

GLENN LLOPIS

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– Nick Valencia,
Weekend Correspondent
& National Desk Editor, CNN



Awakening the Latino Factor

Our Hidden Power to Earn Success and Transform America

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“Glenn’s vision to empower and expand the influence of the Hispanic community as an economic development force in America is both innovative and ahead of its time. He will serve as an important voice that will transition the identity of Hispanics into the new mainstream.”

– ***Kelly Wright, Co-host on Fox News - America's News Headquarters***

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– ***Nick Valencia, Weekend Correspondent & National Desk Editor - CNN***

“Always just a bit ahead of the curve, Glenn possesses uncommon and essential insight into the needs and wants of the diverse Hispanic community in the United States. He is a trusted and valuable resource.”

– ***Jamie Reno, Award-winning journalist (Newsweek/The Daily Beast, The New York Times, Los Angeles Times, USA Today, MSNBC)***

Executive Summary

It's time for the Hispanic community to fulfill its role as the nation's most valuable untapped resource. Hispanics are the fastest-growing ethnic group, the fastest-growing economic and political bloc poised to revive and renew America out of its recent economic struggles.

As the majority-minority in this country since 2008, the economic current of America runs directly through the Hispanic community. So where are our leadership voices in business, government, and the media? Who is building trustworthy, sustainable and profitable relationships with the community? And what are we doing to help lift the next generation?

Hispanics represent 16% of the United States population and that number is projected to reach 30% by 2050. That makes us the country's largest economic development engine for reclaiming America's global competitiveness. And that brings with it an enormous responsibility to ourselves, our community, and our country.

This e-book is our call to action – a primer about how to succeed in this country and show the rest of America who we are and what we can do when motivated to take responsibility and join in the nation building and restoration that the country so desperately needs. In order to change the current context and conversation about U.S. Hispanics from misrepresented stereotypes to catalysts for growth, we must begin to think of Hispanics and their immigrant perspective as a powerful source to help America:

- Strengthen its global competitiveness
- Prepare organizations for global market expansions
- Stimulate job creation, economic growth
- Acknowledge how humanity stimulates innovation
- Accept that culture is the new currency for growth

My goal with this e-book is to create in Hispanics a sense of urgency and heightened level of responsibility based on our vast presence in America and explain how business, government, and the media-at large can leverage its greatest unknown resource.

Opportunity is here – all around us – but not enough of us are taking advantage of it and contributing to this country in meaningful ways. This e-book explains why by exploring:

- The Hispanic identity crisis in America and how it has encouraged the misperceptions and stereotypes about our community – which in turn hinders our ascent in America and our potential contributions to the U.S economy.
- What Hispanics are thinking but not saying – the unspoken truths that explain why big business, the media, and government continue to minimize the embedded but untapped value that lies within our community.
- The mistrust that Hispanics have of others – not just outside the community but within it as well – and how that mistrust leaves us more vulnerable and our futures unstable.

- The lack of and legitimate need for Hispanic voices and leadership in the news media, in the entertainment world, and in the political arena – with compelling points of view that resonate with mainstream audiences and are relevant to the country as a whole.

Our current lack of leadership, disorganization, and fragmented voices are forcing non-Hispanics to handle us with kid gloves, rather than inviting our voices into the conversation. As a result, Hispanics have become the most isolated community in recent American history – despite Hispanic-owned small businesses generating \$465 billion in annual sales revenue and a consumer purchasing power estimated to reach \$1.5 trillion by 2015.

Hispanics also represent the fastest growing workforce in America's corporations. But as our numbers grow, we are failing to carry our equal weight in influence, accountability and advancement.

The changing face of America means redefining markets, products, services, revenue streams, and business models and better positioning ourselves for a seat at the table, before better-organized and more successful groups elbow us out of the way. This e-book starts us on a path to having real impact and leveraging our competitive advantage as together we start to change the narrative about Hispanics in America. Please watch this video: *The Shift*

[\(Click Here to Watch Video\)](#)

Awakening the Latino Factor

Our Hidden Power to Earn Success and Transform America

The time has come for Hispanics to stop being marginalized and change the narrative about Hispanics in America not wait for someone else to change it for us. We must become accountable to ourselves, strive for empowerment, help more of us achieve success, and unite behind what binds us as a community. Only then will our influence in mainstream business, media, and government increase and will we help the entire nation to move forward.

“We must become accountable to ourselves, strive for empowerment, help more of us achieve success, and unite behind what binds us as a community.”

The growing influence of Hispanics in the workforce, our power to create new businesses, and shape the future of politics in America is indisputable. Hispanics are the fastest-growing segment of America’s corporate workforce. As business owners, we are growing at twice the rate of the national average. In 2012, we generated \$465 billion dollars in gross sales revenue (according to the U.S. Hispanic Chamber of Commerce) and our purchasing power is projected to eclipse \$1.5 trillion by 2015. We are an electorate whose political influence is on the rise and no longer for sale. With 31 Hispanics elected to

Congress in 2013, it is clear that Hispanics are earning influence in Washington from the inside, too.

This and the fallout from the 2012 election—the constant reporting about how Hispanics swung the election to President Obama and the resulting Republican response vowing not to ignore or take hard lines on the issues important to Hispanics, again — offer us a tremendous opportunity to take advantage of.

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Easier said than done. Just because Hispanics have the numbers doesn't mean we have influence. And much of this lack of influence comes down to how we are perceived by others and act towards ourselves.

Consider the way Hispanics have been viewed in Washington, D.C. When I asked a retired U.S. Congressman from Arizona who served for 22 years why Hispanics don't have a positive reputation around the Capitol Building, his answer was very telling: “There are three reasons why the most influential political leaders almost always attend galas and dinner functions hosted by certain groups, such as Korean-Americans and Indian-Americans,” he said. “They have order, they are highly educated, and they have money — and invest it to accelerate their influence and advancement in America. The Hispanic community, on the other hand, has little to no order because Latinos are not a homogenous community, lacks the education to accelerate their advancement, and those with real money mostly choose to remain anonymous [even if they do invest it].”

It should disappoint us to hear this. It certainly disappointed me.

The Congressman was not saying Latinos could *not* have influence in Washington, only that we must continue to undo these perceptions and unite our voices around our greatest strengths and values. We must learn from other ethnic and minority groups that have made these inroads and advancements with less than half the size of our population. But we can only accomplish this if we stop tripping over ourselves and standing in the way of our own progress.

Let me give you an example of what I mean by this. In January 2012, the Center for Hispanic Leadership (CHL) hosted a Hispanic Voice Town Hall at a university in Nevada to discuss the biggest issues preventing us from exerting influence equal to our numbers. This was part of a tour that took CHL across America to listen, learn, and understand the most pressing needs and desires of our community.

CHL came to discuss openly what divides us as Hispanics and what is important to us. But we were met with the kind of territorial response that was all too familiar at meetings like this, not just in Nevada, but wherever we went. We were there to help expand our influence by uniting around our greatest strengths as Hispanics not dismiss our American identities as Nevadans (or Floridians, New Yorkers, Californians...) or our Latino cultural identities as Mexicans, Cubans, Dominicans, and so on. Yet rather than welcome us and embrace a forum designed to bring voices together and find out what aligns us, the local Hispanic leadership and community expressed doubt and skepticism about what could be accomplished: What value could an organization that did not come from here bring? How could we conceivably lead a local conversation?

What happened before the meeting is exactly the kind of disorder that the Congressman said gets in the way of our exacting our influence on the local and national stages. We put up walls not just between us and other ethnic

communities but also within our own community. We instinctively fragment our voices and distrust each other.

I've seen this jaded, overly sensitive attitude get in our way too many times. I grew up with it as the son of Cuban immigrants who were victims of Fidel Castro's revolution. As a young boy growing up in Azusa, California, a densely-populated Hispanic community, I witnessed first-hand the divide that exists. Hispanics are a siloed community divided by our mother country origins and socio-economics, that is quick to judge and assume the worst any time anyone came in preaching unity and help — even when the initiatives were genuinely intended to help advance our community. Some of us are even suspicious of and offended by any kindness — even when it comes from other Hispanics.

The irony is that Hispanics have historically promoted acts of kindness from within our own families, but the lack of trust that exists within our community makes it difficult to forge the family unity that we long for those outside of our community to believe exists. This is one of the many reasons Hispanics are not valued and respected. If we can't act as role models from within our community, who will ever believe we can be role models outside of it. This childhood experience opened my eyes to the severity of the problem and the unseen opportunity for a community that had yet to unleash its talent and be discovered as a powerful economic force from the inside out and the outside in.

However, what happened *during and after* the Town Hall meeting is hopeful evidence of how we can overcome and capitalize on the opportunities to reframe the discussion on the local and national levels.

As much as our event was dismissed, the “controversy” surrounding it helped fill the room with more than 200 people, including state representatives and local party leaders hungry to talk about the issues they were most passionate about. And we listened. Thirty minutes in, the tension in the room was

dissipating. After an hour, more people had started to speak up but by raising their hands not talking over each other. It probably took 90 minutes for the conversation to really get started, but by then it was a healthy, interactive, and intellectually stimulating dialogue. The audience felt safe about sharing their opinions, attitudes, and concerns about issues such as stereotypes, immigration reform, the economy, jobs, education, and voting responsibilities. Important issues. National issues. And while there were important local concerns too, there was a greater sense that what united us was much bigger than what divided us.

CHL had provided a forum for listening and that respected their concerns and embraced their differences, and the audience in turn began to trust what we were saying about our larger Hispanic community and our need to pull together. I just wish it would have taken us less than 90 minutes to get there. We can't do this in every conversation. Who will still listen to us after that long? By then, someone else has re-framed the conversation for us. That's how we let others — pundits, politicians, activists — speak for us and define us, and how the English-speaking U.S. Hispanics remain marginalized and undervalued. We don't even have the “lightening” rods like Al Sharpton, Jesse Jackson, Iyanla Vanzant, or even Spike Lee in the African-American community. We are leaderless for now, and we will never have a mainstream appeal and a unified and compelling point of view if everyone is talking about us while we argue among ourselves.

