

FocusON The Pope

Pope Francis Implores Congress to Accept Immigrants as Their Own

By Marc Fisher, Michelle Boorstein and Steve Hendrix

Pope Francis, making history's first papal address to the U.S. Congress, last week implored America's leaders to accept those born in other countries as their own children, urging lawmakers to set aside political differences and embrace people who "travel north in search of a better life."

The pope wrapped traditional Catholic teachings into a celebration of American icons including Abraham Lincoln and Martin Luther King Jr., drawing lessons from their work to gently but firmly push Congress to move beyond the partisan paralysis that has blocked progress on immigration reform, climate change and other issues.

"Each son or daughter of a given country has a mission, a personal and social responsibility," the 78-year-old pontiff said in heavily accented English. "Your own responsibility as members of Congress is to enable this country, by your legislative activity, to grow as a nation."

President Obama watched the speech on



television, according to White House press secretary Josh Earnest. "Pope Francis made the appropriate observation for the United States to live up to the high standards that we set for ourselves," Earnest said.

The Capitol Hill call to action kicked off a second full day of gleeful crowds and emotional visits to Catholic institutions. The faithful gathered at the Apostolic Nunciature, or Vatican embassy, to greet the pope when he emerged. More lined the streets as his motorcade traveled to the Capitol, where

thousands waited on the Mall to watch his speech on giant screens.

After his address to Congress, the pope went directly from the grandeur of Capitol Hill to the spare St. Patrick's Catholic Church in a neighborhood that has flipped over the past decade from marginalized to magnet. He prayed with people who variously wore suits and torn T-shirts, and he blessed the meals of more than 300 homeless people.

Upon arrival at John F. Kennedy International Airport in New York, the pope traveled

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[hispanic] market works

by helicopter and motorcade to a very different St. Patrick's, the soaring cathedral on Manhattan's Fifth Avenue, for an evening service.

There, the pontiff began his homily by expressing "my sentiments of closeness" with Muslims after the tragic stampede that killed more than 700 pilgrims near Mecca on Thursday, the first day of Eid al-Adha, one of the holiest Muslim holidays. "I unite myself with all prayers to Almighty God, the merciful," he said.

He spoke directly to nuns and women in the church, saying, "What would the church be without you?" He also referenced the clergy sex scandal for the second time on this visit, lamenting "the shame" caused by "brothers who harmed and scandalized the church in the most vulnerable of her members."

In his speech to Congress, Francis crafted an address saturated in American references, with special praise for the nation's role as "a land which has inspired so many people to dream."

He was pointed at times, urging the abolition of the death penalty and the end of arms trading, and warning of the dangers of religious extremism worldwide. And he was oblique at points, never directly mentioning abortion or the United States' rapid embrace of same-sex marriage, saying only that the family is being threatened and

that "fundamental relationships are being called into question, as is the very basis of marriage and the family."

He saved his most specific prescription for combating climate change, a cause on which he said the United States has a special obligation to lead.

"I call for a courageous and responsible effort to redirect our steps, and to avert the most serious effects of the environmental deterioration caused by human activity," the pope said. "I am convinced that we can make a difference — I'm sure. And I have no doubt that the United States — and this Congress — have an important role to play. Now is the time for courageous actions and strategies."

The pope, who helped broker a diplomatic opening with Cuba, offered himself and his example as a pastoral link between opposing points of view. "It is my duty to build bridges and to help all men and women, in any way possible, to do the same," he said. "A good political leader is one who, with the interests of all in mind, seizes the moment in a spirit of openness and pragmatism."

Although members of Congress largely avoided the ostentatious displays of partisan cheering that have come to characterize the president's annual State of the Union addresses, an ideological divide was apparent at times. In response to Francis's passage about climate change, Democrats

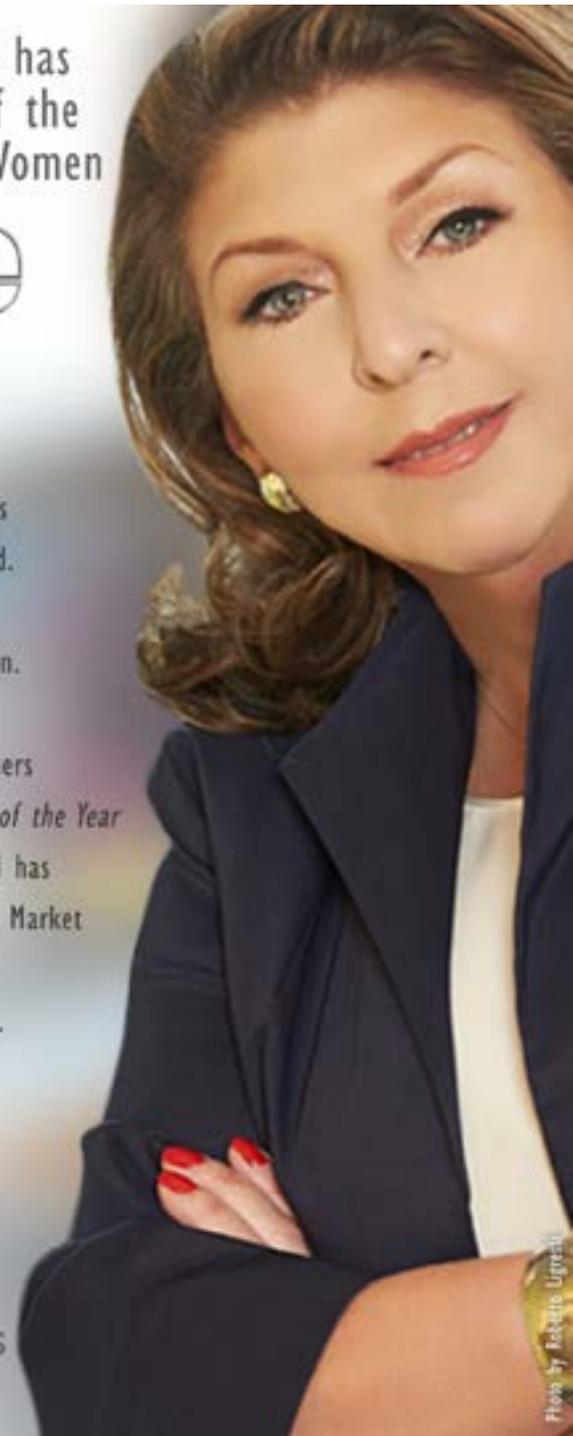
Daisy Expósito-Ulla has been named one of the 25 Most Powerful Women by **People** EN ESPAÑOL

Congratulations, Daisy.

