

FocusON Marketing

PepsiCo Exec Has Tough Words for Agencies

PepsiCo's Brad Jakeman Suggests Shops Have Not Kept Pace With Change

By E.J. Schultz Ad Age

Ad agency models are breaking. Pre-roll ads are useless. Measurement models are outdated. The ad industry lacks diversity. And the phrase digital marketing should be dumped.

Those statements were among the declarations made last week by PepsiCo exec Brad Jakeman in a fiery, truth-telling presentation at the Association of National Advertising's annual "Masters of Marketing" conference in Orlando, Fla.

Mr. Jakeman -- who is president of PepsiCo's global beverage group -- went so far as to suggest that even the phrase "advertising" should go by the wayside. He did so before 2,700 marketing and agency professionals at an event put on by an association that has the word advertising in its name. "Can we stop using the term advertising, which is based on this model of polluting [content]," he said.

"My particular peeve is pre-roll. I hate it,"



Brad Jakeman speaks at ANA meeting

he added. "What is even worse is that I know the people who are making it know that I'm going to hate it. Why do I know that? Because they tell me how long I am going to have to endure it -- 30 seconds, 20 seconds, 15 seconds. You only have to watch this crap for another 10 seconds and then you are going to get to the content that you really wanted to see. That is a model of polluting content that is not sustainable."

But Mr. Jakeman, whose talk was called "Designing for Disruption," saved his toughest words for ad agencies. "The agency model that I grew up with largely has not changed today," he said, noting that he has been in the ad industry for 25 years. "Yet agency CEOs are sitting there watching retainers disappear ... they are looking at clients being way more promiscuous with their agencies than they ever have."

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[hispanic] market works

Continuing the rant, he said that the “global alignment agency is a dinosaur concept” and he questioned the level of innovation. “I am really worried that this model is not going to bend -- it’s going to break if we don’t really think about how to innovate,” he said.

Mr. Jakeman also ripped the industry’s lack of diversity. “I am sick and tired as a client of sitting in agency meetings with a whole bunch of white straight males talking to me about how we are going to sell our brands that are bought 85% by women,” he said. “Innovation and disruption does not come from homogeneous groups of people.”

Indeed, agencies -- or at least the agency of record concept -- had a tough day in the opening session of the ANA event, which ends Saturday and is being held at the sprawling Orlando World Center Marriott.

Harley-Davidson Chief Marketing Officer Mark-Hans Richer -- who delivered a late morning presentation -- responded to a question about agencies by pointing out that the motorcycle marketer works with a lot of shops and takes a “boutique” approach. “We have not had a lead agency in about five years,” he said. “Clients must take more responsibility for creativity. It’s not the kind of thing that you should offshore.”

Disruption has been an early theme at the conference. Marketers presenting on the stage so far appear to be taking less time showcasing big campaigns and TV ads, as in years past, and more time talking about how they need to rethink their organizations and approaches from the ground up.

Mr. Richer -- whose presentation was called “Fake Fight: Millennials vs. Boomers” -- sought to dispel the popular notion that growth comes solely from marketing to young adults. “Youth does not own cool. Youth does not own growth. Youth does not own innovation or disruption,” he said. “Old people are a growth market, too.”

Mr. Jakeman’s presentation was almost completely devoid of self-promotional Pepsi marketing, with the exception of the blue Pepsi can he carried in his right hand. And while he questioned agency models, he was also critical of marketing organizations for not changing with the times.

He said he has been to many marketing conferences and has seen some really creative things, which he said was “awesome.” But he “hasn’t seen our industry really push for incredibly disruptive things,” he added. “We are still talking about the 30-second TV spot. Seriously?”



There are brands whose inspired mission makes them stand out.

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AARP is the proud recipient of the 2015 Non-Profit Campaign of the Year iBravo! Award, from the Hispanic Public Relations Association.

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Is Spanish-Language Marketing Outdated?

By Obed Manuel, Latina Lista

Have you noticed how some companies have started targeting Latinos with bilingual commercials? They may be onto something.

Researchers with MAGNA GLOBAL and the Center for Multicultural Science have found that the language-only based marketing strategies that have been used to target Latinos may be outdated.

Given that the Latino community in the U.S. has greatly changed during the past two decades, a new set of subcultures are now clearly visible, their research suggests.

The study, published in the Journal of Cultural Marketing Strategy, found that nativity and years in the country have altered the face of the Latino community.

According to the researchers:

"This duality suggests that targeting Hispanics effectively in the context of today's demographic landscape may not rest on using Spanish only — but English-language efforts will be required to address the full range of us Hispanics, as well."

The researchers' findings are simple:

foreign-born Latinos watch much more Spanish-only television and simply speak more Spanish, while second and third generation Latinos watch more English television but still may experience much Spanish-language influence.

Networks watched	Percentage of cases		
	Generation		
	First	Second	Third
Univision	63.8%	25.8%	6.2%
Telemundo	58.0%	18.1%	5.5%
FOX	31.6%	54.8%	53.8%
UniMas	31.4%	8.4%	1.7%
ABC	28.9%	52.6%	60.0%
Azteca America	25.2%	5.2%	1.4%
CBS	25.1%	41.6%	52.4%
NBC	24.6%	46.8%	52.4%

The generational breakdown in the table above shows that second and third generations of Latinos watch less Univision and Telemundo, the two most popular Spanish-language networks.

But newer generations do watch more English-only language TV networks. That means that companies aiming to appeal to Latinos as a whole by advertising only on Univision and Telemundo are missing two huge chunks of the community.

The researchers summed it up best in their report:

Some of the best campaigns are not about a product.

