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2025 EDITION

HISPANIC MARKET THOUGHT LEADERS



HONORING SIX EXCEPTIONAL LEADERS

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HISPANIC MARKET THOUGHT LEADERS - 2025 EDITION

A Call For Respectful Representation

A new study from the Latino Donor Collaborative suggests that for streaming, broadcast and cable programs, there is “a widening gap between where Latinos watch content and how they are represented on screen.” It’s another wake-up call that visual media is perhaps out of synch with the new American mainstream.

Celebrating ‘The Power of Each and Every’

The 27th annual **ANA Multicultural and Inclusive Marketing Conference** is scheduled for October 6-8 in Carlsbad, Calif. Here’s a detailed look at what attendees can expect at one of the marketing and advertising industry’s premier events — a gathering that highlights the importance of growth segments of key interest to all seeking more ROI in the United States.

Keeping The CMO Relationship Rewarding

Working with the brand stewards across the landscape of companies marketing to U.S. Hispanics now involves creative collaboration, how to incorporate AI, and ensuring all stakeholders are fully informed and in synch. **Liz Castells-Heard** of INFUSION by Castells shares how her shop works closely with its clients in a 2026 frame of mind.

Hispanic Market Thought Leaders 2025 HONOREES

Leaders from these pacesetting brands have shined in their roles in the U.S. Hispanic and multicultural marketplace across the past year:

Avocados from Mexico

Kenvue
Mastercard
Nissan USA
Pernod Ricard
Procter & Gamble Co.

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a leporine leap for latinos

Bad Bunny selected for Super Bowl LX Halftime Show



SUBMITTED BY

**Benito Antonio
Martínez Ocasio**

PRESENTED TO

Toda la tierra



On September 29, as this publication was in the final editing stages, a veteran radio programming and music research consultant phoned us. “What will half of America have to say about the NFL selecting a singer who sings in Spanish for the Super Bowl Halftime Show?” this 40-year industry veteran asked.

Our response: “How loud will the world cheer, as the NFL has only selected the most popular recording artist on Planet Earth to perform on the world’s biggest stage?”

Apple Music, the National Football League and Roc Nation announced the previous day that multiple-Grammy holder **Bad Bunny** will perform at the “Apple Music Super Bowl LX Halftime Show” on Sunday, February 8, 2026.

In the U.S., the “Big Game” will air on NBC in English and on Telemundo in Spanish. And, at a time where the word “diversity” is about as taboo as “negro” or “Nazi,” the selection of Puerto Rico’s own Benito Antonio could very well be this generation’s “Ricky Martin moment” — or bigger.

It’s a moment six decades in the making.

On February 24, 1999, the music industry was shaken to its foundation as Ricky Martin — already a superstar in the Spanish-speaking world who had captured teens’ hearts 15 years earlier as a member of Menudo — performed “La Copa De La Vida” at that year’s Grammy awards. The reaction was remarkable, and sparked a boom in *música Latina* of worldwide proportions. By September 1999, Martin was torpedoing through the UK’s pop charts. Then came Shakira, Juanes, and the birth of reggaetón.

From Daddy Yankee to Wisin y Yandel, the sound of Latino youth has evolved to become a sound enjoyed by teens, young adults and their parents thanks to Bad Bunny. As the 2025 Super Bowl Halftime Show generated similar conversations regarding hip-hop artist Kendrick Lamar, one need only look at the ratings to see what sort of draw he was — the halftime ratings were the biggest since Michael Jackson redefined the type of performance one would see on the NFL’s biggest day.

"What I'm feeling goes beyond myself," said the wild hare of popular music. "It's for those who came before me and ran countless yards so I could come in and score a touchdown ... this is for my people, my culture, and our history. *Ve y dile a tu abuela, que seremos el HALFTIME SHOW DEL SUPER BOWL.*"

Representing Roc Nation, founder Shawn "Jay-Z" Carter commented, "What Benito has done and continues to do for Puerto Rico is truly inspiring. We are honored to have him on the world's biggest stage."

As NFL SVP of Global Event Production Jon Barker sees it, Bad Bunny "represents the global energy and cultural vibrancy that define today's music scene. As one of the most influential and streamed artists in the world, his unique ability to bridge genres, languages, and audiences makes him an exciting and natural choice to take the Super Bowl halftime stage. We know his dynamic performances, creative vision, and deep connection with fans will deliver the kind of unforgettable experience we've come to expect from this iconic cultural moment."

Just how popular is Bad Bunny? His most recent release, "Debí Tirar Más Fotos," is widely regarded as a masterpiece, with elements of classic salsa interlaced with contemporary sounds that speak to fans around the globe. He's the first Spanish-language recording artist to enter Brazil's music charts solo. The title track off of the album, "DTMF," surpassed Luis Fonsi's "Despacito" as the biggest-ever Latin track to chart in the United Kingdom. It went to No. 1 in Greece, Luxembourg, and France and appeared on the chart in Latvia, Iceland, Austria, Lebanon, Morocco, Romania and the United Arab Emirates, not to mention every Latin American country.

Then, there are his concerts, including his recent Puerto Rico residency. It smashed records in both sales and attendance.

While Ricky Martin was a wake-up call that Latinos have arrived for the global music audience, Bad Bunny is the clarion call that Latinos are at the epicenter of popular music.

That's simply super.





The HMC 2025 Hispanic Market Guide



The HMC 2025 Hispanic Market Guide is here! This essential resource is designed to help marketers connect authentically with U.S. Latinos. The guide features business-building cultural insights, economic and sector data plus reports on media consumption, purchase behavior and Hispanic creativity.

Discover top companies with proven Hispanic marketing expertise.

**Click here to download your
FREE copy today!**



'PERSISTENT UNDERREPRESENTATION'

A fresh look at U.S. Latinos in streaming, broadcast and cable programming yields a sobering portrait, courtesy of LDC



There is a widening gap between where Latinos watch content and how they are represented on screen, and it is something that the Latino Donor Collaborative is raising the alarm bells on.

In late September, the LDC released the "2025 LDC U.S. Latinos in Media Report™ – Part One: Streaming, Broadcast, and Cable Shows." It marks the first of four LDC media analyses due before the end of the year, and it paints a somewhat somber portrait when it comes to representation.

