

Spring 5-16-2019

Analyzing Tactics and Strategies in PR Campaigns to Identify Best Practices for Targeting the USA- based Hispanic Population

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**Analyzing Tactics and Strategies in PR Campaigns to Identify Best Practices for Targeting
the USA-based Hispanic Population**

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**Submitted in partial fulfillment of the requirements
for the Master of Arts in Public Relations
Seton Hall University
South Orange, NJ 07079
2019**

SETON HALL UNIVERSITY
COLLEGE OF COMMUNICATION AND THE ARTS
GRADUATE STUDIES

APPROVAL FOR SUCCESSFUL PRESENTATION

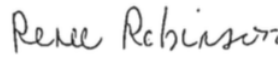
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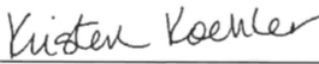
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Abstract

This study analyzed tactics and strategies in public relations campaigns targeting Hispanic-Americans in the United States for its effectiveness in order to identify the best practices to guarantee a successful campaign. This study included a case study examining three public relations campaigns targeting Hispanic-Americans. The case studies uncovered common themes and trends throughout the three campaigns, as well as analyzed the tactics and strategies that were implemented. This then resulted in the recommendations of the best practices for effectively targeting Hispanic-Americans throughout public relations campaigns which were, conduct extensive research, determine the theme, determine the language, and be culturally relevant.

Keywords: Hispanic public relations, R.P.I.E model, ethnic pride, ethnic identity, social identity theory, multicultural relations

Chapter 1

Statement of the Problem

There is a growing market that is not being targeted by organizations and their public relations efforts. This growing market is not only an influential one but also notoriously mentioned presently in the news, usually in conjunction with the 45th president of the United States, Donald Trump. The growing market that is discussed in this project is the U.S. Hispanic market. The most current issue with the Hispanic-American market and public relations stems from politics. Pablo Miro (2017) states that

[...] this change in climate poses a significant challenge. How can they [organizations] reach out to Hispanics, a berated demographic, when a wave of anti-immigration and anti-multiculturalism has made it seemingly permissible to be nasty to them? How can they connect with Hispanics without fearing they will disconnect from some of their white consumers?" (para. 3).

This is exactly the time for an organization, without taking any political stance, to stand in solidarity for their Hispanic-American consumers. It could even potentially attract new Hispanic-American consumers who feel unwanted because other organizations are fearful to lose their white consumers and cease their multicultural public relations initiatives; in this case the Hispanic public relations initiatives. However, in order to do so, some awareness needs to be raised in order to allow the organizations to perceive that there is an issue and then be able to act upon it, therefore, this project is important in providing the cultural literacy necessary for Hispanic-American targeted PR.

This issue has contemporary importance in the PR field, such as public relations blunders that come from first lady, Melania Trump, and fashion designer, Jeremy Scott. Both issues were

around the time that immigrant families were being separated at the U.S./Mexico border. While Melania Trump was visiting the child detention centers on the border, she was wearing a jacket that read, “I really don’t care, do u?”. Now anybody can point out that this situation is simply a fashion *faux pas* and has nothing to do with public relations. However, the White House communications staff could have realized that the jacket would not be appropriate, and that the public could misconstrue the message which is exactly what happened. In the same vein, Jeremy Scott, owner and creative director of Moschino, launched a new campaign where he posted pictures on the Moschino Instagram page where the models had different colored skin tones (red, blue, green, etc.). The caption on the photo said, “The only thing illegal about this alien is how good she looks” (Borge, 2018, para. 3). This particular Instagram post caused controversy because the public thought it aligned with the ideology of President Donald Trump; especially his zero-tolerance immigration policy and his consistent usage of the slur, illegal alien, which is offensive to many people. Miro (2017) also states, “[...] if their communications turn them off with cultural insensitivities, then this [Hispanic] group could ignite the next crisis for [an organization’s] brand reputation” (para. 12). He also states that organizations need to be empathetic with the Hispanic-American market by crafting “culturally appropriate messages to show how difficult it is for Hispanics in America today” (para. 18). Therefore, this research is essential in showing companies and organizations how to effectively target Hispanic-American consumers with public relations tactics in order to not offend and to become culturally literate.

In order for an organization to even consider a public relations campaign they need to know what public relations is and also which stakeholders need to be identified. Public Relations Society of America (n.d.) defines public relations “as being a strategic communication process that builds mutually beneficial relationships between organizations and their publics” (para. 5).

They highlight that public relations is “about influencing, engaging and building a relationship with key stakeholders across a myriad of platforms in order to shape and frame the public perception of an organization” (para. 6). What qualifies a stakeholder to be a key stakeholder for an organization, varies. This research explained the necessity as to why organizations should consider the Hispanic-American market as a key stakeholder. Not only is the minority’s population growing but also their purchasing power and brand loyalty are increasing. As of 2015, the buying power of Hispanic consumers in the U.S. was \$1.32 trillion and is said to increase to \$1.72 trillion by the year 2020 (Statista, n.d.). For these reasons, this research examined trends and themes in public relations campaigns that targeted the Hispanic-American community in the United States. The research also examined the public relations industry and the communication it has with the Hispanic-American market in the United States and whether or not the tactics and strategies used are effective in targeting that sector.

This research is important because according to Jenna Silver (2017) “[...] Hispanics are frequently the bellwether for coming consumer trends, often reshaping the way the general market approaches consumption” (para. 4). That shows that not only are Hispanic-Americans the largest growing minority population in the United States, but they are also influential. As an organization that makes revenue, this particular market not only would be a valuable public to target but by targeting them can gain another audience in the future and can be a foundation for the organizations to then expand and target other minorities. Kantar Futures (n.d.) mentions that in an America that is becoming more and more diverse, brands need to “develop a more inclusive approach in both brand strategy and corporate culture in order to stay relevant, maintain engagement, and ultimately, boost the bottom-line” (kantarfutures.com).

The issue of the Hispanic-American community not being targeted by organizations or not being targeted effectively is a problem because, as Elena Gaona (2012) stated in her article, many big public relations agencies hire employees with Hispanic surnames and they think that because of that they are now capable of doing Hispanic public relations (para. 4). It is approaches like this that have Hispanics feeling frustrated by organizations treating them like an afterthought. To be more exact, 70% of Hispanics in the U.S. experience that feeling (Silver, 2017, para. 6). Another issue is the misconception that almost all Hispanic public relations involve is simply translating information into Spanish. However, catering to this population involves more than a change in language (Achong, 2014, para. 2). As Ivette Achong (2014) mentions: “Language is key, but so is culture” (para. 6). The Hispanic-American market notices when something is just translated as opposed to being purposely produced for them and considerate to their culture.

There are also issues with Hispanics being depicted negatively or stereotypically in public relations campaigns. Luis Sanchez (2016) discusses how he has seen commercials and advertisements that represent Latinos in a stereotypical manner (para. 2). He expresses concern that public relations agencies are having “difficulty understanding the cultural market, let alone the Latino market” (para. 2). Identity is also a cultural marker for Hispanics, this was discussed throughout chapter 2, and if organizations are not able to depict Hispanics in a positive light or without any stereotypes then the organizations notice a lack of Hispanic-American consumers. Public relations campaigns are not the only place in where Hispanic-Americans can be depicted negatively or stereotypically.

Public relations tactics and strategies not only are targeted for external publics, the people they want to purchase their service or product, but also internal publics, the employees that work

for the organizations. Before communicating to the external publics and creating public service announcements, press releases, community events, etc., it is important to include internal communications for the internal audiences of an organization as a strategy. Jennifer Zottola (2018) explains that if those who work in an organization do not know what is going on or cannot share the organization's message then how can they expect the external audience to react a certain way (para. 2). An example of a time when internal communications worked against an organization occurred in 2013 and ties in with the negative depictions and stereotypes that surround Hispanic-Americans. A Target warehouse released a document titled "Organization Effectiveness, Employee and Labor Relations Multi-Cultural Tips", which instructed the managers of the warehouse to notice differentiations among Hispanics. The list included offensive stereotypes about Hispanics, in particular Mexicans and Cubans. In short, this particular internal communication was not taken lightly and resulted in a lawsuit (Warmerdam, 2013). This is a perfect example of the ineffectiveness of internal communications when the organization does not know how to communicate properly to their internal audience because of cultural differences.

Keeping in mind these issues, this research project seeks to explain any discrepancies within the public relations industry and the Hispanic-American market by answering the following research question:

RQ: What are potentially best practices for effectively targeting the Hispanic-American community in the United States with public relations campaigns?

This paper will touch upon previous research conducted specifically in the public relations field as well as reference research done in advertising and marketing to make up for any lack of research in the public relations field in chapter 2. Afterwards, chapter 3 will discuss the

methodology used in order to answer the research question mentioned above. Chapter 4 will analyze the findings after the chosen methodology is conducted. Lastly, chapter 5 will discuss the findings and its relations to the statement of the problem, the previous literature, and the research questions.

Chapter 2

Literature Review

Given the problems listed above in chapter 1, this chapter will further discuss the intricacies that is the Hispanic community and will hopefully elaborate why it is important to understand the different cultures and identities that are in the community. This chapter will explore previous literature on the same matter in order to attempt to begin to answer the research question discussed above.

The Hispanic community

The Hispanic community is considered an ethnic minority in the United States. Ethnicity is a phenomenon where ethnic self-identification is due to a believed common heritage, as well as “being raised as a member of a distinct cultural group and is reflected through, in part, attitudes and opinions” (Villarreal & Peterson, 2009, p. 304). Since this research is about a particular ethnic group, Riggins (1992) also elucidates that an ethnic group constitutes of individuals who see themselves as a community because they each share a common culture, ancestry, language, history, religion, or customs (p. 1-2). Ethnic identity is learned from taught attitudes, values, and the language associated with the ethnic group the individual is born into (Martinelli, 1993) and it is a continuing connection between people's sense of self and their ethnicity (Forehand & Deshpande, 2001).

As of July 2017, there are 58.9 million Hispanics in the United States making Hispanic-Americans the nation's largest ethnic/racial minority (U.S. Census Bureau, n.d.). When looking up the definition of Hispanic, Merriam-Webster (n.d.) defines the term as “of, relating to, or being a person of Latin American descent living in the U.S. especially: one of Cuban, Mexican, or Puerto Rican origin” (Merriam-Webster, n.d.). The U.S. Census Bureau states that “Hispanics

constitute 18.1% of the nation's total population" (U.S. Census Bureau, n.d.). There are ten states with a population of 1 million or more Hispanic residents; including New Jersey and New York (U.S. Census Bureau, n.d.). The Hispanic population is projected to grow up to 150 million people of Hispanic descent in the United States by 2050 (Statista, n.d.). With the Hispanic purchasing power currently being at \$1.7 trillion (Statista, n.d.) and continuing to grow; "[...] the Hispanic market continues to expand with a steady influx of immigrants and a rapidly growing American-born second generation" (Tsai & Li, 2012, p. 306). Because of that it is clear that companies and organizations need to understand the importance of effectively targeting public relations campaigns to the Hispanic-American population in the United States.

While the Hispanic market is "geographically subdivided [within states] and also by country of origin with Mexicans predominately in the Southwest, Puerto Ricans in the metropolitan New York area, and Cubans mainly in Southern Florida" (Schwartz, 1987); Susan M. Petroschius, Stephen J. Newell, and Steven J. Ross (1995) make it a point that the Hispanic market is still "treated as a homogeneous sub-segment of the United States" (p. 35). However, as previous research and the above data suggest, Hispanics are not a homogeneous group (Villarreal & Peterson, 2009). Furthermore, in order for Hispanics' behaviors and attitudes to be better understood and their needs better served this fact has to be recognized (Villarreal & Peterson, 2009). Similarly, Rosalyn Negron (2011), discusses that "Latinos share a common language, similar geo-political histories, intertwined political destinies, and in some cities, neighborhoods where their lives overlap on a daily basis. Yet the similarities between Latino groups arguably end there" (p. 47). Given the projected growth of Hispanics, it is also important to note that Hispanics are no longer a niche market but are becoming a major market (Villarreal & Peterson, p. 313). It is ideal to keep in mind that organizations are realizing that Hispanics are the

“majority minority” and they are a “large and economically important population segment” (Perez, 2002, p. 19). A company that comes to mind that has realized that the Hispanic-American market is an important market to target is McDonald’s. Similarly, Stuller (1987) mentions that “From a consumer behavior perspective, it is a widely held belief that Hispanics are highly brand loyal” (Stuller, 1987); not only is the Hispanic market an ideal market to tap into given the purchasing power and the growing numbers of the ethnic group but also if a company is able to efficiently target them they will be able to gain new Hispanic customers that will stay loyal to the product or service.

