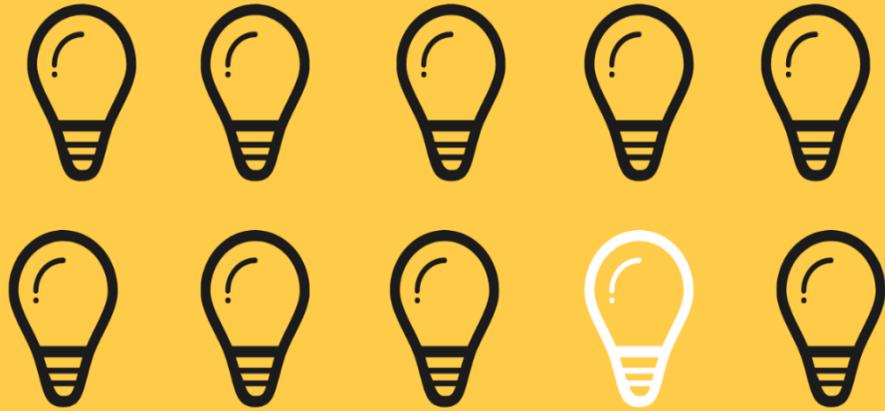


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2021 EDITION

# HISPANIC MARKET THOUGHT LEADERS

A PROFILE OF MULTICULTURAL  
MARKETING AND DIVERSITY-POWERED  
CONSUMER ACTION



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# DEI. IT'S NOT MARKETING

*Facts and figures have never been within easier reach of marketers and brand managers.*

*But, is there a collective failure to act on all of this data and insight?*

It has been repeatedly stated by veteran marketing and advertising industry professionals that Diversity, Equity & Inclusion — while highly important in today's world — isn't marketing. Rather, it is a business case that after more than 50 years is finally coming to fruition across Corporate America.

What can aid in the further efforts of multicultural marketing and advertising leaders to convince CMOs, brand managers and stewards of media buying and planning budgets that increased efforts that are in-language and in-culture — whether targeting Hispanics, Asian Americans, Blacks, LGBTQ consumers, or other distinct population groups — is necessary today and in the years ahead?

Perhaps honing in on the key differentiation points between DEI and Multicultural Marketing is a necessary task.

And, it is a conversation **Ana Ceppi**, a senior advisor on the U.S. Hispanic market at **Edelman**, is eager to have.

Ceppi joined the public relations firm in November 2020, following a three-year stint as SVP of Hispanic Strategy and Client Experiences at NBCUniversal Telemundo Enterprises. Before that, Univision spent more than six years at Univision, as a VP of Business Development in Health Care and Financial Services.

How can makers easily distinguish DEI from multicultural marketing? And, why are some companies unable to discern one from the other? "In some organizations, to be able to represent the market appropriately in DEI, it will be the individuals that then champion the segment conversation," she says.

# Thank you, Census 2020, for making our storytelling so easy...

51% of population growth since 2010 is Hispanic.  
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The Hispanic population grows at 5 times the pace of non-Hispanics.

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Data Source: Census 2020

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"A lot of individuals believe that they need to get their DEI in order to be able to then have the right stakeholders in the room that can represent the community that those diverse candidates bring forward."

As such, Ceppi believes DEI is critically important for any business growth.

"Diversity always wins ... diversity of representation, diversity of thought, diversity of approach," she says. "A homogeneous table really doesn't make anything happen, with the exception of Business as Usual."

That's also true within the walls of an organization.

"When it comes to marketing, one size does not fit all," Ceppi says. "We know that because marketing organizations focus specific segments of the population as high performers/low performers, or high ambition/low ambition."

For some reason, which still baffles Ceppi, the segments are not treated with the same facts. "That, to me, is the big conversation," she says. "If you can bring something from D&I that is fact-based, which in this current environment really is fact-based, the marketing organization will also benefit from having facts around the multicultural community, media consumption, media utilization, and media influence. And, to me, that is a lackluster piece. D&I is now very fact-based and marketing is still not fact-based."

The fact that marketing is still not fact-based is disconcerting. For perhaps the last 15 to 20 years, the Hispanic market has been very forward-thinking in terms of presenting the facts to decision makers.

Are they not absorbing this information, perhaps because of the way in which the facts are given to them? Is there a disconnect between available facts, and the use of these facts?

"I think it is as simple as checking the box, at least from my personal point of view," Ceppi says. "If you're a media planner and you don't ensure that you're reaching the complete market, including Hispanic, it is never going to pop."

She continues. "If you look at a demographic skew and not an ethnic or segmentation skew, it is never going to pop because 62 million is still 62 million people versus the general population base. We know that the Hispanic and Black community is comprised of trendsetters and influencers. They are promoters of content in a more significant way than the average consumer. Marketing to this group is the way forward. We see that beyond consumption, Hispanic consumers, in particular, are willing to vote with their wallet."

As Ceppi sees it, if marketers really understood not just the intrinsic value but the loyalty value that this Hispanic consumer brings, it would be a completely different conversation.

"I've seen brands that are in the same category, in the same ecosystem, ignore the Hispanic community and grow at single digits," she says. "Then, there are the brands in the same category that address the Hispanic consumer, and meet them where they are at. They grow by double and triple digits."

Therefore, Ceppi says it is a function of not sweeping under the rug the fact that the Hispanic community has its own ecosystem and has its own influence.

#### MARKETING BASICS, FORLORN?

For many years, marketers were told that in order to best serve their consumers, they perhaps needed to look inward, and ensure that top-to-bottom, their leadership and employee roster reflected the America of today.

As these efforts largely mushroomed in recent years, were some of the basics with respect to multicultural marketing forgotten, or pushed into the background?

Gil says, "I do see a propensity for diversity to be, particularly in the last year, seen homogeneously. This is so counter-intuitive to what is happening in the marketplace. That needs to be short-lived. The reality is that the market is multicultural, the growth is all in Hispanic."

**"A homogeneous table really doesn't make anything happen, with the exception of Business as Usual."**

## The InFOCUS Podcast

Are marketers doing anything today to better reflect in their advertising campaigns the consumers that define the U.S.A. today?

It's a tricky question, one that Edelman U.S. Hispanic market senior advisor Ana Ceppi further discusses in a *Radio + Television Business Report* InFOCUS Podcast.

To listen, please find Episode 160 at [www.RBR.com/InFocus](http://www.RBR.com/InFocus). Access is easy through the embedded audio-on-demand player.

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# CENSUS 2020: MULTICULTURAL MARKETING'S MOST IMPORTANT RESOURCE

How important is the 2020 Census to attracting U.S. Hispanic advertisers?

"Very," says **Alex López Negrete**, co-founder, President/CEO and Chief Creative Officer at Houston-based advertising agency López Negrete Communications. "The Census has always been and will be, for the foreseeable future, the most important resource for quantifying the size of our Hispanic population. It is the ultimate door-opener, and the ultimate conversation starter."



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How we use the information contained in Census 2020, and how we interpret it, is essential for every marketer, López Negrete says.

How it is designed in the future has also become more important than ever.

Having said this, this will be the fifth decennial Census López Negrete has had figuratively under his arm since he opened the advertising agency in 1985. Still, most marketers do not spend to the opportunity, at least not optimally, he laments.

"Yes, the information gets on decks, and on corporate agendas, but the full potential of the population size and growth that it has clearly tracked over time has not been completely realized," López Negrete says.

In his view, Census 2020 in particular was of critical importance. Why? He points to the "roadblocks" and "noise" associated with the presidency of Donald J. Trump, resulting in an apprehension among many that an undercount of the U.S. Hispanic population would have transpired.

This, López Negrete believes, would have been "absolutely disastrous to our industry, giving the naysayers of our industry the storyline of their dreams."

Yet, he believes Latinos across the states came together, and overcame every hurdle – including a pandemic – in contributing to what may be the most important Census of his career, if not the history of the United States of America.

What are some of the facts about the Hispanic market that are perhaps clearer than ever thanks to the new Census data?

López Negrete offers two words: Fluidity and intersectionality.

"Let's start by noting the extraordinary increase in the number of people who identify as two or more races – both among Hispanics and non-Hispanics," López Negrete says. "This 'more than one race' group increased from 2.9% of the population (9 million people) in 2010 to 10.2% of the population (33.8 million people) in 2020."

This generated a lot of attention when the data were released in August 2020.

"To the extent that marketers see this group as a 'segment' and see the size and growth, they will talk about it, put it in presentations, and be tempted to talk about it," López Negrete says. "They will also prioritize it, even though there really is no internal cohesion to this 'segment' and no specific media that addresses it."

At the same time, the number of Hispanics who identify as 'two or more races' grew even more than among non-Hispanics.

"They can be easily lumped in with this multi-racial group and addressed as that 'segment' rather than as Hispanic," López Negrete says. "Who knows how this goes? If anything, it may play to the multi-racial casting 'solution' many marketers are adopting and using to signal their desire for inclusion, although their investments in segment efforts fall sorely short."

López Negrete admits that such talk on this subject is very speculative at this point as the data is still fresh. "We haven't yet seen how marketers will allocate their budgets in 2022. However, I think that the greater 'intersectionality' that is the big news from this year's Census can be a blessing and a curse," he says.

"It can move marketers to lean more into specialized agencies to make sure they navigate/harness this diversity, which is what they really do need to do as this is culturally complex, or it can distract them from the size, scale, growth and addressability of the Hispanic segment," López Negrete says. "We know that this is the segment where their true, net new growth will be coming from."

The percentage change in how people identify themselves in Census 2020, versus Census 2010, is quite noteworthy. A U.S. Census graphic illustrating the difference appears on the following page.

The biggest change was with Hispanics.

"The self-identity of Hispanics went through a significant change since 2010," López Negrete points out. "Hispanics used to overwhelmingly identify as White alone, and that is no longer the case."

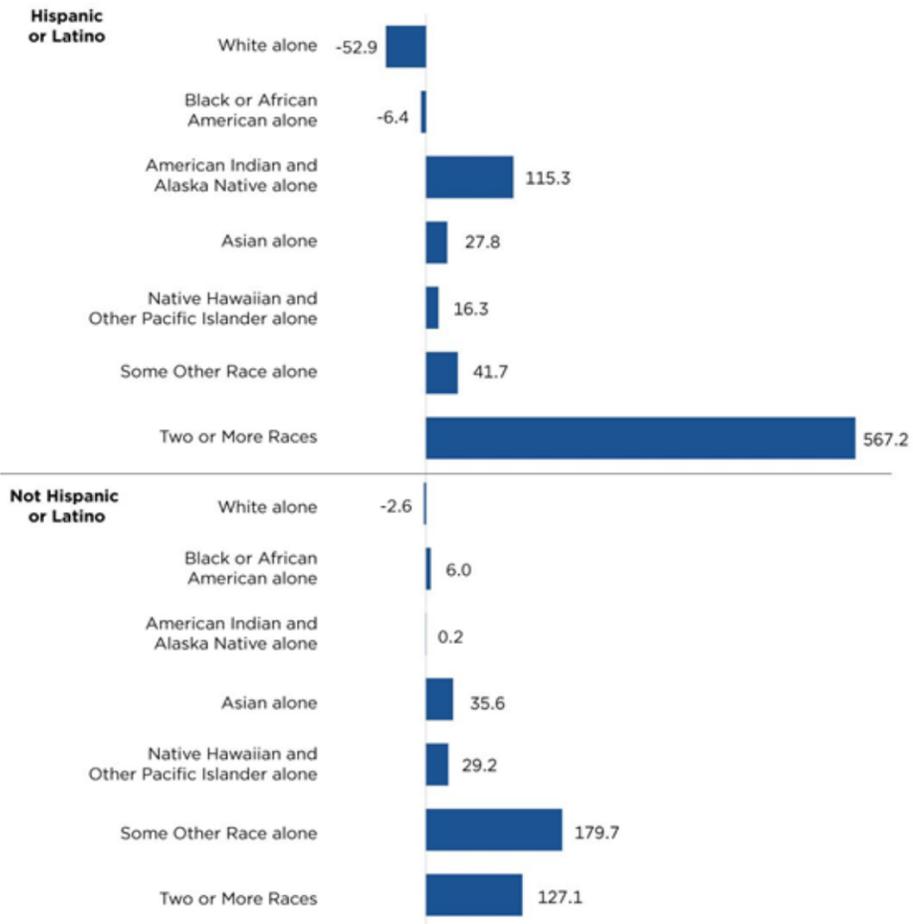
Indeed, the largest increase was in self-identification of two or more races and "other."

