up in Mexico City and arrived in the United States in 1983, at age 24, after

his career as a journalist for Mexico's Televisa network came to an abrupt end. Ramos had reported a story about Mexican psychology that doubled as a critique of Mexico's authoritarian government, which at the time had been controlled exclusively by the center-right Institutional Revolutionary Party for more than half a century. (Its rule would last another 17 years, a streak that once provoked the Nobel laureate Mario Vargas Llosa to call Mexico the "perfect dictatorship.") Ramos's footage included interviews he did with the well-known dissident intellectuals Carlos Monsiváis and Elena Poniatowska. When Televisa tried bowdlerizing the footage with a pro-government spin, he destroyed the tape and resigned, effectively blacklisting himself. Less than a year later, he

sold his Volkswagen Beetle and moved to Los Angeles in hopes of restarting his career in the United States. In January 1984, he began working for a Los Angeles station, KMEX, affiliated with a Spanish-language network that would, a few years later, be rebranded as Univision.

Ramos's English was still so wobbly that he felt nervous about asking questions at press conferences, but his timing was impeccable. Two years earlier, Univision made its first national newscast out of its Miami affiliate, WLTW. Just months after Ramos moved to WLTW to host a morning show called "Mundo Latino," the staff of the national newscast resigned en masse to protest the hiring of a famous Mexican news anchor named Jacobo Zabludovsky who was known for his close ties




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to the Mexican government. Ultimately, Zabludovsky went back to Mexico for “personal reasons,” leaving the network in urgent need of an evening news anchor. Ramos got the job. He was just 28 years old.

Ramos’s professional ascent also coincided with the rise of Latinos as the most demographically significant minority group in the United States. According to the Pew Research Center, in 1980 there were 14.7 million Latinos in the United States. By 2013, that figure had more than tripled to 53.9 million. In 2010, Latinos passed African-Americans as the country’s single largest minority. When he began working at KMEX, Ramos recalls in his memoir, “No Borders,” the political power of Latinos “was almost nonexistent.” By 2012, however, the Latino vote had become crucial to winning presidential elections, and Univision’s influence rose with the demographic tide. When the network requested that a fourth presidential debate be held and carried exclusively on its network, in Spanish, Republican nominee Mitt Romney and President Barack Obama quickly agreed to a compromise: two town-hall-style

“forums” aired in September, a month before their English-language debates.



Donald Trump fields a question from Jorge Ramos during a press conference held before his campaign event at the Grand River Center on Aug. 25, 2015 in Dubuque, Iowa. Credit Scott Olson/Getty Images

As the 2016 election approaches, Univision’s parent company, Univision Communications, wants to expand

its power beyond the Spanish-language market. It has already announced that Univision will hold a Republican candidates forum with The Washington Post sometime before March. But the main instrument of its ambitions is the company’s fledgling English-language cable network and online-media startup, Fusion. A joint venture between Univision Communications and Disney/ABC that started in October 2013 — with Univision handling content and ABC handling distribution — Fusion hopes to attract a millennial audience. The network’s lead news program is “America With Jorge Ramos.” Ramos is so important to the strategy that for months after Fusion’s start, he appeared every night on both “Noticiero Univisión” (in Spanish) and “America With Jorge Ramos” (in English), as well as on Sunday’s “Al Punto” (in Spanish). He averaged 35 interviews a week in all. Since then, “America With Jorge Ramos” has scaled back to Tuesday nights, but Ramos told me that they are prepared to do more as Election Day nears.

Fusion’s fate may be contingent on the network (and

Ramos) being a real actor in 2016. This July, in preparation for its upcoming initial public offering, Univision Communications revealed that Fusion posted a net loss of \$35 million in 2014. It has no distribution on Comcast or Time Warner Cable, which means it wasn't available in the Phoenix hotel in which Ramos spent the night before his interview with Arpaio. Fusion makes and airs documentaries — a strategy it plans to intensify in the coming months — but right now as a news organization, it is essentially an online start-up focused on social media and making headlines.

Dax Tejera, the executive producer of "America With Jorge Ramos," says that profit is not Fusion's top priority. "I've gone into meetings where my bosses have said, 'We want Fusion and the brand to be ubiquitous with the election,'" Tejera told me at a food court in the Houston airport, as he and Ramos traveled from Phoenix back to Miami. "They're not saying to me, 'We want to hit this target with the ratings, this target with the revenue stream,' which is the traditional speak in an established media organization. Ours is about awareness and brand identity and association." The idea, he said, tapping his upper arm, was for Fusion's fans to want to wear their viewership on their sleeve as "a badge brand."

Tejera pointed to Ramos's April interview with the Florida senator and Republican presidential candidate Marco Rubio as one of the best examples of how they are trying to drive the political conversation. Before the interview, they convened in Ramos's office to figure out the most visceral question they could ask about gay rights. They went with: "If someone in your family or your office happens to be gay and they invite you to their wedding, would you go?"

"It got all this attention," Tejera recalled. "It was the new litmus test of 2016. Nobody had asked it, and everybody started asking it. That's what we are always trying to do."

The interview was indicative of an effort to expand Ramos's franchise beyond his historical role as a tribune of Latinos' concerns and establish him as a more all-purpose newsmaker. In part, this strategy played upon Ramos's appeal to a fan base that finds him as attractive as, say, George Clooney. It also suggested an assumption that, after the 2012 election, immigration might not continue to be the political flashpoint that it had been throughout most of Ramos's career.

