


BRANDWEEK.COM**PRINT THIS**Powered by **Clickability** **Click to Print**[SAVE THIS](#) | [EMAIL THIS](#) | [Close](#)**Latins Rising: Marketing y Medios Looks at the Winners***July 30, 2007*

By Nancy Ayala



NEW YORK -- More than at any other point in recent years, it seems a great time to be working in the Latino market.

Business is up or expanding across all media categories. A new broadcaster is entering the fray for the much underserved bilingual Latino youth market. Radio continues to be a driving force, not just for music but for inspiring a nation to find a solvable, humane way to address immigration issues. Digital is being introduced to an increasing number of Internet-inclined, Spanish-dominant users, including an 80-year-old Hispanic newspaper that has mastered the way to learn new tricks. And a

perennial underdog is finding no job is too small to be part of mass media.

And a seminal number of executives are keeping the good fight alive.

But there's a lot left to tackle, particularly in the areas of getting one's due.

Ray Rodriguez, named Executive of the Year, says that advertising revenue has been growing steadily for many years at Univision Communications, yet "advertisers still want to dip their toes in the water, when they should be up to their chins."

While marketers take more time to figure out the not-so-new but inspired direction, take time to read the stories that have made last year and the start of 2007 such a tremendous time for Latinos.

Ray Rodriguez: The Ultimate Team Player for 17 Years

As he walked down the hall for his first official magazine photo shoot, the president and COO of Univision Communications stopped to admire a framed ad of a smiling Latina girl in a corridor of Univision's WXTV 41 TV station in Teaneck, N.J., 15 miles from New York City.

What grabbed his attention was a Univision tagline, from 2005, that read: "My dad says I have \$763 billion in disposable income." Ray Rodriguez seemed overtaken by the message, as if stumbling on the tremendous buying power of the U.S. Hispanic market for the very first time. "It's powerful," said the Media Executive of the Year.

Power can be described in many ways, specifically Rodriguez's promotion to president and COO of Univision Communications in February 2005, charged with overseeing not only the eponymous No. 1 Spanish-language network in the United States, but the robust portfolio that includes broadcast channel TeleFutura, cable network Galavisión, Univision Radio, Univision.com, Univision Music group and Univision Móvil.

That it is Rodriguez's first sit-down with media might come as a surprise to the few who have not followed the trajectory of the media powerhouse that was purchased in March of this year for \$12.3 billion by an investor group including Madison Dearborn Partners, Providence Equity Partners, Texas Pacific Group, Thomas H. Lee Partners and Saban Capital Group.

The Cuba-born Rodriguez, based in Miami, has weathered the ups and downs of Univision's at-times fractious dealings with Televisa, the Mexican broadcast conglomerate that supplies Univision network's top-rated programming. (There is a still-active lawsuit against Univision.) Rumors of a fine levied on Rodriguez by former chairman and CEO Jerry Perenchio is part of Univision lore: Perenchio had forbidden executives to talk to the press, and Rodriguez broke the rule. "Jerry was so upset that he would've fired me, but we worked together so well so it was a slap (he pats the back of his hand for emphasis). He was really strict about it, and I totally understand."

Rodriguez says the two are still close, but now, Rodriguez and the new CEO, Joe Uva—until April of this year CEO of OMD Worldwide in New York—have started to open doors for the future. "Our business needs to evolve, and we need to reach out to folks and get our story out there," says Rodriguez, 56.

It's only fitting that the man at the root of the company's growth for nearly 17 years in various roles (director of talent relations; svp/operating manager of the Univision network; Univision network president) can finally speak candidly and with resolute determination about the future of the company—and his dedication to it.

"I'm privileged because I'm in a position where I can make things happen, and that's a wonderful thing," says the married father of three grown children.

Uva says he had met Rodriguez only once a few years back before joining the company. "You could tell he is very respectful of other people's thoughts and opinions. He's not quick to judge, but he is quick to act, which is a tremendous advantage for Univision."

Colleagues, clients and marketers heap similar praise: he's kind, engaging, charismatic, a tough businessman, modest, they say.