López Negrete comments, "Common sense tells us that this is in line with the broader American cultural shift and an increased awareness of historical racial injustices that have come to the surface, particularly during the fielding of the Census. Simply stated, more people do not want to identify as "white."

What does this tell us?

"The cultural landscape is more complex and nuanced than ever before," López Negrete says. "The era of oversimplification must end, and marketers must come to grips that in order to succeed and truly connect with Latinos today, they absolutely need a specialist agency with the understanding, experience and perspective required. It is more important than ever to generate urgency around the Latino business imperative. Marketers who choose not to appropriately invest – despite seeing a market 62+ million strong – are choosing 'efficiency' over success and, by default, choosing failure."

Figure 4.  
**Percentage Change in Race Reporting by Hispanic or Latino Origin:  
 2010 and 2020**



Note: Data users should use caution when comparing 2010 Census and 2020 Census race data because of improvements to the question design, data processing, and coding procedures for the 2020 Census. Information on confidentiality protection, nonsampling error, and definitions is available at <https://www2.census.gov/programs-surveys/decennial/2020/technical-documentation/complete-tech-docs/summary-file/>.

Source: U.S. Census Bureau, 2010 Census Redistricting Data (Public Law 94-171) Summary File; 2020 Census Redistricting Data (Public Law 94-171) Summary File.

# CENSUS 2020: CHANGING PERSPECTIVE

FOR HISPANIC MARKET VETERANS, WHAT LIZ CASTELLS HAS TO SAY MAY MIRROR A 2008 INTERVIEW. SHE ADMITS IT'S TRUE, AND THERE'S A GOOD REASON WHY, SHE EXPLAINS.

Just how important is the 2020 Census to attracting advertisers to the U.S. Hispanic market? "It's pretty important," Liz Castells, who heads up multicultural specialty show Infusion by Castells, says from her Scottsdale, Ariz., home office.

Why? Although the number of Hispanics in the U.S. today – 62.3 million – and percentage of Hispanics in the U.S. today – 19% – are at par with annually adjusted estimates, the 2020 Census offers a confirmation of the "hype" doubters and laggards have turned a blind eye toward.

"It gives us numbers that aren't projections, and if it anything it is underestimated," Castells says, acknowledging the chatter surrounding a potential undercount of Hispanics in the 2020 Census.



"The greatest takeaway from Census 2020 is that it gives us irrefutable proof that companies need to reevaluate their efforts and their media spend," Castells says.

Census 2020 also verifies that multiculturals, led by Hispanics, drove the entire U.S. population growth. In fact, for the first time in American history, a decrease in the non-Hispanic White population was seen.

"That's the most jarring statistic to prompt executives to truly change their perspective," Castells comments.

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## HISPANIC MARKET THOUGHT LEADERS

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While the Census 2020 numbers, in Castell's view, speak for themselves, there are some facts about the U.S. Hispanic market that are perhaps clearer than ever to marketers.

First and foremost is Hispanic buying power. With the 2020 Census, it increased by 69%. By comparison, buying power among non-Hispanics grew by 29%.

Second is the average age of Hispanic consumers.

"With a younger median age of 29 vs. 43 for non-Hispanic whites and 40 for all non-Hispanics, Hispanics are cementing their place as the bulls eye target for most categories and brands," Castell says. "They are approaching their peak earning years."

Third, Hispanics are closing the income and education gap against the total population.

"Real median income for Hispanic households rose 2.2% per year, versus 1.5% for the total population," she adds.

That's just a small snippet of the volume of data Hispanic marketing pros can arm themselves with as they seek to bring more dollars against a group of consumers with unrelenting growth characteristics.

"It sends a message to Fortune 500 companies who aren't doing Hispanic marketing to change the perspective," Castell says. "You can't do effective marketing unless you are going multicultural marketing."

That's Castell's take on a rote quote from **Marc Pritchard**, Chief Brand Officer at Procter & Gamble Co. Since taking over for Jim Stengel, Pritchard has become the advertising industry's No. 1 supporter of multicultural consumers. And, what he says carries weight -- including that quote.

It's been used a lot in recent years. Yet, Castell laments, it still hasn't penetrated the C-Suites of some Fortune 500 companies.

Thus, even with all of the fresh data at hand that can complement 15 years worth of insights and ROI success stories, it remains a challenge to convince some CMOs that Spanish-language and/or Hispanic-targeted marketing works.

"The Census is a wake-up call," Castell says. "Enough of the barriers and excuses. Enough of the idea that bilingual Hispanics can be reached by general market efforts. Being unresponsive to consumers' needs and not engaging with Hispanics costs millions of dollars in lost revenue."

Perhaps being unresponsive is tied to being comfortable. That's at least a conclusion Castell has come to. "I literally wrote the top 10 things marketers should consider about entering the U.S. Hispanic market 30 years ago, not 10 years ago," she says. "And, I am still educating marketers on these things. We need a concerted effort to reach the CMOs -- not the VPs but the people at the top. If not, we will still have 'business as usual' at the top because the VPs are comfortable."

**"The Census is a wake-up call. Enough of the barriers and excuses. Enough of the idea that bilingual Hispanics can be reached by general market efforts. Being unresponsive to consumers' needs and not engaging with Hispanics costs millions of dollars in lost revenue."**

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## CHANGING THE PERSPECTIVE

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With clients including Charter Communications' **Spectrum** cable TV services brand; **McDonald's**; and **Toyota** among Infusion's biggest, Castells has found success in getting each of these companies' brand stewards to fully understand the unique value of directly reaching Hispanic consumers.

This even includes McDonald's, which continues to learn even as it established itself as a pioneer of U.S. Hispanic-focused marketing.

Ongoing learning is important in the U.S. Hispanic market, perhaps just as much as launching dedicating marketing and advertising activities focused on Latino consumers.

That's why Castells gets particularly incensed when she hears about major U.S. corporations that are considering a Hispanic-focused campaign.

"I just learned of an intern who is 'investigating' the Hispanic market opportunity for a major company – in 2021," Castells says. "Investigating? Look, I'm all about metrics and numbers and things. What is there to 'investigate'? It is simply looking at the population and then comparing to the media spend."

This once again brings up the Pritchard quote that one can't engage in marketing without participating in multicultural marketing.

If that's the case, why have so many tuned him out?

Castells has an easy answer. P&G is a nexus of consumer packaged goods (CPGs). This leads some marketers to say, "Well, of course you should market to Hispanics," based on their consumption of such products. The tricky sell? Getting CMOs to change their mindset about how Hispanic consumers engage in services and premium items.

To that end, Castells says it takes more than just quoting Marc Pritchard and nodding in agreement.

**"I just learned of an intern who is 'investigating' the Hispanic market opportunity for a major company – in 2021," Castells says. "Investigating? Look, I'm all about metrics and numbers and things. What is there to 'investigate'? It is simply looking at the population and then comparing to the media spend."**

Meanwhile, Castells remains one of the busiest Hispanic marketing and advertising professionals active today.

In her meetings with Spectrum, Toyota and McDonald's marketing executives, Census 2020 data and insights will be used to reevaluate each brand's general market efforts.

Castells says, "Yes, that is ongoing. But the main impetus of the Census figures is to get those 1,500 clients to invest more. When you have 5% of the media spend going toward 20% of the population, something needs to be done."

As such, companies must better reallocate their resources and their budgeting criteria to mirror the population, she says. And, if one is unsure of how to start, Castells and her peers in the U.S. Hispanic marketing arena await communication.

"Reach out, learn, integrate, find champions and agency specialists, and act," Castells concludes. "The Census proves we live in the most diverse and multicultural society America has ever seen. In California, New Mexico, Nevada, Texas, Maryland, Hawaii and the District of Columbia, the multicultural population is driving the growth. Change your perspective to change your bottom line. Test it – you've got nothing to lose, and everything to gain."

# INFLUENCE AND AFFLUENCE



**How important is the 2020 Census to attracting U.S. Hispanic advertisers?**

**"Hugely important!," says Alma Creative Chairman and CEO Luis Miguel Messianu. "The 2020 Census signals that the Hispanic community has arrived, not only in terms of its growth to becoming the largest multicultural segment, but also of its influence and affluence."**

**While the Census provides important findings about the nation, its diversity, and its future, it is all for naught if the most important action fails to come to fruition.**

"Ultimately, it's up to all advertisers to use the information to develop strategies to move Hispanic consumers and drive the business," he says. "The Census is a crucial tool, and marketers should not miss out on using it before they're left behind."

Like his industry peers, Messianu believes there are some key facts about the Hispanic market that are more clearer. thanks to the latest Census figures. He says, "The Census provides more context around how Hispanics will be a major part of America's future. Not only is that showcased by the Hispanic population already representing 18.7% of the U.S. (now reaching over 62 million), but also by the finding that 1 in 4 children in the U.S. is Hispanic. This is an important indication of the diversity of America's future. If brands don't start thinking about their future consumers, they could miss out on cultivating relationships with them in the long term."

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## UNLOCKING CULTURE WITH SOUL



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Even with all of this data at hand, Messianu agrees that it is still a challenge to convince some CMOs to invest in Spanish-language marketing efforts.

In his view, the conversation should start with dialogue about in-culture marketing.

"Before we get to whether brands should be spending in-language, the biggest challenge is to get CMOs to re-evaluate their spend against in-culture communication," Messianu says. "Original, insight-driven work is the right place to start before determining in-language. Spanish-language marketing works best in certain circumstances, and brands should balance in-language and in-culture efforts in their marketing."

Of course, CMOs should not be afraid to incorporate Spanish into their multicultural marketing. Just go to an online search engine and type in, "Who is the Spanish guy in the Cheetos commercial?" That would be **Bad Bunny**, the world's No. 1 streaming artist on Spotify in 2020. Born Benito Antonio Martínez Ocasio, "Bad Bunny" is from Vega Baja, Puerto Rico.

#### BUILDING THE DOLLAR MAGNET

Messianu also sides with his industry peers when asked what the biggest takeaway from Census 2020 is with respect to the U.S. Hispanic population versus the total dollars invested in Hispanic marketing and advertising initiatives.