Among Republican Party eminences, the conventional wisdom following Romney's defeat was that the party's political future turned in no small part on embracing immigration reform. President George W. Bush supported the idea of reform in the 2000 and 2004 elections, as did Senator John McCain in 2008. After McCain's defeat that November, the Republican strategist Karl Rove argued in a Newsweek column charting a future course for the party that "an anti-Hispanic attitude is suicidal. As the party of Lincoln, Republicans have a moral obligation to make our case to Hispanics, blacks and Asian-Americans who share our values. Whether we see gains in 2010 depends on it."

Instead, the party's gains in 2010 came thanks to the Tea Party movement, which took a hard line on immigration. During the 2012 Republican primary, Romney tacked to the right on the issue, opposing the amnesty-offering Dream Act and suggesting that immigrants "self-deport" in a January Republican debate. These statements haunted him in the general election, and after his defeat, the party went through another round of soul-searching.

Writing days after the election, the conservative columnist Charles Krauthammer argued that avoiding further electoral disaster "requires but a single policy change: Border fence plus amnesty. Yes, amnesty. Use the word."

But since Trump's rise in the polls, Republican candidates have abruptly bolted in the opposite direction. The problem, Romney told Salinas after the 2014 mid-term elections, is that "the number of Latinos that vote in the Republican primary is quite small, and so in the long period of the primary, the people trying to get the Republican nomination are going to focus on those who they think will vote in that primary process," i.e., non-Hispanic white conservatives. So Bobby Jindal tweets that "we need to end birthright citizenship for illegal immigrants." Jeb Bush defends the term "anchor babies." Marco Rubio, who once supported immigration reform, tells Fox News that he will not legalize undocumented immigrants during his presidency. And Rand Paul flees from a Dream Act supporter in Iowa, leaving half a hamburger on his plate.

"I had never expected that in 2015 we would get a candidate with such an anti-immigrant position," Ramos told me in talking about Trump. His own views on immigration have tacked in the opposite direction. In his 2000 book, "The Other Face of America," he argued for an amnesty similar to the one Ronald Reagan ushered through Congress in 1986, legalizing the status of more than three million people who had been working the United States since before 1982 and could prove that they were not guilty of any crimes. These days, Ramos says that undocumented immigrants must not only be legalized, they must be given a pathway to citizenship.



Ramos on the Miami set of "Al Punto," Univision's Sunday morning news program, in January.

He has even suggested that the United States should consider the possibility of an open, European Union-style border with Mexico.

If such positions have led to accusations that Ramos is an activist, other facts make people wonder about Univision

Communications's bias as well. Fusion's other major news anchor is Alicia Menendez, the daughter of the New Jersey Democratic senator Robert Menendez. One of Univision Communications's major stakeholders is the billionaire Haim Saban, a top donor to Hillary Clinton's presidential

campaign. Ramos's daughter, Paola, accepted a position with the Clinton campaign in June.

When she took the job, Ramos disclosed the event in a letter posted on the Fusion website. He told me that he and his daughter still speak to each other almost every day, but that their conversations about politics are now strictly limited. They won't discuss anything connected to his job or hers. That's almost everything, I pointed out. "It's almost everything," he agreed. What do they talk about instead? "Bah," he sighed. "Relationships, trips, family. That's much more important than politics."

Ramos toyed with the idea of running for a Senate seat as recently as 2002, when he mentioned the possibility in "No Borders." His most recent political book, "A Country for All" (2010), reads like a cross between a white paper and a stump speech. But when we spoke, he insisted that he no longer has any intention of running for any office. He has decided that he can have more impact as a journalist.

Was this simply politics by another means? I asked. "Well, as a journalist, I want to be relevant, no?" he said. "And I want to be a participant, a player, in the country where I'm living. And that's what I'm doing every single day."

Over the years, he said, he has developed a philosophy about what sorts of issues a journalist can appropriately advocate for: human rights and freedom of the press, for instance, and battles against corruption and dictatorships. Partisan politics, he said, falls outside of his territory. But Ramos is unapologetic about exhorting Latinos to exercise the political power they possess as a voting bloc. In "A Country for All," he argues that candidates can no longer expect to win the Hispanic vote

“by simply saying a few words in Spanish, showing up at a press event with a politician who has a Latino surname.” Now, he says, Democrats and Republicans alike must deliver concrete benefits to Latinos. A Supreme Court justice. Immigration reform.

On July 16, a month after Trump announced his candidacy, Ramos made a short speech in Spanish on Univision’s annual entertainment awards show “Premios Juventud.” “We’re going to talk about those who love us, but also about those who don’t love us,” he said. He pointed out, to huge applause, that more than four million Latinos have university degrees and more than one million have master’s or doctorate degrees; that they are not narcos, rapists or otherwise criminals. “When they attack one of us, they are attacking all of us,” he continued. “But we already know what we’re going to do. ... On Election Day, we will remember who was with us and who was against us. No, we won’t forget.” He repeated the warning in English.

Ramos never named Donald Trump. He never told his audience to vote for Clinton or for Rubio. He simply said, “We will remember.” That night, “Premios Juventud” was the top-ranked program on all broadcast television among viewers aged 12 to 34, beating ABC, CBS, NBC and Fox.

Whatever happens in 2016, Ramos told me, he believes that candidates who openly oppose Latino immigrants will soon become relics. Trump? “We might read about him in history books, as the last one who tried to do something like that.”

Marcela Valdes is a journalist specializing in Latin American culture.

FocusON Immigration

Partisan Divide Widens Over Immigration Policy

By *Richard Gonzalez, NPR Columnist*

It probably won’t surprise you that there’s a growing polarization among Americans over how to deal with several immigration policy proposals.

Whether it’s Donald Trump’s idea for a massive border fence or the proposal to change the Constitution so that babies of unauthorized residents aren’t automatically made citizens, Republicans and Democrats are hardening their views, according to a new national survey issued by the Washington, D.C.-based Pew Research Center.

