

FocusON Cuba

Cuban Bishops Announce Pope Francis' Itinerary on the Island

By Mimi Whitefield

Pope Francis will visit three Cuban cities and the National Sanctuary of Our Lady of Charity of El Cobre, the shrine of Cuba's patron saint, during a September visit to the island, the Conference of Catholic Bishops of Cuba announced Monday.

The bishops said Francis would arrive in Cuba on Saturday, Sept. 19 and remain on the island until Sept. 22 when he leaves from Santiago in eastern Cuba for a trip to the United States.

Besides Santiago, the pope will visit Havana, Holguín, and the shrine of Our Lady of Charity of El Cobre (Nuestra Señora de la Caridad del Cobre). El Cobre is a small, copper-mining town about 12 miles outside Santiago. Veneration of Our Lady of Charity, known affectionately in Cuba as La Cachita, dates from 1612 when three salt collectors found a small wooden statue of the Virgin Mary in the Bay of Nipe after a storm. A plank attached to the statue, which is now in the shrine at El Cobre, read "I am the Virgin of Charity."

The Archdiocese of Miami is planning a Sept. 18-22 Cuba pilgrimage that will coincide



with Francis' visit, said Mary Ross Agosta, spokeswoman for the archdiocese. Further details on the trip should be available in the next few days, she said, but the archdiocese pilgrims will remain in Havana the entire time and won't follow the pope through Cuba.

The announcement comes on the heels of a private meeting Sunday between Argentine-born Pope Francis and Cuban leader Raúl Castro in the Vatican.

"When the pope goes to Cuba in September, I promise to go to all his Masses and with satisfaction," Castro said at a news conference following his meeting with the pope.

Castro was so impressed by the pontiff that he said, "If the pope continues this way, I will go back to praying and go back to the church and I am not joking."

Francis' trip to Cuba will be the third papal visit to the island in 17 years. Pope Benedict went in

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U.S. born Latinos are driving this language shift as more and more the focus is on acculturation through language.

2012, and Pope John Paul II visited for five days in 1998.

After departing from Santiago, the pope will head to Washington, D.C., where he will meet with President Barack Obama on Sept. 23 and address Congress. During his U.S. trip, the pope is also scheduled to speak before the United Nations and visit Philadelphia.

As Castro left the Vatican, he told reporters that he once again thanked the pope for his role in the United States-Cuba reconciliation that was announced on Dec. 17. The pope offered the Vatican as one of the locations for secret talks that led to a diplomatic breakthrough between the two countries, and Francis gave personal letters to both Obama and Castro urging them to find a way forward.

The United States and Cuba are in the process of negotiating a date for resuming diplomatic relations and reopening their respective embassies.



U.S., Cuba to Hold 4th Round of Talks This Week

By Mimi Whitefield



Roberta Jacobson, assistant Secretary of State for Western Hemisphere.

The United States and Cuba plan to hold their next round of talks aimed at reestablishing diplomatic ties and reopening embassies on May 21 in Washington.

As in previous talks, Assistant Secretary of State for Western Hemisphere Affairs Roberta Jacobson will lead the U.S. delegation and Josefina Vidal, director general of the U.S. Division of the Ministry of Foreign Affairs, will head up the Cuban side.

“A U.S. Embassy in Havana will allow the United States to more effectively promote our interests and values, and increase engagement with the Cuban people,” the State Department said.

Meanwhile, there was a potential Cuban migration problem brewing in the Straits of Florida. A group

of 38 Cuban migrants picked up in late April from a crowded catamaran near the Virgin Islands by the Coast Guard cutter Vigilant remain aboard the ship Friday, apparently unable to be repatriated to Cuba or taken to the United States.

When Cubans are interdicted at sea, they are generally returned to the island. “We’re working with our agency partners to get them back to Cuba,” said Lt. Cmdr. Gabe Somma, a Coast Guard spokesman. He referred further inquiries to the State Department, which did not clarify why there were difficulties in repatriating the group.

“The relevant agencies of the U.S. government are working together to resolve the case of these migrants,” the State Department said in a statement.

Since President Barack Obama’s Dec. 17 announcement of a new policy of engagement with Cuba after more than a half century of isolation, there have been three rounds of normalization talks.

The last negotiating session was held in Havana in March, although the United States and Cuba have continued to have exchanges on a variety of topics, including migration, law enforcement, human trafficking, telecommunications and Internet access, and mutual environmental concerns, in recent months.

On the rapprochement front, Cuban leader Raúl Castro said Tuesday that he anticipated the two countries could name ambassadors after Cuba comes off the U.S. list of state sponsors of terrorism. Cuba, which was named to the list in 1982 for

promoting revolution in Latin America and Africa, has long contended it never should have been put on the list.

"This sort of unjust accusation is about to be lifted and we'll be able to name ambassadors," Castro said.

A 45-day waiting period during which Congress can mount objections to Obama's decision to take Cuba off the list expires May 29 and at that time Cuba is expected to be removed.

The United States has said it wants to reestablish diplomatic relations first and then reopen embassies and exchange ambassadors.

"Indeed, after May 29, when time expires for the U.S. Congress to object to removal of Cuba from the state sponsors of terror list, there is an opening for President Obama," said Peter Schechter, director of the Atlantic Council's Adrienne Arsht Latin America Center. "He may choose an ambassador by recess appointment over the summer, a procedural maneuver that allows him to avoid a procedural filibuster in the Senate."

Florida Republican Sen. Marco Rubio has said he will do everything he can to block any nomination of an ambassador to Cuba from even coming up for a vote.

