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# Multicultural Communications Perspectives: Communicating to the Hispanic Market

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**PR Newswire**

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## Moderator

**Gina Amaro Rudan**, PR Newswire, Director of International and Multicultural Markets

## Panelists

**Carlos Santiago**, CEO & President, Santiago Solutions Group & Santiago ROI

**Ursula Mejia-Melgar**, Marketing Manager, Hispanic Ventures, General Mills

**David Duckenfield**, Marketing Director, Yahoo! Telemundo

**Maritza Guimet**, President & Founder, Florida Media Market

## Participants

**Laverne Fountain**, Columbia University

**Ava Rollins**, RF Binder Partners, Associate

**Abbey Muneer**, Liberty News Online Magazine, Co-Publisher/Chief Editor

**Jessica Morales**, National Association of Latino Fraternal Organizations, Representative

## Presentation

**Gina Amaro Rudan:** Good morning. I'd like to welcome everyone to please find a seat. We're about to begin this morning's program. If you need that extra cup of coffee, this is the time to grab it.

Okay. Good morning. And welcome to PR Newswire's Multicultural Best Practices Seminar. My name is Gina Amaro Rudan, and I'm the Director of both International and Multicultural Markets with PR Newswire. I've been with the Company now seven years. And over the last seven years, we have hosted these breakfast events around the country. And this is probably the fourth event we've had here at [Thalia]. And I want to thank them for always doing a great job.

This morning's panel is a special panel for me personally, because this is actually one of the first panels I've put together that's made up completely of personal friends. Everyone has flown in from different parts of the country to be here. And these folks are absolutely wonderful on a personal and professional level, and really are committed to sharing the knowledge, and telling you what works and telling you what doesn't work. They will share case studies this morning and are always frank, direct and very truth-telling about the challenges and opportunities.

I want to publicly thank them for coming all the way to New York. David flew in – almost missed his flight – David Duckenfield from Yahoo! Telemundo – yesterday flew in from Miami. Maritza also flew in from Miami, from Florida Media Market. Maritza will be our broadcast expert on today's panel. Ursula flew in from Minneapolis, from General Mills; also want to publicly thank her. And Carlos Santiago flew in from Puerto Rico. I think he's actually here because the parade is on Sunday. But we found some synergy. And Carlos is going to be our moderator and is now based in L.A. but has spent a lot of time here in New York City. So I'm sure a lot of you know Carlos.

Before I introduce formally Carlos, I want to explain that this event is being webcasted. So if your colleagues are back at the office and couldn't make it this morning, we will be e-mailing everyone a link, and they will be able to access an archive of today's forum. And you're welcome to forward it along. We also will be forwarding it to all of our clients, so I wanted to let you know about that.

And we really are committed to keeping this to a dialogue. So the structure of the panel will be – Carlos will moderate. Each presenter will have 10 minutes to present, and then there will be a 20-minute opportunity for Q&A. I always

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believe the true knowledge transfer is when the audience has that quality time with each speaker. So know that there will be a 20-minute allocation for Q&A afterwards.

Lastly, anyone that is with PR Newswire and MultiVu, can you please stand? I'd like to acknowledge you in supporting this morning's event.

Okay, I think my homework is done. I appreciate everyone waking up early. I hope the breakfast was healthy and rewarding. And I hope everyone is excited to hear from our experts.

Carlos Santiago is the President and CEO of Santiago Solutions. I've known Carlos for 13 years. One of the first Hispanic marketing conferences that I attended – Carlos was at that time with NYNEX/Bell Atlantic, and he presented. And he has both corporate experience, agency experience; and really is a phenomenal researcher as his background, and a brand consultant. And Carlos will be moderating. So please join me in welcoming him.

**Carlos Santiago:** Thank you. Thank you.

Good morning. Good morning, everyone. How are you? Good. You don't sound so good, come on, more coffee, more coffee. It's a pleasure to be here. Done quite a few of these for PR Newswire, and it's been awhile. So it's great to be back on the road with PR Newswire.

I want to open this morning with some thoughts, some thoughts about the marketplace, some thoughts about the consumer, some thoughts about the brands, and I think the challenges that are faced internally in companies, and externally for those of you that are in the media, about moving this market forward.

Twenty years in this – focusing in the Hispanic market and the multicultural markets, many things have changed, and many things have not changed. Obviously, the market is immense. No one with the right mind contests anymore the size of the market; the magnitude and the scale of the fact that Hispanics are not anymore in several cities, but that this dispersion really makes it a national requirement in every corner of this great country.

However, I think when people start hearing about the power of the market in terms of dollars, the whole notion that it's close to \$1 trillion in consumer buying power – that that buying power is larger than any other Hispanic or Latin American country in the world – higher buying power than even Spain – it's still – there's some confusion in the eyes of the CFOs and the CMOs and the brand experts of, is it really for me? Is it really for our brands? Are they poor? Are they all illegal immigrants? If they have such large families, can they afford my product? Can I just focus – I understand that there's room for some basic – call it market-entry or product-entry kind of brands. But as the market – the general market has sophisticated and grown into higher cost-per-unit line extensions, is there room for the Hispanic market?

And I think we're all challenged with the same question repeatedly over half a dozen years – is prove it to me. Prove it to me. Prove it to me. In the general markets, things are not – need to be proven so perfectly. And corporations still know that if they don't make it happen in the general market, they'll lose. In the Hispanic market, there's more of a prove it once, prove it twice. And maybe then if there is money left, then we'll scale it up, and we'll do something about it.

This phenomenon, or this dilemma, I think – we find it at all sorts of companies, even best-in-class companies, leaders in their categories – in consumer packaged good, in financial services; everywhere – is still facing this question. So for those of you that are not leaders in your own categories, don't feel bad. It happens to the best of the best. And the question never goes away.

I think one of the secrets about the market is, what is it that the best-in-class, best-in-category leaders are seeing to justify being in the marketplace? And there's very little said about what's the return on investment, what's the reward to the pockets of the companies that do this correctly, do this consistently and correctly.

Obviously, we are not going to be seeing anything from Procter & Gamble saying, This is my Hispanic ROI, and it's so much bigger than the general market. They're keeping that to themselves. And within every unit of every company, the ROI – it's going to vary. The ROI is going to vary for a brand that has been there for a long time or for a brand that is very new to the marketplace. So there's no easy answer to say the Hispanic ROI is 10% larger than the Hispanic market.

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However, we do know that companies that have allocated the highest percentage to the Hispanic market, the top 10% of companies allocating funds to the Hispanic market, have a much larger return on equity than companies that allocate less to the Hispanic market. In fact, that multiple is about 60 to 70%. We are – I'm not saying that Hispanic marketing is the key to making companies more profitable, but that very profitable companies have taken the Hispanic market seriously and allocate consistently to the Hispanic market over 10, 15% of all their corporate marketing budgets.