"One of the things that I appreciate most about Ray is he has this clear-thinking ability," says Alina Falcon, the evp and operating manager for Univision network, who supercedes Rodriguez's tenure by four years. "I may bring him a problem that I've been working on for weeks, I can summarize the issue with him, and he's able to separate all the minutiae and clearly pinpoint what the facts are in order to help in the decision-making. It's a great release to know we have someone like Ray"

The exclusive broadcast of the World Cup in 2006 and this year's advocacy, via radio and TV, in assisting Latino residents become U.S. citizens certainly have added vigor to an already stellar year.

For the first quarter of 2007, net revenue increased 9 percent to \$437.3 million, from \$402.6 million in the first quarter of 2006, according to corporate reports. Adjusted income from continuing operations increased 15 percent to \$66.1 million in 2007, from \$57.4 million in 2006. Full-year net revenue reached \$2.1 billion in 2006, an increase of 11 percent from the year prior.

Univision network averaged a 2.0 rating in prime time for total households in the season-to-date 09/18/06 to 05/24/07, tying for fifth place with CW. Among adults 18-49 in the same time period, Univision garnered a 1.6 rating, beating CW and carrying the sole torch as the fifth network, according to Nielsen Media Research.

"On a lot of nights, we're bumping the big four," Rodriguez says, adding that the move to the National Television Index in February of last year set a new bar. "We want to be measured with everybody else."

Plus, it gives the company more opportunities with advertisers.

Monica Gadsby, CEO of SMG Multicultural, a division of Starcom MediaVest, based in Chicago, has signed multiyear deals for Miller Brewing and Procter & Gamble to work with all of the Univision properties, with the exception of the music group. "We have respected Ray's ability to have such a keen understanding of the consumer that has driven to the success of Univision," she says.

Uva says Rodriguez even excels in his hobbies. "I don't know if you're aware of this, but Ray is a world-class sports fisherman. A couple of years ago, he won the Billfishing World Championship. So if you ask my opinion about Ray, I'd say, women adore him, marlin fear him."

Rodriguez isn't looking to change a thing.

"From the very first year after I joined Univision, I didn't want to leave," he says. "Somebody's going to have to kick me out."

Lucia Ballas-Traynor, SVP and General Manager, MTV Tr3s

It seems only fitting that Lucia Ballas-Traynor's 16th floor office in the Viacom building overlooks the "crossroads of the world" in Time Square. She's within earshot of the exuberant youth market that today embodies the successful relaunch in September 2006 of the bilingual music channel MTV Tr3s.

Like many young Latinos clamoring outside the MTV studios in midtown Manhattan for the chance to watch their favorite artist perform at a taping of the channel's hit show MiTRL (a version of MTV's TRL), svp and general manager Ballas-Traynor knows what it's like to straddle the duality of an American lifestyle with her Chilean heritage.

"I've lived what they're living," says Ballas-Traynor, 42. She brings her own infectious energy and enthusiasm to her role as Latina-in-chief of MTV Tr3s—a job that's often part executive, educator, marketing guru, trend-maker/watcher and market analyst.

The attribute that has earned Ballas-Traynor a spot as a Media All-Star can best be described as innovator. As a longtime network chief with a track record building the coveted 18-34 demo at Galavisión, where she held the gm title for eight years, she looked to the successful mass-market distribution approach employed by Univision and Telemundo, then set out to relaunch MTV Tr3s as a hybrid cable-satellite broadcast system.

She oversees the widely distributed music channel aimed at bicultural youth, ages 12 to 34. MTV Tr3s currently reaches 28 million TV households overall and 5.5 million Hispanic TV households, which is nearly half the 11.6 million Hispanic TV households in the United States.

Though the MTV Tr3s strategy was seen at the time as a dramatic departure for the MTV network, which was built on cable,

the gamble seems to have paid off. Since the launch, the music channel has widened its distribution to 35 low-power broadcast stations, including affiliates in San Antonio and Phoenix, as well as a key partnership with KBEH-TV, Channel 63, in Los Angeles.

