

2023 EDITION

HISPANIC MARKET THOUGHT LEADERS

The leading marketing and decision-making advertising industry professionals active in the U.S. Hispanic marketplace



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Plus, observations on today's Hispanic opportunities from Dallas with Adam R Jacobson.

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TWENTY-FIVE YEARS OF ESSENTIAL LEARNING

From October 10–12, the Association of National Advertisers will host its 25th annual Multicultural Marketing & Diversity Conference at the Red Rock Casino Resort and Spa in Las Vegas. ANA Group Executive Vice President Bill Duggan shares his thoughts on what's been achieved across a quarter-century of delivering key insights to CMOs and brand managers.

"Our first-ever conference, called the "ANA Multicultural Marketing Conference," was held in 1999," Duggan says. "About 100 people attended."

At that time, the event focused on three audiences: Hispanic, Black, Asian. In those early days, many companies were marketing to Hispanics for the first time. A handful of more "multiculturally advanced" companies were also marketing to Blacks and Asians, he

Today, Duggan says, "The scope of the conference has evolved and will continue to do so." Indeed, the 2023 conference now covers the LGBTQ+ community, People with Disabilities, and the 50+ Elder American consumer."

Thus, as Duggan sees it, "It's not just about 'multicultural' marketing but it's about 'inclusive' marketing."

Another important evolution, as Duggan sees it, has been the expansion of "DEI" to "DEIB" — Diversity, Equity, Inclusion & Belonging. Additionally, the supplier diversity discussion has been included in the ANA Multicultural conference as a topic of growing importance.

INCLUSIVE AND EMPOWERING

More than ever, connecting with multicultural consumers through "inclusive marketing" is a must among CMOs seeking to build brand longevity. Does Duggan believe the Multicultural Marking & Diversity Conference helped usher in such concepts and helped multicultural, and Hispanic, marketing evolve?

"Certainly, I believe the conference has played a key role, and there are also other ANA resources," Duggan says.

There's the ANA Multicultural Marketing & Diversity Committee, which meets quarterly to share best practices. The ANA Multicultural Excellence Awards celebrate creative. Also, there is the ANA Alliance for Inclusive and Multicultural Marketing (AIMM).

"The ANA is an important voice but there are other voices in the industry that have helped." Duggan says.

Looking back, and looking ahead, where does the Hispanic consumer play in the multicultural discussion? Some may argue that they are being overlooked, as the African American consumer segment finally gets the marketer recognition it has long needed. Duggan responds, "The Hispanic segment is the biggest populationwise and it is therefore a huge part of the multicultural conversation. The growth projections for Hispanic outpace other segments. So, Hispanic should be increasing in importance. The recent focus on the Black segment was accelerated due to the racial and social justice issues in America. It is true that many feel that this has come at the expense of supporting the Hispanic community. This should not be an 'or' decision for marketers. Rather, it should be an 'and' decision – supporting the Black segment and the Hispanic segment and perhaps others, too."

A CONFERENCE ABOUT MARKETING. PERIOD.

According to P&G Chief Brand Officer Marc Pritchard, the ANA Multicultural Marketing & Diversity Conference "is the most important marketing conference in the industry ... because multicultural marketing is the biggest growth opportunity we have in front of us. And because multicultural marketing is mainstream marketing." Yet, there remain companies that have yet to understand this. After 25 years of staging the event, what does Duggan believe is the No. 1 catalyst for getting laggards to invest with a group of consumers that's more vital than ever for growth?

"The census numbers are indisputable and would therefore be the top catalyst. With over 40 percent of the U.S. population now being multicultural



Bill Duggan



HISPANIC THOUGHT LEADERS 2023

(and those numbers growing every day), that's a fact that left-brain marketers should have a hard time ignoring," Duggan says. "More than half the babies now born in America are multicultural."

Is there anything in particular that Duggan is proudest of as the ANA Multicultural Conference celebrates 25 years with its October 23 affair in the Summerlin section of Las Vegas?

"I am proud of the longevity of this event, that it continues to evolve, and that it is meaningful," says Duggan, who joined the ANA in early 2000. As such, he's only missed the inaugural event in 1999.

"In addition to attending, I have spoken at this conference multiple times, moderated panels, and have even hosted it," Duggan adds

Will there come a day when we won't need a multicultural marketing and diversity conference, as Pritchard belief that the multicultural market is the new mainstream market becomes a confirmed reality? "Maybe," Duggan replies. "However, new multicultural segments will emerge. So I think there's still a lot of mileage left for the event."

SOPHISTICATION, DATA, INTELLIGENCE ... AND FACTS

Gilbert Dávila, the Los Angelesbased CEO of DMI-Consulting and co-founder of the ANA's AIMM, has been a foundational influencer and key driver of the association's multicultural marketing and diversity initiatives for years. As Dávila looks back on 25 years of staging the ANA's Multicultural Diversity Marketing & Conference, he observes one key achievement seen today for the advertising industry and its current, returning and potential clients



HISPANICAD

"Twenty-five years later, we have more information and data on multicultural and diverse consumers than ever before," Dávila says. "The Census continues to indicate that diverse consumers are driving 100% of the population growth in the U.S. More revealing is that, for the first time, the non-Hispanic white population has declined. This translates to an augmented business and brand growth opportunity."

Furthermore, Dávila believes the measurement and metrics of the impact of diverse segments have never been more sophisticated and should serve as catalyst for any newcomer or laggard — or even the experienced marketer — to take notice. "Culture has proven to be a main driver of an ad campaign's impact as measured by the Cultural Insights and Impact Measurement (CIMM) tool," he says. "Culture matters, and it can now be measured. There should be no excuse for any astute marketer to not invest in building relationships and engagements with diverse audiences."

As Dávila looks back, and looks forward, where in his mind does the Hispanic consumer play in the multicultural discussion? "My experience is that the African-American segment has been, for too long, underserved, undervalued and marginalized. I am glad to see marketers paying tribute and attention to this segment that can be a major source of growth for brands. A critical component to achieve full growth potential is for marketers to also recognize the massive growth potential that the other segments, led by the Hispanic market as the largest diverse segment in the U.S., can deliver. There should never be a [budget] tradeoff of one segment over the other. Any good marketer will understand where the growth is coming from and should invest accordingly. It is about inclusion without exclusions."

For Dávila, 1998 proved to yield a seminal moment in the industry with the creation of plans to create a multicultural marketing conference. The result of those plans was the first affair in 1999. "As I recall, it was the first time that all diverse segments came together under one umbrella in the industry," Dávila, a founding member of the committee and a longtime Chair, said. "While we have come a long way, not a day goes by that we don't have to stand firm in our beliefs and convictions that investing in diverse segments is good for business as well as society. I am eternally grateful to ANA CEO Bob Liodice, President Christine Mana and Group EVP Bill Duggan for the trust and support they have provided me from Day One. This role and responsibility is a real highlight in my career and I will forever be indebted to them."

There's no brief 100-page Hispanic marketing handbook tenaciously worked on for over thirty years to help you write and create insightful advertising in-culture in-language, not translated by some hard-coded bot but lovingly created by humans, so the work delivers king-sized results for Latinos through a fully authentic approach that resonates with the culture of these customers, not just as consumers, but as people who have time-honored traditions and who live unique experiences deserving of branded content which expertly navigates the relationship between language and culture through a masterful display of advertising as a craft.