I think that's the possible reward, is really making that incremental investment, or moving investment from the general market to the Hispanic market pay off to the same extent or more than in the general market.

How do we do that? We do that by communicating to this consumer place. And communicating to this consumer place again and again, as you know, is not a matter of translating. This is not an issue of language; this is an issue of culture. And when we talk about culture, we're talking about the values, the beliefs, the attitudes and the lifestyles that drive this consumer in unique ways other than the general market.

Certainly there's many commonalities. I don't think that any mom in this country doesn't care about their family. But Latina moms care about their families in a very special and different way. And the level to which they take themselves out of the picture and put their family first, rather than themselves as an individual, is very characteristic of the Latino household. And how they make decisions based on the group, not based on their individual [taste] – but the benefit of entire family.

I think as we have worked in this market for many years, one says sometimes, "Some of these things have to like move on. How much longer can we have [spoken in Spanish] as the center of every communication?" But the fact is that as long as we have new immigration – and even when we look at people that have been here for over 20 years – second-generation Hispanic and even third-generation Hispanics – these values, beliefs and attitudes are very distinct than those from the general market. They don't get erased. They are so intrinsic, they're so deep inside our DNA, that they're not going to disappear.

So you as communicators, you as trying to create stories, to pitch stories for the media, need to understand that that approach, that creation and that approach to moving the market in an emotional way, needs to be different than in the way that you do it in the general market. It's not just translating; it's really understanding the consumer mind set from scratch and trying to connect with them.

And I think the question of how to do this starts, then, impacting the media mix. And in the media mix, I add to that public relations. Because it is very difficult to validate or justify investment typically in anything other than television. But we all know that the days of the 30-second spot are really numbered. There – the impact of connecting with a consumer beyond the 30-second spot is really being felt throughout the digital world, branded entertainment, direct-to-consumer. And each one of the panelists is going to be guiding us through some learnings about how they've gone about to doing so.

This is not to say that we are not going to be watching the TV spots on [spoken in Spanish] or anything else. Obviously there are always going to be a major impact for that kind of strategies. But how do we personalize the message? How do we connect to the mind sets of Hispanics? And how do we do it experientially, how do we do it in the news? How do we do it in virtual networks, online – all of that – it's taken increased efforts by the best-in-class companies. We need to learn exactly what works and how it works, so that we can also do so effectively.

And finally, I think one of the keys to maintaining programs, initiatives – these Hispanic initiatives and multicultural initiatives alive – is really by measuring. And I can't say enough about measuring, because I'm a quantitative freak, and I dream with spreadsheets. But if we don't have the elements, the proof, to go back to a CMO or a CFO that says, "These are the equivalent spending that my PR program gave me" – if this is the change in attitudes about the brand, this is the change in intent for future purchasers of the brand, this is what the equivalent ROI is from that purchase intent or from those that will be likely repeat buyers – then we really – haven't really closed – put a period on the sentence.

In order to get more funds and to continue this, we have to set money and time aside to measure what we do very, very precisely. And obviously, there are more ways of measuring this market than in the past. And the expectations are that we use measurements and quantitative methods that truly reflect the impact of our activities.

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Having said that, let me introduce the members of our panel this morning. And as I said, this is a fantastic combination of disciplines and ways to get to the consumers.

First is David Duckenfield, Marketing Director of Yahoo! Telemundo. David develops and promotes the Yahoo! Telemundo brand and acquires new users through public relations advertising, sponsorships and market research. He's also -- he also brings a sport marketing background -- public relations with the NBA -- and will be talking to us about new media this morning.

Second is Maritza Guimet, President of Florida Media Market. Maritza has been in the South Florida film and television industry for most of her career. She has produced, written and directed for television, including shows in BET, Telemundo, HBO, for telenovelas such as [spoken in Spanish], [spoken in Spanish]; as well as short films and music videos. We're glad to have you, Maritza.

And Ursula Mejia-Melgar, a marketing manager for Hispanic Ventures Unit of General Mills -- welcome. Ursula comes to us with a very diversified background in marketing, advertising and consumer understanding and media. Her areas of expertise include strategic sales, advertising, marketing, brand analysis and positioning. One of the key focuses of her presentation this morning is going to be a case study about [spoken in Spanish], which is one of the strategic platforms that General Mills has developed to gain the hearts and the minds of Latina moms in the U.S.

Before General Mills, Ursula spent a lot of her career in Mexico with America Online as well as Procter & Gamble. Welcome.

So, we'll start with David. And we will spend about 10 minutes per presenter. Write your notes down, and we'll have about 10 to 30 minutes -- 20 to 30 minutes for questions at the end of the morning presentations. Thank you.

**David Duckenfield:** All right. Thank you.

Good morning. It's great to be here. Thank you for coming out. Thank you, PR Newswire, for having us here. Thank you, Gina, for putting your neck out on the line by saying that we're all personal friends of yours. So if we don't do you right, it's -- you're in trouble. There you go, Gina.

I want to -- I went out with Gina and some of the other speakers last night, and we were talking. And I came here prepared to do a case study on a launch of a social media product that we have. But they thought it would also be a good idea if I maybe start off, and talked a little bit about the industry, about a research study we did just in this past March; give you a little bit of background on what U.S. Hispanics are doing online, what are they doing with technology.

For those of you in the audience who don't know, I do the marketing for Yahoo! for the U.S. Hispanic market. But about a year ago, Yahoo! en español, which is our Spanish-language generic property, did a commercial joint venture with Telemundo.com. So now we're called Yahoo! Telemundo.

The idea -- the concept behind that was trying to really merge the strengths that both companies brought to bear. On the Yahoo! side, obviously the tools and services that everyone has come to know and use all the time -- such as e-mail, messaging, search -- and sort of put that together with Telemundo's strengths, such as original content programming, and obviously the huge firepower of having on-air ability to run commercials and everything. So I guess I'm running this myself.

This is -- like I said, we did a study starting last fall; we concluded it in March. And basically what we wanted to do was look at the U.S. Hispanic market and say, What -- how are they interacting with media and technology across the board? Not just the Internet, in fact -- there's the Internet, cell phones, TDAs, television -- just technology in general.

And what we did was we did a qualitative study first. So we went and looked at 24 families in about four or five different cities -- Dallas, L.A., New York -- and tried to get a feel for how they're interacting. And then based on that information, we went and did a quantitative study of about 2,600 Hispanics, with interviews on the phone and on the Internet.

And a lot of what we're trying to do is really sort of debunk the myth of Hispanics don't use the Internet, don't use technology. But basically, what we found was that Hispanics engage with technology in general more than the general market. And they're heavier users of technology, especially with cell phones, and even with what they do on cell

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phones; they use more of the sort of technology-specific parts. And on the Internet, they also over-index in terms of use of the Internet.

So a lot of interesting findings. I'm not going to bore you with all of this. But they're doing a lot of searching, downloading pictures, homework with their kids, escaping from the kids – a lot of interesting things.