Before we can be led, however, Hispanics must first learn how to replace the stereotypes about us with understanding and awareness of our more positive characteristics and *then* create a stronger and larger pool of role models, mentors, and sponsors to advance these themes within our community — especially among our children. One in four school children in the U.S. is Hispanic. Every month for at least the next two decades, 50,000 Hispanic youth will turn 18. According to the Pew Hispanic Center, for the first time ever the number of 18 to 24-year-old Hispanics enrolled in college exceeded

two million and reached a record 16.5 percent share of all college enrollments in 2011. This makes Hispanics the largest minority group on the nation's college campuses.

“One in four school children in the U.S. is Hispanic. Every month for at least the next two decades 50,000 Hispanic youth will turn 18.”

Our young people are the future of our Hispanic cultural identity and they must know what the primary characteristics are that identify them. But they are more than that; they are a large and growing part of *America's* identity.

It's time for Hispanics and all of us in this country to accept a powerful reality: Hispanics will, can, and should shape a large part of American culture and values in the near future.

The good news is our most prominent cultural characteristics are profoundly American.

Reaching for an Identity in America

What are the characteristics that define Hispanic identity in America? At the CHL, we have conducted roundtable discussions with Latinos across America and this question produces the most dynamic discussion. It is clear from these discussions that we first reach for our identity not as Hispanics or Latinos but through the people, customs, and cultural nuances of our mother countries (e.g., Chile, Mexico, Guatemala, Ecuador, Cuba).

We acknowledged that for those outside of the Hispanic community this creates confusion and the perception that Latinos are at odds with each other — that our respective countries are always competing against one another as if it were the World Cup every day. In fact, it was equally clear in the roundtables that these cultural roots, rich legacies, and the diversity within

our community can combine into sources of strength for societal and leadership advancement. Our food, music, and Spanish dialects may differ, but we share a quest for opportunities, an ability to anticipate the unexpected, a contagious level of passion, an entrepreneurial spirit, and a generous purpose and desire to hold onto our cultural roots to preserve the legacy of our families.

“We share a quest for opportunities, an ability to anticipate the unexpected, a contagious level of passion, an entrepreneurial spirit, and a generous purpose and desire to hold onto our cultural roots to preserve the legacy of our families.”

CHL took these character traits and translated them into six cultural characteristics of successful Hispanics that truly define our identity.

- 1. Keep Your Immigrant Perspective (See Opportunities in Everything)**
- 2. Employ Your Circular Vision (Anticipate the Unexpected)**
- 3. Unleash Your Passionate Pursuits (Create Endless Possibilities)**
- 4. Live with an Entrepreneurial Spirit (Cultivate Continuous Innovation)**
- 5. Work with a Generous Purpose (Promote the Spirit of Giving)**
- 6. Embrace Your Cultural Promise (Lead to Leave a Legacy)**

These six characteristics are the hallmark of the 21st Century Leader, and you can read more about them in my e-book titled [“The Six Reasons Why Hispanic Leadership Will Save America’s Corporations.”](#)

Each of these six Hispanic characteristics interconnect and build on each other. If we can learn to leverage them and increase their impact and influence, we have an incredible competitive advantage. But if we don’t manage our Hispanic brand, the marketplace will do it for us.

After all, America's most successful immigrant groups before us have already done so in search of better lives in America. This is why so many of those groups are viewed differently than Hispanics. We are viewed as a messy, disorderly lot while, for example, most Asian-Americans, regardless of whether they are Chinese, Korean, Vietnamese, or Cambodian are almost always viewed with more positive and unified characteristics like hardworking and studious. It's time to learn the lessons of these other cultural groups that have been faced with similar challenges in the workplace.

This is, of course, simply means learning the quintessential immigrant story in America; it just doesn't get applied to Hispanics — even our most successful ones. If Hispanics want to remain relevant and advance their careers in today's global marketplace, they need to be enablers of business growth and innovation. The most effective way to reach for this significance is to adopt this “immigrant mindset,” which at its core is a most authentic representation of who Hispanics really are regardless of ancestry. My 2009 book, *Earning Serendipity*, discussed this immigrant mentality and how immigrants' natural ability to fearlessly survive and thrive is defined by their ability to see, sow, grow, and share opportunities. Balanced proficiency of these four skills allows immigrants to master the art and science of opportunity management.

“As Hispanics, we will flourish most when we give ourselves the permission to lead in ways that allow us to naturally unleash our ability to see and seize these opportunities for ourselves.”

This is why even though immigrants have made up only 10.5% of the American population on average since 1850, they or their children founded more than 40% of the 2010 Fortune 500 companies, generating combined revenues of \$4.2 trillion. Many of America's greatest brands — Apple, Google, AT&T, Budweiser, Colgate, eBay, General Electric, IBM, McDonald's — were

founded by an immigrant or the child of an immigrant. Unfortunately, none of these companies were founded by Hispanics. We have yet to solidify a strong enough foundation of sustainable success in America as a united, organized, and well-grounded Hispanic community whose power and influence can be taken seriously and valued as a formidable economic development force.

As Hispanics, we will flourish most when we give ourselves the permission to lead in ways that allow us to naturally unleash our ability to see and seize these opportunities for ourselves. We have the immigrant perspective driven by faith, hope, and love that is *the* defining characteristic of those immigrant groups before us.

We also need to leverage the circular vision that comes from experiencing crisis and change in our mother countries. This experience gives us an ability to anticipate false promises and unexpected outcomes and makes us proficient at anticipating crisis and managing change before circumstances force our hands. Thus, we should be more proficient at translating this ability into success in business. Filtering career advancement and business opportunities through this lens allows us to put our options into perspective with much greater clarity. Estee Lauder, the child of Hungarian immigrant parents, did this in cosmetics industry. When women began to want to sample cosmetic products before buying them, Lauder noticed and responded by pioneering two marketing techniques: the free gift and the gift-with-purchase.

It is not like we don't know *how* to do this. Many Hispanics come from developing countries where having an entrepreneurial spirit is a necessity. There are no big businesses — or even small ones. Seizing opportunities to build relationships, advance commerce, and improve humanity is a survival mechanism. Career advancement must be approached with this same hunger in order to survive. Look at Sergey Brin, an immigrant who founded Google

and credits his success to growing up as a Soviet Jew in Moscow in the 1970s. His sense of whom to trust and whom to ask for help, his vision to create something better, and his tenacious, risk-taking mentality underscored his rise to the top.

Hispanics also can do this with what I call “generous purpose” — the giving spirit so many Americans claim to value. Hispanics are raised to consider others’ needs as much as their own. They’re taught that they’re part of a larger community and that sharing within this community ensures continuous prosperity. This intertwining of familial and community relationships should be extremely powerful in building loyal and growing businesses where employees, partners and distributors are treated like family. According to a study conducted by Professor Belén Villalonga at Harvard Business School, family firms are often able to take longer-term and more strategic approaches and keep stronger relationships with their customers. In his study, family-controlled firms outperformed their public peers by 6% on company market value. No wonder one-third of all companies in the S&P 500 index are run by families.

When we as Hispanics embrace this attitude collectively and practice all these skills in business, we will find our businesses on that list too and ourselves advancing in our careers quickly. This is how we will become more responsible and accountable contributors to our own success and thus to our community and our country. This is how we will fight the victimization mentality and overcome the negative perceptions and the marginalization of Hispanics. This is how we will become a more organized, trusted, wealthy, innovative, and united community with all the influence that comes with those words. This is how we become accountable to ourselves as we redefine and strengthen our nation’s future.

We’re just doing a lousy job of it right now. We’d rather pick fights and blame others. We need to put our six successful cultural characteristics to good use.

Advancing in the Workplace, Advancing as a Community

So where do we start? If you take a walk down your local grocery store aisle, you'll get a sense of things to come. The fact that tortillas, taco kits and salsa often outsell hamburgers, hot dog buns, and ketchup should be a wake-up call to all Hispanics that we can have a big influence as consumer trendsetters and economic powerhouses – and as such we must start demanding more from brand marketers and those who want our business.

Now think about where we stand in the workplace. Hispanic professionals are not advancing quickly enough into senior executive and other leadership roles. I attribute this in part to what many Hispanics have been taught: assimilate and you'll advance in your career. Don't be yourself. Blend in. Don't make waves. Shut up. If you see something, don't say something – you'll get in trouble.

This gap between assimilation and authenticity has resulted in too many Hispanics being far from fully realizing their performance capabilities, skill-sets, and aptitude for advancement in the workplace.

Without communication and without a true sense of who we are in the workplace, this gulf between assimilation and authenticity fuels our Hispanic identity crisis. Until we feel free to express what we are thinking, we will continue to have issues of respect and trust and create barriers to our own advancement as Hispanic professionals and leaders. We will emphasize our marginalization and stereotypes about us and not our shared strength from the six cultural characteristics.

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The solution to this begins by being transparent with one another and sharing our intentions, challenges, goals, and objectives – *openly*. But just as CHL witnessed at that Town Hall Meeting, the same issues of respect and trust we face in talking to each other extend to the workplace. We bottle things up for so long that when we do express ourselves and our survival instinct kicks into overdrive, and we come on too strong: “Oh you want to help?” we scream. “Let me tell you what you *don’t* know about me....”

It is easy to understand why Hispanics are naturally skeptical. First of all, we were raised with stories or witnessed firsthand leadership corruption in our mother countries. Second, it’s difficult to stay hopeful when most of those acts of leadership — even the corrupt ones — have led to recessionary times. Third, it’s tough to change our mindset when we, like everyone in America, continuously experience childish arguments and behavior from our political leaders.

But the real reason lies within that Town Hall experience: we waste time by creating unnecessary territorial divides and building distrust by comparing and contrasting our differences rather than leveraging the powerful characteristics that lie within that diversity. It is difficult to see how others will see us as a unified front if we overwhelmingly define our identity through our lack of education, undocumented immigration, the Dream Act, being known as an entitlement community — and more if we distrust (whether out of envy or something else) and dismiss any successful Hispanic who goes too far in trying to help his or her community.

