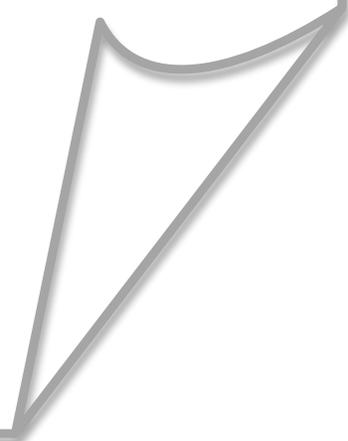
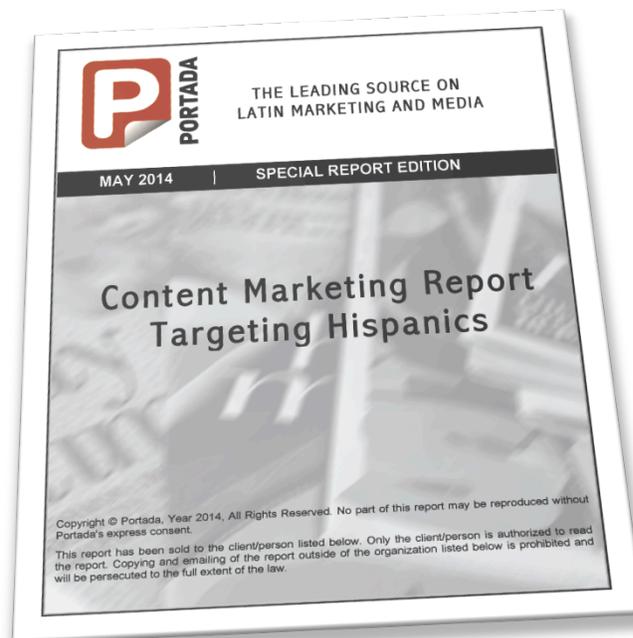


PORTADA | RESEARCH REPORTS

2014 CONTENT MARKETING REPORT TARGETING HISPANICS



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1. Introduction/Overview

Portada expects the Hispanic content market to grow from US \$1.75 billion in 2013 to US \$3.51 billion in 2018 at a compound annual growth rate of 14.9%. We see a strong opportunity to create engaging, socially powered experiences that are grounded in Hispanic consumer insights and invest in creating culturally relevant content and scaling it across screens, devices and media platforms.

2. The Growth of the Hispanic Content Market

2.1. Market Definition

The aim of content marketing is to attract and retain customers by creating and curating relevant and valuable content. Hispanic content marketing expenditures are defined as spending in production and distribution of customized content. Content can take many forms from the more traditional on-air integrations to made for the web originals to bite size content for social media.

Other content marketing platforms include web, email, video, print, virtual events, white papers, podcasts and e-Zines that target the Hispanic population in the U.S. both in English and Spanish. The main growth drivers will be the overall trend of brand marketers to have unique custom solutions in the form of owned or earned media to effectively connect with their target audiences (see below).

To be clear, content marketing is not new. Think about the long history of custom publishing, also in the Hispanic market. What is relatively new is the crucial role digital media plays in content marketing. In a world where Google and other search engines provide the main access to information about goods and services, quality content production and Search Engine Optimization are extremely important.

3. Growth Forecast Model

3.1 Market Growth Forecast

Level of Expenditures and growth of the Hispanic content market (US \$ billion)

	2012	2013	2014	2015	2016	2017	2018
HispanicContent Marketing Exp.	1.43	1.75	2.12	2.42	2.76	3.12	3.51
Annual growth		22%	21%	15%	14%	13%	13%

Note: In US\$ billions and percentages. Volume estimate and growth projection based on assumptions explained in Appendix

Source: Kantar Media, Group M, E-marketer, Custom Council data. Portada market growth model

3.2 Underlying Assumptions for the Growth Model

The assumptions underlying our growth model for the Hispanic content market are that the ratio of Hispanic Content Marketing expenditures versus Hispanic Advertising expenditures volume will grow from 18% in 2012 to 30% in 2018 as content marketing practices get more accepted and extended in the Hispanic market.

The ratio of the overall U.S. content marketing expenditures volume and the US advertising market already lied at 27.5% in 2012. In addition, we expect the Hispanic advertising market to grow by 10% in 2013 and 2014 and 5% annually from 2015 until 2018.

4. Growth Drivers for Hispanic Content Marketing Expenditures

4.1 Digital Media advertising's increasing share in the Hispanic market

Another important driver is the increasing share of digital media in the Hispanic marketing and advertising pie. Digital advertising expenditures currently lie only at about 5% of overall Hispanic advertising expenditures, significantly lower than in the overall U.S. ad market. As the share of digital advertising in total Hispanic ad expenditures grows, there will be an increasing need to create substantial content marketing platforms.

