

## FocusON Television

### Fusion Gets a Tryout on Snapchat Discover

*Sprint Signs on as Launch Sponsor*

*By Jeremy Barr*

Fusion Chief Strategy Officer Boris Gartner called it “the perfect Christmas gift”: The cable channel and digital media network is getting a trial run as a channel on Snapchat’s Discover feature, starting Monday.

Fusion has had a presence on the international version of Discover since January, when it launched, but will get “a couple months” on the U.S. and U.K. edition.

After that, Mr. Gartner -- of course -- is hoping that Fusion gets a permanent spot on the app.

Seventeen publishers, including BuzzFeed, ESPN and CNN, have a presence on the domestic version of Discover, which allows media companies to create bespoke experiences for the app’s predominantly millennial (and coveted) audience.

Mr. Gartner said Fusion’s international experience on Discover has been great prep for Monday’s U.S. launch.

“The fact that we’ve had a chance to test



with the platform and the content and the different form for a while has been really helpful for us,” he told Ad Age. “Now we’re really excited to play on our home turf.”

Fusion, with a Snapchat team of eight to 10 dedicated employees, supplemented by five or six more staffers helping out, will program the same content for both U.S./U.K. and international audiences. But Fusion has been “revamping the look and feel” of its Discover channel in preparation for the new trial.

Sprint has signed up as a launch sponsor, the company’s first foray into Snapchat advertising, according to Fusion.

“We’ve had a lot of interest and traction from our current advertising base,” Mr. Gartner said.

Because Fusion doesn’t have a dedicated international sales team, the U.S./U.K. launch will provide a new opportunity for making money from the programming, he said. Thus far, Mr. Gartner said, Fusion’s focus

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Looking forward to 2016 with a fresh perspective on Hispanic marketing.

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A look at how to leverage the considerable buying power of the Latina consumer.

### 18 Hispanic Advertising Is Just Fine, Thank You

While some Hispanic agencies are closing, this just means a higher caliber of talent in the field not an end of the market.

# [hispanic] market works

has been on getting the content right.

It's not clear what sort of success Fusion will have to have during its trial run to secure a full-time spot on the app. In the past, Snapchat has booted off publishers such as Yahoo that haven't been successful.

Mr. Gartner declined to share whether Fusion has been given a performance target, and Snapchat representatives didn't respond to a request for comment

Fusion, unlike Discover publishers such as Vox.com (a recent addition) and Mashable, has multiple TV channels at its disposal to help get the word out about its Snapchat channel. The company is a joint venture between Disney/ABC and Univision.

As such, Fusion will be running spots for the channel (replete with a deep-link to access it) on the Fusion, Univision and El Rey TV networks. There will also be TV integrations, including a live preview of the refreshed Snapchat channel on the Univision morning show "Despierta America" on Monday.

Mr. Gartner called it "putting the power of the portfolio to create awareness about the channel," and said that it'll be a good opportunity for the company to see whether linear TV ads can really drive engagement to a social media platform like Snapchat.

He's also convinced that Snapchat Discover

is worth the trouble, despite some questions in the past about whether the feature is really attracting enough views for significant labor involved.

"For us it is definitely a great opportunity," Mr. Gartner said. Citing the reach of a platform like Snapchat, which boasts an estimated 200 million users, he said: "We're trying to fish where the fish are."

## No More Entravision Morning Newscasts

By Lewis Camp



all its stations across the country, laying off most of the talent. Staffers were notified by phone during the week.

Some staffers wistfully bid farewell via social media, posting videos and group photos. "Undoubtedly, a sad day" read one post out of San Diego.

Following a downsizing trend in Spanish language television, Entravision has now canceled the morning newscasts in



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## FocusON Consumers

### Five Insights for Reaching Hispanic Consumers In 2016

By Holly Pavlika, SVP of Strategy, Collective Bias

There is no doubt that Hispanics are a growing and important market for brands and retailers. For those looking to reach Hispanic consumers in 2016, below are five important thoughts to keep in mind from notable industry experts.

#### Sponsor brands that promote Hispanic “techie” and technical bloggers.

Rebecca Castrelon, online community manager, MXM: “According to Nielsen Consumer Insights, Hispanics are the largest group using mobile devices for any type of transaction, from banking to watching movies. Additionally, Hispanics have become ‘super consumers’ of mobile marketing, making them the most desired market for telecommunication companies. From Metro PCS to Boost Mobile and Verizon, these companies have increased their market share in order to reach this audience in 2015, a trend that will continue to grow next year, according to NAHP’s latest data, that shows that more than 49% of Hispanics are planning for change their smartphones in the next six months.”

Hispanic consumers will demand more from brands.

## Engage:Hispanics

Tara Jaye Frank, VP, multicultural strategy, Hallmark Cards: “Hispanic consumers will begin to demand more from products, services and experiences. Underserved consumer groups tend to ride an expectation curve of sorts when it comes to brands. At early introduction, they may be delighted to get invited to the party. Over time, they desire more: ‘Do these parties play the music I like? Serve the food I eat? Speak my preferred language?’ The faster the Hispanic population grows, the less satisfied they’ll be with a ‘nod,’ which is what some brand strategies and marketing campaigns currently deliver. What they really want — and will come to expect, no doubt — is a full embrace.

“Relationships are everything to this consumer, and relationships are impossible to establish without understanding, respect, and reciprocity. Brands will have to stop asking how they can toss Hispanics (or any other targeted population) a proverbial bone. Instead, they’ll want to welcome Hispanics to the table, and not only as guests ... but as partners in building the future.”

Mobile data will allow for better targeting and tailoring of messages to Hispanic audiences.

Jordan Green, principal at Mella Media: “Mobile will continue to dramatically improve the blunt instrument of Hispanic marketing in 2016. With better actionable data and targeting, mobile advertisers can begin to truly carve up the Hispanic audience into appropriate sub-groups, and tailor messages to evoke better results. So the Dominican market in New York can be addressed differently than Mexican audiences in communities throughout the U.S. Reliance on geography, content or language as primary drivers is over. We will be able to reach the targeted consumer behind the device. As Hispanic audiences tend to use the mobile phone as a primary Internet device more than the average consumer, they also provide back significantly more data. Converting those pieces into usable insights will be critical in 2016, and its subsequent targeting will finally enable marketers to reach the multiple micro-Hispanic audiences they have craved.”

Shift from big data to effective data when targeting Hispanic consumers.

Deigo Figueroa, SVP, director of strategy and participation, Lapis USA: “While in the past two years the concept of big data has trickled its way into Hispanic marketing forums and conversations,

2016 will see a more developed understanding and application of the mobile data tools and resources amongst the most mobile-forward demographic. With not only more, but also better and more detailed information, an increase of the marketing dollars allocated to mobile for the segment is imminent.

“The challenge in this new context will be to translate the increased interest and investment into better, fine-tuned programs based on the segment’s behavior and detailed contextual information that at the same time will allow marketers to get comprehensive data and better measurement indicators that so far have been the Achilles heel in Hispanic marketing.”