This slide is interesting, because it takes a look – the universal question – if you were left on a desert island and only had one device, what would that device be? And what you see is, the Internet sort of pops to the lead here. But what I wanted to show – oops – what did I just do? What I wanted to show you here was – look at that right there – 18-to-24, mobile phones. That's just a trend that we're seeing, which is the mobile phone is sort of replacing – I wouldn't say replace, but it's definitely becoming the technology device of choice. Because it combines all of this that we're seeing. It combines Internet. You can search on the mobile phone, you can message on mobile phones.

So it's morphing. It's sort of the whole convergence of technology that we've sort of been talking about for years and years. And we're like, is it ever going to happen? Well, it's actually happening. And you can see it happening with that 18-to-24 group.

This is just a quick look of what do Hispanics do online. Not a whole lot of surprises here. Obviously, e-mail being the most important one; maps and directions. For this audience, though, take a look here – news. And that's general market, that's Hispanic market. But Hispanics are getting a lot of the news on the Internet. And so as a PR professional, how do you sort of leverage that?

And one example I thought about this morning was I'd read an article a couple weeks ago about something called [SCOOPR]. I'm not sure if you've heard about that, but they're – it's an example of the organization [CARE], who's started to sort of merge their PR with their online effort. So what they'll do is if they have a speaker who goes on the Oprah Winfrey shows, for example, they'll be there.

And as soon as that speaker starts talking, they'll start buying keywords on what the speaker's talking about, with the sub – and so, the point of it – what they do is, they know that they have millions of people watching this spokesperson on TV. They know that as soon as they hear them talk, they're going to get on the Internet and look up, what is [CARE]? What are they talking about? What are some of the issues? And they want to be there in front of the consumer, in front of their audience immediately. So they know – so they're using PR, but they're definitely overlaying with use of the Internet.

I think the other really big thing we've found is the whole – what we call media meshing – the idea of multitasking. We don't live in a world today where you have sort of separate times of the day to do certain things. Everyone is doing everything at the same time. So the cell phone's always on, obviously. At home, the TV's always on; it's there in the – you might not be watching all the time, but the TV's on. The Internet's definitely always on.

And so, what we're finding is people are meshing all their media, and actually living a much longer day. And I'll show you a slide about that in a second.

This is just referring back to what I talked about before – how Hispanics are over-indexing on use of cell phones. Here's text messaging versus general market – 67% versus 38% – taking photos – 61% versus 28% – some big differences there.

So, I mean, I think if I had done a survey of everyone in the room, and said, “Hey, do Hispanics use technology a lot? Do they use the Internet a lot,” I bet you half the people probably would say, “Well, not really. I've heard that they don't.” But the survey actually proved that that was not the case.

And this is the media meshing that I was talking about, the – we call it the 51 hours in a day. If you sort of ask them the question, “What do you do? How often do you use technology during the day? How many hours do you use media? How many hours, just regular friend-and-family commuting,” it adds up to 51 hours. Obviously, there are only 24 hours in the day. But that just goes to show that people are doing a lot of things – the whole multitasking thing – on the phone, checking out e-mail – all at the same time – just a very interesting tidbit.

And then, also another disparity with the general market – the Hispanics we surveyed said they had 51 hours during the day; general market, 37 hours. So there's, once again, over-indexing on the use of technology. And if you asked Hispanic teens – well, 18-to-24 – they're going to say they have a 64-hour day. So it gets even crazier.

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So just to conclude this portion – how do you connect with this audience? You basically have to be where they are, which is what I was getting back to with the [SCOOPR]. They're not going to be sitting in front of the TV. They're going to be on their cell phone. They're going to be messaging, they're going to be on the Internet. So you have to make sure you get your message in front of them, and in a format that they understand.

Make sure that you get it in different formats as well. Because broadband is another heavy use of Hispanics. Hispanics over-index with broadband as well. So videos, VNRs – all kinds of ways to get in front of this audience. And obviously, the targeted messaging, and making sure it's culturally relevant, is very important.

So we can talk about this more during the Q&A if you're interested, or afterwards, about some of the findings. I just tried to do like an hour presentation in five minutes there. So sorry if I rushed you through that.

I wanted to jump into – switch gears here and jump into the case study of Yahoo! Telemundo Respuestas. And before I do that, I want to ask, in the audience, has anyone heard of – how many people have heard of Yahoo! Answers? So I see about 20% of the audience. Yahoo! Answers is a – what we call a collective knowledge site. And basically, it's a tool where you can go onto Yahoo! and ask any question, or a user can ask any question, and get an answer from any other user. So I guess it falls under the rubrics of social networking, social media. It's just user-generated content.

So you ask a question. I'll give you an example of – recently we had that whole dog food scare? And we saw a huge spike on Yahoo! Answers of people just asking questions about dog food. And what were good dog food, or are there organic dog food, or what should I do – and just millions of people asking these questions, and millions of people responding. And the idea is that together, the collective knowledge of people around the world can answer any question, and actually even better than maybe like a mechanical search could do. So it's all the concept that our brains together are a very powerful force.

So that being said, about a year ago, we launched our Spanish-language version of Yahoo! Answers, called Yahoo! Telemundo Respuestas. And we did it – the core of it was a buzz event that we did right down the street here, actually, at Hard Rock Café. And it was a three-day event, where we invited what we call brainiacs, or people who actually use Yahoo! Telemundo Respuestas or Yahoo! Answers. I'll get into that in a second.

But for those of you who've never been to Yahoo! Answers or Yahoo! Telemundo Respuestas, here's just a quick screen shot of what it looks like. You can see here is like, you ask the question, and then you can click into respond. Or if you just want to look up certain themes, such as dog food, just type it in here, and it'll take you to all the questions and answers that have been going on about that certain subject.

So when we launched our product, the big idea was we had to generate a lot of users in a short period of time. Because what we had done – Yahoo! Answers had already launched. And we knew from that experience that we need a critical mass of people in a very short amount of time to make it effective. Because you have to have a lot of people asking questions, and a lot of people answering questions.

So we were tasked with, how do we get a lot of people on the site immediately. So what we did was we tried to leverage all of the tools that we had at our disposal. So obviously, the biggest thing we have is our own in-house media. We are a media company. And we have – [we said] these – obviously we're going to leverage that. We did a big buzz marketing event here in New York, which I'll show you shortly. And we also mixed in just traditional marketing and public relations.

So I'm going to start off first briefly with what we did online, and then get into the meat of what we did, which was the off-line portion.

So online, like I said, we used our own network, Yahoo! Telemundo, and ran ads on the front page of Yahoo! Telemundo, did some more editorial notes on the front page of Telemundo, just trying to introduce people to the product and get them to click on it, and make it seem fun, friendly, approachable; something that you might really want to look into. And we also ran it throughout the site, here in our game section and in our music section.