We celebrate "Most Powerful" as the quality to inspire and build. To invent and reinvent. To lead by vision and conviction.

In the year d expósito & Partners has been chosen 2015 Agency of the Year by the AEF, PEOPLE En Español has now given us and the Hispanic Market another reason to celebrate. Thank you, PEOPLE En Español.

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mostly stood and cheered, while some Republicans stayed seated and applauded mildly, if at all.

But the response to the pope's passionate words about embracing immigrants seemed to strike a bipartisan chord. Sen. Marco Rubio (R-Fla.), a presidential candidate and son of Cuban immigrants, wiped away tears as the pope called himself "the son of immigrants."

Pope Francis tempered his call for action with a statement of support for the role that business plays in society, calling it "a noble vocation, directed to producing wealth and improving the world."

"The creation and distribution of wealth," he said, is a vital element in the fight against poverty and climate change.

Those looking for signs of this pope's political direction could find evidence in the speech's repeated references to a pantheon of liberal heroes, from Dorothy Day, who dedicated her life to a battle against poverty and war, to Thomas Merton, whose "Letters to a White Liberal," written in 1963, urged Christians to follow their faith and join the fight for civil rights for black Americans.

The pope praised King for his focus on "liberty in plurality and non-exclusion," Day for "social justice," and Merton for "dialogue and openness to God."

Francis implored Congress to "reject a mind-set of hostility" and embrace the immigrants who come "to this land to pursue their dream of building a future in freedom."

The pope, noting that many in Congress are also children of people who made the risky journey to America, said the nation must follow the golden rule and "treat others

with the same passion and compassion with which we want to be treated."

"We must not be taken aback by their numbers," he said, "but rather view them as persons, seeing their faces and listening to their stories, trying to respond as best we can to their situation."

Francis's emphasis on immigrants is a matter of self-interest for a U.S. church that is rapidly becoming majority Latino. Parishes across the white Northeast are shuttered while many in the West and South are bursting with Spanish-language Masses.

That focus also dovetails with the major theme of his American trip, a series of reminders that his papacy is very much about renewing the church's focus on the poor and the powerless. The pope this year opened a 30-bedroom homeless shelter just steps from the Vatican. He had showers set up for homeless people in St. Peter's Square, and he invited about 150 homeless people to a private viewing of the Sistine Chapel.

Americans are largely supportive of the pope's engagement on economic, social and environmental issues. But American Catholics, who make up about one-fifth of the U.S. electorate, remain deeply divided over their church's directives.

One Catholic congressman, Rep. Paul A. Gosar (R-Ariz.), skipped the pope's appearance to protest Francis's advocacy for strong action against global climate change and what Gosar sees as the pope's failure to speak out "with moral authority against violent Islam."

The many lawmakers who were inside the chamber on Thursday emerged with bipartisan agreement that the

pope's central message was simple: Just get along.

On the Capitol lawn, many of those who watched the pope's congressional address on giant video screens came away convinced that Congress should — but probably won't — take his message to heart.

"I was not expecting him to address the bipartisan divide," said Emily Warn, 62, a writer from Seattle. "It's as if he was trying to heal Congress."

In a country where the old-line Catholic population is diminishing because many families are having fewer children — though a wave of Hispanic immigrants is partly making up for that decline in numbers — the pope spoke to young Catholics, especially those who are "disoriented and aimless, trapped in a hopeless maze of violence, abuse and despair."

They will have children, he said, only if the nation provides them with a greater sense of "possibilities for the future."

After the address, Francis walked through the Capitol's second floor to Statuary Hall and paused at the statue of Junípero Serra, the California missionary whom he had canonized on Wednesday.

The pontiff then joined Vice President Biden, House Speaker John A. Boehner and other congressional leaders on the speaker's balcony overlooking the West Front of the Capitol, greeting an enthusiastic crowd that numbered in the thousands. He said a few words of thanks in Spanish and then, to great cheers, switched to English: "Thank you very much, and God bless America!"

This story was first published in The Washington Post.

FocusON Journalism

National Association of Hispanic Journalists Launches First Conference At Hispanicize 2016

Hispanicize, one of the largest most iconic annual events for Latino trendsetters and newsmakers in digital content creation, journalism, marketing, entertainment and tech entrepreneurship, will be taking place in downtown Miami's InterContinental hotel on April 4th - 8th, 2016.

While welcoming more than 3,000 of the nation's most influential Latino professionals from the industries of digital content creation, journalism, music, marketing, film, and business, the five day event will also feature The National Association of Hispanic Journalists (NAHJ)'s launching of its first annual Spanish-language conference.

"We had a great response from our members to NAHJ's expanded role in programming at the Hispanicize event this year," says NAHJ president Mekahlo Medina. "This partnership will expand our efforts to meet the professional development content needs of many Spanish-language journalists."

A now seventh year tradition, Hispanicize is owned and operated by Hispanicize Media Group, LLC, the parent company of DiMe Media and the Hispanic PR Blog, and is often times described as a "launch pad" for creative endeavors, new products, technologies, marketing campaigns, films, and books targeting



Latinos in the U.S. and/or Puerto Rico.