### Online video is the most effective medium for Hispanic content.

Maria Goycoolea, social engagement supervisor, MXM: “Hispanics spend most of their leisure time at home consuming content. Aside from broadcast TV, Hispanics Millennials — who we all know are one of the predominant cohorts among Hispanics — are more likely to also utilize online video sources or streaming services for content consumption. Nielsen also states that ‘Latinos stream 6 hours and 15 minutes of online video per month, 60% more than non-Hispanic users.’ To remain being relevant and win U.S. Hispanics, marketers and brands will put more emphasis on video content specifically targeted to and designed for Hispanics.”

### FocusON Radio

## NPR’s On-Air Source Diversity: Some Improvement, More Work to Be Done

By *Elizabeth Jensen, NPR*

Results are in from the third year of NPR’s sourcing project—designed to understand and ultimately improve the gender, geographic, and racial and ethnic diversity of people heard on NPR as outside sources of news and opinion. The news is mixed.

In fiscal year 2015, which ended Sept. 30, there was a notable increase, compared to two years earlier, in the percentage of black sources, and an incremental, statistically insignificant increase in the share of female sources. Most disappointingly, there was virtually no change in the share of Latino sources.

Asian sources improved slightly (again, a statistically insignificant change). The third-year results reflect a variety of experiments to improve source diversity that took place in 14 newsroom divisions over nine months.

The impressive and challenging source diversity undertaking, which began in the fall of 2012, is led by Keith Woods, NPR’s vice president for diversity in news and operations. It is a major part of how NPR hopes to reach its oft-stated goal to “sound like America,” which is related to its goal of broadening the diversity of those who listen. Currently, 8 percent of NPR listeners are Latino, 7 percent are black and

the vast majority of the rest are white. I wrote about some of the findings from the first two years of the sourcing project in a [previous column](#).

I asked for an advance look at the numbers, which are being released this week to the NPR newsroom and member stations. My office gets many questions from listeners about the voices and perspectives they hear on the air—or in some cases, don’t hear. Numbers can’t tell the whole story, but they can provide some insight; after all, no listener can hear everything NPR puts on the air.

First off, a caveat: The project was limited to an analysis of the sources heard on NPR’s two largest weekday newsmagazines, Morning Edition and All Things Considered. The results might look a little different if they also had included the weekend newsmagazines, or the online-only reporting found at NPR.org, or the other programs NPR produces or distributes (for example Here and Now, and Latino USA.) Moreover, the project is based on a sample of four randomly selected composite weeks of data (totaling 769 stories and 2,080 sources this year; the three-year total is roughly 2,400 stories and 6,200 sources). A full year of data might also produce different results.

The sources were characterized using publicly available data, reporters’ notes or in some cases by calling them after the broadcast; no guesses were made by, say, extrapolating from a source’s surname. A small number of voices that were not characterizable were excluded.

The findings are extensive, including a breakout of

international versus domestic sources and a separate look at the people who were asked to appear on air as subject matter experts (as opposed to all sources, including the general public). But I am focusing here on the overall numbers, which are illuminating.

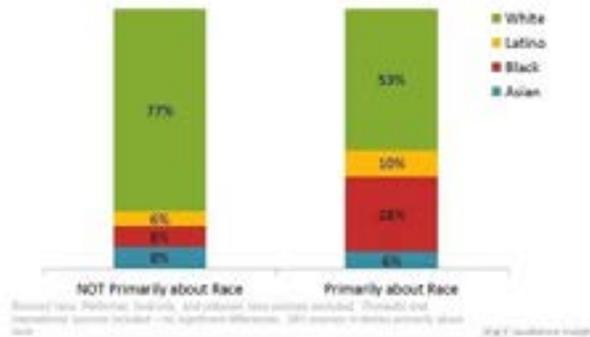
Looking at race and ethnicity, the findings showed a decline in the overall percentage of white sources, to 73 percent, in fiscal year 2015, compared to 80 percent in fiscal year 2013. As the dominance of white voices dropped, the share of black sources rose to 11 percent, from 5 percent, and the share of Asian sources rose to 8 percent, from 5 percent. But the share of Latino sources stayed flat, at 6 percent each year.

Gender, too, was effectively constant, with male sources outnumbering female sources two-to-one. Overall, in fiscal year 2015, 30 percent of NPR's sources were female. (Transgender and multi-gender sources were too small of a percentage to show up in the findings.)

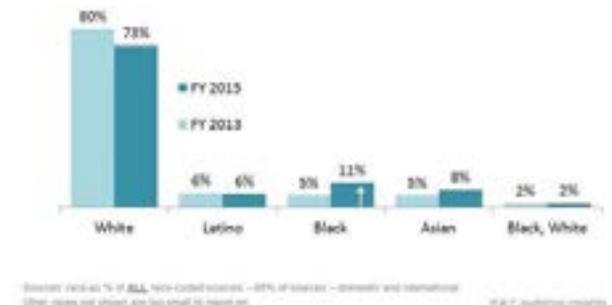
Woods said he was "generally pleased with the direction that this is going," noting the increases in the share of black on-air sources, as well as the percentage of "subject matter experts" who are people of color. He said he had "hoped for better news on our coverage of women, on our inclusion of women."

His biggest concern, he said, is that NPR has "not substantively changed things with our coverage of Latinos. Flat is not the new up. Flat is the new down when you consider what's happening with the population in the country."

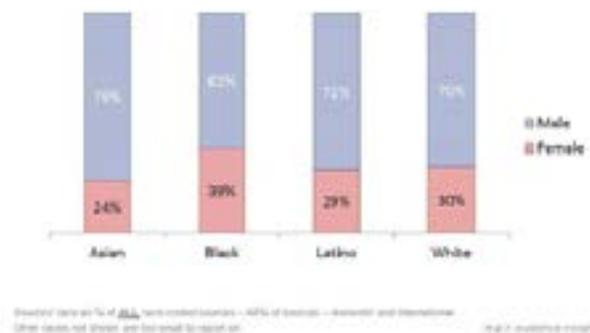
### When the Story is Primarily about Race, More Sources are Latino and Black



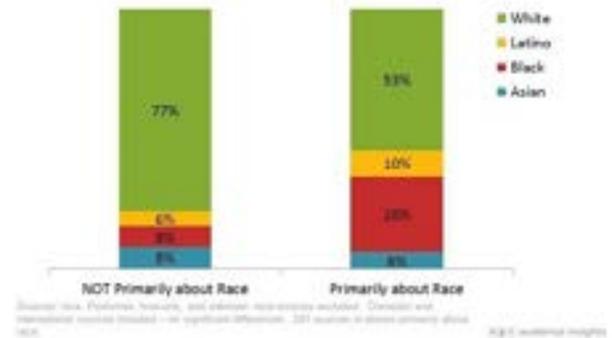
### African American Sources Double



### Men outnumber women in all classes



### When the Story is Primarily about Race, More Sources are Latino and Black



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In terms of geographic diversity, year three results included far fewer sources from Washington, D.C. That may have been partly due to the stories that were prominent during the study period, although newsroom managers in recent years have also been pressing journalists to lessen their reliance on “beltway” sources from the government and policy institutes around town, which are heavily populated by white men. The traditional heavy reliance on government, policy and business and economics stories—all fields still dominated by white men—has also created some of the challenge NPR faces, Woods said, as has NPR’s longtime fondness for interviewing professors and other journalists.