4.2 Google's algorithm changes

Several changes of algorithms by Google, but mainly the Panda and Penguin algorithm updates over the last 18 months have impacted the content ecosystem by placing emphasis on quality and unique content. As Google's spam chief Matt Cutts puts it, "all those people who have sort of been doing, for lack of a better word, 'over optimization' or 'overly' doing their SEO, compared to the people who are just making great content and trying to make a fantastic site, we want to sort of make that playing field a little bit more level." These updates have paved the way for brands and publishers to increase their search rankings and thus, their visibility, by investing in the creation of high quality and fresh content that people find valuable to consume and share.

4.3. The boom of social content

Social content is immediately registering as the most frequently used form of content marketing. Web updates, social content and SEO content is remarkably consistent, with 40-44% of respondents of a 2013 Custom Content Council Survey expecting to increase their output. "All of these metrics show a solid commitment to custom, no matter what the form of distribution. Funds that were previously earmarked for print are being shifted to social and video content," says Lori Rosen, Executive Director of Custom Content Council. "Video has been the fastest and most consistently growing

medium for content marketing—in this survey 62% of respondents now report using video in their content marketing. Branded video is closing in on web and print as one of content marketing’s most common forms.” The passion for social sharable content is even higher among Hispanics than among the general market population. According to research by Google, Hispanics, are four times more likely to share branded content such as videos and commercials through social media. Research providers including Nielsen have provided ample evidence that Hispanics over-index in usage of Social Media.

4.4 Socially Fed Data

Social Media and its integration with paid and owned media efforts are driven by data. Data and Social Media are quickly revolutionizing almost every aspect of the Marketing Industry. Content Marketing initiatives allow brand marketers to have full control of their media and respond quickly to changes suggested by data.

4.5. Outsourcing of content marketing services

As content marketing budgets increase, so too does the percentage of brand marketers that outsource content marketing services. According to the “B2B Content Marketing: 2012 Benchmarks, Budgets and Trends” report, “in 2012, only 55% of marketers used outsourcing in some capacity. In 2013, 62% of B2B marketers used a mix of their own and outsourced content, while Outsource-only strategies are rare at only 4%”.

There is a clear trend to outsource at least a portion of content marketing needs to experts (agencies and production studios) as well as to companies that specialize in specific segments of the content marketing mix, including content distribution and amplification, content discovery, newsroom extensions, work-flow organizers and processes as well as tracking services. To some extent, Content Marketing companies can be seen as an editorial staff extension for both media companies and corporations.

Major content marketing companies have signed global partnership agreements with major news organizations, most of them for Spanish and English-language content, so that their clients can tap into using their writers all over the world to produce custom (not wire service) content for their sites. Interestingly, content marketing companies not only cater to corporations but also to traditional media companies.

4.6. Hispanic Content Marketing Demand by Industry

According to a survey made by Portada, in the Hispanic market, the Consumer Packaged Goods is the industry sector that ranks as first among content marketing services purchasers (see examples in Section 5). After CPG, strong sectors include Health, Auto, Electronics and Finance. Some of the most interesting content categories for these companies are national news, lifestyle, hyper-local content (U.S Hispanic DMAs), women, sports, family/home, financial, seasonal, B2B, technology, and autos. Interestingly, in Latin America, demand by industry sector is led by different sectors, namely B2B, Tech, Finance and CPG. In the U.S. general market the Professional Services and Computing-IT sectors are the most prone to engage in content marketing activities.

5. Hispanic Content Marketing Initiatives

5.1 P&G's Orgullosas Program

Target Audience: Bicultural Hispanic woman between their early twenties and their late forties

Properties:

www.orgullosas.com,
Facebook(www.facebook.com/Orgullosa)
Twitter (www.Twitter.com/Orgullosa),
YouTube (www.YouTube.com/MiOrgullosa).

Objective: Empower Hispanic Women

Key Client Side Executive: John Sandoval Senior Multicultural Marketing Manager at Procter&Gamble

Production: In-house plus a substantial part of the content is produced by the community itself (posts, polls) and a blogger network as well as the Orgullosa Board. Board of Faldas, or Board of Skirts, members provide content ideas. Orgullosas supports a wide array of P&G brands. P&G also draws from the expertise of copy writers across agencies to develop content. Agencies include **Fleishman Hillard** (PR), **Citizen Relations** (PR), **Starcom** (Media) and **Dieste** (Creative).

Paid Media: Orgullosa is also promoted through media buys. "We are investing more in digital including mobile for both Hispanic and General Market as we continue to follow the media habits of the consumer. By brand, the role of digital in the marketing mix varies, but we are continuously seeking the best ways to interact with consumers in social media, online, in-store and across touch points," notes John Sandoval Senior Multicultural Marketing Manager at Procter&Gamble. Orgullosa has also been promoted via ads in Top-Spanish-language magazine buys.