We need to reinvent ourselves and create and support new leaders and influencers for the new global economy — for our country and ourselves. What will happen to America if, in 2050, 30% of its voice is still completely fragmented? We need action. The most recent Presidential election was a defining moment for Hispanics in America. “Respect our voice to earn our trust and our vote” was the message from Latino voters in 2012 and it has

been much cited as a reason for Obama's victory. A contrite Republican party vowed to never make that mistake again. Post-election, America's leaders are finally realizing that the Hispanic community matters.

It's finally dawning on them that Latino influence on mainstream society is not all tacos and salsa music. They are awakening to what I call the "Latino Factor" — as an economic and societal imperative.

"What will happen to America if, in 2050, 30% of its voice is still completely fragmented?"

The timing couldn't be better to have this conversation about accountability and success in America. So, what are we doing to capitalize on our minority-majority? We must awaken ourselves to the Latino Factor and act.

Now that Hispanics have become the fastest-growing workforce community in America, there is an urgent need for role models and sponsors to mentor high-potential Hispanic employees — a talent pipeline that is reaching unprecedented levels. This same responsibility and accountability extends to ensuring Hispanic college students have the tools and resources to confidently navigate their success and weather hardships during these aspirational and mindset-shaping years when they are preparing for their careers.

The growing number of young Hispanic entrepreneurs and new business owners also requires leadership and operational training. Many Hispanic-owned businesses are unable to consistently create and sustain relationships with Fortune 500 corporations and thus are not at the forefront of supplier diversity programs. A 2012 survey conducted by McCombs School of Business and the Kauffman Foundation found that broader revenue generating and job creation opportunities are not being seized fast enough by Hispanics. They won't unless Hispanic entrepreneurs and business owners

learn how to become better leaders and, at the same time, better business operators, in order to compete with non-Hispanic, mainstream businesses. Yet we lack the leadership to show us how.

We also lack the resources. The challenges we face as Hispanic professionals could overwhelm the individual resources available from all Hispanic professional organizations *combined*. But what do the resources matter if Hispanics cannot become strategic allies across the dividing lines and unite around what is most important to us?

“I have been told by many corporate diversity and talent management executives that we are the most unlikely workforce community to unite and support one another’s advancement.”

I have been told by many corporate diversity and talent management executives that we are the most unlikely workforce community to unite and support one another’s advancement. After a keynote address in 2011 where I discussed the value of cultural competence as an enabler for business growth, I remember clearly being approached by the Diversity Officer from a leading retail pharmacy chain — eager to tell me that their Hispanic Employee Resource Group (ERG) is the most inactive group in the organization. How, he wanted to know, could it be utilized as a “think-tank” to help their marketing department more effectively sell to Hispanic consumers and their human capital group more effectively development Hispanic talent in culturally relevant ways?

This lack of engagement is a common theme amongst Fortune 500s. During a recent roundtable session with Hispanic employees from a leading financial services company, the Hispanic ERG President spoke for many when she said:

“Hispanics are not valued as employees and we are constantly being judged based on perceived stereotypes. This makes it difficult for our ERG to increase its participation and thus is very demotivating. The company has not given me any reason to be loyal. If I were offered a job from another company, I would seriously consider it.”

This sentiment is common amongst Latinos in the workplace and thus our growing workforce continues to feel stuck about our future and are extremely uncertain about what to do. We believe that our cultural heritage and performance potential is not valued, more so because it is not understood.

As a former President of the Ohio Hispanic Chamber of Commerce told me after another keynote address at the 2012 Distinguished Hispanic Ohioan Awards Gala:

“When we are not valued, it creates frustration that turns into loud angry voices that further perpetuates the negative stereotypes. Hispanics need an anchor of hope to hold onto. Something they can trust and believe in about themselves. They need to be taught a simple way to empower themselves so they can educate others about who they are and what they represent as people, leaders and innovators. We are eager to become more relevant and use our unique capabilities to empower others and better serve the organizations that we lead and that employ our talent.”

This disengagement and growing frustration amongst Hispanic employees is common and must be resolved quickly, especially at Fortune 500 companies where new ways are needed to activate Hispanic leadership, which is woefully underrepresented in senior management and executive roles at less than 2% of total. Perhaps these examples explain why only 5% of mid-level Hispanic employees have *executive sponsors* to help guide and accelerate their career advancement — the lowest level of executive sponsorship support of multicultural and diverse groups in the workplace.

This myopia is exactly why the development of a platform for sustainable impact and influence and a collective leadership within our community — those that embrace our differences and diversity and focus on the ways our culture defines our identity and how it gives us a competitive edge — have stalled. As founder of CHL, I know the U.S. Hispanic community is eager to lead, innovate, and help America reclaim our shared foundational values, but we need those leaders and that platform for our voices to safely express the things we are thinking about from healthcare to jobs to immigration reform to the economy to career advancement and beyond.

Hispanic leaders want both government and business to invest in developing a relationship with our community but there is no incentive to make that investment. Sure, there are not enough resources, infrastructure, or dedicated efforts by industries to support the advancement, growth, and influence of Hispanics even though Hispanics represent the fastest-growing demographic in America. But we shouldn't let that stop us. Hispanics are the key to fueling job creation, economic growth, and global competitiveness. As such, we must act to have a more prominent voice in America to debate and negotiate with policymakers, educators, and corporate leaders. Let's get past that lack of trust, come together around our six most prominent characteristics that lead to success, and *act* to get noticed and our talent discovered in ways that overcome the perceived stereotypes that limit our advancement. The only way for Hispanics in America to become valued is to earn it by learning to trust ourselves by embracing our most valuable assets: the cultural characteristics that will give our talent prominence and allow our voices to be heard.

“We must act to have a more prominent voice in America to debate and negotiate with policymakers, educators and corporate leaders.”

For example, compete for more “strategic jobs” because you know how to manage crisis and anticipate change. Activate your generous purpose on

projects that focus on corporate social responsibility and/or philanthropy efforts. Because Hispanics naturally have an entrepreneurial attitude, apply your talents to new ventures and business development programs. Apply your passion to inspire your employees to overcome hurdles and to create an environment of endless possibilities where permission is not required to live your personal brand. Increase your workplace effectiveness and productivity by applying your cultural promise to create a family environment that leverages everyone's strengths to forge meaningful and purposeful collaboration amongst employees to leave a legacy — and ultimately leads to ways to help navigate the organization. Finally, broaden your observation of the interconnectedness that surrounds you and create new outcomes for your organization, knowing that you have the ability to see opportunity everywhere.

Your natural talents and six most prominent characteristics can immediately elevate the performance of any organization. Unfortunately, they will remain dormant if we continue to wait around to get discovered rather than awaken our capacity to become great managers and leaders.

Change the Narrative NOW

The power of diverse thinking drives innovation and marketplace opportunities. Companies and entire industries have taken notice of the need to and possibilities of creating environments that encourage cross-cultural pollination to strengthen their creativity, R&D activity, and multicultural expansion efforts to sustain their relevancy in the fiercely competitive global marketplace.

To make a real difference in America's future and the workplace, Latinos must have an influential voice that changes the narrative. Our community

must become a mosaic that drives this conversation and shows the world just how powerful an asset our combined strength is for the corporations we serve and for the future of America. We must stop being viewed as stacks of individual tiles that don't fit together. We are organically interconnected and can work closely together to build a platform for our community to unleash our unique and innate talents — in particular our mastery of survival, our renewal ability, and the power to reinvent ourselves.

Every Hispanic voice matters in this effort and we all must learn how to use our voices to greater effect. As the minority-majority in America, existing and future Hispanic leaders must learn how to get noticed more quickly and elevate their performance capabilities more rapidly. When we as Hispanics fully leverage our cultural values as sources of strength, we can't help but become more successful, because we naturally enable the ways we think, act, and innovate to lead more effective and authentic lives.

“When we as Hispanics fully leverage our cultural values as sources of strength, we can't help but become more successful.”

Our identity is profound, extremely relevant, and lies within and all around us. Our mosaic can strengthen our standing in the country we call home. Let's seize this tremendous opportunity to awaken everyone to the Latino Factor. America has yet to experience our abilities and collective wisdom. Let's make the path easier for the future of our children. Let's apply our cultural values and strengths to help cultivate economic prosperity and the sustainable well-being of America. It's time to come together.

Bonus Content:

Capturing the Hispanic Market Will Require More Than a Total Market Strategy

Entrepreneurs and corporate executives across America are awakening to the importance of Hispanic consumers and their growing purchasing power, estimated to reach \$1.5 trillion dollars by 2015. Though brands still remain cautious in their approach, they are beginning to realize that if they don't act now, they may never get a second chance. The companies that are making a serious commitment to the Hispanic market have already realized that more success will come to those who support specific Hispanic business models targeting the Hispanic consumer.

Just ask Antonio Swad, the Italian-Lebanese immigrant who founded the \$40 million Pizza Patrón. Headquartered in Dallas, Texas, Pizza Patrón has built an extremely loyal following with first and second generation Hispanics by satisfying the culturally relevant needs of these consumers. Mr. Swad may not be Hispanic, but he has demonstrated that culture is the new universal language in America.

Yes, culture is quickly becoming the new universal language in America. Cultural intelligence must replace the misguided notion that simply translating English copy into someone's native language is all you need to do to reach them. Embracing cultural sensitivity has become critically important to the design of new business models, leadership development and the relationships that brands earn with their consumers. It is not only ethical and the right thing to do; it's the "must-do" to be domestically and globally competitive. Given today's demographic shift in America, brands can no longer afford to make guesses and assumptions about their target audiences.

You don't have to be of a specific heritage to sell to that particular cultural group either — you just need to invest the time to learn about their cultural characteristics and the values that would drive them to trust your brand. For instance, Hispanic consumers don't want to be sold to, they want to connect with brands that embrace their culture and commit themselves to earning long-term and trustworthy relationships. Mr. Swad has shown this to be true. Furthermore, on a recent episode of *MSNBC's* "Your Business" that featured *Pizza Patrón*, producer Frank Silverstein noted that, "While it is tempting to think there might be a 10-step playbook for Hispanic marketing, it's just not so."

