

FocusON Cuba

Pope Francis Will Have Unusual Clout in Cuba

By Andres Oppenheimer, The Miami Herald

When Pope Francis goes to Cuba in September, he will have a larger-than-usual influence over the Cuban government: he has been a champion of dialogue with the island's regime and strong critic of the U.S. trade embargo since he authored a little-known book on Cuba in 1998.

The big question is whether Francis will use his clout to press Cuba to respect basic universal freedoms, or whether he will just make a symbolic stop on the island to celebrate the recent Vatican-brokered U.S.-Cuba normalization talks.

Among the reasons why the Argentine-born Pope could have more clout with the Cuban regime than previous popes and most other world leaders who have visited the island:

First, Francis was a key behind-the-scenes broker of the U.S.-Cuban normalization talks first announced by President Barack Obama on Dec. 17, after more than five decades of hostile relations.



While Washington and Havana had been holding secret normalization talks for many months, it was the Pope who helped break an impasse in the negotiations and move the process forward.

Francis received delegations from both countries in the Vatican in October. The negotiations led to a de facto prisoner swap between the two countries, and

paved the way to discussions about reopening embassies in Washington and Havana.

Second, unlike his predecessors John Paul II and Benedict XVI, who visited the island respectively in 1998 and 2012, Francis has a long history of personal interest in Cuba. His book "Dialogues between John Paul II and Fidel Castro," was published in Spanish

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For restaurants it can't just be business as usual. As the Hispanic population grows in the U.S. thier influence will be felt even down to *la comida*.

in Argentina a few months after John Paul's visit to Cuba in 1998.

I read most of the book this week, and — while it's dense, and often difficult to read — it's prophetic in that, much like Obama's new policy toward Cuba, it called for a dialogue between Washington and Havana, and strongly criticized the U.S. trade embargo on the island, calling it — using the Cuban government's lingo — a "blockade."

Also, Francis' book stressed the Vatican's criticism of what he called "capitalist neo-liberalism," a code word for U.S.-styled free-market policies. It is "a model that subordinates human beings and conditions the people's development to pure market forces," and that forces poor countries to "apply unsustainable economic programs dictated by the centers of power," Francis wrote

Third, the Argentine Pope will speak to the island's rulers in their own language, and — as a Jesuit — he may find some childhood memories in common with Castro, who studied in a Jesuit school.

In addition, Pope Francis will benefit from strong support from the Cuban population: a poll conducted on the island by the U.S. firm Bendixen & Amadi found that 80 percent of Cubans have a positive opinion of Francis, the same as Obama's. Comparatively, only 47 percent of Cubans have a positive opinion of Raúl Castro.

Most likely, Pope Francis will use his considerable political capital in Cuba primarily to seek greater freedoms for Roman Catholic priests there.

Right now, Cuban laws allow Roman Catholics to practice their religion within their churches, but not to spread their message through regular radio or television broadcasts.

"There is freedom of cult, but not freedom of religion, because priests cannot evangelize outside the walls of their churches," says Froilán Domínguez, a former priest and seminary president in Cuba. "Pope Francis will have considerable leverage to ask for religious freedoms, such that to evangelize without government censorship."

My opinion: If Francis doesn't use his considerable leverage with the Cuban regime to speed up basic freedoms on the island, his visit will be a failure.

Just as John Paul obtained greater freedom for priests to work within their churches in Cuba, Francis should obtain absolute freedoms for them to work outside them. At the very least, if he doesn't get the release of political prisoners or other basic human rights reforms, he should obtain regular Church broadcasts on Cuba's state censored radio and television, or permission to create an independent radio or television network.

That might seem a small feat by world democratic standards, but it would allow most Cubans to hear a different message from the "Socialism or Death" nonsense they have been bombarded with for the past five decades. As an Argentine who himself lived through a dictatorship in the 1970's, Francis should be more sensitive than most to the need of opening up a space for independent media in Latin America's last military.

Florida Blocks University Research Trips to Cuba

By Jay Weaver, The Miami Herald

For 10 years, a controversial Florida law has forbidden faculty and students at public universities from using any type of funds to travel to Cuba or other U.S.-labeled state sponsors of terrorism.

But now that President Barack Obama plans to remove Cuba from the list of state sponsors of terrorism, Florida International University and other public colleges might seem eager to resume research trips to the island.

But such is not the case — with state higher education officials blocking the way.

The Florida Board of Governors recently advised FIU that the state's educational travel ban won't be completely lifted until the United States renews diplomatic relations with Cuba — which is still up in the air.

"In addition to being removed from the list, the United States also has to establish diplomatic relations with Cuba before faculty or students can engage in scholarly activities in Cuba," the board's communications director wrote to her counterpart at FIU in a recent email.