Despite being 19.5% of the U.S. population and over 25% of the youth audience, Latinos remain underrepresented.

- 5.2% of lead roles in all scripted shows
- 3.7% of participants, hosts, and judges in unscripted content
- 7% of episodes directed by Latinos across major platforms

“Latinos are the youngest, most digitally engaged audience in the United States,” the LDC says. “The industry shift now unfolding away from broadcast and cable and toward streaming was led by Latinos years earlier. Today, they are also the heaviest consumers of new ad-supported streaming formats, setting the pace for how all Americans will watch in the future.”

Yet, the LDC study concludes, representation in traditional media has not kept pace.

In scripted streaming content, Latinos hold only 5.2% of leading roles. In unscripted programming, intended to mirror real life, the figure drops to just 3.7%.

Behind the camera, Latino representation is also scarce, with only 7% of episodes directed by Latinos across major platforms.



ANA VALDES

ATTENTION DEFICIT

“Latinos left traditional TV years ago because they weren’t being represented. They became the first adopters of streaming, AVOD, FAST, and YouTube, and they continue to lead those platforms today,” said Ana Valdez, President & CEO of the Latino Donor Collaborative. “Yet the industry has not caught up. Attention has moved. Representation has not. That gap is no longer acceptable; it’s a business risk.”

The LDC report also finds that Latinos spend 19.1% of their total TV time on YouTube, 42% higher than the national average of 13.4%. They are also 70% more likely to prefer ad-supported streaming than paid subscriptions, and pay more attention to ads portraying them accurately (64% vs. 50% for the general population).

“Latinos are the most engaged and responsive audience in today’s hybrid streaming era,” said Valdez. “Platforms and advertisers who continue overlooking them are missing the very consumers who are shaping the future of media.”

**“Attention has moved.
Representation has not. That gap is
no longer acceptable; it’s a business
risk.” — Ana Valdez, President/CEO,
Latino Donor Collaborative**

**2025 ANA MULTICULTURAL AND INCLUSIVE MARKETING
CONFERENCE** presented by **AARP**
OCTOBER 6-8 | CARLSBAD, CALIF. AND VIRTUAL

Celebrating ‘The Power of Each and Every’

“In today’s fragmented and dynamic marketplace, inclusive marketing is no longer optional—it is a business imperative.” That’s a sentiment shared for years by many key figures in the U.S. advertising industry, including **Procter & Gamble Co.** Chief Brand Officer and CMO **Marc Pritchard**. “As consumer expectations evolve, brands must demonstrate greater nuance, cultural fluency, and authenticity to build meaningful connections with each and every consumer,” says the **ANA**, which is ready to welcome marketing and advertising industry professionals to the Omni La Costa Resort & Spa – an upscale golf-fueled hotel just 10 minutes from the Pacific Ocean and the beaches of North County San Diego.

What can attendees expect across three days at the highly anticipated events – a gathering that highlights the importance of growth segments of key interest to all seeking more ROI in the United States?

We have a full review of what’s on the agenda.



This year’s theme, “The Power of Each and Every,” is one the ANA believes “underscores how multicultural and inclusive marketing fuels brand relevance, loyalty, and growth.”

In its 27th year, the Carlsbad affair is poised to showcase how leading brands are embracing the full spectrum of consumer identities and embedding inclusive practices to drive measurable impact—achieving both market expansion and brand loyalty.

YEAH, WE KNOW BETTER.

Given the size and growth of our market and the growth it represents, it's safe to say that the stakes are, well, *mucho high*. Isn't this the moment you need an agency partner with the right chops see you through?

For four decades, we've helped some of the world's most beloved brands turn cultural competence into lasting growth.

Can you afford to work with someone who doesn't know better?



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The first day of the 2025 ANA Multicultural and Inclusive Marketing Conference, presented by AARP, opens on Monday, October 6 at 1:30pm with a presentation from The Coca-Cola Company Senior Director of Cultural Marketing North America **Stephanie Eaddy** on how the venerable brand is “refreshing inclusion.” Eaddy will discuss in detail how Coca-Cola has evolved its marketing to reflect the full spectrum of consumers through “authentic storytelling, community partnerships, and data-driven insights.”

McDonald’s Corp. VP of Marketing **Elizabeth Campbell** then takes the podium, to share how the quick-service restaurant chain is “bound by opportunity and diverse journeys,” as 1 in 8 Americans share the experience of working at McDonald’s.

“The ‘1 in 8’ network shows how investing in our Crew creates impact far beyond our restaurants,” Campbell says. “By honoring past and present crew, we drive inclusion from the inside out to inspire, build brand reputation, cultural relevance, and a legacy that reflects the heart of McDonald’s.”

Ahead of a networking break, representatives from Amazon Ads will participate in a panel discussion on how “customer obsession can serve as a tool for brands.” Immediately following the pause in sessions is a presentation from **Avocados from Mexico** President/CEO **Alvaro Luque**. He’ll focus his discussion on bold strategies, cultural insights, and creative risk-taking.

Rounding out the first day of sessions, before a Pernod Ricard-sponsored Opening Night Reception, are appearances from **Adtalem Global Education** CMO **Maurice Herrera** and **Georgia-Pacific** Director, CPG Marketing and CX **Melissa Blunte**.

GROUNDING IN INSIGHT

How can “groundbreaking, consumer-facing research” help build smarter, more inclusive, values-driven results? **AARP** VP of Audience Strategy **Yvette Peña** will moderate a discussion designed to provide attendees insight as to how consumer-first research “drives impactful, culturally attuned marketing” and how “values-based insights can guide inclusive storytelling across an identity we all share — our own age.”

That kicks off a full Tuesday for ANA Multicultural and Inclusive Marketing Conference attendees that also sees **Lenovo** SVP and CMO of Intelligent Devices Group and International Markets **Emily Ketchen** shares how empathy, powered by AI and tech innovation, can rebuild trust—and why the future of “tech for good” must start with listening, empathy, and the courage to go deeper. After Ketchen speaks, **OUTFRONT Media** VP **Gus Dequesada** plans to share how “IRL experiences” leave a lasting mark on communities and shape the stories we share.

Rihanna-founded **Savage X Fenty** is also present, and its VP of Brand Marketing, **Glynn Murph**, promises “a behind-the-scenes look at how inclusivity drives loyalty, builds community trust, and creates lasting impact at one of today’s most culturally influential brands.”