Woods said he believes the increase in black sources is “partly a response by journalists to the emphasis on greater diversity.” Another contributing factor, he said, was likely “the number of national stories over the last fiscal year that were about racial conflict, especially the major stories about police shootings.”

“The good news for NPR is that we’re covering something that is important to people who are black primarily, and Americans more broadly,” Woods said. “That’s a big step in diversity; that you cover what’s important to the people that you wish to have in your audience. But also important is, if you look at those expert numbers where we went from 16 percent people of color as experts to 25 percent in those three years, what you see is that from these stories that are impacting people of color, that NPR is going to the experts of color to talk.”

Why were the numbers on Latino sources so low, and unchanged?

“It underscores we will have to take some direct steps ourselves” to cover Latinos, Woods said, as opposed to relying primarily on breaking news stories to bring in Latino voices. NPR could also increase its coverage of religion and education topics, he said, where Latino sources are better represented than in NPR’s overall news coverage. Or, Woods said, NPR could shift some government coverage away from what he called “incremental politicking” and instead spend more time talking to people in localities affected by those political decisions—a strategy I would endorse for more reasons than just improving the diversity of sources.

There is much more to glean from this study, and in coming weeks executives will be pulling the numbers apart and creating strategies to move forward, Emma Carrasco, NPR’s chief marketing officer and senior vice president for audience development, told me. “For me it’s always about where our gaps and opportunities are,” she said, and having the data makes it possible to understand that more clearly.

Improving the number of Latino sources is a “huge opportunity,” she said, adding that while the data is most importantly applicable to the newsmagazine editorial teams, “there is a lot here that all of us working on various aspects of content need to pay attention to.”

Michael Oreskes, NPR’s senior vice president of news, in an email called the data “very encouraging. It shows that we can make change. We reduced the number of our sources who are inside the beltway and increased the number who are

African American. We still have a lot of work to do to get where we need to be to really capture the extraordinary diversity of this country. But these experiments have shown us techniques that work and we can build on that.”

Overall, Woods said, given that NPR was able to make strides over the three years of the project, “I can’t be anything but profoundly optimistic about the trend in our numbers.”

And here’s an important note about the newsroom’s optimism: NPR executives have smartly not set a numerical goal that they hope to achieve in terms of source diversity, which Woods said would create a “sense of artificial imperative.” Instead, the company emphasizes the need to create a newsroom culture where the sources of news and opinion are more in line with the makeup of America.

As for me, I am impressed that NPR undertakes such a serious self-examination, and I am eager to hear how newsroom executives will use the findings to continue improving the diversity of voices on NPR shows. Knowing the numbers is a good start, but it’s just that. I have already [written twice](#) about what I think is an urgent need for NPR to diversify its regular commentators, who are overwhelmingly white men.

In an upcoming post I will look in more detail at some of the ways the newsroom is changing its approach to sourcing, as well as some of the challenges. I will also update the staff diversity numbers that my predecessor [published](#) in June 2014.

## FocusON Marketing

### Growth Strategy – from the Latina Insight-Out

By Jackie Bird, Growth Agent at Redbean Society, LLC

There's always more than one way to slice the pie, but when you are looking for growth you must look closely at the Latina market and what this consumer segment represents in opportunity for your brand. If you are like most marketers, you are planning the year ahead and looking to find growth potential. Latinas are currently driving growth across the U.S. in an exponential manner across consumer categories and trade sectors.

Why is that not a surprise? Or is it?

If you're looking for scale (and then, who isn't?), it's important to consider that your plan to reach the total market is not complete if you don't include Hispanic and potentially, other multicultural groups in your marketing strategy and execution. If your business is like most today, you've reached your ceiling at sustained sales and your revenues are highly dependent on promoted cases or marginal price increases, if you're lucky.

**Growth today largely depends on your relevance to Non-White America and your brand's ability to mobilize Multicultural women toward consideration and adoption.** Simply put, a marketing plan that only reaches White, English-speaking Women is only reaching 75% of the total



U.S. adult female market.

Latina women are the primary decision makers on 85% of family and household purchases across product categories, therefore, understanding their attitudes and behavior is paramount to a successful and scalable strategy.

### The Niche Mystique and Amplification

Contrary to accepted paradigms, the adult female Hispanic market is not niche at all. Here are some impressive statistics...At 17% of all Women 20+; 25% of Millennial Women 20-34; and 29% of all Millennial females 0-34 years old, U.S. Hispanic women are clearly in a position to influence sales,

and revenues positively if you heed their attention, or stay flat or decrease if you don't. One step further, the U.S. Hispanic population is expected to be over 60 Million by the year 2020. Time check, that's only 5 years from now!

Latinas are at the forefront of consumer trends in multichannel media usage, fashion, music and entertainment, making them icons and influencers across other Non Hispanic consumer segments. Needless to belabor the Sofia Vergara phenomenon across mainstream media or JLo's success as an entertainer, both high-profile businesswomen in their own right. As icons and celebrities and very much carrying their own weight in influence, African American women are also early adopters of trends and product innovation. Bound by purpose and community, these women represent over 80% of adult women 20+ among the three major multicultural segments. They have a strong voice and they are not afraid to use it. Asian females also show an impressive opportunity, however scalability is more regional in scope, west coast followed by the east.

Make no mistake, Hispanic women are increasingly educated, product-savvy and superlatively active on social media circles. This allows brands to amplify their outreach and participate in their conversations with an authentic voice. In this context, every connection becomes an opportunity to invite them to be your brand ambassadors and spread the word among their peers and communities. If you attract and persuade this unequivocally-not-niche market, multicultural

women 20+ -- all 40 Million of them -- will make a mark on your total business.

Yet we've learned that cross-cultural marketing goes well beyond ethnic segmentation. While Cultural Linking is key to drive relevance against each target segment, there are behavioral insights and cultural truths that help us drive scale across multicultural segments. It is key to identify these cultural truths as they relate to your brand, via ethnographic and psychographic techniques that probe beneath that first layer of consumer feedback.

In other words, **peel the onion layer by layer and take your Latina strategy from the insight-out. Then, Amplify.**

### Priority Allocation

Many marketers often ask what's the "right" allocation for their expansion into the U.S. Hispanic market. There is no right answer to this question, unfortunately. We advise clients that funds allocation be made by prioritization of strategic goals, opportunity sizing and ROI. This of course will vary by brand, category and/or consumer target, so there is no magic number.

Instead, we must ask ourselves: What strategies and actions bring us closer to objective and what opportunities can we leverage to stretch results?

By prioritizing allocations on the basis of "must have" to deliver and "must stretch" to exceed, you'll find the right balance for your brand to succeed at growth with Hispanic and multicultural women.