"Once diplomatic relations are restored, any requests to conduct scholarly activities located in Cuba will follow the normal processes for university approval," the board's spokeswoman, Brittany Davis, wrote FIU's media relations director, Maydel Santana-Bravo.

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

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Davis told the Miami Herald on Wednesday that general counsel Vikki Shirley of the Florida Board of Governors — a 17-member body largely appointed by Gov. Rick Scott — provided the legal analysis sent to FIU. No vote on the issue was taken by the board. To back up the analysis, Davis cited a 1996 state law that says any entity receiving state funds “may not travel to or do business with any country located in the Western Hemisphere which lacks diplomatic relations with the United States.”

FIU — whose faculty Senate unsuccessfully sued the state to overturn the travel ban on the use of public and private funds for research trips to Cuba — told the Herald that the west Miami-Dade school will follow the lead of the board of governors until U.S. relations are normalized with Raúl Castro’s government.

“FIU is following the direction of the board of governors and Florida state law,” Santana-Bravo said Wednesday.

But a careful review of the “Travel to Terrorist States Act,” passed by the Florida Legislature in 2006, shows that there is no mention about diplomatic relations having to be normalized with the communist country. Adding to the confusion: the previous 1996 law cited by the board of governors did not stop FIU faculty or other university professors from traveling to Cuba for research when the country had no diplomatic relations with the United States.

A former chairman of the FIU Faculty Senate, who

was a plaintiff in the lawsuit challenging the state law, condemned the board of governors’ position.

“I think this is an overreach,” said Thomas Breslin, FIU professor of politics and international relations. “It’s an inexplicable position taken by the general counsel for the board of governors.”

Breslin, who is still a member of the faculty Senate, said he will bring up this matter as new business, saying he was “puzzled” as to why the board of governors would want to continue closing the door on university research trips to Cuba. He noted that Cuba programs at FIU and the University of Florida have been “hurt” by the travel ban.

“The board of governors should be applauding this opportunity,” Breslin said. “Instead, they are continuing the obstructionist policy of the state Legislature from 10 years ago.”

The ACLU, which had sued the state on behalf of the FIU Faculty Senate and other university professors in Miami federal court, said that the board of governors has imposed a “barrier” to resuming lawful research trips to Cuba by creating a new wrinkle in the law that it has no power to make.

“This is a political opinion, not a legal one,” said Howard Simon, executive director of ACLU’s Florida chapter. “Now the Board of Governors and FIU have created a barrier to academic research where none existed before.”

“You would think that one of a university’s highest responsibilities is to defend the First Amendment and the academic freedom of its own faculty members to engage in research and publish that research,” Simon added.

The University of Florida, some of whose professors had joined the ACLU suit, said its general counsel advised the school that “if Cuba is lifted from the State Department list” of sponsors of terrorism, then the ban “no longer prohibits us from spending UF funds on travel to Cuba.”

“What that means for UF faculty and researchers going forward has yet to be determined,” said Janine Sikes, the school’s assistant vice president for media relations and public affairs.

The University of Miami, a private institution that was not affected by the state travel ban, has continued to sponsor faculty trips to Cuba for educational research over the past decade, according to UM spokeswoman Margot Winick. As school policy, however, students have not been allowed to go on those trips because the U.S. government has no embassy in or relations with Havana, she said.

Politically, the state travel ban pitted public university professors who sought to regain academic freedom against Miami’s hardline Cuban-American politicians who wanted to tighten the screws on former Cuban leader Fidel Castro. For all practical purposes, the economic benefit to Cuba was minuscule. Before the



travel ban took effect in 2006, FIU's Cuban Research Institute spent \$125,511 on direct travel expenses to and from Cuba, according to court records.

Legally, Florida's travel ban — the only state law of its kind in the country — faced heavy scrutiny in federal courts over the past decade. The main question hinged on whether federal law trumped state law under the Constitution regarding U.S. foreign policy toward Cuba.

In 2012, the U.S. Supreme Court let stand a lower court ruling that barred public colleges and universities from using state and private money for travel to countries such as Cuba, Iran, Sudan, Syria and other nations considered sponsors of terrorism. Cuba was placed on the U.S. terrorist list in 1982 because of its efforts to promote armed revolution in Latin America.

After the Supreme Court's decision, then-U.S. Rep. David Rivera, a Miami Republican who sponsored the law when he was in the state Legislature, commended its action, saying it was "a victory for Florida taxpayers" who "do not want their money or publicly funded resources to be utilized for travel to terrorist nations, or to enrich terrorist regimes."

The ACLU's Simon, however, said that the premise of the law has always been flawed, and that the research doesn't aid the terrorist countries but helps the U.S.

"This is academic research that produces information that is sorely needed by the United States and the people of Florida," Simon told the Herald on Wednesday. "Our country and our state will pay a steep price for another dangerous 'bury our heads in the sand' policy.