Comment: "This is something that was developed from the ground up with specific consumer insights about the bicultural spectrum and targeting the Bicultural Latina," says Sandoval. "Right now the language used to connect with the bicultural Latina is Spanish. There will be an English-Spanish toggle. Even if we are targeting the bicultural Latina, even if she can speak English, we know that we want to provide her with the relevant topics interest areas in Spanish. We use language as a tactic, not a strategy."

5. 2. *Clorox's Always on Principle*

Target Audience: Spanish-dominant Hispanics

Properties: Clorox Fragancia (marketing platform)

Objective: Engage Spanish-dominant Hispanics

Key Executive: David Cardona

Agency: OMD (San Francisco)

Paid Media: TV, Radio Search

For CPG company Clorox, a key principle enabling the company's success is the "Always on" principle which is applied through digital technology. In 2012 **Clorox announced a Spanish-language marketing platform** targeting Hispanics called to promote the following three product lines: Floors – (Multipurpose Cleaner), Toilets & Bathrooms (Liquid Rim hanger), Aircare: Aerosols (Air fresheners). Benno Dorer, EVP & COO at Clorox cited the Fraganzia program as an expanding effort. He added that technology helps Clorox reach the desired demographic: "With help from our partners at Google and together with our customer target, we designed a program that allows us to target consumers who live within a 5 mile's radius of a Hispanic-designated target store. And then if you live there, if you're Hispanic and if you engage in content either on your

favorite website or on a mobile app, we can send you an online coupon. So that's geo-targeting and an example of our capabilities as they evolve with digital technology."

5. 3. Tampico's Brand Engagement Program

Target Audience: Young (Hispanic) Adults

Properties: Facebook (facebook.com/drinktampico)

Description: Built on a theme of "irresistible fun" geared to appeal to Tampico's multi-ethnic young adult brand following, the English-language campaign brings back a traditional Hispanic cultural icon -- the piñata -- in a cool new urban, contemporary and relevant way. A piñata is a colorful papier-mâché or other type of container that is decorated, filled with toys, candies and other goodies, and then broken open in celebration. Participants may enter the sweepstakes by personalizing a digital piñata and sharing it with a friend who breaks the piñata, or by breaking a piñata that a friend has shared with them. Each combination of piñata "maker" and "breaker" represents one entry as a pair of contestants. People may enter as many times as they want, both as a "maker" or "breaker," but each entry must be different and submitted separately. Playing "Pinata Bash" is easy: The campaign took place in 2012. Participants had to go to facebook.com/drinktampico, click the sweepstakes promo, follow the instructions and go to town on a piñata. Prizes included: Grand Prize: each member of one winning "piñata maker/breaker" pair will receive one 2012 Fiat 500, each with an approximate retail value of \$18,000 (\$15,500 base cost plus up to \$2500 in customization options selected by the grand prize winners, but subject to availability).

Objective: Engage Tampico's multi-ethnic young adult brand following.

Key Executive: Marta Gerdes, VP of Marketing at Tampico Beverages

Production: Roar Media (PR and Digital Media Buys). The campaign was developed by Roar Media along with Macias Advertising in Miami.

Paid Media: The campaign on Facebook, Twitter and YouTube is supported by online advertising as well as guerrilla videos and ongoing field marketing activities. The list of digital media buys by Roar includes Batanga and the BET Network of sites. Mostly banner advertising).

Comment: In 2013 Tampico's Act-On-Impulse Campaign continued its brand engagement efforts of the 2012 Pinata Bash Campaign described above.

5. 4. Pepsi's Cultural Fluency Concept

Target Audience:Millenials

Properties:Include Youtube (Sierra Mist's partnership with Mexican chef Aaron Sanchez to create content, in English and Spanish, that drives audiences to a YouTube page featuring Sanchez cooking Mexican food.); Brisk Bodega program featuring radio personality Chuey Martinez.

Objective: Engage Latino and urban youth

Key Executives: Javier Farfán, the Senior Director of Cultural Branding for Pepsi, Carlos Saveedra, director of Multicultural Marketing at Pepsi

Media Agency: OMD

Paid Media: Most of these content marketing initiatives are supported by traditional media buys (In-language and targeted media). Carlos Saveedra told Portada "that what is crucial is to optimize the content marketing initiative and the media spend by amplifying it through social media."

Lemma: Be a platform to talk about people, not products.

Comment: Pepsi has the "Cultural Fluency concept which it applies to all its content marketing and advertising projects. "Cultural Fluency" means to market at intersection of interests (e.g. Fashion, Sports etc), rather than to one group in particular." "It is about being inclusive about the entire texture of multicultural consumers.