Ahead of a luncheon session with **Resonate** VP of Identity and Data Strategy **Dean de la Peña**, **Procter & Gamble Co.** Brand Building Investment Director **Cedric Harville**, Brand Director **Courtney Burns**, and VP of Multicultural Business Acceleration **Lela Coffey** will delve into how P&G uses different agency models to build its brands with multicultural consumers. Also on the panel: **The Community** CEO **Luis Montero**.

ROOTED IN *COMMUNIDAD*

Financial services remains a category ripe for growth in the U.S. multicultural marketplace. It is one that East West Bank has been active in since 1973, and Senior Vice President of Global Corporate Affairs **Travis Kiyota**. Celebrating 52 years, the bank was expressly founded in Los Angeles to serve the underserved community who didn't have access to banking services. Today, community-first, purpose-driven banking still means a lot for some Latino consumers.

NBCUniversal Telemundo Enterprises representatives will be present to build more excitement for the 2026 FIFA World Cup, for which it holds the U.S. television broadcast rights. So will a team of Disney executives focused on **ESPN**, and they will appear ahead of an AIMM (Alliance for Inclusive and Multicultural Marketing) session that sees the ANA AIMM team “challenge the risks of eliminating segment-specific strategies, share new insights into consumer expectations, and equip marketers with frameworks to authentically connect with ‘Each & ALL’ consumers—resetting, relaunching, and reigniting growth.

Tuesday evening sees the 2025 Multicultural and Inclusive Marketing Excellence Awards Gala and Dinner.

DIGITAL INCLUSIVENESS

Wednesday morning sessions begin with **Meta** — the parent of Facebook, Instagram and WhatsApp. Client Solutions Manager (CPG/Alc-Bev) **Brian Ford** will offer attendees actionable insights and strategies “for building genuine connections in an evolving digital landscape.”

Rounding out this year's conference are sessions featuring **Kaiser-Permanente** CMO **Kristy LoRusso** and **Headspace** SVP of Marketing **Connie Chan Wang**.

They'll precede a final session offering an inside look at the creative, strategic, and cultural insights emerging from this year's most celebrated campaigns.



Hispanic Thought Leaders 2025

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SIX STANDOUT MULTICULTURAL MARKETERS

For weeks, *HispanicAd* has received e-mails and calls asking about the multicultural marketing and advertising industry's most anticipated honors of the year: the *Hispanic Market Thought Leaders* list. Now, we are proud to present the 11th annual honor roll, an exclusive feature of **HispanicAd.com**, the nation's leading digital publication focused on U.S. Hispanic marketing, advertising and media. With input from industry professionals, with careful vetting, these six outstanding marketing leaders are being recognized for their actions and activities that have helped in making their brands pacesetters in the multicultural marketplace — and, in particular, the U.S. Hispanic segment of the total market.

With representation from categories ranging from produce and personal care to distilled spirits, financial services and automotive, we believe there's still much grow ahead. May these leaders serve as muses for those who remain confused as to the ROI targeting U.S. Latinos can bring to their own brands.

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Ana joined Avocados From Mexico (AFM) as the Director of Corporate Communications and Crisis Management in 2020.

Her international business and U.S.-Mexico relations experience has helped her develop AFM's corporate communication strategy, manage the marketing PR program, and build AFM's corporate communications area. As a public affairs professional, Ana has more than 25 years of experience in corporate and political communications, international affairs, and media relations, and has worked in a variety of industries including government, education, aviation, and health.

**2025 HISPANIC
THOUGHT LEADER**

Ana Ambrosi

*Sr. Director of Corporate
Communications and PR*

Avocados From Mexico

Ana is celebrating 5 ½ years at AFM, and before that served as Managing Director of the Dallas office of Mexico City-headquartered ad shop GCYA. She has also served as Associate Director of the U.S.-Mexico Network, an entity that seeks to promote better understanding, communication, and collaboration between two societies that matter profoundly to one another.

Ana has also been named one of the 2025 "Women To Watch" by *PR Week* in recognition of her Avocados from Mexico efforts.

‘A LITERAL AND CULTURAL TRANSLATOR’

Of her many professional accomplishments, which ones is **Ana Ambrosi** most proud of?

“As Avocados From Mexico’s Director of Corporate Communications and PR, I wear many hats,” she says, “but perhaps the most important is serving as the bridge between nations, stakeholders, and governments. I represent AFM as a brand and as company, which was built on a shared mission between the Mexican Hass Avocado Importers Association and the Association of Avocado Exporting Producers and Packers of Mexico, but I also represent the entire Mexican avocado industry.

“I serve as a literal and cultural translator between Mexico and the United States, addressing industry issues, aligning stakeholder interests, and implementing international initiatives. In the past year, one of my greatest accomplishments has been spearheading the Mexican avocado industry’s sustainability strategy and narrative.”



Avocado growers and packers have responsibly cultivated avocados for generations; previously, however, stakeholders on both sides of the border lacked a cohesive strategic vision to address industry sustainability issues and initiatives, Ambrosi notes.

With a disclosure detailing its climate-related financial risks and opportunities, following the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD); a gap analysis; and data as a foundation, Ambrosi organized and led the industry to formalize a sustainability strategy with a buy-in from its stakeholders.

la musica

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“With my guidance, stakeholders in Mexico and the U.S. agreed on common goals, setting a strong foundation and strategic framework for all future sustainability efforts surrounding water conservation, biodiversity preservation, forest conservation, and emissions management to build a resilient future and continue to enhance environmental stewardship in the avocado landscape in Mexico,” Ambrosi says.

In April 2025, she led the launch of the industry’s Path to Sustainability, a strategy to guide our sustainability efforts and commitments with a collaborative vision. “The Mexican avocado industry is committed to sustainability and quality, from the orchards in Mexico to consumers’ tables, while achieving net-zero deforestation, well-being and prosperity in the avocado landscape in Mexico,” Ambrosi shares.

“I also helped define commitments, prioritize focus area goals, outline desired outcomes, and generate specific benchmark metrics, ensuring every initiative has a more significant impact in the areas of climate, forest conservation, biodiversity, and water management,” she continues. “I am proud that I took what was a loose, hopeful plan and bridged the gap between international stakeholders to commit to an ambitious yet achievable plan, while also establishing the Mexican avocado industry as a sustainability leader, implementing sustainable practices that prioritize environmental conservation, social responsibility, and economic viability.”