We also – and this is something that's unique to the relationship we have with Telemundo – we threw a little star power in there. So we got Marie Celeste from *Al Rojo Vivo* to ask a question. And we'd seen this done on the general-market side; it works extremely well, where somebody – a user sees somebody that they recognize, famous; who's actually asking a question. And it just generates a lot of interest. And people just want to answer it. And then it starts a

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whole dialogue between users who are asking and answering questions. So we threw that into the mix, too, to generate more interest. And we also went off-line – off-network, actually, to La Opinión Digital – to run ads there.

So that was our online portion. We also had a traditional – yes, it disappeared. Well, there used to be a really pretty ad here, of – actually of this – I'll show you – this guy right here, this guy. Was an ad that we ran in four or five Informedia newspapers around the country, in La Opinión, in [spoken in Spanish]. And the idea was you cover all your bases. So we've got the online portion. We've got off-network on other Internet sites. We've got print running. And then we'd take it to the next level, which is the buzz event that we did.

So here is the big brain. You can see it right there, is right above Hard Rock Café. There's two stories. We had 16 answerers, or brainiacs, who were there for three days straight. And – yes, okay – and answering questions.

So we brought in some Telemundo stars from different telenovelas. And this is our brainiac. This is an actual user who came from Texas, who was there answering questions. And we also brought in Jorge Ramos, who's a big presenter here in New York for Channel 47.

And here they are, at the brain, answering questions. And the idea was that we were trying to cover all our bases in terms of making this an interesting story for newspapers and television. So we had the telenovela stars. We had the real person here, who would say, "Yes, I'm a real person; I use the product." And then obviously we had corporate spokespersons as well there to answer questions.

So the results of that were – we got hits, obviously, with our partners at [spoken in Spanish]. We also got some trade marketing – we could talk about what we're doing from the trade perspective – and television as well. So very successful in terms of covering the gamut of entertainment, hard news, trade news, and just – here are some more quotes from the different trade and different print publications that we got. And my minute is up.

So results – got five [broadcast] hits, [spoken in Spanish], [spoken in Spanish]. Online, we got 60 articles published online, 15 print stories, over four million media impressions. And importantly for us, to date, we have over 2.5 million [answers] on Yahoo! Telemundo Respuestas. So we had a pretty successful launch, and it's taken off. And we couldn't be more excited – better than expected. And I think it was all because of this integrated PR and marketing effort to make sure that we got off on the right foot.

That's it.

**Carlos Santiago:** [At time].

**David Duckenfield:** Thank you very much.

**Carlos Santiago:** Thank you so much.

Maritza?

**Maritza Guimet:** Hello. My name is Maritza Guimet. And I'm with Florida Media Market. I'm the President and Founder. And I will show you a sea of opportunities with Florida Media Market. I will be talking on what is Florida Media Market, the overview of the Hispanic broadcast media, our case study of "Gringo Wedding," and the multimedia approach, and what's next with Florida Media Market.

As Carlos [was] saying a little bit about my file, I've been on the industry for over 20 years as a producer, director of films, television, telenovelas, et cetera. And I created the Florida Media Market as a need for the independent producer [media and the] executives that will be able to take them to the next level.

And the Hispanic media boom – as we can see – let me see – as we can see, the television portion – it's 67% radios, 21% magazines [inaudible], and newspapers. And the ad spend now on televisions is \$2.15 billion. So basically, it tops it all out. And the top 25 Hispanic TV markets are basically – we're back here again – Los Angeles, with \$1.7 million; followed by New York, and then were followed by Miami, Houston and Chicago.

Here we can see the top ones. I mean – who will think – like probably Phoenix or Philadelphia will be up on the top 25. We definitely know like Los Angeles because of the frontier, and Miami because of the immigration and diversity of it. But now the Hispanic – it's all over the United States, basically.

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The sampling of the trends – it's – the Hispanic networks and ad markets is projected to go to \$2.3 billion for 2009. And the Hispanic channels are to rise \$11.7 [million] annually to \$1.6 billion.

And as the Hispanic population booms, we have the markets and the channels that are also arising. We have seven different channels being created today in Miami, Florida alone on the Hispanic market, one of them being [spoken in Spanish] and [Gem TV]. We have also the Telemundo and the Telemundo – the Mundo and the Mundo Dos [integration] of all these different channels, as well as [spoken in Spanish] and [spoken in Spanish].

As I was saying, I'm a producer of telenovelas as well. Ten years ago, you didn't have that many telenovelas; now you shoot seven telenovelas at the same time in Florida, and Miami basically, and – which was unheard of.

Here we have Hispanic stations. Right here we have 91 stations [among] – I don't know how many stations we had. Because – and this is all over the United States. And like I said, I mean, little channels are popping out with the diversity of the culture. Like I was telling Carlos earlier, in Miami there is Palmetto Expressway. As you're going on the expressway, you pass the population, which is [highly for] Cuba, Cuban population. And then you go to El Dorado, which is the Venezuelan integration. So you have these little channels that are taking over with their diversified information for each country, or each different population.

The Hispanic broadcast – that's one thing that really works in our market, which is the advertising and the public relations integrated. And one thing about us, the hispanos or Latins, is that we do everything based on emotions. We're very passionate; we're very articulate when we say things, and the integration of the family and the friends.

And we're reaching out to the different tools of the trade, which is – as you all know today – the e-mails and the phone, and the webcams. And there's one specifically that I wanted to talk about, which is the M&R, which had made a great difference on the approach of our case study, and the parallel roles of the spokesperson and the reporters. And one thing I would like to top – and it's the pursuit of the sales as a spokesperson. So when you have an interview for your product or your placement, it's very strong.

With our “Gringo Wedding” Hispanic PR strategic – I'm going to tell you a little bit about this. There was information being sent on the English market, and it was just not working. Because the movie was done in English, in Spanish and Spanglish. So when they called me in in Miami, obviously I called Gina. And we promoted it in Spanish for a week. And what we did was an M&R, which is – I'll show you in a minute the [layout]. But it's basically putting all the news, the visuals, together for the journalists to be able to help them with the news and give them all the information.

Here's the M&R, which I love. And it made a huge difference. And what it is – [that's] the Web page with the trailer. And we have the trailer in Spanish and English, as well as the poster and the press release. So they had everything on one to be able to work. And they can have the news, and was able to make the interviews, creating a huge [mass].

And here we have Yahoo!, which [was] one of the Web pages that we received over four million online views with the M&R; more than 600 journalists viewed it. It was distributed over 1,190 Hispanic media points. And it had a huge surge in Google and Yahoo!, as well as the radio stations and TV stations locally.

And our attractions coming – it's the market for Florida Media Market where we're going to have executive distributors and financiers that [inaudible] 18-to-24s at the Alexander Hotel in Miami Beach, where the independents meet the executive producers.

And that's my information. Thank you very much.