They are about people.

ConAgra Foods is the proud recipient of the **2015 Corporate Social Responsibility Campaign of the Year ¡Bravo! Award**, from the Hispanic Public Relations Association.

The award recognizes ConAgra's **Child Hunger Ends Here** initiative, helping 15.3 million children of food insecure households, through ConAgra brands such as Hunt's, Chef Boyardee, Reddi Wip, Marie Callender's and PAM. Nothing like the eloquence of good actions.

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“Spanish-language programming may have been central to the creation of Hispanic marketing, but as the us Hispanic population grows through the second and third generations, which continue to represent an estimated 60 per cent of the total Hispanic population, there is an opportunity for corporations to continue to use Spanish-language, but they will also need to consider using English-language in their Hispanic marketing efforts. Media diversification in television programming will help corporations increase target effectiveness.”

FocusON Television

Fusion News

Fusion TV has laid off 30 full-time staffers, along with a restructure in programming. In 2016, Fusion will focus on three main areas of programming: U.S. presidential election coverage, investigative special reports and “topical comedy” programming. Fusion also announced a partnership this week with The Root, a leading African American news and commentary site where the two will co-produce TV content to air on the cable network.



New Spanish-language Web Series ‘Tenemos que hablar’ Designed to Attract Millennials

By Nicole Akoukou Thompson



Photo : Univision

“Tenemos que hablar” (“We Need to Talk”), the new Spanish-language Univision webseries, designed to attract millennials or bilingual Latino millennial audiences,

embraces drama, comedy, profanity and, of course, emojis.

The series documents a difficult long-distance relationship between 20-year-old Emilia and her boyfriend Bobi , who has relocated from Mexico to Miami. The bi-national series is filmed in Miami and

Mexico, and features the YouTube sensations Daniel Tovar and Ricardo Polanco.

The show will feature the realities of two young people who depend heavily on social messaging apps and media, which is expected to resonate with millennials. The series is co-produced by the Colombia-based digital production company Dirty Kitchen, which is responsible for a number of highly successful Latin American web series, including “Cosita De Niñas.”

“Hispanics consume 12 hours of online video a month, two percent higher than the average U.S. audience,” said Sameer Deen, senior vice president of Univision Digital, according to a press release. “Launching ‘We Need To Talk’ is part of our commitment to delivering a wide range of Engaging Millennials love that ubiquitous content.”

The first of 12 episodes appeared last week, and the series will be uploaded weekly. It will then remain available to those who enjoy binge-watching media. Billed as Univision’s first original millennial Spanish-language web series, the network expects to attract younger audiences. Recent studies have shown second and third generation U.S. Latinos are less likely than first generation Latinos to watch Univision. Instead, they are drawn to English-language television. Perhaps the new web series will help to change that.

The comedy will only be available on Univision.com and on Univision’s YouTube channel, and it was launched on Oct. 15. Information about “Tenemos que hablar” is available through Twitter, Snapchat, Instagram, Facebook and countless other social media platforms.

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Univision Communications Inc. to Host Conference Call Tomorrow October 27, 2015

Univision Communications will conduct a conference call to discuss its third quarter financial results at 11:00 a.m. ET on Tuesday, October 27, 2015. A press release summarizing its third quarter financial results will be available on Univision's website at <http://corporate.univision.com/investor-relations/financial-information/> at the opening of business tomorrow, Tuesday.

To participate in the conference call, please dial (866) 547-1509 (within U.S.) or (920) 663-6208 (outside U.S.) fifteen minutes prior to the start of the call and provide the following pass code: 56357218. A playback of the conference call will be available beginning at 2:00 p.m. ET, Tuesday, October 27, 2015, through Tuesday, November 3, 2015. To access the playback, please dial (800) 585-8367 or (within U.S.) or (404) 537-3406 (outside U.S.) and enter reservation number 56357218.



Univision Beset By Media World Turbulence as It Plans IPO

By Meg James *Los Angeles Times*

Univision Communications' owners were hoping that by mid-October, Wall Street would be cheering the company's public stock offering that was expected to be one of the year's biggest.

They weren't counting on a media stock meltdown, a retrenchment of the IPO market or a dust-up with Donald Trump.

The landscape has changed dramatically since Univision registered its stock offering with the Securities and Exchange Commission in July. Company officials are set to decide in the next few weeks whether to push forward with the IPO — or wait for the turbulence to ease, according to people familiar with the matter who were not authorized



Univision, which is owned by several private equity firms and Los Angeles billionaire Haim Saban, pictured, had been planning to raise about \$1 billion through a partial offering of its shares. Slaven Vlasic / Getty Images for Paul Frank Indu

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to speak publicly.

Wall Street in August began dumping media stocks over fears about long-term growth prospects of television companies amid an uptick in the number of consumers scaling back their pay-TV subscriptions. The uncertainty increased the risk that investors might pay less than the hoped-for price for Univision's shares — depressing the company's value.

Univision, which is owned by several private equity firms and Los Angeles billionaire Haim Saban, had been planning to raise about \$1 billion through a partial offering of its shares. The owners have long insisted that the company is worth more than \$20 billion.

"They still have a compelling offer to investors," said Xavier Gutierrez, chief investment officer for the Meruelo Group, which owns Spanish-language station KWHY-TV Channel 22, which competes with Univision's juggernaut KMEX-TV Channel 34 in Los Angeles. "Univision remains an incredible brand with incredible content."

But since late June, Univision has had to contend with brush fires on several fronts.