There needs to be more research and emphasis on the Hispanic American communities in other regions of the United States who have a vastly different culture than that of Mexican-Americans. There needs to be public relations best practices in place that will determine the appropriate tactics and strategies to use that highlight the other Hispanic cultures that are currently being overshadowed by the impending stereotype that all Hispanics are Mexicans. Hopefully, with understanding why it is important for companies and organizations to effectively target the Hispanic-American community that knowledge will help corporate America understand that there will be advantages to not only integrating Hispanic public relations into their strategic programs (Vendrell, 1994-1995, p.35) but also targeting them with effective public relations tactics and strategies identified by the best practices will produce effective public relations campaigns in order to gain or sustain brand loyalty from the Hispanic-American community.

U.S. Hispanic Culture/Values

In order to understand the Hispanic-American community, attention to its diverse culture must be given. This section begins with exploring the meaning of culture, and then focuses on U.S. Hispanic culture. Flynn (2013) defines culture as being:

The mechanism through which societies promote and achieve conformity of behavior, dress, language, expectations, and laws. Culture includes the collection of customs, attitudes, values and beliefs that characterizes one group of people and distinguishes them from other groups. Culture is passed from one generation to succeeding generations through immaterial culture, such as values, norms, language, rituals, and symbols, and material culture, such as objects, art, and institutions (para. 1).

According to Paul Taylor, Mark Hugo Lopez, Jessica Martinez, and Gabriel Velasco's (2012) report on the U.S. Hispanic group, they note that the results from their study show that all major demographic subgroups of Hispanics say that U.S. Hispanics have many different cultures and that they do not share a common culture (Pew Research Center, p. 2). Cong Li, Wan-Hsiu Sunny Tsai, and Gonzalo Soruco (2013), reinforce the notion that Hispanics are not homogeneous by explaining that the Hispanic ethnicity is inclusive of various nationalities and races (p. 445). Throughout this paper, the term Hispanic will be used for simplicity and also because the researcher herself identifies as such but there is always a question of whether or not someone should be labeled as Hispanic or Latino. Ignasi B. Vendrell (1994-1995) discusses this naming/labeling dispute in his article:

The U.S. Census considers the term 'Hispanic-origin' to describe the ethnicity of citizens as of being originally from a Spanish-speaking country, and the term Hispanic denoted the influence of its heritage and culture. So, when should we use the term Latino? Latino is used when the ethnicity of a U.S. resident relates to a Latin American country, which

includes Mexico, Caribbean, Central and South America, but excludes Spain [...] the term Hispanic is being substituted, more and more, by Latino, such as in California, Texas, and Illinois, where the majority of the population is Mexican or Central American. On the contrary, in states with a predominance of Puerto Ricans, Dominicans and Cubans like New York, New Jersey and Florida, historically they prefer to be called Hispanics. In conclusion, being called Latino or Hispanic is a matter of heritage influence, self-naming, and cultural-historic sensitivity (p. 33-34).

According to Taylor, Lopez, Martinez, and Velasco's (2012) report, most Hispanics prefer their family's country of origin as opposed to using pan-ethnic labels to describe their identity (Pew Research Center, p. 2). They also explain how most Hispanics do not care about which term is used to describe them, Hispanic or Latino, but for those who do care, Hispanic is preferred (Pew Research Center, p. 2). Villarreal and Peterson (2009) similarly discuss that for "U.S. Hispanics, ethnic label terminology is one unique aspect of their ethnic identity" and because U.S. Hispanics originate from many countries in Latin America, their ethnic identity labels may include country of origin; e.g., Dominican-American (p. 304). Laura Guglani (2016) elucidates that U.S. Hispanics encompass a:

wide range of ethnic and linguistic identities and those who maintain close ties with their land of origin express particular national identities and/or transnational identities, integrating features of their native culture and those of American culture [...] After residing in the United States for some time, most Hispanics come to embrace a pan-Latino identity that connects them to the broader Hispanic or Latino population (p. 345).

No matter how long a Hispanic-American has resided in the United States they will tend to have ethnic pride. Susana Rinderle and Danielle Montoya (2008) explain that ethnic pride is an

important element of Hispanic/Latino identity. Hispanics and Latinos tend to have “deeply rooted traditions, customs, and history, all which take part in identity formation” (p. 148).

The Hispanic culture is not just ethnic pride but there are also cultural core values that make the Hispanic culture what it is. Even though it was established above that Hispanics have many different cultures and do not have a shared one (Taylor, Lopez, Martinez, Velasco, 2012, p. 2) it is clear that no matter which Hispanic culture is being discussed, Mexican, Dominican, Ecuadorian, etc., there are values that are identified as being core to Hispanics. Those values are: religion, heritage, health, and most importantly, family (Marin & Marin, 1991; Vendrell, 1994-1995; Rinderle & Montoya, 2008). Rinderle and Montoya (2008) illuminate that “Hispanics demonstrate strong familism, or strong attachment to and identification with their nuclear and extended families” (p. 148). Relatedly, Marin and Marin (1999) define familism as “a cultural value that involves individuals’ strong identification with and attachment to their nuclear and extended families, and strong feelings of loyalty, reciprocity, and solidarity among members of the same family” (p. 13). Being able to distinguish the Hispanic population and its culture and values allows for a mutual understanding of the group that can potentially be targeted. With that being said the next section will discuss tactics that have been used or are currently being used when targeting U.S. Hispanics.

How to Target Hispanics with Public Relations and Advertising/Marketing

According to Bey-Ling Sha (2006), “The existence of many cultures implies a need for public relations practitioners to acknowledge the possibility of differences in salient cultural identities and the need to communicate with internal and external publics whose cultural identifications may differ from those of the practitioner or the organization” (p. 53). The need to understand cultural diversity when segmenting different publics is important in public relations

because it “affects the manner in which an individual behaves and communicates” (Sha, 2006, p. 53-54). The public that an organization might be attempting to target may not likely communicate the way the organization does so it is imperative that organizations become privy to what makes these group of people diverse or different from them and how to incorporate that diversity into their business model. This is why this particular research is important in knowing how to effectively target the Hispanic-American community because it includes more than just language and this research will be able to illuminate that.

Due to the limited amount of research that discusses an effective method to target the Hispanic market using public relations tactics strengthens Dirk C. Gibson’s (2002) statement, that even though the impressive size of the Hispanic community is notable, “relatively little is known about public relations efforts targeted at them” (p. 11). Before discussing or suggesting how to effectively target the Hispanic market, Hispanic public relations (hereafter, HPR) must be defined. HPR exists when the organization, the public, or the public relations practitioner are Hispanic or when a Hispanic practitioner performs “public relations activities” that are targeted toward both Hispanic and Anglo audiences (Vendrell, 1994-1995, p. 34). It was also estimated that HPR would not “fully blossom for another 10 years” (Vendrell, 1994-1995, p. 35). This article was written in the years 1994 and 1995, 10 years later from then would be 2004/2005. The search for previous literature was conducted in the year 2018, 14 years later, and most of the research for Hispanic public relations is either outdated or nonexistent.

With that being said, Frank G. Perez (2002) discussed how to effectively target the Hispanic-American community using HPR. In order to address this particular market, it must be done in a manner that is “outside mainstream conventions” (p. 18). According to Perez (2002), cultural markers must be employed; for example, launching an ethnic-themed campaign (p. 18).

The practitioners should also be developing bilingual public relations materials; whether that be public service announcements, boiler plates, facts sheets, etc. (p. 19). Perez (2002) suggested that there should be an interpersonal relationship between the organization and the Hispanic-American consumer. HPR campaigns benefit from “face-to-face interactions” (p. 19). Another recommendation was that “Effective HPR campaigns must do more than provide literal translations of mainstream campaigns. They must show respect for and an understanding of Hispanic culture” (Perez, 2002, p. 19). What Perez means by literal translation is when an English message is literally translated word for word into another language, in this case, Spanish. This is a method that reinforces assimilation. Assimilation is the “process in which immigrants become a part of the mainstream culture in their new country and an immigrant’s ethnic and cultural norms from their previous country become less prevalent” (Suh, 2013, para. 1). An English message literally-translated into Spanish may fall short, especially if there is a joke, an idiom, or a euphemism in the message. The audience receiving this literally-translated message might not understand the context of it, and it can very well sound unintelligible. This is where the phenomenon of transcreation should be introduced when wanting to effectively create bilingual content, per Perez’s (2002) suggestion, or effectively translate an English message into a different language without literally-translating it. Sissel Marie Rike (2013) defines transcreation as “[...] taking a text in one language and recreating it in another” (p. 73). The phenomenon resembles localization, which adapts text or messages to a particular audience or market (Cronin, 2003) which would be ideal for an organization to employ if they want its messages to resonate with a different race/ethnicity. It’s important to keep the meaning of the original copy but transcreation is about “keeping the attitude and desired effect” (BrandedTranslations, n.d.).

The idea of literal translations and trans-creation can relate with linguistic relativity theory. Bill Kte'pi (2018) explains linguistic relativity theory as being a “[...] theoretical relationship between human language and thought, holding that a speaker's native language influences his or her cognition” (para. 1). Kte'pi (2018) also notes that linguists and anthropologists in the early nineteenth century had an interest in other cultures and their natural languages and “this gave rise to the notion that linguistic differences and cultural differences could be connected” (para. 4). When discussing linguistic relativism, the term untranslatability shows up, which is when a word cannot be translated in another language (para. 9). Kte'pi points out that “Puns and other wordplay prove difficult to translate, not because the words are difficult but because the text as a whole depends on similarities, rhymes, or other relationships among words that may not be retained through translation” (para. 10). It is as noted above, a literally-translated message can fall short especially if there happens to be a phrase that is common in the native language and once translated would not make sense.

Acculturation is the process when members of a minority group change experiences and adopt the majority group's culture (Negy & Woods, 1992, p. 224). Nitish Singh, Daniel W. Baack, Arun Pereira, and Donald Baack (2008) discuss that:

Increasing evidence suggests that while Hispanics selectively adapt to and create a positive relationship with mainstream American culture, they also remain strongly rooted in a shared ethnic identity. Hispanics tend to stay separate from American society and rarely try to assimilate. A continuum of bilingualism and biculturalism represents the primary acculturative position of the majority of Hispanics (p. 225-226).

As much as it would be easy to want a different cultural group to speak English that is not the case with the Hispanic-American community as well as other ethnic minority groups in the

United States. In a Hispanic-American household the primary language is Spanish and in a Hispanic-American individual's society the primary language is English; that could be an example of how Hispanic-Americans selectively adapt and maintain positive relationships with the American culture. Guglani (2016) also makes a point that "[...] traditional notions of language and identity may be called into question. One such notion is that of the obligatory link between native language and ethnic identity – the idea that, in order to be Hispanic, one must speak Spanish" (p. 346). This is also an issue that occurs within the Hispanic community especially between native-born (those who were born in the United States) and foreign-born Hispanics (those born outside of the United States) (Taylor, Lopez, Martinez, & Velasco, 2012, p. 1). This brings back the issue stated in chapter 1, that in order to appeal and target to the Hispanic community all that needs to be done is to make the message in Spanish. If someone identifies with the Hispanic culture but does not speak the language than according to the above statement, they would not be considered Hispanic.

In short, Perez (2002), recommends four strategies to develop an effective HPR campaign: making sure the practitioner is familiar with the specific culture/audience, accurately using the language, being culturally literate, and remaining up to date with the latest public relations tools (p. 20-21). The recommendations given seem rudimentary when trying to target such a large and complex market. These strategies mentioned by Perez will also be assessed throughout the researcher's personal data. Since there also being limited research on public relations tactics and strategies to target the Hispanic market, previous research done on targeting Hispanics using advertising and marketing tactics was also assessed.