**Ursula Mejia-Melgar:** Hi, everybody. Good morning. I'm Ursula Mejia-Melgar with General Mills.

And as I was putting together a presentation to share with you this morning, I was hoping that instead of just featuring one case study of something that we've done in the past, I would walk you through kind of like the key things that we've done internally at General Mills and [kind of] try to share with you what has worked for us, both internally and externally. As Carlos was saying, we not only battle externally, but most of our battles happen also internally at General Mills, trying to [inaudible] why Hispanic and, to a certain degree, African American, advertising and efforts also make sense.

So I'm going to walk you through a variety of things. I want to talk about a product, Cultural Competence, at General Mills. Also, how do we make sure that we can have the right offer? And how do we develop relevant communications?

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And through that talk, I will try to incorporate the key things that we've been changing, and how that's performing for us.

As Calos was saying, it's very hard to share our lives with you guys, in terms of like the specific metrics, mostly because we don't have our lives yet. So we're using all our metrics. And I can share with you some of the things that we're using to measure the impact of what we're doing.

So to start with Cultural Competence – at General Mills, we think it's very important to educate all our internal marketers. So we've developed a variety of internal tools to make sure that everybody understands the culture, and what's the relevance of the Hispanic culture, and why Hispanic moms specifically – which is our key [volside] target audience for most of our brands – react differently, not only to media, but to the message, and to the language in which that message is being communicated, and to how it's being delivered.

So to educate consumers, you know how at General Mills we have a rich tradition when it comes to the kitchens, and we have the famous Betty Crocker Kitchens. So we decided to do like something that might seem very small. But we decided to put together what we call our Hispanic Betty Crocker Kitchen. And it's truly a kitchen that we've put together featuring the products that a Hispanic mom will use – the tools we know that Hispanics, for example, focus mostly on using for key gadgets in the kitchen or for appliances. Those are the blender, the stove top, the microwave oven and the toaster.

Other than that, for example, we're not that much into baking. So we need to learn how to address that. Because General Mills, like key brands, are within baking. We have [inaudible] with Pillsbury and Betty Crocker brands.

So we'd be having this kitchen. This is just one of the images that we have. It's a whole room that has been showcased as a kitchen, not only with the products but also with key [insights]. And we are encouraging marketers at General Mills to actually have ideations in this room, to come visit and see for themselves, like what's different, what – the food is displayed – like how in every single Latino home, you will see a food bowl with lots of food, and how that's considered like a healthy snack.

So we're trying to generate that. So that's one of the little things that we're doing internally. We try all the time to educate by sending articles internally. So General Mills' multicultural marketing does not own a P&L. But instead, we are test consultants. So we're a team of one director and several managers who work with each one of the divisions to make sure that we are really influencing the marketing strategy to be more inclusive of Hispanic consumers, and also that we get [inaudible] where we can reach Hispanic consumers with dedicated efforts.

So one of the other things that we've done in developing this Cultural Competence – last year, we put together these huge research that we call internally [spoken in Spanish]. And that was a way for us to find – to create an opportunity map. So we did it by interviewing not only community influencers in a variety of places – L.A., Chicago, Minneapolis, for instance – but also in talking with consumers. We have what we call Circle of Friends. So we have Circle of Friends of [spoken in Spanish], and Circle of Friends of Moms, and Circle of Friends of Dads.

And that's – I don't know how familiar you are with that technique. But we visited people at their houses, and we asked them to invite some of their friends. And we had like a very open, candid conversation with them, trying to understand what their key insights and drivers are to buy a product, and whatnot.

So we ended up with what we call an opportunity map that [is] very strategic, that kind of tells marketers, if you are to create a new product, what are the key apertures to talk to this consumer, and also with the products that we have, what is relevant to this consumer. So that's something that's proprietary. We're very excited about that – to offer that as a tool to our marketers.

And something that has come out of that, and that we started even a little earlier, is we feel like we need to have the right offers. So some of our brands might have a natural fit with Hispanic consumers. In some other cases, we realize the opportunity's not that big. So we have selected those brands and products that have the right appeal to Hispanic consumers, that are also a priority for the company, as it comes to the brands that we want to support, that have the large media budgets, or the large marketing budgets – but also those brands that make sense for us to offer to the Hispanic community, from a category standpoint, from a taste profile standpoint, from a distribution standpoint. And those are the brands that we are highlighting and reaching consumers mostly with.

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So we have identified eight priority brands. We have a presentation from each one of our six retail divisions of General Mills. And that's our area of focus. Because it would be very hard to try to support every single brand. So we realize that we need to pick our battles and, as Carlos was saying, kind of develop a history of success or successes, so that we can keep on asking for the dollars to keep on moving forward with those initiatives.

Something that we've done – and I want to – this is just a sneak peak as to what we're doing when it comes to advertising. Because yes, the 30-second spot – it's not the only alternative, but we know we have to be there. But I think it's even more important than just talking about which ads we are developing, and for which brands. For us is that we have moved to a brand navigator model with our core agencies.

So now we are aligned. We have two general market agencies. Those are [Satch and Satch] and [inaudible]. And we are partnering with their associated multicultural agencies. So for instance, with [Satch and Satch], we were with [inaudible] for a Hispanic standpoint, and Burrell for reaching African American consumers.

And the way we're working now is that we truly encourage the core navigator – which is the general market advertising agency – to represent and to talk continuously to the Hispanic agencies. So trying to make sure that we leverage the years of history when it comes to the insights and to product knowledge, to reach the Hispanic consumer in the right way.

So we're using the expertise of the Hispanic advertising agency when it comes to Hispanic target audience, but also leveraging the great experience that our general market audience has with our brands, and knowing what General Mills will go for and what we [want]. Because, I mean, we're still a very conservative company.

So based on that, we're developing some sort of new ads. And we're very excited that soon we will be placing some of these on air for you to see.

And yes, we have the big brands like Yoplait that has been a huge success with Hispanic consumers. Right now, Yoplait's the number-one yogurt brand with Hispanics. And I think we've done a great job in targeting Latinas in a very different way – talking just to her, being very relevant to her, in that little aspect of her life where she puts herself first. As Carlos was saying, we know that Hispanic moms react differently in how they tend to put the group, the family, first. But Yoplait has done a very interesting job in just targeting the Latina for herself.

And we have similar success stories. For example, this is just a very small effort that has paid off very nicely for one brand. So it was for Green Giant. And the big idea – it might sound like very silly – but the big idea was really just to feature a traditional Mexican recipe that could be prepared with one of our brands.

So we are showing [spoken in Spanish]. So elote is corn on the cob that's prepared with lime juice and with mayonnaise, and with shredded cheese, fresca cheese. And we start by developing a recipe card and having some parking lot event and some in-store sampling. And the results have been fantastic.

Now it's – even though it was like a very small budget, and we were very dedicated in certain markets – so that we could really measure, instead of [diluting] the effort – we are trying to always be very pinpointing in terms of which markets we're working in. And this has paid off very nicely for the brand. And the brand has significantly grown within the Hispanic market.