Univision severed its business ties with Trump after the Republican presidential front-runner referred to some Mexican immigrants as "rapists" and said others were bringing drugs and crime into the U.S. The company backed out of its commitment to broadcast the Miss U.S.A.

pageant, which was then controlled by Trump.

The real estate tycoon promptly filed a \$500-million lawsuit against Univision. A preliminary court hearing is scheduled for Tuesday in New York on Trump's breach-of-contract lawsuit against Univision.

"Our lawsuit is going forward," said Alan Garten, general counsel of the Trump Organization. "I haven't heard anything about their IPO — maybe they are afraid of our lawsuit."

A spokeswoman for Univision declined to comment.

Tension between the two sides heated up in late August when Univision star anchor Jorge Ramos was ejected from a Trump news conference in Iowa, an incident that

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was replayed on cable news channels. A security official escorted Ramos from the room after the journalist interrupted Trump to demand the candidate defend his plan to deport millions of undocumented immigrants. Trump told Ramos, "Go back to Univision."

Univision had wanted to go public this fall to take advantage of anticipation over political spending on TV and radio ads during next year's elections. Politicians are expected to spend heavily to court Latino voters, who could become pivotal in the election. There are more than 57 million Latinos in the U.S., making up 18% of the population.

A deluge of campaign dollars could add more than \$100 million to Univision's top line in 2016, analysts say. The company might miss a timely marketing hook if it postpones the IPO beyond next spring because primary elections would be well underway.

But there are other issues dampening enthusiasm, including a nagging demographic trend that eventually could stunt the growth of Spanish-language media companies like Univision.

Immigration from Latin America has slowed in recent years, and more Latinos are being born in the U.S.

More than two-thirds of Latinos in the U.S., a record 33.2 million people, speak English proficiently, according to a Pew Research Center analysis of U.S. Census Bureau data. That's a 15% increase over 2000, when 59% of Latinos in the U.S. were fluent in English — and a 30% increase over 1990 levels, according to the research.

An estimated 89% of U.S.-born Latinos speak English, which gives them vast choices when it comes to watching TV. Unlike their parents or grandparents, young Latinos are

as likely to watch Fox, Bravo, HBO or videos on YouTube as they are to watch Univision or competitor Telemundo.

"Spanish-language media companies will have to contend with the head winds of this emerging trend," Gutierrez said.

Univision has invested in upstart cable channels Fusion and El Rey to diversify its offerings and appeal to young adults who primarily speak English. But both networks have lost money for Univision.

"This is one of the bigger challenges facing marketers," said Mark Hugo Lopez, director of Hispanic research for Pew Research Center in Washington. "How do you reach English-speaking Latinos who are aware of their identity, and celebrate it, but also consume most of their media in English?"

Univision also might be delaying the IPO to wait for stronger earnings reports.

The company posted a net operating loss of nearly \$178 million during the first six months of the year, which was partially because of management fees paid to its private equity owners.

This year isn't expected to be as robust as last year, when Univision generated \$2.9 billion in revenue, including \$120 million in advertising sales from its broadcast of the World Cup. During the first six months of 2015, revenue slipped 9% compared with the year-ago period.

Univision also has been struggling with huge debt ever since the leveraged buyout in 2007 when the Saban Capital Group, Providence Equity Partners, Madison Dearborn Partners, TPG Capital and Thomas H. Lee Partners bought the company for \$13.7 billion.

Univision still has about \$10.3 billion in debt on the books,

according to its regulatory filings.

Univision's owners were not planning to unload their entire stake in the media company, but rather begin their gradual exit. One of the owners — Grupo Televisa of Mexico City, which provides Univision's hugely popular telenovelas — plans to increase its stake in Univision.

Last year, Saban tried to sell Univision to entertainment behemoths Time Warner Inc. or CBS Corp. But those talks collapsed when the companies separately balked at Univision's \$20-billion price. The group then turned its attention to the IPO.

"It's a tricky time to go public," said Troy Hooper, senior reporter for the financial news service Mergermarket. "We are seeing a lot of volatility in the market, and that has caused some companies to pull back. Some bankers are advising their clients that they shouldn't go out until they have to."

In the third quarter, the IPO market declined 43% from the previous-year period with just 34 deals, according to Renaissance Capital. Last week, grocer Albertson's abandoned plans for an October stock offering.

Univision has "to go out — even if they take a haircut on the price that they were looking for," said Sam Hamadeh, chief executive of research firm Privco. He also pointed out that Univision's private equity owners have held their stakes for nearly a decade — an unusually long time.

"The IPO should have strong investor interest," Hamadeh said. "Univision is a brand name company that people use, and most investors aren't looking 20 years out. The average IPO investor holds onto their stock for less than 12 months."

FocusON La Política

Why Latinos Can't Dump the Trump

By Vicky Llerena, Ideas Press

Unrelated to my usual daily grind of marketing and video promos, I felt compelled to write a blog posts on Trump . After being invited to serve as a guest panelist at New Jersey City University Latino Talk event, I started to consider my role as a Latino women and its representation in the presidential race. Here it goes — enjoy.

Let's set the record straight: Trump, by no means is a threat to the Latino community. This emotionally reckless real estate tycoon turned reality TV star has transformed our evening news into a spectacle variety prime time show – welcome to American politics. His rants on Mexico sending rapists, drug lords, and criminals have landed him headlines on all national media outlets. And who can forget his infamous one line insult to Univision Host, Jorge Ramos, "Go back to Univision." Ah yes, dear ol' Trump, your name has become synonymous to the phrase "Latinos" – ay Dios mio!