"Agricultural, economic, and political changes in Cuba directly affect the people of Florida," he said.

U.S. Commerce Secretary Heads to Havana

By Mimi Whitefield, The Miami Herald

U.S. Secretary of Commerce Penny Pritzker is laser-focused on expanding U.S. exports and American competitiveness, but these days she's also spending time on a market that purchased only \$291.3 million worth of U.S. exports and ranked 49th among American trading partners last year.

That's Cuba, where the White House is in the process of reestablishing diplomatic ties. The normalization process also includes a limited commercial opening toward the island

Pritzker was the keynote speaker in Tampa in late March at a forum organized by the Greater Tampa Chamber of Commerce and Tampa International Airport to discuss how Tampa Bay businesses might benefit from new opportunities in Cuba.

"What we've seen is enormous eagerness by the Cuban people as well as by the American people and American businesses to see more. But this is going to take time. This is not something we can get done overnight," she said.

The opening includes expanded American travel to Cuba, and new regulations that would allow U.S. companies to participate in upgrading Cuba telecom infrastructure and sell Internet services and consumer communications devices. Commercial sales of construction materials and farm equipment are also permitted as long as they go to private hands and the sale of medicine and medical



supplies was previously authorized.

Exports to support private business ventures on the island and limited imports of goods produced by Cuban private entrepreneurs also are allowed.

Since the White House announced its Cuba opening in December, it's become clear that it takes two to tango and many of the new commercial initiatives will depend on the willingness and the capacity of the Cuban government to accept them.

"We're hoping to see the responsiveness of the Cuban government be like its people's," Pritzker said.

She said she foresees the earliest opportunities in the sales of medicine and medical supplies, agricultural equipment and in the telecom and Internet sector.

"I think we have to remember that only 5 percent of the Cuban population has access to the Internet and 2 million of 11.5 million Cubans have mobile phones," she said. "So what's the goal of the president's change in policy? The goal has been the emergence of a democratic, prosperous and stable Cuba that empowers the Cuban people and helps promote bringing universal human rights and freedoms to the Cuban people. Along with that comes economic opportunity."

Aside from gearing up for potential trade with Cuba, Pritzker has been crossing the country — and the globe — trying to drum up sales of U.S. exports, spreading the gospel of innovation and R&D, and promoting workforce education and training and investment in clean energy.

"These are not short-term fixes, but long-term investments to help us build an economic foundation that will keep our nation competitive in a rapidly

changing world," she told her Tampa audience.

After her speech, she sat down with the Miami Herald to discuss Cuba,

Q. How is the Commerce Department going to support the White House opening toward more trade with Cuba? It's a little tricky in terms of private entrepreneurs importing goods because this is something that has been handled by the Cuban government.

A. I think first of all we've had a change of regulations that allows telecommunications equipment and services and agricultural products and medicines and medical equipment to be sold in Cuba. We've also seen the allowance for remittances go up and there's to be correspondent banking. But there are going to be more impediments to overcome to get distribution and things like that. It's a process and that's where the Commerce Department can play a very big role.

Our job is to facilitate trade. Our U.S. Export Assistance Centers will work with companies that are appropriate, that are allowed under the existing embargo and existing regulations. We will help them navigate.

I will go as soon as we have normalized relations and have opened a U.S. embassy. I will lead a delegation there. In fact, I already have employees from the Commerce Department who have gone from some of our bureaus in order to work with the government to move toward more normalized relations.

Now, companies are already going. Google led a delegation. You're seeing people going to visit. That's because, as I said, there's enormous excitement —

excitement from the entrepreneurial community in Cuba and excitement here in the United States about that. I think they deserve our support.

Q. Do you have any insight in terms of the interest of U.S. companies in the telecom opening?

A. I've talked to a number of the major U.S. telecom providers and they are monitoring the situation to see what the opportunity is. Companies like Cisco and others were quite enthusiastic to move in. But I think everyone is trying to figure out, how does this work? You have to remember, the announcement only came just before Christmas. And we're only a couple of months into the new year, but we're seeing a lot of interest.

Q. In terms of a role for U.S. exporters to tap into these new Cuban opportunities, how do you suggest they go about this?

A. At this conference we have Matt Borman [deputy assistant secretary for export administration] with us. He is really the person at Commerce who led the rewrite of the regulations. He is here talking with businesses and illuminating them about the specifics of the regulatory changes.

Our belief is the business side of the relationship can be a leader, an area that helps bring about greater prosperity for the Cuban people. It's exciting to see the interest by U.S. citizens and companies in figuring out how to engage with Cuba and what's even more exciting is the interest by Cuban entrepreneurs in working with us. That's where we can really bring something to the table in terms of supporting entrepreneurship in Cuba.