Schechter said a recess appointment, which would be valid until the end of this Congressional session, "would allow the president to move the ball forward in opening the U.S.-Cuba relationship even while other larger Congressional hurdles, such as the trade embargo, remain."

Cuba: Airbnb's Fastest-growing Market

Airbnb Inc. Chief Executive Brian Chesky said Cuba is the company's fastest-growing market, and President Barack Obama's decision to reopen ties with the island nation has been a boon to the room-sharing service.

"Forty days ago we launched in Cuba, we launched with 1,000 homes in Cuba — today we now have 2,000 homes," he said in an interview on Bloomberg Television. "I don't think we've ever had a market grow as fast as Cuba."

San Francisco-based Airbnb last month became one of the first U.S. companies to begin operations in Cuba after Obama and Cuban President Raul Castro said in December they would restore diplomatic ties after more than 50 years. While Americans still are banned from visiting Cuba as tourists, the policy changes remove several restrictions on travel and trade between the two countries.

During a meeting with Castro in Panama last month, Obama said he would urge Congress to end the five-decade trade embargo against Cuba.

"President Obama has a desire

to bring these two communities together — Americans and Cubans," said Chesky, who was in Washington on Monday for a meeting with Obama and other entrepreneurs intended to promote the administration's global entrepreneurship program. "What better way to bring them together than actually in their homes?"

The White House named Chesky as a presidential ambassador for global entrepreneurship on Monday. Obama is scheduled to lead a Global Entrepreneurship Summit in Nairobi in July.

Chesky said he has "no immediate plans" to take his company public



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Minnesota Orchestra, in Groundbreaking Cuba Tour, Sells Out House

By Michael Cooper

The Teatro Nacional, a 2,056-seat theater on the Plaza de la Revolución, was sold out. Two dozen photographers and videographers swarmed the aisles. The Minnesota Orchestra's concert here Friday night was greeted not only as a rare chance to hear an orchestra from overseas, but as a symbol of the rapprochement between the United States and Cuba.

The concert, the first by a large United States orchestra here in more than 15 years, was greeted with several standing ovations — and huge cheers when the Minnesotans teamed up with the Cuban pianist Frank Fernández and two local choirs to perform Beethoven's "Choral Fantasy."

"They played beautifully — they send you to the clouds," Graciela Fonseca, 73, said after it ended, adding that she viewed the concert as a sign of friendship between the two nations.

It was not your typical concert at Orchestra Hall in Minneapolis. Tickets here cost around 50 cents, with students paying only half that — part of an effort to make cultural events accessible in a country where salaries are low, said Rafael Vega, the director of the theater, which also presents ballet, concerts, plays and comedy. The concert sold out quickly.

As crowds gathered outside the theater, vendors sold cookies, chips, and candy from a line of shopping carts, lending a festive, populist feel to the concert. The theater

looks out on the broad plaza, where Fidel Castro used to hold rallies. One side of the plaza is dominated by an enormous metal stencil-like portrait of Che Guevara that spans several stories on the side of the Ministry of the Interior building, and the other by a monumental memorial to José Martí, who was killed fighting for Cuban independence from Spain in the 19th century.

Other aspects of Friday night's concert would have been more familiar to Minnesota audiences, or really any concert hall these days: A cellphone went off during a quiet passage in the Funeral March in Beethoven's Symphony No. 3, the "Eroica."

The Minnesotans played an all-Beethoven program — not counting the sprightly Finnish polka that the orchestra's music director, Osmo Vanska, who is from Finland, chose for an encore. The "Eroica" was a nod to history: The first time the orchestra played in Cuba, in 1929, when it was known as the Minneapolis Symphony, it closed its concert with the work.

The tour was designed not only to highlight the thaw between the nations, but also the thaw within the orchestra: It resumed playing together only last year after a bitter labor dispute led to a lockout that silenced it for 16 months. Now the orchestra is working to recapture what was lost: Mr. Vanska, who resigned during the lockout and expressed support for the musicians, came back; Carnegie Hall concerts that were canceled have been rescheduled, and the orchestra plans to resume recording its Grammy-winning survey of Sibelius symphonies.

Of course, even as it embarks on its ambitious Cuba tour, the orchestra faces challenges back home — attendance this season has dipped below the pre-lockout levels, and though it has made up the difference through increased donations, the ensemble still has work to do to bring concertgoers and

subscribers back.

And the travails of the Cuban economy still make life difficult for musicians here. As the Minnesota musicians played with students in a number of settings this week, they marveled at the high quality of their play in spite of poor instruments. The Minnesotans brought small gifts for the students, who have trouble obtaining basic items: rosin for the string players, who rarely get to change the horsehair on their bows, and mouthpieces for the brass players.

The Cuba tour generated a great deal of excitement in Minnesota: The orchestra hung a huge banner announcing the tour outside its concert hall, and the performances here are being broadcast in the United States on the radio and streamed live on the Internet — where some fans annotated it minute by minute on Twitter. "I'm crying with pride," Emily E. Hogstad, a musician and blogger who follows the orchestra closely, posted on Twitter. "I didn't know you could CRY WITH PRIDE."

During intermission, Carlos Manuel Menéndez, 79, an economist wearing a white guayabera shirt, stood near the stands in the theater lobby offering compact discs by the Cuban pianist Chucho Valdés, the composer Leo Brouwer, and others. Mr. Menéndez said he was enjoying the performance.