...But there is an agency.



ANA Multicultural Marketing & Diversity Conference presented by amazon ads OCTOBER 10-12 | LAS VEGAS, NEV. AND VIRTUAL

Multicultural marketing is essential when marketing to audiences with a specific cultural background. It fully takes into consideration the target customer's ethnicity, language, religion, traditions, celebrations, and other applicable factors and utilizes this information to craft a marketing message that attracts them to your business. As shown in the latest Census results, the United States is more diverse and multiracial than ever. The multicultural population increased from 36.3 percent in 2010 to 42.2 percent in 2020 and will be the majority in the not-too-distant future.

That's why the 25th ANA Multicultural Marketing & Diversity Conference remains an annual "go to" event giving industry professionals the opportunity to become inspired, learn the best ways to reach the multicultural market, and discuss and debate key issues with prominent senior thought leaders and client-side marketing professionals who produce multicultural marketing, DEI, and supplier diversity programs.

The 2023 conference agenda includes an opening three-hour session at 2pm Pacific on October 10 devoted to expanding one's reach beyond traditional marketing segments; MasterCard EVP of Global Brand Strategy & Innovation Cheryl Guerin will present on financial inclusion.

October 11 sessions begin with insights on the Gen Z "Latine," a new alternative word for Hispanic/Latino, featuring H Code General Manager Gerry Ramirez and MyCode EVP of Commercial Strategy Alexandra Kennedy. That day's opening keynote is from Pernod Ricard North America Chairman/CEO Ann Mukherjee.

While a hybrid attendance scheme is in place for the 2023 conference, there are also in-person events only. This includes a presentation from Paramount Advertising on inclusive advertising and actionable strategies on how to become a more inclusive advertiser and marketer — while focusing on putting these strategies into action.

One of this year's Hispanic Thought Leaders — Gary Osifchin of Reckitt — is also presenting. So is P&G's Marc Pritchard (shown below), in an October 12 morning appearance.



The 2017 ANA Multicultural Marketing and Diversity Conference saw a noteworthy address from P&G marketing evangelist Marc Pritchard

CORAZÓN LATINO

LERMA/







HISPANIC THOUGHT LEADERS 2023

MULTICULTURAL MARKETING'S SILVER JUBILEE

Daisy Expósito-Ulla, the highly respected Chairwoman and Chief Executive Officer of New York-headquartered independent, women- and minority-owned agency dexpósito & Partners, was there at the genesis of the ANA Multicultural Marketing and Diversity Conference.

"I remember it well," she shares. "It was a turning point in the evolution of multicultural marketing in the USA."

Speaking to *HispanicAd*, Daisy remarks, "The demographic shifts occurring at the time were sometimes mentioned in conversations at the general ANA conferences, but it was clear there was a much bigger sea change happening that merited a stand-alone conference with more focused topics and a demonstration of dedication and commitment to multicultural marketing."

At the time, she recalls, a key difference was that the large majority of agencies charged with multicultural assignments were specialized experts across the different multicultural segments. "It was an era fueled by crossover appeal and cultural trends that were beginning to happen," Daisy says, with Ricky Martin's famed 1999 Grammy Awards performance of "The Cup of Life" igniting a "Latin Heat Wave" that galvanized mainstream appeal of Latin music and introduced crossover albums from artists like Jennifer Lopez, Marc Anthony, Enrique Iglesias and Shakira. "It was exciting to see TIME Magazine dedicate its cover and coverage to that explosive moment," Daisy says. "This served to foreshadow what the U.S. Census numbers were about to prove just a year later." Some agencies began to offer multicultural or cross-cultural advertising and marketing services. Brands like AT&T and Sears, both clients of Daisy's at the time, were investing significantly in the multicultural markets and hiring expert agencies like The Bravo Group and Eliot Kang's Kang & Lee, a pioneering Asian American and Pacific Islander specialty agency.

Daisy also recalls some of the attendees of the first ANA Multicultural conference. They included Jim Speros, who served as VP of Business Services in AT&T's marketing and communications' department. "He was a strong proponent of multicultural marketing," she says. "With a keen eye toward the future, Jim believed that by building brands through multiculturalism, brands would do well. Then, of course, there was Gilbert Dávila, who was VP iof Multicultural Marketing at Sears Roebuck & Co., paving the way for what was to become ANA's AIMM."



This is still the land of opportunity, upward mobility, and business growth—the land where aspiring people drive the economy and propel the marketplace. What's new are the people doing the driving. Look closely and you'll see that Hispanic and multicultural consumers are driving growth across nearly all categories. These are the people brands need to connect with to grow their bottom line. Now and for the foreseeable future. And having diverse casts and cultural cues won't cut it. What brands need are cultural insights that drive trust, from an agency partner with proven *cultural dexterity*.

DEX cultural dexterity combines business intelligence, cultural intelligence, and emotional intelligence to deliver business results in a wide variety of cross-cultural opportunities.

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Also in attendance at the first ANA multicultural affair, based on Daisy's recollections, was Neil Comber of Procter & Gamble Co. Marketing and Corporate Relations; former San Antonio Mayor Henry Cisneros, then serving as President/COO of Univision; Tom Arnost, President of the Univision station group; Steve Mandala, who was a Telemundo Executive Vice President; multicultural pioneer Byron Lewis, Founder/CEO of Uniworld Advertising Agency; Lynette Pinto, former VP Director of Multicultural Marketing at Kraft Foods and an AT&T Division Manager in charge of multicultural; and Alejandro Ruelas, founder of Hispanic agency LatinWorks.

"This conference was truly a milestone in the development of advertising in the U.S.," Daisy says. "It reflected the cultural shift that was gaining momentum and is still driving the formation of who we are as a country and global society today. Clients were investing in these segments because they saw multicultural as the future, and all of today's data and KPIs show we were all right. This 'New America' was brewing and taking shape, and many of us who specialized in building brand connections and relationships with ethnic audiences knew we were the current and future growth drivers. We at the conference knew the growth and purchasing power of these communities we represented, so the first multicultural conference served to galvanize our thought leadership. It helped foster a paradigm shift in the way we market and communicate to a new America that was on the brink of becoming majority-multicultural. That day has now arrived with the youngest consumer age cohorts, nationally, and with the total populations of many states and DMAs."

In reflecting on these past 25 years, some final thoughts come to mind to Daisy Expósito-Ulla. "While there is a collective, diverse, multicultural voice that will only continue growing in importance and strength, it is essential that the individual voices – and insights – of each segment are heard and validated," she says. "Our distinct cultures and norms run deep and are central to our personal identities, behaviors and lifestyles, which solidifies the need for active champions and proponents for dedicated marketing and advertising efforts that are in-culture and inlanguage. For these reasons and others, I believe there will always be a need for the ANA Multicultural Conference, now and in the foreseeable future. Only in multicultural America does advertising have the opportunity of speaking with so many voices."

Hispanic Ad.com

In 1998, Hispanic Media Sales Inc. began publishing HispanicAd.com. Led by Gene Bryan, the online news and information source came after a pivotal year working and learning about the internet business at OnRadio.com and a 15+ year career in the U.S. Hispanic Radio Industry. "The opportunity to create a business in the U.S. Hispanic advertising and marketing trade journal industry was obvious," he says. "But, the need to deliver content online to readers, in a fast and accurate manner, was the biggest impetus for HispanicAd.com's launch."