Take the border fence idea. A little less than half, or 46 percent, of those surveyed by Pew support building a fence along the entire border with Mexico. Forty-eight percent oppose the fence. But drill down into the party identifications and you find that Republicans overwhelmingly support the idea, 73 percent to 23 percent, while Democrats oppose it 66 percent to 23 percent. Independents are also opposed to the border fence, 52 percent to 43 percent.

There’s a similar chasm when people are asked whether they favor changing the Constitution so that the parents must be legal residents of the U.S. for their newborn child to be a citizen.

Overall, people oppose that proposal by a healthy 60 percent to 37 percent. Democrats are against changing the 14th Amendment, which guarantees “birthright citizenship,” 75 percent to 23 percent. However, 53 percent of Republicans favor repealing the amendment; 44 percent are opposed. It should be mentioned that Trump says changing the law wouldn’t require amending the Constitution, while many legal scholars disagree.

There is one immigration issue on which members of both parties find some common ground.

The Pew survey finds large majorities in both parties in favor of allowing immigrants in this country illegally to stay legally, if certain requirements are met. However, the pollsters did not ask about specific requirements such as learning English or paying a fine.

Republicans favor allowing people in this country legally to stay 66 percent to 32 percent. Democrats support that idea 80 percent to 17 percent. Independents are also on board with some form of legalization, 74 percent to 24 percent.

What’s more, among those who say they favor allowing unauthorized residents to stay, most believe the immigrants should be allowed to apply for citizenship, not just permanent residency. That’s true for all political affiliations.

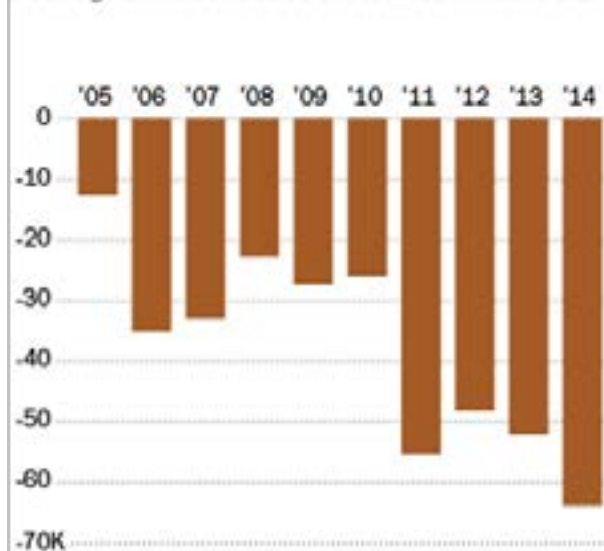
The Pew survey was conducted Sept. 22-27 covering 1,502 Americans over the age of 18. The margin of error is plus or minus 2.9 percentage points.

Puerto Ricans Leave in Record Numbers for Mainland U.S.

By Jens Manuel Krogstad, at Pew Research Center

Puerto Rico's Losses Accelerate

Net migration between Puerto Rico and the U.S.



Note: For 2014, totals don't include children under 1 year old. Net migration is the number of migrants to Puerto Rico from the U.S. mainland minus the number of migrants from Puerto Rico to the U.S. mainland.

Source: Pew Research Center analysis of 2005-2014 American Community Survey and Puerto Rico Community Survey

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Puerto Rico's nearly decade-long economic recession has led to people leaving the island for the mainland in numbers not seen in more than 50 years, new Pew Research Center analysis of Census Bureau data has found.

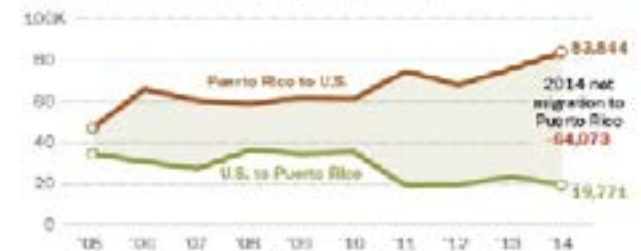
Last year, 84,000 people left Puerto Rico for the U.S. mainland, a 38% increase from 2010, according to the analysis of American Community Survey data. At the same time, the number of people moving to Puerto Rico from the U.S. mainland declined, resulting in Puerto Rico having a net population loss to the mainland of 64,000 in 2014, more than double the net loss of 26,000 in 2010.

The island's declining population is not a new trend. Indeed, Puerto Rico has been experiencing a net population loss since at least 2005, a year before its recession began. However, the trend has been accelerating since 2010 as the U.S. mainland's economy has rebounded from the Great Recession even as the island's economy has remained mired in a recession. More recently, the Puerto Rican government has seen its tax revenues decline and, barred by U.S. law from filing for bankruptcy, it may run out of cash in November. The continued loss of people, particularly school-aged children and those in their prime working age, has only worsened the island's economic situation and outlook.

Public opinion surveys show Puerto Ricans are not confident in their economy's future. A Gallup poll conducted in December found that just 6% of Puerto Rican residents thought economic conditions on the island were getting better, a far lower share than the 41% of adults in U.S. states who said the same

More People Are Leaving Puerto Rico for Mainland

Migration between Puerto Rico and the U.S.



Note: For 2014, totals don't include children under 1 year old. Net migration is the number of migrants to Puerto Rico from the U.S. mainland minus the number of migrants from Puerto Rico to the U.S. mainland.
Source: Pew Research Center analysis of 2005-2014 American Community Survey and Puerto Rico Community Survey

PEW RESEARCH CENTER

about the country as a whole. Among Latin American countries, only Venezuela (7%) rivaled Puerto Rico in economic pessimism. A Pew Research Center survey of Latin American countries conducted in 2013-14 found that in Puerto Rico, 89% were dissatisfied with the way things were going on the island.