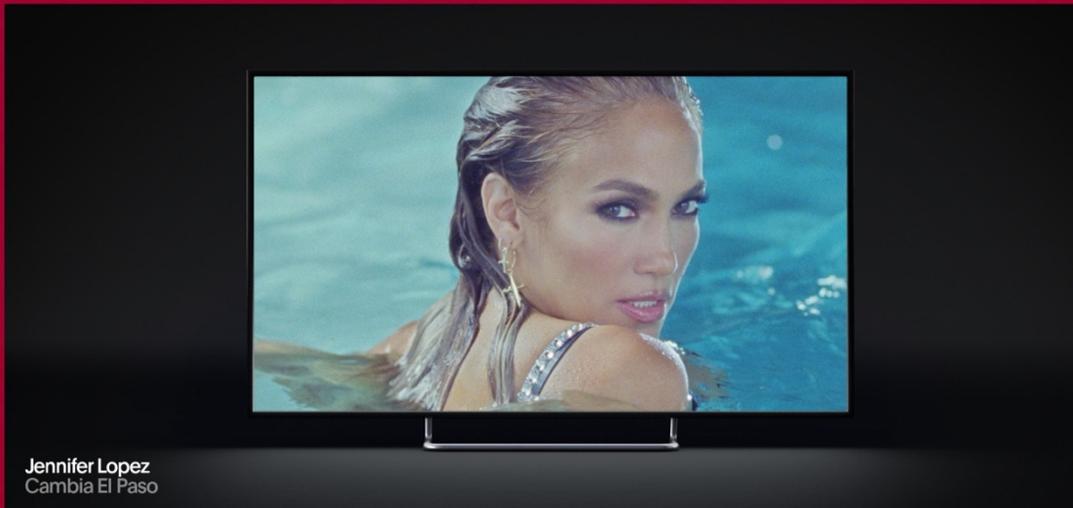
The gap needs to close. Messianu turns to information recently published by the Hispanic Marketing Council, originally known as AHAA, based on Nielsen research that shows that the entire Hispanic marketing media investment in 2020 was 6% of the overall marketing industry investment.

"To close this glaring gap, brands must take into consideration relevant, meaningful Hispanic insights that translate into engaging campaign messages, all of which are anchored in culture and go beyond language," Messianu says.

It's yet another call to action, one that's come numerous times over the years. Today, engaging with Hispanic marketers requires a more nuanced understanding behind the "how to do it." Messianu notes, "Stop retrofitting general market messaging. Instead of adapting an old concept, start unlocking culture to authentically and fully engage with Hispanic audiences who are providing growth."

In conclusion, Messianu believes brands must work with multicultural agencies who can truly guide them in their strategies. "The right agency knows what stories to tell and how to tell them effectively," he says. "This gap also serves as a reminder for brands to have the same amount or revisit their dedication to Hispanics while considering their overall commitment to the entire multicultural investment mix, including African American and Asian American. If they don't manage this balance, they are sacrificing crucial ROI."

**"Stop retrofitting general market messaging.  
Instead of adapting an old concept, start  
unlocking culture to authentically and fully  
engage with Hispanic audiences who are  
providing growth."**



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# ACCURACY AND OPPORTUNITY

**As Carla Kelly, the SVP of Client Partnerships, Advertising & Partnerships, at NBCUniversal sees it, data from the 2020 Census continues to validate the exponential growth of a more diverse America.**

**"The results strongly echo the critical need for representation of multicultural and inclusive consumers," she notes. "In order for brands to succeed in the long run they must ensure they are connecting with these audiences."**



**Over the past ten years, U.S. Hispanic growth rose 23%.**

"As brands and marketers try to future-proof their business, focusing on Hispanics allows them to build relationships early on, which will have significant life-time value," Kelly says. "The U.S. Census serves as a significant data point as it speaks to the scale and growth of the Hispanic population and shines light on why targeting Hispanics is integral in building and sustaining growth for brands and marketers."

Additionally, the 2020 Census confirmed what Kelly's team at NBCU has seen in its primary research regarding the increased focus on identity.

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Source: U.S. Census Bureau (2020)

"While the link to their Hispanic Heritage remains paramount, the 2020 Census acknowledged the multi-faceted nature of how Hispanics are identifying," she continues. "With that, brands and marketers must embrace, value, celebrate and showcase U.S. Hispanic culture while also recognizing that Hispanics are embracing and celebrating their American Heritage."

At NBCUniversal Telemundo, the company actually trademarked "200%er" as a term which describes how Hispanics are celebrating the richness of both their American and Hispanic heritage. "Brands and marketers that can highlight the 200%er reality will be more likely to connect and engage in a meaningful manner," Kelly says.

### STARTING FROM THE TOP

At Telemundo, getting the marketers to include Hispanic initiatives must begin with the No. 1 decision makers.

Kelly remarks, "Marketers indicate that multicultural marketing decisions need to be supported from the top down. According to stakeholder interviews we conducted in 2020, clients and agency partners indicated that if multicultural investment is not prioritized in the beginning of the process, it is difficult to go back and advocate for the spend. Sustained, consistent investment in reaching multicultural audiences results from a strong internal champion."

For **Roberto Ruiz**, Exec. VP of Research, Insights and Analytics at **Univision Communications**, the 2020 Census presents marketers with one powerful takeaway. "More Hispanics were added to the latest Census than all the Non-Hispanic groups combined," he says. "It reinforces the fact that Hispanics are the biggest driver of U.S. population growth and represent the most significant opportunity for brands to grow their businesses."

That's why, in his opinion, the biggest talking point from the 2020 Census is this: The opportunity is there for marketers to grow their business by investing and engaging all Hispanics. "In fact, I would even say that the U.S. Hispanic audience is the biggest growth opportunity most marketers will see in their lifetimes," Ruiz says. "So, what's stopping you?"

That's why Univision continues to work with brands that see the power of in-language and in-culture marketing. Ruiz says, "We understand that there are many brands that don't have Spanish-language creative and might feel they don't understand our audience well enough. We remove this hurdle.

"If you are only targeting the Hispanic audience in general English-language media, you're missing the Spanish-language connection and cultural context that's so critical," he concludes. "For example, in a recent study with RealEyes, the Spanish-language ads we created for our partners delivered a 55% higher emotional response compared to similar campaigns in English. You simply can't reach Hispanics by only using the spillover from general market. The challenge has been to get brands to understand that.



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## HISPANIC MARKET THOUGHT LEADERS: VIEWPOINT

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# U.S. Hispanics: Last Decade's Growth Driver

**By Karla Fernandez Parker**  
Managing Director-Texas, Sensis

The figures are out from the latest U.S. Census, and it's clear Latinos drove population growth in the U.S., having increased from 50.5 million in 2010 to 62.1 million people in 2020.

That accounts for 51.1% of the overall population growth of 22.7 million. By contrast, the general population in the U.S. only grew by 7.4% during the same period.

The states with the highest percentage change of Latino growth in the past decade were Pennsylvania (45.8%); North Carolina (39.8%); Florida (34.9%); and Georgia (31.6%). Add to this the fact that Latino businesses accounted for 80% of all net new businesses created in the past 10 years, and we can clearly see this economic engine is becoming more powerful. So where are the retailers in all of this? Retail marketers continue to woefully underspend on the Latino market -- and take a generic view of this extremely diverse group of Americans who span a myriad of skin tones, racial backgrounds, levels of acculturation, and countries of origin and identity.

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**CIEN<sup>+</sup>**

Ad agencies have made little progress in diversifying their employee rosters. The proof is in the advertising product that continues to treat the Latino market as a monolith. In an age when we can narrowly target by diet selection, neighborhoods, and brand affinity, one can only think marketers are reluctant to recognize how powerful this segment has become and would rather stick with demographics they are comfortable with.

The reality is, advertisers keep taking the easy way out at the expense of increased profits. We have more evidence than ever that the Latino population has more spending power, is in major metropolitan areas, and is driving small business creation as well as gaining in higher education attainment. It's way past time to look at who is on your marketing team, at your ad agency, and in your marketing messages.



**Karla Fernández Parker** 

Managing Director, TX

**Roots**  
Mexi-Spanish-Texan-Border-Chick

**Cultural Mashup**  
Understands the difference between a Spanish and a Mexican tortilla, and hard vs. soft chorizo—and thinks and ice cold Budweiser pairs nicely with all of them.

**Schooling**  
The University of Texas at Austin BS, Advertising, Communications and Spanish  
Universidad de Salamanca Spanish Concentration

**Bona Fides**

- Successfully ran her own independent ad agency for over 18 years.
- Marketing strategist with specific expertise in product launches, new market penetration, and brand revitalization.
- Covers high-level marketing strategies with Fortune 500 CMOs just as readily as she talks camera lenses with a DP on a commercial shoot.

**Brandography**  
American Airlines, M&M/Mars, P&G, Brown-Forman Jack Daniel's, Wells Fargo, Bank of America, and United Healthcare

## Sensis Acquires Multicultural Agency PM3

Founded in 1998 by **José Villa**, **Sensis** has grown to become the largest cross-cultural marketing agency in the U.S. West. Now, it claims to be the “largest and most diverse 100% minority-owned independent multicultural advertising agency” thanks to its acquisition of **PM3**—an Atlanta-based shop long active in the Hispanic space.

PM3, which includes Eduardo Perez among its partners, has built Hispanic marketing campaigns across a variety of media for multiple consumer brands, including **Cox Communications**, **Aaron's Rent-To-Own**, **NAPA Auto Parts**, **the Georgia Lottery**, and **Fifco Intl. (Seagram's)**. PM3 also has its own production facilities to create television, radio and digital content.

“We've been in the process of looking for the right partner for a while,” said PM3 Principal Ricky Echegaray. “Sensis gives us media buying power and a robust research and strategy operation that will expand the offering we can provide to our existing clients while we bring a creative and production force that provides expanded capabilities to Sensis' customers.” Sensis has an Atlanta office, opened to service clients including the Centers for Disease Control (CDC) and the Army National Guard. Sensis has offices in Washington, D.C., Austin, Texas, and Tepic, Mexico.

Sensis will phase out the PM3 name following the merger.



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## HISPANIC MARKET THOUGHT LEADERS: VIEWPOINT

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### Don't Underestimate *En Español*



**By Gonzalo del Fa**

**Chair, Hispanic Marketing Council**

Many marketers mistake Hispanic marketing for Spanish-language marketing. We hear it all the time: “More Latinos speak English so you can just reach them through mass media efforts.”

This is absolutely wrong. And, this mistaken approach is costing companies millions of dollars every year in unrealized growth. That accounts for 51.1% of the overall population growth of 22.7 million. By contrast, the general population in the U.S. only grew by 7.4% during the same period.

Hispanic marketing is about culture and language—and Spanish isn’t going anywhere. Among first generation Hispanics and beyond, both English-dominant and bilingual Hispanics connect to in-culture content dynamically in English and Spanish, choosing to view Spanish-language content because they “want” to. People engage with content in the language of their country of origin because it is more meaningful, even among the young. Consider that 80% of Hispanics ages 13 to 49 choose to watch Spanish-language TV via broadcast channels. Even though most Hispanic teens were born in the U.S., nearly half stream video on demand in Spanish. Younger Hispanics choose content in Spanish because that is how they are expressing their culture—a choice not captured in the latest Census figures.