5.5 General Mills-Que Vida Rica

Target Audience: Bicultural Latinas

Properties:

<http://www.quericavida.com/>

In Print: *Que Rica Vida Magazine* distributed in 4 major Hispanic DMA's (Los Angeles, Houston, San Antonio, Dallas) 6 times a year. Circulation 1 million, mostly inserted in ImpreMedia Hispanic newspapers.

Objective: Provide Latinas with Food Culture content to inspire them to continue

enjoying & celebrating “lo Rico de la Vida” (the richness of life”).

Key Executives: JenifferLeen Berglund, Interactive Marketing Manager at **General Mills**.

Production: General Mills partners with ImpreMedia. The Hispanic digital and print publisher will work on the editorial production of *Que Rica Vida*. comes from Todobebe, where she was Director of Special Content & Community. Strategy and direction planning will continue to be done by a team of 5 executives out of General Mills headquarters in Minneapolis, MN.

Paid Media: Most General Mills brands advertising campaign include a mention of the Que Vida Rica platform.

Comment: The Que Rica Vida platform promotes 17 different General Mills brands. The print version also carries advertising from third party advertisers including Gorton Fish and Land’O Lakes.

5.6 Red Lobster

Target Audience: Spanish-dominant Hispanics

Properties:

Univision’s El Gordo y la Flaca Objective: A customized integration “La Pregunta Fresca del Día” (“The Fresh Question of the Day”) on Univision’s “El Gordo y La Flaca” was created to inspire visits to Red Lobster by highlighting affordability, variety and relevance. El Gordo y La Flaca is a Spanish Language entertainment news show. Hosted by Raul De Molina (El Gordo) and Lili Estefan (La Flaca), the show features the latest celebrity news within Latin entertainment.”

Key Executive: Stewart Marquina, Marketing Director - Strategy & Innovation, Red Lobster

Production: Red Lobster partnered with Univision, to create culturally-relevant programming and content for this key consumer segment.

Paid Media: National, campaign with a comprehensive media buy across multiple

Spanish-language networks like Telemundo, Univision, Telefutura, Nat Geo Mundo, ESPN Deportes, and Fox Deportes, to name a few. This initiative also extends to other relevant touchpoints, including digital, PR and in-restaurant.

5. 7. American Heart Association (AHA)-Vida Saludable

Target Audience: Local primary care practices, healthy weight coalitions, colleagues, and community members.

Properties:

URL: <http://powertoendstroke.org/vida-saludable.html?hl=es&category=vida-saludable>

Website: <https://es-la.facebook.com/AHA.Vida.Saludable>

Objective: Encourage Latino families to live healthier lives.

Key Executives: Mara Silverio, Multicultural Communications Manager, AHA
ToiyaHonore, Director, Communications, American Heart Association

Agency: Chispa Digital

Production: The site, developed by the American Heart Association together with Chispa Digital is part of the “Power To End Stroke” education and awareness campaign that embraces and celebrates the culture, energy, creativity and lifestyles of Americans. It unites people to help make an impact on the high incidence of stroke within their communities.

Paid Media: N/A

Comment: Bilingual initiative.

5. 8. Ford

Target Audience: Bilingual Audience 18-24 year

Properties:

<https://www.facebook.com/fordenespanol?ref=ts>,

<https://www.facebook.com/readypatumundo>

[Readypatumundo](#)/(Ford’s YouTube channel)

Objective: Engage Hispanic Millennials

Key Executive: David Rodríguez, Multicultural Marketing Communications Manager, Ford.

Description: Ready Pa Tu Mundo (Ready for Your World) is a social media platform where Hispanics can meet, interact and share Latino life using a combination of Twitter, YouTube and Facebook. Ford opened a unique microsite for Hispanics to interact in Spanish, English or Spanglish thanks to a tool named "elslider", a slider device that allows language customization. Developed by Zubi Advertising, Ford's Hispanic agency of record, the "Ready Pa' TuMundo" campaign featured nearly 40 digital creative executions – most of them Flash banners on regular websites, others were static banners on WAP sites – according to data.

Agency: Zubi Advertising

Paid Media: In addition to activity on internet portals such as MSN Latino, Telemundo.com, Terra.com, Univision.com, and Yahoo! En Español, the campaign was also present on sites popular with younger demographics. Of these, many feature bilingual content, often music-oriented – BoomOnline.com, HolaMun2.com, LaMusica.com, LATV.com, QuePasa.com and SiTV.com. The "Ready Pa' TuMundo" channel on Pandora delivered roughly 20,000 downloads. On the mobile front, *HispanicMobileMonitor*[™] found that "Ready Pa' TuMundo" was present on TelemundoMóvil, Terra Mobile, Univision Móvil, and Yahoo! Mobile en Español.