He said that he regularly attended concerts by the National Symphony Orchestra of Cuba, which toured the United States in 2013, and that he had often heard the Leipzig Gewandhaus Orchestra when he used to travel to Germany. In recent years, he said, some foreign ensembles, including the Mahler Chamber Orchestra, had played in Cuba, but he lamented that the embargo had kept American orchestras out — something he hopes will change now.

"I hope there's more to come," he said.

FocusON Wealth

Latinos Have a Firm Hold on National Wealth

By Nicole Akoukou Thompson (staff@latinpost.com)

With 1.5 trillion in spending power, there's little need for arguing -- Latinos have a firm hold on national wealth and spending that has influences the way mainstream marketers think, function and spend.

It's because Latinos lead the way in effective years of buying power that marketers are eager to gain the support of the booming Latino population, which is comprised of confident spenders. The years of effective buying power exceeds that of non-Hispanic white. Hispanics average an additional 20 years of effective buying power compared to the general population. Therefore, when evaluating multicultural marketing trends, marketers should not only consider the short-term return on investment (ROI), but also the long-term ROI that comes with serving the Latino population.

"For Latinos, and multicultural markets in general, I think it's important to understand how to connect data with culture. And you do that by making sure you start with Latino and multicultural insights on the front-end, and not as an afterthought," Monica Gil, senior vice president and general manager of Multicultural Growth and Strategy at Nielsen, said to Latin Post. "I think it's very important to make sure you lead with Latino insights when you're looking at marketing plans and to maximize growth opportunities, because the general market is now multicultural. For instance, you can't think

of millennials without thinking Latino."

Young people between 18 and 34 are the most racially diverse generation in U.S. history, and 21 percent of millennials are Latino. Also, of all the Hispanic women in the U.S., 60 percent are under the age of 35. These young women are on the precipice of starting families, which means they're starting a whole series of 'first' and they're in acquisition mode, searching for an array of new products and services.

Thus, it's important to understand the dynamics of the new general market, including understanding how language plays a role, as language has evolved for Latino Americans. According to Gil, Spanish and English is not 'either/or' for the Latino population. It 'and/both': Spanish and English, or both Spanish and English. The linguistic dexterity that's taken place is only a side effect of Latinos being what Gil calls "the 200 percent population," because Latinos are ambicultural and "100 percent Latino and 100 percent American." They're easily able to seamlessly transcend between cultures without thinking about it.

"The reports on the Latino segment are very important to clients. One of the things that we know is that the world is changing, and it's changing permanently. If you think about the growth of our population, the reality is that Latinos currently make up 17 percent of the United States population," said Gil. "Think of it this way, within the next 35 years, the growth of Latinos is going to be equivalent to adding 10 additional New York City's, populated by only Latinos. So, the importance of these reports is helping clients and industries connect with the cultural aspect of viewing, purchasing, and digital behavior that is truly going to be the opportunity for

them to grow their business."

Hispanics/Latinos are "super consumers," and the concept of super consumers grows from the understanding that there is a subset of consumers who drive the most value and are the most heavily engaged in a specific category. Depending on the category, a particular group loves, evangelizes and economically and emotionally invest in that category. For example, Latino households drive up to 50 percent of profits in category of hot sauce, and that's because Latinos are emotionally involved with the category, which means they're going to have speedier paths to insights, and they're able to help marketers understand how to reach them as consumers.

"What brands really need to know about super consumers is that they're transforming shopping and U.S. mainstream in many different factors. They gravitate toward brands and products that reinforce their cultural roots," said Gil. "And this is very important when you think about it, because they have an emotional attachment to the brand. It helps them to increase in categories such as food, health and beauty and family planning. [Also], it's very important for [marketers] to understand the super consumer who's purchasing the most of their product."

For Latinos, technology is a key driver. Latinos are ahead of the curve in technology. Also, they use a digital landscape for everything. According to Gil, technology revolutionized the traditional living room and shopping experience. Thus, to reach this multicultural consumer, marketers must connect digitally with them, but also understand the cultural nuances that they use in their digital behavior.

"Think about multicultural and Latino consumers. They're

FOX DEPORTES DELIVERS A STELLAR MLS RETURN



SEASON OPENERS

TOTAL VIEWERS

+233%

VS 2011

P18-49

+291%

VS 2011



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Source: NTI 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

multitasking with their multiple devices. On average, they have about four devices ... and it's important to understand how they use these devices," said Gil, who mentioned that at any given moment Latinos can be watching a program on television, talking about the plot of the television show and instantly purchasing an item online or through their mobile devices or their tablets once spotting a product in a commercial. Technology has changed the speed of purchasing decisions, particularly among Latinos, who are very active in social media spaces. Reports show that multicultural consumers average about 73 visits per month, and they're engaging in about 46 apps per month, as well.

Additionally, Gil reported that one thing to know about Latino growth is that it's irrespective of immigration. Growth will continue in traditional states (California, New York and Florida) and the U.S. will also see growth in unconventional territories.

"The new growth is coming from markets such as Charlotte, Raleigh and Atlanta. For example, in a market like Raleigh, you're able to see 138 percent growth in the last decade. Also, in a market like Charlotte, you saw about 168 percent growth in the last decade. So, what this is really telling me is that Latinos are everywhere, we're growing and not just in the traditional concentrations that's thought about when you think about Latinos," said Gil. "When I say we're growing throughout the entire country, I mean there are 147 Latino children born to Latina mom every hour in the United States. In a state like California, it's 34 every hour, one every two minutes. That's really important information for marketers to understand."