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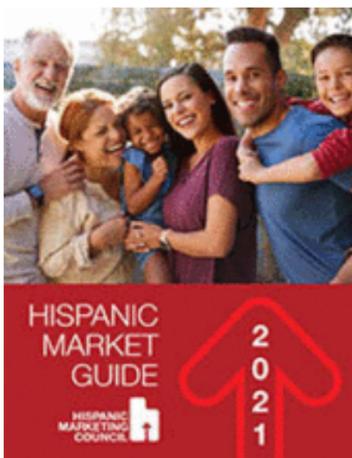
Source: Nielsen National Regional Database; Spring 2021; US Total; M-Su 6a-12m; P 18-34 Station Rankings Based on: Top 100 All Stations

In-culture English content environments have also emerged alongside the large scale of legacy Spanish-language platforms. Hispanic teens and adults aged 18 to 49 spend about half of their online time within in-culture content regardless of language. That cultural fluency is extending into the mass market.

Did you know that 53% of all people 13 to 49 years of age are watching TV/movie content in a language they do not speak? Let that sink in, because this changes how we think about the “mass market.”

Recent Census results showed that the non-Hispanic white segment decreased by almost 5 million people in the last decade, proving that the only sustainable growth strategy is to focus on diverse segments. If 42% of the U.S. population is multicultural, and the multicultural majority is already a reality for those 19 and under, then our definition of “mass market” needs to change. Marketing strategies must put culture first—and that means knowing when and how to use Spanish appropriately.

Culture, language and marketing go hand in hand. Cultural literacy and appropriate Hispanic investments are necessary to drive bottom-line growth. Marketers and journalists alike need to acknowledge today’s multicultural reality and the inexorable link between culture and language. Simply put, it’s time to stop underestimating the power of Spanish, which remains a powerful connector of culture, nostalgia, familia y comunidad.



Founded in 1996 as the Association of Hispanic Advertising Agencies, the **Hispanic Marketing Council** is the national trade organization of all marketing, communications, and media firms with trusted Hispanic expertise.

It is the publisher of the annual **Hispanic Market Guide**, an authoritative source for identifying companies with trusted Hispanic market expertise.

To receive your copy of the report, at no cost, please visit the following website:

<https://www.hispanicmarketingcouncil.org/Portals/0/directory-2021/hmc-2021.html>

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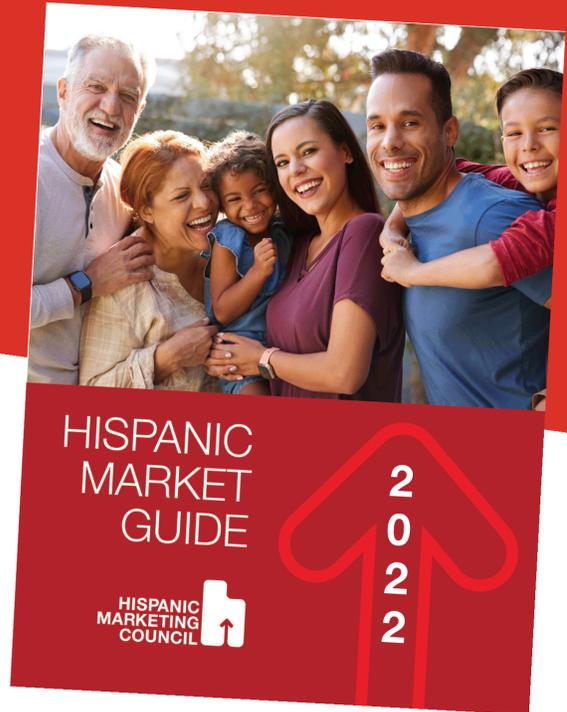
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**HISPANIC MARKET THOUGHT LEADERS**

# 2021 HONOREES

The leading marketing professionals active in the  
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## **NINE STANDOUT EXECUTIVES YOU SHOULD KNOW**

HispanicAd.com salutes the key executives at nine exemplary  
brands actively seeking multicultural consumers.



# HISPANIC MARKET THOUGHT LEADERS

2021 HONOREE

## KARLA LUCIA

SENIOR CONSULTANT AND EXECUTIVE DIRECTOR • Alliance for Multicultural Marketing (AIMM), ANA



She is described as an “innovative, strategic thought leader” who has developed winning multicultural programs and campaigns for some of America’s largest and most iconic brands, including The Walt Disney Company, General Mills, Johnson & Johnson, Verizon, Kraft Foods, Harley Davidson, Binney & Smith (Crayola),

Sears, SeaWorld, and Ulta Beauty, among others.

Today, **Karla Lucia** is widely known for her role as a senior consultant and Executive Director at the Association of National Advertisers’ Alliance for Multicultural Marketing, which unites senior leaders from over 160 corporations, agencies, media, research companies, and trade organizations to advance multicultural and inclusive marketing.

Her previous endeavors including the successful launch and management of boutique multicultural advertising shop LatinSphere Advertising. Her latest entrepreneurial endeavor is the licensing and creation of Ulta Beauty’s first Hispanic-centered beauty line, the **Frida Kahlo Collection**. It has surpassed performance expectations, reaching more than \$5 million in retail sales.

With a prolific career in advertising, Karla Lucia believes she has a “unique and privileged opportunity” by leading AIMM. The role, she says, will allow her and

HISPANIC MARKET THOUGHT LEADERS

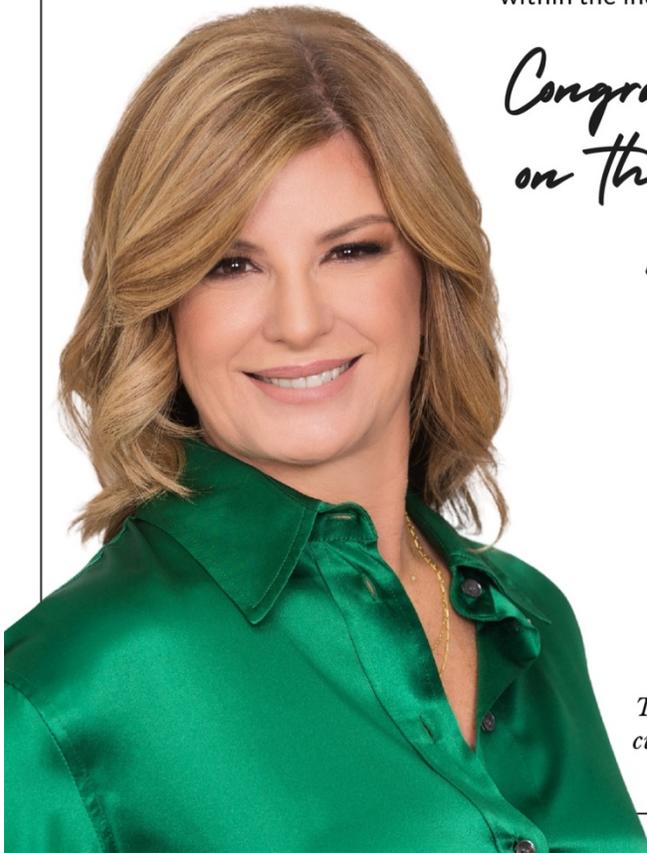
# KARLA LUCIA

CREATING A LEGACY OF CHANGE BY ADVANCING  
MULTICULTURAL AND INCLUSIVE MARKETING

Karla Lucia's illustrious career has led her to become an industry leader. Her experience, brilliant mind, high energy, tireless work, and engaging personality has helped galvanize the industry to prioritize Multicultural and Inclusive marketing and create a more equitable marketplace.

Here at The Alliance for Inclusive and Multicultural Marketing (AIMM), we are grateful to have Karla help lead our efforts as AIMM's Executive Director. The passion, drive and dedication that she possesses will continue to provide the creativity and impetus needed to continue to foster meaningful change and growth within the industry.

*Congratulations Karla,  
on this well-deserved  
recognition!*



*To learn more about AIMM's mission to bolster cultural diversity and richness in the marketing industry, visit [anaaimm.net](http://anaaimm.net)*

the group “to drive transformative change in our industry by collaborating with senior thought leaders representing the entire marketing ecosystem.”

She comments, “I’ve had the good fortune to partner with brands, media, research companies, trade organizations and agencies across Hispanic, Black, Asian-American, LGBTQ and non-multicultural segments in the strategic evolution and prioritization of multicultural and inclusive marketing, supporting the rationale that diversity is good for business and good for society.”

Looking back, Karla Lucia is energized and inspired by the magnitude of impact AIMM has had since its 2016 birth. She comments, “I’m even more inspired by the commitment to keep going until we achieve full equity in our marketplace. Collectively, we are tackling the most pressing issues affecting our industry, establishing best practices for holistic inclusivity and accurate cultural representation, and we are actively working to end systemic racism and institutional bias by rallying the marketing community to share responsibility and accountability to drive DEI action across the industry.”

Is there one thing Karla Lucia is most proud of when looking at what AIMM has achieved?

“At AIMM, we are building a compelling legacy around purpose and people through our #SeeALL movement, which advocates for inclusion and accurate cultural representation of multicultural segments, not only in ads and programming but also in the workplace,” she says. “We know that diversity leads to amazing innovation and meaningful connections, so when marketers adopt #SeeALL as a philosophy, they are able to have diversity of voices and insights in their organizational structures, all the way up to the C-Suites. We know diversity has an impact when diverse consumers are included in front of and behind the cameras in all advertising and content, as brands are able to better reflect and connect with the communities they serve.”

With the convergence of growing societal challenges, the expectation for brands to play a larger role in consumers lives will continue to grow, Karla Lucia adds. “People are aligning their values with their pocketbooks, and placing their trust in the brands they support. Marketers are uniquely positioned to establish deep connections with these consumers at a level they feel the brand uniquely

understands them. Connections start with representation but require rich authentic cultural portrayals for people to feel included and respected.”

Through research conducted by CIIM, it has been determined that culture alone is responsible for 40% of a campaign’s success. That’s why AIMM is prioritizing culture in its work and in the resources it is creating.



“Connections start with representation but require rich authentic cultural portrayals for people to feel included and respected.”

— Karla Lucia

In Spring 2022, *The Case for Change 2.0* will arrive. It will provide marketers with fresh insights on marketing in the 21st century, and why it requires viewing it through a cultural lens.”

“The embedding of culture into the marketing and creative process” can play a key role in helping brands achieve further growth. How does Karla Lucia believe this can be accomplished?

“The task is to truly understand multicultural audiences, going beyond stereotypes and efficiencies into real-life portrayals,” she says. “It’s about authenticity in messaging. It’s showcasing positive reflections, good role models and cultural values. It’s showing respect for segments and identities. It’s celebrating who people are, not who we want or expect them to be. It’s bringing inclusion into an everyday norm of organizations which includes rethinking the creative process end-to end.”

At AIMM, culture is being put into action, Karla Lucia believes, as the organization is guiding many marketers “beyond the choir” toward more accurate representations that lead to higher brand opinions and significantly higher persuasion. “What’s important, especially for Hispanics, is that culture alone doesn’t maximize connections,” she says. “Language is an extremely important way to connect with Hispanics, as it continues to be the language of the heart, even for those who are bilingual.”