## 3 Ways to Help Your CMO Understand Why Multicultural Marketing Is Essential

*By Cesar Melgoza, Geoscape's CEO*

Most marketers understand that America's demographics are evolving rapidly, as the majority of growth and nearly 40% of the American population is Asian, African-American, or Hispanic. But what's astounding is that Asians and Hispanics together accounted for two-thirds of total economic spending growth from 2013 to 2014.

Marketers must shift their budgets towards multicultural marketing initiatives to reach this huge consumer market, but most haven't had the support to execute. 55% of marketers feel that they lack buy-in from their CEOs, while 60% feel that they lack support from the CMO. The end result is disconcerting: almost half of marketers do not have a multicultural marketing plan in place.

So if marketers lack the support needed to drive growth from new markets, how should they approach their bosses to drive change?

### Explain Key Trends and Statistics

Nothing sticks like quantitative proof, and these staggering numbers will stop CMOs in their tracks. The majority of growth potential stems from segments like Hispanics, Asian-Americans, and African-Americans; by 2020, these groups will account for nearly 130 million of the total U.S. population, or 40% of the total population. This is a 7% increase over five years; if any CMO believes that reaching this 40% -- which represents the majority of

population and spending growth -- is not a top priority, then you need to check with your board of directors. After all, top investment banking firms recommend that institutional investors short the stock of companies which lacked a Hispanic focus.

If we measure lifetime value of consumer segments, then Hispanic and Asian households will spend on average about \$310k and \$800k, respectively, more than white non-Hispanic households. This offers huge growth potential for brands in terms of ROI, profits, and stock value appreciation. Investing in multicultural marketing is about more than the present; it's about looking into the future. Companies like Walmart, AT&T and Coca Cola certainly get this and are investing behind it, but many still have yet to realize how important investing in multicultural is for their companies – and frankly, for their own bonuses and careers.

### Make the Numbers Relevant

Once you, as a marketer, have presented the facts to your CMO, CEO, and boards of directors, it's crucial to make clear why the statistics actually matter to your specific brand. Specifically, pull numbers about who purchases your product; what percentage of your consumers are multicultural? Where do they live? What are they buying? How much are they spending? Are you competitors implementing multicultural marketing strategies and earning higher profits than your company? It is much easier to prove the value of the multicultural customer by connecting statistics to actionable, brand-specific KPIs.

### Arrive with a Plan

Even with relevant statistics, CMOs may still need

convincing. Enter the meeting with a detailed plan to be enacted sooner than later. It's important that the plan be rooted in data and segmented by more than ethnicity; two Mexican shoppers who have been in the country for 11 months versus 11 years will not perceive advertisements the same way. Their deep cultural connections are not the same, thus their buying decisions may differ greatly.

The plan should also be focused on key growth segments, driven by geography, buying patterns, communication preferences and culture. Where is the area that offers the greatest potential growth? It would be a waste of resources to target all Hispanic or Asian customers throughout the US in the same way; their preferences are not the same. It's good business practice to select a test market in order to ensure that the strategy works on a local level before applying it at a national level. With distinct data-driven KPIs in place, it is possible to connect the implementation plan's success back to ultimate business results, informing longterm marketing decisions.

Some marketing executives seem to be making the same mistakes over and over, running marketing campaigns that address the entire market as one and ignoring the facts. Airing a few commercials in Spanish does not constitute a marketing plan, nor does developing signage in Mandarin. The multicultural population is growing rapidly and hiring "residential multicultural experts" as needed is not enough for long-term growth. Marketing executives must understand the value of allocating growth resources to multicultural marketing before competitors do so first...no wonder the turnover rate in the CMO suite is so high.

## FocusON Religion

### Muslims and Islam: Key Findings In The U.S. And Around the World

*By Michael Lipkas, Pew Research Center*

Muslims are the fastest-growing religious group in the world. The growth and regional migration of Muslims, combined with the ongoing impact of the Islamic State in Iraq and Syria (ISIS) and other extremist groups that commit acts of violence in the name of Islam, have brought Muslims and the Islamic faith to the forefront of the political debate in many countries. Yet many facts about Muslims are not well known in some of these places, and most Americans – who live in a country with a relatively small Muslim population – say they know little or nothing about Islam.

Here are answers to some key questions about Muslims, compiled from several Pew Research Center reports published in recent years:

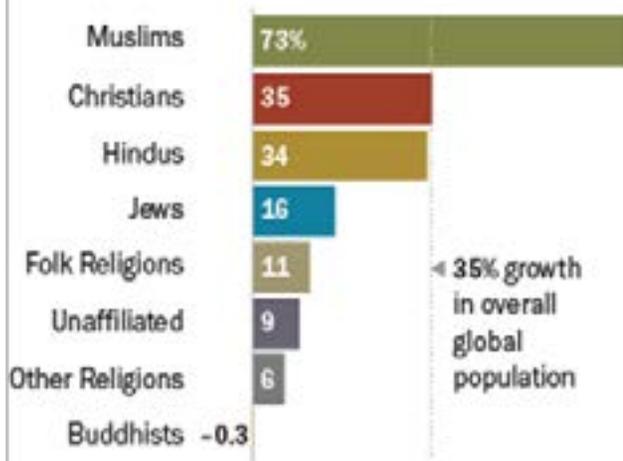
#### How many Muslims are there? Where do they live?

There were 1.6 billion Muslims in the world as of 2010 – roughly 23% of the global population – according to a Pew Research Center estimate. But while Islam is currently the world's second-largest religion (after Christianity), it is the fastest-growing major religion. Indeed, if current demographic trends continue,

## Islam Growing Fastest

*Muslims are the only major religious group projected to increase faster than the world's population as a whole.*

### Estimated change in population size, 2010-2050



Source: The Future of World Religions: Population Growth Projections, 2010-2050

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the number of Muslims is expected to exceed the number of Christians by the end of this century.

Although many countries in the Middle East-North Africa region, where the religion originated in the

seventh century, are heavily Muslim, the region is home to only about 20% of the world's Muslims. A majority of the Muslims globally (62%) live in the Asia-Pacific region, including large populations in Indonesia, India, Pakistan, Bangladesh, Iran and Turkey.

Indonesia is currently the country with the world's single largest Muslim population, but Pew Research Center projects that India will have that distinction by the year 2050 (while remaining a majority Hindu country), with more than 300 million Muslims.

The Muslim population in Europe also is growing; we project 10% of all Europeans will be Muslims by 2050.

### How many Muslims are there in the United States?

According to our best estimate, Muslims make up just less than 1% of the U.S. adult population. Pew Research Center's 2014 Religious Landscape Study (conducted in English and Spanish) found that 0.9% of U.S. adults identify as Muslims. A 2011 survey of Muslim Americans, which was conducted in English as well as Arabic, Farsi and Urdu, estimated that there were 1.8 million Muslim adults (and 2.75 million Muslims of all ages) in the country. That survey also found that a majority of U.S. Muslims (63%) are immigrants.