Comment: Tracking of the viral videos and activity on Ford's dedicated YouTube channel revealed 1.6 million views.

5.9. Nestle

Target Audience: Hispanic Women

Properties:

Two different programs with different properties.

A: Print: *Celebraciones*: 12-page custom magazine inserted in December 2013 issue of All You (Time Inc). Targeted circulation of 380,000 — a mix of Hispanic subscribers and newsstand buyers in key Hispanic markets. Also sold in newsstand copies at Walmart stores in Arizona, Nevada and California.

www.allyou.com/celebraciones

B: El Mejor Nido platform:

URL: <http://www.elmejornido.com/> (Nestlé's Hispanic Communications platform, Bilingual Lifestyle website), is designed for Hispanic families and features Hispanic bloggers and tips, articles, recipes and videos on food, wellness, culture and parenting. The site provides families with the tools to “create their best nests,” and includes an option for visitors to opt-in to receive ongoing communications that provide nutrition tips, new product introductions, ideas for connecting with their culture and special offers.

Objective:

A: Celebraciones emphasizes Hispanic family celebrations during the Holidays.

B: Brand awareness and loyalty in the U.S. Hispanic Market.

Key Executive: Margie Bravo, Multicultural Marketing Manager, Nestlé USA.

Description:

A: Nestlé USA is the sponsor of the program — integrated across print, digital, mobile and social platforms — to support its El MejorNido (“The Best Nest”) communications platform: The company run coupons for La Lechera®, Stouffer's®, Juicy Juice® and other brands in the custom magazine.

B: El Mejor Nido is a communication platform that uses Nestlé's nutrition, health & wellness expertise to help Hispanic consumers nurture a fulfilling family life.

Production:

A: *All You* drew upon the diversity of its editorial team to create the content. In addition, because *All You* reached out to Latina bloggers and its Reality Checker (50,000 readers with whom *All You* connects regularly).

B: Nestlé worked in conjunction with **Meredith Xcelerated Marketing** for the establishment of El MejorNido.

Paid Media:

A: Custom Content print and digital Program done by Time Inc. (*All You*)

B: Three emotional television ads were developed to demonstrate how Nestlé products fit into Hispanic consumers' everyday life and help them to nurture their family's lives. The ads also leverage and reinforce Nestlé's iconography of the “nest” in the Nestlé corporate logo which conveys family, trust and well-being to Hispanics. This is the first time that this has been brought to life in the U.S.

Social Media: Facebook reaches 98% of Hispanic women 35-49 who go online. Facebook.com/EI Mej or Nido was created so that consumers can engage with the brand and each other, find cultural connection and share recipes and tips. The Facebook page also features contributions from Hispanic bloggers who represent a variety of Latino backgrounds.

In-Store Marketing: Research indicates that Hispanic consumers shop multiple channels each week, so *Construye El Mejor Nido* will reach Hispanic shoppers in both independent and mainstream stores through culturally relevant in-store circulars, bilingual door hangers, and recipe booklets.

Comment: Two different content marketing campaigns are cited above. One is a Holiday campaign in conjunction with *All You*. The other one is El Mejor Nido (The best Nest), Nestle's Hispanic communications platform.

5.10 Unilever

Target Audience: Hispanic women and their families

Properties: <http://www.vivemejor.com>, <http://twitter.com/#!/vivemejor>,

[Facebook.com/vivemejor](https://www.facebook.com/vivemejor), <http://www.youtube.com/vivemejor>

Objective: Engage Latinas and their families

Description: Vivemejor platform is designed to help ensure the success of Unilever's brand activations. Best practice examples include participating actively in the online conversation, creating exclusive content, and socializing information both online and offline.

Key Executive: Russel Lilly, Multicultural marketing director, Unilever

Production: At Unilever, the multicultural marketing team works with internal stakeholders including CMI team, media, and brand teams to ensure they are aligned in their efforts. Additionally, Unilever agency partners with specializations in the fields of public relations, advertising, social media and shopper marketing, among other areas, they create programs that are relevant to the Hispanic consumer. In the case of managing the online communities of Facebook, Twitter, and YouTube for the Vivemejor platform, Unilever's digital agency Captura Group leads the online social media consumer engagement, complemented by the support of the Edelman public relations team. Integrated Marketing Services deals with the Shopper Marketing component.

Paid Media: A cross-functional model is essential to ensure Unilever aligns the different elements of the platform for maximum reach. Mindshare handles Media buys for the ViveMejor platform.

Comment: Unilever has a Hispanic sports marketing program called TuSeleccion (TuSeleccion.com) in partnership with the Mexican National Soccer Team. TuSeleccion.com is hosted on ViveMejor.com.