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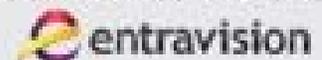
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FocusON Sports

Play Ball!

By Giovanni Villamar, Dieste Group Account Director

Who knew that the movie “The Sandlot” – celebrating 22 years this month – was way ahead of its time? You see how the main character and the team’s best baseball player, Benny “The Jet” Rodriguez, is Latino. I love that movie. But I had never thought about it in that cultural context.

While the 2015 demographic MLB Opening Day breakdown has yet to be released, 2014 provides an illustration of how diverse MLB is:

“The Dominican Republic again leads the Major Leagues with 83 players born outside the United States. Venezuela ranks second with 59 players, marking its fourth-highest total of all time. Cuba places third with 19 players, setting a new all-time high and surpassing last year’s record high of 15.

Rounding out the totals are Puerto Rico (11); Canada (10); Japan (9), Mexico (9); Curaçao (5, surpassing its previous high of four set in 2009 and 2012); Colombia (4, matching its previous high set last year); Panama (4); Nicaragua (3, matching its previous high set in 2012)

And with Cuban relations easing, we’re bound to see a greater Cuban presence on MLB rosters similar to what we have seen in the Dominican Republic: a greater emphasis on training camps in Cuba.

MLB is ahead of its time, as it already (to an extent),

exemplifies the estimated U.S. population in 2050. The U.S. Census projects that by 2050, Hispanics will make up about 29% of the total population. Today, 26.9% of MLB players are Hispanic. The biggest difference, however, is that the overwhelming majority of Hispanic MLB players (84%) are foreign born, in stark contrast to the just over 50% of U.S. born Hispanics. With U.S. born Hispanics steadily increasing, MLB will eventually be on par with total population.

Red Sox Launch New Spanish-Language Website

MassLive.com

The Boston Red Sox have launched a new Spanish-language website www.losredsox.com.



The club press release stated that the website will feature live streaming, game information and recaps, details about community programs, links for purchasing tickets and information about events taking place at Fenway Park.

FocusON Millennials

A Look at Hispanic Millennials

Newlink America announces the release of a comprehensive analysis of the most recent research on Hispanic Millennials. This “study of the studies” presents a complete roadmap on how best to connect with the coveted Hispanic Millennial.

“The importance of Hispanic Millennials to the future of the U.S. market cannot be overstated,” said Jorge Ortega, Managing Partner and Co-Founder of Newlink America. “We recognize that this emerging population will only continue to grow in significance to marketers, and our analysis reveals just how different Hispanic Millennials are from both their parents’ generation and Millennials in general.”

The analysis features Hispanic Millennial insights such as

- They are more willing to spend: Hispanic Millennials’ retail spend is 10% greater than other Millennials (Nielsen 2013).
- They are growing in purchasing power: last decade alone, number of Hispanic Millennial led households earning between 50K-100K increased 89% (Nielsen Hispanic Retail 360).
- Their differing behaviors from Millennials in general, such as their 2 times higher brand engagement through social media (Experian

2013).

In addition to the analysis, Newlink America produced a brief video featuring top Hispanic marketers. Interviewed at Hispanicize, the marketers represent companies such as Google and Coca-Cola, who are asked their top questions for Hispanic Millennials. The video includes the corresponding answers from Hispanic Millennials themselves.

Both the video and the analysis may be downloaded at www.newlinkamerica.com.

Based in Miami with teams in New York and other major Hispanic markets, Newlink America is a certified minority-owned Hispanic market consulting and communications firm, part of Newlink Group, the largest independent strategic communications group in Latin America. Newlink America works with clients such as The Coca-Cola Company, ESPN, Johnson & Johnson, The Association of Latino Professionals for America (ALPFA), among other clients and agencies. The agency also has developed an innovative healthcare communications capability, SALUTEAM, to help clients forge stronger connections with Hispanics by developing and deploying culturally-relevant communications.

Additional information about Newlink America can be found at www.newlink-group.com/america

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FocusON La Política

Koch Brothers Courting Latinos, Democrats Alarmed

By Mary Jordan and Ed O'Keefe

For Republicans, the road to warming the hearts and winning the votes of Latinos may begin at a Las Vegas flea market.



On a recent morning, a group funded by the billionaire Koch brothers helped 250 Latinos — some of them undocumented immigrants — pass the Nevada driver's test.

The LIBRE Initiative, an expanding grass-roots organization now operating in nine states, organized the four-hour test prep session to teach

the rules of the road in Spanish — no tome y maneje, el límite de velocidad es sesenta y cinco millas por hora

Paula Hernandez, 46, an undocumented restaurant supervisor from Mexico, was one of those sitting on folded chairs, listening. She has worked in the United States for 25 years and gave birth to three children here. She has never heard of the Koch brothers or LIBRE but said the free classes were a “great help,” particularly because nobody else is lending her a hand. “President Obama promised to do more for us, and it just didn't happen,” she said.