Every marketer is at a different stage in their multicultural

journey, and their journey of Latino outreach. What's most important is that firms are actively seeking out multicultural interests and looking to connect with Latinos digitally. For example, understanding that Latina moms' circle of influence almost exclusively include other Latina moms, even in digital spaces, is an important step in understanding that Latina mothers, who are increasingly becoming the breadwinners and the decision-makers in their households, seek the valued opinion of Latina mothers when making purchasing decisions.

Entertainment Short



NBCUniversal Hispanic Group's annual Upfront presentation was held last week in New York and hosted by NBC's Natalie Morales and Telemundo's Jorge Bernal. EVP of Advertising Sales for NBCUniversal's News and Hispanic Groups, Mike Rosen, unveiled the company's go-to-market strategy-- "All Together. Latino."-- to connect with U.S. Hispanic audiences across all of NBCUniversal's networks and platforms. NBC Universo also presented its 2015-2016 lineup which includes the debut on May 22nd of "Escena Deportiva", a live Spanish-language signature sports show, continued sports coverage throughout the year, new reality and scripted programs including "Top Chef Mexico", "Reto Extremo: Fuerzas

FocusON Upfronts

ESPN Deportes Presents New Initiatives and Focus for 2016

More live sports events than any other U.S. Spanish-language media; Exclusive home of the 2016 UEFA European Championship; Network available on Sling TV; Launch of ESPN Quick Hits, a collection of short-form videos across ESPN Deportes' digital

ESPN Deportes announced at its Upfront in New York City today new initiatives focused on strengthening the network's digital video offerings, original content lineup and diverse programming. Special guests included Spanish soccer star David Villa, who recently debuted with MLS's newest team New York City FC, and ESPN Deportes' on air commentators including Hugo Sanchez, Alejandro Moreno, Antonietta Collins, Alfredo Lomeli and recent Sports Emmy-award winner Ernesto Jerez. The presentation emphasized the importance of multimedia, multiplatform content and live programming to engage and reach the avid Hispanic sport fans, underscoring their power and relevance in sports consumption. The network's success in delivering the most diverse sports programming will be the groundwork for the brand's focus on live, diverse programming in 2016, highlighted by the return of the UEFA European Championship.

LIVE SPORTS PROGRAMMING

In the last year, ESPN Deportes has aired more live programming every week than any other Spanish-language sports network (18 percent more than the closest

competitor), while also delivering its most-viewed MLB, NBA, NFL and College Football seasons ever.

In 2016, the brand will continue to deliver an unmatched lineup of live sports events including MLB, Monday Night Football, NFL Wildcard, NBA (including The Finals), College Football Playoff, UEFA Champions League (including the final), UEFA Super Cup, UEFA Europa League (including the final), La Liga's Copa del Rey Final and Supercopa, select European FIFA World Cup qualifying matches, and the most anticipated soccer event of the year, the 2016 UEFA European Championship.

2016 UEFA European Championship

With European nations taking four of the last five World Cups and thirteen spots out of the top twenty FIFA rankings, UEFA Euro 2016 promises to be the most popular and followed soccer tournament next year. ESPN and ESPN Deportes have been the exclusive home of the tournament since 2008. In 2012, the Euro Final was not only the single most-watched event for ESPN Deportes but also drove the network to become the most-watched cable network by Hispanic men throughout the tournament – Spanish and English.

The UEFA Euro 2016 will be held in France from June 10 - July 10, introducing a new format that expands the number of participating countries to 24 teams competing in a group stage consisting of six groups of four teams, followed by a knockout stage that includes three rounds and the final.

ESPN will present more coverage than ever before with more than 400 hours of coverage across ESPN, ESPN 2, ESPN Deportes, ESPN Deportes Radio and ESPN Radio, including live broadcast of all 51 matches. In addition, ESPNDeportes.

com, ESPN FC and ESPN's app will provide 24/7 coverage. The brand will deploy the largest production team and on-air talent roster with presence in six major cities, including Paris, Lyon, Bordeaux, Toulouse, Nice and Marseille. To complement the telecast of each match, ESPN Deportes will also develop a unique lineup of the brand's most renowned news and information programming and original content featuring some of the most compelling stories in the world of soccer.

Boxing

Starting this summer, Noche de Combates, the network's boxing program will be enhanced with top-level fights featuring Premier Boxing Champions (PBC), a series created for television by Haymon Boxing, presenting some of today's best and brightest stars in their toughest, most anticipated bouts. The first of twelve two-hour annual live telecasts – also in English as part of Premier Boxing Champions on ESPN (PBC on ESPN) – is scheduled for Saturday, July 11, at 9 p.m. ET on ESPN and ESPN Deportes.

ESPN DEPORTES ON DISH NETWORK'S SLING TV

As part of ESPN's initial agreement with DISH, ESPN Deportes will launch soon on Sling TV as part of the "Deportes Extra" add-on package. For an additional \$5 per month, customers who choose to supplement the "Best of Live TV" core package with "Deportes Extra" will be able to receive live access to ESPN Deportes.

Sling TV delivers live sports, lifestyle, family, news and information channels, and Video-On-Demand entertainment to broadband-connected devices at home and on-the-go. It is available on televisions, tablets, computers and smartphones.

ESPN DEPORTES DIGITAL

ESPN Deportes Quick Hits, a new short-form video collection

In 2014 alone, Hispanic men 18-49 consumed 6.7 billion minutes of video across ESPN's digital properties presenting a unique opportunity for brands. In an effort to continue delivering content where fans are consuming, ESPN Deportes launches Quick Hits, a collection of short-form digital videos curated by fan favorites. The series not only enhances ESPN and ESPN Deportes' Hispanic digital content offerings, but also provides brands with a unique opportunity to connect with fans by developing creative and innovative content that will be seamlessly integrated into Quick Hits.