HispanicAd.com was designed exclusively as a digital publication, offering daily news, information and resources to U.S. Hispanic advertising, marketing, media, public relations and research executives. HispanicAd.com became the catalyst for other trade journals to make the leap from old traditional delivery systems and limited content to the digital era, with expanded content.

Hispanic Thought Leaders 2023

Hispanic Ad.com M



It's quickly become of one the multicultural marketing and advertising industry's most anticipated honors of the year.

For the ninth consecutive year, **HispanicAd.com**, the nation's leading publication dedicated to Hispanic marketing, advertising and media, has carefully vetted and selected outstanding marketing leaders and recognized them in this special annual report.

Every year we select senior executives and key "thought leaders" who truly demonstrate their commitment to multicultural audiences — with a particular emphasis on the Hispanic market. They have proven time and time again what an industry giant can accomplish with a commitment to multicultural marketing.

¡Felicidades!



Max leads McDonald's USA's customer growth strategy and is a 25year company veteran.

He's held various Field Marketing Officer roles across the nation, most recently leading the \$5 billion business unit as the head of marketing across the Southwest.

Max has held numerous positions over his tenure both at the corporate, global, and field level. He was also the executive director of the HACER Scholarship Program, which became the nation's largest Hispanic high school to college scholarship program and board member of the Hispanic Leadership Council.



Known as a consistent transformational and results-driven leader for growth with a unique management style dedicated to developing people, Max is the recipient of McDonald's Corporation's highest honor, the prestigious President's Award. It is bestowed upon just the top 1% of executives worldwide.

Max has also received multiple accolades in the areas of sales growth strategy, menu management innovation, product development, marketing promotions and communications campaigns. They include the Best ANA Integrated Marketing Launch Trophy, and several Marketing Manager of the Year awards.



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'IN-CULTURE' AND 'IN-LANGUAGE'



In a very fragmented media industry, which does Max Gallegos believes are some of the most effective ways of reaching young Hispanics today?

"In an ever-changing media landscape, the Latino community's diverse preferences and behaviors offer rich opportunities for meaningful connection," he says. "From seamless language flexibility to a desire for authenticity and positive community impact, the key to effectively engaging the Hispanic community depends on understanding the critical nuances within this rich tapestry of cultures. A potent mix of cultural relatability, authenticity and inclusion will be the touchstones of successful interactions."

Gallegos adds that the key to reaching young Hispanics across media they consume is by truly understanding what drives their interests, and intersecting within their bi-cultural realities and languages that they live in. "This is why for us, reaching them within both an 'inculture' and 'in-language' context is so important," he says. "In-language allows us to connect with them with communication that feels close to home to them and that they want to further connect to. But, in-culture allows us to show up in an English-language media environment through social media and partnerships, but with specific nods to their culture demonstrating we hear and see them.'

One national platform, "Spotlight Dorado," is fueled by English-language creative. But, Gallegos says, the media placements "are all about conversations around representation which are often happening in places like Buzzfeed, Remezcla, Mitú, and NGL." He points to McDonald's partnership with Canela TV, for example, which features Spanish-language interviews. Thus, "the content is all about *Latinidad*. Ultimately, our in-culture approach allows us to celebrate the many rich aspects of our *Latinidad*. At its core, it's about highlighting our whole authentic self to where we live, play and work. It is anchored by the dualities of the two worlds we balance, including the complexity of our identities which includes language that makes us so proud of our heritage and unapologetically Latino."

And, as Hispanic youth are a key part of the total market mainstream, Gallegos ensures McDonald's takes an inclusive approach to how it reaches Gen Z youth. This, he says, "ensures we build that space for intersectionality in how we show up on social and across these youth-focused platforms."

How important is in-language advertising in today's demographical landscape? "In-Language advertising alone is not enough anymore to persuade the Hispanic consumer," Gallegos believes. "Reaching Hispanics in Spanish is not enough anymore. Many young Latinos prefer to speak in English but have a strong affinity with their Latino heritage.

We need insights that can address consumer needs to inform our work. For this customer, we leverage the power of culturally relevant insights to effectively connect with Hispanic consumers. We strive to connect with them during moments that are culturally relevant to them, regardless of the language in which they engage. Using language the right way is also very critical to delivering in-culture work that drives business results."

Gallegos also believes that linking McDonald's brand connection to culture "with the power of culture itself anchored with the shared passion points between Hispanics and McDonald's" sets the QSR brand apart from others targeting U.S. Hispanic consumers. "This is our strength," he says. "With a strategy based on fan truths, we always strive to create experiences our fans can feel they are a part of. And, we create fans for life with our Hispanic-specific work. 'Proudly Latino' is the theme guiding all the work we do; we understand what matters to them and create programs that cater to those interests. We're doing that by continuing to engage our fans in authentic, culturally relevant experiences."

There has been discussion about using "Spanglish" to reach GenZ consumers. What is McDonald's doing, if anything, that may use this emerging form of language? "McDonald's has used 'Spanglish' to connect with Hispanic consumers for years, so it's definitely not an emerging trend for us," Gallegos concludes. "To reach customers in a culturally relevant way, authenticity plays a big role and Spanglish is the language definitely embraced by GenZers. This approach enables the brand to engage with the Hispanic audience in a more relatable and authentic manner, building stronger connections and resonating with this new generation."

Here's to the continued success of our partner Max Gallegos. alma BODEN Jour Jive





Previously, Gary developed and led internal agency 1908X at Ferrara. He also held global Center of Excellence (COE) roles at Mondelēz International, leading agency relations, brand strategy, and communications for multiple brands.



What does Gary believe is the most important aspect of his job at Reckitt, with respect to the multicultural marketplace in the U.S.?

"As a leader, it is my responsibility to continue to drive change within Reckitt U.S. Hygiene and cultivate impactful campaigns that reflect inclusivity to truly resonate within the hearts and minds of diverse consumers. As the marketplace evolves, so do the priorities of consumers. Simply translating our content is not enough. It is important to remember that consumers are not one-dimensional and the complexities of our changing audiences are important to get right."

At Reckitt, Gary has excelled by capturing specific Hispanic and multicultural insights early in the process. "It is also important that our casting and the influencer voices we partner with are reflective of diverse communities," Gary says. "I am also committed to fostering an environment of continuous learning for the Reckitt U.S. Hygiene marketing team by providing resources – including trainings, guest speakers, measurement tools and resource groups that create opportunities to grow and learn from each other and our communities."



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NBCU brings together the best stories that connect with U.S. Hispanics across all platforms. We bring together our unmatched reach and insights to develop deep relationships with your Hispanic consumers.

Source: H2'21-H1'22, Hispanic P18+, (UEs based on Total HHs, not TV HHs) TV- Nielsen. C3, Total Day, Reach %, 1 minute qualifier (Incl Syndication); Digital- comScore Video Metrix: Media Metrix. Multi-Platform Data US Only; STB VOD-Canoe Reach and HHs, SNL Kagan using Nielsen VPVH. NBCU Connect based on FW Markets in comScore OTT Intelligence H2'21-H1'22, P18+ is 1:1. Peacock based on comScore VMXJul'21-Jun'22. All YouTube data (competitor-specific YT assets and YT Parent-level) is Mobile/Desktop Only (exclCTV). Non-Linear Hispanic % Comps based on comScore MMX Multiplatform. Excl Apple News

PERSONALIZATION TO DIVERSE COMMUNITIES



Gary also believes that true brand growth lies in deepening our understanding of diverse communities and delivering personalized, culturally relevant creative that leaves a lasting impact.