The key to Hispanic marketing is understanding "the ingredients that define the recipe of success." In other words, there are thousands of recipes each marketer can create based on how their specific products and services appeal to the cultural needs of their Hispanic consumers, or any targeted audience. But the ingredients — the culture — remain constant.

If you are like Mr. Swad and not Hispanic, then how do you start the process of marketing to Hispanic consumers? First, you must understand how culture defines the identity of the Hispanic person. If you don't understand their cultural characteristics, then you will not understand how Hispanics are wired to think and why they purchase and remain loyal to certain brands.

Since most business leaders and general market advertising agencies that manage brand strategies still lack cultural intelligence, many tension points still exist between Hispanic consumers and the industries that should be standing ready to serve them. As such, corporations across industries are struggling to earn loyalty and trust from a consumer base that is simply looking for brands to be more culturally sensitive about their particular needs and in how they communicate with them. Remarkably, very few brands have defined and consistently supported a strong enough narrative that speaks specifically to their Hispanic consumers.

This “weak narrative” extends to our political parties, and was quite evident during the 2012 Presidential elections — where President Obama represented the better of two misguided approaches to the community, and Romney might have had a chance at winning the election had he really “valued” Hispanics and other disenfranchised voters.

In part because of the election results, mainstream English-speaking Hispanic marketing efforts are finally starting to become more culturally sensitive. Budweiser, AT&T and McDonald’s are just a few examples of brands that are making greater efforts to communicate with the Hispanic community and empower them through culture. But the question remains: will their marketing and community outreach efforts continue to build along the way, and empower Hispanic voices to influence their strategies?

This is exactly what Mr. Swad has done, to great success. He understands that Hispanics are not a “one size fits all” consumer base. In fact, Latinos are a highly diverse community and their growing population resides in markets that brands may not be paying attention to, according to new research by Nielsen. This requires marketers to become ever more knowledgeable about their lifestyles, religious and political beliefs, cultural values and nuances — and the everyday things that shape and define their mindsets. This doesn’t mean that brands must communicate in Spanish, it means much more than that: they must communicate in their culture.

If more brands valued “cultural ingredients” and began to invest in Hispanic consumers in the right ways, tension points would begin to dissipate and revenue streams would grow. New recipes to unlock the Hispanic market would emerge and begin to generate favorable ROI — and mainstream businesses would become more comfortable about investing in this “super-consumer” opportunity. But for now, brand marketers still have a lack of confidence in the Hispanic market that is in direct proportion to their lack of knowledge about the community.

Despite the vast potential inherent in this opportunity, it's easier for companies to steer away from the community and simply bundle the Hispanic consumer with their general market approach. While "Total Market" is a safe strategy, it is not the one that will earn loyalty and trust with Hispanic consumers. In many respects, not getting to know them is an insult that creates new tension points and widens the gap between Hispanic consumers and businesses from all industries across the country.

Sound complicated? It is when you don't value the cultural ingredients that can create the right recipes for success. Nevertheless, the opportunity remains wide open and leaders like Mr. Swad are reaping the rewards of early investment, in his case with constant expansion of his franchises throughout the U.S.

Unfortunately, there are many more marketers and brand owners who gave up on the Hispanic market when they didn't get an immediate return on their investment. This is especially true with corporations that are faced with quarterly pressures from Wall Street.

As Armando Azarloza, President of the Axis Agency, a culture movement marketing agency, explained it, "Total Market means shifting from targeting particular ethnic consumers to strategies that will appeal to a multicultural nation. While the idea has its value, it also has its pitfalls. Some fear that this will further undercut investment in ethnic markets. Regardless, the shift in thinking will have substantial implications for the future of American marketing strategy."

In my opinion, Total Market is a strategy that attempts to force Hispanic consumers to assimilate to "general market messaging." Though this strategy is mindful of integrating Hispanic cultural sensitivities, it doesn't take it far enough. Hispanic consumers are skeptical to begin with, so they know when a brand is not speaking specifically to them. One thing that brands in America must realize is that Hispanics see things that others don't. For

example, because many faced corruption in their mother countries, they know when someone is trying to sell them something without first earning a trustworthy relationship. As marketers continue to look for “short-cuts” — forgetting that converting Hispanics into loyal buyers is a marathon, not a sprint — the tension points will mount and the opportunity will languish.

Rich Melcombe, CEO of Richmel Media & Productions, offers his perspective as former Spanish-language Executive Producer and Hispanic media consultant, “Many Spanish-language television networks have adopted a total market strategy to derive more advertising dollars, but it’s a fool’s journey. CBS is the number one network because its shows appeal to the broadest demographic regardless of ethnicity. Spanish-language networks appeal to the narrowest of demographics; therefore they cannot be total market and should focus on growing their target audience. It’s not about the language, but rather connecting and identifying with people culturally.”

The bottom line is that Hispanic consumers are not valued enough because most companies don’t understand them nor are they willing to invest in a strategy when they don’t see the long-term opportunity. They see only the negative ROI of a mismanaged short-term strategy. Many have claimed that they launched a Hispanic marketing strategy, but they didn’t invest in the right “cultural ingredients,” created the wrong recipes, and mismanaged their ROI expectations. After a first attempt fails, many will never repeat the effort.

Chief Marketing and Strategy Officers from every industry must accept one critical success factor: create a Hispanic business model if you want to fully capture long term success with the Hispanic consumer. A model that invests in the right “cultural ingredients” and supports the most authentic leadership, supply chain partners, branding, communications and community outreach efforts for serving this rapidly growing community. While I certainly understand why many “general market types” are resistant

to embrace this approach, full immersion and attention-to-detail are required to break through the tension points that exist with the community.

You might claim this is a segregated approach to marketing. This might have been a valid argument 15 years ago. But today's new normal – riding a demographic shift in America that will make minority groups the majority (54%) by 2050 – requires a “reverse assimilation” strategy, not only to capture the Hispanic community (30% of the population by that same year), but all multicultural and diverse groups.

We are witnessing an identity crisis in America that will only grow if we don't pay attention to and address the needs of our specific consumer demographic clusters. Every consumer wants their identity to be accepted and their needs to be recognized by brands. Not every brand may be able to satisfy the needs of every consumer group, but one thing is certain: your brand must complete its due diligence to determine whether or not Hispanic consumers are your right target audience. You may only get one shot, so make it a good one. Those who market rightly to Hispanics will be in a position to dominate their industry for many years to come.

Armando Azarloza concludes, “Segmentation schemes are being developed, beyond the conversation of total market, that recognize that the Hispanic market, for one, is not a single entity, but rather a segment that requires specification. Despite such difficulties in identification, marketers are attempting to reach consumers in this growing ethnic market. But you can't reach them without understanding variables such as values, lifestyles, and country of origin.”

Bonus Content:

America's Corporations Can No Longer Ignore Hispanic Marketing Like Mitt Romney Did

The Presidential election confirmed the decisive impact that the rapidly changing demographic shift in America is having – in particular that of the Hispanic voter.

According to an analysis by *CNN*: “Obama crushed Romney among Hispanic voters by a whopping 44 points.” That despite the fact that many Hispanics were disillusioned with Obama as well. It’s just that Romney did an even worse job of reaching out to them.

Those who voted for Romney were overwhelmingly older and white; yet it’s the younger generation and the minority voice whose share of the electorate – just like their share of consumer purchasing power – is rapidly and steadily growing. As one pundit put it the morning after the election, there’s finally a dawning realization that: “Wow, Latinos exist and their vote matters.”

The election awakened us all to the fact that our government leaders and elected officials are just as uneducated as our business leaders are when it comes to connecting with Hispanics – whether as voter or consumer, small business owner or employee. This cultural intelligence gap is severely impeding the rebound of the U.S. economy and America’s return to global competitiveness.

I said as much in my recent article for *Harvard Business Review*, in which I wrote, “The Presidential candidates’ actions to mislead Hispanic voters has

given America's corporations equal reason to ignore the Hispanic community. For example, many brands that have made unsuccessful and unprofitable attempts to market to Hispanic consumers using inauthentic tactics have now decided to lump Hispanics into what they call "total market" strategies. Unfortunately, this total market strategy approach completely ignores the rapidly-escalating economic impact of Hispanics."

One problem is that these companies are deprived of diversity in leadership, and therefore lack the imagination, creativity, authenticity and innovation to market to today's fast growing demographic shift. At 50.5M+ and growing, Hispanics will represent \$1.5 trillion in purchasing power by 2015 and 30% of the U.S. population by 2050. Additionally, Hispanic small businesses are growing at twice the rate of the national average — generating over \$350 billion in annual revenues (that some estimate is closer to \$650 billion). Yet this powerful demographic continues to be ignored by mainstream leadership in business and government. Perhaps this is why Hispanics remain the largest unbanked and uninsured community in America. Imagine the economic impact that Hispanics would have if those who market to them could earn their trust and loyalty.

Armando Azarloza, President of the Axis Agency, sums it up this way: "Most of the time, companies fail to understand the importance of being culturally relevant because they first-and-foremost have their brand's interests — rather than Hispanic consumer's cultural values, preferences and passion points — at heart. When brands formulate appropriate strategies with the latter in mind, we often see that they are more effective in engaging Hispanics on both an authentic and emotionally compelling level in order to help form more lasting consumer relationships."

My own conversations with today's business leaders align with this observation. A senior marketing executive from a Fortune 50 company recently confessed to me, "I am extremely concerned about how my

organization's leadership continues to not see or understand the Hispanic market opportunity. For them, it is just easier to lump Hispanics into our 'total market' strategy. The irony is that we index high amongst Hispanics – yet we don't authentically and effectively service their specific needs. For example, our go-to-market strategies are translated versions of our traditional campaigns. We don't take the time to understand their culture and how it affects their purchasing tendencies and brand loyalty index. We communicate at Hispanics rather than with them. In sum, we tend to segregate their voices and needs rather than find ways to integrate the mindset of the Hispanic consumer into our entire business strategy. We are losing loyalty from Hispanics every day because we lack the cultural intelligence and diversity in leadership to earn their trust and confidence.”