The relationship with KBEH gives MTV Tr3s an immediate boost of potential viewers who don't have cable, expanding the channel's visibility nationally in the top 40 U.S. markets and putting KBEH into every household in the No. 1 Spanish-language market.

"With Latinos, having a local presence in a market is extremely important," Ballas-Traynor says. "It makes a big difference to be a part of that market and to have a local station that represents your brand and your channel."

And for MTV Tr3s, what a difference nearly a year makes. The music channel formerly known as MTV Español, originally formed in 1999, was not resonating with Generation Next. That's when MTV network chief Christine Norman tapped Ballas-Traynor to find a way to make the network's Spanish cousin sing.

"No one thought there was a market to advertise to young people, no one thought they were going to watch a bunch of music videos, long-form shows and pro-social campaigns," Norman says. "We've built a valuable brand globally on that notion, and Lucia is taking all of those core values and infusing them into MTV Tr3s in all the right ways."

Call it pride, passion or just following her gut, but Ballas-Traynor often draws on her bicultural experiences to help frame the strategic vision for the music channel aimed at bicultural youth.

"MTV Tr3s offers what in many ways MTV offers," says Nancy Tellet, vp/director of media services and strategic planning at Siboney, which buys commercial airtime for Colgate MaxFresh, an active youth target brand on the music channel. "They take your client and your brand and associate it with an authority to youth, then find compelling ways to integrate the brand into things like product placement."

What's more, MTV Tr3s is reaching out to this young tech-savvy market in its preferred mode of communication via text messaging and mobile phone. "Technology is part of the DNA of today's kids," Ballas-Traynor says. "You can't have programming alone. You must have a multiplatform based in technology because they text back and forth, they send each other IMs. And they do it in English and in Spanish."

In March the channel launched mobile music channel, MTV Tr3s Mobile, which Verizon, Amp'd and Sprint offer to subscribers and features content from MTV Tr3s programs Pimpeando and MiTRL.

For Ballas-Traynor, the music channel is also about establishing a sense of community with this young audience.

"This is something that I can give back to the new generations [of Latinos] that many are choosing to ignore or underserve," says the married mom of two. "It's not just professional but personal fulfillment for me. It's about giving my kids something I never had."

Tom Castro, Founder, Vice Chairman of the Board, Border Media Partners

Tom Castro admits his radio career began as a "fluke" in 1979, at age 25. The opportunity to buy a station in Phoenix fell into his lap when the still-unknown Tichenor radio family was in the market to unload a Hispanic radio station. At the time, the Tichenors did not believe that Spanish-language radio had a future. (McHenry Tichenor Jr. would later be instrumental in the development of Latin radio and preside over Hispanic Broadcasting Corp., which would become Univision Radio.)

Castro had invested in an oil field equipment company, but didn't think twice and pooled resources and contacts to buy the station.

Nearly 30 years later, Marketing y Medios' All-Star in Radio is vice chairman of the board of Border Media Partners (BMP), the radio group he founded in 2002, and much closer to his vision to create "the cluster of the future," a radio company that addresses the needs not only of Spanish-speaking Hispanics, but also English-dominant and bilingual Hispanics.

Houston-based BMP is the largest privately owned Hispanic radio company in the country, with businesses in Texas. With an initial investment of \$275 million from private equity firms, BMP owns 35 stations in San Antonio, McAllen/Brownsville, Laredo, Waco and Austin, and acquired, in August 2006, English-language stations KTSA-AM and KJXK-FM in San Antonio from CBS Radio for \$45 million in cash. Out of the total stations, 22 air in Spanish.

BMP made radio history earlier this year when regional Mexican outlet KHHL "La Ley" in Austin ranked No. 1 for persons 12+ in Arbitron's Fall 2006 survey, with a 6.4 share; it also took No. 1 in the 18-34 demo with an 11.5 rating.

"La Ley" beat Univision's only station in the market at the time, adult hits KINV "Recuerdo," which had dropped the regional Mexican format in March 2006 in favor of an oldies format. Though Univision launched regional Mexican KLQB "La Que Buena" in February to compete against "La Ley" in the Austin market, Castro is confident his station's winning streak will continue.