Manny Ruiz, founder and creative director of the Hispanicize event, says that through, "Working in close partnership with the NAHJ, we're going to provide Hispanic journalists who attend the Spanish or English language journalist content showcase with

an incredibly enriching experience."We're honored to host this first annual national convention within Hispanicize and we're confident that Latino journalists will be excited to discover the unprecedented opportunities that will await them for professional career or even media entrepreneurship development."

FocusON Millennials

Sensis Releases Findings from Hispanic Millennial Project

Cross-cultural advertising agency Sensis has released the first section of the fifth wave of its Hispanic Millennial Project, a project designed to provide insights into critical questions regarding Hispanic Millennials.

This comprehensive research study looks at Hispanic millennials in comparison to non-Hispanic millennials as well as their older Hispanic (35+) counterparts and aims

at tackling segmentation, points of tension, healthcare behavior, digital motivations, and introduce new ways to think about Hispanic millennials that will be compelling to every brand and marketer.

Last week, the company released specific findings from its studies on entertainment consumption, and found that Non-Hispanic White Millennials are driving box office receipts, Spanish language programming is one of the only factors keeping Hispanic Millennials watching live TV instead of switching over to online streaming services, and that social media heavily influences entertainment consumption for the Hispanic demographic.

“One insight around entertainment that stood out for us was that, although this is a young adult segment, stories about hard work and freedom still resonate with them,” says José Villa, Sensis President and Founder. “But this group is more interested in seeing themselves in the media without overt displays of Hispanic culture – a new insight that could shape the way stories are told to this segment.”

For more information, please visit [HispanicMillennialProject.com](#) to download a free copy of the first 4 waves and wave 5A of the report. Sensis will publish three additional parts of Wave 5 – on Mobile, Social Media, and Gaming – over the course of the next three months.

Survive a Request to Target Hispanic Millennials in 5 Steps

By Javier Güemes, Executive Creative Director at Dieste

For the past three years, I've been talking and hanging out with Hispanic millennials and non-hispanic millennials trying to get a clear understanding of the way they see the world. Of the things that motivate them and the things they don't care about.

This is what I can tell you about them.

1. Forget they are millennials. They don't care about labels, they are simply young people. Forget they are Hispanic; they know that. What you need to do instead is to focus on their motivations not as a generation, but as individuals with specific drives. For example, there are a lot of young people cooking healthy meals. The main reason? They cannot afford to get sick. Just a simple example of why you should never generalize what the data tells you. On top of that, in some DMAs Hispanic millennials are the majority of the millennial population, and this is context you cannot forget.
2. Learn they are part of a multicultural pot, and they don't care. It is what it is. All of their friends are like them, and they don't question if they are Hispanic, African American or Asian. The only thing they know is



what they know. Instead, you can make observations and add nuances to any situations you portray in your ads. One time I was at a Halloween pre-party (not a Hispanic holiday) organized by a Latino friend, and next to me was this beautiful African American lady that told me, after seeing that a significant amount of Latinos had shown up, "Wow, this is like a commercial I just saw. Everybody brings more friends... I love that." It happens that the commercial was produced

by my team based on a real anecdote. As you can see, "Hispanic" things can happen in a "traditional American" environment and still be relevant, not only in the context, but also in the offer and the message.

3. Remember an insight is universal, related to emotions and relevancy, not about background or ethnicity. In other words, their family is important,

just like any other human being; the way they relate could be different, but it varies from family to family around the world. For example, they love music but not everyone loves Salsa and Reggaeton, and that not only happens here, it also happens in many Latin American countries. So you need to go deeper and look for something more meaningful.

4. Go to the streets and meet them. Don't limit yourself to data; it could be your worst enemy if you use it by itself. Their motivations are eye openers, and yet very different from any other segment. Why? Well, they've grown up in a different time surrounded by different technology, economic environments, beliefs and social remarks, and that's exactly what you need to understand very well before you generalize. For example, a group of artists told me one day that art gives them the opportunity to express themselves without having to give any justification or explanation.

5. Stay original and fun. Hispanic millennials appreciate authenticity, and they are happy people. They were born in a time when they can do things by themselves using the technology available; they have an entrepreneurial spirit, and they can be easily motivated. A lot of people spend their free time volunteering, exercising, adopting dogs, having fun and eating healthy.

So what do these insights about Hispanic millennials tell you about this generation? Now you can answer the question yourself.

FocusON Television

Cisneros Media Distributors and Estrella TV Team Up

The global distributor's sales team will be showcasing the portfolio with a marketing package titled "Diversión [Amusement] at the upcoming international market MIPCOM 2015, which takes place from October 5th to the 8th in Cannes, France.

Cisneros Media Distribution (CMD), a global distributor of entertainment content, today announced the signing of a multi-year deal with Estrella TV, the largest privately held, minority-owned Spanish-language broadcaster in the United States, for the worldwide distribution rights of the network's content library.

Based in Burbank, California, Estrella TV produces over 40 hours of original programming each week and now owns an extensive library of more than 7,500 hours of content and formats. Its top-rated slate includes reality, musical-variety, comedy, scripted drama, talk and game shows, and features top talent from the United States, Mexico and the rest of Latin America. Since its founding in 1999, Estrella TV has spent years honing and developing its original content,

The worldwide distribution agreement encompasses 15 programs and formats, which can be adapted to any market. This includes the reality show "Rica Famosa Latina" [Rich Famous Latin Woman], the suspenseful series "Historias Delirantes" [Urban Legends], and the primetime talk-show "Noches con Platanito" [Nights with Platanito], among others.

Telemundo Series "El Señor De Los Cielos" Ranks #1 In Spanish-Language Programming

Telemundo has once again surpassed Univision, airing the finale of El Señor De Los Cielos, the #1 Spanish-language broadcast network program in its time slot.