The lack of Hispanics in key leadership positions in America's corporations is negatively impacting economic development opportunities that can no longer be ignored – in particular how companies market to Hispanics. Hispanics represent the new workforce, client, and consumer – and drive today's economic development engine. The business case for Hispanic marketing has already been established by population numbers and purchasing power – yet the budgets that are required to earn a sustainable and long-lasting relationship with Hispanic consumers continues to be met with unusual resistance. Marketing executives appear to be uncomfortable with today's Hispanic population (and the diversity that lies within it), which represents uncertainty and change for those in positions of influence who are uninformed about what Hispanics can mean to the growth of their business. Instead, many Fortune 500 companies have decided to play it safe by including Hispanics in their 'total market' or 'general multicultural strategies.’”

As another Fortune 50 senior executive recently shared with me, “We spent a million dollars to launch one of our product lines to the Hispanic consumer five years ago. We supported billboards, bus stops, radio and TV advertising.

We didn't see the ROI and thus haven't committed to marketing to Hispanics ever since — as a viable consumer group. We have just folded them into the overall mix.”

When asked if their approach was culturally relevant, he admitted, “No, we just translated our English messaging to Spanish, not thinking of the cultural nuances and acculturation factors. Since the Hispanic consumer was growing in numbers, we just thought if we were to market to them in Spanish, sales would follow. The desired sales didn't come through and many of those on the executive team no longer believe there is a legitimate business case to invest in the Hispanic consumer again.”

This is an example of what many companies have experienced. In today's uncertain economic terrain, companies have become hesitant to properly invest in the Hispanic marketplace. As such, they would rather play it safe because they continue to lack the cultural intelligence and diversity in leadership to grow their business effectively and strategically.

Ignoring the Hispanic market represents slow death. On the other hand, those who invest wisely will dominate their industry for the next 20 years! Those who don't are putting their businesses and brands at risk. The Hispanic market can no longer be viewed as a tactical option but rather must become a strategic imperative. The Hispanic market must stop being managed and approached as if it were a diversity initiative. You must either be in or out. There is no gray area here. I have witnessed too many companies market to Hispanic consumers as if they were supporting an affirmative action program. You can't buy Hispanic loyalty — you must earn it.

In today's workplace and business landscape, diversity is no longer for sale. Companies can no longer be allowed to buy diversity compliance — they must now be accountable to live it! Supporting a diversity initiative with sponsorship dollars or by co-marketing a Hispanic event or a Hispanic

website is not the answer. The old “marking the check-box” approach actually hurts your brand now. Without a more integrated, holistic approach (as I will soon describe) these types of decisions are insulting. Diversity in leadership is the new normal to win the war on talent, create new revenue streams, solidify global economic impact and build leadership relevancy. This applies not only to Hispanics, but to all diverse groups and populations.

It’s time for America’s corporations to stop looking at diversity as a cost center expense (an initiative with a beginning and an end that keeps people uninformed about what diversity can do for business growth) and now come to understand diversity as a profit center (an investment managed as a best practice that represents an embedded part of the organization’s central ethos and way of thinking). It’s time to change the conversation!

How has the current approach translated in the workplace for Hispanic professionals? Consider this, according to the Center for Talent Innovation only 5% of mid-level Hispanic managers have sponsors.

No wonder America’s global competitive ranking continues to decline — from #1 to #5 in recent years. This is extremely concerning when you consider that 54% of the U.S. will be minority by 2050! Why does this have a direct impact on the U.S. economy? There are currently not enough of the right resources and infrastructure to support today’s highly diverse demographic shift.

What if 54% of America’s talent pool, clients and consumers are not effectively served? What happens if this new economic engine is not properly utilized?

Another economic collapse will happen if we allow the diversity bubble to burst!

From this current overview of the situation, I have determined that Hispanic marketing is not just about how to sell a product or service to the Hispanic consumer. Rather, it is about executing a focused approach that is made up of three essential interdependent variables:

1. Leadership (relevancy)
 - Talent management, recruitment and development. Create a best place to work environment for Hispanics
 - Result: Sponsorship and Workplace Influence
2. Brand (loyalty)
 - Unique value proposition, business model & investment
 - Result: Cultural Relevancy and Continuity
3. Community (advancement)
 - Consumers, clients, small business owners. Give rise to new Hispanic voices.
 - Result: Advancement Platform

Hispanic marketing must encompass these three interconnected parts that are dependent on one another (Leadership Relevancy + Brand Loyalty = Hispanic Community Advancement). If one part is missing, you can't conceivably achieve optimal ROI or measure its authenticity and impact.

Key elements amongst all three areas are the need for mobile tools, social media and thought-leadership. Leaders within your organization must have a voice that creates and sustains a relevant content marketing presence across mobile and social media platforms and delivers a message that remains active and authentic in support of Hispanics. Content strategies that are culturally relevant are critically important when you consider how high the Hispanic engagement index is across social media and mobile platforms.

Many organizations want to make Hispanics part of the “mainstream” — but they must know how to integrate their intentions with proper intelligence and know-how.

In most organizations, the three aforementioned functional areas (interdependent variables) don’t talk to each other and if they do, it’s not frequent or with strategic intent. Effective strategic development and implementation of Hispanic marketing requires the following (but not limited to) departments working closely with one another:

- Corporate Strategy
- Sales & Marketing
- Corporate Social Responsibility
- Research & Development
- Community Relations
- Human Resources (Talent Management & Diversity)
- Media Relations, Corporate Communications & External Relations

At first glance, it may appear that I have complicated what Hispanic marketing really is. At second and third glance, you will realize that Hispanic marketing requires companies to take a more streamlined, integrated, and holistic approach that simplifies how to measure outcomes over time. You can’t serve or measure the value of the Hispanic market when it is managed with a fragmented and disconnected approach.

The most successful companies make the commitment to operationalize the Hispanic marketing process by aligning their core competencies directly or indirectly with the Hispanic consumer. Companies like McDonald’s and Target know this is the most optimal approach to profitably sustain Hispanic market leadership success. However, for every McDonald’s and Target, there are many more companies that appear to support just one cog in the wheel.

Don't fall into the trap of asking these questions: How can I sell more to Hispanics? How can I get more Hispanic traffic on my website? How can I get Hispanics to convert? Why can't I attract more Hispanic viewers? Ask the right questions: How can I earn a relationship with Hispanic consumers? What is the right culturally relevant approach to earn trust? Win loyalty? And build influence?

Here are a few examples of the culturally relevant work my organization CHL has leveraged to make the path easier for Fortune 500 and mid-market organizations that are ready to make a commitment to the right holistic Hispanic marketing process (click on each link for details).

- Hispanic Leadership Academy ([Click Link Here](#))
- Hispanic Heritage Month ([Click Link Here](#))
- Lessons From My Father ([Click Link Here](#))
- Latina Experts Blog ([Click Link Here](#))
- Hispanic Marketing / Strategy Whitepaper ([Click Link Here](#))
- 2012 Hispanic Voice ([Click Link Here](#))

America's corporations that make the right investment now will stimulate economic development and market share gains by enabling the Hispanic market opportunity with a holistically driven approach that:

1. Commits us to becoming more culturally intelligent
2. Compels us to think of the Hispanic community as a profit center — an investment to drive innovation and growth
3. Holds all Hispanics accountable to elevate themselves and their capabilities — as employees, job creators and leaders.

The following is a snap-shot of what this model looks like: [Click Link Here](#)

Bonus Content:

Telecom Industry Depends on the Hispanic Market for Future Growth of Wireless Technology and Mobile Apps

With Hispanic purchasing power expected to reach \$1.5 trillion dollars by 2015, Hispanic marketing has become a hot topic across all U.S. businesses - especially for those in the telecommunications industry. Of particular interest to marketers are tech savvy next generation Hispanics. According to Selig Center for Economic Growth, 1 in 5 teens in the U.S. is Hispanic, and by 2020 their numbers are predicted to grow 62 percent compared to just 10 percent for the overall teen population.

But though there's a lot of industry buzz around Hispanic marketing, it's not yet backed by much of any sustainable substance. By and large companies are seeing the need for Hispanic marketing but aren't doing a very good job of going about it, instead many are still settling for the quick but ineffectual fix of only translating existing marketing messages into Spanish. As The Economist reported in May, 2013 one in every six Americans is Hispanic. If corporations continue to apply an outdated go-to-market approach to the Hispanic segment, they are certain to experience a competitive disadvantage for their brands. This is why corporate leaders must properly invest in building a profitable Hispanic Business Model.

Though Hispanics share a language, the community is a mosaic of different countries, and customs. Successfully marketing to Hispanics means respecting this diversity and authentically communicating with customers in ways, not just relying on their common language — especially when there's no more thought behind it than a simple translation from English.

Hispanic marketing – especially to the highly-coveted demographic of New Generation Latinos (NGLs) – has become particularly urgent for wireless and technology companies. U.S. Hispanics are early adopters and leading users of online and mobile technology and their usage continues to soar faster than the general marketplace. Driven by NGLs, 75% of U.S. Latinos currently own smartphones; in fact, bilingual Hispanic mobile users are 39% more likely to own a smartphone than the average mobile user, according to Ad Age Hispanic Fact Pack. They also have a slight edge on tablet ownership, which are popular with the younger generation as well as less tech-savvy older relatives in the household.

According to a 2012 Hispanic Mobile Consumer Trends Study by Zpryme Research & Consulting, more than half (53%) of Hispanics prefer mobile devices as their primary source for entertainment, with 4 out of 10 on their mobile phone 3 hours or more per day, and 6 out of 10 on the Internet 3 hours or more per day. Young Hispanics, those 18–25 years old, are the most likely to use and purchase new mobile devices.

As such, smartphones and tablets are becoming a major focus of the entertainment industry, and brands are customizing more apps and services that are exclusive to certain wireless carriers and that target specific audiences. According to Rich Melcombe, President and CEO of Richmel Media & Productions, “Unlike television, mobile is not a destination channel, but rather a connection platform. For Young Hispanics it is an empowerment device because it gives them the same access to information as everyone else. But marketers need to pay close attention as Hispanics are sensitive to culturally relevant content that speaks with them, not at them. Hispanics want to feel valued for their loyalty.”