Our demographic projections estimate that Muslims will make up 2.1% of the U.S. population by the year 2050, surpassing people who identify as Jewish on the basis of religion as the second-largest faith

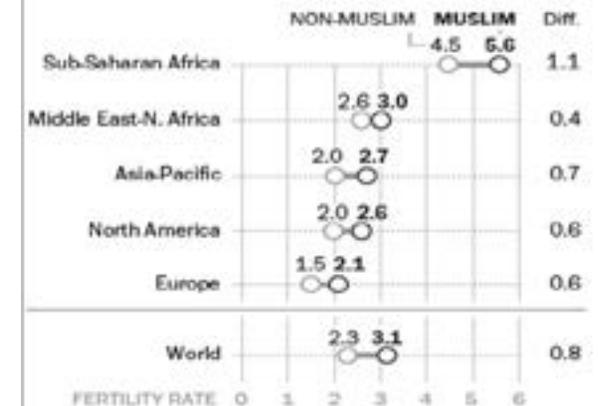
group in the country (not including people who say they have no religion).

A recent Pew Research Center report estimated that the Muslim share of immigrants granted permanent residency status (green cards) increased from about 5% in 1992 to roughly 10% in 2012, representing about 100,000 immigrants in that year.

### Why is the global Muslim population growing?

There are two major factors behind the rapid projected growth of Islam, and both involve simple demographics. For one, Muslims have more children than members of other religious groups. Around

### Muslim and Non-Muslim Fertility Rates, by Region, 2010-2015



Note: Latin America-Caribbean not shown due to lack of reliable data. Differences are calculated from unrounded numbers.

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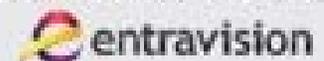
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the world, each Muslim woman has an average of 3.1 children, compared with 2.3 for all other groups combined.

Muslims are also the youngest (median age of 23 years old in 2010) of all major religious groups, seven years younger than the median age of non-Muslims. As a result, a larger share of Muslims already are, or will soon be, at the point in their lives when they begin having children. This, combined with high fertility rates, will fuel Muslim population growth.

While it does not change the global population, migration is helping to increase the Muslim population in some regions, including North America and Europe.

### What do Muslims around the world believe?

Like any religious group, the religious beliefs and practices of Muslims vary depending on many factors, including where in the world they live. But Muslims around the world are almost universally united by a belief in one God and the Prophet Muhammad, and the practice of certain religious rituals, such as fasting during Ramadan, is widespread.

In other areas, however, there is less unity. For instance, a Pew Research Center survey of Muslims in 39 countries asked Muslims whether they want sharia law, a legal code based on the Quran and other Islamic scripture, to be the official law of the land in their country. Responses on this question vary widely. Nearly all Muslims in Afghanistan (99%) and most in Iraq (91%) and Pakistan (84%) support sharia law as official law. But in some

other countries, especially in Eastern Europe and Central Asia – including Turkey (12%), Kazakhstan (10%) and Azerbaijan (8%) – relatively few favor the implementation of sharia law.

### How do Muslims feel about groups like ISIS?

Recent surveys show that most people in several countries with significant Muslim populations have an unfavorable view of ISIS, including virtually all respondents in Lebanon and 94% in Jordan. Relatively small shares say they see ISIS favorably. In some countries, considerable portions of the population do not offer an opinion about ISIS, including a majority (62%) of Pakistanis.

Favorable views of ISIS are somewhat higher in Nigeria (14%) than most other nations. Among Nigerian Muslims, 20% say they see ISIS favorably (compared with 7% of Nigerian Christians). The Nigerian militant group Boko Haram, which has been conducting a terrorist campaign in the country for years, has sworn allegiance to ISIS.

More generally, Muslims mostly say that suicide bombings and other forms of violence against civilians in the name of Islam are rarely or never justified, including 92% in Indonesia and 91% in Iraq. In the United States, a 2011 survey found that 86% of Muslims say that such tactics are rarely or never justified. An additional 7% say suicide bombings are sometimes justified and 1% say they are often justified in these circumstances.

In a few countries, a quarter or more of Muslims say that these acts of violence are at least sometimes justified, including 40% in the Palestinian territories,

39% in Afghanistan, 29% in Egypt and 26% in Bangladesh.

In many cases, people in countries with large Muslim populations are as concerned as Western nations about the threat of Islamic extremism, and have become increasingly concerned in recent years. About two-thirds of people in Nigeria (68%) and Lebanon (67%) said earlier this year they are very concerned about Islamic extremism in their country, both up significantly since 2013.

### What do American Muslims believe?

Our 2011 survey of Muslim Americans found that roughly half of U.S. Muslims (48%) say their own religious leaders have not done enough to speak out against Islamic extremists.

Living in a religiously pluralistic society, Muslim Americans are more likely than Muslims in many other nations to have many non-Muslim friends. Only about half (48%) of U.S. Muslims say all or most of their close friends are also Muslims, compared with a global median of 95% in the 39 countries we surveyed.

Roughly seven-in-ten U.S. Muslims (69%) say religion is very important in their lives. Virtually all (96%) say they believe in God, nearly two-thirds (65%) report praying at least daily and nearly half (47%) say they attend religious services at least weekly. By all of these traditional measures, Muslims in the U.S. are roughly as religious as U.S. Christians, although they are less religious than Muslims in many other nations.

When it comes to political and social views, Muslims are far more likely to identify with or lean toward the Democratic Party (70%) than the Republican Party (11%) and to say they prefer a bigger government providing more services (68%) over a smaller government providing fewer services (21%). As of 2011, U.S. Muslims were somewhat split between those who said homosexuality should be accepted by society (39%) and those who said it should be discouraged (45%), although the group had grown considerably more accepting of homosexuality since a similar survey was conducted in 2007.

### What is the difference between Shia Muslims and Sunni Muslims?

Sunnis and Shias are two subgroups of Islam, just as Catholics and Protestants are two subgroups within Christianity. The Sunni-Shia divide is nearly 1,400 years old, dating back to a dispute over the succession of leadership in the Muslim community following the death of the Prophet Muhammad in 632. While the two groups agree on some core tenets of Islam, there are differences in beliefs and practices, and in some cases Sunnis do not consider Shias to be Muslims.

With the exception of a few countries, including Iran (which is majority Shia) as well as Iraq and Lebanon (which are split), most nations with a large number of Muslims have more Sunnis than Shias. In the U.S., 65% identify as Sunnis and 11% as Shias (with the rest identifying with neither group, including some who say they are “just a Muslim”).

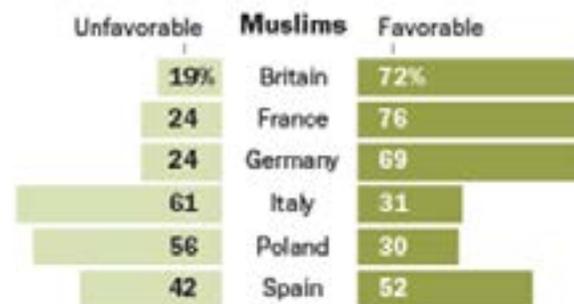
### How do Americans and Europeans perceive Muslims?