Averaging 2,958,000 total viewers and 1,788,000 adults 18-49 on finale night, the third season of the program finished strongly, keeping viewers on the edge of their seats, anxiously awaiting the fourth season's debut.

El Señor De Los Cielos is one of the program's in Telemundo's super-series production, an attempt to, "bring to the audience a higher quality production, whereas the TV audience is now much more mature, due to broadband Internet penetration and the opportunity it has now to easily compare multiple contents."

Marcos Santana, Telemundo International's president, believes that, "without any doubt, traditional telenovelas will continue in a family TV slot, but, as TV consumption evolves, that market will demand shorter, high-

quality TV dramas. This is the big change that is coming."

Telling the story of Aurelio Casillas, a prominent Mexican drug lord, El Señor De Los Cielos fits Santana's description of the future of telenovelas: a faster paced, action-packed and shorter scripted drama series than S

Much of the show's success can be seen on the digital front, ranking as the #1 Spanish-language show on Twitter with over 5,100 tweets, and #1 most-social show on Facebook, among Hispanic networks, resulting in a total of 160,000 user engagements. The finale generated over 222,000 video streams on finale night, while season three in its totality ranks as Telemundo's most engaged digital series, reaching over 3,800,000 unique users this season across all digital platforms.



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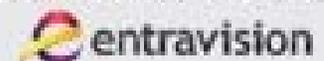
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FocusON Power

Daisy Expósito-Ulla: A Powerful Voice

Last week's selection among the 25 Most Powerful Women by PEOPLE En Español, puts Daisy Expósito-Ulla back in the public eye. Seeing a U.S. Hispanic advertising and marketing business leader, recognized alongside Mexican journalist Carmen Aristegui and Univision's anchor María Elena Salinas, serves to call attention to Expósito-Ulla's community involvement and civic role. HMWorks explores the latter aspects of the Chairman/CEO of d expósito & Partners, which was recently chosen by the Advertising Educational Foundation (AEF) as 2015 Agency of the Year.

What makes a businesswoman like you a "Most Powerful Woman"?

I wish I had real power! The power to end hunger or to heal the emotional wounds of a child refugee separated from his or her family. My power is tiny. But I guess distinctions like PEOPLE's probably pay attention to the fact that I believe in so much more than "strictly business." To me, life and business go together, especially because the ethics of both are intertwined.

How does your view translate to what you do in advertising in the U.S. Hispanic Market?

To begin with, I always try to add a dimension to that concept: There is no Hispanic Market without a Hispanic Community. We, as an industry, are simply a humble derivative of community. We are a bridge to our Hispanic Community for Corporate America and that

entails social responsibilities to this group. This is very much a differentiator that explains the way we function as an agency. We don't separate market and community but see them as a whole. Hispanic Market is merely the result of marketing terminology.

Do clients share the same view?

Fortunately many of them do! In our case, AARP sees itself as an agent of change and an enhancer of opportunities for prosperity for the 50+ segment. With McDonald's, in our Northeastern region, we are proud of our collaboration on their ongoing initiative to provide college scholarships for graduating high school students, the Becas HACER. And ConAgra, as you know, is deeply involved in a food drive effort against hunger. Look, we live in a hyperconnected world. Companies cannot be deaf or disconnected...

How do you envision both the market and the community connecting?

Rather than "connecting," I see the two of them as inseparable. The brands that know this are the ones that do better. We have a mission as mediators to our community. We and the brands serve benefit from their business and their loyalty. If they do well, we do well. The poet Pablo Neruda spoke of "la miel de los



felices," the "honey of the happy ones." In other words, as I see it, we owe it to ourselves to be there for our community –both in the happy and the less happy times they may go through. There are times when I wish we could be more vocal for them, especially when they are attacked, when they are suffering, when there is no honey or happiness...

Basically, what you are saying is that brands and people in your business should position themselves closer to the community...

Exactly! Consumers should be seen and felt as people –not just as statistics or transactions. There

is a new book by Gillian Tett, she is with London's Financial Times –the book is called The Silo Effect. She lived briefly with a tribe of goathearers and she has brilliantly extrapolated her anthropological experience to some good and some terrible aspects of the tribe's shared behavior. From goathearers to avarice driven Wallstreeters. The silo mentality, as Tett says, can be dangerous. And this can be applied to any of us as individuals and to almost every company out there. It's real.

We recall some of your initiatives within the Hispanic advertising industry, which of them remains closer to your heart?

I've always believed in the power of education, before and as far back as when I headed AHAA and we were able to forge a very strong pro-education initiative with The White House. But my passions include many other causes: the arts, human rights, community support organizations, industry-related organizations. Many of these are shared with my agency colleagues. Needless to say, this is a vision I share with my life and business partner, Jorge Ulla. And perhaps, above all this, there is a calling to help mentor, guide and empower young people coming into the communications industry.

And women?

Some may argue I tend to favor women, which I will not contradict, but I think I can be pretty inclusive as far as supporting people waiting for opportunities. It's our future!

Judging from your answer, education remains a primary goal of yours. Some of us in the industry have seen you from maternity to



rearing your son Gabriel who is now a writer for some major publications...

It wasn't easy but, through his childhood, we had the support of two sets of "abuelos". It's beautiful how Hispanic culture can provide a family infrastructure that can also guarantee language continuation. I was constantly traveling on business and so was Jorge, as a filmmaker for a long time. All in all, we belong to the fortunate few. And this makes us doubly obligated to

give back to society.

Was he schooled on "the business"?

Not really. Gabriel went to Browning, a school with which we have an affinity of values. We cheated quite a bit and took him on work trips with us, but that served as homeschooling and exposed him to the world. It was out of necessity but it paid off. He was lucky to go to NYU and now to Columbia. He knows this makes him part of a miniscule group of privileged people. And he also knows he needs to help others as much as possible.. He has that kind of social conscience of millennials.