Marketing to the Hispanic Community

Just like researchers have noted that Hispanics are not a homogeneous group, it is important to note that not all Hispanic-Americans in the United States acculturate the same way. Acculturation is in line with social identity theory. Depending on the acculturation level of a Hispanic-American they can either feel like they belong or not in the United States. They also have the ability to create a self-identity or ethnic identity by using social categorization which is in line with social identity theory. Jaclyn Rodriguez (2014), mentions that individuals identify with some categories and rejects others, and this creates a discrepancy between “in-groups” and “out-groups”. The “in-group” being the group which the individual identifies with and the “out-group” being the group which the individual does not identify with (para. 2). The “in-group” and “out-group” in this case would be Hispanic-Americans and Anglo-Americans. Even in the Hispanic-American group an individual’s level of acculturation can determine if someone is in or out; if they are considered Hispanic or not within the group. Deshpande, Hoyer, and Donthu (1986) discuss the importance of using the strength of ethnic identification as a measure of ethnicity because not only are there differences between the dominant Anglo group and the entire Hispanic group, “but the latter group itself can be seen to be nonhomogeneous” (Deshpande, Hoyer, & Donthu, 1986, p. 219). Deshpande, Hoyer, and Donthu (1986) also discuss that “The concept of strength of ethnic identification leads us to believe that there may exist some fundamental consumption-related differences between Hispanics who identify strongly or weakly with their ethnic group” (p. 215). According to Deshpande, Hoyer, and Donthu (1986), there are two groups, just like there are two groups in social identity theory. Those two groups include those with strong Hispanic identifiers and those with weak Hispanic identifiers (p. 215-216); the “in-group” and the “out-group”. In terms of advertising/marketing, “strong Hispanic identifiers are more likely to be frequent users of Spanish language media (both broadcast and

print) than are weak Hispanic identifiers” (Deshpande, Hoyer, & Donthu, 1986, p. 216). In terms of acculturation, those who have strong Hispanic identifiers are less acculturated and those who have weak Hispanic identifiers are more acculturated. The concept of acculturation is important because just like Sha (2006) stated that it is important to understand the different ways in how to communicate with culturally different people it is also important to be able to communicate to the people in the ethnic group not only as a whole but in terms of their acculturated modes. Not all Hispanics in the United States speak Spanish and not all identify with the culture.

Organizations need to be able to recognize the different acculturation in the Hispanic culture. In addition, not only is acculturation an essential element in segmenting advertising audiences but also when communicating with Hispanic consumers of dissimilar acculturation modes, advertisers have to strategically plan for message customization as well as media placement (Tsai, 2012, p. 316-7). The research is indicating that practitioners should study what exactly is the “in-group” when relating to Hispanics. They need to look at physical attributes of the Hispanic population and be able to cast models that reflect the intended audience’s distinctive cultural background (Appiah, 2001). Prior research has demonstrated that consumers of an ethnic background label the models or spokesperson of an advertisement as being “like me” or “not like me” and they label products as “for me” or “not for me” depending if the product is targeted towards them (Aaker, Brumbaugh & Grier, 1999). The way to ensure that the intended audience will feel targeted is by drawing attention to ethnicity, such as same-ethnicity models, actors, and spokespeople (Forehand & Deshpande, 2001, p. 339). This also proves to be difficult because depending on how the practitioner views Hispanics if they have any “ethnocentric biases and social stereotypes” (Deshpande, Hoyer, and Donthu, 1986, p. 214) or knowledge on the group it may offend a large group of people. Forehand and Deshpande (2001) also suggest that:

[...] marketers cannot automatically expect to produce target market effects simply by including an ethnic spokesperson in an advertisement. To achieve a positive response from the target market, marketers instead must either elicit ethnic self-awareness among their consumers through advertisement execution variables or expose their consumers to targeted advertisements at times when the consumers are likely to feel distinctive already. The easiest way for marketers to do this may be to place their advertising in situations where the surrounding content is likely to contain ethnic primes (p. 347).

The practitioner needs to research the different modes of acculturation and the strong and weak identifiers that will allow a Hispanic individual to relate with an advertisement because according to Tsai (2012), acculturation plays a substantial function in “influencing Hispanic consumers attitudes toward different cultural cues in advertisements” (p. 316). They also need to be aware that individuals may have retro-acculturated and therefore may be going back to their roots and re-identifying with their Hispanic culture.

The next issue at hand would be what language is suitable to target the Hispanic American population. Because of the different acculturation modes and the different generational variances, it proves challenging to decide. Guglani (2016), examines that some Hispanics only speak just Spanish, just English, or both. Children of immigrants “tend to show a stronger proficiency in and increasing preference for English, becoming English dominant or monolingual” (p. 345). Consequently, Petroschius, Newell, and Ross (1995) indicate that there needs to be a use of both Spanish and English language media to reach the entire Hispanic market, because even though acculturation levels increase and there is a clear shift from Spanish language towards English language media there is still a large segment of the Hispanic population that is bilingual (p. 42). With increases in the knowledge base regarding the U.S.

Hispanic market, marketers have come to realize that to advertise exclusively in Spanish is not necessarily the most ideal means of communicating with this market segment (Ueltschy, 2001). Ideally, the best way to effectively target the U.S. Hispanic market is by using bilingual language tactics. Creating the campaign in both English and Spanish, however, incorporating trans-creation. Now that previous research was analyzed and specified the tactics and what to look for when attempting to target the Hispanic-American market, issues that were identified in those articles must also be discussed in order to have a well-rounded standpoint in the matter.

Problems and Considerations Identified in Previous Literature

There is an excess of issues that are identified in the previous literature that addresses what not to do when targeting the Hispanic market. One of the main issues is that practitioners think that all Hispanics are the same or homogeneous. Deshpande, Hoyer, and Donthu (1986) discuss how it is inappropriate to:

overlook major ethnic identification differences between and among groups of Hispanics [...] and the assumptions about Hispanic consumer behavior are true of only some Hispanics [and] then theories and hypotheses that attempt to explain Hispanic consumer behavior by treating all Hispanics identically are destined to fail. (p. 214).

Perez (2002) also stated concern that there is “little to no distinction between Cubans, Puerto Ricans, and Mexican” (p. 19). There are more different Hispanic nationalities that are not even mentioned in any research, very little is said about South American/Latin American countries, which have differing cultures than that of the Caribbean Hispanic countries. Deshpande, Hoyer, and Donthu (1986) also examine that practitioners classify consumers based on their perceptions rather than the perceptions of the actual ethnic group members. That is, they do little market research into the actual community they are communicating with. The practitioner can have

ethnocentric biases or be basing their classifications off of social stereotypes (p. 214). How would these practitioners be able to have biases and believe stereotypes? Through the media that they themselves consume. Ramasubramanian, Doshi, and Saleem (2017) reference research in the U.S. media context and how popular mainstream media narratives consistently represent ethnic minorities in negative ways (p. 1879). They give an example of African-Americans being aware of the negative stereotypes of their in-group that are in mainstream media and this “awareness predicts negative public perceptions of their in-group” (p. 1881). So, when President Donald Trump is on television referring to the Mexican people as rapists, after 9/11 when the media implied that all Muslims or middle-eastern people are terrorists, or after Trayvon Martin was murdered because he was a black kid with a hoodie on and the media portrayal of him was that he was a criminal; one can see how dangerous it can be to trust social stereotypes that are supplied by mainstream media. Perez (2002) notes as well that geographic locale is often used to suggest the specific ethnicity and that the reliance on locale is problematic especially if there is a lack of ability to convey the particular locale. Specific ethnicities should not be correlated with particular geographic locations because that particular ethnicity may be the most prevalent, but they are not the only Hispanic ethnicity that resides in that location. Just because there are a lot of Cubans in Miami does not mean that they are the only Hispanics in Miami. Perez (2002) states that cultural literacy and properly displaying cultural values remain a problem (p. 19). Cultural literacy, which is a theoretical framework invented by E. D. Hirsch, refers to “the ability to understand and participate fluently in a given culture” (Ursa, 2018, p. 257). How can a practitioner be culturally literate if they do not understand the intricacies that is the U.S. Hispanic market? Not suggesting that a public relations practitioner needs to know all the different aspects

of every different culture but once there is a knowledge that there needs to be an understanding that not all cultures are the same then there is room for growth.

Summary

The literature reviewed here highlighted the complexities of the Hispanic culture. The main point of the previous literature is that the Hispanic community and culture is not what it appears to be and is not surface level. It is deeper and more complex than meets the eye. Language not only plays a part in how to identify the Hispanic-American community but so does physical characteristics and cultural values. The previous literature also exposed the gap in the literature and the scarcity of research when trying to examine if Hispanic-Americans are being targeted effectively in public relations campaigns. The main objective of this research is to gather as much information and research in order to attempt to fill the gap and answer the research question posed above. As mentioned above the Hispanic-American market in the United States is the largest minority group in the U.S. with a large purchasing power and the public relations industry is not what it used to be. This research is important because there is essentially no research done on this topic. If the Hispanic-American market is going to be targeted why not do it in a way where the culture and values are understood and conveyed correctly.

The research conducted for this paper will explore if organizations are effectively targeting the Hispanic-American community using public relations tactics and strategies and will answer the research question asked above. The methods that were used to conduct this research will be introduced in the next chapter and the results will be discovered in the later chapter.

Chapter 3

Methodology

The research at hand is concentrated on exploring and examining what the best practices are when attempting to effectively target the Hispanic-American community in the United States. In order to measure that and see if there are any discrepancies or any room to improve, specific public relations campaigns should be examined. To create a baseline of what an effective campaign could be considered there needed to be a comparison of different campaigns, which is why the method that was used for this study was a qualitative case study comparison. John Gerring (2004) defines case studies as “an intensive study of a single unit for the purpose of understanding a larger class of (similar) units” (p. 342). A case would be considered “an empirical inquiry that investigates a contemporary phenomenon within its real-life context using multiple sources of evidence” (Mohd Noor, 2008, p. 1602). Mohd Noor (2008) also elucidates that case studies are not intended to be a study of an entire organization or phenomena but to focus on a particular issue (p. 1602). Lillian Range (2013) also explains that case studies concentrate on an issue (para. 4), in this study the issue would be if the campaigns target the Hispanic-American market effectively.

In order to gauge the effectiveness of a public relations campaign a case study was chosen as the method for this research because it will allow for a very detailed description of the case and the cultural context which would be the respective public relations campaign that were chosen (Range, 2013, para. 4). A case study would allow to gauge the effectiveness of the chosen tactics and strategies for the campaigns chosen because if the goals and objectives were reached then the tactics and strategies implemented helped meet the set goals and objectives. The case studies that were analyzed were three public relations campaigns that were intended to reach the

Hispanic-American market. In doing so, the researcher was able to compare the campaigns and assess the effectiveness of the organizations separately and collectively and examine if one organization's tactics and strategies were more effective or not. Examining the overall campaign and the tactics and strategies would then uncover the best practices that could be used to effectively target the Hispanic-American community in the United States. A case study would be an appropriate method for this particular study because it allowed the researcher to ask how and why questions while permitting the researcher to explore and explain a phenomenon (Baxter & Jack, 2008, p. 556).

Operationalization

The units of analysis were selected after discussing with advisors. Initially the researcher wanted to select four campaigns; two from a Hispanic owned business and its in-house public relations department or Hispanic owned public relations firm/agency and two from a non-Hispanic owned business and its in-house public relations department or non-Hispanic owned public relations firm/agency. After sharing the thought process, the researcher was quickly advised to select one campaign from each, the Hispanic and non-Hispanic public relations firm or agency because of the difficulty to properly analyze the large amount of data in a limited time if four campaigns were to be analyzed. In order to attempt to narrow the search for Hispanic targeted public relations campaigns the online search engine, Google, was used. The search words that were used to attempt to search for these campaigns were 'Hispanic public relations campaign', 'Hispanic pr campaigns', 'Hispanic public relations case studies', 'Hispanic public relations case study', and 'Latino public relations campaigns'. However, that still left a plethora of options for agencies and firms and it was still too broad.