5.11 McDonald's

Target Audience: Soccer loving Hispanics.

Properties:

<https://mcdonegoal.com/>

Bilingual website which was supported by social media avenues, including a Twitter sweepstakes.

Objective: Engage Soccer-loving Hispanics and Americans.

Description: Online sweepstakes engaging soccer-loving Hispanics with the brand and have them compete for a Grand Prize: Three VIP trips for 2 people to the soccer tournament in Brazil next year.

Key Executive: Patty Diaz, Director U.S. Hispanic Marketing at McDonald's Corporation

Agencies: Several agencies that work with McDonald's nationwide: Hispanic advertising shop Alma DDB of Miami; brand activation agency The Marketing Store, in Chicago; PR firm VPE of Los Angeles and ARC Worldwide, also from Chicago.

Paid Media: In addition to the sweepstakes, McDonald's aired a soccer-themed commercial developed by Alma DDB in English and Spanish nationwide.

Comment: Interestingly, the initiative which was led by the Hispanic marketing team, quickly became a system wide activation, involving several agencies that work with McDonald's nationwide. McDonald's has been the exclusive restaurant sponsor of FIFA World Cup since 1994, and while it has launched many sweepstakes in the past, this one launched in 2013 is unique in the sense that it did not involve a mass TV or radio media buy component, but what mostly driven by the web.

5.12 La Voz Kids-Telemundo (Ford, AT&T, State Farm)

Target Audience: Young Hispanic music lovers

Key Executives:

Ford: David Rodriguez, Multicultural Marketing Manager, Ford

AT&T: Robert Bishopp, Marketing Manager

State Farm: Evan Taylor, Multicultural Marketing Manager

Properties:

Television: La Voz Kids” 2013 edition had an average viewership of 1.7 million total viewers, becoming Telemundo’s highest ranking reality show premiere in network history. It was also the most buzzed about show on Zeebox during the night of the premiere. Telemundo had partnered with Zeebox, a social networking and social TV platform that provided information second-by-second as people watched the show.

<https://es-es.facebook.com/LaVozKids>

http://msnlatino.telemundo.com/shows/La_Voz_Kids/

Objective: Engage Hispanic Youth.

Description: La Voz Kid’s is a Telemundo singing competition.

Comments: Heavy Brand Integration: AT&T will become the official voting partner for the show, while Ford integrated vehicles in different phases of the show. For example, hosts Daisy Fuentes and Jorge Bernal drove Ford vehicles and experience new technologies as they made contestant home visits. Meanwhile, coaches (among them Paulina Rubio, Prince Royce and Roberto Tapia) recorded messages for the young contenders which were played through the Ford SYNC system. State Farm showcased its “Get to a Better State” messaging through a campaign featuring integrations and an exclusive branded video channel.

5. 13. Kraft's Comida y Familia

Target Audience: Latina moms ages 18 to 49.

Properties: <http://www.comidakraft.com/sp/home.aspx> (CMR platform) *Comida y Familia magazine* (4 times a year, circ. 500,000, Spanish)

Objective: Connecting U.S. Latina moms through recipes and engage them with Kraft products.

Key Executive: Tania Cameron, Associate Director CRM – Hispanic Segment, Kraft Foods

Production: Kraft works in conjunction with Meredith for the production of the magazine and the website.

Paid Media: Mobile and Digital Advertising.

Comment: Mobile Marketing and advertising is integrated in and assistant at mealtime planning. Cameron said. She described the way Comida y Familia builds its mobile opt-in database with a three pronged approach. Kraft's Club Movil enables subscribers to download recipes.

5.14 Target

Target Audience: Latina shopper.

Objective: Building credibility with guests.

Properties: For Content Marketing projects, Target typically leverages its relationship with partners to connect with its guests. Target's Baby campaign with BabyCenter,

which is inclusive of Baby Center en español, is an example of a media partner. In addition, in 2014, Target launched a Pinterest board featuring style trends from Univision personality and Latin style expert Rodner Figueroa and conducted a Twitter Chat with Rodner via the @TargetStyle Twitter handle.

Target also routinely partners with Hispanic personalities such as Emilio Estefan, Ingrid Hoffmann, Kika Rocha and Ana Quincoces on behind-the-scenes online magazine, A Bullseye View. Target is also partnering with Univision personality and Latin style expert Rodner Figueroa to serve as a Target style expert and curate looks for his Pinterest board on Target's Pinterest page.

During the 2013/2014 Holiday Season for the first time in recent history, Target launched a content marketing/social media campaign that was focused on the guest mindset and behavior: My Kind of Holiday ("AsíFestejoYo"). My Kind of Holiday will celebrate the series of events and traditions that make up our guests' holiday season each year.