We see both your name and your husband's on the board of Repertorio Español. We know you are also involved with food kitchens, charities of different sorts that you don't talk about...

No, no, I'd rather not! And I know we are not alone – many people in our industry have huge hearts. In the case of Repertorio Español in New York, well, it's public domain and we love what they do in defense of our Spanish language. Our language is embattled these days, it's being attacked as part of a xenophobic wave.

And other causes?

I truly believe in empathy and solidarity. Pope Francis I, or as we call him, El Papa Francisco, speaks of solidarity, subsidiarity and love. His message could be the most beautiful message to advertise. That's what I call power!

And yours?

Well, we wield the power to have a better business, a better industry, a better country and a better world...

FocusON Retail

South Gate Shopping Center Lures Latinos by Going Mainstream

By *Ruben Vives*

The Azalea shopping center features a lineup of shops familiar to suburban malls: Forever 21, TGI Friday's and Michaels.

What makes the Azalea unusual — and, in the eyes of some, revolutionary — is that it's in South Gate, in the heart of working-class southeast Los Angeles County.

The city is 95% Latino, and the year-old retail center is the region's first made up entirely of mainstream American businesses. The closest thing to a Latin American business at Azalea is a Chipotle.

Residents living in the cluster of small, predominantly Latino cities along the industrial 710 Freeway corridor have long sought more shopping options. But attracting mainstream businesses has been difficult.

It wasn't long ago that it was considered a coup for South Gate as well as neighboring Bell, Lynwood and Huntington Park to score a Starbucks.

Plaza Mexico was developed in Lynwood as it evolved from a mostly black city to a mostly Latino one. But the shopping center struggled for years to attract mainstream chains.

"We couldn't get national or regional brands to pay attention to the southeast, mostly because they didn't understand it," said Arturo Sneider, chief executive and

cofounder of Primestor Development Inc., the firm behind Azalea. "There wasn't enough of a corporate drive to market the strength and size of the Hispanic buying power nationally."

But that is changing, along with the demographics.

Despite all the talk about illegal immigration in the 2016 presidential campaign, the vast majority of U.S. Latinos are native-born. The Latino population growth has been driven mainly by births, not immigration, since 2000, according to the Pew Research Center, a nonpartisan think tank.

Almost 70% of Latinos reported speaking English, and about 90% of U.S.-born Latinos — including small children of Latin American immigrants, who usually speak Spanish first — speak English, Pew reports.

Meanwhile, Latino median income is rising, according to the U.S. Census Bureau: From 2012 to 2013, it climbed 3.5%, to \$40,963. And Latino purchasing power has increased by 50% since 2010, from \$1 trillion to \$1.5 trillion in 2015, according to Nielsen, a global marketing research firm.

This is persuading mainstream retailers to locate businesses in places like southeast L.A. County.

"The old model of catering to Spanish-speaking Latinos is fading and is being replaced by English-speaking Latinos who prefer mainstream retailers and restaurants," said Luis Valenzuela, principal with Via Vista Advisors, a real estate consulting and brokerage firm.

In some Southern California cities, including Santa Ana and Baldwin Park, political tugs of war have broken out between mostly Latino council members and residents over attempts to replace retail stores that catered to

immigrants with more mainstream shops, sometimes reflecting generational schisms within the largest minority group in the U.S.

In Baldwin Park, the Mexican American mayor in 2008 referred to developers' instinct to bring in what he called "amigo stores" — his shorthand for immigrant-centric businesses. Meanwhile, some residents accused politicians of being ashamed of their roots.

In South Gate, the new shopping center coexists in a landscape that is peppered with businesses that seek to reach the large immigrant population in the region.

Across from the center is Rincon Taurino, a Mexican restaurant, and farther down is Hermandad Mexicana Nacional, which provides immigration services.

Jaime Garcia, director of marketing and events for the Azalea Regional Shopping Center, said it has hosted movie nights and music concerts geared toward both English- and Spanish-speaking Latinos.

"Each generation assimilates more and more without forgetting their roots," Garcia said. "There is a bilingual element to our marketing as well as the entertainment we bring in. It's not just mainstream."

On a recent afternoon, Angel Sotelo, 51, a Mexican American resident from Bell, watched his grandson cool off by running through vertical water jets at the shopping center, which opened in August 2014. He said he welcomed shops that are typical of many American towns.

"Our kids grow up in a Latino home and speak Spanish, but when they go to school it's all English, and their habits and trends are all Americanized," he said. "Here you have American shops, you have diversity."

Sotelo's 19-year-old daughter, Amanda, said she rarely goes to stores and restaurants that target Latinos because "I already get so much of my culture at home through food and music."

"Sometimes," she said, "I just wanted something different."

Officials for the 380,000-square-foot Azalea won't provide numbers on revenue, but South Gate officials say it has generated \$2.6 million in sales tax during its first year.

Primestor officials said they knocked on doors, held town hall meetings and did surveys to determine what type of shops Azalea should have.

"During the conceptualization of Azalea, public outreach — and the developer found the same thing — the residents wanted the building architecture, restaurants and stores that they saw elsewhere," said Steve Lefever, South Gate's director of community development. "They didn't want to drive to Long Beach, downtown Los Angeles or Cerritos. They wanted it closer to home."

By the early 2000s, national retailers were arriving in greater numbers in the cluster of cities in southeast L.A. County. One of the first major shopping centers with a significant number of such businesses was El Paseo, which opened in 2001 just east of Azalea, across the L.A. River and 710 Freeway.

With architectural touches modeled after a Maya temple

and replicas of ancient stone snake heads spurting water into a fountain, El Paseo boasts the only large movie theater in the area. It attracted chains such as Starbucks, Panda Express and Fitness World, along with more immigrant-focused businesses such as La Mejor Deli and Market and Curacao, which houses a Pollo Campero, a



fried chicken restaurant chain from Guatemala.