A Pew Research Center survey conducted in 2014 asked Americans to rate members of eight religious groups on a “feeling thermometer” from 0 to 100, where 0 reflects the coldest, most negative possible rating and 100 the warmest, most positive rating. Overall, Americans rated Muslims rather coolly – an average of 40, which was comparable to the average rating they gave atheists (41). Americans view the six other religious groups mentioned in the survey (Jews, Catholics, evangelical Christians, Buddhists, Hindus and Mormons) more warmly.

Republicans and those who lean toward the Republican Party gave Muslims an average rating

### How Europe views Muslims

*% in each country who have ... views of Muslims*



Source: Spring 2015 Global Attitudes survey. Q45c.

PEW RESEARCH CENTER

of 33, considerably cooler than Democrats’ rating toward Muslims (47). Republicans also are more likely than Democrats to say they are very concerned about the rise of Islamic extremism in the world and to say that Islam is more likely than other religions to encourage violence among its believers.

In spring 2015, we asked residents of some European countries a different question – whether they view Muslims favorably or unfavorably. Perceptions at that time varied across European nations, from a largely favorable view in France (76%) and the United Kingdom (72%) to a less favorable view in Italy (31%) and Poland (30%).

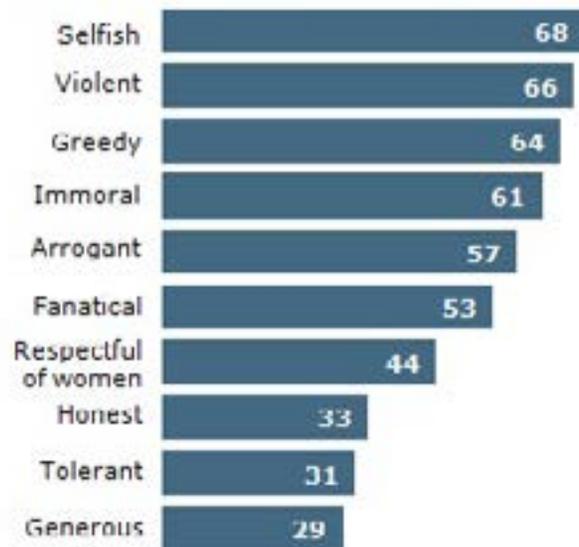
### How do Muslims and Westerners perceive each other?

In a 2011 survey, majorities of respondents in a few Western European countries, including 62% in France and 61% in Germany, said that relations between Muslims and Westerners were bad, while about half of Americans (48%) agreed. Similarly, most Muslims in several Muslim-majority nations – including Turkey, Lebanon, Egypt and Jordan – agreed that relations were bad, although fewer Muslims in Pakistan (45%) and Indonesia (41%) had this view.

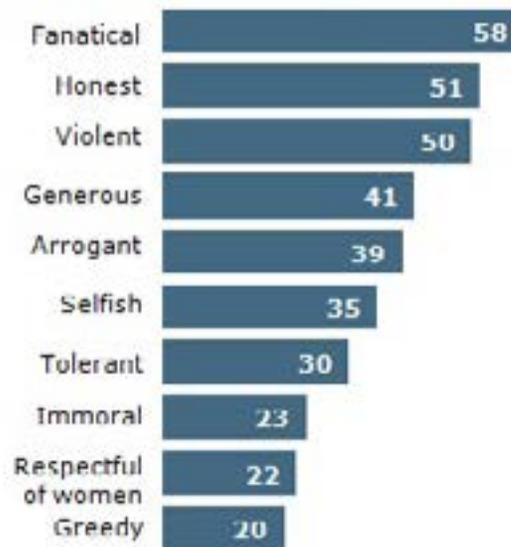
The same survey also asked about characteristics the two groups may associate with one another. Across the seven Muslim-majority countries and territories surveyed, a median of 68% of Muslims said they view Westerners as selfish. Considerable shares also called Westerners other negative adjectives, including violent (median of 66%), greedy (64%) and immoral

## Characteristics Associated With Westerners and Muslims

Traits associated with Westerners among Muslims in predominantly Muslim countries



Traits associated with Muslims among non-Muslims in the U.S., Russia and W. Europe



Median % of Muslims across seven Muslim countries who say each of these traits describes people in Western countries and median % of non-Muslims across the U.S., Russia and four Western European countries who say each of these traits describes Muslims.

PEW RESEARCH CENTER Q47a-j.

(61%), while fewer attributed positive characteristics like “respectful of women” (44%), honest (33%) and tolerant (31%) to Westerners.

Westerners’ views of Muslims were more mixed. A median of 50% across four Western European countries, the U.S. and Russia called Muslims violent

and a median of 58% called them “fanatical,” but fewer used negative words like greedy, immoral or selfish. A median of just 22% of Westerners said Muslims are respectful of women, but far more said Muslims are honest (median of 51%) and generous (41%).

## FocusON CubaNear

### Claim Game: U.S., Cuba Try to Hash out Differences over Property

By Nora Gamez Torres And Glenn Garvin, *The Miami Herald*

Faced with sorting out nearly six decades of financial claims and counterclaims against one another that run into the hundreds of billions of dollars, diplomats from the United States and Cuba last week resorted to a time-honored custom of their profession: They agreed to talk again later, then packed up their briefcases and went home.

The quick and seemingly unfruitful end to the first day of negotiations ever over the claims did not surprise experts on the thousands of claims, who say the difficulties of reaching a settlement are complex — perhaps even more so than achieving U.S. diplomatic recognition of Cuba last year, which required 18 months of secret talks, a complicated spy swap and even divine (or at least papal) intervention.

But the seeming indifference on both sides to establishing a brisk timetable for negotiations — they agreed only to meet sometime in the first three months of 2016 — baffled many observers.

“There is not that much time to put this together,” said Mauricio Tamargo, an Arlington, Virginia, lawyer and former head of the U.S. government commission that handled financial claims over property confiscated by

Cuba.

“The Obama administration ends in a year. And Cuba’s economy is in a massive state of deterioration since Venezuela cut off its subsidies. The only reason Cuba is even willing to talk is that they’ve lost all the Venezuelan money.”

Without a settlement of the claims, normal trade between the United States and Cuba will be literally impossible — the U.S. embargo of Cuba cannot legally be lifted until about 6,000 claims of American companies and individuals totaling about \$8 billion are satisfied.

And while some analysts say President Barack Obama might have some legal wiggle room to open holes in the embargo without congressional approval, he cannot bargain away the more than \$3 billion in lawsuit judgments against Cuba won by American citizens who say their relatives were murdered by Castro’s security forces.

“Unless those judgments are paid off, it will be like a full-employment act for American lawyers,” said Nicolas Gutierrez, a Miami legal consultant who works on Cuban claims issues. “Every time a Cuban airplane lands at a U.S. airport or a Cuban ship pulls into a U.S. port, some lawyer will be there with legal papers to seize it.”

Cuban leader Raúl Castro, less bound by congressional action, judicial rulings or popular opinion, would seem to have a freer hand in negotiating. But Castro, who claims the United States owes Havana \$302 billion in damages from the economic embargo and attacks like the Bay of Pigs invasion, has his own problems.