The debut collection will include five series:

- SportsCenter Ahora, featuring highlights of the most important plays of the day.
- Pitazo Final, all the soccer analysis from ESPN Deportes' experts
- ESPiNdo, delivering the best moments and analysis of American sports, including NBA, NFL, MLB and college sports
- Instaviral, highlighting trends in the sports world
- One Nacion, a series on the recently launched One Nación, a bilingual online destination that integrates ESPN content relevant to the U.S. Hispanic sports fan, serving as a hub for English and Spanish-language content. The video series is co-hosted by Toni Collins and Alfredo Lomeli, presenting video segments that highlight the latest hot button topics relevant to the bicultural, bilingual audience. All segments are presented in a mix of both languages.



ESPN DEPORTES RADIO

ESPN Deportes Radio, the only Spanish-language sports radio network dedicated to sports 24/7 will continue delivering the most comprehensive lineup of events in Spanish-language U.S. media. Over the next year, the radio network will present over 350 live events including UEFA Champions League, Liga MX, Copa MX, Copa Del Rey Final, Spanish Super Copa, UEFA Europa League, EURO 2016, UEFA World Cup Qualifying, CONCACAF Olympic qualifying, CONCACAF Champions League, MLS, International Champions Cup (ICC), MLB (including the Home Run Derby, All-Star Game and World Series), College Football Championship and Serie del Caribe.

ESPN DEPORTES LA REVISTA EXPANDS EDITORIAL OFFERINGS

Starting this fall, ESPN Deportes La Revista will expand its editorial offerings by adding Hombre ESPN, a new section dedicated to fashion, lifestyle and culture of the Hispanic athlete, featuring articles, interviews, trends and travel. Hombre ESPN will debut in the August/September issue.

impreMedia, one of the leading Hispanic news and information companies in the U.S., continues to publish ESPN Deportes La Revista. The magazine publishes six issues per year and is distributed in the top Hispanic DMAs through a matrix structure that includes single copy sales/newsstands and newspaper delivery.

Dieste CEO *From Greg Knipp*



This week we have a new Provoke 59 where our Chief Executive Officer Greg Knipp provides his perspective on the incompleteness of the "total market" model. Reminding us that while a

holistic integrated approach is what we all strive for, we must recognize when one common Total Market solution doesn't solve multiple marketing challenges.

Stuart Elliott: A Modest Proposal for One Video Marketplace

My return to writing about advertising, marketing and media comes, by coincidence, during one of the biggest events on the Madison Avenue calendar: Upfront week, when the major broadcast and cable networks unveil their upcoming fall schedules and start selling commercial time.

The Upfront week that raises the curtain on the 2015-16 television season, which runs through Thursday, follows weeks of presentations by other cable channels as well as digital media firms, the latter under the banner of the Digital Content NewFronts.

For decades, the Upfronts were of interest largely to industry insiders. More recently, as mainstream media joined trade publishers in paying attention to Upfront news -- and leaks about shows being picked up, renewed or cancelled began flooding social media platforms such as Twitter -- they have become familiar to a wider audience. For instance, a full-page ad in the current issue of *New York* magazine promises that a sibling website, *Vulture*, will deliver "in-depth analysis of all the networks," "candid interviews" and "backstage and party coverage."

(The second rule of Upfront week is it's not Upfront week without parties. The first rule? With apologies to "Fight Club," you talk about Upfront week.)

It long has been fashionable to dismiss Upfront week as outdated or outmoded. Part of the dissatisfaction came from the logistical challenges posed by schlepping from one event in midtown Manhattan to another, especially on days when four or five are scheduled. Such grumbling

grew louder as more media companies jumped aboard the Upfront bandwagon and the number of events kept rising each year: There are at least 16 -- count 'em, 16 -- taking place this week.

The major reason for Upfront fatigue may be a belief that as traditional television has become increasingly irrelevant, so, too, have the Upfronts. Proclamations that the medium is obsolete or soon will be, which almost always include the phrase "the death of TV," are as much a part of Upfront week as cocktails, canapes and media buyers taking selfies with network stars.

Those declarations of mortality are getting louder and more frequent as ratings decline and ad dollars shift more quickly from television to digital video. For one thing, the marketplace for online programming is more year-round than seasonal, meaning there is less emphasis on buying on an Upfront, fall-through-spring calendar. For another, many streaming services don't even sell commercial time. (Gasp!)

Also, spending money in new media can confer on a marketer a cachet as being cutting-edge. Conversely, those who stick to television may fear their choice is perceived as sclerosis of the budget, worrying that the venerable media expression, "Nobody ever got fired for buying TV," is going the way of the once-popular expression in IT departments, "Nobody ever got fired for buying IBM."

Television still has its strong points. Duh! It's the most powerful marketing medium ever devised, an ad delivery system with enormous reach that has helped build brands worth billions of dollars. And top executives at networks such as CBS, NBCUniversal and Turner Broadcasting are pushing back against the narrative that, like Fred Flintstone,

they're riding dinosaurs, by providing advertisers with data demonstrating the ability of TV to mirror online video and target potential customers. (Also, it can still create monster hits like Fox's "Empire." That's the cast in the photo up top performing at Fox's Upfront event Monday.)

No one can say with certainty that television ad revenue has peaked or that TV's best days as an ad medium are behind it. But as the buzz for digital video builds, there's something that the television business can do to maintain its hegemony: Proactively propose to bring together the Upfronts and the NewFronts -- hell, throw in the other video-centric 'fronts, such as those devoted to movie-theater ads and digital place-based ads -- and, effective with the 2016-17 season, create a united Video Upfront.