"Outside of that, we had nothing but small mom-and-pop shops," South Gate Councilman Gil Hurtado said. "When the shopping center opened, it gave us something."

Attracting some of the big retailers, including Starbucks, was a challenge.

Ken Lombard, an executive with Capri Capital Partners, who was formerly with Starbucks Entertainment, said the success of the coffee shop at El Paseo was a matter of looking beyond the research data, which he said did not

fully account for a large chunk of the local population or the traffic flow in the area.

"We stood on the corner and watched to see how busy it was," Lombard said. "Immediately, we knew it was a store we wanted to open, and we anticipated it would be successful."

Soon after, Plaza Mexico opened in Lynwood, as developer Donald Chae noted the emergence of the Latino population in the formerly black-majority city.

His shopping center was designed around replicas of Mexican landmarks, including Mexico City's Angel of Independence. The center housed organizations representing various Mexican states, but it struggled for years to attract major U.S. retailers, apart from Ross, Chuck E. Cheese's and a Food 4 Less supermarket.

The initial success of Azalea has helped inspire South Gate officials to look at redeveloping Tweedy Boulevard, a long corridor of small businesses that has seen better days. They say residents want the type of shops found in hip areas of L.A. such as Silver Lake and Los Feliz.

"The community is so hungry for this kind of stuff," South Gate Mayor Jorge Morales said. "We're American too, we appreciate the culture and think the same."

This story was first published in the Los Angeles Times.

FOX DEPORTES DELIVERS A STELLAR MLS RETURN



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Source: NTL Live+Same Day Program averages for 2015 (3/8/15); NHH Live+Same Day Program averages for 2011 (3/15/11-11/6/11). Subject to qualifications

FocusON Agencies

Location Profiling Is the Next Frontier in Audience Insights

By Andy Stevens, SVP research, insights & analytics at Clear Channel Outdoor.

"I know that half of my advertising dollars are wasted," the king of modern advertising John Wanamaker once said. "I just don't know which half." Now, thanks in part to location-based data, out-of-home (OOH) advertisers are getting ever closer to deciphering which of their ad dollars are well spent.

In the early days, demographic targeting was the gold standard for segmenting audiences according to shared traits like gender, income and age. As Internet usage grew, in came more sophisticated ways of targeting ads based on behavioral attributes. Digital campaigns allowed advertisers to target audiences based on how people browse the Internet, purchase products online, and share information on social media. This gave advertisers a huge advantage over the previous model. But even behavioral profiling has limits.

The critical point about behavioral tracking is that many of the advances have been limited to the virtual world. With the exception of surveys and focus groups, we have very limited information about where the buyer goes when they are not on their computer. This isn't just a small miss for advertisers expected to spend budgets wisely with measurable ROI, it's a huge blind spot.

According to data provided by comScore, the bulk of sales in the U.S. still take place in the physical world. In the first quarter of 2015, 14.7 percent of retail sales took place online — the highest share ever. But the remaining 85.3 percent took place in brick-and-mortar retail stores. Digital behavioral data is incredibly rich and has given us an unprecedented ability to understand how consumers move through the purchase process, but it only covers a small part of the buying that takes place. Information about a buyer's location opens up a new frontier of valuable consumer data to complement online browsing and purchasing insights.

With location data, time is also integral to what we learn about a person. Say an individual visits Yankee Stadium three times a month. The logical conclusion would be that the person is a sports fan, right? But what if the person went on a Saturday night, for a Jay-Z concert? Then the profile changes from a sports to a music fan, and possibly a young person. Now imagine the person visits Yankee Stadium for a Jay-Z concert, but only stayed two minutes. Maybe they took a wrong turn, or they are dropping somebody off.

Thanks to the proliferation of smart phones and the increasing amounts of time people are spending outdoors (often due to longer commutes) we now have the ability to identify anonymous movements about where people go. This location data adds an exciting new layer to the mix.

Location is particularly important to out-of-home since the medium is inherently location-based. In the past, out-of-home advertisers relied upon traffic data

and census data to calculate ad exposure. By using mobile technology, we can access rich and nuanced profiles of people who walk, drive, or ride past out-of-home properties.

There are two ways this helps advertisers sell:

It provides data on where the highest concentrations of people are located.

If we want to target MLB fans, we could look at a number of seed audiences: people who went to baseball grounds (while a game was on), people who browsed baseball sites and people who use baseball apps. We can use mobile data to create heatmaps of where these people go throughout the day, which inform us of the best out-of-home locations to use.

Conversely, we can profile a location.

This would show where else the viewers go and better understand the type of advertising messages that might appeal to them. For example, if we know that a location is regularly passed by people who eventually end up at a golf course, we now know that this could be a good place for advertisers wishing to reach golfers.

When advertisers truly want to target a specific audience, they shouldn't only think about what consumers do online. They should think of where they go in the world, and how this information can be used to run campaigns that target them more effectively. With location data already being used to plan smarter out-of-home campaigns, Wanamaker would surely be happy to know technology has brought us a better understanding of where our ad dollars are truly being spent.

FocusON Entrepreneurship

Hispanic-Owned Businesses Likely to Transform Economic, Political Landscape: Study

By *Nicole Akoukou Thompson*

Hispanic-owned businesses will likely transform the economic and political landscape of the U.S., proven by the fact Hispanic-owned businesses have grown at a rate 15 times the national average sustained for at least the last 10-15 years.

Geoscape, a leading provider of business intelligence technology, data and analytics, released a study Monday, Sept. 21, which projected that there will be over 4.07 million Hispanic-owned businesses this year. That figure is 23 percent higher than the figure predicted in the last official Census, translating to an additional 750,000 firms. Geoscape partnered with the U.S. Hispanic Chamber of Commerce to uncover information about Hispanic business growth, learning that the Hispanic business growth rate is 15 times the national average.