He offers three examples across key Reckitt brands of how his team accomplishes this.

"Lysol has made efforts to strengthen their connection with the multicultural population through our communications and product offerings," Gary says, pointing to its *HERE* for *Healthy Schools* campaign initiative, which aims to curb the spread of illness-causing germs so kids can thrive together in schools. "During the pandemic, the impact of the lack of in-person learning was even more pronounced for students of color." This insight led to the campaign, which stands out among the top culturally relevant spots for all segments, and particularly so for English-preferred and bilingual Hispanic media viewers.

"Finish leveraged learnings to determine that for Hispanic consumers, cleaning dishes by one's own hand gives functional, emotional, and cultural gratification," he comments. "Conveying the intrinsic benefit of using the dishwasher was key to encourage new traditions in the family: letting Finish do the dishes while encouraging a collaborative household. We combined this specific category insight with authentic representation of relationships, values, and even folk knowledge for a strong resonating ad, especially for bilingual Hispanic consumers and Spanish-language media consumers."

Lastly, research for **Air Wick** discovered that Hispanic audiences have a sense of pride in having a fresh-smelling and clean home, with the desire to create a welcoming environment for guests being a key motivator for purchasing air care products. "These insights led to thoughtful creative, achieving best-in-culture CIIM testing scores with bilingual media viewers," Gary says.

How does Gary and his team determine ROI and campaign success in the U.S. Hispanic market? "We measure what we care about," he says. "That's why we measure the diversity and portrayal in our advertising. To date, we've measured nearly 175,000 ads globally looking at skin tone diversity, gender and age to constantly evaluate and optimize our on-camera representations. The Cultural Insights Impact Measure (CIIM) has also been instrumental in measuring the impact of our advertising with multicultural audiences and the data has helped steer us toward even more insightful communications in the future." Reckitt also actively measures business impact by looking at household penetration, buy rate, and equity amongst multicultural consumers. This, Gary says, "is done to ensure we are driving growth amongst these key segments."

How important is linear and/or digital media in the U.S. Hispanic market for the brands Gary works with? Does one have more focus than another? "I have led a major shift toward digital transformation, to meet our consumers where they are – restructuring our marketing organization to maximize consumer engagement across the full funnel. This has driven a shift from 70% linear in 2022 to 70% digital in 2023, with plans to shift to 80% digital across our full funnel in 2024. The Hispanic market indexes above average for use of most social media networks and frequently consumes digital content on mobile devices and streaming services. As such, we need to leverage these behavioral patterns to meet these consumers where they are, inserting our brands into the spaces and places where they are consuming content.

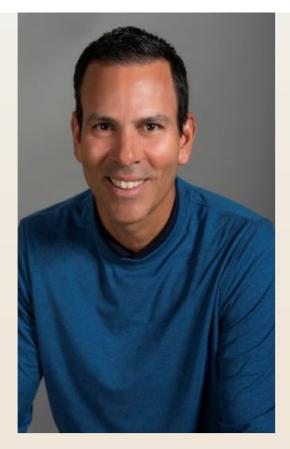
If Gary were to choose one thing that he believes stands out from others with respect to his current leadership role, and how this has helped him in his career, what would that be? "Throughout my career I have leveraged every position, every challenge, and every success as an opportunity to build my toolkit as a business leader," Gary shares. "As the landscape changes, we must adapt our practices – whether that is leading the shift toward digital transformation or leveraging cultural insights to unlock full multicultural market potential. My passion for developing and empowering a culture of multicultural-first thinkers is monumental to brand growth. In a world where diversity is becoming an increasingly important variable for brand success and multicultural audiences continue to grow, fostering the next generation of future leaders who are committed to the advancement of DEI will leave a lasting impact for our brands and our community as a whole.



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Our full-service, minority certified agency lives for experimentation and helping top brands engage the Latino marketplace. Come visit the Lab at www.ChemistryCultura.com and help us ignite cultural reactions.



Rafael is accountable for the ROI of the full advertising investment, media planning and execution, marketing advanced analytics, marketing transformation, and agency and production management at Verizon.



Prior to his current role, Rafael was in Sao Paulo, Brazil where he served as Managing Director, leading all sales and operations for Verizon in Latin America. He hails from Venezuela, where he began his career working for an engineering corporation deploying electrical grids and managing major construction projects. In 2001, he moved to Dallas to pursue his MBA and a year after joined Verizon as an intern.

During his tenure with Verizon, he has held multiple roles in the areas of marketing, media, customer lifecycle management, customer services, supply chain, sustainability, sales, international operations, lean six sigma, and zero-based budgeting.



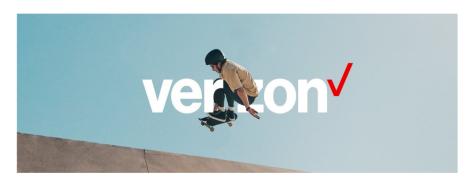
The best leaders don't just lead. They inspire.

Publicis Groupe is proud to work with visionary leaders like Verizon's Rafael Rivero. Thanks to Rafa, we're able to reach and empower more multicultural audiences today than ever before with Verizon's innovative programming. Congratulations on being selected as a 2023 Hispanic Thought Leader. We look forward to another year of partnership and growth.





KEEPING THE MESSAGE AUTHENTIC



It's no surprise that the media industry of today is very fragmented. How, then, does Verizon reach the key Hispanic consumer demographics it seeks? "While media consumption across generations may vary, what remains true across all consumers is that when we lead with authentic cultural insights and experiences, our message resonates," says Rivero. "Most acutely for younger consumers, we need to ensure that our media and messaging approach is relevant to what is happening now in culture. The accelerated rate at which trends come and go via social media means that we need to lead the conversation and anticipate consumer sentiment with greater intentionality."

No one has a crystal ball. But Rivero believes it remains vital to have a clear understanding of the identities of America's young diverse consumers and keep a pulse on what is most compelling to them in real time. "Younger consumers look for brands to come to them with purpose and utility beyond the product itself," Rivero says. "They are cause and community oriented with distinct identities, so we need to think beyond the traditional avenues when we lean into a music, sport, news, or entertainment properties. As a result, we need to think about complementary approaches to traditional national media that speak to consumers on a personal and localized level."

Above all, Rivero says his team understands that while media consumption continues to expand across various channels and mediums, young diverse consumers are incredibly unique themselves. "Not a single audience segment, whether it be Latino, Black, AAPI, LGBTQ+ or any other community, is a monolith, so we need to show up on their terms and in their spaces authentically across the spectrum of media choices," Rivero says. "Culture and community still matter."

Verizon was a visionary sponsor of AIMM's Growthfronts, which shed a spotlight on the importance of minority-owned and targeted media companies. Why is this important to Verizon's overall strategy? Rivero replies, "Verizon's DEI initiatives are built to ensure that minority owned-and-operated partners are at the forefront of the conversation when it comes to our investment strategies and partnerships. We aim to establish long-term partnerships with the ultimate goal of building deep connections with these organizations and maintaining an ongoing dialogue with our O&O partners in order to drive systemic change across the industry." Rivero also notes that because owned-and-operated partners are an inherent part of Latino, Black, AAPI, and LGBTQ+ communities, Verizon collaborates with them to help his team achieve an authentic approach to community engagement.