Some other similar efforts are – well, that was [inaudible] an ad for Cheerios that's a bilingual ad, that was a very interesting effort. I don't know if you've seen it, but it's very interesting. Because it's a family at the table. And you have the English-Spanish interaction. So it's a very good ad. And then, well, the Yoplait case study that I was mentioning – we've done some nice ads featuring key insight for the Hispanic mom or the Latina woman. And for general market, the approach is always about rewarding yourself just for no reason; whereas for Hispanics, it's always about taking that time to reward yourself for doing something that you're very proud of. So that ad got a Best Food award.

And then I also wanted to share with you, as Carlos was mentioning, the [spoken in Spanish] case study. [spoken in Spanish] is a result of understanding that our brands, General Mills brands, does not exist in Latin America. And most of our key competitors have a presence in Latin America. I mean, I'm talking Campbell's, Kellogg's, Dannon, and on – I can go on for hours. But we are not. And we realized – and when Hispanic consumers come to the United States, we tend to say that they're very brand-loyal. But we know that they are really buying what they are familiar with.

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So we put together [spoken in Spanish]. It's a consumer initiative that has mainly four components. We have a mini-magazine. We have retail events. We have [spoken in Spanish], which is a grassroots component. And we have very strong results; we're very excited. We just – we launched that about a year ago. So it's been our first year of [spoken in Spanish].

And I have a video that is more of a self-explanatory thing of what [spoken in Spanish] is. I'm going to leave you with that. But if at the end you have any further questions, I'll be very happy to try to address them.

Thank you.

[video played]

**Carlos Santiago:** – how much they are moving into the digital world. So it's a juxtaposition of traditional and basics at the same time, with very much digital openness, to share network, share socially, share recipes, share education, learn, and send pictures, and do all the kind of things that even the general market is not doing to the same extent. Very diverse and very exciting marketplace.

Let's here now from you, your questions about what concerns you and how perhaps we can help you solve some of the dilemmas and the issues and challenges that this market presents.

## Q & A

Yes?

**Unidentified Audience Member:** – reaching out to Hispanics living in the U.S. – oh, thank you. All right, to repeat that – in terms of reaching out to Hispanics living here in the U.S., I know we talked about – you talked about the importance of tailoring the messages to make them culturally relevant, not only in the language. But with more and more Hispanics being born here in the U.S. and being raised in households and living in society – in English society – how has that changed like the language that you use to communicate to them? Like I know with the Viva Rica, you use – I know – I'm sure it's – you're reaching out to moms. But like Maritza, you said that you use – there is a bilingual outreach for the “Gringo Wedding.” And I – does that – how do you tailor that, I guess, to the audience, or decide what language to use? Or would you always recommend like, when creating a new campaign, making it bilingual?

**Maritza Guimet:** Yes, definitely bilingual. Definitely bilingual. I mean, because it's – the first – you have the immigration, you have the assimilation of the culture, the acculturation and the second generation. In my case, all of them speak Spanish. But it's not everybody's case. So I usually work everything out bilingual, I guess. Do you, too?

**Ursula Mejia-Melgar:** Yes.

**Maritza Guimet:** [inaudible]

**Ursula Mejia-Melgar:** We're also trying to reach mostly, when we develop advertising in Spanish, the un-accultured or partially acculturated segments of the population. But as we move up, we – to reach bicultural consumers, even those that have been in the United States for very long periods of time, and that probably were raised here; or those that were born in the United States – I think that applies mostly to our key brands at General Mills. And we've seen how other companies – mostly technology-driven companies – cell phones, music – are reaching multicultural consumers in a variety of ways. We've seen, from couple of studies that our advertising agencies have put together, how in general African American kids and younger generations tend to lead with the trends.

So music plays a key role when you are targeting the newer generations of very widely cultural groups. Because our kids are seeing more – or are living in a more mixed environment. So you see that African American kids are hanging out with Hispanic kids. And they do not see the barrier as it was seen 30 years ago within either Hispanic or African American. They are very much mixed. And the [halo] of influence, when it comes mostly to these type of brands – it's huge. So you just want to make sure that you're being relevant.

I think, for example, McDonald's does a great job. It's a huge case study. When it comes to targeting what some agencies call the [youthban]. So it's youth, urban groups of younger people that you can talk to in a very meaningful

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way with the right messaging; that it's more of a universal truth. And that's how they are doing it – being bilingual sometimes; sometimes with music, and trying to be relevant to this mixed group.

**David Duckenfield:** I would just add, as a media company – I think I was trying to describe a little bit before – we don't really try to force people to go to certain places; we go where they are. Because that's the way you're going to really reach them with the relevant messages. So we've got it. If you want to reach them in Spanish, obviously we have the tools for that, with Yahoo! Telemundo and any of our other Spanish-language sites. But we also have a way to know bilingual users, who actually – we know – if you're a user on Yahoo.com, but you visit Spanish-language Yahoo! sites, we can identify you, and we can target messages to you. And we've also just created a new tool where we can target English-language to dominant U.S. Hispanics as well.

So we always tell people who work with us, message in Spanish, bilingually, in English; as long as you're reaching that target audience. And that's the most important thing. So it's reaching the audience in the language and place where they are.

**Carlos Santiago:** I think one – it's not an either/or. But many companies start with a Spanish-dominant, because it is perceived as the [on-tot] opportunity and the one that has been left out. As the multicultural knowledge of the company increases and the spending increases, there tends to be an acknowledgment then that the bilingual and bicultural market needs to be included in the plans of the different brands. And then you start seeing more and more of those.

A question back here?

**Gina Amaro Rudan:** Yes. And can you share your name and your organization?

**Laverne Fountain:** My name's Laverne Fountain. I'm with Columbia University.

I have two issues. I'm really trying to find someone who is Spanish-speaking to serve in a PR role, which is as much community relations as it is public relations. And I have had great difficulty with that. And we also have a challenge with our translation of materials. Because we have run up against varying views on what words should be translated, whether I am speaking in a formal Spanish or I'm using a Puerto Rican Spanish or a Dominican Spanish. And I have received complaints back on translated materials that have gone through translation companies. And I am finding that a horrendous challenge with every bit of material we're developing.

**Carlos Santiago:** No volunteers for this one?

**Unidentified Speaker:** [spoken in Spanish]

**Carlos Santiago:** How do you do it in [spoken in Spanish]?

**Ursula Mejia-Melgar:** Yes. I mean, the way we're doing it is we are trying to identify who our core target audience is. So for us, we've decided that it's Mexicans, for a variety of reasons. Because we're mostly in L.A. and Houston with this platform. So we know we're talking to mostly Mexican-origin moms. And we are talking their language. So we try to use words that represent the Spanish used in Mexico, but we're not trying – we're trying not to be too exclusive to it. So for example, when it comes to saying “corn,” we will say “elote;” not “[chochla],” not “maiz.”