Effectively, this growth has led to an increase in both businesses and total sales receipts. The report pinpoints areas of Hispanic businesses ownership, entrepreneurship and wealth, as well as its impact. Alongside a projected increase in Hispanic owned business, combined annual revenue is also expected to exceed \$661 billion this year. That's \$144 billion more than Hispanic businesses accumulated in 2012.

The growth of Hispanic firms can be seen across the

nation and witnessed in the West North Central Census region (Minnesota, Iowa, Missouri, Nebraska, North Dakota and South Dakota), which is a fast-growing region for Hispanic businesses. Increases can be attributed to a number of factors, including the migration of Hispanics to that region for its social conditions, jobs, customer base, low cost of living relative to other regions, and its industrial composition.

Although the West North Central Census region may see rapid growth, the Pacific Census region (California, Oregon, Washington and Alaska) is home to the highest number of Hispanic-owned businesses.

"This year's findings solidify what we've been saying for a long time -- that Hispanic businesses are the future of our nation's entrepreneurial activity," said Javier Palomarez, president & CEO of the U.S. Hispanic Chamber of Commerce, according to a press release.

"The remarkable gains our Hispanic business community has made in the past year are both inspiring and encouraging - our members are proud to be the future builders of the American economy."

According to Cesar. Melgoza, Geoscape-s CEO,, the data shows that this is the single largest jump in business growth the research firm has witnessed. The development of business proves that Hispanic businesses "are not just part of the future, they're also a huge component of our present economy. Our leaders need to understand their importance in driving the American economy, and they will only grow in importance in the future."

The surge of Hispanic-owned businesses is partially fueled by small business owners who primarily work in the service and trade industries. For the last decade,

Hispanic-owned firms have outpaced all U.S. firms. Baby boomers are retiring at a faster rate than multicultural populations, which decreases the share of firms owned by non-Latino whites, who tend to be older.

While all races and ethnic groups experienced an increase in new entrepreneurship between 2003 and 2014, Latinos share of new entrepreneurs was more substantial. Growth continued despite the recession, and Hispanic continued to experience a higher rate of self-employment, compared to other populations. Because of the limited job opportunities during the recession, this seemed to spur Hispanics to launch their own businesses. Hispanic business owners are 1.5 times more likely to earn \$150,000 per year income than Hispanics overall, and they're 46 percent more likely to earn between \$25,000 and \$49,000. Approximately 30 percent of Hispanic Households that identify themselves as small business owners earn more than \$100,000 per year, compared to 23 percent of overall U.S. households.

Additional findings revealed in the report include: Close to 60 percent of Hispanic business owners are bilingual and bicultural, and they tend to be comfortable in both English and Spanish and they identify with both cultures; approximately 40 percent of Hispanic business owners are Americanizado (or "Americanized"); and 20 percent consider themselves Hispano, identifying more with their parents' cultural background.

Despite the presence and success of Hispanic businesses, entrepreneurs struggle to get their businesses off of the ground as they deal with cash management and financial planning.

This article was first published in Latin Post.

FocusON Language

The Rolled R's of Vanessa Ruiz

By Ilan Stavanssept, Professor of Latin America and Latino culture at Amherst College, and the author, most recently, of "Quixote: The Novel and the World."

Rather than simply delivering the news, Vanessa Ruiz, an anchor for 12 News in Arizona, recently became news herself when her pronunciation of Spanish words drew complaints. The feeling was that, in an English-language TV newscast, she ought to be pronouncing these words the way a majority of English speakers do — and not as Spanish speakers would.

Exhibit A in this controversy is that when certain Spanish words crop up in the course of speaking English, she rolls her R's.

She also pronounces a Spanish name like "Mesa" as "Mess-ah" and not as "May-suh," as English speakers do. In online comments, some viewers criticized these pronunciations as annoying, stupid or wrong.

The controversy over Ms. Ruiz's rolled R's can easily be framed in the context of a troubling strain of anti-immigrant sentiment, rooted in Arizona in this case, but much in evidence elsewhere. At issue is the contested coexistence not only of two languages, but of two cultures. In a public statement, Ms. Ruiz politely pointed out that her pronunciation honors Arizona's original settlers, who were all Iberian.

But there is an even larger picture that deserves our attention: the miraculous malleability of language.

Ms. Ruiz, who was born in Miami and grew up in Colombia, is bilingual, as are about 20 percent of Americans. She started her career at Telemundo, one of the two largest Spanish-language TV networks, then moved to English-language newscasting positions in Florida and California. In other words, she moves between cultures, registering along the way many varieties of speech.

On the air, she speaks English with a standard American accent, in the tradition of Walter Cronkite. And in Spanish, she speaks with a neutral, pan-Latino accent, without any Colombian "localisms."

It is wrong to think that polyglots inhabit several alternative universes, each defined by a different tongue. In truth, they live only one life, just like everyone else — except that they have the advantage of looking at it through different linguistic lenses.

Languages rarely exist in isolation from one another. English and Spanish, for example, are so intertwined that it sometimes feels as though they're dancing a tango



together. At times, this encounter looks like a fight; at others, a romantic affair.

To me, the most creative manifestation of this phenomenon is code switching: the spontaneous, even joyful, combining of elements of two or more tongues in a single sentence. Hybrid dialects like Yinglish, Spanglish and Chinglish are examples of this cross-fertilization.

But there are more discreet, less showy ways. One is to sprinkle one's speech in one language with occasional words from another. This is done with an insider's knowledge, pronouncing syllables with a natural cadence.

To be sure, there are always those who wish to police

language and protect it from such promiscuous mixing. Yet all languages are mutable over time. The original explorers, missionaries and colonists who migrated from Spain to the American Southwest spoke quite differently from Spanish speakers today. They themselves came from different provinces, with different phonological, grammatical and lexical variations, so who even knows how any of them would have pronounced “Mesa.”