Key Executive: Nydia Sahagun, Group Manager, Multicultural- Brand Marketing at Target

Production: There is a relatively large Social Media team that developed a Spanish-language Social Media strategy. For the 2013/2014 Holidays Target developed the #Asifestejoyohashtag.

Agency: Haworth Marketing and Media

Comments: Target talks to its Hispanic consumer but not through messaging that excludes her from the general market consumer. E.g. Target followers may use a Spanish-language hashtag but tweet in English That is why Target does not want to create very fragmented experiences like a Spanish-language website. An exception is Target.com/farmacia, a Spanish-language website that includes information Target's pharmacy products and services. Target also sponsors events that celebrate the Hispanic culture, including the Festival People en Español (two years), Latin Billboard Music Awards (six years), the National Council of La Raza's ALMA Awards (four years), and the TV show, Mira QuiénBaila (three years).

5.15 Kellogg's

Target Audience: Hispanic women/Latina moms

Properties:

<https://www.diasgrandiosos.com/>

<https://es-es.facebook.com/diasgrandiosos>

www.pinterest.com/diasgrandiosos

Días Grandiosos is a new Spanish-language digital platform featuring recipes, tips, articles and original content designed for Latinas and their families. The editorial concept evolves around "Ama" (Family), "Vive" (Health, Wellness), "Goza" (Fun & Entertainment). Participating Kellogg's brands include Cheez-It, Corn-Flex, Eggo, Frosted Flakes, MiniWheats and Apple Jacks.

Objective: Build long-term relationships with Latinas online.

Key Executive: Christopher Rivera, Director Hispanic Marketing

Digital Agency: Captura Group

Media Agency: Tapestry

Production: Multicultural Program Brand Manager setting the overall content strategy with the *Días Grandiosos* editorial team and shepherding it through the brand marketing organization. *The Dias Grandiosos* editorial team consists of Content Strategists, Editors, Writers, and Community Managers as well as Art Directors, Visual Web Designers and Producers bringing the content to life on the web and across social and other digital channels. In addition to the core editorial team, *Días Grandiosos* leverages Captura Group's network of bloggers and social influencers to amplify our content offering.

Paid Media: The *Días Grandiosos* platform is supported through an integrated digital media program to build awareness of the brand and its associated offerings by reaching Hispanic women in environments where they are; as well as Facebook media to engage with them around content offerings that are dear to their hearts. Use of online video content as part of our media buy to drive awareness for participating brands.

Comment: Thirteen Kellogg's brands, including Frosted Mini-Wheats, Eggo, Froot Loops, Pop Tarts, Nutri-Grain, Cheez It, Rice-Krispies, Special K, Pringles, Frosted Flakes, Corn Flakes, and Apple Jacks, are integrated organically across the *Días Grandiosos* community and on dedicated brand pages.

Content Production and Amplification: The website is updated several times per month with new content that is timely and relevant.

Kellogg's has a Multicultural Program Brand Manager setting the overall content strategy with the Dias Grandiosos editorial team and shepherding it through the brand marketing organization. The Dias Grandiosos editorial team consists of Content Strategists, Editors, Writers, and Community Managers as well as Art Directors, Visual Web Designers and Producers bringing the content to life on the web and across social and other digital channels. In addition to the core editorial team, Dias Grandiosos leverages Captura Group's network of bloggers and social influencers to amplify our content offering.

Dias Grandiosos is characterized as a Journalistic Content Marketing approach that features stories about real Latina women and their families across topics that they care about and are relevant to Kellogg's brands.

6. Appendix

Main Decision Makers behind Content Marketing Initiatives under Section 5.

6.1. Procter & Gamble's Orgullosas

Name:	John
Last:	Sandoval

Company: Procter & Gamble

Address: 1 Procter & Gamble Plaza

City: Cincinnati

State: OH

Zip: 45202

Country: USA

Telephone: (513) 983-1100

Email: sandoval.jo@pg.com

Job Title: Senior Director of Multicultural Marketing

6.2. Clorox's Fragancia

Name: David

Last: Cardona

Company: The Clorox Company

Address: 1221 Broadway

City: Oakland

State: CA

Zip: 94612

Country: USA

Telephone: (510) 271-7000

Email: david.cardona@clorox.com

Job Title: Retail Customer Marketing for Cleaning Division

6. 3. Tampico's Brand Engagement program

Name: Marta
Last: Gerdes
Company: Tampico Beverages Inc.
Address: 3106 N Campbell Avenue
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State: IL
Zip: 60618
Country: USA

Telephone: (773) 296-0190

Job Title: VP Marketing

6.4 Pepsi's Cultural Fluency Concept

Name: Javier

Last: Farfan

Company: PepsiCo

Address: 700 Anderson Hill Road

City: Purchase

State: NY

Zip: 10577

Country: USA

Telephone: (914) 253-2718

Email: javier.farfan@pepsico.com

Job Title: Senior Director Cultural Branding. Head of Music, Entertainment, and Culture Marketing

Name: Carlos

Last: Saveedra

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Address: 700 Anderson Hill

City: Purchase

State: NY

Zip: 10577

Country: USA

Telephone: (914) 253-2000

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Job Title: Director of Multicultural Marketing

6.5 General Mills Que Vida Rica

Name: Jennifer

Last: Berglund

Company: General Mills

Address: One General Mills Blvd.