The researcher was then advised to look at The Institute of PR's 2018 The Bridge – Public Relations and Communication Conference program and itinerary since this conference focus was on diversity and inclusion. The session looked into was fittingly called “Brands with Purpose: Embedding Diversity and Inclusion into Everything We Do”. After reviewing the program and itinerary the selection was able to be shorten from an innumerable amount of in-house public relations departments and Hispanic and non-Hispanic public relations agencies and firms to just one Hispanic owned public relations agency and three non-Hispanic public relations agencies. The Hispanic agency that was chosen was Boden Agency, located in Miami, FL. However, after further exploration the three non-Hispanic public relations agencies did not have case studies that explored campaigns that were targeted to Hispanics. The researcher went back to Google and searched ‘Hispanic public relations campaign case study’ and went to the tools option underneath the search bar and changed the ‘anytime’ option to past year. Once the results populated, the Hunter PR firm was chosen to represent the non-Hispanic agency/firm. The campaign that Hunter PR ran that was chosen as a unit of analysis for the case study was aptly titled, “Keeping Tequila Don Julio Relevant with U.S. Hispanic Media” and the campaign that the Boden Agency ran that was chosen as a unit of analysis was “McDonald’s Shows Its Commitment to Sports + Community at the 2017 International Champions Cup”. The Hunter PR campaign was ran in 2015 and the Boden campaign was ran in 2017 and each campaign lasted for a year.

The search for the agencies and firms took around an hour and selecting the campaigns took another half an hour. As well as searching for the campaigns, the researcher had to also look for the texts that were a result from the campaign, such as press releases, social media posts, social media hash tags, and also supplemental articles that were written of the event or campaign.

Because both campaigns lasted for a year, trying to collect all the articles written throughout the year about the product or event would not be recommended, the same would go for the social media postings. For example, the Boden McDonald's campaign generated over 100 million social and traditional media impressions. Anything examined was digitally archived in a computer in a folder, one for each campaign. To choose the articles, three news sources were chosen, that covered the topic. The three articles chosen would also be in the time frame of the beginning of the campaign, the middle of the campaign, and the ending of the campaign. The engagement of the articles was also analyzed, how many likes, comments, and if people shared it. Social media networks of the brands were examined in order to see the posts that were posted during the time that the campaign was being ran. The time frame of each post was analyzed; to see how close or far apart each posting was. How many likes, comments, retweets, etc. were also analyzed. Keeping note of the engagement was put into a separate document. If the campaign had a hashtag associated with it, the researcher looked it up and took note in the notebook of how many posts there were to see how engaged the public were with the public relations agency and the client.

While analyzing the three campaigns, there was not a lot of content to look at. It was difficult to find media sources that published articles on the events. Given the difficulty in finding the supplemental articles that would be examined for the case study methodology, a new search began for new campaigns. After a meeting with an advisor, it was determined that it would be more effective to analyze three campaigns instead of two in order to compare the success of each. Two that were analyzed were successful campaigns and the other was a less successful one. The researcher did the same steps as above in order to find the new campaigns that were analyzed. However, the only thing that differed was the search words used to find the

less successful campaign and that was “unsuccessful Hispanic public relations campaigns” as well as going onto PRSA’s website and searching for multicultural award-winning campaigns that included the word Hispanic(s) which resulted in two of the three campaigns. Trying to find campaigns that were run by a Hispanic agency and by a non-Hispanic agency was also something that was not a priority for the second search. The search then resulted in the three campaigns that were analyzed in the case study. Boden Agency and McDonald’s ‘Siganme Los Buenos’ campaign, rbb and Ringling Bros. and Barnum and Bailey Circus’ ‘Ringling Bros and Barnum and Bailey Circus Goes Hispanic’ campaign and Havas Formula and The Wonderful Company’s ‘Wonderful Pistachios Educates Hispanics on Healthy Snacking’ campaign. Each campaign had a designated computer file folder in which the collected tactics and articles would be stored. The articles that were reviewed were also printed out and stored in a portfolio folder. The researcher also went on Google to search to see if the campaigns had a case study sheet that was provided by either the public relations agency and/or by the company. Only the Boden Agency and McDonald’s campaign had a document specifically breaking down the campaign. Notes were taken in a separate notebook.

The campaigns were looked through to make sure they were current and were actually targeting the Hispanic-American community in the United States. The campaign that were analyzed, were analyzed using the four-step public relations process which is the R.P.I.E. (research, planning, implementation and evaluation) model. According to PRSA (n.d.) The R.P.I.E. model “informs a public relations plan with qualitative and quantitative data and lifts the public relations function from tactical to strategic. The R.P.I.E. process also transforms public relations measurement from output-based to outcomes-focused” (PRSA.org, n.d.). In the research stage this is where the PR practitioner would determine what the problem is and why

the campaign would be needed. The planning stage is where the objectives and goals are set. The implementation stage is the actual tactics and strategies that are put into place to meet the goals and objectives that were set in the planning stage. The evaluation stage is to actually see if the goals and objectives were met. In the next chapter the examination the use of language, the messages, the models or spokespeople that were used in the campaigns, images, tones, and translation (if necessary) were examined. Key trends that differentiated the outreach of each campaign as well as differences between both campaigns in term of tactics and strategies used as well as the goals and objectives that were meant to be met were also analyzed. The researcher also examined if each goal and objectives were met by the end of the campaign. In order to gauge the success and reach of each campaign the respective media placements, if any, and any hashtags that might have been created for the campaigns were also examined.

The three campaigns were compared against each other in order to analyze the successfulness in regard to the R.P.I.E. model. Any differences or similarities for each campaign were examined. The researcher also evaluated if there were any similar trends that might be used recurrently when targeting campaigns to the Hispanic-American market in the U.S. Common themes throughout each campaign was noted in the separate notebook.

Limitations

The limitations that arose while conducting the case study was that there are limited amounts of campaigns to examine that actually target that specific market. There was also a limited amount of campaigns that targeted Hispanic-Americans anywhere in the United States that was strictly public relations. There were campaigns that were marketing campaigns, advertising campaigns, or integrated marketing campaigns which had some aspect of public relations assimilated into it. Range (2013) states that a disadvantage of a case study is that the

observer (researcher) chooses what to include and the choices of the researcher can prove to be biased (para. 2). Mohd Noor (2008) discusses that case studies have an issue of being generalizable (p. 1603). Because only three campaigns were analyzed in the case study to then answer the research question, the research could then be generalized in saying that because of the case study conducted using these three unit of analyses then the answer to the research question can either prove that Hispanics are in fact either not or are being effectively targeted in the whole field of intercultural public relations. Martyn Shuttleworth (2008) mentions that a “case study is such a narrow field that its results cannot be extrapolated to fit an entire question and that they show only one narrow example” (explorable.com, para 6). Because the case study would not be able to explain the entire phenomenon it would just be able to shed light to a certain aspect of that phenomenon that might lead to more research in the future.

Summary

In short, this chapter outlined the methodology process for this particular study. This chapter explained why the methodology of a case study was chosen for this study and the process the researcher took while collecting the data that was examined in the following chapter. The process in the selection of the campaigns was also elucidated in this chapter. Lastly, limitations that resulted while conducting the case study was discussed in order for any future research on this topic to take into account and allow for a successful replication of research. The next chapter will go into depth and analyze the campaigns, the tactics and strategies, as well as the themes and trends identified in order to help answer the research question.

Chapter 4

Analysis

In order to be able to predict trends in an effective public relations campaign that is intended to target the Hispanic population in the United States, the researcher coded and analyzed three differing campaigns; two which were successful and one which was unsuccessful. This allowed for the researcher to determine consistent trends that were linked to the successful campaigns and trends that were linked to the unsuccessful campaign. In terms of the analysis, the researcher will be looking into prevailing tendencies that are seen throughout the campaign. The researcher also uncovered consistent main themes that were seen throughout all chosen campaigns. Since the researcher wanted to explore what makes a public relations campaign targeting Hispanic-Americans using best practices effective, the tactics and strategies of each campaigns were coded and analyzed using the R.P.I.E. model. The more tangible and substantial part of the coding and analyzing process that tie in with the R.P.I.E. model process was the implementation and evaluation segments. These were the sections where the trends and themes were uncovered. The R.P.I.E. model stands for research, planning, implementation, and evaluation of a public relations campaign (Escovedo, 2012, nextcommunications.blogspot.com). This model is used because according to Jason S. Kirsch and Bob Saline (n.d.), “it informs a public relations plan with qualitative and quantitative data and lifts the public relations function from tactical to strategic. The RPIE process also transforms public relations measurement from output-based to outcomes-focused” (apps.prsa.com). Richie Escovedo (2012) also mentions how the R.P.I.E. model is a “solid way to make sure your key messages have the greatest opportunities to reach your target audiences” (nextcommunications.blogspot.com). The main purpose of this study is to examine the effectiveness of the messaging that are being

communicated in the best practices in a public relations campaign that are targeted to the Hispanic-American community and because of that choosing the R.P.I.E. model to analyze each campaign was deemed appropriate for this study because the researcher wanted to examine each campaign in a strategic approach and make sure the key messaging of the campaigns had the greatest opportunity to reach its target audience.

In the next section each campaign will be further explicated and broken down using the R.P.I.E. model. Within each case study analysis, the trends and themes will be broken down in order to determine the successfulness or unsuccessfulness of each campaign and that will be done in the second half of the chapter.

Siganme Los Buenos Campaign

The Siganme Los Buenos Campaign was an integrated marketing communications campaign, but the researcher focused on the public relations aspects of the campaign. The campaign is considered an integrated marketing campaign because it included advertising and marketing tactics and not only public relations tactics. The campaign was launched by McDonald's and was ran by the Boden Agency during January 2018. The campaign's goal was to promote the McDonald's \$1 \$2 \$3 Dollar Menu, and it was centered on the Latino character: El Chapulin Colorado. The campaign was ran in Houston, Texas given its high population of Hispanic-Americans. El Chapulin Colorado is a character on a Mexican television comedy series of the same name played by Roberto Gomez Bolanos. The show ran from 1973 to 1979 and was a comedy that parodied superhero and supervillain shows. El Chapulin Colorado was a superhero but not in the conventional way. Since characters on the show would recognize him as a superhero, he would become arrogant and in turn would fail actually doing heroic deeds. That is, El Chapulin Colorado was a light-hearted, comedic show. The show was popular, as a user on

Reddit explained, because it is “[...] timeless, partly because they had no racist or sexist jokes, and no jokes about religions (making it still suitable for TV in the 2010s)” and that “[...] there’s an element of the shows being the thing everyone grew up with” (deleteduser, 2009). Roland Soong (2000) noted that even though the actor and creator of El Chapulin Colorado, Roberto Gomez Bolanos, retired in 1995, the show still aired and “attained an evergreen cult status” (zonalatina.com, 2000). The choice of this show for this campaign will be further explored throughout the chapter.

Research and Planning

The target audience for the campaign were Hispanic Americans in Houston, Texas. Boden’s research suggested that “Hispanics seek value without compromising quality” and that “value menus weren’t faring well in some places while they were performing well in others, like Houston” (prdaily.com, n.d.). Boden conducted an in-depth media analysis and looked at Google trends when deciding which Latino character would be the face of the campaign. The results revealed that El Chapulin Colorado was still highly relevant and popular among Hispanics. “We knew that there was equity, relevance and popularity with the character. Even though the sitcom aired decades ago, the character would still be relevant, tap into our cultural pride and reach into our Hispanic consumers’ hearts” (Olivera, 2018). The show was stilling being aired on television which allowed those who grew up watching it to continue reminiscing and enjoying it and it also allowed for newer generations or younger ages to also enjoy the show. McDonald’s wanted to “drive purchases of the burger chain’s ‘\$1 \$2 \$3 Dollar Menu’ items among Hispanic consumers while building brand reputation in that community” (prdaily.com, n.d.).

Implementation

The first tactic that was implemented to begin this campaign were broadcasting videos that were released on the McDonald's Latino Facebook page. The first video was posted on January 15, 2018. As of March 17, 2019, the video accumulated 28,000 views, had 431 reactions, 33 shares, and 20 comments. The caption on the video is in Spanish and states "Más opciones deliciosas para todos y... ¡algo más! McDonald's se une con un clásico para traerte más de lo que tanto te gusta. ¡No te lo puedes perder!" (McDonald's Houston, 2018), which translates loosely to 'more delicious options for everyone and...there's more! McDonald's joins forces with a classic to bring you more of what you like. You can't miss it!' (author's translation). The first text and the last text are memorable quotes that El Chapulin Colorado is known for, as well as a graphic of his costume which would help those watching the video identify who the "classic" that McDonald's is collaborating with is. The video was placed on the McDonald's Latino page so those who interacted with the video were Hispanics and all 20 comments were also in Spanish or used emojis and/or Facebook stickers. The only thing that is not in the video's caption or the actual video is the information that this would be only for select McDonald's in Houston, Texas. It also does not mention the \$1 \$2 \$3 Dollar Menu. The choice of using El Chapulin Colorado as the character that will help tie the Hispanic population to this particular campaign was a great move because it has a nostalgic factor to those who grew up watching the show, but he was still relevant that it would make an impact. That was prevalent in the excitement shown in the comments of the video.