The last year has been replete with race-focused political and social movements. Marketers have responded. What has AIMM done to mobilize the advertising

industry in committing to change? “AIMM has galvanized the industry to end systemic racism and institutional bias,” Karla Lucia says. In June 2020, AIMM asked more than 600 influential marketing and advertising industry leaders to sign a “seven intervention pledge.”

She explains, “The AIMM Pledge includes a commitment to increase diversity representation in the industry, allocate adequate multicultural budgets, economic investments in minority-owned/targeted media, accurate cultural reflections in the creative process, and greater data transparency/quality. DEI is embedded in all that we do at AIMM. I am proud to be part of this movement where we share the accountability to drive intentional actions for a more inclusive and equitable industry for all.”



**“Karla Lucia is an outstanding executive and so deserving of this wonderful recognition. Her critical insights and her marketing acumen have been crucial to the development of AIMM – the Alliance for Inclusive and Multicultural Marketing – the industry’s leading voice on diversity, equity and inclusion.**

**“To the industry, Karla is a force for good and a force for growth. To all that know her, she is a dear friend and one of the most dedicated executives I have met in my career. Congratulations Karla!”**

Bob Liodice, CEO, ANA



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2021 HONOREE

# SUE SEAMS

SENIOR DIRECTOR OF EXPERIENCE PLANNING • Kellogg Co.



**Sue Seams** leads a 25-person team responsible for \$380 million in brand building for over 16 portfolio brands within the Kellogg family. She's been an active member of the AIMM group for more than three years and recently launched Kellogg Co.'s Cultural & Inclusion Marketing team.

This led Seams to deploy Kellogg's Equity, Diversity and Inclusion Marketing Steering Committee, and directed the development of the company's ED&I goals for talent and go-to-market strategies, including the roll-out of AIMM's Cultural Insight Impact Measure and Kellogg Co.'s industry partnerships and pledges. Seams also led the launch of Together With Pride/All Together cereal launch supporting the LGBTQIA+ community in partnership with GLAAD.

Prior to coming to Kellogg Co. in 2017, Seams spent a decade at Starcom, rising to SVP/Director from roles tied to P&G Fabric Care, Darden Restaurants, ABInBev, Burger King and MillerCoors.

## **D&I: SEWN IN TO THE MARKETING FABRIC**

Kellogg's is a brand that is respected and known across the Americas. But, marketing to U.S. markets may not be as easy as one would think. What is the biggest learning experience Seams has had as she has helped shape Kellogg Co.'s Hispanic marketing efforts and brand growth in the U.S.?

"We knew to drive change and shape our evolved marketing efforts, we had to fully embed Equity, Diversity and Inclusion across all marketing, unify efforts to achieve Kellogg's talent and retention goals, and evolve our go-to-market strategy

# ¡Trabajando hand in hand!

We're proud to congratulate our friend and client partner, **Sue Seams**, for being recognized as one of our **2021 Hispanic Market Thought Leaders**. Your advocacy for elevating The **Kellogg's** Company's commitment to Hispanic marketing and multicultural integration is an inspiration to us all, and we are grateful for your stewardship. Great things happen when we come together and work de la mano.

Congratulations y Gracias,

 CapturaGroup

to reflect today's diverse consumers to unlock growth and foster and inspire an inclusive mindset within our internal teams," she says.

Earlier this year, Kellogg Co. conducted a Cultural and Inclusion Marketing training seminar for more than 200 Kellogg Co. marketers and agency partners, launching curriculum and tools to help our teams understand the case for action, opportunity size and overall consumer, market insights and dynamics needed to design inclusive, and culturally relevant brand strategies and experiences. "We also launched an ED&I Steer Committee, which is a cross-functional, integrated team across marketing and HR that is responsible for activating and embedding multicultural and inclusive marketing within our commercial strategy through education, inspiration and influencing go-to-market efforts to drive brand growth and industry leadership.

Data from the 2020 Census will only help fuel these efforts, allowing Kellogg Co. to



"We know that if our brands do not include some level of multicultural focus within its go-to-market strategy, we will only be investing in the part of our population that is shrinking."

— Sue Seams

leverage the information to better inform Hispanics about its products.

"The 2020 census confirmed what we knew," Seams says. "We know that if our brands do not include some level of multicultural focus within its go-to-market strategy, we will only be investing in the

part of our population that is shrinking."

For Kellogg's brands that have "parents/kids in the household" and/or "kid-focused" strategic targets, multicultural consumers are now the majority of the total population. "We are also identifying some amplification in key population-heavy DMAs with our shopper programs to create additional impact in support of what we are doing nationally."

Meanwhile, the pandemic turned eating habits upside down.

"You are correct, eating habits completely changed during the pandemic," Seams says. This brought in new consumers to the cereal category, while also expanding cereal to new eating occasions – who doesn't love cereal for dinner?

“We also saw early on household pantry loading for our snacks brands, which overindex against the U.S. Hispanic population. Throughout all our communications, we wanted to ensure we were addressing the key U.S. Hispanic parent target.”

What advice does Seams have for peers that may be in the earliest stages of developing a multicultural marketing plan? “The goal is to start now to embed multicultural and inclusive marketing with your commercial strategy. It doesn’t have to be big, but start now to garner learnings and optimize along the way. I also recommend a strong communication rollout plan to ensure support from senior leadership all the way through the brand’s day-to-day leads.

Think about the ways to include your agency partners and hold them accountable for their representation of multicultural and inclusive talent and approach. Build investment goals for diverse suppliers across partners, media and production. Lastly, identify the opportunity for trainings not only for your marketing teams, but also your insights, analytics and agency partners.



The Kellogg’s brand portfolio includes Cheez-It brand snack crackers; Pringles; Morning Star Farms; Carr’s crackers; Gardenburger; and its variety of breakfast cereal brands, including Frosted Flakes, Corn Pops and Corn Flakes.

2021 HONOREE

# MONICA MORALES

HEAD OF MULTICULTURAL MARKETING • Lilly & Co.



As the head of multicultural marketing for Lilly, **Monica Morales** leads the vision to engage and help the pharmaceutical company's multicultural consumers. She established a "center of excellence," dubbed M.A.S., based on effective cross-cultural practices designed to advance insight-driven executions, helping improve U.S. Hispanics' understanding of diseases. This, Morales hopes, will help ignite

actions designed to improve the healthcare industry.

Morales participated in a question-and-answer session with *Hispanic Market Thought Leaders* in recognition of her honor.

**HMTL:** *As a standout multicultural marketing leader in the pharmaceutical industry, why is it so important for Lilly to connect in meaningful ways with Hispanics and other multicultural consumers?*

**MONICA MORALES:** We believe that connecting with all consumers can raise awareness of different diseases that are often undiagnosed, untreated, or undertreated and, unfortunately in the case of some minority segments, this can even have fatal consequences. Our research has demonstrated the significant impact of culture in healthcare journey, treatment, adherence and eventual outcome. Therefore, we must activate cultural insights to help more patients in a real way. It is important that minority consumers appropriately understand both the disease and about the medicine we make.

This is a sustainable commitment, as we seek to foster real lasting connections with multicultural consumer segments across our therapeutic areas in a

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COMMITMENT  
TO EXCELLENCE  
DURING  
THE MOST  
CHALLENGING  
TIMES

Congratulations, **Mónica Morales**,  
Lilly Director of Multicultural Marketing

alma

consistent approach. We are advancing fast. This is great, but we are by no means perfect, motivating us to continue to learn and optimize.

**HMTL:** *What key learnings across your experience as a marketing professional in the CPG industry helped in creating the multicultural program at Lilly?*

**MONICA MORALES:** The key learning has been to be true to good marketing with insight-driven execution led by a strategic approach. It may sound basic, but it is the core of any program. In such a regulated industry, at times it can be challenging to have specific Hispanic content as, in my experience, the industry tends to generalize consumers to a 'one size fits all' approach. Many companies just do direct translation, as opposed to culturally relevant executions. Hispanic patients need in-language material at the minimum, but most importantly they need to understand it. That is when the cultural insights become essential to the communication.



“Many companies just do direct translation, as opposed to culturally relevant executions. Hispanic patients need in-language material at the minimum, but most importantly they need to understand it.”

— Monica Morales

For example, it is not just about the Diabetes treatment: it is about countering Hispanics misunderstanding that all injections for Diabetes are insulin and that insulin is the cause of amputation and addiction. When you can communicate and educate to help people be more informed and hopefully live better lives, that is when marketing takes on another meaning.

I brought all my 20+ years of experience in CPG to build the first pharma cross-cultural marketing center. The models between CPG and Healthcare consumer marketing are similar but knowing what works makes a strong difference. It has not been easy; I had to be very patient to ensure we just get to market. A case in point was the social launch with the first pharma Spanish-language Facebook page, which took several months to launch, at times not perfectly. But we celebrate the wins and keep trying to improve as best we can.

*HMTL: The pandemic helped to shed light on healthcare inequities in the Multicultural space. Is there one highlight you can share? In what ways has Lilly been able to address these inequities?*

**MONICA MORALES:** I can speak at length about this topic, but I will talk about a key inequality highlighted during the pandemic: the lack of complete understanding of a potentially fatal disease like diabetes. In our effort to help Latinos manage their Type II Diabetes the Lilly team created a series of videos that explain in a simple way how the disease affects the body.

*HMTL: With marketers seeking more from linear media, where do Hispanic radio and TV fit in the marketing mix, compared to digital, OOH, and print?*

**MONICA MORALES:** Spanish-language television is the biggest awareness channel. At-home enjoyment of Spanish-language TV by a cross-generation household makes it a must. But, in today's world we need to have different touch points through the consumer's path. This is where different media channels are important. The best plan is the one that leverages each channel with the appropriate communication and has the appropriate channel mix according to your target. Its effectiveness will depend on your message, and the key is to be insight driven.

*HMTL: What advice do you have for companies in the earliest stages of developing a multicultural marketing plan?*

**MONICA MORALES:** I recommend three key ingredients for having a successful cross-cultural plan:

- **Commitment from the organization**
- **Resources:** the right team of experts and budget required to develop the plan, the analytics, the research, and the correct development
- **Understanding**

Be open to the marketing research and what the data is telling you. This will allow you to understand the opportunity in numbers and insights and measure the impact of what you do, so you can know where you stand, celebrate the wins, and optimize the learnings. You may scratch your knees but take the learnings and keep going. You will be surprised how far you can go.

2021 HONOREE

# STACIE DE ARMAS

SVP OF INCLUSIVE INTELLIGENCE & INITIATIVES • Nielsen



**Stacie de Armas** calls herself “an inclusion and identity researcher,” in addition to serving as a consumer behaviorist and subject matter expert on diverse audiences at the nation’s dominant audience measurement and consumer analytics firm, Nielsen. In fact, de Armas likes to say she specializes in data that lie at the intersection of community, advocacy and entertainment.

At Nielsen, de Armas leads the development of inclusive thought leadership and initiatives designed to support diverse suppliers. Colleagues call her “an expert solutions finder, idea implementer, team collaborator, hurdle jumper and data de-mystifier.”