As of 2013, there were more Puerto Ricans living in the U.S. mainland (5.1 million) than on the island itself (3.5 million). This is a result of not just outmigration from the island but also declining fertility rates – the average woman in Puerto Rico was estimated to have 1.3 children during her lifetime in 2013, down from 1.9 in 2005.

The island's population isn't expected to rebound anytime soon. The Census Bureau projects the population of Puerto Rico will continue to shrink, falling to 3 million by 2050.

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Cuban Immigration to U.S. Surges as Relations Warm

By Jens Manuel Krogstad, *Pew Research Center*

The number of Cubans who have entered the U.S. has spiked dramatically since President Obama announced in December a renewal of ties with the island nation, a Pew Research Center analysis of government data has found. The U.S. has since opened an embassy in Havana, a move supported by a large majority of Americans, and public support is growing for ending the trade embargo with Cuba.

Cubans seeking to enter the U.S. may receive special treatment under the Cuban Adjustment Act of 1966. Those hoping to live in the U.S. legally need only show up at a port of entry and pass an inspection, which includes a check of criminal and immigration history in the U.S. After a year in the country, they may apply for legal permanent residence.

Overall, 27,296 Cubans entered the U.S. via ports of entry during the first nine months of the just-ended 2015 fiscal year, according to U.S. Customs and Border Protection data obtained through a public records request.

This represents a 78% increase over the same time period the previous year, when 15,341 Cubans entered. And those 2013 numbers had already increased dramatically after the Cuban government lifted travel restrictions. These totals are significantly higher than in all of fiscal 2011, when 7,759

Cubans came into the U.S.

The spike in the number of Cubans entering the country came in the months immediately following the president's announcement. From January to March 2015, 9,371 Cubans

which borders Mexico. During the first nine months of fiscal 2015, two-thirds (18,397) of all Cubans came through this sector, a 66% increase from the same time period in the previous fiscal year.

However, the largest percentage increase occurred in the Miami sector, which operates in several states, but primarily in Florida. The number of Cubans who entered in the Miami sector during the first nine months of fiscal 2015 more than doubled from the previous year, from 2,992 to 7,167. (A smaller number of Cubans also entered through the El Paso, San Diego and Tucson sectors.)

Not all Cubans who attempt to enter the U.S. make it. Under current U.S. policy, Cubans caught trying to reach the U.S. by sea are returned to Cuba or, if they cite fear of prosecution, to a third country. In fiscal 2015, the U.S. Coast Guard apprehended 2,927 Cubans at sea, the highest number of any country. The total exceeds the 2,111 Cubans apprehended in fiscal 2014.

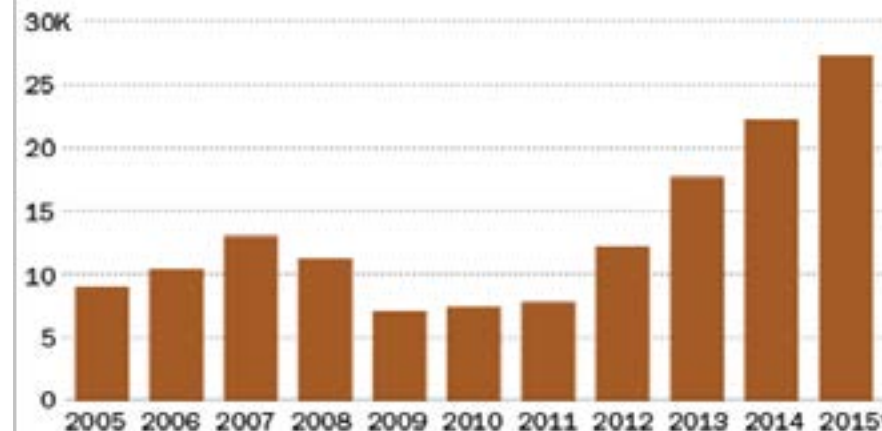
There are 2 million Hispanics of Cuban ancestry living in the U.S. today, but the population growth for this group is now being driven by Cuban Americans born in the U.S. rather than the arrival of new immigrants. Nevertheless, the majority (57%) of the group remains foreign born; this share has declined from 68% in 2000, despite the

recent influx in Cubans entering the U.S.

Cuban experts consulted by HMWorks believe the spike was caused by fears of the elimination of the Wet/Dry U.S. policy that favors Cubans who arrive in the U.S. by land.

Number Of Cubans Entering the U.S. On the Rise

Number of Cubans entering the U.S., by fiscal year



* Fiscal years start in October. Time period for 2015 is the first nine months of the fiscal year through June 30.

Source: U.S. Customs and Border Protection and U.S. Department of Homeland Security, *Yearbook of Immigration Statistics*

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entered, more than double the 4,296 who arrived during the same time period in 2014.

The majority of Cubans who entered the country arrived through the U.S. Border Patrol's Laredo Sector in Texas,

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

U.S. Commerce Secretary Penny Pritzker, center, visits the port's container terminal within the Mariel free trade zone in the Bay of Mariel, Oct. 6, 2015. Pritzker returned home empty-handed

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FocusON CubaNear

Band From Cuba Plays the White House with 1940s Havana Rhythms

By Julie Hirschfeld Davis

For a couple of hours on Thursday afternoon, the ornate East Room of the White House – normally the backdrop for buttoned-up presidential statements and protocol-steeped official events – pulsed with the rhythms of a 1940s Havana club.