Understandably, the underserved majority of Hispanics is demanding more services for their unique, diverse, and quickly evolving needs, and telecommunications providers are striving to understand and address the

Hispanic-American consumer as their influence and purchasing power explodes. For example, companies must differentiate Hispanic spending patterns and usage habits compared to the general population and other minority groups — and learn what makes them greater consumers of mobile content, more connected than other groups, and heavier users of social networks, so that they can leverage these opportunities.

With saturation in the general market, the industry will depend on Hispanics for future growth. As a result, we're seeing more and more industry efforts and partnerships to reach the Hispanic community. Cricket Communications, which offers affordable and unlimited wireless services, was ahead of the game back in 2009 when they launched a Spanish-language web site and user experience for the Hispanic community. Boost Mobile partnered with Chivas de Guadalajara and became the official wireless sponsor of the soccer team's U.S. tour games — a commitment to the Hispanic community they renewed in 2012.

This year, some major players have stepped up to the plate. In one of the more high profile announcements, Verizon Wireless teamed up with superstar Jennifer Lopez to launch a national wireless retail store designed specifically for the Hispanic market. At Viva Móvil by Jennifer Lopez, bilingual and bicultural U.S. Latinos in the market for a new cell phone, tablet or wireless plan will find a unique shopping experience customized for their needs.

For example, all stores will be staffed by bilingual employees and offer other “culturally relevant” features, such as a children's play area because shopping tends to be a family activity in the Hispanic community. As Lopez said at the CTIA Wireless 2013 Conference in Las Vegas, as reported by *NBCLatino*, “This is my way of empowering the Latino community.”

Now comes word that two more companies — T-Mobile and Pandora — have partnered in a bid to up the Hispanic marketing stakes with more authentic outreach to the community.

Gustavo Peña, Senior Marketing Manager at T-Mobile U.S., provided me with some background on this partnership: “Hispanics have tended to live in multi-generational households, where the language spoken at home is usually Spanish. Through Spanish-language advertising alone, you could reach approximately 75%-80% of the Hispanic population.

“But things are changing. As of 2012, for the first time, there were more U.S.-born Hispanics than immigrant Hispanics, and the need to reach English-speaking Hispanics in a cost-effective way is increasing.”

The companies that have come to this realization are the ones leading the way in reaching out to English-speaking Hispanics through general market advertising and new social media and digital tools, and partnerships like the one between Internet radio Pandora and wireless carrier T-Mobile.

According to Mike Reid, Executive Director, Multicultural at Pandora, “By creating an emotional connection — for example, through music — brands are finding a way to authentically connect with Hispanic consumers, especially the young and highly acculturated. When Pandora Premieres featured its first Latin artist album release, “Vives en Mi” by La Maquinaria Norteña, it did phenomenally well and was the third highest preview in terms of listeners and listening hours at the time, indicating a thirst for Latin music and Hispanic artists up to now not being quenched.”

For companies like Pandora, mobile technology is the gateway to the all-important Hispanic market. Reflecting the growing numbers and influence of the Hispanic community, the T-Mobile partnership to reach this market is the largest piece of Pandora’s overall mobile strategy to date.

As Heidi Browning, Senior Vice President, Strategic Solutions, Pandora, puts it, “The most important ingredient for success is creating a connection between “bands, brands and fans” that brings them together organically. When the company learned that T-Mobile was looking to create that same kind of value exchange between users and brands, and that one of their objectives was reaching the Hispanic audience, a partnership was born.”

From T-Mobile’s side, and other companies highly engaged in Hispanic marketing, Latin music can be a gateway into the culture. In May 2013, more than 20% of Pandora listeners listened to a station seeded by a Latin genre artist, and the company had a growth rate of 142% among Hispanics over the past year. Internet radio listening is exponentially higher with Hispanics in general in the nation's top markets, according to a Media Audit Press Release, making mobile access an important part of the interconnectedness equation to connect users to brands.

All of these companies recognize that Hispanic marketing is heading fast in the direction of a two-way dialog between brands and consumers, one in which the latter more and more controls the conversation. Brands coming late to the game and attempting to make up for lost time by trying too hard to build relationships with Hispanics must be careful not to miss the opportunity to move away from one-sided conversations with consumers.

Hispanics want to know that brands are paying attention to them and are eager to be part of the conversation. Brands that truly listen to their consumers can more easily provide products, services and apps that fit their needs and that are personalized for them. Being able to communicate directly with consumers and respond to their wants and needs will be the real game changer giving companies a competitive edge.

We’ve come a long way from the days when the FCC had to step in because of a “No Urban/No Spanish” policy regarding advertising on broadcast stations

for Latinos and other minorities. We still have a long way to go — but at least now, some companies are choosing to lead the way.

Note: The power of Latino influence is showing up in TV ratings too, with U.S. Hispanic network Univision coming in at #1 for the first time ever in the July 2013 sweeps primetime rankings of network and cable shows — in both the coveted 18-49 and 18-34 demographics.

Culture is America's new language and currency for the last true growth opportunity!

Bonus Content:

Healing Tension Points Will Unlock the Hispanic Healthcare Opportunity

According to a *Cancer Journal for Clinicians* report cited by City of Hope in 2012, the leading cause of death in the U.S. Hispanic community is cancer – even though heart disease has held that distinction among all Americans since 1921. Earlier that same year, the American Diabetes Association revealed that young Latinos have the highest growth rate of diabetes of any group in the country.

As the leading research and treatment center for cancer, diabetes and other life-threatening diseases, City of Hope took notice. While genetics, diet and other lifestyle choices might be part of the explanation, so could access to healthcare, availability of research, and knowledge about treatment and prevention.

A disconnect between the largest minority in the U.S. – one whose growth continues to outpace any other group – and the healthcare services available to them in this country should be of great concern to all. In fact, according to an article in *Bloomberg Businessweek*, President Barack Obama's Affordable Care Act depends on Hispanic numbers. The new "health exchanges" will depend on 40%, or 2.6 million, young and healthy people buying insurance to balance out those older and infirm. Hispanics offer a pool of participants in the neighborhood of 10.2 million people, and the administration is working closely with Spanish-language media to reach them.

The growth of the Hispanic community really took off in the first decade of the new century. Between 2000 and 2010, the Hispanic population grew by 43%, or four times the nation's 9.7 % growth rate. In real numbers, this was

an increase of 15.2 million people of Hispanic descent and accounted for more than half of the total U.S. population increase. Today, Hispanics are 50.5 million people strong – but given what we are learning, are they healthy?

For example, as pointed out on the Hispanic Health Information Portal, Hispanics are getting caught up in our country's obesity epidemic — fueled by assimilation and their growing addiction to the American diet and other lifestyle choices — and that is contributing to the high percentage of diabetes in the community. Mexican-Americans, in particular, “are almost twice as likely as non-Hispanic whites to be diagnosed with diabetes by a physician ... and they are 50% more likely to die from diabetes as non-Hispanic whites,” according to the U.S. Department of Health and Human Services Office of Minority Health.

As most of us know, pursuing the American Dream often comes with a heavy price: desk jobs that provide little time for exercise and a steady diet of fast food – leading to weight gain, stress and other negative effects on physical health and well-being. We are seeing the harm being done in the Hispanic community, in the form of increased rates of diabetes (especially in Hispanic youth) and other diseases. Healthcare professionals serving the Hispanic community can begin to reverse this trend by promoting nutrition, physical activity, and other healthy habits that can benefit the community, not least the next generation of Hispanics. In the meantime, they must become more culturally aware when administering treatment.

Dr. Joseph Alvarnas, Director of Medical Quality and Associate Professor in the Department of Hematologic Oncology and Hematopoietic Cell Transplantation at City of Hope, worries that generic healthcare intervention puts the whole system at risk.

“Unless we change how we think, then we can't achieve the ultimate purpose of people getting better. We are finding the ethnic and cultural diversity of

humanity requires tailoring our approach to the healthcare needs of the individual — what we call personalized medicine.”

Dr. Alvarnas continues, “Cultural perceptions, fears and concerns must be respected and taken into account when determining the best treatment for patients. For example, we have learned that pills are more effective when treating Hispanic diabetics, even though insulin may be the most appropriate treatment overall. But insulin crosses a cultural bridge: it represents an admission by the Hispanic patient that they have a disease or weakness.”

Unresolved “tension points,” or healthcare gaps, with the Hispanic community will only grow wider if we don’t make an effort to understand their health issues and begin the work to overcome them. Because professional healthcare is not necessarily something Hispanics were raised with in their mother countries or even in their homes here in the U.S., they may not seek it out or see the value in it, making outreach to the community all the more important – especially as lack of medical research, prevention methods and treatment options specific to them directly affects their health and well-being.

Educating Hispanic students about the benefits of pursuing a career in healthcare and conducting recruitment outreach toward them is one way to tackle the issue from within the community. After all, only 5% of physicians in the U.S. are Hispanic, a cultural group that represents more than 3 times that in the general population. As City of Hope pointed out in a recent press release, recruiting more Hispanics into the healthcare industry will result in more Hispanic doctors and other healthcare professionals, who can more readily address the tension points with the community and also help non-Hispanics within the industry reach out to and treat their Hispanic patients more effectively.

So what are these tension points with the Hispanic community that the industry must heal? Here are a few causes and effects along with some actions that can be taken to begin to relieve the tensions.

Lack of Targeted Healthcare Information for Hispanics

According to a Pew Hispanic Center Report, Hispanics receive little if any information specifically targeting their healthcare needs and concerns. This lack of information translates into a false perception within the community that they don't need healthcare. In fact, according to the report, most Hispanics without a primary care provider say they don't have one because they don't perceive themselves as someone who has to worry about getting seriously ill.

While it is true that there seems to be a lower occurrence of some chronic health problems in the Hispanic community, there are notable exceptions and diabetes is at the top of that list. Not surprising, when you consider that Hispanics score low on the diabetes knowledge index — even those with health insurance and/or a regular healthcare provider.