City: Golden Valley

State: MN

Zip: 55426

Country: UnitedStates

Telephone: 763-764-7602

Email: jennifer.berglund@genmills.com

Job Title: Interactive Marketing Manager

Name: Licia

Last: Borges

Company: General Mills

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State: MN

Zip: 55426

Country: USA

Telephone: 763-764-4388

Email: licia.borges@genmills.com

Job Title: Multicultural Marketing

6.6 Red Lobster

Name: Stewart

Last: Marquina

Company: Darden Restaurants

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City: Orlando

State: FL

Zip: 32809-4634

Country: USA

Telephone: (407) 245-4000

Job Title: Marketing Director

6.7 American Heart Association, Vida Saludable

Name: Toiya

Last: Honore

Company: American Heart Association/American Stroke Association

Address: 8200 Brookriver Dr

City: Dallas

State: TX

Zip: 75247

Country: USA

Telephone: (214) 706-1456

Email: toiya.honore@heart.org

Job Title: Public Relations and Communications

Name: Mara

Last: Silverio

Company: American Heart Association/American Stroke Association

Address: 8200 Brookriver Dr

City: Dallas

State: TX

Zip: 75247

Country: USA

Telephone: 214-706-1508

Email: mara.rodriguez@heart.org

Job Title: Multicultural Communications Manager

6.8. Ford's "Ready pa' Tu Mundo

Name: David

Last: Rodriguez

Company: Ford

Address: One American Rd.

City: Dearborn

State: MI

Zip: 48121

Country: USA

Telephone: 800-392-3673

Email: drodri72@ford.com

Job Title: Multicultural Marketing Manager

6.9 Nestle

Name: Margie

Last: Bravo

Company: Nestle

Address: 800 N Brand Blvd.

City: Glendale

State: CA

Zip: 91208

Country: USA

Telephone: (818) 237-6975

Email: margie.bravo@us.nestle.com

Job Title: Multicultural Marketing Manager

6.10 Unilever's Vive Mejor

Name:	Russel
Last:	Lilly
Company:	Unilever
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City:	Englewood Cliffs
State:	NJ
Zip:	7632
Country:	USA
Telephone:	(301) 894-7760

Email: russel.lilly@unilever.com

Job Title: Multicultural Marketing Director

6.11. Mc Donald's

Name: Patty

Last: Diaz

Company: McDonald's Corporation

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State: IL

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Country: USA

Telephone: (630) 623-300

Email: patty.diaz@us.mcd.com

Job Title: Director U.S. Hispanic Marketing

6. 12. La Voz Kids-Telemundo (Ford, AT&T, State Farm)

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Last: Rodriguez

Company: Ford

Address: One American Rd.

City: Dearborn

State: MI

Zip: 48121

Country: USA

Telephone: 800-392-3673

Email: drodri72@ford.com

Job Title: Multicultural Marketing Manager

Name: Edward

Last: Gold

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State: IL

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Country: USA

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Email: Ed.gold.nu23@statefarm.com

Name: Evan

Last: Taylor

Company: State Farm

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State: MD

Zip: 20801

Country: USA

Telephone: (240) 315-8582

Email: Evan.taylor.hc8g@statefarm.com

Name: Roberto

Last: Bishopp

Company: AT&T Wireless/Cingular

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State: NJ

Zip: 7652

Country: USA

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Job Title: Senior Manager

6.13. Kraft

Name: Tania

Last: Cameron

Company: Kraft Foods

Address: 2300 N. Greenview

City: Chicago

State: IL

Zip: 60614

Country: USA

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Email: tania.cameron@kraft.com

Job Title: Sr. Manager CRM

6.14. Target

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Last: Sahagun

Company: Target

Address: 1000 Nicollet Mall #2950

City: Minneapolis

State: MN

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Country: USA

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Email: Nydia.Sahagun@target.com

Job Title: Group Manager, Multicultural

6.15. Kellogg's

Name: Christopher

Last: Rivera

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State: MI

Zip: 49016

Country: USA

Telephone: 269-961-2328

Email: christopher.rivera@kellogg.com

Job Title: Director, Hispanic Marketing