To Republicans, that sounds like an opportunity — even though the Koch brothers and their conservative allies spend a great deal of their money supporting Republican candidates who oppose citizenship for undocumented immigrants.

Sisters Jacqueline Sandoval, 22, left, and Alexandria Sandoval, 18, take notes at the class. Jacqueline said she thinks both political parties “have good ideas.” (John Gurzinski/for The Washington Post)

“Latino celebrities, unions and left-leaning community groups” for decades have done a far better job in courting the Hispanic vote and “engaging directly with the Latino community,” said Daniel Garza, executive director of LIBRE. Now, he said, his group aims to end what he calls the “deafening silence” from “libertarians and conservatives.”

In addition to driver's license classes, LIBRE has started offering Latinos tax preparation help, wellness checkups, scholarships and food

giveaways in Texas, Colorado, Florida and other states. It has bought ads touting the “free market,” smaller government and school choice, and its officials are a growing presence on Spanish-language news stations talking about the virtues of “self-reliance.”

By providing tax prep and driving classes, they are building goodwill in the Latino community and what they call a “platform for civic engagement.” LIBRE officials take pains to say they are advocating policies, not specific candidates.

Garza said his group is focused on explaining conservative views. For instance, they talk about how a higher minimum wage might not be in the best interest of Latinos, because they believe it will hurt businesses and that there are less expensive ways for young Latinos to get health insurance than Obama’s health plan. Garza also said LIBRE advocates are getting millions of undocumented workers “out of the shadows” and into the legal system.

The LIBRE effort, which backers plan to expand into more presidential battleground states over the next several months, has alarmed many Democrats.

“They are making friends and trying to convince you that the Democratic agenda is bad,” said Matt Barreto, co-founder of the research and polling firm Latino Decisions. He said the group hands out ideological material, collects names, e-mail addresses and phone numbers, and is “laying the foundation for Republican candidates to emphasize the same messages.”

FocusON Brands

Using the Concert Platform

By Camila Gadala-Maria Account Coordinator at Pinta, The Art of Cross-Cultural Marketing

Since the launch of the “Terra Live Music” series, Terra is trying to deliver a solid platform for brand awareness. driving consumers through brand awareness with creative productions.. Reaching the key U.S. Hispanic demographic through the concert series, Terra has engaged brands such as Dunkin Donuts, Kraft Macaroni & Cheese, Pepsi, Sprint and State Farm while building a connection between the brand and the “Terra Live Music” audience. By teaming up with top Latin artists, Terra offers brands a space to deliver campaign messaging while connecting those names with the ultimate consumers.

Below please find a look into the “Terra Live Music” series success through a variety of campaigns, including the most recent “Terra Live Music in Concert” Las Vegas festival, resulting in over one million video streams capping off Terra’s 15th anniversary with sensational performances by Luis Fonsi, J Balvin, Juan Magan and Pablo López. Stay tuned as Terra continues bringing in the biggest names in Latin music this year with upcoming performances by talented artists such as Joey Montana, Julieta Venegas and more!

Terra Success Fueled By A Year Full Of High-Level Sponsors for “Terra Live Music” Series

Music Platform and Original Series Gets Strong Support during First Year of the “New Terra” Focused on Innovation and Brand Promotion.

Terra, a leader and innovator in the digital media and content production space, continues to deliver campaign sponsors a platform to organically tell their stories. Since the launch of the “New Terra” in April 2014, Terra has engaged with 12 brands, intent on reaching a key demographic – the U.S. Hispanic audience. The “Terra Live Music” series has played an integral role in building engagement, connecting brands with a key audience through an innovative and interactive platform. With a variety of subgenres from which to choose, “Terra Live Music in Concert,” “Terra Live Music in Studio,” and the newly launched “Terra Live Music Home Sessions,” brands teaming up with Terra interact with top Latin artists and concert attendees in a social way while promoting their campaigns and messaging.

Since the launch of the “Terra Live Music” series, brands such as Honda, Dunkin Donuts, Kraft Macaroni & Cheese, Pepsi, Sprint, Kia, T-Mobile, Toyota Corolla, Chevron and State Farm have collaborated with Terra. The platform has provided a unique space for these brands to deliver their messaging while using the passion point of music

Baila

SI PUEDES...