A VALUATION WITH DIRECT JOB CREATION

How important is the reflection of culture in Avocados from Mexico's advertising when it comes to strengthening the brand's connections with the ad messages' intended audiences?

Ambrosi reflects on the company's origin, and the why it exists, noting that the company culture and brand purpose has been key in communicating and crafting stories that connect with the U.S. Hispanic consumer and beyond. "One example of this corporate storytelling is positioning the economic win-win story of the Mexican avocado industry," she says. "The volume of Mexican avocado imports to the U.S. has doubled in the last decade, with 2.5 billion pounds now imported annually."

Today, more than 8 out of 10 avocados in the U.S. come from Mexico, making it the only point of origin that can currently meet U.S. demand for avocados. "These imports are a growth engine, delivering several positive socioeconomic impacts as they move through the supply chain from farm to table, including \$7.5 billion in economic output for the U.S. and \$6 billion in Mexico." There are also trade benefits for both countries, plus the creation of 42,000 jobs for American workers and 78,000 jobs for Mexican workers.

Ambrosi also points to one other program she believes is a reflection of Avocados from Mexico's purpose and connects with the Hispanic community — the Spark the Good Scholarship program. This gives culinary school scholarships to rising Hispanic chefs who are passionate about avocados. "This program connects our Mexican origin, our passion for avocados and culinary innovation, and our education pillar, engaging and supporting our Hispanic community," she says.

AS A BRAND IN TODAY'S AMERICA, **WHAT'S YOUR 20?**

**BRANDS TODAY CAN GET A LITTLE LOST.
IT'S NORMAL. A LOT HAS CHANGED.**

dex is celebrating **20 years** of **CULTURAL *dex*TERITY**:
the art of deftly navigating a complex cultural landscape.

Like today's. **Bad Bunny** included – *en español*.

We've seen **Beanie Babies** become *Labubus*.

Bellbottoms come in, and out, and back in again.

Watched **Mad Men** – then moved our offices to **Mad Ave**.

Meanwhile, we've helped **Tajin** turn into an American fave.

So if you're struggling to say "*skibidi*," hit us up.

If it's got to do with today's new ways of marketing,
we'd be delighted to help you find your 20.

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Lela has been a key member of the P&G brand management team since February 2002, when she was named North America Home Care Brand Manager for Cascade, the automatic dishwasher detergent brand. From September 1998 through October 2001, she was an Assistant Brand Manager in P&G's Home Care segment.



2025 HISPANIC
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Lela Coffey

*Vice President
Procter & Gamble Co.
North America*

Multicultural Acceleration

Over the past 24 years, she's led the branding and marketing efforts for Tampax and Olay Skin Care, and in March 2017 was promoted to Brand Director of Multicultural Marketing for P&G Beauty. A July 2020 promotion gave Lela VP stripes, and she earned her current position within Procter & Gamble Co. in May 2023.

Even though many P&G brands hold the No. 1 or No. 2 share position with each consumer segment, there's a \$1 billion a year opportunity by simply achieving shares equal to the market average among each consumer group. That's why we have been understanding the needs of each consumer group and building superior brand experiences with them to achieve this growth opportunity.

HISPANIC AD: Looking back on your distinguished career at P&G, which achievement stands out as the most meaningful to you?

HISPANIC AD: *In your view, what role will artificial intelligence play in shaping the future of our industry?*

LELA: AI is obviously revolutionizing the industry, but I'd say the key consideration is to focus first on the outcomes, not the technology. We've been using AI for many years at P&G to enable programmatic media, to create new molecules, and to make our advertising more effective, for example. AI provides countless ways to accelerate and enable every aspect of our work from insights to concepts to product ideation to creative executions. It will make that work more efficient and more cost effective. One of my hopes is that we find very practical uses for AI that free up real time for our people to be more creative, uses that give us the time and the space to become even stronger brand builders."





Diana is a 13-year veteran of the distilled spirits company and took her current role at the start of 2025, rising from Division Brand Manager and Multicultural Lead.

She first joined Pernod Ricard in August 2012 from Crown Imports, where she championed Hispanic market and multicultural efforts from its Chicago offices. A University of Chicago graduate with a MBA from Benedictine University, Diana continues to reside in the Chicago area.

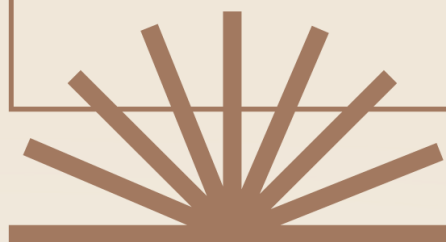


2025 HISPANIC
THOUGHT LEADER

***Diana
Anaya***

*Senior Manager, Culture
and Inclusive Marketing*

Pernod Ricard



HISPANIC AD: What role do multicultural consumers play in the success of Pernod Ricard's extensive portfolio? Is there a specific brand that stands out?

DIANA: Multicultural consumers are the growth engine of the U.S. and a central pillar to Pernod Ricard's long-term strategy. We recognize that multicultural is a core driver of growth and innovation across our portfolio. Our leadership has long understood that success depends on creating authentic and lasting connections with diverse communities. That means investing in culturally relevant programming, showing up with intention, and aligning our brands with the values that matter most to our consumers. Brands like Jameson, Martell, Absolut, Chivas, Malibu, and Altos have been at the forefront of this effort, consistently engaging multicultural consumers through storytelling, partnerships, and activations that resonate at both emotional and cultural levels.

Whether it's through targeted media, community engagement, authenticity led programs, we aim to create experiences that reflect and celebrate the audiences who are shaping mainstream culture and driving purchasing trends. By consistently showing up with respect and relevance, we've built trust and equity with multicultural consumers, ensuring they see themselves authentically represented in the brands they choose to support.

HISPANIC AD: Could you share a Hispanic-focused initiative that you are particularly proud of, and how do you evaluate its success?

DIANA: One initiative I'm especially proud of is *Tradiciónfest*, a program we launched that is rooted in the insight that Hispanics celebrate the longest holiday season of any community in the U.S.