The Orquesta Buena Vista Social Club, a descendant of the 1990s Cuban band that was many Americans' first exposure to Cuban music of decades past, performed at a Hispanic Heritage Month celebration on Thursday, the first time a musical group from the island nation has appeared at the White House in more than half a century.

"We're thrilled to have them here," President Obama said. "For nearly two decades, this group has been a symbol of the strong bonds between the American and Cuban people – bonds of friendship and culture and, of course, music."

It was the latest sign of the thaw that Mr. Obama and President Raúl Castro of Cuba set in motion in December when they agreed to normalize relations between Washington and Havana and restore diplomatic ties severed in 1961.

On Thursday in the East Room, José Ramón Cabañas, the newly installed Cuban ambassador to the United States, was on hand to hear the group perform some of the original Buena Vista Social Club's best-known songs – "Dos Gardenias," "El Cuarto de Tula," and "Quizás, Quizás" ("Perhaps") – as the roomful of attendees swayed to the rhythm.



The conductor, Jesus "Aguaje" Ramos, with a trombone, prowled the stage in a bright-turquoise suit and bow tie, while Barbarito Torres elicited hoots and cries playing solos on his laúd, a traditional Cuban guitar-like instrument related to the lute.

Mr. Obama said he recalled buying the Buena Vista Social

Club CD when the documentary about the group came out in 1999. The group is now on its farewell tour in the United States.

"I hope that I look as good as they do in a few years," Mr. Obama said.

This story first appeared in the New York Times.

Despite White House Opening, Exports to Cuba Continue to Drop

By Chris Adams, McClatchy Washington Bureau



U.S. Commerce Secretary Penny Pritzker, center, visits the port's container terminal within the Mariel free trade zone in the Bay of Mariel, Oct. 6, 2015.

U.S. agricultural and food exports to Cuba continued dropping in recent months, despite this being the year the United States is working to substantially open trade with the island nation.

In August, exports of food and agricultural products authorized under a 2000 trade law dropped to \$2.3 million, according to new data from the U.S.-Cuba Trade and Economic Council.

That's off substantially from the start of the year — despite the much-ballyhooed thawing of trade and diplomatic relations with Cuba. Announced in

December by President Barack Obama, the opening aims to undo a decades-old policy the White House considers outdated and ineffective. It already has led to renewed diplomatic relations with Cuba, and American farmers are particularly excited about the potential for a thriving market with 11 million people just 90 miles from U.S. shores.

So far this year, however, food and agriculture exports to Cuba are going down, not up.

\$14.4 million in goods were exported in August 2014

In December 2014, the month Obama announced the first initiatives, exports to Cuba were \$25.2 million, according to the trade council's data. They dropped to \$3.3 million this past July and then \$2.3 million in August.

A year ago, in August 2014, exports were \$14.4 million.

John S. Kavulich, president of the trade council, said that some short-term issues explain part of the drop. Poultry shipments, for example, dropped due to avian flu issues but are expected to rise in October.

It's also unclear what an additional round of changes announced in September will have on shipments to Cuba. Those changes include giving U.S. firms the ability to maintain physical operations in Cuba, a significant help for firms looking to boost business ties with the island.

But to Kavulich and other experts, the Cuban government — which controls the purchases of such food and agricultural products — is slowing its activity with U.S. firms as a way to exert leverage on the U.S. political process, hoping for even greater concessions.

The concessions made by the president were significant

— and yet you don't see any evidence of Cuba reforming their economy or addressing U.S. concerns such as certified claims or human rights.

Jason Poblete, international regulatory lawyer

While the trade embargo on Cuba is still in place, the changes announced by the Obama administration have chipped away at it. But significant restrictions remain — particularly one that prohibits U.S. growers from selling to Cuba on credit. Getting that restriction lifted is a goal for both the Cuban government and many U.S. farm groups.

"The concessions made by the president were significant — and yet you don't see any evidence of Cuba reforming their economy or addressing U.S. concerns such as certified claims or human rights," said Jason Poblete, an international regulatory lawyer with Poblete Tamargo LLP. "My sense is that nothing that has happened this year is going to move the needle in any appreciable way. They're playing a political game of chicken, hoping Congress will ease sanctions, especially the credit prohibitions."

U.S. growers are still prohibited from selling agricultural products to Cuba on credit

There are bills in Congress to ease the embargo, and they do have bipartisan support. But they also have strong opposition and face stiff odds of moving this year.

"It's obvious that we're interested in normalizing the relationship, but it's also becoming more and more apparent that the Cubans are slowing this down and tapping on the brakes," said Carl Meacham, Americas Program Director at the Center for Strategic and International Studies, a Washington think tank.

FocusON Content Marketing

Why Episodic Content Is a Must-Have

By *Ted Karczewski*

Whether we're binge-watching House of Cards on Netflix because we just cannot go another day without knowing what happens to Frank and Claire Underwood, or we're waiting patiently for the next episode of the Serial podcast, there's a lot going on in our brains that cause us to react to episodic storytelling.

Think about it: As a narrative evolves over time, how does your mood change? How often do you jump back-and-forth between empathizing with a character to hating him or her in the next installment? What IS that crazy phenomenon, and why does it happen whenever we're reading or watching a great story?

This week, we're looking at Episodic Content. You can read the full round-up post of 6 content marketing trends to watch, and dive into the first two trends: content promotion and interactive content marketing.

Why Episodes Matter

Even in today's age of binge watching, the best stories come in sections, effectively using suspense and anticipation to evoke a variety of emotions from an audience. This post will first look at how stories that leverage suspense and anticipation are instantly more memorable, and why empathy is the strongest emotion you can draw out of your customers. Then,

we'll apply this neuroscience and content theory to your strategy and ensure that you're maximizing the resonance of every new asset you create.