Figure 1. Siganme Los Buenos first promotional video on Facebook [Screenshot]. Retrieved from <https://www.facebook.com/mcdonaldshouston/videos/522956571413191/>

The second video was posted on January 17, 2018. It accumulated 20,000 views, had 368 reactions, 36 shares, and 16 comments. The caption on the video is in Spanish and states “¡No contaban con mi astucia! ¡El Chapulín Colorado llegó a McDonald’s para celebrar el NUEVO #123DollarMenu! Ahora puedes crear el meal que quieras con tus favoritos del menú. ¿Cuál combinación probarás primero?” (McDonald’s Houston, 2018), which translates loosely to ‘You didn’t count on my astuteness! El Chapulin Colorado has arrived at McDonald’s to celebrate the NEW #123DollarMenu! Now you can create the meal you want with your favorites from the menu. Which combination will you try first?’ (author’s translation). Again, those who interacted on the videos left comments in Spanish or used emojis and/or Facebook stickers. This second video was the official announcement of the collaboration while the first video was a sneak peek. This time El Chapulin Colorado was seen in the video as a cartoon.



Figure 2. Siganme Los Buenos second promotional video on Facebook [Screenshot]. Retrieved from <https://www.facebook.com/McDonaldsLatino/videos/no-contaban-con-mi-astucia-el-chapul%C3%ADn-colorado-lleg%C3%B3-a-mcdonalds-para-celebrar-/2056476124574037/>

The second tactic included a press release that was put on the Newsroom on the McDonald's website on January 18, 2018 as well as sent to media outlets. The campaign then rolled out a media tour to announce the collaboration and following event with the spokesperson, Roberto Gomez Fernandez. The campaign also included a grassroots activity which involved ambassadors dressed as El Chapulin Colorado to spread the word of the event in a targeted neighborhood. The actual in-restaurant event occurred on January 27, 2018 which included a meet and greet, giveaways, limited-edition games, which included a traditional loteria game and a deck of cards, and influencer livestreams.



Figure 3. Siganme Los Buenos campaign loteria game promotional product [Screenshot]. Retrieved from <https://www.vix.com/en/gastronomy/529955/mcdonalds-and-beloved-cartoon-are-bringing-new-limited-edition-menu-items>

Searching the hashtag, #123DollarMenu on Instagram resulted in 721 posts that used the hashtag. Out of the 721 posts only 30 of those posts were related to El Chapulin Colorado. Aside from the hashtag, @McDonaldsHouston was also a source of information for the campaign. As of March 17, 2019, the page has 445 posts and 681 followers. There were eight dedicated posts for the campaign which ranged from January 15th – January 29th. These posts will be further analyzed.

Evaluation

The campaign earned 77 earned media placements and 90 earned social media posts from Hispanic influencers. The campaign generated more than 100 million earned impressions. The objective to drive purchases was met by producing a “10.7 percent lift in comparable guest counts and a 2.7 percent lift in comparable sales” (prdaily.com, n.d.). In order to evaluate that brand reputation was built in the Hispanic community, McDonald’s and Boden would be able to

gain customer feedback by examining social media posts and hashtag usage either from the day of the event to later dates afterwards. They also could conduct focus groups, interviews, and/or surveys after the campaign and events hosted. This information was not accessible for the researcher so these are merely assumptions, however, since there was a lift in guest count and comparable sales, that alone could be a way that McDonald's and Boden measured brand reputation and the effectiveness of the overall campaign.

Ringling Bros and Barnum and Bailey Circus Goes Hispanic

The Ringling Bros and Barnum and Bailey Circus Goes Hispanic campaign was ran by rbb Public Relations agency and was a winner of the PRSA 2013 Silver Anvil Award of Excellence. The campaign's goal was to attract Hispanic families to go to the circus by appealing to them using the concept of the American Dream. Meredith Eliassen (2018) explains the American Dream to be a "set of ideals stating that in the United States freedom includes opportunities to obtain prosperity, success, and upward social mobility through hard work no matter what an individual's racial, religious, or economic background is" (para. 1). The American Dream ethos and its relations to the campaign will be discussed further in the following section. The campaign was centered on Chilean tiger trainer, Taba Maluenda. The campaign's statement introducing the problem is stated as "Everyone knows *The Greatest Show on Earth!* is *Ringling Bros. and Barnum & Bailey*® Circus unless, of course, you are Hispanic" (cite.nwmissouri.edu, 2013). The campaign ran from January 2012 until December 2012.

Research and Planning

The research consisted of first finding the target audience for the campaign. The target audience was identified by rbb by finding the largest Hispanic population in the United States where Ringling Bros. also performs, which included Los Angeles, Houston, Miami, and New

York. The research also identified that 88 percent of Hispanics watched Spanish-language television programs, which was the reasoning behind why securing television spots became the media priority. The following aspect that was researched were what rbb identified as motivators; what inspires, attracts, and motivates Hispanics (the researcher and previous literature in chapter 2 refer to these motivators as values). Rbb identified those particular motivators were identified as family, language, heritage, culture, and emotional connection.

The next phase of the research was to find a spokesperson that would relate to the Hispanic community who exemplified the motivators of the Hispanic community. After interviewing performers, rbb selected Taba Maluenda as the primary spokesperson. He was the first and only Hispanic animal trainer for the circus which ties back to using the American dream ethos as an approach to attract Hispanic families to go to the circus. Maluenda also had a strong sense of familial value which would resonate with the Hispanic audience given the research done.

The planning portion of the campaign entailed creating the overall objective as well as figuring out the strategies that would be used to help achieve the objectives. The objectives of the campaign were to “Increase ticket sales in top four U.S. Hispanic markets by 5 percent in 2012 versus 2011” and “Garner more than 50 million media impressions in top tier Hispanic media outlets maintaining positive tone on Ringling Bros. treatment of animals” (cite.nwmissouri.edu, 2013).

There were two strategies that were formulated to help achieve the objectives. The first strategy was to bring the circus to those top tier Hispanic media outlets, such as magazines and television shows. The second strategy was to share the stories of multiple Hispanic circus families across the Ringling Bros. brand (cite.nwmissouri.edu, 2013).

Implementation

Media placements and storytelling were the main tactics used for this campaign. rbb coordinated an interview for Taba Maluenda and his family which resulted in a two-page spread in People en Espanol Magazine. rbb pitched Maluenda to be included in People en Espanol's "Los 50 Mas Bellos" or "50 Most Beautiful" issue which included A-list Hispanic celebrities that are featured for their looks and success. However, rbb pitched to People to rethink their ideals of beauty in order to be able to include Maluenda. The agency pitched for a "beauty comes from within" perspective for the issue because being a tiger trainer left Maluenda with 200 scars. This tactic reached more than 1 million Hispanic readers. This tactic incorporated all five motivators identified above by incorporating family with Maluenda and his family, language by being in an Spanish language magazine, heritage and culture by including his background, and emotional connection.

The next tactic was a television spot that also implemented story telling. Maluenda was featured on Univision's #1 national Hispanic television show "Sabado Gigante". The segment included Maluenda featuring two Bengal tigers and him discussing his methods of training. Halfway through the segment he was surprised with a satellite reunion with his mother who he hadn't seen for ten years. This particular segment reached 6.5 million viewers. This tactic incorporated all five motivators identified above with an emphasis on the family and emotional connection motivators. By including a reunion of Maluenda and his mother, that would resonate with a lot of Hispanics who might have had to leave their family in order to achieve the American dream.

In order to hit the target audience nationally, rbb was able to secure a spot on Univision's "Despierta America" (Wake Up America) with an emphasis on the family motivator with Ringling Bros.' most exciting family; Maluenda and his tigers. This segment reached 1.8 million viewers.

In order to highlight the other Hispanic talent in Ringling Bros., rbb was able to draw media attention particularly on the behind-the-scenes characteristic of the circus. Ringling Bros. invited the second highest ranking Hispanic television show, “Un Nuevo Dia”, to air the show live and showcase a couple of the best acts performed by Hispanics. The anchors were also able to become clowns for a day and received behind-the-scenes shots of Maluendo training the tigers. This segment reached 1.4 million viewers. This tactic incorporated the language by being on a Hispanic television show that is in Spanish, culture by showing the culture of the circus, and heritage motivators by showcasing the Hispanic performers.

The final tactic was another magazine spread in Siempre Mujer magazine. The December 2012/January 2013 issue included a seven-page spread for their winter fashion shoot, aptly themed – circus-inspired couture. This reached 500,000 Hispanic readers. This tactic highlighted other Hispanic performers this time and not Maluenda. This tactic incorporated the culture and heritage motivators by showcasing the Hispanic performers and upholding the importance of the diversity of Hispanics.



Figure 4. El Circo de la Vida magazine spread [Screenshot]. Retrieved from <https://davidcooperart.wordpress.com/2012/12/10/the-greatest-show/#jp-carousel-1602>

Evaluation

The rbb and Ringling Bros. and Barnum and Bailey Circus Goes Hispanic campaign surpassed all the objectives. Objective 1 was “exceeded by 40 percent with ticket sales increasing an average of 7 percent in the top four Hispanic markets in 2012” and objective 2 was “exceeded by 300 percent, garnering more than 201 million media impressions with 100 percent positive tone of coverage” (cite.nwmissouri.edu, 2013). A campaign is considered a successful campaign if it accomplishes the objectives, they set forth to achieve. In this case, rbb and Ringling Bros. created a successful public relations campaign that aimed at constructing a message of inclusivity and enjoyment by identifying cultural motivators that would resonate with the Hispanic community which was the target audience.

Wonderful Pistachios Educates Hispanics on Healthy Snacking

The Wonderful Company and Havas Formula public relations agency created this campaign when Wonderful Pistachios recognized there was a consumer market that they were not targeting at all. This campaign was also a recipient of the 2017 PRSA Silver Anvil Award of Excellence. This campaign had two separate brand ambassadors, Laura Posada and Jared Borgetti. Laura Posada is Venezuelan. She is a television personality, life coach, personal trainer, and motivational speaker and Jared Borgetti is a Mexican soccer player. The purpose of this campaign was to not only bring brand awareness to Hispanics but to also educate them on the health benefits of pistachios. The campaign was ran throughout 2016 during the months of March, May, and June.

Research and Planning

The researcher had limited access to the information that went with this campaign. The only thing that is known is that The Wonderful Company and Havas Formula gathered research

from Mintel, the world's leading market intelligence agency. Mintel does market research, product intelligence, and competitive intelligence which would be useful in the research stage of the R.P.I.E. model. Given the research that was done that is how it was determined that the target audience would be the Hispanic market. There were no geographical locations that were chosen for the campaign to run as were done in the other campaigns discussed above. The researcher was not able to find out why The Wonderful Company chose Laura Posada as a brand ambassador for the campaign but can only assume the reason being that she is a personal trainer and a life coach and her personal brand messaging coincides with the message that The Wonderful Company wanted to inform Hispanics on which is just having a healthier lifestyle. Adam Cooper, the vice president of marketing of Wonderful Pistachios, did elucidate on the reasoning why they chose Jared Borgetti as a brand ambassador. "Selecting Jared to serve as our brand ambassador made perfect sense given his popularity among U.S. Hispanic soccer fans and his ability to communicate the importance of leading an active and healthy lifestyle", "...will help us raise awareness of the brand among U.S. Hispanics, while at the same time promote the importance of smart snacking and the role that pistachios can play in a well-balanced daily diet" (hispanicad.com, 2016). The researcher was not able to find the relevancy of soccer and the campaign or the research on why they decided to go with soccer and not another sport that is popular amongst U.S. Hispanics.

Implementation

In order to relay the message of the overall campaign to the targeted audience there were several tactics that were implemented, such as traditional media outreach with included press releases, satellite media tours. Social media tactics were also implemented by connecting and collaborating with influencers, Laura Posada being one of them, and also having Twitter parties.

The hashtags #ViveWonderful, which translates to “Live Wonderful” (author’s translation), and #HazTuCopaWonderful, which translates to “Make Your Cup Wonderful” (author’s translation), were used for the campaign. The #ViveWonderful hashtag on Instagram has 137 posts as of March 21st, 2019 and includes picture of Laura Posada and other influencers, product shots of the Wonderful Pistachios, pictures of food that included the pistachios in the recipe, and other posts that are irrelevant to the campaign.