Yet, his xenophobic Trump campaign has taught the Latino community some indispensable political lessons:

Wake Up the Sleeping Giant

Since Obama's reelection in 2012, the Latino issue



has moved to the back burner by both Conservatives and Democrats. Sure, we all remember Obama's was a supporter of the DREAM Act back in 2010, but all it gave birth to was a watered down version known as Deferred Action for Childhood Arrivals (DACA), which stipulated few of the provisions and benefits included in the original DREAM Act.

Trump, on the other hand, has recently ignited the fire for Latinos. Arguably, one can claim that Trump

has made the Latino matter a hot button issue for this presidential election. His threats on deporting 11.5 million illegal immigrants, buildings fences that stretch across the frontier, and his provocative claims to make "America white again" have antagonized the sleeping giant: Latinos.

We know that the Hispanic vote was a crucial voting block for Obama's presidential victories. In fact, pollsters consider the Latino vote the fastest growing segment

of eligible voters. Consider the Latino voting influence: by 2016, we will have 26.7 million Latinos eligible to vote – a 58% jump from a decade ago. And although the Latino vote lagged behind the African American vote and the White vote in 2012, this powerful and influential electorate could result in a large voter turnout.

David vs. Goliath

In his self-proclaimed doctrine, Saul Alinsky (for all those polisci enthusiasts) asserts that social movements are successful when one is able to strategically identify the protagonist from the antagonist. Perhaps Trump is a perfect illustration of Alinsky's argument. Love him or hate him, the multi-billionaire entrepreneur embodies the idea of power and white supremacy. His unfavorable comments to the Latino community, however superficial they may be, have painted him as the cynical one-eyed Goliath preying on the defenseless illegal Latino community.

More beyond than this, the phrase Latino – a unique identifying ethnic idiom – embodies a larger community that extends beyond illegal immigrants. As cliché as it may sound, Latinos stick together. Perhaps having Trump attack a sub-group of the Latino community has inadvertently made the Latino community more united. He's even got political commentaries and celebrities jumping on the "I despise Trump" bandwagon. Singers Pitbull, Ricky Martin, Shakira, and former Miss Universe have openly voiced their disapproval against Trump.

Creating Social Movement Mobilization

The National Council of La Raza—political advocacy

group helping Latinos in civic engagement, civil rights, education, and immigration—, held a conference in Kansas City, with the hopes of registering more Latinos to vote for this upcoming election. The Latino Victory Project, an organization founded by Eva Longoria aimed at helping Latino politicians win local, state, and federal offices, produced a promo video with actors uttering anti-Latino racist slurs originally stated by Republican candidates.

Is an anti-immigration stance a political suicide? As paradoxical as this may sound, Trump's political comments are conducive to the Latino voting power.

But as we learned with Don Francisco's 53-year career (he was Chilean host of the longest running international Latino variety program in history), the show can't go on forever. We must learn to use verbal attacks as attributes, insults as opportunities, set backs as comebacks. This may be the year for Latinos and Donald Trump is just the guy we need to help us get there.



Vicky Llerena is SVM's host, content creator, and public relations strategist. No amateur to the media industry, Vicky brings with her over eight years of experience having worked at Univision WXTV-41, Hudson Media Group, and PRNewswire. She works with clients to manage all their media communications needs. Aside from managing SVM, Vicky is also an adjunct professor at Saint Peter's University, New Jersey City Institute of Technology and Hudson County Community College. Vicky is a member of the New York Journalism Press Club.

FocusON Metrics

Here Are the Answers to All Your Questions about Nielsen's Total Audience Measurement

By Jason Lynch, Adweek

Just how "total" is total measurement? Now that Nielsen has unveiled total audience measurement details, what does it all mean, and more importantly, when will you be able to get your hands on it? Here are the answers to some of the biggest questions surrounding total audience measurement:

Why wasn't Nielsen measuring these other platforms previously?

The company has but says it hasn't been able to include those measurements in its ratings because of the C3 and C7 eligibility rules that were established by buyers and sellers in 2006. "Those rules stop us and don't allow us to put any of that viewing into the ratings," said Megan Clarken, evp, global watch product leadership for Nielsen. "You can't add anything to the ratings if it's viewed out of the seven-day window—it's not allowed to be included." Because total audience measurement isn't restricted to C3 and C7, those platforms can now be included.

Is anything missing from total audience measurement?

While it will cover almost all of the ways people view content—VOD, DVR, mobile, PC, tablet, connected TV,

devices like Xbox, Apple TV and Roku, as well as linear TV—it won't measure content streamed on wearable devices like the Apple Watch. "It's not something we measure," said Clarken. "There's always going to be things that are so small for us right now."

Will Netflix programming be measured?

Some, though not all of it. While Netflix and Amazon, which refuse to share any ratings metrics, strip Nielsen's digital watermarks from its content, some of the studios that supply content to those SVOD (subscription video on demand) providers want to know how many people are watching those shows. "Our clients have an interest in being sure they're measured appropriately by a third-party independent," said Clarken. Those clients have supplied Nielsen with audio files for their content, which can be measured by Nielsen's meters in its panelists' homes. "What we can't do is identify the source—we don't know that it's Netflix," said Clarken, though that data can often be gleaned by process of elimination.

Currently, Nielsen will only be measuring the programming requested by specific clients—who have given Nielsen audio files for 4,000 separate episodes—but not all Netflix or Amazon programming. "Ultimately, we'd like to get to the point where we do have a syndicated service and Netflix is being measured, but there's a lot of hurdles there," said Clarken.

Will YouTube content be measured?