It's his ability to make things happen that makes Castro a force to be reckoned with, colleagues say. Mary Hawley, president of Lotus Entravision Reps, a national advertising sales force for Hispanic radio stations, says Castro uses his clout to ensure his radio listeners' voices are heard.

"He has opened the doors about the Hispanic growth in Texas and beyond," the Los Angeles-based Hawley says.

She also credits Castro with reaching out and educating marketers to the fact that the future of Hispanic radio is now. There's no need to wait for the 2010 U.S. Census to invest in the market, Hawley says.

With plans to double the size of BMP in one to two years, Castro is heeding his own advice.

In June, he recruited Jeffrey T. Hinson, a former Univision Communications executive vice president and CFO, to take over as BMP president and CEO. While Hinson handles the day-to-day operations, Castro will focus on the company's radio expansion to other markets, as well as other media, such as television and online.

"There's never been a better time to be a buyer because there are more stations for sale now than ever in the history of the radio business," Castro says.

To facilitate that growth, Vestar Capital, Goldman Sachs and Darby Overseas Investments, already BMP investors, injected an additional \$111 million into the company in May.

Peter Davidson, president of Davidson Media Group, isn't surprised at BMP's current status and growth potential. He lauds Castro's ability to raise equity capital and "sell the vision of Hispanic radio to a lot of the guys who control the money."

A Harvard graduate, Castro, 52, has many admirers within Hispanic radio. Friend and colleague Amador Bustos, president and CEO of Bustos Media, a Hispanic radio group based in Sacramento, Calif., describes Castro as "a successful entrepreneur, an assertive and straightforward individual, which can often be misunderstood as intense."

Called a "visionary" by other competitors, Castro's accolades include winning Radio Ink's first ever Medallas de Cortez award earlier this year in the Broadcaster of the Year category. He beat out such industry vets as Univision Radio president and COO Gary Stone, Clear Channel svp of Hispanic Radio Alfredo Alonso and Davidson, among others.

Beyond his professional success, which includes sitting on Time Warner Cable's board, Castro's legacy is his commitment to the Hispanic community. He says he would not feel fulfilled if he couldn't dedicate time to Latino organizations such as the National Council of La Raza and the New America Alliance.

"It turns out that radio for me was a way to mesh together two things I wanted to do," Castro says. "Be involved in business and be involved in helping the Latino community."

Alberto Ferrer, VP/Director, Digital + Direct Marketing, The Vidal Partnership

Latinos who've recently purchased or renovated a home, carry a wireless mobile phone and watch Spanish-language programming on satellite TV have probably never heard of digital and direct marketing guru Alberto Ferrer. But they've likely encountered his work somewhere, either online or in TV ad campaigns.

A child computer geek turned digital wunderkind, Ferrer, serves as vp and director of digital + direct marketing at The Vidal Partnership, a New York-based agency, where he and a powerhouse team are the visionaries behind winning marketing campaigns aimed at an increasingly digital Latino community.

"Being a techie means I know a little bit about the guts of technology and how it works," Ferrer, 38, says with a laugh, just as his computer freezes up during the mid-afternoon interview for this story and as he's trying to load up one of the Vidal Partnership's signature tricked-out media campaigns.

But that's not usually the case when he shows clients that technology is accessible to them and their customers "and can be easily used."

Some of the firm's best, most recognizable efforts—and there are many—include: the iconic Beto Casas, the virtual bilingual Century 21 realtor who shares home-buying tips via a dedicated Web site with would-be Latino homeowners; the soccer tie-in "Tu Casa Es Tu Cancha" for Home Depot, heralding the Latino residence as a playing field for any home improvement; and a digitally themed campaign introducing DirecTV's DVR to Latinos with an interactive remote control that online users point and click on a TV screen like they would do at home.