With more than 20 Hispanic nationalities represented across the country, each with unique traditions, we saw an opportunity to bring those diverse celebrations together under one unifying platform: "*Tradiciónfest: más de un mes de celebraciones con los tuyos.*"

This initiative placed our brands at the heart of meaningful cultural moments by highlighting shared traditions while celebrating the distinctiveness of each community. We introduced twists to traditional cocktails such as Malibu Coquito, Jameson Ponche, and Kahlúa Chocolate "Bajatamales" that sparked creativity, gifting and connections during the season. Now entering its third year, *Tradiciónfest* has delivered exceptional results in key markets.

Retail execution doubled, sales saw exponential growth, and feedback across our partners and consumers has been overwhelmingly positive. Beyond the business results, what makes *Tradiciónfest* so meaningful is the cultural equity it has built. It celebrates heritage authentically while creating new spaces for lasting connections.



HISPANIC AD: From your perspective, how critical is it to collaborate with agency partners who are true subject matter experts, and in what ways do they add value to your brands?

DIANA: Partnering with agencies that are true cultural subject matter experts is essential. We at Pernod Ricard view these agencies as the extensions of our team and have been embedded in our work since the inception of our inclusive marketing journey. Their lived experiences, expertise, and cultural fluency ensure our strategies are not only inclusive but also authentic and vision driven. They keep us connected to emerging trends, social conversations, and the evolving dynamics of diverse communities. Their role extends well beyond creative execution. From shaping strategies to activating in culturally rich environments, they are invaluable in ensuring our brands consistently show up with respect, resonance, and impact.

HISPANIC AD: How important is the reflection of culture in your advertising to strengthen connections with intended audiences?

DIANA: For us, culture is not an afterthought, it is embedded from the start. Championed at every level of leadership, from our CMO Colin Kavanagh to our VPs, brand teams, and insights partners. Culture is central to our approach and is reflected in how we authentically engage with the communities that shape our brands.

To ensure cultural relevance, we leverage tools like the Cultural Insights Impact Measure (CIIM) to test and validate cultural resonance, ensuring our campaigns reflect the lived experiences and traditions of our audiences. This data-driven approach helps us balance authenticity with measurable impact, building both emotional connection and brand love. Collaboration with our insights teams and other cross-functional partners ensures cultural fluency is woven into every touchpoint.

Most importantly, this commitment to authentic cultural storytelling goes beyond marketing, it reflects our company's values. When consumers feel genuinely reflected in our work, we earn their trust and loyalty, creating long-term relationships that transcend individual campaigns.

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Reach for the Stars with EstrellaTV FAST Channels



ESTRELLATV AND ESTRELLA NEWS RANKED AS THE TOP LATINO MIXED-IP DISTRIBUTED FAST CHANNELS. SOURCE: Q4 2024 AMAGI/AMPERE

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Lanae is responsible for spearheading efforts in developing a strategy and operations focused on expanding and strengthening Nissan's connection with diverse audiences through culturally relevant and authentic marketing, media and advertising efforts.



2025 HISPANIC
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***Lanae
Williamson***

*Multicultural Strategy and
Marketing Operations,
Senior Lead*

Nissan North America



She began her career at Nissan in 2006 and has since served in a wide range of marketing roles. Most recently, her peers in the inclusive/multicultural marketing industry nominated Lanae as 2025 ANA Multicultural Marketing Committee Co-Chair.

HISPANICAD: *The automotive industry represents one of the most significant consumer purchases. How pivotal are multicultural and Hispanic markets to growth within the industry and at Nissan specifically?*

LANAE: Multicultural markets are absolutely pivotal to both the automotive industry and Nissan's growth strategy, and the Hispanic community is at the heart of this. It's more than just a matter of sales. It's about building a genuine connection with a community that is shaping the future. At Nissan, over 40% of our sales come from multicultural consumers, with Hispanics representing 21% of our customers. This isn't just a statistic — it's a testament to the trust and relationship we have built.

For many Hispanic families, a vehicle is more than transportation. It's a key to opportunity, a symbol of success, and a way to connect with family, whether for a weekend trip or a long journey to visit loved ones. Hispanics consistently over-index in purchase volume, making them foundational to Nissan's market share. They are also leading the charge in adopting new technologies.



In fact, Hispanics are now surpassing Asians in EV and HEV purchases, showcasing a forward-thinking mindset and a desire for innovation. This tells us that their preferences are not only shaping the present but are also key to the future of mobility, making them essential to our innovation and sustainability strategies.

PALOMA STEPHENS, who serves as the Brand, Advertising and Multicultural Research Market Intelligence Manager for Nissan North America, also commented about the brands Latino consumer success. "It's incredible to see Hispanic buyers leading in EV and hybrid adoption," Stephens said. "They're not just keeping up, they're driving the movement forward."

LANAE: To stay competitive and relevant, we must show up for them in a meaningful way by listening to their needs, celebrating their contributions, and creating vehicles that reflect their values and aspirations.

It's a partnership built on mutual respect and a shared vision for the future.

HISPANICAD: *Nissan has been recognized with numerous awards and accolades. Could you share one or two initiatives that you are especially proud of?*

LANAE: We were incredibly proud to be a part of the TIME Latino Leaders initiative in both 2023 and 2024. This wasn't just a simple partnership — it was a deeply meaningful collaboration that allowed us to celebrate the powerful stories and accomplishments of Latino leaders across the country. For us, this initiative was a natural extension of our company's values and our ongoing commitment to community and culture.

MONICA RODRIGUEZ, the Senior Planner for Multicultural Strategy at Nissan North America, commented, "What made it so special was the chance to help amplify the voices of individuals who were driving change in every field, from arts and entertainment to science and business. By supporting TIME in this effort, we were able to showcase a community of innovators and trailblazers who are

helping to shape the future of this country. It was an honor to play a role in that and to help share these inspiring stories with a wider audience.

HISPANICAD: *Within Nissan, is there a particular vehicle model that is getting Hispanic or multicultural attention or a greater focus than the total market? What does data suggest with respect to new car buying versus used, and how does that play any role in your campaign development?*

LANAE: Our data reveals a clear and exciting trend: a remarkable 50% year-over-year increase in new car purchase intent and a 33% increase for used cars within this demographic. This indicates that Hispanic buyers are highly engaged and actively exploring all their options, from the latest technology in a new vehicle to the value and quality of a pre-owned one.