"It's critical that we lead with culture as these strategic audience segments both make up portions of our existing consumer base as well as prospective growth opportunities across the Verizon portfolio," he says. "As we looked towards the Growthfronts, we wanted to continue broadening our exposure of various communities in the marketplace and discuss opportunities that don't just speak *to* these key consumers, but *with*. Long-term partnerships start with these one-to-one conversations between marketing leaders and our existing and future O&O partners. The Growthfronts are an important forum to bring together Thought Leaders to drive the marketplace forward."

Asked to describe the roles of traditional media, digital and programmatic as channels to reach diverse audiences, Rivero says, "We seek a diverse mix to maximize our reach among our audiences, who are dynamic and diverse, consuming all manner of media. Therefore, our media needs to reach them within a variety of touchpoints. We use linear and digital video to cume reach quickly within our Latino segments. We also use channels that have local relevance such as radio and digital to drive incremental reach and drive to retail." Verizon's markets are selected by prioritizing regions that are multicultural first, where these audiences have a greater representation versus the national average. "From a broader digital and social perspective, we look to connect on a more personal level, and with purpose," he says. "Across all of our touchpoints, cultural relevance remains key. We take great care to identify, both on a national and local level, the media partners and properties that resonate with our diverse consumers."

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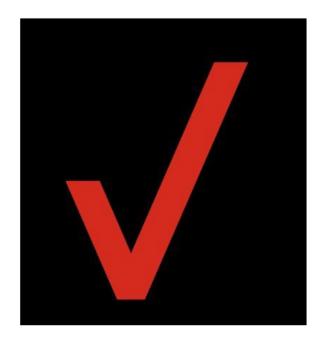
Source: Nielsen National Regional Database; Spring 2023; US Total; M-Su 6a-12m; P 18-49 Station Rankings Based on: Top 100 All Stations; Nielsen Digital Streaming

REFLECTING CULTURA

The reflection of Culture has become a critical component in creative executions. How does Rivero align culture within the media plan?

"Creatively, we look at the Hispanic segment as a diverse group that spans across many countries of origin as well as acculturation levels," he says. "Passion points like music and sports are key pillars in Latino culture. While we focus our national work on messaging that we know will resonate with the Latino segment as a whole (such as using a known soccer personality or actor in our national TV ads), we take a more nuanced approach to our local creative that allows us to zero in on a specific message for a specific audience."

For example, in Los Angeles Verizon touts its international calling to Mexico and the partnership with "Mariachi USA." In New York, Verizon may focus on our calling plans to the Dominican Republic and access to LaLiga via ESPN+.

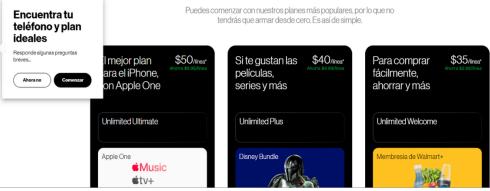


Lastly, Rivero was asked about how he has seen the Hispanic market evolve over the last decade. What are his biggest takeaways?

"It's no secret that we've seen tremendous growth in the U.S. Hispanic Market over the last decade, making Hispanics the largest ethnic minority in the country," Rivero says. "Hispanics continue to account for a younger subset of the U.S. population, and their spending power has grown exponentially. As a result, we're seeing much more attention being paid to this segment and a greater level of sophistication in how marketers are reaching Hispanics in the US. The days of translating a general market message from English to Spanish as a strategy are long gone."

That's because, Rivero concludes, the Hispanic segment is richly nuanced. "In order to resonate, our marketing messages must be also. At Verizon, Latino customers remain a large focus for both pre- and post-paid wireless, as well as small business. The growth in the market overall and increased buying power are well-aligned with Verizon's premium network offering."

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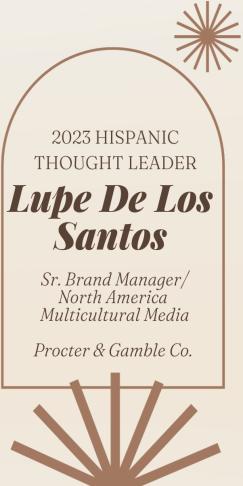
21 Univision Affiliates





Lupe is considered an expert in multicultural marketing and has more than 25 years of experience working in the U.S. Hispanic Marketing space.

He currently helps lead Procter & Gamble Co.'s U.S. Hispanic and Asian American Pacific Islander (AAPI) marketing efforts in areas such as media planning and buying, creative, influencer marketing, and shopper marketing and other areas for brands including Pampers, Old Spice, Secret, and Swiffer.

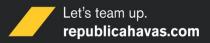


In addition to his "day job," Lupe has independently produced multiple podcasts, Off-Broadway shows, and documentary films. He's co-owned both an Italian Restaurant in New York and an Indy Lights Racing Team. He has also served on the Board of Directors of a non-profit organization that provides free legal immigration and housing services in Northern California and is actively involved in P&G's U.S. Hispanic Force for Good platform "Capitanes del Futuro," whose goal is to create career opportunities for Latino youth.

MOVING CULTURE



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MULTICULTURAL FOCUS, MAINSTREAM APPROACH



As a seasoned marketer, how has Lupe de los Santos seen the Hispanic market evolve in the last decade? "It has gone through many up and down cycles," he says. "The 'Up Cycle' is where specific U.S. Hispanic business opportunities are identified so businesses would invest in both human and financial resources. The 'Down Cycle' is when the Total Market model approach would be preferred and there would be divesting in dedicated U.S. Hispanic resources. The major difference today compared to the past is that the 'Up Cycle' keeps getting higher each time and the 'Down Cycle' isn't as down as it was previously."

Does P&G still consider the Hispanic market to be a growing opportunity, or is it too well-established in the U.S? "I believe it's actually both," de los Santos says. "The Hispanic market is very well established, and core to our businesses overall. But it is also still a growing opportunity. It truly reflects the amazing impact and growth the Hispanic community has been and is experiencing in the U.S. We want to delight and meet the unique needs of the Hispanic community in relevant ways with our cleaning, health and hygiene products."

P&G was a visionary sponsor of the Growthfronts, which shed a spotlight on the importance of minority-owned and targeted media companies. Why is it important to P&G's overall strategy?

"One of our major business imperatives and a key media goal is to reach 100% of all the consumers of our products with our brand messaging," de los Santos says. "We can't do that without working with minority-owned and operated media companies, and that is where the Growthfronts came into play. Being a visionary sponsor of the Growthfronts was and continues to be an important element to help us reach that goal." P&G also created the Multicultural Brand Briefing Days process, where minority O&O media partners came to the company's Cincinnati global headquarters to learn of their multicultural media goals. "We give them a seat at the table so we can work together to help achieve P&G's goal of 100% reach," de los Santos says.

With visionaries such as **Marc Pritchard** in the company, how has his philosophies helped de los Santos craft Hispanic market efforts for the P&G brands he's associated with? "My favorite overall inspiration is having the mindset that 'Multicultural Marketing is Mainstream Marketing,' he replies. "If you aren't thinking in that way, you won't win in today's America. It needs to be part of everything you do in business. How does it impact your HR team's recruitment and hiring practices? How does that impact Research & Analytics? How about product and media innovations? We are all marketing to a multicultural America today."