Yes. "We will cover everything that's on YouTube," said David Wong, svp, product leadership at Nielsen. "They're the opposite of Netflix. They're willing to share information about their viewership and then give us

comprehensive information by platform, by asset, by channel." Nielsen is working with all digital publishers to include their content in total audience measurement, and has been collaborating with Google on VideoCensus, a panel based-digital measurement tool, for several years.



When is total audience measurement coming?

Nielsen will debut total audience measurement in December in what it is calling "a private industry preview," said Kelly Abcarian, svp, product leadership. At that point, clients will only be able to view their own data but won't have full use of the tool and can't see how their content stacks up against others. The company is planning to make its "syndicated" view, wherein all clients will have access to the total audience measurement tool and be able to see each other's performance, available late in the first quarter of 2016.

What are the common metrics?

Content will be measured by "average minute audience" (the average of the audience per minute) and GRP (gross ratings point, where one GRP is equal to 1 percent of TV households). "Nothing changes there," said Clarken. "And then the flexibility of being able to look at your content, or how you've performed from an ad perspective as a

network allows you to use the data to tell the story the best way you can. But in comparing, we still rally around the GRP as the foundation."

Will Nielsen's national panel remain the same size?

Nielsen is doubling its national panel in January from 20,000 households to 40,000 households and a total of 100,000 viewers. "We believe in a vision of panels plus big data sets. The big data set on the digital side is the census data," said Abcarian.

Will the ratings take longer to be released given all this additional data?

The intervals will remain the same. "What we would like to do is speed them up," said Clarken. "We'd like to get to a place where we can produce rolling ratings, where if you want C8, you'll get it on day nine. We continue to invest heavily in the core business to make sure that the platform is robust, the panels are the right size, they're representative, and the service is running as fast as possible to be able to turn that data set around."

What will weekly top 10 lists of TV shows look like now?

"One big difference I think you'll see is that it's no longer restricted. It's a video world, so it's not a TV question. It's much broader: Who won on video last week?" said Clarken. "And you could extend that to audio, as well. We envisage a time where Pandora and Spotify will be in the mix somewhere. And so it's about thinking about content types and competing content types rather than the silos of industries that we've seen in the past."

FocusON Ad Agencies

'A Necessary Evil': Confessions of an Agency PR

By Shareen Pathak, Digiday

Agencies, in the business of marketing their clients, often don't do as good a job marketing themselves. That's where agency PR comes in. In-house or via outsourcing, agencies rely on communications teams to get work noticed, get their people in the news, scoop up some awards and get clients' attention. Despite that, "PR isn't really considered a priority," according to an agency PR pro who takes part in our latest confessions.

What's the hardest part of your job?

The people I have to represent. There are so many egos, especially in the creative space. The people we deal with have got this inflated sense of ego, and if you bring them to an opportunity — like, OK, here's the chance to appear in a magazine — they won't take it. They think every single thought of theirs is worth a profile or something in *The New York Times*. One time, there was a planner — literally, a planner — who wouldn't do a bylined piece for anyone that wasn't at that level. It all comes down to ego.

What's particular to working with agencies?

The politics inside agencies. One executive says, "Why is so and so talking about creative work when that should be me?" There's all this clamoring for recognition and credit. They think every campaign deserves a Cannes Lion.

Do you find the idea of bravery in advertising



silly?

There are campaigns that are world changing. But everyone wants to be the next Droga5 campaign for Under Armour. But at the end of the day, is your work up there? Probably not. It's up to us to manage expectations for results, and that's hard.

What exactly are the expectations?

It's things where they don't want to have an online story. They want print. Print still carries weight. If it's a newspaper, bonus. The other thing they want is a story about the agency and its office space and its open culture. A profile. It's kind of crazy.

What about the journalists you work with? How much do relationships matter?

They matter. But there are a lot of factors in play. How many stories have I given X in the last month? Do I need to spread the love around? The other thing you look at is, if you try to build one executive's profile for a certain accolade or award, then you strategically want to give

stories to the magazine that might give them that award. There is a lot of strategy that goes behind it. I feel like some reporters think it's about favors, but there's a lot more that goes into it. It's about being strategic. There are some publications that will terrify people into giving them exclusives.

Does that work?

Listen, PR is a necessary evil. You kind of have to work with us. Even in tech or media or advertising, people get blacklisted. Fear mongering doesn't work as well as they think to.

What takes up most of your time?

It's the leakers. People who are leaking things about the business or about clients with no regard to a bigger strategy thwarts your ability to do your job. They think it helps their personal brand. When I was at my old job, there were so many leaks to this one very well-known reporter that the joke was she was actually doing the company's PR for us. Personally, it was scary. It's damaging.

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Cuban Carriage Drivers Try a Worker-Managed Cooperative

By Mimi Whitefield, *The Miami Herald*

Visitors to Cuba who want to take a trip back in time can climb aboard a horse-drawn carriage for a narrated jaunt around the cobbled streets of Old Havana.

But the horses, carriages and drivers are actually part of a very modern phenomenon — the economic reforms that are supposed to give the decrepit Cuban economy a new lease on life.

Since early last year, the horse-drawn carriage business, which is centered near Havana's landmark Capitolio, has been a worker-managed cooperative called El Carruaje that includes 124 drivers.

As part of an effort to move hundreds of thousands of Cubans off state payrolls that began in 2010, the government has been turning formerly state-run service enterprises — beauty salons, barber shops, taxi collectives, restaurants, and yes, horse-drawn carriage concessions — over to their workers.

"It's a new thing. Before we were state workers," said Leo Pérez Pérez, who heads the carriage drivers cooperative. "Carriages carried the aristocracy in the colonial era, and Eusebio Leal, the historian of Havana, revived this activity as a historic gesture."