This insight is central to our campaign development. Our strategy is adapting to this shift by tailoring our messaging to highlight what matters most to this community: value, quality, and reliability.

To effectively reach this vital group, we are moving beyond traditional advertising. Our campaign leverages authentic, in-language storytelling that reflects the values and car ownership journey of Hispanic families. We are using trusted media channels and ensuring our digital assets are optimized for a mobile-first audience.



TELEMUNDO

Over 70% of Telemundo's lineup is airing **LIVE** - nearly **5,000 hours** in 2025-26, harnessing real-time TV to drive cultural connection, fandom & engage this valuable Spanish-speaking audience



This approach is about building genuine trust and a meaningful connection, reinforcing Nissan's commitment to this powerful and growing consumer base.

Paloma Stephens chimes in again, noting, “When our campaigns speak to real stories—family, culture, connection—we see the impact. It’s not just about selling cars — it’s about showing up in ways that feel personal and true.”



HISPANICAD: *When formulating a media mix, where does social/digital come in to play versus traditional media sources for you?*

LANAE: Social and digital are front and center when we build our media mix, especially for multicultural audiences.

Platforms like YouTube, Instagram, TikTok, and WhatsApp are where these groups spend their time and engage most. For example, 86% of Hispanic adults use YouTube, and nearly half use TikTok, which is way above the general population.

Black audiences also lean heavily into mobile and social platforms, with strong engagement on YouTube and ad-supported streaming services.

Traditional media still plays a role, but digital is where the action is it’s where people connect, discover, and make decisions. So when we’re planning campaigns, social and digital aren’t just part of the mix, they’re the starting point.



2022.2 has limited availability. See local dealer for inventory information.



THEY SAY NO ONE
OWNS THE TRUTH.
WELL, WE OWN FOUR.

- The truth about latinx
- The truth about modern familias
- The truth about bienestar
- Truth Pulse 2025

With our four proprietary studies, we can help you translate
Hispanic cultural insights into business results.

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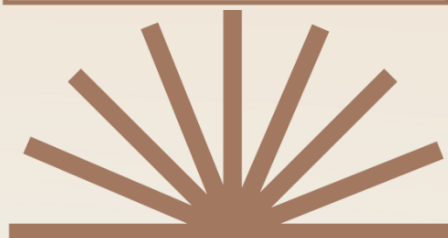
2025 HISPANIC
THOUGHT LEADER

Ignacio Puig de la Bellacasa

*VP of Strategy,
Planning and
Operations*

Mastercard

Ignacio is a 6 1/2-year veteran of Mastercard who previously served as VP of Marketing for USA Home at Reckitt, the home and personal care brand parent. He's also been a Barcelona-based Senior Brand Manager for PepsiCo, and in the 1990s spent several months as a PwC audit assistant.



HISPANICAD: *How does Mastercard approach inclusive segments from a strategic perspective?*

IGNACIO: At Mastercard, inclusion is not an initiative—it's how we do business. We believe in doing well by doing good: when people and communities thrive, economies thrive. Our role is to connect everyone to priceless possibilities, helping unlock growth that benefits all and ensuring economies reflect the full strength and diversity of those who power them.

This starts with understanding real needs, not just demographics. Our *Powering Prosperity* framework identifies financial journeys across communities—whether it’s a first credit card, building a small business, or creating generational wealth—so we can design solutions that meet people where they are.

For example, take the Hispanic Latino community, whose experience in the U.S. is multi-generational, multi-geographic, and as much about the future as it is about history. That informs how Mastercard brings scale, insight, and tailored solutions to meet the varied needs of Hispanic Latino individuals, families, and businesses. We bring this to life through products and partnerships that expand access and dignity.

For small businesses—the backbone of inclusive growth—we offer tools to help entrepreneurs go digital, market effectively, and stay secure. Other programs deliver bilingual financial education, while cross-border services make remittances faster and more transparent for families whose lives span borders.

Through the Mastercard Center for Inclusive Growth and our Impact Fund, we measure progress and scale what works—because inclusion isn’t just good for business, it’s essential for shared growth. As an immigrant myself, I know the challenges of starting over—even from a privileged position—and I’ve seen firsthand the resilience and determination of those with far fewer resources. Among Hispanic Latinos, there’s a common thread: an unwavering will for progress, no matter where they are in their journey. That spirit inspires me every day and reminds me how fortunate I am to work at Mastercard, a company with inclusive growth in its DNA.



HISPANICAD: *Could you highlight a program you’ve developed that has had a significant impact on supporting diverse or Hispanic-owned businesses?*

IGNACIO: One program I’m especially proud of is “Bring in the Subs,” which leveraged Mastercard’s sponsorship of the CONMEBOL Copa América USA 2024 to spotlight Hispanic-owned small businesses. We saw an opportunity to turn one of the most culturally relevant sporting events into a platform for progress—giving entrepreneurs the visibility they deserve.

The insight was clear: Hispanic Latino small businesses are growing at three times the national average, yet they often struggle for recognition so we built a campaign that didn’t just advertise—it celebrated. We partnered with TelevisaUnivision to create authentic, unscripted, Spanish-language content that aired live during the Mexico vs. Ecuador match and extended across streaming and social.



the hispanic content report

Incorporating data and social media



¿Estás Contento?

Content is no longer being created and distributed by legacy linear and digital media, but by brands and consumers. Are Hispanic marketing and media leaders accepting the evolution, or are they less than happy?

2025 Edition

independently produced by
adam r jacobson
editorial services and research consultancy

We even transformed the iconic player walkout into a tribute to Hispanic Latino entrepreneurs, with children wearing jerseys featuring their parents' business names—a moment that was both powerful and priceless.

The impact was undeniable: coverage in more than 60 U.S. Hispanic media outlets, social engagement nearly twice the industry benchmark, and double-digit lifts in brand attributes like “supports small businesses” and “authentic supporter of the Hispanic community.” For me, this campaign proved that when Mastercard combines cultural insight with purpose, we create impact that goes far beyond the game.