Each linguistic epoch has its own standardizing forces. History is made by cumulative additions.

Down to the present: There are approximately 450 million Spanish speakers with native competence in the world today, and perhaps an additional 100 million nonnative Spanish speakers. The United States alone has more Spanish-language speakers than Spain itself, where the language came to life, in the region of Castile, more than a millennium back. Four hundred years ago this year, Miguel de Cervantes came out with the second volume of his masterpiece, “Don Quixote,” and gave the language its gravitas.

The region encompassing Phoenix, Mesa and Glendale in Arizona has almost 775,000 Spanish speakers, which amounts to 19.8 percent of the local population (a proportion quite close to the percentage of Latinos in the country over all). While Mexicans make up the largest group, they speak varieties of Spanish depending on their ancestry north of the border, some going back to before the Treaty of Guadalupe Hidalgo was signed, ending the Mexican-American War in 1848. The “neutral” Spanish heard on Arizona’s media coexists with the multiple ways the language is used on the street.

Even that mainstream usage is never static. Words are

continuously being remodeled — both in meaning and in pronunciation.

Think of the word “Mexico.” One hears emphatically different pronunciations in the United States: “MEH-hee-co” among Mexicans (an original spelling was “Méjico”). Nonnative Spanish speakers at times say “MAY-hee-co,” whereas for English speakers it is “MEX-i-co.”

When a Telemundo anchor says “Mexico” on the air, laughter ensues since he appears to be mocking the Anglos. Yet whenever I hear English-language Latinos on National Public Radio saying “MEH-hee-co,” there is no fuss. This, arguably, is because, with the American population undergoing a seismic shift of demography and culture, the standard pronunciation of the word is changing.

Ms. Ruiz’s use of Spanish words in English newscasts, and her choice of pronunciation, would have been unthinkable 50 years ago. Today, they are polemical; tomorrow, it will seem inexplicable that there was ever a fuss.

English, perhaps more than any other imperial language, is extraordinarily flexible. For centuries, its vitality has been the result of conquests and colonization. It lends and borrows words with astonishing ease. Unlike Spanish, which has the Real Academia Española, an institution devoted to safeguarding it, English is of, by and for the people — meaning that the only ones capable of legislating over it are its users.

The contempt expressed by some viewers of 12 News in Arizona might be seen as exactly that: an attempt at legislating language. But Ms. Ruiz’s desire to use Spanish pronunciations also reflects the new social reality to which Shakespeare’s tongue must adapt.

FocusON Entertainment

Filmmakers Cater To Influential Hispanic Demographic

With statistics citing Hispanics as 23% more likely to purchase movie tickets than are other ethnic groups, it’s no wonder that filmmakers across the country are gearing their efforts towards attending to this growing demographic.

Currently, Pantelion, a joint venture of Lionsgate and Televisa that stands as the only major Latino distribution company targeting Latinos within the U.S. market, saw the power of the Hispanic audience in 2013 when it’s film “Instructions Not Included” made \$44 million. While it hasn’t seen as much success in its more recent projects, Pantelion is expanding its Hispanic market ventures to include a wider range of themes and styles in an effort to lure a larger audience.

Bel Hernandez, CEO of the Latin Heat Media Institute, states that “Our belief is that (a project) starts with the audience, not the script.” With this belief at the forefront of Latino-based marketing strategy, Pantelion has announced various works, ranging from upcoming Spanish-language heist comedy sequel “Ladrones” to Mexican imports such as the animated “Un gallo con muchos huevos,” as well as Spanish-language remakes of international hits such as “The Valet” (France) and “Chinese Take-Out” (Argentina).

“The smartest decision we made was to cast the film to reflect the U.S. Hispanic population, which is mainly Mexican but also includes people from the Dominican Republic and Puerto Rico, among others,” says Pantelion chairman Jim McNamara.

ArribaAbajo

Cesar Conde Named Chairman of NBCUniversal International, Telemundo

Cesar Conde has been named to the newly created position of chairman of NBCUniversal International Group and NBCUniversal Telemundo Enterprises. Conde will assume his role on October 12, El Dia de la Raza, and will continue to report to Steve Burke, CEO of NBCUniversal.



Under his new responsibilities, Conde, for a while Executive Vice President at NBCUniversal, will now also oversee Telemundo Network, NBC Universo Cable Network, Telemundo International, Telemundo Local Stations, Telemundo Digital Media and Emerging Business and NBC Deportes.

Joe Uva, who has been overseeing the group while Conde waited for the end of his non-compete clause

with Univision, will assume a consulting role working on the NBC Deportes move from Hialeah to the NBC Sports Group's state-of-the-art broadcast facility in Stamford, CT. NBC Deportes produces all sports events for Telemundo, NBC Universo and the Hispanic digital platforms.

"Telemundo is one of the fastest growing parts of our company and an important area of focus for us," Burke said in a press release about the new appointment. "I am confident that Cesar's deep knowledge of the business and keen understanding of the changing marketplace make him the right leader to help build on its strong momentum."

Added Burke, "Two and half years ago I asked Joe to take over our Hispanic initiatives and in that time, Joe's leadership has helped to propel Telemundo's record growth. Telemundo's market share is at an all-time high; it has significantly closed the ratings gap with Univision; and has consistently been number one during the important 10 p.m. time period."

Conde served as president of Miami-based Univision before joining NBC Universal in 2013 as executive vice president. Prior to Univision, Conde served as the White House Fellow for Secretary of State Colin L. Powell from 2002–2003.

Conde, 42, was born and raised in Miami and attended Belen Jesuit Preparatory High School. He holds a B.A. with honors from Harvard University and an M.B.A. from the Wharton School at the University of Pennsylvania. In 2009, he married Univision news anchor Pamela Silva Conde, who currently co-hosts the network's highly-rated daily newsmagazine Primer Impacto.

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