Between 2013 and 2014, nearly 500 new non-agricultural cooperatives were authorized by the Cuban



On a recent, overcast, September afternoon, Rafael Díaz Peña and his horse, Peter Pan, were offering rides near Cathedral Square in Havana. Emily Michot

government, and at the beginning of this year another 300 were under consideration, according to Ted Henken, a Baruch College professor who has studied self-employment and entrepreneurship in Cuba. Some 77 percent of the private cooperatives are former state-owned enterprises and 23 percent are startups.

But Henken said Cuba's flirtation with the market economy doesn't mean it is abandoning its socialist

model. During a recent visit to the island, he had expected to see more changes. Instead, Henken said, he saw "islands of innovation and entrepreneurship" that at the end of the day were "still islands."

There are now more than a half-million Cubans who are working on their own, but many of the jobs don't imply any technology or innovation, Henken said.

Not all of the new worker-managed coops have been

successful either, and many cooperatistas are still getting used to the added expense, responsibility and hard work that comes with running a business on their own. But several interviewed by the Miami Herald said the attraction is that, through their own efforts, they can earn more than they did before.

Pérez said the cooperative members are learning as they go but that change was necessary. "The national economy can't continue as it has been," he said as he stood at the carriage stand near Havana's Central Park.

Ten percent of the money the cooperative takes in is paid out in taxes and it also contributes 1 percent of what it takes in in Cuban pesos, the currency that most Cubans use, and 5 percent of its hard-currency earnings to preservation of the Old Havana historic district, which is a UNESCO World Heritage Site.

Drivers, Pérez said, are expected to contribute a minimum of 3.5 Cuban convertible pesos (CUCs) — around \$4 at the dollar exchange rate — every day except Sundays "whatever happens." That's not hard, Pérez said, when there are plenty of tourists around. But on rainy or cool days, it can be difficult.

He said he's happy about the new relationship with the United States because he expects it will bring more visitors. "Others want to see Cuba as it is today because tomorrow it may not be the same," Pérez said.

Cuba isn't yet ready for massive tourism, he said, but the carriage drivers would like to see a steadier stream of customers during the entire year. Plus, Pérez said, there's a lot of competition from the vintage American cars that squire around international visitors and the bici-taxis, rickshaws made from old bicycle frames that

are powered by runners.

Drivers charge 20 to 25 CUCs to drive a carriage carrying up to four people around for an hour with commentary about the old buildings they're passing and the history of Cuba.

But on overcast and slow days, drivers are willing to cut deals. "I'll take you to the Plaza de la Artesanía [a shopping spot] for five pesos," offered Rafael Díaz Peña as it began to sprinkle on a recent day. It was a short trip from a carriage stand near Cathedral Square but it meant his horse, Peter Pan, would need to navigate traffic along the Malecón, Havana's seaside highway.

Peter Pan grew skittish as a chugging truck approached, but Díaz safely delivered his customers. "This may be all I'll earn today," he said. On a good day, he'll take in \$25 or \$30. The spot near Cathedral Square is a prime one, he said, because it's where taxis drop off tourists.

The horses spend the night at the homes of drivers who live in outlying municipalities such as Regla, Marianao, Guanabacoa, San Miguel del Padron and El Cotorro where animals can be kept.

Díaz, who lives in Regla, turns his carriage in at a terminal and hitches a lighter two-wheel buggy to his horse for the 40-minute trip to his home — the long ride home because horses aren't allowed in the tunnel under the port of Havana that would make the commute much quicker.

"The cooperative gives us food to feed the horses," he said. "At night they also chomp grass. We give them the food they require, we give them a bath, and all that they need so that the horses can feel calm and strong,"

he said.

Díaz has four horses and he rotates them — one day on duty, one day of rest — so they stay fresh.

But the horses, most of them hardy criollos, have more free time than he does. "I work every day and rest only one day out of the week if I want — Saturday or Sunday so I can spend a little time with my family," he said.

Díaz, who has worked as a carriage driver for the past nine years, said he grew up around horses. "This type of work has been passed down from generation to generation — my grandfather, my father, then me and so on," he said.

Not all the drivers take the horses home with them. Richard Antonio González, who lives in the heart of Central Havana, is an urban driver. He picks up a fresh horse each day when he gets up his carriage.

"I like working in the tourism industry," said González, who was wearing a cap emblazoned with the words Los Angeles. It was a gift from a client. "We make friends, learn new things and this really helps my family. I like getting closer to the outside world through my work."

He's ready rain or shine. González recalled one December day when a cold rain was falling and a carriage full of tourists was insistent that the tour should go on. "They wanted to see the city and I wanted to show it to them," he said.

But on a lot of rainy days, he doesn't take in anything. "Here it's supply and demand," he said.

González said he's looking forward to an increase in business as the new relationship with the United States develops. "What we want is a true relationship," he said.

"We don't have any interest in being enemies."

Meanwhile, the work of the carriage drivers isn't the only form of transportation that has undergone a transformation. The state used to have a monopoly on the taxi business. Now, some drivers own their own cars, others rent them from the state and still others remain state drivers and pilot cars owned by the government.

Julio Pérez, a former state driver who now pays rent for his car, jokingly calls it "the devil's rent" because he has to bear the cost of everything from maintenance to gasoline.

Taxi driver Omar Valdes says he likes the sense of ownership he now feels. He has covered the seats of his taxi in flowered upholstery and keeps the car scrupulously clean. "What Cuba had lost was the sense of ownership. People didn't take care of things and took the attitude that the state will fix it," he said.