It's not that much of a stretch when you consider that many TV powerhouses already sell ads in online and streaming video in addition to commercials on linear television. And it reflects how industry thinking has already evolved: In the Time Warner annual report for 2014, Jeff Bewkes, chairman and chief executive officer, describes the company as "solely focused on creating and distributing the best video content across television, film and new platforms."

A combined sales bazaar surely would be easier for marketers and their agencies to navigate, rationalizing what can feel like a confusing free-for-all. And a Video Upfront also may encourage the traditional and new media players to cooperate on ideas to improve efficiency along with effectiveness.

The only stumbling block might be a name. Calling the first Video Upfront a "Vupfront" hardly trips off the tongue. And a "V-front" risks confusion with the men's undergarment known as the Y-front. Suggestions are welcome.

FocusON Business

How Can Small Businesses Get, and Keep, Clients?

Building strong relationships is key to keeping clients

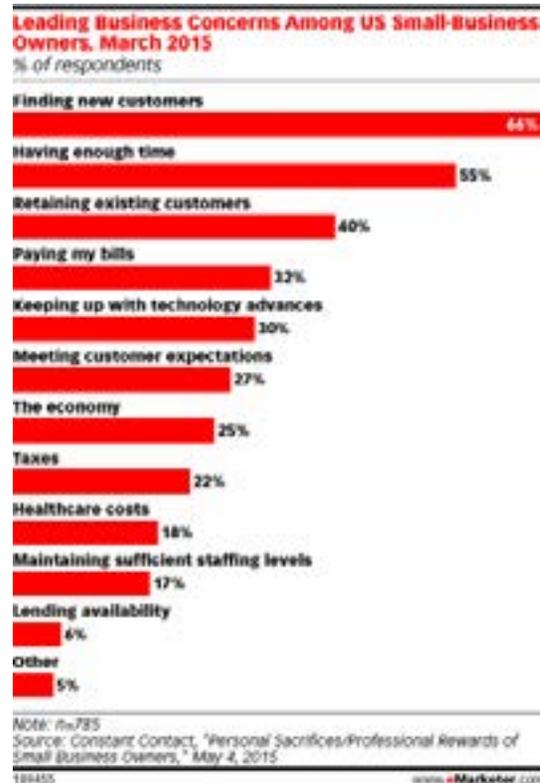
Small businesses acknowledge that clients are critical to their success: In a March 2015 study by The Alternative Board (TAB), 48% of small-business owners (SBOs) worldwide said their customers drove their success—the No. 1 response when asked how to describe their company culture. As such, they're putting a strong emphasis on driving new and repeat customers this year—and it's stressing many out.

In a December 2014 study by Zogby Analytics for Xero, growing the customer base was the top 2015 business priority among US SBOs, cited by 62.2%.

However, SBOs are feeling the heat. In March 2015 research by Constant Contact, finding new customers was the leading business concern among US SBOs, cited by two-thirds. Retaining existing customers was also important, at 40%—the No. 3 response behind having enough time.

Spring 2015 research by Ebiquity for American Express looked at a different list of priorities and here, keeping current business and revenue sources was the No. 1 company priority cited by US SBOs, at 38%, followed by growing the business (34%).

When it comes to bringing in new business, word-of-mouth is still the most effective marketing channel



for small and medium-sized businesses, cited by 28% polled in November 2014 by BrightLocal. For those looking to go beyond chatter though, search engine optimization and online local directories were the second and third most effective marketing channels for bringing in new leads and customers, followed by email marketing.

Once they've attracted those customers, relationships are key to keeping them. In a March 2015 study by Braun Research for Bank of America, nearly six in 10 US SBOs said establishing relationships with customers was the primary driver of repeat customers. Nothing came close to this, with low prices and prime location tying for second, with just 11% each.



Generating leads and closing deals are just the beginning for small businesses. If they want to maintain the customer base they've worked hard for, they'll need to form strong relationships with their clients. If not, they risk losing out to other driven parties in the industry that do.

See more at: <http://www.emarketer.com/Article/How-Small-Businesses-Get-Keep-Clients/1012460/9#sthash.uZPK5UXm.dpuf>