Asked how she has seen Nielsen’s clients and the industry at large prioritize the multicultural and Hispanic segment during the last 12 months, de Armas says, “As America’s demography evolves, a healthy and growing brand requires engaging with diverse consumers. With the racial reckoning over recent years, people are demanding that brands and businesses across the ecosystem address social injustices that have been prevalent for too long. When it comes to brands, that has translated into investing with purpose. That means investing in inclusive media and content that is representative, with a focus on diverse targeted and diverse-owned suppliers. Brands increasingly want to ensure that their creative is reaching diverse audiences and is placed within content that is more reflective of today’s diverse society. We’ve seen the entertainment industry produce more content that is inclusive of diverse casts as well as more stories about

multicultural communities, but we know more can be done. We are focusing our efforts on inclusion metrics that highlight the value of diverse content and audience attributes.

## **ROBUST PANELISTS, RICH DATA**

Ensuring a “robust” panel is critical for Nielsen. Why? De Armas says it is necessary to ensure “Big Data” is validated and fully inclusive, as well as being representative of the country’s evolving demographics.

“Big Data alone is known to underrepresent multicultural communities as well as misrepresent media behavior across all platforms,” De Armas says. “We are continuously improving our methodology so our sample keeps pace with the changing demography, all while ensuring and respecting privacy.”

Methodology improvement is a key focal point for Nielsen, led by CEO David Kenny, at the moment. On September 1, the **Media Rating Council** saw its Board of Directors vote in favor of a suspension of the MRC’s accreditation of Nielsen’s national television service. Perhaps more notably, the MRC also yanked the current accreditation hiatus status designation from Nielsen’s Local People Meter and Set Meter Markets and suspended accreditation for these markets. Kenny responded by ensuring its clients receive “representative, reliable and robust ratings.”

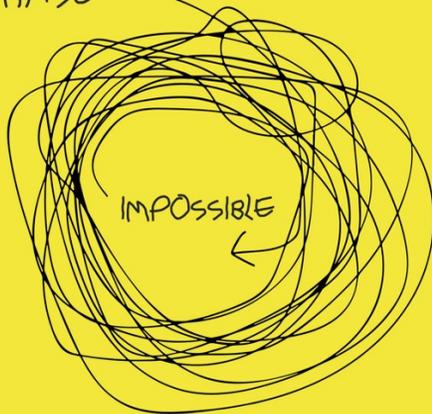
Meanwhile, cord cutting has spread to multicultural homes, based on recent research indicating Blacks, in particular, are saying no to big cable TV bill charges. With those saying no to MVPDs increasing among multicultural consumers, how can marketers identify them in the coming months and years?

“Representation matters, and our research shows that for historically excluded populations, content inclusive of their identity group makes them more likely to watch,” De Armas replies, citing Nielsen’s Attitudes on Representation on TV Study, which found two-thirds of multicultural respondents were more likely to watch content featuring someone from their identity group.

De Armas also acknowledged the streaming growth among multicultural consumers. Hispanics spend 34% of their viewing time on streaming services, compared to 28% of all viewers. YouTube is a big winner, accounting for 21% of viewing minutes among Hispanics. Podcasts are also an essential platform for

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OF MAKING  
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engaging multicultural groups, with podcast listening among diverse audiences growing five to six times in the last year, compared to just four times for White listeners.

More importantly, multicultural consumers are more likely to act after hearing an ad on their favorite podcast.

Asked by Gilbert Dávila in which ways Nielsen is approaching and supporting the advertising and marketing industry's move to advance minority media owners, De Armas commented, "Nielsen is advancing initiatives across the media ecosystem to support and increase investment in diverse-owned media."

She pointed to the recently announced the development of new "Diverse Owned Media Planning and Investment Guides." They are available at no cost to the industry, and were produced in collaboration with ANA/AIMM and Media Framework.

"These guides will include supplier profiles and aggregated performance metrics of diverse-owned media on TV, radio, and digital platforms," De Armas says. "We've also introduced several equity initiatives, including equity pricing for diverse suppliers who meet certain thresholds, NMSDC workshops to advance certification, Nielsen pro-bono consulting for Minority-Owned suppliers (client and non-client), and more."



2021 HONOREE

# MARISSA SOLIS

SVP/PORTFOLIO MARKETING, MEDIA & PARTNERSHIPS • Frito Lay North America



**Marissa Solis** leads all marketing and advertising initiatives for a \$10 Billion-plus brand portfolio at PepsiCo.'s Frito Lay North America unit and oversees media planning and partnerships for the snack giant. She has led numerous brand marketing initiatives and national campaigns and held roles in shopper marketing for key PepsiCo retail customers like Walmart, Target, and 7-11.

She's a longtime marketing leader at Frito Lay, having started as Associate Brand Manager for the Tostitos brand eighteen years ago. Before that Solis was a Manager of the Public Sector Practice at Deloitte Consulting.

Today, Solis has won accolades from across the U.S. marketing and advertising arena for the **Cheetos** brand. With **Dieste** as its agency of record, the snack food choice upped its game in the advertising world with a plan of action that garnered Frito Lay honors from the Hispanic Marketing Council for strategic excellence.

"Being Hispanic today means pushing boundaries, reshaping the world around you," a voiceover actor says at the start of a 90-second case study video about [Cheetos deja tu huella](#) — the campaign that put Puerto Rico-born international reggaetón superstar **Bad Bunny** front and center in spots that ran across all media.

Noting that no brand recognizes pushing boundaries more than Cheetos, Latino consumers were encouraged by the brand to leave their mark on the world. In



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Marissa Solis,  
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Dieste family.

**Marissa Solis**  
Pepsico Sr. Vice President  
Portfolio Marketing, Partnerships,  
and Media at FRITO LAY



doing so, Frito Lay chose to partner up with Bad Bunny — the No. 1 streaming recording artist of 2020 on a global level.

“Things got crazy in no time,” the voiceover artist continues. Within two days, Bad Bunny was trending on social media for images showing him enjoying a bag of Cheetos. News of the collaboration then spread across various media sites, resulting in more than 1 billion impressions before the campaign had even begun. Then came a “full 360-degree integration” at the 2021 American Music Awards. Chester, the Cheetos mascot, and Bad Bunny were seemingly everywhere — their “Flamin’ Hot” TV spot even premiered during the telecast.



Following that event, a #DejaTuHuella social media challenge resulted in more than *three billion* views.

In short, the Bad Bunny/Cheetos spot was off the charts, and shows how Frito Lay exceptionally demonstrated its ability to connect by using “in culture” messaging.

What were some of the key conclusions that Solis’ team came to before the spot was created?

“We knew that Hispanic voices needed to be heard, and our research showed so many Hispanics influencing and making their mark on culture, whether they are big stars like Bad Bunny or entrepreneurs driving their own businesses and building their communities,” Solis says. “We linked that to the Cheetos brand purpose, which is all about defying convention and bending the rules in a fun way to express who you are. When we married the two, we developed the campaign ‘Deja Tu Huella,’ literally meaning ‘leave your mark,’ with a playful take on *huella*, which in Spanish is a paw.”



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For Solis, the magic of the campaign is that a one-and-done thing. “It will be an evergreen elevation of our Cheetos Hispanic consumer audience as the brand encourages all to leave their mark in the world,” she believes.

And, Frito Lay started with Bad Bunny because, Solis says, “he is someone who is unapologetically leaving his mark on mainstream culture. We intentionally launched at the American Music Awards to make a statement that Hispanics make their mark on mainstream culture.”

Frito Lay continued the campaign with a Bad Bunny fashion collaboration with Adidas. A scholarship partnership with the Good Bunny is close to fruition. “We are just scratching the surface in terms of the level of engagement this brand will have with the community and the impactful stories that we can tell,” Solis says.

## **ONE STEP BEYOND**

Frito Lay always seems to be one step ahead of most marketers in many ways.

With Census 2020 data now at the ready, is Solis and her team combing through the results? Absolutely.

“I was predicting some of the Census results before they came out!” Solis exclaims. “The data is a real testament for the incredible growth engine that the Hispanic community represents in America and will be for years to come. Beyond the numbers, marketers need to leverage the insights around what makes this community tick. Our community is incredibly positive and optimistic about the future. Our community is an activist community and can be a key influencer for brands and organizations that recognize its contributions. When brands and organization see us, we become the most loyal consumers and immediate ambassadors. Marketers who understand that will be way ahead of the game when it comes to engaging this cohort.”

With her acceptance of her honor as a Hispanic Market Thought Leader, Gilbert Dávila asked Solis how important it is to have diverse agency partners and subject matter experts at the table.

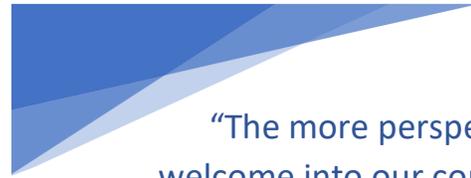
She says, “For an organization to succeed in implementing a strategy with Multicultural America at the center, it is absolutely critical to have diverse agency partners and subject matter experts at the table. They provide invaluable

perspective and are the key to engaging with audiences authentically. The more perspectives we can welcome into our communications world, the more possibilities we can unlock.”

As the former VP/GM of Hispanic at Pepsi, Solis has also shattered the glass ceiling by today taking the lead of a broad marketing organization for a multibillion-dollar brand.

What advice does she have for younger diverse marketers that are hoping to ascend their careers?

“It is so important as a marketer to always have the consumer at the center,” Solis says. “The reality is that the present and future consumer base is and will be multicultural. Thus, it doesn’t make sense to have a separate ‘Hispanic’ or ‘African American’ or other type of strategy. Marketing at the core has to be multicultural. The strategy needs to start with a multicultural America at the center. Therefore, it is incredibly important for young diverse marketers to bring their voices to the table. Get engaged in the full marketing conversation, bring others along, and tell the powerful stories of the communities you come from. The rest will take care of itself.



“The more perspectives we can welcome into our communications world, the more possibilities we can unlock.”

— Marissa Solis

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2021 HONOREE

# FEDERICO VALIENTE

DIRECTOR OF MARKETING • Pollo Campero - USA



**Federico Valiente** serves as head of marketing for Pollo Campero’s U.S. operations, and oversees all of marketing strategies and research and development for the rapidly expanding restaurant chain that’s a household name in Guatemala.

Valiente joined Pollo Campero over 11 years, following the arrival of its earliest quick-service restaurants in the U.S. — including a Calle Ocho locale in Miami.

Valiente has held numerous marketing leadership roles at the corporate and field level and is a self-described foodie with a Kellogg MBA. He’s based in Dallas.