When he needed to make the trek to Varadero Beach for a regular Canadian customer this summer, he got up early to check his car's battery and fluids. "If I have a problem on the road, it's my problem, not that of my client," he said.

Before, if a taxi he was driving needed a repair, he would drop it at the state garage. But there was seldom any sense of urgency. "They'd maintain it when they got around to it," he said. Now, even with maintenance and gasoline costs and the taxes he pays, Valdes says he is still doing much better than he did under the old system. And with the upturn in tourism, he said he's got just about as much work as he can manage.

What It's like to Launch an Independent News Outlet in Cuba

By Ernesto Londoño, *The New York Times*

Elaine Díaz, the first Cuban journalist to receive a Nieman Fellowship at Harvard University, returned home earlier this year and resigned from the University of Havana, where she taught for seven years. Last weekend, she launched a news startup, *Periodismo de Barrio*, or Community Journalism. I asked her about her plans, the new era in relations between the United States and Cuba and her impressions of the United States.



You recently quit your job to launch an independent news site in a country with no press freedom laws, no independent printing presses and extremely limited Internet access. What were you thinking?

I believe in journalism as a force that can improve societies. I also believe that there are problems in local areas in Cuba that need to be addressed. A process as complex as the economic and social reforms that are taking place in my country at this moment, in the midst

of broadening ties with the United States, needs as many voices as you can get to illuminate the Cuba that is emerging.

Describe the types of censorship in Cuba today.

To properly describe censorship in Cuba I would have needed to have worked at a state-run media outlet and I never did. My taste of censorship on the island stems from pieces I published on my blog, *La Polémica Digital*, the Digital Controversy.

How were you censored?

There were occasional reprimands from my bosses at the University of Havana, a state-run institution, for critical posts. I have friends who were punished or removed from their jobs as a result of articles they posted online. Interestingly, there are people within state media who are eager to spread news that they couldn't publish. I once wrote an article exposing corruption at a boarding school. The former deputy director of the state-run Cuban News Agency printed the post and left it in the office of the Ministry of Education. They launched an investigation and the director was fired and faced legal charges.

What subjects will your team focus on?

Do you know how long a person can wait in Cuba to rebuild a home after a hurricane? Seven years, ten years, fifteen years, a lifetime. *Periodismo de Barrio* is a non-profit outlet that will report stories about local communities affected by natural disasters and those that are vulnerable to hurricanes, floods, droughts, fires, landslides and man-made calamities. We want

to tell the stories of those people. With a little luck and good work, we hope to find solutions to their problems.

How will you pay the bills?

In Cuba, journalists employed by state media outlets make between \$25 to \$30 a month. For that reason, many moonlight at other outlets, including international news organizations. We are currently paying journalists \$100 per month. It's not much. But it is what I can afford with the money I saved during my fellowship. Going forward, we may consider working with non-government organizations that support international journalism and crowd-funding.

How will you reach readers?

Besides our website, we intend to publish on Reflejos.cu, a site within Cuba's intranet that hosts blogs and is accessible to Cubans who have government-provided Internet connections at work and at home. We hope our content will be included in el paquete, multimedia packages that are distributed weekly to Cuban homes in hard drives that people use to download movies and reading material on personal laptops. We also will distribute articles to community leaders and government officials using flash drives, and occasionally printouts.

Is it problematic to take money from American organizations?

It depends on where the money comes from. Several universities and organizations in the United States have been supporting initiatives in Cuba for years and are well known. There are also groups that get money from the American government for "democracy promotion." We want nothing to do with the latter.

Independent journalists in Cuba are often branded as "dissidents." What does that word mean to you and are you worried about being labeled as one?

If a dissident is someone who expresses dissent, then I'm one of them. If a dissident is someone who belongs to the political opposition, then I'm not one. I'm not worried about being labeled a dissident. I'm not worried about labels at all. People usually label others with little or no information about them in Cuba. I can live with that.

Does the new era in American relations with Cuba make it easier for you and other journalists who want to do independent work?

It has created a more relaxed atmosphere, an environment in which thinking differently is no longer interpreted as "giving ammunition to the enemy," because "the enemy" is now a government with which my president sits down to discuss our differences. We would like to work with organizations that are located in the United States and support journalism projects around the world, and with those who have done serious work in Cuba in recent years. New regulations implemented by the Treasury Department make that possible.

How easy is it to get interviews with government officials or official information that is not in the public domain?

So far, we have gotten many interviews. Some people have turned us down. In each case, we have explained what Periodismo de Barrio is, who we are, where we have worked before. People ask if we belong to media outlets associated with the political opposition. We answer truthfully: no. People tend to trust us or at least

they give us the benefit of the doubt.

Will you write about politics?

In Cuba, everything is related to politics.

Do you expect you will have to self-censor to some extent?

I hope not.

During your time in the United States you befriended many American journalists and visited several newsrooms. What did you come to see as the biggest strength and biggest weakness of the American press?

Journalists in the United States have a robust legal framework that protects the exercise of our work. The biggest weakness? I worry that overhauling traditional business models has eroded the vocation of public service that must be at the heart of journalism.

How did your year in Boston change your perceptions of America and Americans? What were the most pleasant and unwelcome surprises?

I realized American journalists suffer from many of the same kind of issues I faced in Cuba. I commiserated with them and realized the scope of the financial crisis our industry is struggling to overcome. The hardest thing was getting sick, and realizing that the deductible of my insurance policy was incredibly high. Once, I sent a photo of a rash on my hands to a Cuban doctor in Sierra Leone so he could diagnose it. I have never felt so afraid of getting sick as I did during those 10 months in the United States.