HISPANICAD: *In what ways is Mastercard integrating AI into its strategic planning, operations, and marketing initiatives?*

IGNACIO: Mastercard is integrating AI across the enterprise in three critical ways. The first is Strategic Planning: We are using AI to strengthen foresight and decision-making. Our Economics Institute applies advanced models to assess consumer spending and macroeconomic shifts, helping us and our partners navigate uncertainty. We also use AI-driven scenario planning and predictive analytics to inform long-term investment and growth strategies.

The second is Operations. AI sits at the heart of how we run and secure the network. From fraud detection through Decision Intelligence to AI-powered cybersecurity from RiskRecon and CyberQuant, we protect the integrity of trillions of transactions. AI also drives efficiency in commercial payments, credit decisioning, and dispute management, while internally it augments employee productivity through research and automation.

The third is **Marketing and Customer Engagement**. We apply AI to deliver more relevant and valuable experiences. Dynamic Yield personalizes offers and journeys for consumers. Our marketing teams use AI to sharpen targeting, optimize media spend, and refine sponsorship activations—ensuring Mastercard connects with affluent, business, and everyday audiences in ways that are more contextual and impactful.

Taken together, AI is not an add-on—it is embedded into how Mastercard plans, operates, and engages, allowing us to responsibly unlock growth, resilience, and stronger connections with our customers.





Reed is responsible for creating, shaping and implementing inclusion strategies for Kenvue to further strengthen the diversity of its workforce, belonging in the workplace, and solutions in the marketplace that meet a wide range of needs.

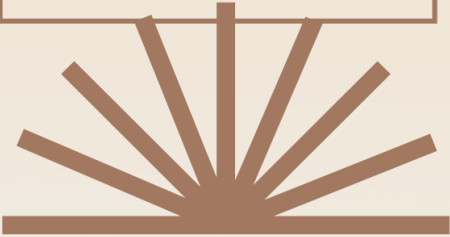


2025 HISPANIC
THOUGHT LEADER

Reed Harris II

*North America
Inclusion Lead*

Kenvue



Prior to joining Kenvue in May 2023, **Reed** served as the Senior Customer Development Manager for J&J's Vogue International arm. In this role, he was responsible for customer partnerships and the growth and development of such brands as OGX, Maui Moisture, Aveeno, Rogaine and Neutrogena at Target Corp. He earned the role after leading sales strategy for Neutrogena at J&J, from Los Angeles. Today, Reed is in the Detroit metropolitan area.

HISPANICAD: *Kenvue is home to many leading brands like Tylenol, Neutrogena, and Band-Aid. How does the company view inclusive marketing as a driver of growth?*

REED: Inclusive marketing enables us to provide everyday care for everyone, everywhere. At Kenvue we embed inclusive thinking and design principles into our branding capabilities to better serve all our consumers and drive brand growth. In fact, our Inclusive Brand Activation guide, developed in partnership between our Marketing and Inclusion teams, is a playbook for marketing teams to help identify consumers' unmet needs and unlock opportunities for brand activation – from product innovation and breakthrough claims to elevated messaging and external partnerships.

HISPANICAD: *Can you share a program or brand initiative that successfully reached broad, high-growth consumer segments and that you are particularly proud of?*

REED: I'm most proud of the Marketplace focus of our Kenvue Impact Network. It is volunteer-led and open to all Kenvue employees, and it is designed to foster inclusivity, engagement, and strategic business impact across the organization. Each network creates an opportunity for "Kenvuers" to learn, grow, and celebrate each other with the goal of fostering belonging and solving for unmet global consumer needs. For instance, in the U.S. during Hispanic Heritage Month, Latino Leadership at Kenvue and Connecting Generations at Kenvue collaborated to conduct a focus group with employees on "Getting to Know the Hispanic Gen Z Consumer" centered on the Neutrogena and Aveeno brands. Insights were used in shaping new product offerings to meet Hispanic and Gen Z shopper needs.

HISPANICAD: *What guidance would you offer brand marketers who are seeking to build meaningful, culturally relevant connections with their audiences?*

REED: Building meaningful, culturally relevant connections with audiences is essential to fostering loyalty and engagement.

Here are some tips to consider:

- **Understand Your Audience**
- **Embrace Authenticity**
- **Stay Relevant**
- **Representation Matters**
- **Storytelling**
- **Be Socially Responsible**
- **Be a Change Maker**





HISPANIC THOUGHT LEADERS
2025

CULTURAL FLUENCY

A Brands' Silver Bullet for Relevance and Growth

"We salute the CMOs and brand stewards who understand the stakes: growth today requires cultural fluency," says **Liz Castells-Heard**, CEO and Chief Strategy Officer at **INFUSION by Castells**. "In a world of efficiency pressures, AI disruption, constant pivots, 'woke' sensitivity, and balancing quarterly earnings with long-term equity, the brands embedding cultural fluency across their business are the ones turning relevance into affinity and growth, and future-proofing for tomorrow."

The reality is clear to Castells-Heard: Multiculturals *are* America's new majority. "Hispanics alone drive 60% of population, job and household growth," she says. "They are young, educated, and central to markets ranging from L.A. to Miami. Their \$4.1 trillion economic impact fuels one-third of U.S. GDP growth. Ignoring them is like shutting down your largest division." Yet, there is urgency now. Why? "Because the last five years changed everything," she says. "The Census confirmed the numbers, but technology and social connectivity supercharged their meaning—amplifying Hispanic voices, ownable spaces, deepening cultural identity, and reshaping brand and consumer expectations."

For Castells-Heard, culture isn't context anymore—it's core. She points to data that show 87% of Hispanics say culture defines who they are; some 92% say it shapes daily life from values to choices. "Unlike elders who muted identity to fit in and succeed, Hispanics today embrace culture and duality as a superpower," she explains. "Digital and social platforms have strengthened cultural pride and ties, fueling unique communities, borderless connections, creators, influencers, and cultural streaming."

Language matters, but culture trumps it: 80% speak Spanish daily while fluidly "code-switching," Castells-Heard says. She also calls Hispanics "vocal influential cultural connectors" driving word-of-mouth and trends ranging from music and fashion to food and business—and ultimately to brand opinions.

They aren't alone, she adds: some 90% of consumers expect inclusive and tailored ads and experiences; 75% weigh diversity in purchases. "Even two-thirds of non-Hispanic Whites say multicultural consumer opinions shape their own brand choices, viewing this rising majority as enriching America," Castells-Heard asserts. Yet 65% of consumers—and 85% of Hispanics—still feel unseen in advertising. "The signal is clear: brands must elevate authenticity, beyond representation."