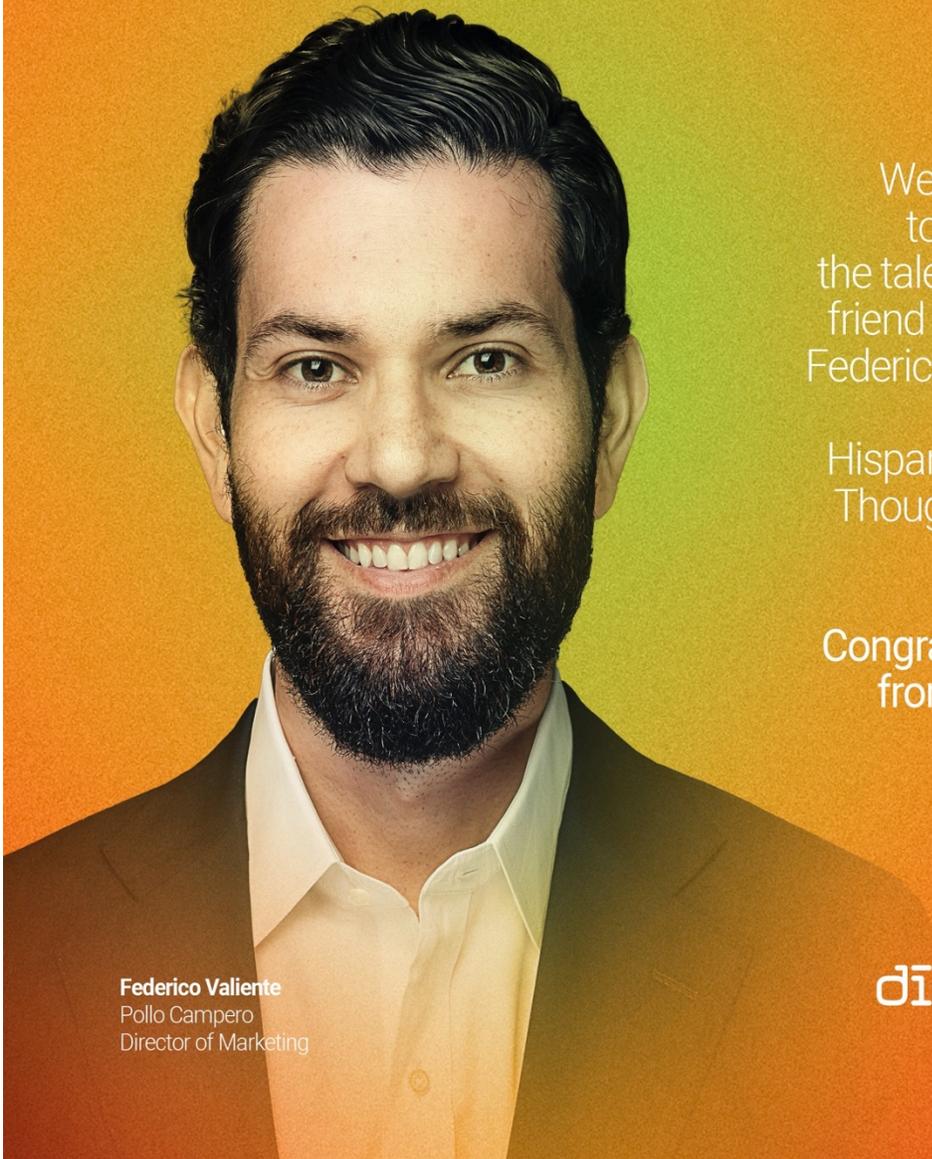
Valiente participated in a question-and-answer session with *Hispanic Market Thought Leaders*, conducted by Adam R Jacobson, upon his acceptance of this honor.

**HMTL:** *Pollo Campero is an institution in Guatemala. But, entering the U.S. market proved to be challenging in the late 2000s. What did Pollo Campero learn over the last decade, and how has this helped shape its marketing efforts and brand growth in the U.S.?*

**FEDERICO VALIENTE:** When Pollo Campero first came to the United States, the purpose was to offer a piece of home to those from Central America, while also introducing a whole new world of flavor to new consumers. We worked to ensure that Pollo Campero maintained its essence while also broadening our offerings to appeal to and attract a wider audience. From menu to restaurant design, service



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**Federico Valiente**  
Pollo Campero  
Director of Marketing

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model, brand identity and overall marketing strategy, we've evolved throughout the years. The results have been outstanding.

This year we're celebrating many things — Pollo Campero's 50th anniversary, our ninth consecutive year of positive same-store sales growth, and a record year in sales following the challenges we all faced in 2020. To achieve this, we've focused on being as relevant as ever to our existing base of customers while introducing Pollo Campero to new customers.

**HMTL:** *The pandemic turned the QSR and fast casual space upside down. How did Pollo Campero act, and react?*

**FEDERICO VALIENTE:** In many small ways, we were prepared for the pandemic. In 2017, we began a major business and brand transformation to kickstart expansion. At the time, we worked on a digital transformation, introducing our 2.0 version of all our digital platforms. This included a complete overhaul of the Pollo Campero app and ordering website, third party delivery partnerships and integrations, and a new loyalty program that was easy to use and provided a tremendous amount of value to our most loyal guests.

We completed the rollout of Digital 2.0 in 2019, so when the pandemic hit last year, we were as prepared as possible. We were able to enhance the 2019 Digital 2.0 launch by adding curbside and drive thru pick-up when ordering online, establishing a Google online ordering partnership, and making our digital ecosystem available via a contact center throughout the whole country. We also made important updates to our app and website making the different digital experiences even more convenient.

We also took care of *people* – our team members, our guests and our communities. Health and safety were a priority. We supported our team members with several initiatives to help during a complex year, and we made ourselves present in our communities. In March, we introduced our Local Heroes Program, through which we supported first responders by providing free individual meals for several months. We served nearly 40,000 free chicken meals to first responders across the country.

***HMTL:** Do you have advice for companies in the earliest stages of developing a multicultural marketing plan?*

**FEDERICO VALIENTE:** Truly understand what problem, pain point or passion you're solving or addressing. Too often, marketers get caught up with only thinking about countries of origin or race and ethnicity. While those will certainly provide key information for a company's multicultural marketing plan, the true focus should be on what your product and service are solving and the insights that help connect your positioning to your target audience. From there, companies can craft multicultural marketing plans within the context of their customers' identities.

***HMTL:** How important is it to create community programs? Is there an example of Pollo Campero with regard to experiential marketing?*

**FEDERICO VALIENTE:** Community programs are very important when looking to connect with consumers in a meaningful way. Our partnership with St. Jude's Children Research Hospital began in 2018. We not only work to raise funds for the hospital but strive to educate the communities we serve on the life-changing services and treatments offered there. Since beginning our partnership, Pollo Campero has been named an "Emerging Partner of the Year" for St. Jude's Children Research Hospital. Our fight against childhood cancer as an international brand goes back even further. Since 2001, Pollo Campero has raised millions of dollars for this cause in Guatemala and El Salvador. We regularly give back and partner with local schools and local Hispanic organizations and strive to live our "Familia Campero" value.



***HMTL:** Lastly, with marketers seeking more from linear media, where do Hispanic radio and TV fit in the marketing mix, compared to digital, OOH, and print?*

**FEDERICO VALIENTE:** The media landscape has been evolving for years and the pandemic accelerated all things digital. Consumers are living more of their lives online through work, education, shopping, and entertainment. In many ways, this applies to Hispanics, particularly since they tend to over-index in mobile technology.

While traditional media and Spanish language media, including radio and TV, have a place within the marketing mix, I believe it depends on the nature and reach of a business. While linear media can provide a massive reach, it can also lead to a lot of waste if a business's distribution is limited. The answer lies within a good understanding of what is or is not driving business performance. The media plan needs to be thought through holistically and in the context of what is doable for each business.

“While linear media can provide a massive reach, it can also lead to a lot of waste if a business's distribution is limited. The answer lies within a good understanding of what is or is not driving business performance.”

— Federico Valiente

That being said, advertising in Spanish will continue to be relevant to different segments within the broader Hispanic cohort.



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2021 HONOREE

# JAVIER HERRAN

CHIEF MARKETING OFFICER AND DIRECTOR OF INFORMATION TECHNOLOGY • Sedano's Supermarkets



**Javier Herrán** is a leader with more than 20 years of experience in the food retail industry who first joined family-owned Sedano's in January 2000.

Today, as Sedano's celebrates its 60th anniversary, Herrán is the man in charge of the Florida supermarket chain's marketing efforts — including media planning, advertising and public relations. If that wasn't enough, Herrán is also

spearheading the efforts to bring the company online through a revolutionary technology that has earned the company the title of "World's First Robotic Supermarket."

Sedano's is an institution in South Florida, thanks to its longtime presence in the Cuban community, which expanded to include other Hispanic groups as Miami-Dade and Broward Counties evolved. Entering the Orlando market came more recently, putting the supermarket into uncharted territory.

What did Sedano's learn about the Central Florida Hispanic market, its needs, and its exceptional Hispanic growth to help shape the supermarket chain's marketing efforts and brand growth along the I-4 corridor?

"We learned about a key U.S. Hispanic DMA," Herrán says. "We realized we had a great opportunity to enter Central Florida by acquiring former Albertsons stores. It was too good of an opportunity, particularly because the Orlando market did not have enough Hispanic products available, and we fulfilled that need. While Sedano's was a household name in South Florida, we focused on grassroots



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marketing, events and community efforts to ensure that the brand continued to grow in Central Florida as well.

With the pandemic turning eating and cooking habits upside down, how did Sedano's react?

"The pandemic created more moments to eat at home and as a family, and we have been there to serve the needs of all of our customers," Herrán says. "We were well positioned, as we have had an automated grocery fulfillment service since 2018."

Sedano's also partnered with Shipt and Uber Eats for home delivery. Another quick pivot saw the supermarket chain partnering with famed Cuban restaurant brands Versailles and La Carreta by hiring their temporarily furloughed workers, saving hundreds of jobs.

### **CHAMPIONING YOUR NICHE**

With Publix and Winn-Dixie as competitors, Sedano's has emerged as a standout. How did that happen, given the mammoth footprint of both supermarket chains and the might of Publix's marketing budgets?

Herrán sums it up in simple fashion. "Find your niche and run with it," he says. "Since our start in 1962, we've been all about Latin food and culture. This includes stocking Hispanic grocery products not found in many places, offering specialized meat cuts by your neighborhood butcher, and featuring our ready-to-eat, freshly prepared Latin meals and baked goods. As a hub for Latin culture, we're all about authentically celebrating our foods and heritage."

The other piece of advice from Herrán is to invest in your brand. He comments, "We recently launched the Sedano's Retail Media Network. This provides brand partners with the opportunity to creatively showcase their products throughout Sedano's ecosystem in Florida. We've also created our own print and digital magazine, *Nuestra Sazón* (Our Flavors), and we will be releasing it in time for holiday celebrations."

Grocery stores anchor communities. As such, Herrán feels it is important for customers to not only see Sedano's as a neighbor but also feel that. "We're deeply involved in the communities we serve," he says. "We achieve this by

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supporting many organizations and causes. One of our biggest efforts is our Tradition of Giving, where we give holiday meals to 4,000 needy families and homeless shelters. We also pack hurricane preparedness kits for homebound seniors, support cancer and autism research, and promote cardiovascular health. The latter includes holding cooking demonstrations of heart-healthy recipes in our stores.”

That’s why it is little surprise that the findings in the 2020 Census confirm what Sedano’s has experienced firsthand for decades. “We can use this information to pinpoint areas for further store expansion and to indicate neighborhoods where Hispanics of different national origin are located,” Herrán says. “This tells us the products we should stock in individual stores—for example, cornmeal for arepas, which are staples for Colombians and Venezuelans, in areas where those nationalities live.”

With longtime creative and media agency **República Havas** as its partner, Sedano’s will continue doing what it does best: reach Hispanic customers with messaging that mirrors its stores and its culture, inside and out.