This is what happens when a group, especially one as large as Hispanics, is not being served with appropriate content targeted for them. In order for the importance of such healthcare initiatives as preventative medicine, regular check-ups and timely treatment to resonate, the information from healthcare providers must specifically connect with the individual and their cultural identity.

Not Enough Outreach from the Medical to the Hispanic Community

The same Pew Hispanic Center Report found that at least 8 out of 10 Hispanics get information about their health from sources other than medical professionals, and more than half of the time this communication is in Spanish (or a mix of Spanish and English). These are non-medical sources such as television and radio programs and advertisements, yet almost 80% of Hispanics will take further action when they hear these messages.

This is obviously a community open to and eager for more information about their health, and a further sign that the medical community needs to be more proactive in reaching out to this group. There's no excuse to let healthcare information continue to be randomly distributed by those outside the industry, especially in an age where the growing prevalence of social media and mobile devices offers unprecedented opportunities and tools for reaching out to specific consumers, in this case the Spanish-speaking and bilingual Hispanic community.

“Hispanics will trust non-medical resources that are culturally relevant and that speak their language; even more, those that create a two-way conversation and engage the community to be part of the solution,” says Dr. Kimlin Tam Ashing-Giwa, Professor and Firector of City of Hope's Center of Community Alliance for Research and Education.

“Healthcare system clinicians and researchers that take a one-sided approach create barriers to community entry and make it difficult for Hispanics to believe that they have their best interests at heart. At City of Hope, we see the difference between outreach — telling others — and engagement — speaking with others — and we believe community engagement is the best means to earning loyalty and trust with Hispanics.”

Hispanics Have a Higher Risk of Preventable Disease, Injury and Death

According to the National Alliance for Hispanic Health, the risk of preventable disease, injury and death is higher in the Hispanic community compared to the general population.

This fact alone places a great urgency on the need to discuss healthcare and prevention issues with the Hispanic community. First must come greater cultural intelligence and awareness within the healthcare industry in order to effectively and authentically administer to Hispanics.

Stephanie Neuvirth, Chief Human Resources and Diversity Officer at City of Hope, says that, “As healthcare leaders, we must be more culturally intelligent to understand the needs of our patients as well as our Hispanic employees – whose numbers are growing as we expose more Latino students to science and health at a young age, encourage their interest in clinical and research professions and recruit more Hispanics into the industry. As we start to mirror the community that we serve, this will help us become more culturally intelligent and enable us to unlock more clinical, research and educational opportunities.”

What the community needs specifically, according to the Alliance, are culturally tailored and language appropriate healthcare programs and services, which can then be promoted in the National Hispanic Family Health Helpline, a database of healthcare providers available to the community. But prevention hinges on getting healthcare information to the Hispanic community in a more timely manner as well. The Alliance suggests some quick-fix actions that the industry can work on immediately, such as: adapting current printed materials for the Hispanic community; developing a

Spanish-language website and social media presence with health topics geared for Hispanics; adapting and distributing critical consumer health updates more quickly to the Hispanic community, such as food and drug recalls and other warnings; and developing a media plan that includes wire services serving Spanish language media and local community newspapers.

Jose De La Rosa, Senior Director, Corporate Strategy, Health Care Service Corporation offers this advice, “You cannot approach this as a mass advertising sprint. To succeed will require a social marketing marathon fueled by a sophisticated understanding of diverse cultures, demographic trends, and differing value propositions. Think about some of our most pressing public health issues – smoking, eating a balanced meal, etc. – and the time it has taken to change the attitudes and behaviors of millions of people. This is a communication challenge of great magnitude.

“For example, we created the *Be Covered* campaign to serve as a grassroots infrastructure for education and ongoing dialogue and discussion. Be Covered Texas is partnering with impreMedia, the nation's largest Spanish-language newspaper chain, to develop a special bilingual supplement that connects families to a wide range of information on important health care programs and services in their communities, such as low cost insurance options and immunization programs. We make presentations in churches, attend sporting events, and are actively engaged in a variety of social media conversations.”

Low Vaccination Rates Contributing to Preventable Diseases in Hispanics

The National Hispanic Medical Association (NHMA) reports that Hispanic adults are more likely to succumb to preventable diseases because of their low vaccination rates. This is an example where not understanding cultural differences can leave a community exposed and vulnerable. In this case, the medical establishment must understand that Hispanics may not have a

history with vaccinations, stemming from their cultural disconnect with healthcare in general, and this provides an opportunity to explain the benefits to them, such as the ability to decrease influenza, pneumococcal disease and other preventable illnesses in the community.

Any medical professional engaged in the area of prevention targeting the Hispanic community would do well to start with the importance and value of vaccinations. NHMA studies have shown that Hispanics will listen to a doctor's advice if he or she recommends a vaccination – especially if they share language and/or cultural values. In addition to promoting vaccinations with Hispanic patients, it's also time for wider outreach to the community at large on this issue.

Dr. Carlos Cardenas, Gastroenterologist and Chair of the Texas Medical Association Board of Trustees, concludes with some final observations: “The American Medical system has fallen short in its outreach efforts to educate and make Hispanics more healthcare literate. Socioeconomic, financial pressures and health illiteracy make it difficult. For example, I asked a middle-aged patient when he had been told that he had diabetes — and he told me that he didn't know until he had heart surgery. Perhaps if Hispanics are better educated, they could avoid scenarios like this one — which are common and frequent.”

Dr, Cardenas concludes, “The medical community must better educate Hispanics, make them literate and more knowledgeable about preventative care. We must put them in the driver's seat.”

Bonus Content:

Five Steps to Capturing the Hispanic Market – Last True Growth Opportunity

Over the past two years, I've written several articles that have addressed the business imperative of the Hispanic market. I've explored the human capital requirements, industry tension points and have dissected the tools & resources needed to assemble and execute a profitable Hispanic strategy. The following article takes all of these insights and boils it down to five steps that are absolutely critical to capturing profitable growth in the Hispanic market.

Most U.S.-based firms have a significant corporate imperative to attract Hispanic consumers, given their tremendous demographic and economic importance. Some companies, such as McDonald's, Budweiser, and AT&T, are spending significant resources to gain market share with Hispanics and are making inroads. But it's no simple task. According to a 2012 Nielsen report, "Hispanics are the fastest growing ethnic segment expected to grow 167% from 2010 to 2050, compared to 42% for the total population." The report also found that Hispanics "will be the dominant and in many cases the only driver of domestic CPG sales growth."

In fact, *AdAge* reported that Steve Mandala, Univision's Vice President of advertising and sales had recently stated at a company presentation, that all of beverage marketers' growth will come from the Hispanic market, likewise auto sales will grow twice as fast as sales to non-Hispanics. With this new business reality, the Hispanic market may well be one of the last significant

growth opportunities left in the U.S., particularly in the consumer goods and service industries.

So, how do you capture this often elusive market? A well-crafted, data-driven strategy is the first step in reaching the Hispanic marketplace. The process must incorporate marketing, strategy, and financial assessments to comprehensively assess the Hispanic opportunity, which results in outputs that frame the size, scope, and process required to win with Hispanics, as well as clear financial contributions and investments.

As Monica Gill, Senior Vice President, Public Affairs and Government Relations, Nielsen, sees it, “Latinos are emerging as a powerhouse of economic influence, presenting marketers an increasingly influential consumer group that can translate into business impact. The key is to recognize that today’s modern Latino is ‘ambicultural’ with the ability to seamlessly pivot between English and Spanish languages and to embrace two distinct cultures. Understanding how to connect with this unique consumer profile will be key to successful engagement.”

As the 2012 Nielsen report put into perspective, “Latinos are no longer just a sub-segment of the economy, but a prominent player in all aspects of American life.” To that end, what’s needed is a comprehensive approach to creating a Hispanic strategy that highlights a deep understanding of brand building for Hispanics and their critical voice across social media platforms, as well as a “traditional” understanding of the need to approach this group in a highly-targeted and micro-localized fashion, using a test-as-you-go approach to determining best practices.

From my experience leading the CHL, a human capital and business strategy development firm with Fortune 500 client companies, I have developed five guiding principles for companies looking to establish a Hispanic strategy.

1. Define Clear Goals and Objectives to Win with Hispanics

Most firms continue to approach the Hispanic market as either an outreach of general market business practices or an extension of a brand or business unit-specific strategies. Worse still, is that investments targeting the Hispanic market are unusually limited, a paradox given the sophisticated market sizing and financial analysis performed by major U.S. firms to grow major brands or win across a portfolio.

What prevents firms from allocating sufficient capital to such an attractive opportunity? We have repeatedly seen many firms become reluctant to invest accordingly because the management talent is lacking and the approach required to win is unclear or muddled, lacking well-defined goals and objectives. Most are challenged to state a simple growth statement objective backed by share, financial, or category goals. While these numerical challenges do exist, the bigger, often unspoken truth is that management teams do not trust that a solid strategy exists.

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“The number one issue,” according to Cesar Melgoza, Founder and CEO, Geoscape, “is that companies fail to recognize the critical importance of the Hispanic market to their overall top and bottom lines. They believe they can experiment and only incrementally invest in this segment, but they’re mistaken because, for most companies out there, it is the bulk of their growth into the foreseeable future.”

Anheuser Busch struggled for several years to effectively win with Hispanics. The turning point came with its acquisition by InBev, whose Brazilian

management team had deep expertise in driving strategy from commercial initiatives, and understood many of the lifestyle and behaviors of Hispanics. ABI made Hispanics a key growth priority and delivered comprehensive data-driven strategy heavily oriented by their competitive advantage in go-to-market activities.

2. Hyper Local is Critical

A second reality of Hispanic strategy formulation is that hyper local strategies will be required. This is because Hispanic interactions with brands and channels are vastly different by age, market and level of acculturation. Understanding these differences results in vastly different market sizing, strategic approaches, and for consumer goods, radically different routes to market and channel strategies.

“I would consider hyper local marketing to be a key element in any strategy targeting the Hispanic demographic,” says Gabriel Torres, Vice President and General Manager for the Southeast Region – T-Mobile. “Hyper local means engaging individuals or groups where they live or shop, and connecting customers with an experience. T-Mobile utilizes hyper local strategies when we launch new products and open new stores. In our recent launch of our innovative upgrade program, JUMP!, we employed hyper local campaigns to engage with customers through social media and on the street and then guide them to our web store or one of our retail store locations.”