Baila

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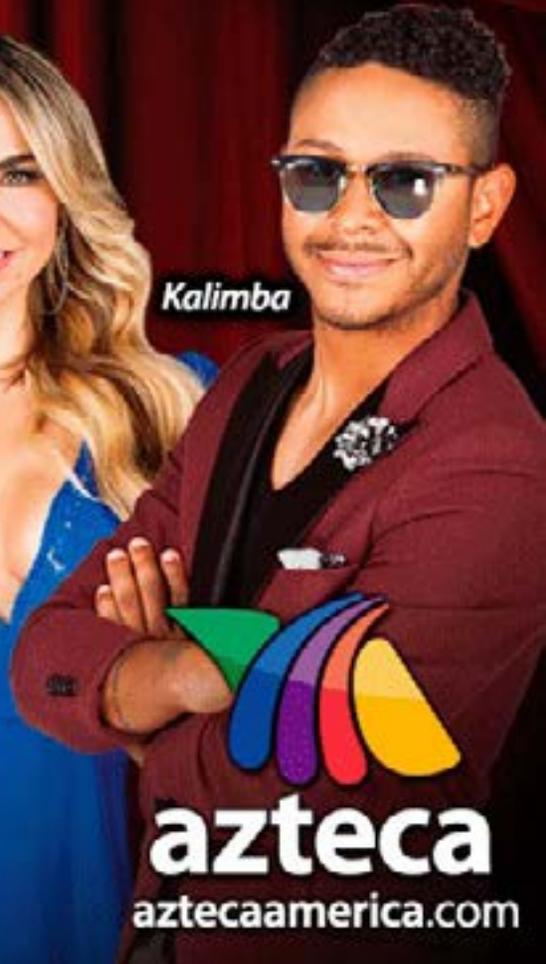
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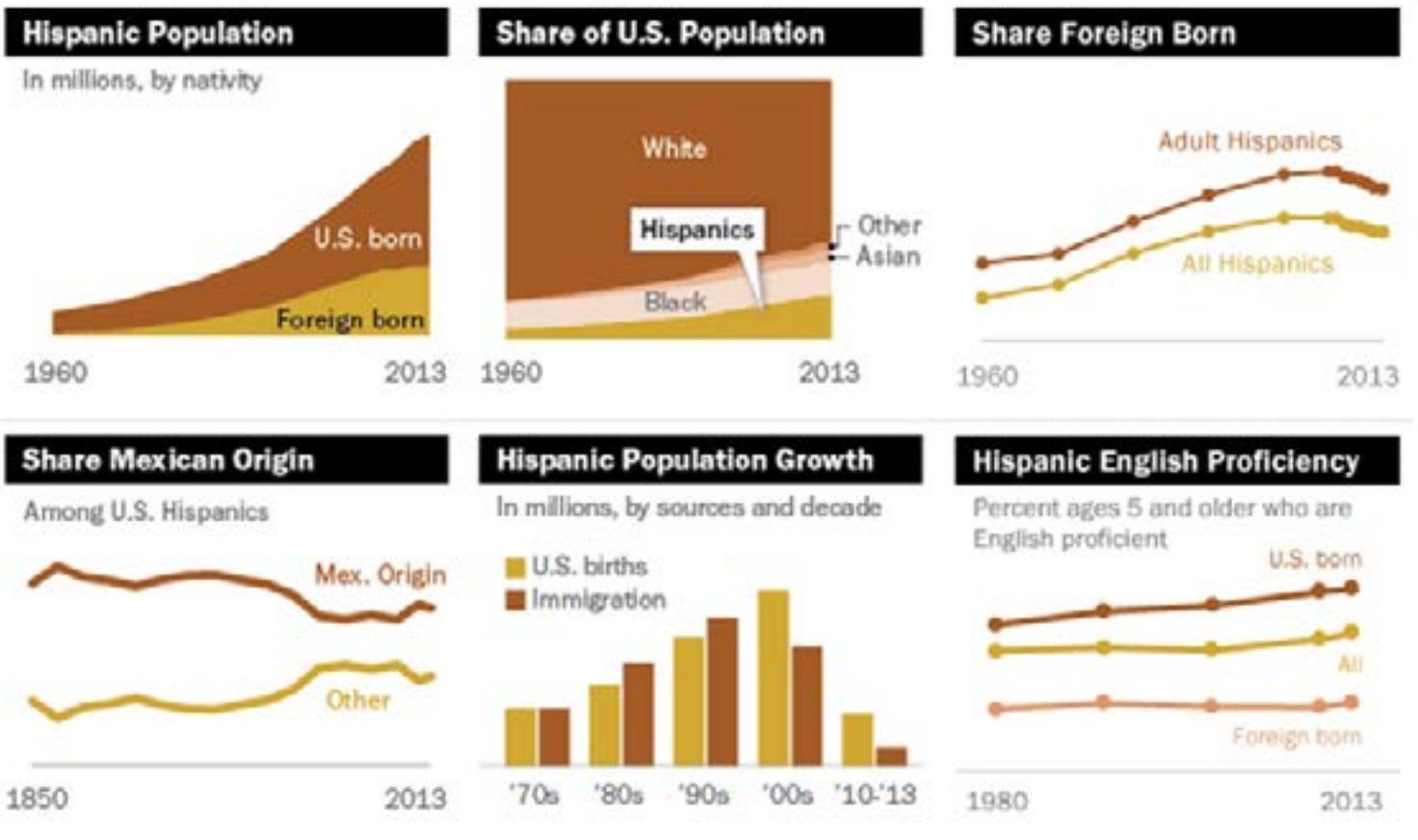
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FocusON U.S.

Statistical Portrait of Hispanics in the U.S.

Explore detailed characteristics of U.S. Hispanics at the national level, as well as state population totals. Topics covered include age, citizenship, origin, language proficiency, living arrangements, marital status, fertility, schooling, health insurance coverage and employment.

Pew Research Center is a nonpartisan fact tank that informs the public about the issues, attitudes and trends shaping America and the world. It does not take policy positions.



FocusON Media

Estrella TV Announces Changes

In front of hundreds of attentive guests, Estrella TV unveiled an innovative programming strategy for advertisers at its annual Upfront Gala at Bryant Park Grill in Manhattan. From a tented high tech stage setting, clients and advertising agency executives were given a glimpse of the network's new content curation within the digital and social space.

At the core of Estrella TV's message to advertisers: Estrella TV keeps growing at a time of audience declines. In the key targets of A18-49 and 25-54, only Estrella TV has grown back-to-back years among the top four Spanish language networks. Also chief among this growth is the millennial audience. As many networks grapple to grow this elusive target, Estrella TV is also the only broadcast network in Spanish or English to grow back-to-back with A18-34. Estrella TV announced its plans for the launch of Fenomeno Studios, a brand new multi-channel network that will feature channels across many different genres including musical parodies and gaming with Don Cheto, lifestyle and pranks with superstar Luis Coronel, DIY, beauty, sports offerings and many more.