A Digital Media All-Star in every sense of the phrase, Ferrer is one of a new generation of agency executives whose job brings together the converging worlds of digital and direct marketing. "I've found a good marriage between marketing and science," says Ferrer, who's own story seemingly fits a marketer's dream profile of the Latino market: Hispanic male born in Cuba, raised in Puerto Rico; married with one child; upwardly mobile and tech-savvy in every way.

Agency president and CEO Manny Vidal puts it this way: "Alberto inspires the entire firm to think digitally. All brand ideas must live, function and be digitally executable."

On the client side, marketers say Ferrer comes at them with both barrels loaded, dually equipped with expertise both in digital and the Hispanic market.

"I don't miss a beat with Alberto in the room," says Ted Moon, Sprint Nextel's director of digital marketing, who works with Ferrer on projects including the highly successful Second Life virtual world and the Hispanic music series planned for the soon-to-open Sprint Center. "I don't have to dumb down and translate the tech side of things. He knows our digital business and can tell us whether it will work in the Hispanic market. That's one of the real values that he brings to us."

In the case of real-estate chain Century 21, Ferrer is considered instrumental in bringing the company into the digital age with an animated series featuring an online Latino character, says Gilbert Monge, former director of interactive marketing at Century 21.

"No one would have ever thought of that in the general market, much less for online," Monge says. "We were a very rigid brand that was kind of stuck in its ways, and he put them on a path to the future."

Others who work closely with Ferrer describe him as a futurist and creative thinker who gives Vidal clients his 360-degree perspective as a marketer and digital expert in much the same way they later expect their corporate vision to play out in their media strategy.

"His strength is that he can distill a market that's evolving like the Hispanic market and make it easier for clients to understand the need to invest in digital," says Mark Lopez, publisher of AOL Media Networks' AOL Latino and a client. "He has a great marketing background, he gets the technology and the Internet, and he's adept at consuming a lot of data and so he understands what clients are looking for."

And having a front row seat in the Hispanic market helped Ferrer and The Vidal team score big in 2006 with Nissan North America's "El Reto Final Nissan" ("The Nissan Final Rematch"). The five-part reality show/soccer match relived the historic 1997 World Cup qualifying match between Mexico and the United States. The series aired in Spanish on Fox Sports en Español and in English on Fox Soccer Channel. The 360-degree plan included promotions, online, TV and PR.

And even with the tremendous gee-whiz factor associated with his job, Ferrer says that for him the best part isn't so much about doing something that hasn't been done before, it's about "doing things that work and getting a brand before more people."

Monica Lozano, Publisher and CEO, La Opinión

Tinkering with a family business that's been thriving for eight decades is fraught with potential disasters. But Monica Lozano, publisher and CEO of Los Angeles' La Opinión since 2004, has something in her back pocket that's guided her through the newspaper's successful expansion into new sections, magazines, Web sites and the inclusion of some English-language content: the paper's original mission, which has been handed down through three generations of Lozanos.

"I know I carry on a tradition that was established by my grandfather 82 years ago," says Lozano, who is Marketing y Medios' All-Star in Print. "That mission was to serve the community, which, in that case, was primarily an immigrant population, primarily from Mexico, that needed a source of information about their issues and reflected their reality. Our community today is much more diverse and our scope of influence is much broader, but the core value stays intact."

That mission has remained unchanged even with La Opinión's merger three years ago with New York's El Diario La Prensa to form ImpreMedia, a partnership formed just after the Lozano family bought back the Tribune Co.'s ownership stake in La Opinión.

Lozano, 50, who also serves as svp for ImpreMedia, has been in charge of La Opinión during a difficult time for the newspaper industry, one in which circulation figures have tumbled and ad revenue has migrated to digital media.

La Opinión has seen its daily audience grow 8 percent since last year, to 520,000 readers, according to Scarborough Research, even as its circulation has slipped. Advertising revenue for the 12 months through March 2007 was flat compared to the year-earlier period at \$52 million, according to TNS Media Intelligence.

But more significant has been La Opinión's growing reputation under Lozano's leadership as a laboratory for editorial and advertising strategies for ImpreMedia. The Spanish-language newspaper chain has 10 publications in six key markets that serve 32.3 million Hispanics, including Vista magazine and the newly acquired daily paper Hoy in New York.