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2021 HONOREE

# AMBER MEDINA

VP OF PRODUCT STRATEGY FOR THE HISPANIC SEGMENT • Synchrony



**Amber Marie Jacquez Medina** is the individual at Synchrony focused on expanding the financial services brand's Hispanic product and marketing strategy. She also serves as the Development Pillar Leader of the Hispanic Network+, Synchrony's 2,000 plus Hispanic employee resource group.

Medina started her career as a Marketing Coordinator with GE Capital. She has been with Synchrony for 15 years, holding several leadership roles.

For some, Synchrony may be viewed as a traditional bank. It's not. Rather, Synchrony specializes in financing and creating products for such clients as Lowe's, Paypal, Venmo and Amazon to offer their customers.

If that's the case, what was the first goal of marketing to the U.S. Hispanic audience? Medina comments, "For decades Synchrony has supported large retail brands and helped fuel small businesses across the U.S. by providing financial solutions that change what's possible for their customers and businesses. Our vision for engaging with Hispanic consumers is to enable an authentic, seamless journey. We want Hispanic consumers to engage with the products they want, in the channel and language they prefer."

As such, investing in the communities that Synchrony works in and services is incredibly important. "Investing in diversity, inclusion and community has always been at the core of our culture," Medina says. "I believe it's one of the things that sets us apart as a brand and employer."

In 2021, Synchrony committed \$15 Million to venture capital funds led by Black, Hispanic and female investing partners. It also committed \$50 million over the next five years to expand access to higher education, skills training and financial literacy for underserved communities and Synchrony's own workforce. "Our commitment to our communities through programs like these as well as our internal commitment to advancing diverse talent is part of our company's DNA and impacts the relationship and responsibility we feel for our customers," Medina says.

Lastly, Medina was asked about the need to Hispanic elevate talent in organizations, both at Synchrony and across other companies? She replies, "It is both an honor and a great responsibility to be in a position to be of service to other rising Hispanic leaders. Hispanics make up 19% of the US population but only account for 4% of executive leadership across corporate America. The time to elevate Latin(o)(a)(x) talent into executive leadership is now. It is both business and community critical that we mentor, develop and sponsor Hispanic leaders into leadership roles across industries. We need to amplify; we need to reach across the virtual walls and help our talent rise."



2021 HONOREE

# MAYRA RIVERA

CHIEF MARKETING OFFICER • USAA



**Mayra Rivera** leads the marketing strategy and execution for USAA’s P&C company, Bank and Life company. Under Mayra’s direction, the Marketing team is charged with positioning USAA as a champion of the military community to prospective members and USAA’s more than 13 million members.

She is a 20-year USAA veteran, and most recently served as the Senior Marketing Officer for USAA’s P&C company. In this role, her team developed and executed go-to-market plans including marketing strategy, creative/messaging and advertising plans geared to drive quotes, products and attract new members.

Given USAA unique history and current marketing efforts, is there one particular trait or experience that Rivera believes has aided in her rise at USAA? And, is there one takeaway that others can learn from this experience?

“I believe very strongly in being authentic and having a servant-leader mindset,” she says. “It is important to be your true self and say what’s on your mind in a way that others can clearly understand. This can be applied in any capacity — providing guidance on a team project to coaching an employee.”

Rivera meets with the entire USAA marketing organization every week. “We tee up topics that need attention and use that forum to talk about important topics like our current multicultural pilot,” she notes. “While the multicultural pilot isn’t

**Mayra Rivera**  
USAA, SVP, Chief Marketing Officer

# MANY VOICES. ONE MISSION.

Congratulations to USAA Chief Marketing Officer Mayra Rivera on being named a **2021 Hispanic Market Thought Leader**.

At USAA, we're grateful to innovative leaders like Mayra, who inspire us to continue building an inclusive culture that helps fulfill our mission of serving a diverse military community.



USAA means United Services Automobile Association and its affiliates. © 2021 USAA. 282182 - 1021

being done across marketing, we're sharing how the pilot is going with everyone so that we can learn from it and scale it across our work. It's important that our full marketing team can hear key learnings, ask questions and talk through potential gaps."

Given USAA's historical connection to the U.S. Armed Forces, a historically diverse organization, has USAA leveraged this to best connect with multicultural consumers?

"One of the reasons why we are working through our multicultural pilot is that we recognize the Armed Forces as a diverse population," Rivera says. "We know diversity is very important for the military and they believe it's one of their greatest assets – unite for a common mission. As good marketers, we need to be able to reflect that."

What advice does Rivera have to the younger diverse generation of marketers looking to achieve leadership positions in Corporate America? "I think it's incredibly important to have a growth mindset and be authentic," she comments. "It's not just a matter of being competent in your skills, but empathetic as a leader. The more your teammates and teams can trust you, the more capabilities and responsibilities you will have."

What is the most gratifying thing about Rivera's job?

"As a first-generation Cuban American, I recognize the U.S. military as the ones who protect the freedoms that brought my family here," she concludes. "The fact that I get to do a job that helps the military community by protecting their financial lives and advocating for them, that's a gift. On a day-to-day basis, this is my way of giving back to the military community. USAA is a brand with a purpose and I'm a part of that purpose."





**CONGRATULATIONS**  
**MAYRA RIVERA**

CHIEF MARKETING OFFICER, USAA, ON BEING NAMED  
A TOP HISPANIC MARKET THOUGHT LEADER  
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Congratulations, Mayra! This well-earned recognition isn't just for your demonstrated leadership. You instill excellence and advocate for impactful, diverse and effective member experiences. The respect, empathy and teamwork you foster make you an inspiration for the industry and our teams. We're grateful for your supportive partnership and look forward to what the future holds.





## The U.S. LatinX Community & Trust

On Sept. 18, the **Edelman Trust Barometer**, from public relations firm **Edelman**, released a special analysis of the Hispanic community.

Among the key findings: while the U.S. “Latinx” community is optimistic about their economic future and is more trusting of institutions, they are also deeply concerned about the realities of the past year.

This group was severely impacted by the pandemic, as unemployment soared to 15% among Latinx audiences, the highest of any group. Yet, this consumer group remains optimistic about American institutions. This is particularly true for government, Edelman notes, as they are the only group to trust government more than business. “More than any other audience segment, they expect action from the brands they buy and the employers they work for and are ready to take action themselves if things don’t change,” Edelman says.

“While this research reveals a giant jump in Latinx trust in institutions, the largest in government, there’s a big warning signal,” says Richard Edelman, CEO of Edelman. “There’s high volatility in Latinx trust in employers — they are belief-driven buyers as well as belief-driven employees and employers are not meeting expectations. This further emphasizes the need for corporations to activate the new employer-employee compact to secure commitment, loyalty and advocacy, all of which achieve high gains from Latinx employees.”



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## Among the top findings from Edelman's analysis:

- Since January 2020, the Latinx community has been disproportionately affected by economic downturns, yet they are also more likely to be optimistic about their future — More than any other ethnic community, Latinx (56%) were optimistic about their and their families' economic prospects over the next five years.
- They are voting with their wallets more than any other audience segment — 54% of Latinx agree that they can have a bigger influence on societal issues through which brands they buy than which politicians they support. For 73% of Latinx, having trust in the brands they buy is more important than in years past.
- The stakes are even higher for employers — Latinx employees are closely watching how their company and leaders are addressing these key societal issues, as 60% say they would choose, leave, consider, or avoid employers based on their values and beliefs. Edelman's analysis reveals a 13-point decline in employer Trust for Latinx employees, and 61% agree that their CEO is not speaking out in public enough about political issues.
- They will take action — 74% of Latinx say they will act to drive change within their employer organization, with 43% willing to go public.
- They are concerned about job security — Despite optimism for their economic prospects, 55% of Latinx employees are concerned about losing their job as a result of a looming recession.

Note: "Latinx" is used by some as a gender neutral or nonbinary alternative to Latino/Latina. It is not a term used by Hispanic Market Overview outside of studies or reports that specifically use this nomenclature.



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## HISPANIC MARKET THOUGHT LEADERS

### EDITOR'S VIEWPOINT

## FOREVER NEXT: THE HISPANIC MARKETER'S LAMENT

Thank you, David Gleason. Why? The veteran radio industry programmer has devoted countless hours to scanning and uploading pages and pages and pages of nearly every radio industry trade publication that has ever existed. They're all housed at [WorldRadioHistory.com](http://WorldRadioHistory.com).

On this vast resource, one can stumble upon an issue of *Billboard* magazine from 40 years ago — October 24, 1981 to be precise. And, when one finds this 142-page publication, they may be a bit shocked. This particular issue includes a spotlight on Latin America, and it is a hefty one. On Page 76 is a section of the special devoted to the United States. Under black-and-white photos of Emmanuel, Willie Colon and “Vincent” Fernandez, a headline that's rather stunning appears:

LA-36

UNITED STATES

Emmanuel, a leading Mexican balladeer, just completing a U.S. tour.

Willie Colon at a Madison Square Garden concert.

Vincent Fernandez, top selling Mexican artist and very popular in the U.S.

**Latin Potential:  
The Next Great Growth Market**

A Billboard Spotlight

Why is the headline so stunning? Because it appeared in a publication 40 years ago today, nearly 17 years after mainstream America “discovered” the Latin music genre thanks to Ricky Martin and a single live television performance on mainstream media. Nevermind the fact that Latin music grew significantly in the U.S. and Puerto Rico over the previous 10 years.

*Potential. A growth market that has so much ROI.*

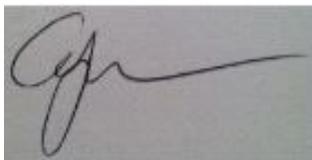
And ... here we are, reading about companies that are actually investigating the Hispanic market opportunity. In 2021. Enough. Today, there's more data than ever to share the Hispanic story. There are the new Census numbers. There's *irrefutable* evidence and case studies and pages upon pages of pages of success stories to be shared. Yet ... the Hispanic Market DeLorean is in Hill Valley, cranking up Hot Hits from 1985.

It's embarrassing to note, but in one interview for this report, we blurted out after a marathon workday that it was getting "really boring" to write the same thing, year in and year out. Why? In conversation after conversation, the same things were being said, over and over, for yet another year. The response? "We hope you never get bored and stop doing these reports, because *we need you.*"

It was a bonk on the head, but the statement was indeed true. Since *Hispanic Market Overview* began with a state-of-the-industry report in January 2010, there's been a tremendous amount of change. Total market reared its ugly head. Industry leaders emerged, while some moved on. For CMOs, studies indicate they're likely seeking their *sixth* job since the first *HMO* came out, given the average tenure for those in the role. No wonder continued education of what we think is "boring" and rote must continue, no questions asked.

*Hispanic Market Thought Leaders* are leaders for many reasons. But they stand out because so many other companies don't have equivalent roles. Until that happens, we will continue to share stories, insight and intelligence designed to get the Fortune 500 C-Suites to wake up. Enough of the "potential" and the "opportunity."

You've known about that for 40 years. Will it take another 40 years?

A handwritten signature in black ink, appearing to be 'C. J.', on a light-colored background.

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## HISPANIC THOUGHT LEADERS REPORT



**WHO WE ARE**

**Publisher: Gene Bryan, HispanicAd.com**  
*gbryan@hispanicad.com*

**Consulting Editor: Adam R Jacobson**  
**HispanicMarketOverview.com**  
*adam@adamrjacobson.com*  
Twitter: @adamrjacobson1

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