First, let's talk about why episodic content matters for your strategy. There are two core benefits to thinking in chapters in content strategy:

1. When you organize your editorial and visual content creation process around themes and topics, you form a clearer vision of what you'll be covering over a certain time frame and you become more organized as a team.
2. Your audience grows accustomed to the style of information you'll be providing them with, and that expectation sticks out in their memories. The more you produce around a series, the higher returning visitors you'll see month-over-month, theoretically.

In the process of writing this post, I compared the average pageviews for all content published to the Content Standard between February 2014 and October 6, 2015 to the average pageviews of content published within an editorial series during that same time period. (For reference, some of our series include our Innovator Series, our Content Standard Case Study, our Instagram Strategy Series, and this 2016 Trends series here.) The results:

The average pageviews per article included in an editorial series is 124.3 percent higher than that of content published outside of a series.

The Content Standard isn't the only publication that sees its episodic content performing at an above-

average rate. The Atlantic's "If Our Bodies Could Talk" video series currently accounts for more than 17 percent of the site's total video views. If you follow Doctor James Hamblin, the star of the series, on social media, you'll also see a growing number of fans (some creepy, some not) asking him for advice, clues as to when the next clip will be released, and commenting on his looks (again, creepy).

Where are your fans? They're waiting for you to develop a series worth subscribing to long-term. Here's how:

Become the Hitchcock of Your Industry Through Suspense

Everyone's favorite movies, TV shows, and sports events come with a certain amount of suspense. No one likes a blowout Football game (except for a few fans of the winning team), and when a plot is predictable, why bother watching?

Researchers from Istanbul Şehir University wanted to understand how suspense affects the way our brains work. The study's core finding: The uncertainty of a close game is what brings people back from more.

Lead Researcher Sami Abuhamedeh tested the experiences of 72 undergraduate students as they played a few rounds of a video game. The study evaluated the participants' levels of enjoyment, suspense, and perceived competence and performance when paired with a weak or tough opponent. In the end, 69 percent of participants actually chose to play the game they won by a slim margin again.

A separate study, this one from the Georgia Institute of Technology, monitored how viewers of films by Alfred Hitchcock—the master of suspense—behaved during high- and low-suspense scenes. Researchers found that during high-suspense moments, the brain narrows what people see and focuses attention on the story. When a story is less suspenseful, people become distracted and devote their attention to their surroundings. A good story includes both moments of high suspense and scenes of calmness.

“Many people have a feeling that we get lost in the story while watching a good movie and that the theater disappears around us,” said lead researcher Matt Bezdek. “Now we have brain evidence to support the idea that people are figuratively transported into the narrative.”

The majority of content marketers today don’t use suspense in the content they create. The blog you were proud of and published last week? Yeah, it wasn’t an “edge-of-your-seat” kind of read. We’re all guilty of it, and it’s not that we need to become Hitchcock, but we do need to understand how suspense and reserving some information at first, can make our content more memorable.

We see this sort of suspense being used in some advertising. For example, this recent commercial from Campbell’s Soup comes with a sweet twist at the end:

The suspense and eventual conclusion makes this clip emotional and relatable. However, this is all you get from Campbell’s on this topic. It’s a one-and-done effort, with minimal character development and no promise of something more to come. This might be a

great story, but it’s a blip on our radar, that will quickly get swallowed up by the endless volume of content we’ll consume shortly after. What if Campbell’s put together a Web series on this family that included richer character development, points of conflict and resolution, and times of joy only found through family bonding? Instantly more memorable, shareable, and relatable.

[Learn the Power of Anticipation in Storytelling](#)

In storytelling, anticipation can be a good and bad thing. As a content marketer, it’s your job to understand when anticipation can work in your favor and when it can lead to stale marketing.

Researchers from the University of Wisconsin-Madison wanted to better understand how the simple act of anticipation affects our memory. The study found that the mere anticipation of a fearful situation can fire up two memory-forming regions in our brain. The main focus of this report was to better understand how to treat disorders like PTSD.

“Our study illustrates how the power of expectancy can extend to memory formation as well,” Jack Nitschke, a UW-Madison assistant professor of psychiatry and psychology wrote. “Just the expectation of seeing something bad can enhance the memory of it after it happens.”

However, fear isn’t the only emotion that leads us to anticipate something that has yet to happen. Neuroscientists at Georgetown University Medical Center found that anticipation is sometimes responsible for—and directly related to—action.

The scientists examined how people familiar with an album of music and people unfamiliar with it behave in-between songs. The results show the participants familiar with an entire album while listening have more brain activity than those unfamiliar with the work.

“This now explains how it is that, even before an anticipated song is actually heard, a person can start to tap fingers, dance, or sing to the music they imagine is coming next,” says Josef Rauschecker, PhD, director of the Program in Cognitive and Computational Sciences, at the University’s Medical Center.

[Let’s look at how this science applies to storytelling and marketing.](#)

First off, whether you’re publishing an editorial series or releasing video content periodically, your audience learns to anticipate the next in the series. While you likely don’t want to produce a ton of content that evokes fear from your audience, I’d guess that the logic in the study from UW-Madison also applies to other intense feelings like joy and sorrow. If you continuously create emotionally charged articles, videos, podcasts, and more, your audience’s memory-forming regions will fire up and they’ll be drawn closer to your work.

The second study poses a cooler opportunity—what happens when your audience comes to expect something from you? While you might not want to suddenly stop publishing in a series with no warning, you should play with anticipation to keep people on their toes. For example, if the main characters in your writing and visual media often find resolve by

the end of the story, try leaving the audience with an open-ended conclusion once, or have that person fail another time. Anticipation can work both ways—keep your audience coming back because they know what to expect, but it can also be used to disrupt monotony and keep your audience guessing.