"What she has done is bring in new talent to the paper, new reporters and a substantive number of female reporters," says José Luis Benavides, a journalism professor at California State University, Northridge. "If La Opinión puts in more resources [into its news gathering operation], this paper could become the most important Spanish-language daily newspaper in the world, not only Los Angeles."

La Opinión launched weekly magazine La Vibra in 2001 to reach young Latinos who don't often pick up newspapers. The magazine has expanded to four other markets and is distributed in ImpreMedia papers, as well as in coffee shops and on college campuses as a standalone.

In October 2005, the paper launched tabloid La Opinión Contigo (La Opinión With You), which is geared to Latino families who aspire for more: higher education, a bigger home and perhaps their own business. It's distributed to 260,000 homes in selected ZIP codes, giving advertisers the opportunity to target specific neighborhoods. The Contigo concept is now being adapted by other ImpreMedia publications.

"All of us [at ImpreMedia] benefit not only from having Monica run our largest property but also in advising us where to go with our editorial," says John Paton, chairman and CEO of ImpreMedia. "Monica is the guiding light for all our editors."

In February, La Opinión revamped some of its editorial content to create an entertainment and lifestyle Sunday supplement. La Opinión also has been dabbling with English-language content, beginning nearly two years ago with a weekly section called Vive Mejor, where issues such as healthcare are addressed in both Spanish and English to make it accessible to every member of a family.

It soon will begin publishing some of its editorials in English and Lozano is overseeing the introduction of English onto some of ImpreMedia's Web sites, including LaOpinion.com, which in June had 1.5 million unique visitors, according to WebTrends.

Lozano also has been solidifying partnerships with outside companies such as ESPN and Univision. La Opinión has an onsite camera for its reporters to appear on Univision's L.A. affiliate, KMEX Channel 34.

She has overseen La Opinión's influential experimentation with advertising, offering clients unique positioning such as front-page and u-shape ads, wraps and custom publishing, essentially anything that's effective for an advertiser that doesn't compromise the paper's editorial integrity.

"People know the brand. They trust the brand," Lozano says. "That comes from having upheld our primary mission over all these years. We'll do everything we can to hold onto that and deepen the relationship with our audiences."

Christopher T. Young, President, Vista Media Group

To be David in a Goliath business means knowing which sling to use. As a mid-sized player in the U.S. Hispanic market, Vista Media Group, Entravision Communication Corp.'s out-of-home division, believes it has an edge over giant competitors. Mom-and-pop businesses are key to driving the company's success, in addition to a staple of national advertisers, says Christopher T. Young, president of the group and All-Star for Out-of-Home.

Under his leadership and aggressive strategies, ad revenue has boosted the outdoor division's year-to-year growth. During 2006, outdoor ad revenue climbed 7 percent and accounted for roughly 13 percent (\$36.6 million) of Entravision's total revenue of \$291.7 million. Television represents 54 percent of revenue, and radio holds 33 percent, according to the company.

Vista Media competes with the likes of CBS Outdoor Latino and Clear Channel Outdoor, two media juggernauts with deeper pockets and resources. While the competitors may take a bigger piece of the national market, Vista Media has focused on smaller communities as a way to generate more business—and to grow.

In Tampa, Fla., the out-of-home division won a multiyear contract with the Hillsborough Area Regional Transit Authority to sell advertising on the area's public buses. The five-year agreement, signed in May 2006, helped increase the company's transit advertising business and created opportunities for broader reach.

Buoyed by a recognized parent company, the Hispanic-owned Entravision, based in Santa Monica, Calif., the wholly owned outdoor unit is becoming a solid entity in its own right.

"[The team] must be on top of their game in every way" to make that happen, says Young, who operates out of New York. That's the challenge in the booming Hispanic out-of-home industry, which insiders estimate to be \$100 million. "It's about getting people in the right places."

Stephen Freitas, chief marketing officer for the Outdoor Advertising Association of America, says, "The [Hispanic] segment is growing at a quick pace, 13 percent annually."