What is the one thing still missing in U.S. Hispanic marketing and advertising today? Mr. de los Santos replies, "I want to focus on what is missing in the overall U.S. Hispanic Marketing landscape versus the advertising piece. Unity is what is missing. We are still very fragmented and siloed. Our work produces some of the most beautiful insights, marketing concepts, and media innovations, but we seem to always be competing amongst each other versus working together to take the amazing work and bring scale and reach to them. We need to *unite* and work together more often."





Rebeca is responsible for developing the marketing strategy to drive growth, retention and brand awareness among Diverse, Students, Affluent and Unbanked consumers.

She has held the role since September 2021 and leads all marketing creative development and media buying in English, Spanish, and Mandarin for seven diverse segments. Rebeca has been an active advocate for developing in-language and culturally relevant creative, showcased in Wells Fargo's upper-funnel campaigns.



Before joining Wells Fargo, Rebeca served as the Head of Marketing, Communications and Philanthropy for J.P. Morgan Latin America, and was with the parent of Chase Bank for seven years. Prior to that, Rebeca spent 8 years at Citigroup, parent of Citibanamex in Mexico and Citibank in the U.S.

Rebeca is also the CEO and founder of the U.S.-Mexico Leaders Network and President/CEO of the US-Mexico Foundation. She's developed programs focused on driving diversity, equity and inclusion for women and those in diverse and underserved communities. CONGRATULATIONS

Congratuation, REBECA VARGAS

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FINANCIAL PROWESS, COMMUNITY STRENGTHENING

When it comes to the multicultural marketplace, one critical aspect of Rebeca Vargas' job is to continue to advocate for the value and opportunity to invest in marketing to diverse consumers. Doing so, she says, should be done in a unique, authentic, in-language, and culturally relevant fashion. "Similarly, it's also important to ensure marketers have the right strategies and analytical tools to be able to measure the incremental impact of culturally relevant campaigns," Vargas says.

She looks back to the 2000 Census. At the time, there was much learning and realization about the growing size and relevance of the U.S. Hispanic market. More recent events have highlighted the importance of the Asian and Black consumer segments. Today, diverse consumer segments include Military Veterans and People with Disabilities as well as Native Americans and First Nations consumers, as they are called in Canada. "We have also earned increased visibility," Vargas says of Latino consumers. "There is a renewed focus and commitment to do the right thing for all segments."

Echoing others in the ad world, she notes that the U.S. has transformed, and as such the multicultural market is today the general market. But, have marketers responded? "The industry went through some years of increased investment and focus on multicultural marketing," Vargas says. "Ironically, there is now, 20 years later, a trend of thought that advocates for an 'all-market' approach versus dedicated in-language messaging for multicultural consumers."

For Vargas, there are very valid reasons behind the "all-market" approach. But, she says, "Data show that gaining the souls and minds of multicultural consumers for the long term is better achieved with culturally relevant messaging and products that respond to their particular needs.

Investing in Hispanic and Latino communities



Thus, Vargas believes the critical aspects of her role are "to continue to highlight the economic and cultural importance of diverse consumers; to develop customer-centric marketing strategies based on consumer insights with clear and measurable KPIs; to create unique, authentic, inlanguage culturally relevant messages; and to share each campaign's analytical results showcasing positive Return on Marketing Investment from culturally relevant initiatives."

How does Vargas and her team at Wells Fargo determine ROI and campaign success in the U.S. Hispanic market? "It depends on the type of campaign and the campaign's KPIs," she says. "But in general, it is important to apply to Hispanic marketing a similar rigor used to track the results of all other campaigns." Vargas adds that tracking incremental acquisition of Latino consumers and retention of Hispanic customers is key. "So, often ROMI is based on incremental acquisition or retention of Hispanic customers," she says. "We also track brand consideration among Latinos."

A POSITIVE EXPERIENCE, TOGETHER

Experiential marketing has always stood out in the U.S. Hispanic market as a great way to build brand trust. Is this still the case?

"Experiential marketing continues to be very relevant to engage with Latino consumers in the U.S.," says Vargas. "Hispanics appreciate when corporations speak their language, are present in their communities, and support their community's progress."

In 2021, Vargas had the opportunity to renegotiate Wells Fargo's sponsorship of the Mexican National Soccer Team. "I requested to include the women's team in the package," she notes. The result? Wells Fargo became the first U.S. corporation to sponsor both teams, leading the path for others to follow.

"Subsequently, I developed Wells Fargo's integrated marketing strategy to activate the sponsorship," Vargas says. "Alongside internal partners and our agency, **ALMA**, we implemented a very successful campaign under the *Juntos, Vamos Con Todo (Together, we can do everything)* brand promise, which has proven to drive incremental acquisition and retention of Latino customers."

As such, experiential marketing is an integral component of Wells Fargo's sponsorship activation campaign. The campaign included the creation of new debit card designs, upper funnel creative in English and Spanish, advertising across all channels, social media, a targeted media buy, unique cash offers, e-mail campaigns, in-branch events, in-stadium messaging and promotions, and even a watch party at New York's Hudson Yards.

"Given the importance of experiential marketing and community engagement, the integrated marketing campaign to activate the sponsorship of the MNT also includes soccer clinics in local markets with the appearance of women and men soccer legends," Vargas says.

Through these clinics, Wells Fargo can showcase its commitment to the community while simultaneously highlighting new debit card designs with the team's crest, and the dedicated cash offer.

If Vargas were to choose one thing that she believes stands out from others with respect to her leadership role, and how this has helped Vargas in her career, what would that be?

"I am passionate about understanding consumer insights and leverage them to develop unique customer-centric value propositions and culturally relevant messages," she shares. "This passion and entrepreneurial spirit, along with creativity, financial and marketing skills, have allowed me to be a pioneer in marketing to diverse segments."



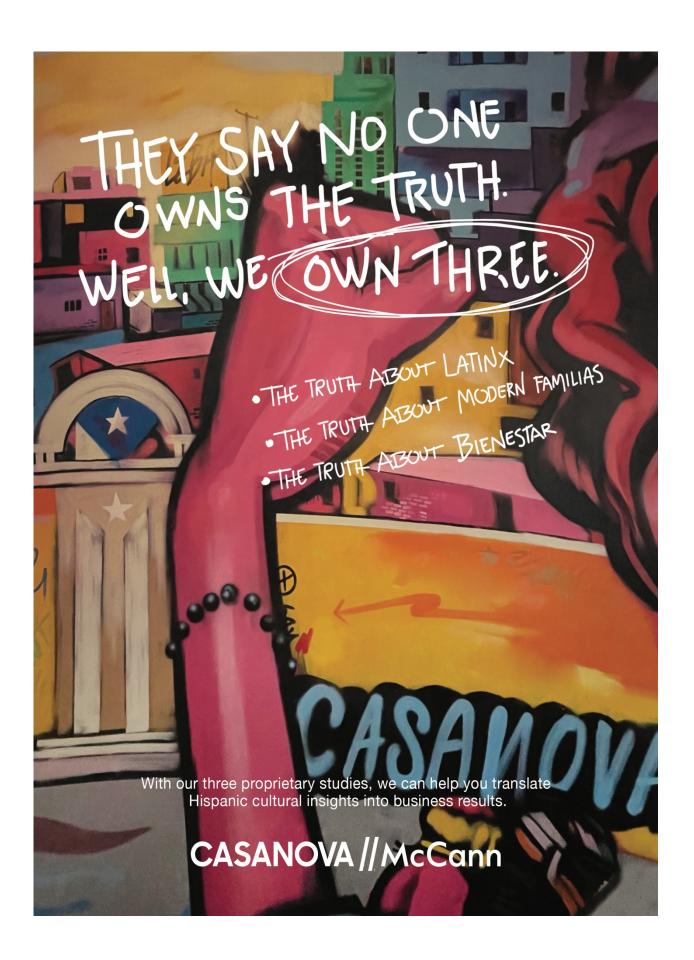


Karen serves as the head of Insights Marketing and Operations at Paramount Advertising.