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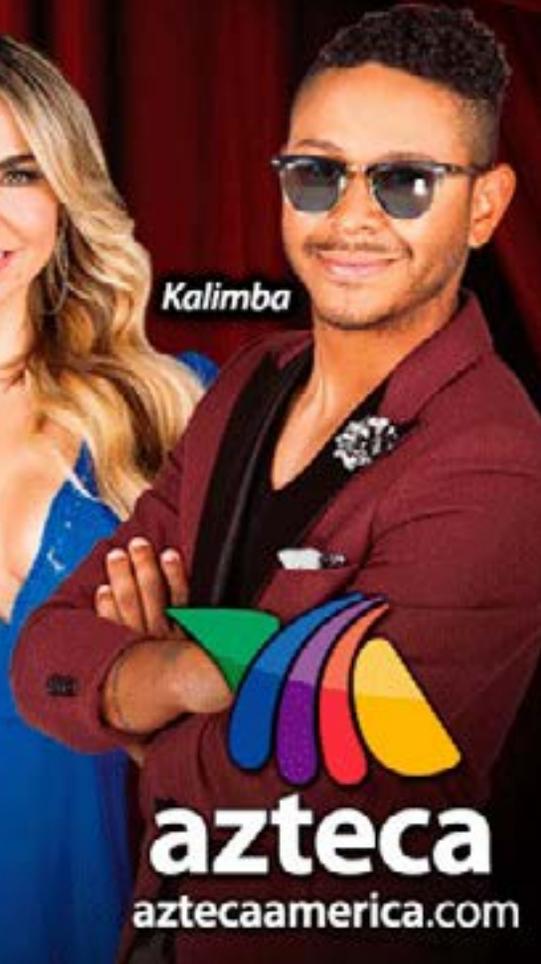
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as a tool to connect brand names with consumers. “As a leader in the music space, our goal has always been to cater to brand needs while aligning with the release of new artist songs, albums or tours to maximize impact in the market,” said Emilia Peña, Director of Sales at Terra USA. “We’re excited to continue growing our platform, most recently with ‘Terra Live Music Home Sessions,’ bringing innovation to life through some of the best Latin music artists around.”

Through exclusive ownership of the “Terra Live Music” platform for the duration of the program, typically averaging three months, brands benefit from invaluable exposure to Terra’s global audience of 100 million. Their visibility goes beyond co-branded promotion with sponsors forming part of the concert experience. From enjoying an exclusive city tour in Honda’s Civic Coupe with the artists hosting a “Terra Live Music Home Sessions” concert to displaying Dunkin’ Donuts snacks backstage and engaging in conversations with concert attendees, sponsors are an integral part of the audience’s experience and “Terra Live Music” participation.

With the launch of “Terra Live Music Home Sessions”, a new subgenre of the series, Terra is giving greater exposure to brands with complete and total ownership of the platform. One such example can be seen with Honda who has sponsored the last five concerts. Honda partnered with the band Kinky, who sang “Go! Go!” for a Honda campaign and was used as part of Honda’s creative strategy during the launch of the Civic Coup, coinciding with the international and extensive World Cup

audience. Following, Terra secured Kinky for their concert to create further synergies.

The multi-platform interaction sponsors take part in is made all the better by Terra’s unique ability to select the most popular artists in Latin music today. The digital media company has welcomed renowned artists to its stage, such as Juanes, who has become one of the few Latin artists to tap into both general and Hispanic markets, making history at this year’s Grammy Awards as the show’s first performance in Spanish in 10 years.

Terra’s stage unites rising artists and new additions to all genres of Latin music, delivering both its audience and collaborating brands innovative music to over 100 million people. Audiences are able to stream content no matter how far they may be, across all mobile, tablet, and computer devices. Brands are given an opportunity to build a relationship with Terra’s audience, as seen with Sprint’s photo booth this year used to promote their “Más Mexico” campaign. Similarly, Pepsi’s sweepstakes offered a VIP trip package for winners to attend the Alejandro Sanz concert in Miami while promoting their “Viva Hoy” Hispanic marketing platform.

By participating in these events, sponsors become visible to Terra’s audience in a way concert viewers can relate to and maximize their market impact. Music transforms into a meeting point for sponsors to communicate their messaging and promotions to Terra’s audience through a social and entertaining platform. Enjoy the “Terra Live Music” performances here and see the power of the music platform.

Focus ON Television

Azteca America Signs Affiliate Agreement

KDKJ in Tyler-Longview, Texas Part of Expanded Affiliate Growth

As part of the network’s ongoing dedication and commitment to servicing the U.S. Hispanic audience, Azteca America announced today that it has signed an affiliate agreement with KDKJ, to be broadcast on channel 27.2 in Tyler/Longview, Texas.

The station will carry Azteca America’s programming, including news, entertainment, novelas and sports programming, as well as the network’s popular “Viernes Futbolero” franchise. This new addition expands Azteca America’s network to 64 stations, 27 of which are operated by Azteca America.

“We welcome KDKJ to the Azteca family and look forward to working with DTV America to deliver first rate service and quality programming to the Hispanic community in the Tyler/Longview Texas area,” said Martin Breidsprecher, Azteca America, Chief Operating Officer.