Vista Media's operation consists of approximately 10,600 advertising faces located primarily in Los Angeles and New York, the top two Hispanic markets in the United States, respectively. In addition to Tampa, the billboard business is active in Chicago, Dallas and Sacramento, Calif.

The company has capitalized on cross-promotions with Entravision's radio division. Co-locating the outdoor and radio sales staffs when possible has helped to increase revenue.

At 38, Young is the youngest executive heading an Entravision business segment, following TV and radio. He was appointed president of Vista Media in 2004 after serving as CFO of the outdoor unit four years prior.

Before joining Entravision, Young held various positions in corporate finance divisions at large banks, in some cases, for the broadcasting and outdoor advertising industries.

"He has strong [business] ethics," says Walter Ulloa, Entravision's chairman and CEO. "He's the kind of person whom people respect, and he's a leader. We expect our managers to be great sellers and to constantly be in contact with our clients and developing new business. Chris certainly fits that category of qualities."

Rudy Ferrer, president of Delta Media ad agency, lauds Young for running a stealth operation and meeting clients' needs, including Corona.

"Vista Media is capable of management in a way that I don't have to talk to Chris often, and that's good," Ferrer says. "If I need anything, he's quick to respond."

Good company response has propelled a 5 percent revenue growth for Vista Media in the first quarter of 2007, which also reflects solid increases in local revenue that helped offset softness in national revenue, particularly in New York. Vista Media services clients such as McDonald's, Chase Bank and Continental in New York City's Spanish Harlem.

The services category delivered the highest percentage increase this year compared to 2006, followed by healthcare and package goods. Advertisers included Lay's and HIP, a healthcare provider in New York.

Though Wall Street analysts have speculated the publicly traded Entravision might sell its outdoor division, Ulloa is quick to respond.

"There's always some rumor out there about somebody or something being for sale," Ulloa says. "I don't comment on those rumors. We have a strong division. It's an important part of what we do and it's growing, and certainly it will continue to grow in the future."

Local advertising growth is first and foremost, Young says, but there are other important factors at play. "I'm having a lot of fun," he says. "I love coming to work every day and being in charge of a team."

And that's what might be needed to stop any giant.

Dallas-Ft. Worth

As with other markets in the midst of a Hispanic population boom, Dallas-Ft. Worth has seen its established media outlets challenged by new competitors, each chasing after the young Mexicans pouring into the area.

The growth of the Latino population has been dramatic. About 1.2 million Hispanics were in the DMA in 2000, more than twice the figure from 10 years earlier and a fourfold jump from 1980, according to census data analyzed by SRC. Roughly 80 percent of these Latinos are of Mexican descent.

Moreover, the Hispanic population continues to grow and reshape the fourth most-populous metropolitan area.

There will be 2.1 million Hispanics by 2012, accounting for 28.5 percent of the population, predicts Boston-based forecasting firm Global Insight, and hold nearly \$51 billion in buying power. (See chart, above right)

Univision dominates in Spanish-language television and radio, with Telemundo a solid No. 2 in TV. The Dallas-Ft. Worth media market is becoming more competitive, said Benjamin Aguirre, local media specialist for Tapestry, a division of SMG Multicultural.

"From a radio perspective, it's pretty competitive. Univision still takes the lead with the most dominant station, but you also have Liberman competing for share," he said, referring to Burbank, Calif.-based LBI Media.

The No. 1 Hispanic station in the market is Univision's KESS "La Que Buena" 107.9 FM with morning DJ Eduardo "Piolín" Sotelo. It ranked No. 6 among all stations, based on listeners 12 years or older, with an average 3.6 rating in Winter 2007, according to Arbitron. That's down 10 percent from Winter 2006.

KESS' ratings have been sliding because of increased competition. Univision has three other FM stations in the market, reports BIA Financial Network, and one AM station, Spanish-talk KFLC "La Voz del Pueblo" 1270 AM.