But certain expressions or certain topics, we do not talk only about [spoken in Spanish]. We talk about holidays around Halloween. Or we do not only talk – so we're trying to be very careful on how the broader picture – it's – covers a variety of backgrounds for Hispanics. But the language is specific.

In our case, instead of translating, we decided to work directly with a publisher to create – or a magazine that is [other than in] Mexico. So we're not trying to create and trans-create and translate, and get lost in translation. We prefer to create in Spanish for a Spanish-speaker.

**Maritza Guimet:** And I agree with Ursula on that creating versus translating. It just doesn't send the message out there. And what we work on in the broadcasting world is a central [neldril], which is neutral accent, which is pretty much the Mexican target, but more in a globalization, because we're targeting all this diversity in Spanish. That's what we do.

**David Duckenfield:** No, I agree with both the speakers. In terms of translation, it's definitely – it's tough. You definitely better just [to create it] directly from Spanish would be much better results if you have to do a translation. It's

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just, I'd say, almost trial and error – find somebody who's really good, and stick with them. And it takes awhile sometimes to do that. But that's the best way to do it.

Unidentified Audience Member: And in terms of the emotions, I think, is really a powerful medium that you guys brought. How important is the emotions when it comes to targeting any audience? Because I think between the translation and the whole process of the language, how important is to communicating in emotional way, and trying to be objective about it?

**Ursula Mejia-Melgar:** I can go first if you want.

**Unidentified Speaker:** [Okay].

**Ursula Mejia-Melgar:** Emotions is everything, especially with the Latino community. And it comes back to creating from zero. Like you're not – you cannot translate a message that was created for a different audience – not because we're all living in this country the same message affects our passions, our problems. The things that we go through as Latinos in this country are very different than those of general market. And you have to be very sensitive to that.

And in our case, we – everything is led by consumers. So being a CPG company that's very conservative in the Midwest, we test everything. We do tons of focus groups, sessions, quantitatives, qualitatives, [ANUs] – whatever it takes to make sure that we have the right message, but always remembering that the communication gets created by the consumer. So the insights come from the consumer.

And it can be very, very – you don't need to go to the very expensive route; you can always go like to the [spoken in Spanish] and just ask five women there like what they think – get a sense for that. And always – I say, don't be – if you are a Latino or you have a passion for it, and you feel like you've developed a knowledge of what you think [it works], always feel the power to stand up and say, “I don't think that's going to work.” Because to me, that's the most powerful, like really trying to share your knowledge.

**Maritza Guimet:** On my case, it's – and I'm going to refer to the case of the crossover of the telenovela on the Spanish – on the English, which is the case of [spoken in Spanish], which is today number-one show, TV show. It's because the telenovelas are driven by emotions; they have 32 [knots] which are in a love-passion-betrayed-hate. And that's what we're driven for. And that's why the mass of the population in the Hispanic market relates so much to the stories. So they're all emotional-driven.

**David Duckenfield:** Yes, I [disagree] with what they said. I think emotion is everything. And I'll refer back to what Ursula was talking about before. A lot of the battles we have are internal battles. Because if you look at a brand like Yahoo! for instance, it's a very quirky brand, which sort of – it uses a lot of humor in its advertising, and it reaches out to consumers, and very fun, friendly.

The problem with that – it just doesn't translate, like a lot of times. And so we have to – what we're tasked with is going back and saying – and it works in the general market; it's great, it's fun, it's hilarious. But my consumers aren't really going to get that. It's going to go way over their heads, or they're not going to connect emotionally.

So what you have to do is go back and do the kind of qualitative and quantitative research that we did – and to sort of prove your case, but sometimes it's a tough fight internally.

**Carlos Santiago:** I think that's not to say that the rational drivers aren't important. But in order to educate on the rational drivers, emotions is what – becomes the glue with the heart and the mind of the consumer.

In all brands, or brands from countries from origin, what they bring into the U.S. is that emotion that is tied to them. When American brands only communicate rational messages, the emotions that the immigrant has to those original brands still stays. And that what makes that brand equity stays for a long time.

When competitors in categories move to that emotional playing field, then it becomes a matter of who's tying best with a consumer. And then brands from the consumer – from the country of origin start becoming more level, in terms of where they are in the heart. So it can be done. But it's a battle of – it's an emotional battle with the competitors and with the consumers' mind sets.

Next question, back there?

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**Ava Rollins:** Hello, Ava Rollins, RF Binder Partners. Thank you for speaking to us.

I was wondering – there's an increasingly influential group of bloggers who tailor their blogs to Hispanic audiences entirely or predominantly. And I'm wondering how each of you view that new media outlet. Is it opportunity? Is it a threat? Is –

**David Duckenfield:** Well – a threat, you said? No, for us, it's great.

I mean, so, from a PR perspective, I guess, it's something that you really have to keep your eye on. I think it's going to be a huge part of the future going forward in terms of how we communicate to our audiences. I think you see it on the general market side. It's just – it's really booming, and it's very segmented as well. There's just blogs on everything; a lot of good information out there. A lot of stories are being broken on blogs now.

In terms of technology, we actually – sometimes Yahoo! will put out a release on blogs. We've gone to the point where we don't even put out releases. But for real technical stuff, we'll just go to the blog directly.

That being said, on the [use] Hispanic side, I've been watching that a lot. It's growing, and becoming more important, but hasn't definitely hit that critical-mass state yet. And a lot of what the blogs are going into sort of re-purposing information that's out there. There's not a whole lot of original content in the blogs. There's some, but not a whole lot.

So they're good, and I'm keeping my eye on them, and I'm using them. But I think we're a little bit away from having that sort of critical mass that has already hit in the general market.

**Maritza Guimet:** I think for us, the broadcasters, it's kind of a great avenue for distribution, because we're having huge problems with piracy. And this kind of make the turn on a positive way for us.

**Ursula Mejia-Melgar:** In our case, I guess, we do not tend to encourage too much blogging. Our websites do not – or just a few of our websites allowed for that communication among consumers. But we know it's happening out there, so mostly from a general market standpoint.

Now from a Hispanic standpoint, it's starting to happen. Do sometimes see notes on some of our products. But I think if it keeps [on] growing, it's great for us. I mean, if we start hearing things from consumers that they are not liking, it challenges to develop even more compelling even advertising or products. And it's a forum for us to understand what we're doing right and what we're not doing right. And if it talks about our products, well, it's even better. We would be very excited.

So I guess it's something that we would encourage. And if it starts happening, we'll be happy to take advantage of that.

**Carlos Santiago:** One recurrent – more recurrent question from some of our clients is how to engage the consumer in ways of providing information. So you're seeing a lot more websites, including blogs and including sharing of information, and taking the technologies from YouTube into the brands' websites. So we think it's fantastic. And a lot of clients are finding ways of leveraging that.

