

The 4Cs of Hispanic Market Retailing: Becoming and Remaining Best in Class

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The Time Warp

Has Hispanic Marketing Really Advanced in the Past 20 Years?

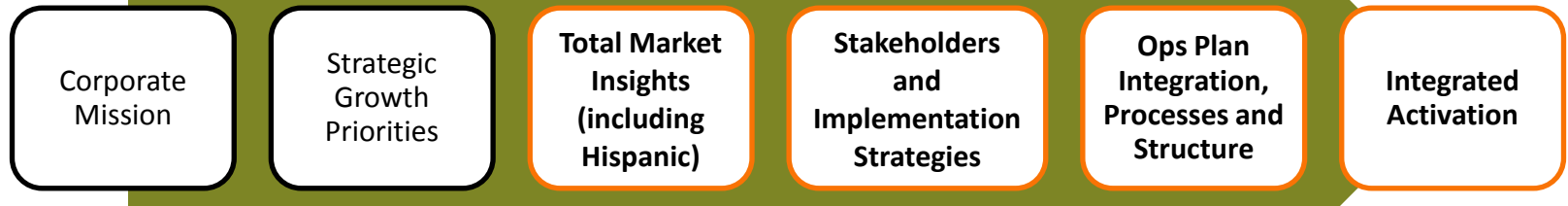
- More internal experts, deeper consumer insights, more resources and more reach vehicles and marketing properties
- Still driven by external commodity assets: sports, entertainment, media, creative and various other above- and below-the-line efforts
- There is minimal commitment to organize internally to define “how” to leverage their organizations in support of their company’s growth priorities
- Is it any surprise that overall U.S. Hispanic marketing spend remains an “expendable” expense representing 1.2% of the \$325 billion in the advertising landscape

The Conundrum

Hispanic Marketing in Today's Strategic Continuum



Hispanic Marketing Optimally Positioned in the Strategic Continuum



The 4Cs Solution

The catalysts for strategic integration and financial performance

- Commitment
- Competency
- Capabilities
- Compensation

Commitment

Belief that growth priorities are also dependent on Hispanic market success

Assign and allocate the right people resources to co-create the implementation strategy

Hold stakeholders responsible to creating relevant strategy implementation plans

Competency

Stakeholders must attain the required knowledge to make relevant and powerful operational decisions

- Strategic implementation planning involves
 - Understanding all that would need to change
 - Deliberating the options
 - Making tough choices between options
 - Nailing down who will own what responsibilities
- This effective collaborative thinking and actions enables the completion the “How” of strategy implementation and enables a cohesive and sound foundation



Capabilities

Identify organization and infrastructure weaknesses and interdependencies impacting the strategy's implementation and relevancy

- Building capabilities is about enabling the ability to implement the plan
 - The team who will own it
 - The processes that will guide future decisions and actions
 - The infrastructure
 - Having the right alliances and vendors

Compensation

Stakeholders are rewarded based on plan performance against the company's growth priorities

- Organizations collaborate best when
 - The rewards are based on organizational success
 - Results are measured
 - Progress is tracked
 - Stakeholders stay in touch with what is going on
 - Focus is on metrics management cares
- Without this, commitment and momentum will fade.

Business Readiness is the Foundation to Sustained Support and Momentum

Dependent On Leadership's Ability To:

- See the reality of today's and tomorrow's consumer marketplace
- Understand the risks and rewards
- Create and support a climate of change
- Understand the logic of creating an internal strategy implementation plan first
- Understand that external marketing is a reflection of the company's operational foundation and its market relevancy
- Tie rewards to total market performance



Thank you!

Q&A

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