Her expertise in organizational operations, data analysis, research and measurement serves as the cornerstone for crafting and executing marketing and operational strategies that drive growth and profitability across Paramount's global media portfolio.



Notable among Karen's achievements are her role in formulating Paramount Advertising's inaugural multicultural and inclusive go-to-market strategy, the development of studies on subjects including "the lived experiences of Latinos in America," and the provision of strategic counsel and insights to Paramount's "Latine" and Hispanic Employee Resource Group, Somos. Karen in 2022 spearheaded the very first "Latine" ERG presentation to Paramount Global's CEO, Senior Leaders and Board of Directors, where she advocated for enhanced representation and inclusion of Latinos across all organizational levels.



REFLECT, CELEBRATE, ELEVATE

When asked how important it is to reach Latinos and diverse audiences at a multimedia company such as Paramount, Karen Vega responded, "Paramount believes that to best serve its audiences, employees, communities, and partners it must reflect, celebrate, and elevate the diversity of all people. Because of this, the company strives to make diversity, equity, and inclusion part of who it is: woven into the fabric of its workforce and culture, seen in the content it creates and the partners it works with, and reflecting the many audiences and communities it serves. The company's commitment to DE&I is central to its business, a cornerstone of its culture, and will remain foundational to its future."

At Paramount, Vega's focus is to scale and grow profitability in streaming, with Paramount+ a key companywide initiative. As such, reaching the Latino consumer is "imperative" for Vega and her team. Why? She says 51% of Latino total TV viewing in July 2023 was attributed solely to streaming platforms, according to Nielsen. "Reaching not only Latinos but multicultural and diverse audiences is an imperative to the business," she says.

In fact, nearly half of Paramount's young adult audience is multicultural, and every one of the top 20 programs for multicultural kids are on Nickelodeon networks. Vega also notes that 40% of the Pluto TV audience is multicultural; the FAST channel platform includes 60+ channels targeting these communities.



As Paramount's clients seek to reach diverse audiences, in which ways and with which shows can the CBS and Nickelodeon parent deliver these audiences?

"All year long, from tentpoles and events to specials and originals, and to Kids & Family, our programming reflects today's society," Vega says. "It's not just on one or two networks, but programming across all of Paramount, including digital. We also have Pluto TV en Español, with differentiated programming that reflects the rich tapestry of diversity and subcultures within the U.S. Hispanic community."

Vega also points to initiatives across Paramount's content ecosystem that highlight "positive, inclusive stories." Clients can also partner with Paramount as part of a Content for Change company-wide and cross brand initiative, which seeks to harness the power of content to counteract racism, bias, stereotypes, and all forms of hate. "Partners can come together with us to host events like Creators House, where we provide a space for creators to come together to connect and engage in conversation that leads to strategies that create equitable content," Vega says.

Hispanic Market Overview.

2023 EDITION

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The advertising and marketing industry's annual State of the Industry report



A CALL FOR FULL INCLUSION

As the second half of 2023 arrives, there's a welcomed, fiery undertone in the conversations of U.S. Hispanic marketing and advertising leaders.

From "right-sizing" budgets to going beyond "in culture," is now the time for the big Hispanic growth story that remains elusive ... and overdue?



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With Paramount+ a key delivery platform for viewers, how can this aid CBS News & Stations and the cable television networks in attracting and maintaining Hispanic viewers?

"We're seeing high engagement from Hispanic viewers with TV time spent outpacing the streaming appetites of all other ethnic groups," Vega responds. "This tells us that the Hispanic cohort is really looking for inclusive and culturally relevant content, whether that's in-language or both."

Then, there is Paramount's commitment to Latin America. Following the purchase of Telefe in Argentina, in September 2021 it acquired free-to-air network Chilevisión. Two months later, Paramount took a majority stake in Fox TeleColombia and Estudios TeleMexico, including the two companies' studio operations in Colombia and Mexico. That deal also unlocked libraries of premium series, telenovelas, films, documentaries, kids and family programming, and live sports shows for Paramount across its streaming and over-the-air brands.

For Vega, it's a plus for U.S. viewers, as it gives more content to "this historically underserved audience." She adds that Paramount's mixed free and paid approach is fueling its business and meeting the needs of Hispanic consumer, regardless of socioeconomic level.



Latino representation on the screen is increasing in importance. What initiatives at Paramount can be shared, and how may that tie into marketing and advertising partnerships? "Accurate representation is of utmost importance," Vega says, noting that this is linked to combating the traditional ways in which Latinos have been portrayed on television and film. "Latino audiences are yearning for content and narratives that truly reflects their lived experiences in the U.S. and that reflects their intersectionality, and the reality is that we're falling behind," she says.

At Paramount, the Content for Change global initiative is designed to transform portrayals, combat racism and bias, and further inclusion in entertainment. The company is also commissioning various sets of research to understand and measure audience sentiment about on-screen representation. This sees Paramount working with academia including the Annenberg Inclusion Initiative to analyze inclusivity on-screen and behind the camera across 62 Paramount scripted and unscripted series on 10 different networks. Paramount is also partnering with the Stanford Project on Adaptation and Resilience in Kids, which is using narrative techniques to analyze how people of color are depicted on television and the industry's opportunity to transform biased narratives.

These research findings, Vega says, will be given to production teams and third-party production companies. Vega adds that there are more than one dozen brand-specific and company-wide pipeline development programs supporting diverse writers, directors and artists. "These efforts all blend in line with the value we provide to our ad partners," she says, noting that she regularly checks in with the ANA's AIMM group to develop tools, resources, best practices, and standards for how to market and advertise to a diverse America.

Relevant ads will also require representation, Vega concludes. "When it comes to the Hispanic cohort, we see that Hispanic communities only have a 5% presence in ads despite being 19.8% of the US population," she says. "While the perception that the ad industry has overall improved in representation, the progress has been unequal and invisibility is still felt across marginalized communities."

A 'Really Big Deal': The Big **D** Surprise

On September 29, international pop music superstar P!nk was supposed to perform at Globe Life Stadium in Arlington, Tex., at a highly anticipated show tied to a world tour. One hour before gates were to open, the singer was forced to postpone the show, due to illness. Yet, this venue wouldn't be without a major concert. event on the opening weekend of the Texas State Fair. On the night of Sept. 30, some 40,000 fans roared as they cheered on a musical act with an immensely loyal and passionate following. And, all of the songs were in Spanish.

As The Dallas Morning News reported, "a sea of red ties flooded Globe Life Field" for RBD's "Soy Rebelde" reunion tour.