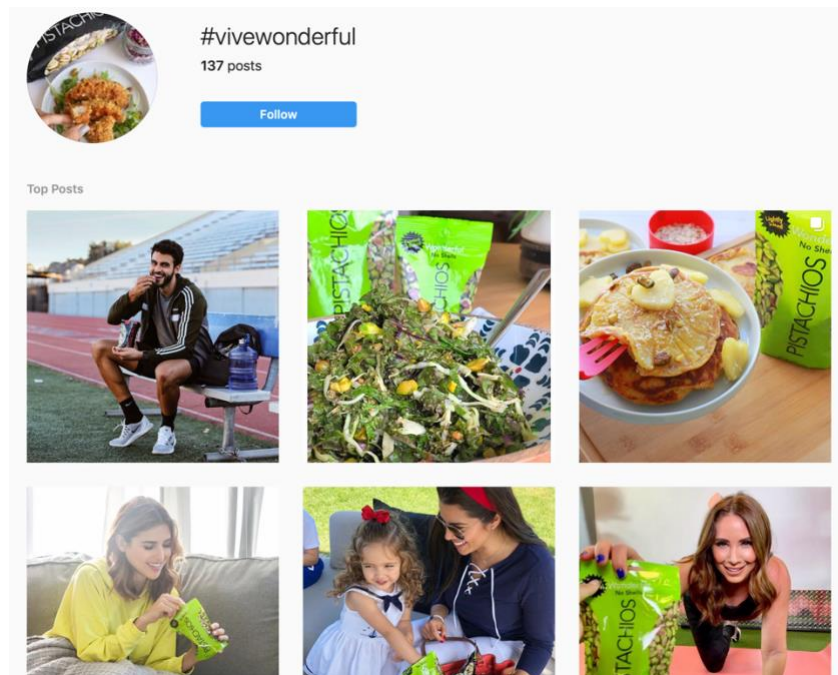


Figure 5. #ViveWonderful hashtag top posts on Instagram [Screenshot]. Retrieved from <https://www.instagram.com/explore/tags/vivewonderful/>

The search of the #HazTuCopaWonderful hashtag resulted with 24 posts on Instagram. 13 out of the 24 pictures were mostly from a Honduran influencer, Carmen Boquin, where she took a picture with the pistachios featured in them. However, she also incorporates the hashtag #ad which means that she is being compensated for posting those specific photos in which that is no longer a public relations tactic. 5 out of the 24 Instagram posts did not use the hashtag #ad and would be considered earned media or third-party endorsements.

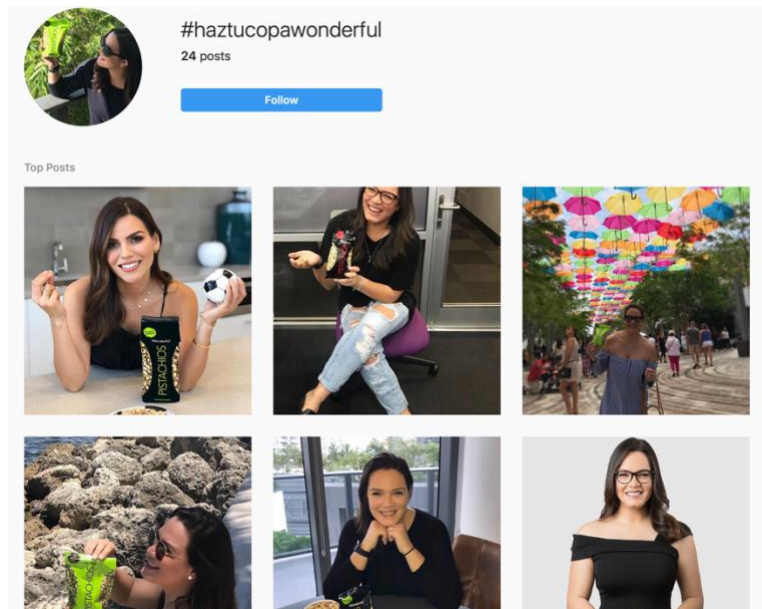


Figure 6. #HazTuCopaWonderful hashtag top posts on Instagram [Screenshot]. Retrieved from <https://www.instagram.com/explore/tags/haztucopawonderful/>

A strategy included using holidays, such as National Nutrition Month in March to roll out some of the tactics such as the media tours and press releases as well as hosting community events and having product giveaways to drive a call-to-action. The call-to-action would be having the U.S. Hispanic consumers actually go out a purchase the pistachios.

Evaluation

According to Havas Formula, the campaign generated 269 million impressions across print, broadcast, and online media but most importantly encouraged Hispanics to adopt a healthier lifestyle (havasformula.com, n.d.). The website does not display any evidence that Hispanics adopted a healthier lifestyle let alone had an increase of purchase of the pistachios by Hispanics.

Themes/Trends

Trends

Public relations campaigns no matter for what sector has to include the trends of storytelling, building relationships, and earned media which is what each campaign analyzed

above did use. However, the trends that the researcher found throughout the campaigns that could help with effectively targeting the Hispanic population with public relations campaigns were the usage of spokespeople, geographic location, diversity and inclusion, and using culture.

All three campaigns employed the use of spokespeople or brand ambassadors that all were Hispanic; El Chapulin Colorado, Taba Maluenda, Laura Posada, and Jared Borgetti. Given the popularity of El Chapulin Colorado, that was a good spokesperson to use for the McDonald's campaign in order to attract the Hispanic population in Houston, TX that most likely still watch the show or at least remember watching it at an earlier time. McDonald's and Boden also used Roberto Gomez Fernandez as a spokesperson because he is the son of Roberto Gomez Bolanos, the actor that played El Chapulin Colorado. Taba Maluenda was a spokesperson that was chosen because of the extensive research that was also backed by the motivators that they wanted to be ubiquitous with the campaign which was done before and was well received by the targeted audience because of his ties with the American Dream ethos. Because of that the spokesperson was a great decision for the campaign because not only was he a part of the circus, he was the first and only Hispanic animal trainer, but he also exemplified what the company was hoping would appeal to the Hispanic population. Laura Posada is an active person and lives a healthy lifestyle so perhaps there was research done in choosing her as a brand ambassador. Jared Borgetti was chosen to appease the soccer fans but again not all Hispanics are soccer fans.

Another trend prevalent in the campaigns are the locations in which the campaigns are ran. The campaigns have a related location in which the campaigns were ran; Houston, Texas. Not only is Houston, Texas a trend because most public relations campaign will run in U.S. cities with a large Hispanic population and Houston is one but also the trend of doing research on these locations are important. However, a difference between the campaigns is that the Ringling Bros.

campaign did not focus on one culture with the diversity of Hispanic cultures, whereas the McDonald's campaign was centered around a Mexican television show's main characters and the promotional games, such as the loteria game, is a game that is played mostly in Mexico. Even though Taba Meluenda is Chilean, the campaign was not solely emphasizing that. Now perhaps when McDonald's and Boden conducted their research it was proven that Houston is populated predominately with Mexican-Americans which would then be logical to have El Chapulin Colorado as the face of the campaign. That can also be the determinate factor as to why the Ringling Bros. campaign tactics reached more Hispanics; because it was not just in one city and did not focus on one Hispanic culture.

Both the McDonald's and Ringling Bros. campaigns used earned media and storytelling. In order to have earned media, these agencies and companies have to have had built relationships with media outlets. Building relationships was a trend that was eminent throughout the campaigns. The agencies did not pay any media outlet to have a media placement or a segment on television. The McDonald's campaign used a media tour to let people know about the event whereas the Ringling Bros. campaign used a media tour to show the whimsy of the circus and the relatability of the story of a Hispanic man who came to America to follow his dream who places strong value on family, whether it is his own family or his circus family. The McDonald's campaign used storytelling to recount the memories that El Chapulin Colorado might have brought up with its intended targeted audience. The Wonderful Company campaign did not use storytelling with the campaign; it was more matter-of-factly, and that could also be because it was a more health related campaign that was targeted to Hispanics.

The next two trends diversity and inclusion and culture are a necessity in multicultural public relations in general. Without the inclusion of diversity/inclusion and culture it would just

be public relations. Multicultural public relations “is changing from a unilateral communication practice intended to communicate effectively, to multicultural audiences, to a more global and comprehensive one” and “[...] multicultural public relations practice demands that practitioners understand the very real cultural differences that challenge their goal of reaching target publics” (Feng & Li, 2009, p. 21). The three campaigns examined were multicultural public relations campaigns that targeted Hispanic-Americans so already the companies and agencies working with the brands knew they wanted to target Hispanic-Americans because that was a consumer market that would be beneficial to them. Whatever the reasoning, it is imperative that the companies do extensive consumer/audience research in order to not offend which each campaign did more or less. rbb and The Ringling Bros.’ campaign was an excellent example of a multicultural public relations campaign that was guided by research on the targeted audience and was diverse, inclusive, and culturally sound.

Themes

Culture. Each campaign emphasized the theme of culture throughout the campaigns. It is evident that the campaigns are targeting a particular minority and it would have to highlight the culture of the group that would be targeted. Whether it was the ‘Siganme Los Buenos’ campaign and targeting a specific culture in a specific locality and employing a very popular television show with a recognizable character in order to tie in culture or rbb identifying the cultural motivators of Hispanics in order to showcase them throughout the campaign with constructive tactics used in order to communicate the message that was supposed to be communicated. Even The Wonderful Company incorporated culture into the campaign when it came to choosing Jared Borgetti as a brand ambassador because the research done showed that he was popular amongst U.S. Hispanic soccer fans and has cultural significance in some of the Hispanic community. The

McDonald's campaign also incorporated culture with the various Mexican games that were used as promotional products for the tactics that were used to meet the objectives set.

Ethnic pride. The messaging of the campaigns displayed ethnic pride by allowing those that would be targeted by the campaign to have a positive feeling of being a member of a specific ethnic group. The minority was celebrated by simply being a focal point in big companies and that alone would have people who identify as Hispanic to be proud to be a part of that ethnic group. There would also be ethnic pride when those who identify as Hispanic can sense when a company is being genuine in their efforts to target that ethnic minority and they are not an afterthought because the company just wants to make a profit.

Simply, having the spokespeople and brand ambassadors be a member of that community would elicit a sense of pride which each campaign did integrate. Incorporating those cultural motivators and markers in the campaigns will also prompt ethnic pride.

Inclusion. Each campaign highlighted the lack of inclusion marketing to Hispanics by deciding to include them in the campaigns and make campaigns solely for them. Hispanic-Americans were being included into mainstream, American, Fortune-500 companies marketing plan, however, not just any marketing plan but well-thought out ones.

Summary: Successful versus Unsuccessful Campaigns

Successful. First and foremost, in order for a campaign to be successful the objectives should have been achieved or close to it. Two out of the three campaigns accomplished the objectives that they set out to achieve while the other campaign only achieved one. Two out of the three campaigns were also award-winning campaigns and the campaign that only hit one of the two objectives was an award winner. Given the criteria that PRSA sets out to identify what makes a campaign worthy of an award could generalize that the award-winning campaigns

analyzed were successful. However, the researcher considers The Wonderful Company's campaign to be unsuccessful compared to the other two campaigns analyzed.

In terms of a cohesive campaign from the initiation of the campaign until the completion of the campaign that tied back into the research conducted, the 'Ringling Bros. and Barnum and Bailey Circus Goes Hispanic' campaign was the most successful out of the three examined. It was a well thought out and a well-executed campaign that was led by research. Every aspect of the campaign was backed up by the research and is an exemplary case of the proficiency of employing the R.P.I.E. model. The message of the campaign, the objectives, the strategy, the tactics were all based on the research done and that was able to allow the campaign to be as successful as it was. The campaign showcased different Hispanic people and cultures from different countries. It was ran in diverse locations in the United States. It was not a stereotypical Hispanic public relations campaign targeting only one kind of culture. It was inclusive not only in the goal of the campaign which was to include Hispanics as spectators of the circus but also inclusive in the actual campaign. The campaign was successful in targeting Hispanics by creating a message of inclusivity that was highlighted throughout the campaign and offered cultural literacy for the company to use for not only Hispanics but other minorities.