**Abbey Muneer:** Abbey Muneer, Co-Publisher/Chief Editor for Liberty News Online Magazine, USA's fastest-growing online magazine.

The question is, \$1 trillion worth of spending by the Latino community, more than any other group in the U.S. – my question to each one of the panelists is – not through research, but your own experience – what is motivating them to buy? Is it brand loyalty, or is it just basically they love to spend money, and makes them the number-one buyers of products? Can you please each give me your opinion on this? Thank you kindly.

**Carlos Santiago:** Ursula, you want to start?

**Ursula Mejia-Melgar:** Yes, I can start.

What we've seen is, it's not only about going and shopping. Purchase habits – I'm going to refer to grocery shopping, because that's my area of expertise. So when it comes to grocery shopping, Hispanic consumers are used historically to shop differently. They're used to going to a market every day to buy what's fresh – on one instance because they live on a day-to-day when it comes to the paycheck, and on another instance because we're used to buying fresh every day

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– fresh chicken – and you'll go to the store, and you'll see what's available. And that's what you'll take home and you'll cook. So they are spending to that end.

Secondly, larger family groups – they have to feed a family where there's a dad, a mom, three kids, an [spoken in Spanish], an uncle. And they're all living together, and they have to cook for all that extended family. And the idea of immediate rewarding for Latinos is still very prevalent. I mean, we think that if you've worked hard, you can always go out and – having a time outside at the clubs or the local mall, and just having that excitement about buying an ice cream – it's still what they used to do in their local places.

And the opportunities that they face in the United States open up a variety of possibilities that they didn't have in their country of origins. So they are now making the money. And whenever you do focus groups, most Hispanic moms will tell you money is not an issue, even though these are families that are living on a \$30,000 yearly income. And they will tell you, "Money's not an issue. Here, the thing is we need to find the time to go spend, we need" – I mean – "And I want the best for my kids, so they are fulfilling all the dream that they had." And I think that's why.

**Maritza Guimet:** I think our audience [is] pretty much on what we're used to, what we want, what we've been having, like [spoken in Spanish] apple pie, or [spoken in Spanish]. That's what we're going to eat, that's what we want to take to our children. And that's part of our culture. Food is very important; music is very important.

So by the products that you give them, it's the result of your numbers, of the dollars that you're going to create. But you need to create that association, that communication, with your product and with the family. We're very family-oriented. We're very friendly-oriented. And that's why I think the success of Ursula's campaign – it's because they're going to the markets and become friends with these people, and they get to their houses. That's how they get to their homes. And that's how they [share] their products. And for that, obviously, her budget is increasing on the sales.

**David Duckenfield:** And from my perspective, I'll just speak from the sort of technology-media perspective. Communications is huge. So in terms of having Hispanics over-index in use of Internet and technology, and they're, what we've seen is, looking for the next best gadget, the newest thing. And I mean, a lot of that goes back to the communications element of using communications to talk to the [spoken in Spanish] in Mexico or with your family and friends maybe more than the general market does, taking those photos and then e-mailing those photos.

So – in all the research we've done, and being out in the marketplace, [it's always said], Okay, what's the new device, what's the new cell phone? What's that – we actually had a guy on the qualitative study said, "That flat-screen – I like it, but I saw my friend; he had one that's even bigger, so I want a bigger one now." It's always like, what's motivating them to go spend money, in my world, is definitely the newest, best gadgets that's going to help them communicate and stay in touch with family and friends.

**Ursula Mejia-Melgar:** And also the product placement on the print, telenovelas or movies – it's really helping the sales of the different products as well.

**Gina Amaro Rudan:** To respect everyone's time, we're going to just have one last question.

**Jessica Morales:** My name is Jessica Morales. I'm from [Earl Production]. I'm also the representative of the National Association of Latino Fraternal Organizations. And the market that I represent is the 18-and-24.

And I think there's a very big – coming from being Latina myself, and working in that market – there's a very big difference between mommy-and-poppy generation and the 18-and-24 generation. For the generation that I represent, it's not so much about language. It's more about culture. Because when you say "the culture" in English, and you say it in Spanish, a lot of the generations, 18-and-24 that we're facing now in our organization – they're all Latinos, and we're very proud about being Latinos. We're all educated – college degrees. But we don't necessarily speak the language. We understand the language when our parents speak to us, but we don't speak it. What we're being forced to do in our marketing campaign and reaching our college students, which – we represent over 100,000 nationwide – is the Spanglish – now the integration with Spanish and English, and how do we market that audience.

And my question is for General Mills. I know there's a Hispanic market and the general market. Are you guys looking into the Spanglish market?

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**Ursula Mejia-Melgar:** And that's what I was trying to address when I was answering her question – that more than looking into Spanglish, I think you are trying to fulfill a need. And needs are different, and that's why I was referring to our kids' brands.

So when it comes to targeting our younger generation of not only Hispanic but African American and Asian kids in general market, we're seeing more of the mix. So we're taking the approach of these young urban communities, which are very technology-driven, music-driven. And that is the language that you use. It's not English or Spanish. It might be a little bit of the hip-hop slang, it might be couple of words in Spanish. Because we know that also general market kids are becoming more proficient in Spanish and other languages, and some lingos. And that's what you try to address.

So I don't think it's necessarily about being – talking to them in Spanglish. But I think it's a new language. It's the language that involves culturally relevant elements, like music, imagery – how fast the ads go – it's way different than how you would target a traditional mom-and-pop story.

It's very different. It's – you take all those different cultural elements that are relevant not only to one ethnicity but to all of them, you mix them; and I think the result is even more compelling than having just a bilingual path.

So I think that's how we're trying to learn to address this change – cultural change in our society.

**Maritza Guimet:** [inaudible]

**Carlos Santiago:** Thank you very much. I think we have to wrap up.

**Maritza Guimet:** I just wanted to just tell her something.

There's an association called NALIP, which is National Association of Latino Independent Producers, which taps to the second-generation Latinos. I was the president for that on Florida, and we have Louis here for New York. But basically, what we tap on is the globalization. Because we cannot just narrow down, because of the organization as well. So it's like different [segregations].

Thank you.

**Gina Amaro Rudan:** I want to thank everyone for coming. I'm going to give these wonderful panelists a gift. And before we leave, I just have a couple of reminders.

There's also a gift for everyone at your seat, the little green boxes. You can take them home. They're luggage tags to inspire travel and to inspire the crossing of borders.

And I want to also offer everyone an opportunity to drop a business card in the vase on the way out. We're going to raffle off a press release, a free press release distribution.

And lastly, remember that this is archived. So when you receive an e-mail from us tomorrow, please forward it along. People will be able to view the PowerPoint presentation and listen to the speakers as well.

For those of you that had challenges seeing the PowerPoint, also if you give me your card, we'll e-mail it to you today.

Thank you. And I'm going to give the speakers gifts. But thank you for coming.

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