Lawyers for Akerman law firm in Miami, Augusto Maxwell and Pedro A. Freyre are taking clients to Cuba, dusting off old claims and handling legal business related to the new opening with Cuba. Al Diaz Miami Herald Staff

U.S. citizens are estimated to have owned only about 5 percent of the vast swaths of the Cuban economy confiscated by the Castro government. Agreeing to pay American claims would invite demands on Castro from all over the world — including a million or more Cubans living in exile — to pay for their property, too.

That’s not a hypothetical threat: Gutierrez is the

U.S. representative for a Barcelona company, 1898 Compañía de Recuperaciones Patrimoniales en Cuba, which is signing up Spanish clients to seek settlements from Cuba. (Though Spain settled its claims against Cuba in 1986, some Spanish courts have ruled that the deal wasn’t binding.) Because Spain considers anybody with a Spaniard grandparent to be a Spanish national, that means most of the population in Cuba in the confiscation era is eligible.

“Remember, Cuba was Spanish territory until 1898,” Gutierrez said. “There was hardly a living Cuban in 1959 who didn’t have at least one Spanish grandparent.”

Even the most optimistic observers believe tiptoeing through the political minefields on both sides of the Caribbean will make settlement of the claims issue difficult. And they say it will be nearly impossible should a Republican win the White House next November.

“Technically, an agreement is possible within the 12 months,” said Richard E. Feinberg, a senior official on Latin American policy in the Clinton administration and author of a long Brookings Institution study of the property claims published last week. “At the first meeting, both sides put forward their opening, maximalist positions. That’s how negotiations begin.

“Now let’s see at the next round whether the two sides become more creative and begin to seek common ground.”

The property claims are at the root of the long-standing hostilities between the United States and Cuba. Some American-owned farms and ranches were among the first private properties confiscated when Raúl Castro’s brother Fidel seized power in Cuba in January 1959. For

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the next 18 months, the two governments traded tit-for-tat punitive economic measures.

They climaxed in July 1960 with a Cuban law authorizing the seizure of all businesses on the island in which Americans owned a majority interest, followed three months later with the Eisenhower administration's decision to prohibit the sale of anything but food or medicine to Cuba.

Because U.S. law generally prohibits suing foreign governments in American courts, families and companies that lost property in the confiscations had only one place to turn: the U.S. government's Foreign Claims Settlement Commission, which manages American citizens' demands for payment for property seized by other governments.

By 1972, when the commission stopped accepting claims, it had documented nearly 6,000 and set a value on them of about \$1.9 billion. With the 6 percent interest the commission declared for unpaid claims, that figure has swollen to \$8 billion.

But that \$8 billion figure might shrink. For one thing, claimants have to maintain an unbroken chain of citizenship — that is, if an American company that lost a factory is subsequently sold to a German, the claim goes up in smoke. Since nobody has updated the claim commission's files since 1972, it's pure guesswork about



In this Feb. 9, 2015 photo, Carolyn Chester holds stock certificates for the Cuban Telephone Company in her Omaha, Neb. home. "I always heard about Cuba," she says, "and all this money that we lost and 'Maybe one day,' but I didn't understand it." Now, the decision by the U.S. and Cuba to resume diplomatic ties means that day could be closer for Chester and other Americans whose property was confiscated by the Castro government decades ago. Nati Harnik AP

how many of the claims remain valid.

It's also possible that even valid claims could be settled for less than face value — the State Department negotiators who met their Cuban counterparts in Havana last week have the legal authority to strike binding bargains. And the Brookings study noted that in some previous sets of claims against Communist governments, the commission took much less: 10 cents

on the dollar for U.S. property seized by the Soviet Union, 39 cents on the dollar for China, 45 cents for other countries in Eastern Europe. Sometimes no interest was paid.

On the other hand, Vietnam paid 100 percent of the principal and 80 percent of the interest for claims against it; Germany, 100 percent of the principal and 50 percent of the interest.

The Brookings study also suggested other solutions, including paying 100 percent of smaller claims by individuals — about 5,000 of them, totaling a relatively small \$229 million before interest — while offering the 900 or so big corporate claims (about \$1.68 billion before interest) exclusive business deals or property in Cuba.

Whether the chance to do business in a Cuba that, despite a few lurching steps toward private property and free-market business practices, is still fundamentally a communist country is all that attractive to corporations is dubious in the eyes of many observers.

"The Cubans could offer sort of substitution or alternative means of compensation," Tamargo said. "That's conceivable, that's possible. . . . It's doable if the Cubans are willing. But the problem is future safeguards and guarantees for the U.S. investor. There would have to be due process and property rights in Cuba, which

right now, do not exist.”

While the property claims might be bargained down to lower levels by the State Department, it has no authority at all over another set of claims: damages awarded against Cuba in anti-terrorist lawsuits.

Congress in 1996 created a loophole in the prohibition on U.S. citizen lawsuits against foreign governments. In response to a growing number of terrorist murders and kidnappings of Americans, Congress permitted victims to go to court against any government on the State Department’s list of state sponsors of terrorism — which included Cuba.

A dozen or so Americans — many of them from South Florida — filed suits, and because Cuba refused to defend itself in U.S. courts, most of them won whopping default judgments, ranging up to \$1.1 billion for the family of Havana GM dealer Gustavo Villoldo, who committed suicide in 1959 after all his property was confiscated.

Some of the early judgments were paid out of money owed by AT&T and other American firms to the Cuban state telephone company that had been frozen in an escrow account. But that money ran out, and more than \$3 billion is still owed.

“I don’t believe there’s any way for the president or the executive branch to overturn those verdicts or cancel those judgments,” said Miami attorney Joseph DeMaria, who worked on several of the early anti-terrorism lawsuits. “That would be a bill of attainder” — a legislative act punishing someone without trial, a practice specifically outlawed in the U.S. constitution.

The verdicts, if left unpaid, could lead to a kind of

legal guerrilla warfare against any kind of future trade between the United States and Cuba. Already, the State Department has had to help set up a complicated system to protect U.S. agricultural companies selling food to Cuba under one of the embargo exemptions from being raided by attorneys trying to collect on lawsuits.

For instance, ordinarily a company shipping a load of rice to Cuba from New Orleans would sign over the title before the ship left port. But out of fear that the rice (or the money Cuba paid for it) would be seized by a lawyer with an unpaid court judgment, American companies have to ship the rice without changing the title, then collect a Cuban letter of credit left in a Spanish bank, out of reach of U.S. subpoenas.

“Cuba has already had a couple of planes seized on the ground in the United States by clever attorneys, and the Cubans have had to get a lot smarter,” DeMaria said. “When they set up a new phone company, they made sure the owners of record were from France and Spain and other countries, so they wouldn’t get their money seized again.”

Some attorneys foresee legal attacks on U.S. companies attempting to do business in Cuba who unwittingly make use of confiscated American properties.