The 'Siganme Los Buenos' campaign was also a campaign that was successful because the objectives were met. Not only was that a determinate factor of defining the successfulness of the campaign but also it was a campaign that was targeting Hispanics and was effective in those endeavors. McDonald's and Boden knew exactly which Hispanic culture they wanted to target and which city in the United States was appropriate because of the high population of that culture in that area. They also realized that if the campaign was successful in that area then they would

be able to expand to other parts of the United States most likely finding a common theme or common cultural relic that would be appropriate for the intended area and audience.

Unsuccessful. The Wonderful Company's campaign was successful on paper by achieving an objective and receiving an award but in terms of effectively targeting Hispanics, the campaign would be deemed unsuccessful to the researcher. The campaign featured brand ambassadors that were a great fit because of their active lifestyles and that they happened to have been Hispanic. But the choice to use the Mexican soccer player, Jared Borgetti, further perpetuates the stereotype of there being only one Hispanic culture, which would be the Mexican culture. The reasoning behind choosing Borgetti maintains the generalization that Hispanics love soccer but that would not be true. The campaign materials that the researcher was able to find also included Borgetti's ethnicity throughout the promotional materials and press releases whereas, there is no mention of Laura Posada's ethnicity. There are also no follow-up materials that Hispanics adopted a healthier lifestyle or even purchased Wonderful Pistachios after the campaign and the events hosted. There was not a target location in where the campaign would run; Jared Borgetti made appearances in Houston, TX and Laura Posada did her satellite tours in New York but that could be because the main Hispanic television networks, such as Univision and Telemundo, are located in the NJ/NY area.

Wonderful Pistachios taps celebrated Mexican soccer player Jared Borgetti as brand ambassador



Wonderful Pistachios announced today that Jared Borgetti, soccer player and all-time leading goal scorer for the Mexican National Team, will serve as the brand's ambassador for a series of activations in celebration of this summer's international soccer tournament taking place across the U.S. Borgetti will help build and foster awareness of Wonderful Pistachios as the perfect game day snack among passionate soccer fans, and promote smart snacking during sporting events and active living among U.S. Hispanics.

"I am honored to be back in the U.S. and excited to join Wonderful Pistachios in the celebration as the entire country rallies around soccer," said Borgetti. "Being able to connect with Latino fans by leading the Wonderful Pistachios soccer platform and help grow its fan base is an amazing opportunity. I look forward to meeting with fans during the upcoming events."

Borgetti will participate in a series of events hosted by Wonderful Pistachios during the most important soccer tournament of Latin America played this summer. During each activation, Jared will sign autographs, interact with fans, present donations to local junior soccer leagues and offer media interviews. Additionally, attendees will have the opportunity to win premium giveaways. The first event will take place in Houston on May 19, followed by San Antonio on May 20 and Los Angeles on June 3.

"Selecting Jared to serve as our brand ambassador made perfect sense given his popularity among U.S. Hispanic soccer fans and his ability to communicate the importance of leading an active and healthy lifestyle," said Adam Cooper, vice president of marketing, Wonderful Pistachios. "Jared will help us raise awareness of the brand among U.S. Hispanics, while at the same time promote the importance of smart snacking and the role that pistachios can play in a well-balanced daily diet."

Social media users will also have the opportunity to join in the excitement by following exclusive content produced by soccer enthusiast and social media influencer Jorge Perez known as "Soccer Machine" and following the hashtag #HazTuCopaWonderful.

Figure 7. The Wonderful Pistachio/Jared Borgetti press release [Screenshot]. Retrieved from <http://www.shineentertainmentmedia.com/wonderful-pistachio-jared>

The researcher concluded that in order for a campaign to be successful the objectives need to be met and the campaign has to have a strong research process that will help the campaign flow and move meticulously. The two successful campaigns identified above have a strong research foundation especially when identifying the target audience, where the campaign will run, and the messaging of the overall campaign. The findings of the analysis of each campaign in the case study will be discussed in chapter 5. The analysis of each campaign in compliance to the components of the R.P.I.E model allowed the researcher to produce recommendations for future campaigns that would target Hispanic-American consumers. Those recommendations will also be discussed in chapter 5.

Chapter 5

Findings

The purpose of this study was to validate the importance of targeting the Hispanic population with public relations campaigns, and to help companies maintain their current Hispanic consumers and attract new ones. Hispanics are the biggest minority in the United States and companies are well aware that they purchase a lot. The researcher wanted to question why it was so difficult for companies to not only acknowledge the influence the Hispanic community has but also why it is so challenging to target them effectively. Chapter 2 was able to substantiate the claims that were made in chapter one, such as the reasonings or statements as to why companies might not be effectively targeting the Hispanic community and explaining what has previously been done in the public relations, advertising, and marketing sectors as well as guide the research questions with previous literature.

Chapter 2 explicated on the Hispanic community based on ethnicity, census data, regional and geographical information, identification, and labeling. It went into depth on U.S. Hispanic culture and values as well as how Hispanics have been previously targeted with public relations, marketing, and advertising. Problems and limitations that were identified in previous literature were also discussed in chapter two and those problems and limitations were taken into account by the researcher when going in to chapter 3 and chapter 4.

Once determining what the problem was, what previous literature had to say about it, and what questions this particular research was aiming to answer, the phase to answer those questions begun in chapters 3 and 4. The methodology of conducting a case study was the preferred method and the process of choosing that method as well as the actual campaigns that were going to be analyzed was discussed in chapter three. The campaigns chosen to analyze were

McDonald's and Boden Agency's 'Siganme Me Los Buenos' campaign, The Ringling Bros. and Barnum and Bailey Circus's and rbb's 'Ringling Bros and Barnum and Bailey Circus Goes Hispanic' campaign, and The Wonderful Company and Havas Formula's campaign. Each campaign was ran during the years, 2012-2018, which means that the timeframe allows for a better representation of how Hispanic-Americans were being targeted. The year 2012 is incredibly different to the year of 2018. Chapter four then analyzed the campaigns in order to answer the research questions. It was found that campaigns would be effective when targeting Hispanic-Americans when a campaign is based on research, when cultural motivators are identified because it helps with the overall messaging of the campaign that will be communicated and in the decision of what tactics and strategies will be used, and when the campaign makes sense to the geographical location and culture that inhabits said location. The tactics that were effective were using spokespeople, traditional media placement and social media placements, and incorporating storytelling into the campaign.

Discussion

The analysis highlights four recommendations that might allow for a more effective public relations campaigns that are targeted to the U.S. Hispanic-American community.

Recommendation #1: Before even trying to decide which tactic is going to work to spread messages throughout the Hispanic community, the public relations practitioners need to decide who their primary public is going to be. It is important to understand the diversity of the Hispanic community and that there is no way that they would be able to cater to all the different Hispanic countries and cultures. The PR practitioner needs to research which labels are appropriate; Hispanic or Latino, etc.; and which jargon to use especially if they are trying to reach multiple different publics located in different parts of the country in which case; consider if

multiple campaigns would need to be ran; etc. For example, if a campaign is being ran in the West Coast, it would have to be tailored mostly to Mexican-Americans being that that is the Hispanic community that is the most prevalent in the West Coast. In the East Coast, the majority of the Hispanic-American community entails of Caribbean Hispanics as well as South Americans. With a little bit of research, the public relations practitioners would be able to determine who their audience is. Hispanics are not a homogeneous group because the Hispanic ethnicity includes various races and nationalities (Li, Tsai, & Soruco, 2013, p. 445). It is important to understand that statement and work from there. Understanding which Hispanic is going to be targeted will then uncover which culture pertains to them and where, geographically, the campaign will run.

Recommendation #2: The second recommendation is concerning messaging and culture. The messages created by the PR company need to have an underlying theme that incorporates the Hispanic values. Guglani (2016) discussed a preconceived notion that explained that in order to be Hispanic, one must speak Spanish and if people do not then they are not Hispanic (p. 346). Not only are campaigns targeting Hispanics being inclusive already, but it should also be inclusive for those who might not comprehend the language but can understand the cultural themes demonstrated throughout the campaign. A way for that to occur is to identify motivators, as discussed in the Ringling Bros. case study, when the rbb PR company conducted extensive research and were able to identify the cultural motivators that then determined what messaging the campaign would have, and which tactics would be appropriate to communicate the message of the campaign. These motivators are going to guide the whole campaign. Every little decision that is made throughout the campaign should relate back to the motivators.

Recommendation #3: The campaigns that the researcher chose to analyze for chapter four were either in Spanish or in English, however, the previous literature in chapter two allowed the researcher to state and recommend that it is not about translating the message; it is more about creating an adaptation of the message; it should maintain cultural relevance and keep cultural nuances in order to effectively reach the intended public. For example, the McDonald's campaign decided to have the campaign be centered around the television character, El Chapulin Colorado, who was still culturally relevant even after the show not being on air for many years. The campaign also included promotional items to give away during the events, such as, the culturally traditional game of loteria. If the campaign is either in English or Spanish, those cultural nuances should be able to still attract the Hispanics that identify with those cultural indicators. Not only should practitioners communicate to other ethnicities in their language but should also do so culturally. The messages that would be used should have an underlying theme of acculturation instead of assimilation. Messages that reinforce culture as opposed to denying it would be beneficial. This is how The Ringling Bros. were able to find the messaging of the campaign by figuring out the cultural motivators that would help emphasize the American Dream ethos. Essentially saying that the American Dream could still be achieved even if Hispanics still identify with their own culture. The messages should reinforce the blend of both the American and Hispanic cultures as opposed to a message of cultural immersion where the minority group would gradually lose their cultural characteristics.

Recommendation #4: The public relations practitioner should be culturally literate. It is not the say that the practitioner needs to become an expert on the Hispanic culture, but they need to be culture-specific. Depending on which location and which culture will be targeted it will aid in understanding them and how to effectively target them. Edward T. Hall (1976) created the

iceberg analogy to describe culture; the iceberg that is visible above the water represents the part of culture that is known and experienced; language, clothing, food, celebrations, etc. However, there's more of the iceberg that is submerged in the water that is not seen. That represents the parts of culture that those who are a part of a specific culture know about. Just viewing a culture only from the tip is not going to show a true representation of that culture. Digging deeper and seeing those unknown aspects that are not unknown to the members of the culture is where the establishment of a relationship between company and members of the culture will begin to develop.

Limitations

Taking into account the previous literature and the data analysis conducted for this research there are some limitations that surfaced. The main limitation is that it was difficult for the researcher to find a public relations campaign that targeted the Hispanic audience that was ran in either New York or New Jersey or at least the Mid-Atlantic region of the United States. There was an excess of campaigns that were ran in California and Texas. Given the main Hispanic demographic in those states the cultural markers that are prevalent throughout the campaigns are of the Mexican culture. There were not any campaigns found that were solely ran in the New York/New Jersey area, given the high population of Hispanics in said geographical location. The question can be answered because at least one of the campaigns analyzed in chapter 4 was ran in New York. However, the researcher had hoped to find a campaign that was exclusively ran in the Mid-Atlantic region in order to see if the messaging differs from other stereotypical campaigns that target the Hispanic community or at least differ from what the Hispanic community usually is used to experiencing.

Another limitation was the lack of access to information. There was a lack of information on the research process that the companies and their respective agencies conducted in order to determine the target audience, strategies, objectives, etc. of the campaigns that most likely could have helped in the analyzing stage of this research especially when plugging in each step into the R.P.I.E model. Out of all the campaigns that were chosen to conduct the case study for this research, only one had a detailed case study that could be found on the PRSA website if a membership was purchased. However, the researcher is not a PRSA member and did not have access to the breakdown of the campaign but was still able to find it from another university. Because the McDonald's and The Wonderful Company's campaigns lacked a detailed summary or an actual case study created by the agency or company, the researcher had to assume what the objectives were or what exactly were the strategies and tactics that were employed for the campaign.

The last limitation that was eminent was the lack of recent campaigns. In chapter one, the researcher illuminated on the circumstance that companies are becoming tentative when targeting Hispanics because of the current political climate. It would have been efficient to examine a current campaign and see if the claims from chapter one was actually something that could have been perceived in an actual campaign. Another reason why not having recent campaigns was a limitation is because nowadays people are realizing that Hispanics are not just one culture or one stereotypical type of person, so it would be beneficial to see if companies are taking that into account and are showcasing the different countries and cultures and even dialects throughout the messaging of the campaigns.