Irwin Podhajser, SVP Broadcast Operations for DTV America added, “We are excited to add Azteca America to our programming line-up for Tyler/Lufkin. It is about giving the local Hispanic community a voice, not just another channel. In fact we are the only television station in the market that is making Spanish-language programming our top priority.”

About Azteca America's Network.

Azteca America engages Spanish-language viewers by creating unique, passionate and enlightening content that is relevant to the daily lives of our audience. Wholly owned by Mexican broadcaster TV Azteca, S.A.B. de C.V. one of the two the largest producers of Spanish language content in the world, Azteca America complements its Mexican programs with an innovative lineup of shows from third-party producers and distributors to ensure the finest programming for its audience. The company provides tailored, multi-platform advertising solutions for clients seeking to reach the most dynamic consumer group in the country.

About DTV America Corp.

DTV America Corp is an innovative broadcast company based in South Florida and is one of the largest holders of television licenses. Programming includes Azteca America, Telemundo, Estrella TV, MundoFox, My Network TV, Antenna TV. Additionally, DTV America Corp is the largest affiliate group for DrTV Channel, a new hyper localized health centered television channel.

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FocusON Radio

Univision Radio: Down 7.4% in First Quarter

The first quarter slowdown in the radio business extended to the Hispanic market. Univision reports revenue at its radio division was down 7.4% during the first three months of the year as total revenue was off \$5 million to \$63.8 million.

Overall, Univision reports its total revenue was up 0.6% to \$624.7 million as a 1.6% increase at its television business more than offset radio's decline.

"We continued to make significant progress during the first quarter to extend our brand and content across platforms, leveraging our position as the leader in Hispanic media," CEO Randy Falco said in a press release. "We signed several distribution deals during the quarter – including agreements with Sling-TV, the National Basketball Association, Hulu and Suddenlink – all of which we expect will broaden our reach and build upon our multiplatform strategy. We're extremely pleased with these achievements and our current ratings performance and operating



momentum – which we believe position us well for the year ahead and for the upfront season."

'La Grand' Radio Station Gets OLD Owner Again

Bustos Media, which owned WDDW-FM (104.7/ "La Grand") from 2005 to 2010, paid \$1 million to buy back the station from Adelante Media, according to a filing with the Federal Communications Commission.

Adelante Media, of Sacramento, Calif., acquired the station after Sacramento-based Bustos Media in July 2010 exited WDDW and other stations when Bustos Media fell behind on debt payments.

The radio station is licensed to Sturtevant but has a strong broadcast signal throughout metro Milwaukee. Its programming format is regional Mexican music.

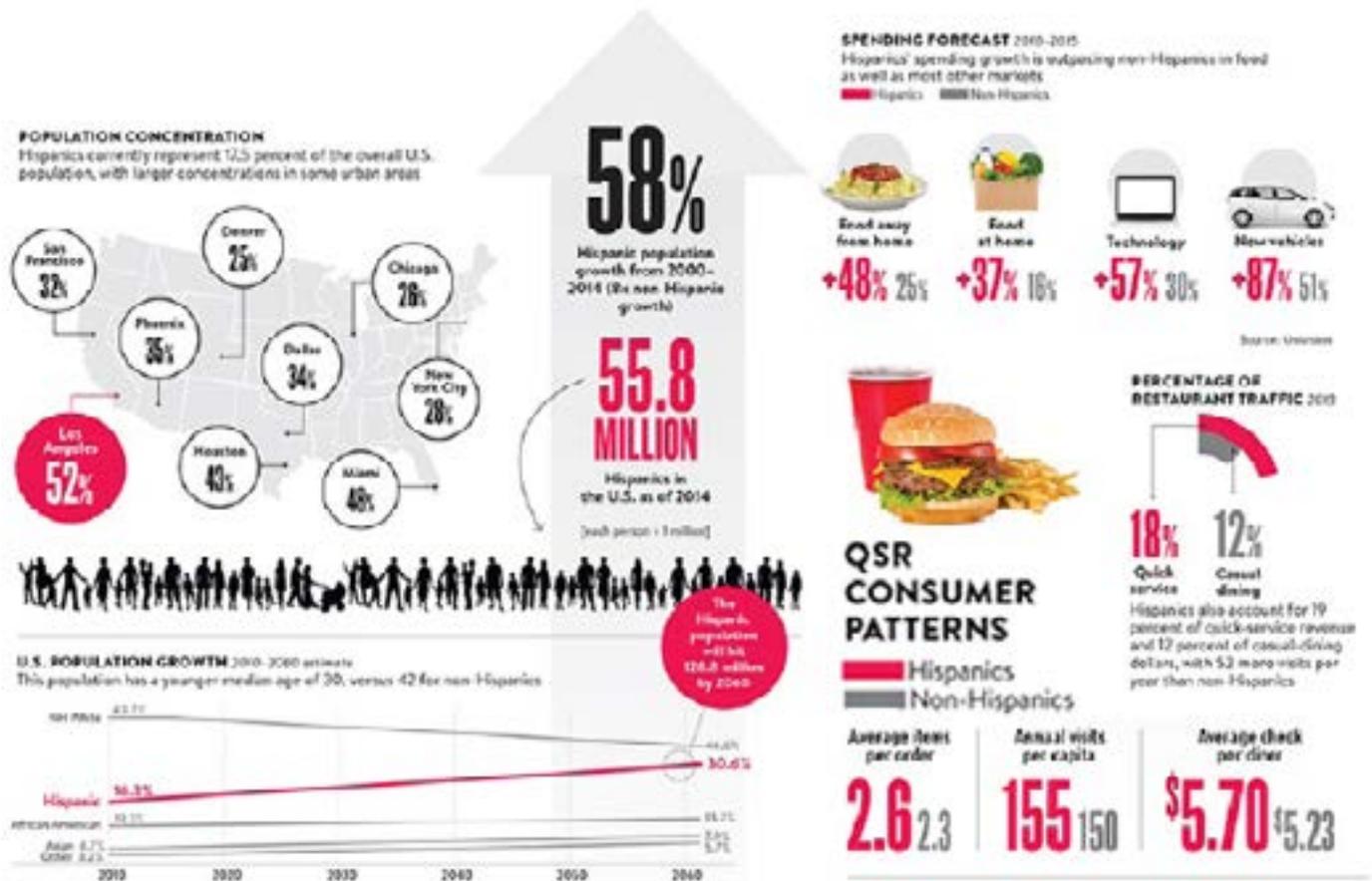
The first time Bustos Media bought WDDW, the company paid \$10.2 million to seller NextMedia Group Inc. of Englewood, Colo. The Spanish-language format launched on the station in September 2005 with programming syndicated from Bustos Media.