“That amounts to trafficking in stolen property,” Tamargo said, “and Americans, whether they know it or not, do it all the time. One of the runways at José Martí airport in Havana is built on a confiscated property. So is much of the port at Mariel, as well as Havana harbor — in fact, every major port in Cuba. Whenever anybody travels to Cuba and engages in commerce there, it’s my opinion they are trafficking in stolen American property.”

## FocusON La Política

### Clinton Hires Veteran Obama Operative to Run Paid Spanish-Language Media Operation

*By Adrian Carrasquillo, BuzzFeed*

Hillary Clinton has hired James Aldrete, a two-time Obama campaign veteran, to lead the campaign’s Spanish-language paid media efforts.

Aldrete, who joins Jim Margolis’ media team, has served as a consultant for progressive organizations like Planned Parenthood and SEIU and also implemented Spanish-language media strategy in Sen. Harry Reid’s 2010 reelection.



Courtesy ABC News

Aldrete's job will be to take the campaign's message to the Spanish-language airwaves. It's a job he is well-versed in after helping spread Obama's announcement that his administration was protecting undocumented youth from deportation — considered a key 2012 moment in raising Latino voter enthusiasm — and having Obama filmed honoring DREAMers in Spanish.

While Aldrete has only just come on board, he suggested that the rise of Donald Trump has sharpened the contrast between the two parties, something the Clinton campaign will continue to use in its Spanish-language outreach to Hispanic voters.

"The unfortunate part is that Hispanics are on the receiving end of negative stuff, which has put sides down, made it 'who is on your side?'" he told BuzzFeed News. "From Hillary's early Nevada trip to have a roundtable with DREAMers, to her trip to San Antonio with Julian Castro, and now the Tom Perez endorsement, there is a clear sign of who is on our side. We want to communicate that."

Andres Ramirez, a Nevada veteran Democratic strategist said that while that dynamic between the parties is not new, it is perhaps more pronounced this cycle. He said that Aldrete has done good work in Nevada before but Aldrete's hire is a particularly smart move as the campaigns look beyond the first four primary states and towards the Super Tuesday states, which includes Aldrete's home of Texas and its large Latino population.

A Pew Hispanic projection for BuzzFeed News in September found that 11.2% of eligible voters in the 12 Super Tuesday states would be Latino.

Aldrete said that over the course of the last few election

cycles the level of investment and sophistication put into Hispanic media has grown, noting it is no longer a constituency desk and doesn't have to always be in line with the campaign's general market media approach.

Which is a function, Ramirez said, of the rising significance of Spanish-language media, where the local Univision channel is often the most watched in different markets.

"Historically campaigns didn't care who watched Univision because the assumption was they weren't voting," Ramirez said. "Now these stations have increased their ratings but these markets have also increased their Latino voters."

The Clinton campaign has made engaging with Hispanic communities a priority, scheduling events in Nevada, Texas, and Puerto Rico, as well as snagging celebrity endorsements like Marc Anthony and Ricky Martin. The campaign also launched an SMS texting program that tens of thousands of Latinos signed up for. But one of the pillars of their strategy is pretty simple: Hispanics have a long familiarity with Clinton, and they know and like her, the campaign believes.

Aldrete was on the receiving end of that dynamic as part of the Obama campaign in 2008 and expects Clinton's opponents to face the same problem now.

"We could get then Senator Obama liked and respected, but that didn't equal votes," he said of the hard fought primary, where Clinton beat Obama 2-to-1 nationally and in Texas among Hispanic voters, effectively extending the race. "That's the challenge for anyone else. Familiarity in the Latino community and trust factor takes time to build."

## FocusON Ad Agencies

### Hispanic Advertising Is Just Fine, Thank You

*By Court Stroud*

After a much-heralded launch in late 2014, Commonground/MGS abruptly closed down last week, putting some 300 employees out on the street.

It came as a shock.

A merger that included MGSCOMM and the Vidal Partnership, two big names in Hispanic media, Commonground/MGS was ranked the sixth-largest Latino agency in billings. It came just months after one of the best-known Latino agencies, Bromley Communications, shuttered after 34 years.

And so the talk began: The bells are tolling for Hispanic ad agencies.

That's simply not true. Quite the opposite.

If a trio of your neighbors kick the bucket, you can't rationally claim everyone you know will perish.

Here is what is happening. Hispanic media is going through huge changes as it joins the ranks of mainstream media.

As it does so, the role of the Hispanic agency is changing as well—and for the good.

Some background: For most of the U.S. Hispanic market's 50-year history, Hispanic agencies existed alongside general market agencies on a separate but equal basis. Spanish-language media – whether print, radio or TV

– needed Spanish-language ad agencies to create copy. They also bought the media. General market agencies had neither the desire nor the staff to do either.

But much as desegregation brought the entire mosaic of American children together in classrooms, the total market movement in media—the idea of advertising reaching out to all sectors of society—has desegregated American marketing.

Latinos have entered the mainstream – and so has Hispanic media, snapping up larger and larger shares of clients' ad budgets.

One outcome is that much of the buying of Hispanic media has now moved to the global advertising holding companies—WPP, Omnicom, Publicis, Interpublic, Dentsu-Aegis, etc.

That only makes sense. Media has become a commodity buy, and these giants have invested princely sums to create efficient media buying and planning machines. To maximize profits, these worldwide networks set out to court and win clients' Spanish-language media budgets.

True, the loss of media buying has been tough on independent Hispanic shops, but it's been good overall for the state of multicultural advertising. Reaching Hispanics is no longer an afterthought but an essential part of every marketing mix.

What it's left Hispanic agencies is a role they're particularly good at: creative.

And creative can never be commoditized.

Alex López Negrete, founder of the agency bearing his name, talks about the "secret handshake."

The secret handshake is a sense of the Hispanic consumer that's crucial for crafting smart ad copy, and it comes from understanding the cultural, linguistic and generational nuances that connect with Hispanic consumers, whether the target message is in Spanish or English.

The secret handshake is the not so secret weapon of successful Hispanic agencies. It belongs to them. It is their calling.

For evidence of the vibrancy of Hispanic advertising, look no further than the great year the industry had at the Cannes Lions International Festival of Creativity. Seven agencies took home 18 awards, including a Grand Prix for Miami-based agency The Community. D exposito & Partners was honored as Agency of the Year by the Advertising Education Foundation, the first Latino shop to receive the award.

This past fall the Smithsonian Museum honored the legacy of Hispanic advertising, inducting into its archives campaigns and artifacts from Zubi Advertising, Dieste, López Negrete and Orcí.

Yes, CommonGround/MGS may have closed and Bromley is no more, but Hispanic agencies are more vibrant than ever, their creative more in demand than ever.

So the sounds you hear are bells ringing in celebration, not mourning, as U.S. Hispanic advertising ushers in a new golden age.

*Court Stroud is a writer and a longtime media executive who has worked for companies such as Univision, Telemundo and several digital startups. He most recently served as Azteca America's EVP of network sales and digital. Stroud holds degrees from UT-Austin and the Harvard Business School. Follow him on Twitter: [@CourtStroudNYC](#)*

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