Future Study

Future studies in multicultural public relations are important and can be beneficial. Identifying a specific minority group, in this case the Hispanic community, has many benefits. As discussed previously, the main reasoning being is that the Hispanic community is the majority minority currently and will continue to grow for years to come. Another reasoning is that they have a grand purchasing power and are very brand loyal. Originally this research aimed to see how companies were targeting the Hispanic community in the Mid-Atlantic region of the United States with messaging that would be prevalent in the tactics and strategies employed in public relations campaigns, however, no such campaign was available to examine. For future study, the researcher hopes that there would be more insight from the companies and agencies that run the specific campaigns that are chosen for examination in future research. The researcher would want to interview the team that was running the campaign and ask questions on the process for that campaign and what they could have done better. Research could be conducted on why companies only chose to display one Hispanic culture and not different ones. The researcher understands why campaigns are ran in the geographical locations that are chosen because there is research that proves the effectiveness of those locations. However, when a campaign is being ran in Los Angeles, Houston, Miami, and New York it is just nonsensical to have one generalized campaign that makes sense for Los Angeles and Houston but would not be as effective in Miami and New York. Lastly, research could be conducted that would go more into depth or solely focus on how the government can play a part in multicultural public relations.

Summary and Conclusion

This research is important because the Hispanic population is ever-growing and by 2020 their purchasing power will increase from what it is now, \$1.32 trillion, to \$1.72 trillion (Statista, n.d.). Given the current political climate and the dissention that is going on with undocumented

Hispanic immigrants and being taken away to detention centers, it could potentially boost spirits and morale amongst Hispanics; by seeing that companies are taking the time and extra consideration when it comes to targeting and communicating with Hispanics through public relations campaigns. The study was able to answer the research questions posed in chapter 1.

This research aimed to answer the following question:

What are potentially best practices for effectively targeting the Hispanic-American community in the United States with public relations campaign?

This question was answered by the four recommendations that were identified that can be applied to future public relations campaigns that are intended to target the Hispanic-American community of the United States (see Appendix A), such as conduct extensive research to uncover cultural motivators, determine a theme for the campaign, determine the language, and maintaining cultural relevancy by being culturally literate. The artifact that was created was created based on what was examined and recommended from previous literature and what worked and did not work in the case studies that were analyzed. This study did present some limitations but also it is a good jumping point for future research considerations on this same important topic. The importance of the study is to allow companies to understand that there is more than one culture when discussing Hispanic-Americans, not to mention they also have American culture embedded in their identities. It might appear to be convoluted but the main finding of this study will hopefully demonstrate that once there is a deep dive of the culture being targeted then everything else just guides itself. The research will uncover the campaign's messaging, which will then determine the strategies and tactics that will be used, and how they will be implemented to communicate the message. The main finding essentially is research.

Everything is based on research; the four recommendations, while separate entities, tie back into the first recommendation which is to conduct extensive research.

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Appendix A

Best Practices for Effectively Targeting Hispanics Throughout Public Relations Campaigns

1. Conduct extensive research (using R.P.I.E. Model).

Before the actualization of any campaign, research should be done. However, when it is a campaign intended for another culture, practitioners should conduct extensive research to help determine which geographical location(s) of the United States the campaign should run and who the target audience is going to be and why? In the case of targeting Hispanics, the specific culture also needs to be chosen and the geographical location choice will also aid in that. The extensive research should also identify the cultural motivators which will help guide the overall campaign's messaging and in the choosing of tactics and strategies that will support and communicate the message.

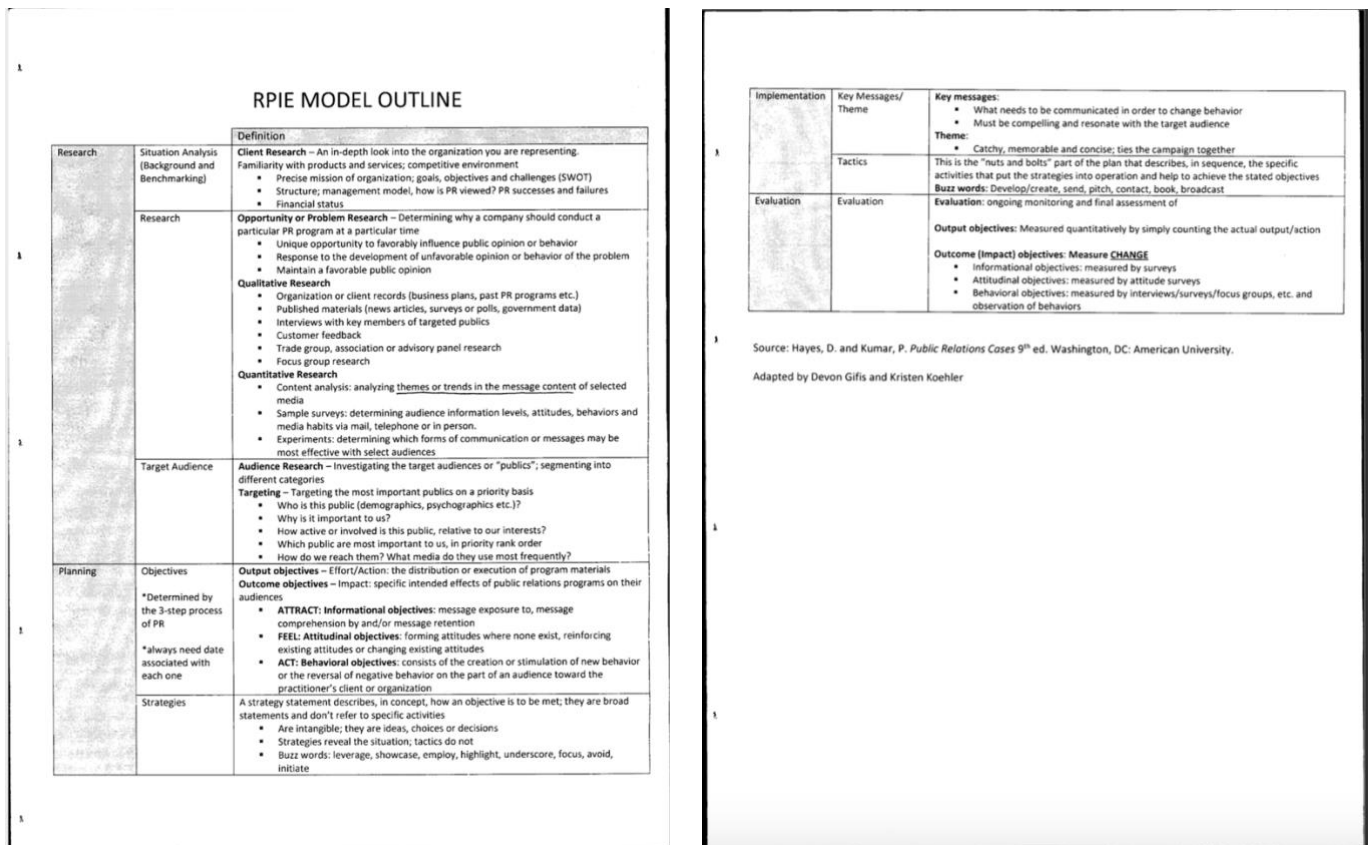


Figure 1. R.P.I.E. Model adapted by Devon Gifis and Kristen Koehler [Screenshot].

2. Determine a theme for the campaign.

The messages created by the PR company need to have an underlying theme that incorporates the Hispanic cultural motivators that would have been determined from the research.

Example: The central theme around rbb and Ringling Bros. and Barnum and Bailey Circus' campaign was the American Dream. The cultural motivators were then used to determine which tactics and strategies would be implemented to communicate the campaign's message and theme.

3. Determine which language.

When in doubt create separate English and Spanish campaign materials that can be distributed to the appropriate traditional media outlets but always rely on the research to determine which language will be used and why. The messages should be trans-created as opposed to translated. Boden Agency and McDonald's had press releases both in English and Spanish and rbb and Ringling Bros. and Barnum and Bailey Circus only incorporated Spanish in the campaign and all the media placements were in Spanish-language media (television shows, magazines).

<p>McDonald's celebra el \$1 \$2 \$3 Dollar Menu con juegos de edición limitada de El Chapulín Colorado en Houston</p>	<p>McDonald's celebra el \$1 \$2 \$3 Dollar Menu con juegos de edición limitada de El Chapulín Colorado</p>
<p>In celebration of the \$1 \$2 \$3 Dollar Menu, McDonald's USA has teamed up with one of the most iconic characters in Latin American television, El Chapulín Colorado.</p>	<p>Para celebrar el \$1 \$2 \$3 Dollar Menu, McDonald's se alió con uno de los personajes más icónicos de la televisión latinoamericana, El Chapulín Colorado.</p>
<p>McDonald's is giving El Chapulín Colorado fans in Houston, Texas, the opportunity to get their hands on special, limited-edition games, featuring traditional El Chapulín Colorado icons, like the <i>Chipote Chillón</i> and the <i>Chicharra Paralizadora</i>, and \$1 \$2 \$3 Dollar Menu items on Saturday, January 27.</p>	<p>El sábado 27 de enero, McDonald's ofrecerá a los fans de El Chapulín Colorado en Houston, Texas, la oportunidad de obtener juegos especiales de edición limitada que contienen íconos tradicionales de El Chapulín Colorado, como el <i>Chipote Chillón</i> y la <i>Chicharra Paralizadora</i>, y productos del \$1 \$2 \$3 Dollar Menu.</p>
<p>The limited-edition games, which include a traditional <i>lotería</i> game and a deck of playing cards, were created in partnership with Grupo Chespirito and Univision to ensure the integrity and quality is kept according to the global standards of the El Chapulín Colorado brand.</p>	<p>Los juegos de edición limitada, que incluyen un juego tradicional de lotería y una baraja de cartas, se crearon en asociación con Grupo Chespirito y Univision con el fin de asegurar que se mantenga la integridad y calidad conforme a los estándares globales de la marca de El Chapulín Colorado.</p>
<p>Customers can visit participating McDonald's restaurants in Houston, Texas, on Saturday, January 27 to receive a limited-edition game with a \$1 \$2 \$3 Dollar Menu purchase in restaurant beginning at 11 a.m. local time, while supplies last.</p>	<p>El sábado 27 de enero, los clientes pueden visitar los restaurantes McDonald's participantes en Houston, Texas, para recibir un juego de edición limitada en la compra del \$1 \$2 \$3 Dollar Menu a partir de las 11 a.m., hora local, hasta agotar existencias.</p>
<p>The \$1 \$2 \$3 Dollar Menu serves up more of the delicious food McDonald's customers crave and provides customers a greater choice in defining value for themselves. They can build a meal entirely from the menu, add on to their existing orders, or simply stop by for a snack.</p>	<p>El \$1 \$2 \$3 Dollar Menu ofrece más de los deliciosos productos que a nuestros clientes tanto les gustan y les brinda más oportunidades de decidir el valor que ellos desean pagar. Podrán crear toda una comida del \$1 \$2 \$3 Dollar Menu, agregar productos a órdenes existentes o simplemente visitar McDonald's para merendar.</p>
<p>A full list of the participating McDonald's restaurants and more details surrounding the Houston-area giveaway on Saturday, January 27 can be found below.</p>	<p>Una lista completa de los restaurantes McDonald's participantes y más detalles sobre la promoción en el área de Houston se pueden encontrar a continuación.</p>

Figure 3. McDonald's El Chapulín Colorado press releases in English and Spanish [Screenshot] Retrieved from <https://news.mcdonalds.com/stories/community-details/el-chapulin-colorado-games>

4. Be culturally relevant.

The public relations practitioner must be culturally literate in order to be culturally relevant. In order for that to occur, there needs to be a base knowledge and understanding of the Hispanic culture and a desire to go deeper into the understanding of the culture that is more than just understanding what language is spoken and a couple of the norms. For example, the Boden Agency and McDonald's understood which Hispanic culture they were going to target and in what geographical location of the United States the campaign

would be run which in turn guided the tactics and strategies that were implemented in order to deliver the messaging of the campaign.



Figure 4. ‘Siganme Los Buenos’ grassroots tactic. Employing the use of the community members in Houston, TX to dress up as El Chapulin Colorado and inform the Hispanic-American community about the upcoming events [Screenshot]. Retrieved from <https://abasto.com/en/mcdonalds-el-chapulin-colorado/>