Univision is fighting back with controversial syndicated morning DJ Luis Jiménez, who was picked up in February by KFZO "La Kalle" 99.1 FM. Still, Univision's radio stations are facing increased competition from LBI, which last summer acquired five stations from Entravision, bringing its total to six.

LBI has flipped some of its stations to Mexican regional formats to tap into the area's population. Several of its stations have seen dramatic ratings growth, including its top-rated and oldest, KNOR 93.7 FM, which had a 1.6 rating this past winter. LBI's KBOC 98.3 FM ranked right behind it with a 1.5 rating. Both are trending up.

Clear Channel also has one Spanish-language station in the market, Spanish variety format KEGL "La Preciosa" 97.1 FM, which trailed only Univision's KESS among Hispanic-targeted stations.

"These [stations] allow for a bit more selection, for options to partner with our clients, instead of only going with Univision," Aguirre said.

The TV marketplace in Dallas-Ft. Worth is also becoming more competitive.

Univision KUVN, Channel 23, ranked No. 1 in prime time in the May sweeps with a 22.4 household rating, according to Nielsen Hispanic Station Index. Telemundo affiliate KXTX, Channel 39, was No. 2 with a 4.2 rating.

Univision's TeleFutura outlet KSTR, Channel 49, ranked No. 4 among all stations with a 2.7 rating. Azteca America's KODF, Channel 26, and LBI's independent KMPX, Channel 29, tied for No. 9 with a 1.2 rating.

Meanwhile, LatinAmerica Broadcasting's low-power LAT TV, KJJM Channel 34, launched in May 2006. It reaches about 88 percent of Hispanic neighborhoods. Plans call for wider distribution through a cable system.

"I've been in this market about 13 years and, at that time, it wasn't nearly as competitive," said Cipriano Robles, general sales manager of LAT TV in Dallas. "At some point in every business, there's a point of maturation when it becomes crowded with a lot of players. Dallas is no exception."

Most broadcasters program entirely in Spanish. About 46 percent of Latinos in Dallas-Ft. Worth prefer speaking Spanish, 24 percent higher than the average in the 25 largest Hispanic markets, according to Scarborough Research. But broadcasters are increasingly dabbling in English, including LAT TV, which launched as a strictly Spanish-language outlet, primarily serving Texas.

"As time goes by you really begin to listen to your audience," said Patricia Torres-Burd, executive vice president of programming and branding at LAT TV. "Now we have a couple of shows, including Remix and Salsa TV, that include a mixture of English. Most of the young, hip 18-to-24 demographic is bilingual."

Some 59 percent of the adult Latino population in Dallas-Ft. Worth is younger than 35 years old, according to Scarborough, 17 percent higher than average.

Meanwhile, advertisers are catching up with the area's population growth. Expenditures were just under \$78 million last year, far less than comparably sized markets such as Houston, according to Hispanic Business. Advertisers spent \$38.7 million on Spanish-language TV, according to the magazine's research.

"So far we see that Univision and Telemundo still dominate the market," said Tapestry's Aguirre. "The newer stations will take some time before they tailor their programming mix for the audience. It's great we're getting new people in the market because it gives us more choices."

Advertisers spent another \$30.3 million on radio while print trailed far behind, at \$8.7 million, according to Hispanic Business.

There are nearly two dozen Hispanic-targeted publications in Dallas, seven of which are audited, according to the Latino Print Network. The audited newspapers include the most widely distributed, the weekly La Subasta de Dallas, and the Dallas Morning News' daily *Al Día* and Fort Worth Star-Telegram's weekly *Diario La Estrella*.

Hispanic print, like other media in the market, is highly competitive but still falls short of ad revenue.

Lupita Colmenero, co-founder of the weekly *El Hispano News* and former president of the National Association of Hispanic Publications, said print vehicles in the area are finding new ways to secure more national brands, while attracting more local advertisers.

She expects an increase as the growing Latino population becomes better educated.

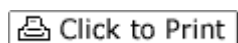
"There's a movement I see where a lot more people are attending seminars about starting a business," Colmenero said. "It's becoming a more educated community."

And that, she noted, represents future advertising opportunities.

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