A simple example can show the powerful impact of a well-designed Hispanic strategy:

A large global food company had struggled to establish a growth platform with Hispanics, a market controlled by its primary competitor. For several years they invested heavily in Hispanic targeted advertising, sponsoring shows on Spanish-language television. Products were positioned and

distributed across general market channels, with only Spanish-language packaging to support this effort.

Our team helped this client to rethink this approach. While most Hispanic population centers align on the states of Texas, California, and Florida, our approach identified growth dynamics targeting a 16-24 year-old consumer with average to high levels of acculturation, rather than the previous targeting of the mass Hispanic market. This target has high levels of internet and social media access and usage, allowing for the establishment of a reconsideration of our clients' brands, supported by a new positioning of their brands. This facilitated identification of a new prioritization of cities / towns across these states.

Our work also noted the importance of “on the go” consumption by this target, requiring distribution of single serve packaging to up-and-down the street channels in their neighborhoods. In market work and insights work identified independent grocery stores and convenience stores as critical channels, which required new routes to market and relations with distribution partners our client had never approached. Naturally, attractive point of sale and 'retail theater' displays tied to group activities and a year-round calendar of events across major holidays helped to create in-store excitement.

What emerged was a hyper-local strategy, with a 360-degree approach incorporating a prioritization of consumers, brands, geographies, market approaches (specifically social media), and distribution channels. It was further reinforced by aligning and sponsoring activities and community events important to our target audience's lifestyles.

3. Deploy Your Best People

The prior example demonstrates that a comprehensive Hispanic strategy has a myriad of layers that must be solved and are distinctly different from

general market approaches. Therefore, the talent and leadership required for your Hispanic strategy is a critical success factor.

“Perhaps the most obvious area where companies fail to invest enough is in talent,” says Chiqui Cartagena, Vice President, Corporate Marketing, Univision (and author of the book, *Latino Boom II*). “Everyone on the marketing staff needs to understand the importance of the Hispanic consumer and understand how to capture that opportunity. The person/marketer with responsibility for the Hispanic effort doesn’t need to be Hispanic — but they do need to have the skills necessary to do the job and the ability/interest to learn about the Hispanic consumer.”

In the near term, your best talent — not your best Hispanic talent — is required to lead a successful Hispanic strategy. While you certainly need top Hispanic leaders to play critical roles, they may not be the ultimate leaders of your Hispanic strategy in the short term. This is often a controversial decision in many companies. But think about it. If you entered a new market or established a new brand or service, wouldn’t you bring the “A team” of top, proven leaders to drive the opportunity? Of course you would. Despite the language and cultural issues required for Hispanic strategy (which require your best Hispanic talent, particularly in marketing, insights and sales), this is ultimately a business, which requires the best leaders and strong decision making. It may take three-five years to gain traction with a Hispanic strategy, which is why bringing the best current talent is critical, and building a senior cadre of future Hispanic talent, who will ultimately lead the business.

4. World Class Analytics — and Partners — are Required

Poor Hispanic strategy often suffers from less than compelling analytics and market sizing. These limitations come from data-supplier limitations, although they have improved significantly in recent years. As would be required with any big strategic opportunity, you must have the knowledge

and data to assure a continual loop of “Test, Refine, Prove, and Repeat,” which can only occur if strong data and analytics exist.

According to David Burgos, Vice President of Millward Brown and head of its Multicultural Practice, “Strategic research is one of the areas companies in general fail to invest enough in when it comes to Hispanics. Feeling the market pressure, many jump onto the Hispanic bandwagon by adapting their mainstream ads to Latinos, without looking at how they use their products or what they think/feel about their brands. Many blame this on limited budgets, but I’d argue that the cost of making a major marketing/commercial mistake is much higher than the investment needed to obtain sound knowledge early on in the marketing cycle.”

Indeed, many firms have taken less rigorous paths with their Hispanic strategy formulation because of data or knowledge limitations. Fortunately, strong analytical solutions are now available from major syndicated data providers and a variety of specialist market research firms. It's critically important to dive deep into Hispanic behavior habits to understand how and why they shop:

- Their unique trip mission patterns support higher per-trip spending (higher basket rings) by Hispanic shoppers versus their non-Hispanic counterparts.
- Hispanic families tend to be brand loyal once brand relationships are established (national, regional and/or store brand alike).
- Hispanics look to particular channels for specific needs, especially club and mass merchandise and independent grocery, where Hispanics spend +20%, +36 % and +15% more than non-Hispanics respectively.

Immediately you see that unique shopper strategies must be crafted around specific channels of opportunity, and for consumer goods categories, strong route-to-market and distribution partners will be required.

5. Hispanic Strategy is a Change Management Imperative

As you may have discovered, in many respects a successful Hispanic strategy is a change management exercise. It requires pushing the boundaries of the business model and human talent capabilities in ways to which one is not accustomed. It also requires the same levels of rigor one would require of any large, exciting growth opportunity, but is very different due to language and cultural cues, and perhaps distribution channel and route-to-market considerations. Lastly, it requires building a leadership team and bench that has different incentives and needs; one understands the importance of being culturally intelligent about the audience it is serving.

“The Hispanic strategy is certainly a good case study in change management,” says Melgoza. “The reason why more companies haven’t embraced this and done the right thing for their investors is because the organization resists change and wants to maintain legacy at the peril of their own valuation. The tools, technologies, analytics and data are available to help companies execute on this imperative. With this availability, there’s no excuse not to execute.”

With the Hispanic opportunity positioned as the last significant growth market in the U.S., corporations can no longer settle for compromises across any of these five areas above. Expect the Hispanic opportunity to merit the same standards as the general market, if not more, and embrace a Hispanic strategy as the vehicle to achieving a true profitable Hispanic business model. The opportunity is here. Culture is the new currency for growth. Now, capitalize on it — before your competition does — and the barriers to entry become more complex and costly.

Tools and Resources:

Hispanic Leadership Academy

“We have reached a pinnacle stage in America that requires a new enlightened form of leadership to renew the ways we think, act and innovate. Hispanic professionals are in a unique position to assume this role. At CHL, we are prepared to lead this paradigm shift at our interactive training and virtual classroom—the Hispanic Leadership Academy.”

– **Glenn Llopis, CHL Founder/CEO**

Hispanic Leadership Academy Overview

([Click Here to Watch Video Message](#))

Hispanic Leadership Academy is the first and only interactive virtual training platform for the ongoing advancement of Hispanic professionals, entrepreneurs and business owners. Whether you're looking to develop your leadership capabilities, advance your career, or entrepreneurship skills — experience the opportunity to unleash talent and propel your business forward.

For more information, please visit

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

Tools and Resources:

Know Your Hispanics

Community and commerce are quickly being impacted by the elevating frequency of intensifying race relations fueled by misconceived stereotypes — elevating workplace lawsuits and brand reputation crisis in a matter of hours and days. In response to this growing trend and recent developments, CHL has released a new online training platform, *Know Your Hispanics*, for Fortune 500 executives, department managers, and small business owners alike to learn how understanding this fast-growing demographic will further strengthen their brand reputation as well as help increase workforce productivity, innovation efforts, and sales results.

Hispanics are an important part of business and the fabric of American society — yet many are not sure how to start a relationship with their Hispanic employees or how to build a loyal Hispanic consumer base — especially when you consider that Hispanics come from different countries with different experiences and customs. However, CHL believes there are certain traits and values that transcend country boundaries — character traits that are deeply rooted in the Hispanic culture and that can be recognized and leveraged to better understand and know how Hispanics work, are motivated, and buy.

For more information, please visit

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

Tools and Resources:

CHL Marketing Lab

Based on years of CHL research and experience working with Fortune 500 companies regarding how Hispanics think and buy, CHL Marketing Lab will help brands earn loyalty and trust from a rapidly growing consumer segment that puts a premium on its cultural values that shape the Hispanic mindset.

With insights into what triggers Hispanic behavioral cues and how to engage viral reach for brands, CHL Marketing Lab strives to help build profitable Hispanic business models. Carefully guiding companies to most effectively see and seize the unique Hispanic opportunity across multiple revenue streams, CHL Marketing Lab assists brands to dominate the Hispanic market in their respective industries. From designing corporate strategy to product and service innovations directly with clients and/or with their advertising agencies, CHL Marketing Lab ensures that a company's Hispanic sales, consumer outreach efforts, and marketing campaigns are in alignment with its Hispanic business model and overarching strategy.

For more information, please visit

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

Author's Bio

[Glenn Llopis](#) (pronounced 'yō-pēs) is an author, speaker and business consultant best known for what he coined, "the immigrant perspective." Most of his writings, speaking engagements, and consulting assignments focus on leadership, human capital and business development, career advancement, marketing, entrepreneurship, and turn-around operations. He focuses on the idea that if people embrace the natural skills and characteristics that are influenced by their culture, they will enable an immigrant mentality that gives them a distinct advantage to propel success and significance in one's career, business, and life.

Founder of the Center for Hispanic Leadership, a human capital and business strategy development firm that works with Fortune 500 companies, Llopis is a frequent contributing writer for *Forbes*, *Huffington Post* and *Harvard Business Review*. Additionally, he is the author of [*Earning Serendipity, 4 Skills for Creating and Sustaining Good Fortune in Your Work*](#), [*Why Personal Employee Branding Will Save Your Career and Your Workplace*](#), and [*The Six Reasons Why Hispanic Leadership Will Save America's Corporations*](#).

The son of Cuban immigrants who were victims of Fidel Castro's revolution, Llopis combines an immigrant's perspective and a UCLA education with fast-tracked and successful years at the Gallo Wine Company and Sunkist where he became the youngest senior executive in the company's 100-year history.

A University of Southern California Marshall School of Business board member in support of the Society and Business Lab, Llopis has been featured for his thought leadership and business acumen on such media outlets as *CNN*, *Fox News*, *Univision*, *ABC*, *NBC*, *MSNBC*, and *CBS*.