CEO, Lenard Liberman, who laid out the thinking behind the new MCN, unveiled the highlight of its focus. The Fenomeno Studios facility is a 23,000 square foot studio in Burbank that is a creative space complete with production stages, edit bays and office space for the new stable of YouTube talent that will be incubated. The important distinction noted with this platform is that it will not be for re-purposing television content

but, a talent development platform for crossover to TV integrating brands in the process.

En La Lucha - A new entertainment program designed to showcase today's rising political stars and bring political leaders and social influencers into the homes of the more inquisitive viewers, namely the millennial.

iTestigo - A news based "citizens reporters" program that will feature user generated content of events and social issues from across the country and the world. A host and journalistic team will provide in-depth commentary from a central newsroom of "citizen reporter" content. An iTestigo app will push geographically targeted requests for content from participating reporters.

New Comedy Interview Show (unnamed) - Will star the very popular Mexican actress and comedian, Consuelo Duval. Consuelo charmed the crowd at the event and spoke about her enthusiasm in joining the Estrella TV family.

Also on hand was superstar Luis Coronel, the newest celebrity judge on Estrella TV's hugely popular nationwide talent search program, "Tengo Talento Mucho Talento". Luis spoke of his experiences as a first time judge of the widely popular show that continues to secure double digit ratings growth and fuel vast digital and social followings among fans. Luis also talked about the launch of his new channel on Fenomeno Studios MCN.

Guest entertainment included singer, Skylar Grey, who performed her signature songs from atop a high tech stage and sound system.

"We were thrilled with clients' response to Fenomeno Studios and all of the incredible programs we will be launching for the new season" said Winter Horton, COO, Liberman Broadcasting.

ABOUT ESTRELLA TV: Since its 2009 launch, Estrella TV has established itself as a top U.S. Hispanic television network across demos and time periods. Covering nearly 80% of the Hispanic TV households in America, the broadcast network has achieved its fast-track success by programming high-quality all-original programs produced in-house featuring well-known stars and popular personalities from the U.S. and Latin America. Estrella TV is owned and operated by Liberman Broadcasting, Inc., a leading Spanish-language entertainment company and one of the largest Spanish-language radio and television broadcasters in the United States, based on both revenues and number of stations. More can be learned about Estrella TV on its exclusive website, www.estrellatv.com.



FocusON Publishing

Cablevision to Drop \$1 bid for NY Daily News

By Liana B. Baker

It was one dollar too much for Cablevision Systems Corp (CVC.N). The cable company is planning to pull out of the auction process for the New York Daily News after spending hundreds of hours analyzing a potential deal, according to a person familiar with the matter.

Cablevision had bid just \$1 for the tabloid newspaper in March, Reuters reported at the time. It is now planning to bow out ahead of a second-round bid deadline next week, the source said on Tuesday, asking not to be named because the process is confidential.

Cablevision, which owns the Long Island, N.Y.-based newspaper Newsday, could not justify paying even \$1 for New York Daily News because of its poor financial condition and prospects, the person said. Even if Cablevision bought the newspaper's state-of-the-art printing press, it would have still lost money on the deal, the source said.

In February, New York media and real estate magnate Mortimer Zuckerman said he was considering selling the newspaper and had hired Lazard Ltd (LAZ.N) to assist with the process.

Other bidders still around the process include Jimmy Finkelstein, owner of the Washington newspaper "The Hill," John Catsimatidis and an unnamed real estate mogul, according to a separate source familiar with the



matter.

Cablevision declined to comment while a representative for the New York Daily News could not immediately be reached for a comment. Finkelstein and Catsimatidis representatives did not immediately respond to

requests for comment.

New York Daily News is currently losing \$30 million a year sources previously told Reuters. Its declining circulation relies heavily on newsstand sales rather than on subscriptions.

FocusON Language

English Proficiency on the Rise among Latinos

U.S. Born Are Driving Language Changes

A record 33.2 million Hispanics in the U.S. speak English proficiently, according to a new Pew Research Center analysis of U.S. Census Bureau data. In 2013, this group made up 68% of all Hispanics ages 5 and older, up from 59% in 2000.

At the same time that the share of Latinos who speak English proficiently is growing, the share that speaks Spanish at home has been declining over the last 13 years. In 2013, 73% of Latinos ages 5 and older said they speak Spanish at home, down from 78% who said the same in 2000. Despite this decline, a record 35.8 million Hispanics speak Spanish at home, a number that has continued to increase as the nation's Hispanic population has grown.

These shifts coincide with the rise of U.S.-born Hispanics as a share of the nation's Hispanic population and the slowdown in immigration to the U.S. from Latin America.

Fully 89% of U.S.-born Latinos spoke English proficiently in 2013, up from 72% in 1980. This gain is due in part to the growing share of U.S.-born Latinos who live in households where only English is spoken. In 2013, 40% of U.S.-born Latinos,

or 12 million people, lived in these households, up from 32% who did so in 1980. The gain in English proficiency is also due to the rising share of U.S.-born Latinos who live in households where Spanish (or another non-English language) is spoken, and who say they speak English "very well." Half (49%) of U.S.-born Latinos say this, numbering 14.7 million, up from 40% who said the same in 1980.

By contrast, the share of foreign-born Latinos who speak English proficiently is little changed since 1980, even though the number that is English-proficient has grown. In 2013, 34% of foreign-born Latinos spoke English proficiently, numbering 6.5 million. In 1980, that share was 31% and numbered 1.3 million.



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