Hispanic Retailing For Grown-ups – Gaining Strategic Alignment?

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Barriers to Strategic Alignment and the Process to Overcome Them
Strategic Alignment Barriers

- Unfamiliar
- Too Complex
- It's Costly
- Not My Job
- Too Many Other Priorities
- Change? Why?
- Adapt to Hispanics? Why?
Optimize Your Strategies to Succeed Among the Total Market Through Integration

Hispanic Market Outside the Strategic Process

Corporate Mission → Company Goals → Market Research → Growth Strategies → Ops Plan Integration, Processes and Structure → Marketing → 360 Execution → Metrics → Hispanic Market Insights → Hispanic Marketing → External Marketing Execution Focus

Corporate Mission → Company Goals → Market Research (including Hispanic) → Total Market Growth Strategies → Ops Plan, Processes and Structure Integration → Marketing → 360 Total Market Execution → Metrics

Hispanic Market Integrated Into in the Strategic Process
Keys to Creating Strategic Alignment that Engages Management
FOCUS: Strategically Aligned Thinking and Operational Plans That Deliver ROI and Turn Heads

- Build **scalable** programs that yield results in line with the **larger effort**.
- Use metrics that are clear in assessing **success to the overall program**.
- Identify Hispanics’ **contribution to total performance**.
- Call out successes as evidence for the market’s value.
**Merchandising**
Delivers product initiatives that integrate Hispanics end to end.

- **Marketing**
Identifies business strategy insights that connect with Multicultural segments and drive activation.

- **Advertising**
Delivers Multicultural Scale Programs and relevant Media that tie into overall campaign direction.

- **Retail Concept and Innovation**
Supports retail environment versions and Hispanic prototype work that delivers on customer-centered design principles.

- **Human Resources**
Supports hiring / staffing guidelines for bilingual employees where it makes sense.
COMMUNICATION: Progress, Results and Impact on Larger Effort

- Progress and Results
- Communication Plan in Place

Communication of Hispanic Layer or Component Impact

High Engagement
A “Top-to-Bottom” Cultural Shift

1) Leadership Drive
   • Positioned as Corporate Imperative for business survival and growth success
   • Sr. Level Enrollment & Support

2) Cultural Overhaul
   • Cross Functional Integration
   • Goals & Rewards

3) Imperative Approach
   • Strategic Imperatives
   • Work Stream Execution

4) Mindset Shift
   • Trend Monitoring
   • Proactive Plan
   • Integrated Scorecard
Thank You!

You Too Can Make the Shift!
Terry Soto is President & CEO of About Marketing Solutions, Inc. and is a well-respected voice in strategy consulting among Fortune 100 and 500 companies. Terry specializes in helping her clients dramatically improve business performance by integrating and optimizing their strategies to succeed in the Hispanic Market.

Terry's consulting work for multinational corporations spans a broad range of categories including, food and beverage, retail, financial, entertainment and media.

She is the author of the book, **Marketing to Hispanics A Strategic Approach to Assessing and Planning Your Initiative** and is lead author of **Grow with America: Best Practices in Ethnic Marketing and Merchandising**.

Terry frequently speaks at industry conferences across the country and is a trusted contributor to a variety of trade publications including Retail Merchandiser, Progressive Grocer, Restaurant Management, Candy & Snack, Supermarket News, and others.

Terry is a native of Ecuador and is completely bilingual and bicultural. She holds an MBA from Pepperdine University, Graziadio School of Business and Management.

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