Adelante Media also recently sold its Milwaukee television station, which is a MundoFox affiliate, for \$425,000 to DTV America Corp. of Sunrise, Fla. The low-power station broadcasts over the air on Channel 38 and is available on Time Warner Cable channel 807 in Milwaukee.

FocusON Retail

How Hispanics Will Change the Restaurant Business

As the 15th largest consumer economy in the world, with its spending power only expected to increase, this megamarket could change the restaurant business the way baby boomers once did. Operators need to retool for this group that has its own bicultural habits and preferences.



FocusON Ad Agencies

Is The Agency Model Broken?

By *Jaime Mantilla, General Manager, Latin America, at Gravity4*

I have been a part of Ogilvy, Starcom and UM (McCann) and that question has always been asked when we look at upfronts or the combination of media with creative services, but I was most impressed with what Sir Martin once said and I will paraphrase as I don't have the quote, but it was something along the lines that agencies need to stay nimble to compete and adapt to the client's needs.

The real problem is that some clients took the decision making out of a CMO's hand and gave the keys to the kingdom to the bean counters (procurement). So increasingly the task of managing a client expectations from the CMO side is negotiated by the procurement side. This makes for bad business for all.

Currently I see the need for transparency in the cost and the real achievable benefits of an agency engagement. I was lucky to work with two brilliant folks that left UM to join another agency as we were wrapping up the NY State Lottery pitch that we ended up winning, based on their thinking. This showed me that great thinking can be measured by what is proposed and how it must be compensated.

Now at Gravity4 I see a new panorama, something my old COO Greg Colvin mentioned (Greg as at the Mobile Media Summit here in NYC when he remarked) - clients should expect the agency to deliver upon their most important KPI - the growth of revenue for a brand. Innovative? No, but very much on track with what a start up should focus - real results. When we sit

across the room, it is about creating a game plan that will generate tangible benefits. The bigger question is why are so many "digital" players not interested in making this happen?

When we ask for openness and clarity, magic happens, because the model is no longer about a rebate or a friendship or a collection of things that are not measured, when we are open, we can be measured, we bring light into the darkness and most importantly we change the nature of the deal. So why not everyone look for that in today's relationships? #belimitless

from *Our Readers*

A message from Jack Hobbs, EVP of Corporate Sales at Spanish Broadcasting System (SBS).

"Your editorial is exceptional, we need the news pieces that you have here about the market, as well as potential solutions to help drive this market. We are at a stalemate with agencies who see Hispanic as a profit center and then come in with less than market value for cpp or cpm and which then drives down budgets. Keep pushing positive stories. Please plan on attending May 11th Monday night with MANA, Hammerstein. I'll send an invite, Jack"

Let's start the conversation. Send us your Reaction, Response and Point of View to Jack Hobbs' important message, or send it to him directly at jackhobbs@bscorporat.com

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