For Hispanics who live on the East Coast of the U.S. with Puerto Rican, Dominican, or Spanish heritage, the letters "RBD" may be no more meaningful than "BFD." But, for those who may have had ties to Medellín, Colombia, or to Mexico, RBD are bigger than *N SYNC. And, for marketers wholly unfamiliar with RBD, this is no exaggeration — and why Dallas-Fort Worth on the first weekend of autumn proved to provide multicultural marketers and Hispanic market evangelists just why the U.S. Hispanic consumer is more important than ever. It also proved just how under the radar Hispanic consumers may be.

The Dallas Morning News' Marcela Rodrigues dutifully covered the concert, sharing with readers how the band originated from a telenovela hugely popular in Mexico and Brazil about a bunch of private boarding school students. That passion for RBD remains today, as seen by many in the crowd engaged in "cosplay," dressing up in the outfits the band members were on the TV show that aired from 2004–2006. The young kids who grew up on that show? They're now in their mid-20s.

Meanwhile, many of the RBD members are stars in their own right: Anahí, Dulce Maria and Maite Perroni. Christian Chávez has become a champion of LGBTQ+ rights. Christopher von Uckermann, the fifth member, can be seen in telenovelas.

To be clear, some 40,000 fans packed the stadium. Yet, for those who weren't Latino, there was very little evidence that a major concert event was taking shape. A University of Texas football game captured widespread attention earlier that day. Walks through hip neighborhoods including Lowest Greenville and Knox-Henderson yielded no clues. Even a Friday night last-minute meal at a family-owned Tex-Mex restaurant frequented by LGBTO+ Hispanics near Oak Lawn didn't offer a hint as to what was about

That's where the continued need for a Hispanic marketing and advertising expert couldn't be bigger.



For the reunion tour, the dates and locales say a lot about the diverse nature of the U.S. Hispanic market. There were two dates in Chicago and an Atlanta date, for sure. But, there were also two dates at New York's Madison Square Garden and Miami's Kaseya Center — a sign that while RBD weren't huge across the Caribbean, the twentysomething Latinos in these markets are different than their older

At last, the U.S. Hispanic market's cultural traits are unique, and built on influences — plus immigration — that can attract RBD to Greensboro, N.C., home to a significant population of Mexican immigrants with children today likely in their 20s.

While the eye-opening concert at Globe Life Stadium on September 30 is newsworthy for how America, and North Texas, have evolved with respect to its Hispanic community, an event held September 27-28 at Irving Convention Center proved to be noteworthy for its premise and for the marketing and business-building potential it brings.

The event was the Cocina Sabrosa conference, acquired in February 2023 by Emerald. Formerly a Food & Beverage Trade Expo exclusively held in Southern California, the Texas affair attracted roughly 700 people to learn about products from brands such as Maseca, Pepsi, and Jarritos. Emerging brands were in attendance. So was La Moderna, one of Mexico's oldest pasta makers, with a unique product featuring sign language-influenced noodle products. With a target audience of restaurateurs, grocers, suppliers, and entrepreneurs, veteran U.S. Hispanic marketing professional Sergio Mankita tells HispanicAd the event was a success.

The very fact that it was not held near Los Angeles but instead between Fort Worth and Dallas makes Cocina Sabrosa, this year aligned with Abasto, even more of a Texas triumph.

Lastly, just how "Big D" is now perhaps "El GranD" could be seen in a two-page spread of the September 28 edition of alternative weekly newspaper The Dallas Observer.

The feature was titled "The Sound of Música," and offered a rundown of all of the opportunities to "sing and dance along with your favorite artists." Your favorite artists.

The RBD show was not mentioned. Instead, they chose another event of note held on September 30, at the American Airlines Center in downtown Dallas: Maluma. The newspaper describes him as "one of the biggest names in the game." Indeed, Maluma is one of the most recognized Latin Pop and reggaetón artists of the modern era.

The Maluma concert's maximum attendance was likely half of that of the RBD show.

To the Observer's credit, October shows in the Dallas-Fort Worth area from Piso 21, Alejandro Sanz, Carlos Rivera, Romeo Santos, Grupo Frontera, Luis Miguel, Myke Towers, Carlos Vives, and a November 17 AA Center show featuring Pitbull, Enrique Iglesias and Ricky Martin got write-ups.

What's striking about this is *not* the November 17 show; these acts are now "classic," while Luis Miguel, Sanz and Vives could attract women of all ages, given their material and career longevity. What is perhaps the most remarkable takeaway is that all of these acts, as diverse as they are, are performing in Dallas–Fort Worth within a 60-day period.

It's been said that the future of the U.S. Hispanic market will be shaped by Miami, or Los Angeles. Some point to Chicago as emblematic of where the country's Latino population will be in a decade, as it is a favored marketplace for Hispanic market tests. Yet, given the activity across North Texas, Dallas has plainly emerged as a hub of culture, business growth and influence.

P!nk may have rescheduled her show to November 26, but shoulder businesses that rely on concertgoers have little to worry about when it comes to earning some extra cash.

It simply may require some marketing *en español*, bringing full recognition to a group of consumers that is clearly powerful, but perhaps in the shadows across Dallas and Tarrant Counties.

Adam R Jacobson is the contributing editor to the Hispanic Thought Leaders report and is the publisher of Hispanic Market Overview, an annual state-of-the-industry report launched in 2010. He is based in South Florida.



A NEW HISPANIC SHOP, WITH DALLAS TIES

A trio of multicultural and U.S. Hispanic advertising industry pioneers have teamed up to launch a minority-owned and Hispanic-led full-service communications agency. Introducing MEL (Messianu/Edelman/Lerma), a creation of Luis Miguel Messianu, Richard Edelman and Peter Lerma.

Messianu is well-known for his time at Miami-based Alma, and for most recently serving as Global Chief Creative Officer for DDB's activities tied to McDonald's. Meanwhile, Edelman is equally renowned for his role as Chief Executive Officer of global PR and communications firm Edelman.

Lerma is a veteran of the U.S. Hispanic advertising and marketing world, and has operated LERMA/ as a successful small agency, winning AdAge's 2022 and 2023 Small Ad Agency of the Year honors. For many years, he was one-half of Dallas-based Richards/Lerma.

In a press release distributed on September 20 by HispanicAd.com, the team behind MEL say the independent entity "will provide expertise in earned-centric media, creative, and digital solutions, through a distinct Latino lens enabling it to develop creative campaigns that represent the cultural traditions and modern lifestyle experiences of bilingual and bicultural Latinos."



MESSIANU / EDELMAN / LERMA

They add that MEL, having been built "on the foundation of experienced and renowned Hispanic marketers," offers clients "invaluable expertise positions." Messianu departed DDB, and Alma, several weeks ago to launch his own venture, "Included."

Following that launch,
Lerma approached him
about joining forces. He
explains, "This led to very
interesting conversations
with him, and eventually
with Richard Edelman, with
whom he was already
exploring a partnership. We
realized that the
combination of the three of
us would be mighty, and we
are incredibly excited to
launch MEL together."

Messianu will serve as the founding President and Chief Creative Officer of MEL.

Carla Santiago, the GM of Edelman's Miami office since March 2020 who has spent time at FleishmanHillard, will serve as MEL's Chief Operating Officer.

MEL will have offices in Miami, New York, and Dallas.

Hispanic Ad.com M

HISPANIC THOUGHT LEADERS 2023



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