A good story allows you to anticipate what comes next, but it doesn't reward all of your wishes in the end.

I recently spoke with Academy Award-winning screenwriter and director Dustin Lance Black about his "Crossroads" series for Coca-Cola. (Yes, I did just name drop in this post, and I'm not sorry about it.) One of my favorite aspects of Coke's series is that it toyed with anticipation and suspense. In each video, Lance Black led the audience down a familiar path, in which teenagers were faced with making a tough decision. Society would have us anticipate the teen's action (bully or make the cheap joke), but the plot would take a different direction, and immediately make our hearts flutter and our minds race. Sometimes showing your audience the opposite of what they expect works twice as hard to deliver results for your marketing.

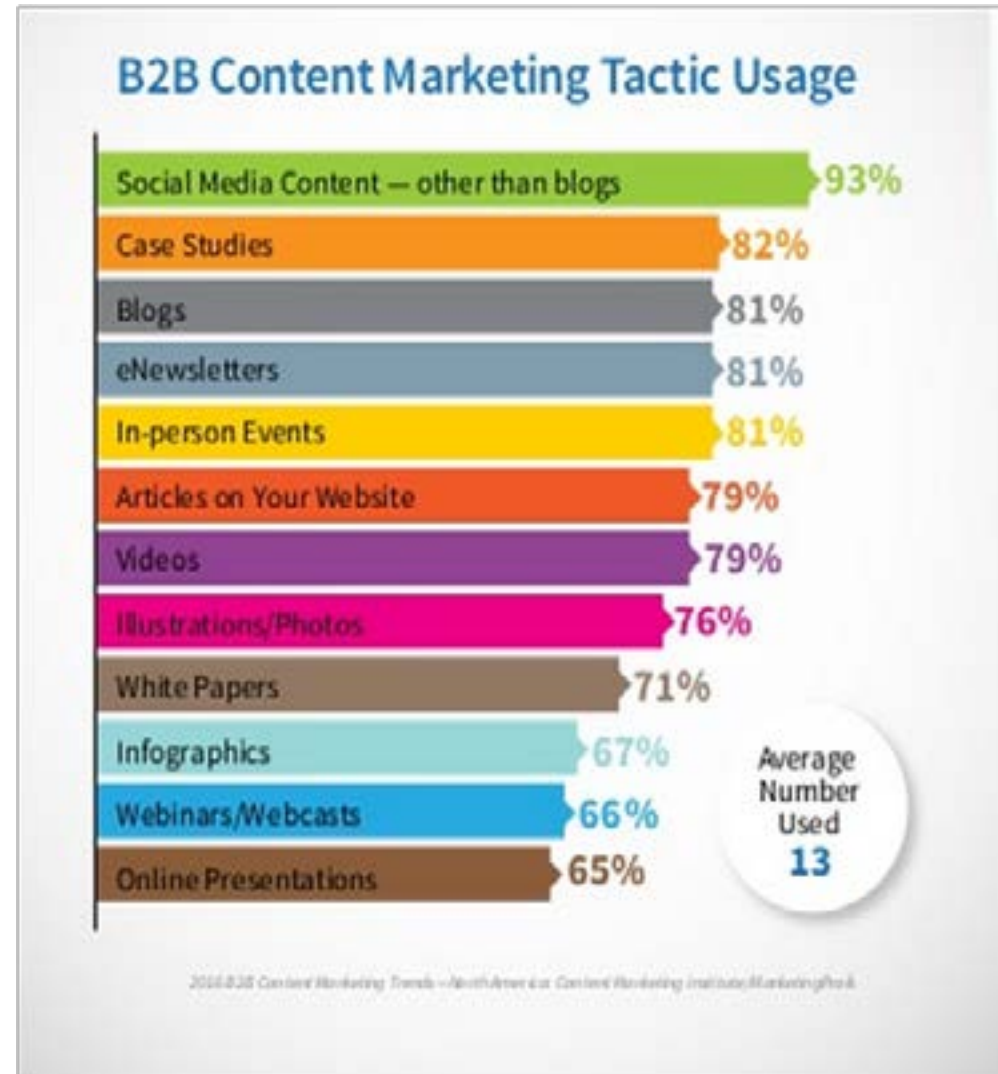
Content Variety Requires Focus on Cadence and Delivery

We're content marketers, not movie producers, so we have to understand how to adapt our content for multiple screens, devices, and delivery points. We don't have the luxury of our audience consuming an entire series at one time, and we sometimes have to repackage our narratives for use elsewhere on the Web. In the Content Marketing Institute's 2016 B2B

Benchmarks research, only 28 percent of respondents indicated that they have a documented editorial mission. It's one thing to have a content strategy, but without a governing document to guide the style and voice of what you create, a series can quickly become inconsistent and disorganized.

With 81 percent of B2B marketers using blogs and 79 percent using videos, there are a lot of one-off posts being created and not enough synergy between content types and platforms.

We know that people like to get information in a variety of ways. The easier we can make it for our audience to consume content in the way they want, the stronger levels of engagement we'll see



across the board. I hate to do this to you, but it's time to learn from the media industry...again.

A growing group of journalists are hoping to create a personalized style of reporting called "structured journalism." This term refers to the thinking of journalism as bits and pieces of information consumed in any number of ways.