FocusON Ethnicity

Esther J. Cepeda: The Complexities Of Race And Ethnicity

By Esther J. Cepeda

Our society gives a lot of lip service to the importance of diversity in fields like science, medicine and technology because multicultural people bring unique viewpoints, varied life experiences and new ideas.



Rarely do we come upon an ideal example of how this plays out in real life.

Karen M. Tabb Dina, an assistant professor at the University of Illinois at Urbana-Champaign, recently published a paper in the journal *Ethnicity and Health* that found that adults who identified as one race when they were young but now identify as multiracial report being healthier compared with those who continue to identify as monoracial.

The idea for this study came 10 years ago when Tabb Dina was a health policy researcher in low-income communities studying how race and ethnicity impact long-term health. She noticed that the way some of her patients identified racially didn't always match the way their medical records categorized them.

Identity is a complex and often thorny issue. There are many reasons -- including education level, geographic location and gender -- why someone with a multiracial background would choose to identify as a single race or multiracial, and why that could change over time.

Research has shown that multiracial people are likelier than those who are monoracial to change categories over time. For instance, a child of a white and an Asian parent would be likelier to change their self-identification from white-only or Asian-only, to mixed-race, than the child of two Asian parents.

These identity changes are often not captured in population health research.

Tabb Dina combined this knowledge with the well-documented issue of health disparities for minorities and the boom in multiracial children, and she came up with an interesting theory.

"I went in with this hypothesis that people who maintained the same racial identity over time would probably have better health outcomes," said Tabb Dina, who studied a nationally representative sample of American youth. "I thought the consistency of categorization would say something about other consistencies in the subjects' lives and that their health would probably be better. But, no, it turns out that people who go from 'one' to 'many' are healthier."

These findings open our eyes to more questions and issues that merit interest.

"Of course, everyone wants to know 'why,' and I do too, but I want to do more qualitative, interview-based research," said Tabb Dina, daughter of a white mother

and black father. "I want to know about skin color, phenotype, about ... what it is about being mixed-race that makes the difference."

Being mixed-race can indeed make all the difference. As Tabb Dina provided health care to low-income multiracial individuals who identified as only one race, she learned things leading to this research that others might not have.

"I was working on studying hypertension and diabetes and I would talk with individuals engaging in poor behavior and they might, for instance, be mixed-race black and white and they'd say to me, 'I eat soul food every day because I'm black' or 'I smoke Kools because I'm black,'" Tabb Dina said. "I identify as black and because of that, when working with certain people, they shared things with me that I'm not sure they shared with other researchers."

This research also brings up concerns about how to capture and classify race and ethnicity -- the de facto proxy for many unmeasured factors in health research.

"This is America now," said Tabb Dina, "and we're in a bind because right now we're compartmentalizing five race categories and two ethnicities, and we need to broaden that. We can't keep lumping people with significantly different experiences into a small set of single groups."

We won't.

Public pressure for the U.S. Census Bureau to change the way it collects race and ethnicity data is already building. Research like this will nudge the process along.

Esther Cepeda is a columnist for The Washington Post

FocusON Immigration

Time to Retire the Term 'Alien'

By The Editorial Board, The New York Times

Lawmakers probably meant no harm when they codified the term "alien" into the landmark 1952 bill that remains the basis of America's immigration system. Since then, "alien" has found its way into many parts of the statute: foreigners granted temporary work permits are "non-permanent resident aliens"; those who get green cards by making investments in American businesses are "alien entrepreneurs"; Nobel laureates and pop stars who want to make America home can apply to become "aliens of extraordinary ability."

Over the years, the label has struck newcomers as a quirky aspect of moving to America. Many, understandably, have also come to regard it as a loaded, disparaging word, used by those who regard immigrants as less-than-human burdens rather than as assets.

Recognizing how dehumanizing the term is to many immigrants, officials in California recently took commendable steps to phase it out. In August, Gov. Jerry Brown signed into law a bill that deletes the term from the state's labor code. Last month, the California Republican Party adopted a new platform that does not include the term "illegal alien," saying it wanted to steer clear of the vitriolic rhetoric that the presidential candidate Donald Trump has injected into the 2016 race.

Several news organizations have adopted policies discouraging its use in reporting about immigrants.

According to a review by the Pew Research Center in 2013, the use of the term in newspaper articles dropped sharply between 2007 and 2013. The United States Citizenship and Immigration Services, the federal agency that administers immigration benefits, has removed the word from some documents, including green cards.

But the term remains firmly embedded in conservative discourse, used by Republicans to appeal to the xenophobic crowd. Mr. Trump, the leading Republican presidential candidate, uses the term 12 times in his ruinous immigration plan, which calls for the mass deportation of millions of unauthorized immigrants and proposes that Washington bill Mexico to build a wall along the border. It was often uttered by former Gov. Mitt Romney, the 2012 Republican presidential nominee, whose idiotic immigration plan called for "self-deportation" by unauthorized immigrants.

"If you want to demonize a community, you use words that demonize," said Muzaffar Chishti, the director of the Migration Policy Institute at New York University School of Law. "Alien is more demonizing than immigrant."

Semantics may seem like a trivial part of immigration reform, but words, and their evolution, matter greatly in fraught policy debates.

States that use the word alien in their laws should consider following California's lead. The federal government should scrub it from official documents where possible. In the end, though, it will be up to Congress to recognize that there is no compelling reason to keep a hostile term in the law that sets out how immigrants are welcomed into the country.

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