IDENTITY, LIFE LENS AND BRAND RESPONSE

America's cultural orientation has shifted. According to Castells-Heard, some 42% identify as transcultural or a "hybrid-American," with fewer considering themselves as "blended," "monoculture" or "acultural." Yet Hispanic identity is mainly bicultural or monocultural (85%) and rooted in ethnicity, family and community—while non-Hispanic Whites skew toward blended culture; hybrid and acultural (85%) identification by age; lifestyle; income; and self. "Those different lenses mean what appeals to and motivates one group doesn't often transfer to the other," Castells-Heard says.

Culturally targeted ads also matter far more to Hispanics—and that's magnified by misrepresentation and exclusion. Castells-Heard asserts they drive 2.4-times more purchases (at 79%, versus 33% for non-Hispanic Whites), 2.5 times more relevance and response, and three times greater affinity.

CMO Takeaway:

Hispanics are the silver bullet for growth beyond AI—digital superconsumers whose momentum drives demand. Authentic marketing tells them: This brand sees me, values me, reflects me.

Culture is DNA, she continues, and believes it manifests differently and is not abstract. “It shows up in how we live, connect, express, celebrate, consume and value—our families, games, fandoms, rituals, taboos, faith, food, art, and digital spaces,” Castells-Heard says. “Like most multicultural consumers, Hispanics carry an immigrant-striver mindset of hustle and ambition, leaning on influencers, community and brands that open doors. What sets Hispanics apart is being relationship-led, grounded in family loyalty, optimism, *simpatía*, duality, spontaneity, collectivism, kids and *abuela* in every moment. They are time fluid where ‘the journey is the point.’”

As Castells-Heard believes marketers and advertisers today are in the era of “Culturenomics,” growth requires “the three C’s: Cultural Fluency, Customer Intimacy and a Cultivated Lived Experience.

“Culture codes how Hispanics live, connect, and choose brands,” Castells-Heard says. “Don’t assume what generally works transfers. Culturally-fluent strategies build trust, connection, and business.”

A CORUNA LOST TO MICHELOB

Say what you want about younger consumers consuming less alcohol, thus impacting sales of beer and distilled spirits — a historic change in the top spot among beer brands has been seen. Modelo, which soared to No. 1 in the U.S. after being practically unheard of outside of the Mexican-American community a decade ago, has been surpassed by Michelob Ultra.

CMO Takeaway: Culture is the growth multiplier. Brands that invest win. Those that retreat lose share as the ‘total market’ approach proved. Ignore culture and you risk irrelevance ... and invite obsolescence.

How did the venerable American brand accomplish this feat, delivering Modelo and Corona parent Constellation Brands a fresh headache? The Budweiser segment captured half the U.S. Hispanic market by celebrating the everyday hero’s fighting spirit, and incorporating regional and generational nuances into its messages, Castells-Heard says.

This follows triumphs from T-Mobile, which incorporated soccer and “Premio Lo Nuestro” collaborations with dual-language campaigns featuring *Saturday Night Live*’s Marcelo Hernández, and snack food brand Cheetos, which saw its “Deja tu Huella” campaign turn musical icon Becky G’s orange fingerprint into “a transcultural viral movement that leaves a mark.”

This is why “best-in-class clients” shift from tapping into a multicultural opportunity to making culture a core business driver.

Culture can't be automated. And that's the **heart** of the matter.



INFUSION
by castells



AI can scale and co-create. But it can't code-switch or relate. It doesn't know how Multiculturals drive the pulse of America. It doesn't get abuela, Spanglish, the rhythm of our vida or depth of our stories. It doesn't feel, strategize or connect. We bring cultural fluency, creative instinct and lived experience to shape content that moves people—and businesses.

The Cultural Keepers—Fueled by Heart, AI and ROI-Powered Ideas®.

AI: THE MARKETING REALITY OF TODAY

For Castells-Heard, like her peers, artificial intelligence isn't going away, and is reshaping how marketers and advertising specialists craft ideas, operate, and personalize at warp speed. Beware the AI-reliant client, she warns. "It may cut costs to churn out a :15 video, but without cultural fluency, it risks being ineffective with the wrong language, images, or strategy."

That's because authenticity is lost. "Culture isn't just context—it's the code beneath every strategy," Castells-Heard says. And, she argues that AI is trained largely on English-speaking White data, thus making AI prone to stereotypes. "One flawed dataset can distort creative, budgets, targeting, and decisions, and algorithms that drive Hispanic digital life also have echo chambers that suppress diverse voices. Left unchecked, AI doesn't just reflect bias—it scales it."

While AI is run full-on in automation, iteration, and data-mining as it assists strategy, storytelling, production, and media, this is always done at INFUSION by Castells with culturally fluent humans ensuring accuracy, empathy, and context. "That's why we're building a GenAI Cultural Marketing Handbook," Castells-Heard reveals. "AI without humans is GPS without a map."

Castells-Heard concludes our conversation by discussing "interactive participatory media." For her, it is key, as co-created moments like YouTube, gaming and TikTok creation now outperform passive viewing. Yet, linear TV and radio remain strong even among younger Hispanics.

Thus, effective Hispanic marketing plans should layer dual-language digital, social, traditional media, influencers, creators, collaborations, experiences and community, Castells-Heard says. "It's knowing Hispanics watch *fútbol* on Telemundo while group-texting in Spanglish, FaceTiming cousins, sharing memes, and streaming Bad Bunny's charity concert—all at once. They don't live in one lane, but across platforms, generations, cultures—and languages. Smart targeting reflects that seamless flow."

Her final takeaway? "Buy audiences, not just channels—in both languages, seamlessly, and fully integrated," Castells-Heard concludes. "Spanish core drives relevance and trust, English targeting fills the bicultural gap and expands total reach."





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HISPANIC MARKET THOUGHT LEADERS 2025



WHO WE ARE

Publisher: Gene Bryan, HispanicAd.com
gbryan@hispanicad.com
Phone: 917-854-1706

Consulting Editor: Adam R Jacobson
HispanicMarketOverview.com
adamhmv@gmail.com

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