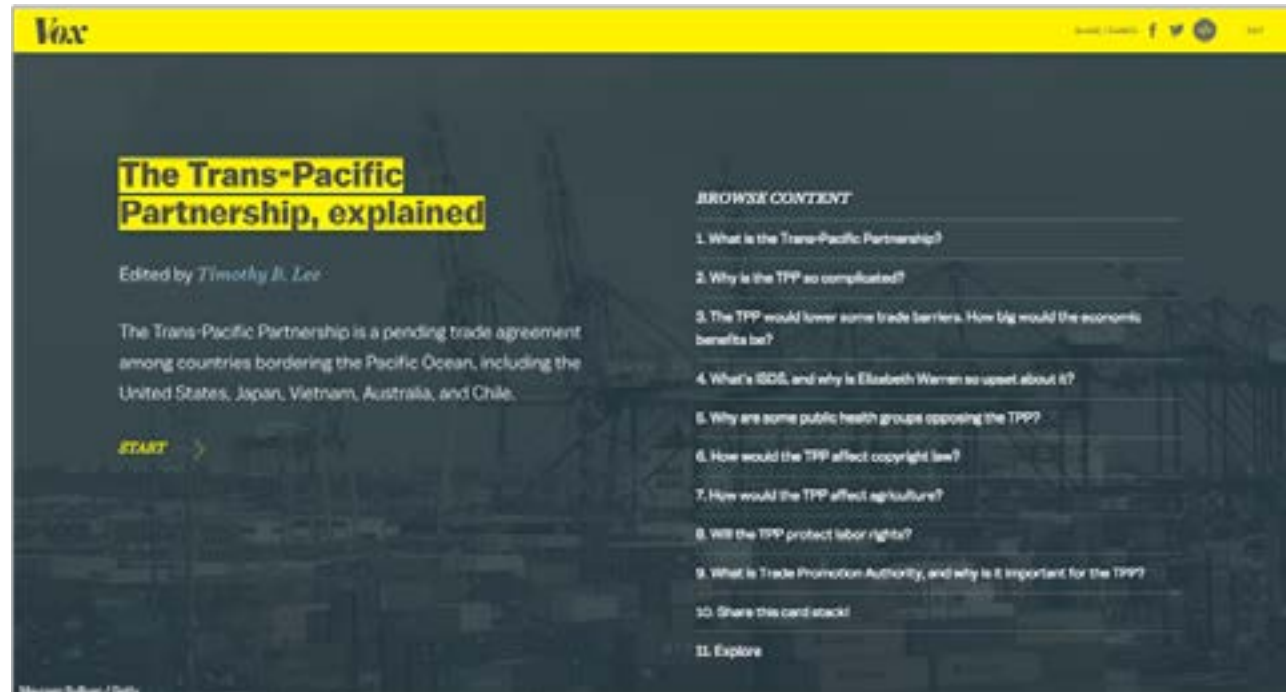
The Columbia Journalism Review writes, "With a 'structured' approach, information—the journalist's currency—is modular and accumulates over time. Readers can enter at the point of a story that's most relevant to them, then explore the rest at their own pace, guided by their personal curiosities."

What does this look like, exactly? I got you covered:

The Washington Post "Knowledge Map"

In July 2015, The Washington Post began testing its new Knowledge Map feature, which gives readers an easier way to get context for a newly published story. The Knowledge Map feature appears as a series of highlighted links within a story (Orange), and when clicked, the links generate columns of additional information

"We wanted to experiment with providing background information as a user reads a story to help bring context to a complicated topic, and we designed Knowledge Map to work in a way that would not interrupt the reading experience," The Post's Director of Digital Strategy, Sarah Sampsel, said. "Knowledge Map makes reading the news a more personalized experience, giving readers access to additional information as they need or want it."



Vox.com "Card Stacks"

Vox also uses a new news format to help readers stay abreast of evolving stories. Its popular "Card Stacks" act similarly to a SlideShare, in which readers consume information on one card before clicking on to the next slide—or chapter—in the news story. As an event evolves in real time, the author and editor of a given Stack updates the story with a new card. This centralizes the publication's coverage of a single story and helps readers easily find information.





MSNBC "Geography of Poverty"

This publisher took a visual approach to storytelling with its series that highlights the poverty-stricken areas of the United States. The stories flow together in one fluid Web experience, presenting readers with narrative-driven information, separated in chapters (top navigation bar). MSNBC also took the suspense and anticipation approach here by releasing new editions of this series over several weeks. By allowing readers to consume this story and by giving the rest of the media world time to report on this unique series, MSNBC was able to draw in an audience that craved the next chapter.

Think Doesn't Apply to You?

The way we're approach content marketing today will grow old and our audience will look for information in new, exciting ways. Episodic content is one way to build suspense, anticipation, and evoke emotional responses from an audience, whether in news reporting or in advertising. The examples above show you how businesses are breaking up stories into chapters to make information easily digestible and worthy of returning to in the future.

We have to ask ourselves if what we're producing tells a consistent story, or if our work resembles a lot of one-off pieces that conflict and contradict. To pull an effective series together, we need to better understand storytelling at the core, and we need to invest more time and money in developing our editorial missions.

Only 41 percent of B2B marketers polled by CMI want to become better storytellers in 2016. Are you one of the few making necessary changes to your content strategy, or are you comfortable with the status quo for another year?

I encourage you to learn as much as you can about story craft, from the power of suspense and anticipation, to character development and plot progression. We may be marketers, but we need to be storytellers, and there's a lot of creative wisdom we can't learn in deep data analysis and in applauding advertising campaigns. In 2016, you'll need to elevate your strategy one way or another, and I'm betting big on chapter-based content across the board.

This is just one of the major trends impacting your 2016 marketing strategy. For information on the other five trends, don't forget to check out the [series round-up](#).

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