

**INDIANA COMMISSION ON  
HISPANIC/LATINO AFFAIRS**

*ICHLA*

**Marketing Plan 2009/2010**

## **EXECUTIVE SUMMARY**

Created in 2003, the Indiana Commission on Hispanic/Latino Affairs (ICHLA) is charged with identifying issues affecting Hispanics/Latinos in the State of Indiana, promoting cooperation and understanding between Indiana's communities and the Hispanic/Latino communities throughout the state. The commission is responsible for developing and delivering reports to the Governor and Legislative Council on the major issues affecting the state's Hispanic/Latino population and providing strategic thoughts and recommendations for action. ICHLA reports have documented, the Hispanic/Latino population has grown extensively in Indiana over the past several years, with its most dramatic growth occurring in Indiana's rural counties. Every year, the Hispanic/Latino population continues to increase at an annualized rate of 400%, currently the population estimate is at 303,048 or 4.8% of the total Indiana population. This is largely due to the agricultural and service industry labor ties of the Hispanic/Latino populace in Indiana.

In addition to contributing to Indiana's workforce, culture, diversity and quality of life, the Hispanic/Latino population confronts a number of challenges in every day Hoosier life. The most common and prevalent issues facing Spanish-speaking Hispanics/Latinos in most areas state are language and cultural barriers. The general lack or segregation of Hispanic/Latino data collection is also a barrier in properly analyzing issues affecting Hispanics/Latinos.

Additionally, the rapidly increasing Hispanic/Latino population presents both a number of challenges and opportunities in education, health, business, economic development, transportation and various other areas. ICHLA's past efforts have centered around focusing its efforts on months of research, data collection and input from various community areas throughout the state.

ICHLA's efforts will be to take a proactive approach in:

- developing strategies and formats to acquire data on the state's Hispanic/Latino population
- developing forums and receiving public input on Hispanic/Latino issues from across the state
- creating reports which focus on the what, why, and how of the current status and the continuing research of Hispanics/Latinos within the state

As such, ICHLA's main marketing thrust will be to initiate a grass roots outreach effort:

- through events participation utilizing organizations, city, and town public forums
- research initiatives by its subcommittees
- survey input from its regional Commissioners
- monthly public meetings
- interfacing with other state agencies for collaboration

The marketing plan will focus on the following four key areas:

1. Communicating ICHLA's mission and objectives across Indiana communities

2. Building relationships and advising members of the Legislative and Executive Branch of Indiana State Government
3. Hosting, participating, and supporting events to promote cooperation and a deeper understanding between Indiana communities and the Hispanic/Latino communities populace across the State of Indiana, such as the Statewide Conferences on Hispanic/Latino issues, the Opening Ceremony for Hispanic/Latino Heritage Month, the Hispanic/Latino Community Day at the Statehouse, and the Black and Minority Health Fair as well as many other that help the Commission promote our cooperation and support of our Hispanic Community.
4. Monitoring legislative and administrative use of the Commission's reports and policy recommendations to ensure effectiveness

The Commission educational thrust will be on the following areas:

- Business
- Civil Rights
- Education
- Health

## **BACKGROUND AND RATIONAL OF PLAN**

For years, businesses and government agencies have been attempting to reach the Hispanic population in Indiana as well as the United States and have for the most part failed. The reason most efforts have failed is not necessarily due to the lack of invested money. They have failed more times than none because of a failure to understand the differences amongst Hispanic cultures. Forgoing the language barrier, the main reason most have failed is because they failed to comprehend how different Hispanic cultures think, feel, and act about different issues. They fail because they do not necessarily consider how Hispanics feel about "how" they are being serviced. Our ability to envision and understand Hispanic cultural values and to incorporate them into influencing the Hispanic decision or buying criteria will be critical to successfully reaching the Hispanic client. These commonalities between Hispanic/Latinos are:

- Family Bonds
- Customs
- Language
- Religion
- Culture
- Music
- Shared Background

It is estimated that the Hispanic population will grow at a rate of 39% compared to the general population growth of 15% according to the market statistics. Currently, it is estimated that there are 44.3 million Hispanic in the U.S. (Source Hispanic Studies) According to 2007 estimates from the U.S. Census Bureau, 303,048 Hispanic currently live in Indiana or about 4.8% of the total population. Since the 2000 Census, Indiana has grown by 100,000 people. Indiana is currently ranked 31<sup>st</sup> among others in the Hispanic/Latino population.

Our purpose of ICHLA is to focus on its mission to help others and organizations understand the Hispanic Market. The Hispanic Market is the without a doubt the fastest growing market in Indiana, as well as the nation and in today's society.

ICHLA's proactive approach would be in developing strategies for data collection and for receiving public input on the relevant issues affecting the Hispanic/Latino population from across the state of Indiana. Through the use of local public forums, subcommittee research initiatives and regional input gathered from the public monthly Commission meetings, ICHLA will help to education the Indiana population on the Hispanic issues. A SWOT analysis was conducted to assess the current state of ICHLA in relation to its mission. This resulted in the following information:

### Commission Strengths:

- Strong board support
- Developed partners
- Passionate board member
- Diversity among talents

### Commission Weaknesses:

- Understandable mission statement
- Some of the subcommittees are inactive
- Small staff, large board
- Focused goals

### Commission Opportunities:

- Development of more diverse partners
- Continue growing our relationship with other State's Hispanic Commissions
- Continue to education our general public about ICHLA and its mission
- Developing a marketing plan like this to help continue our focus
- Update the website and make it more interactive
- Increase reporting
- Subcommittee meetings can occur to include community via phone conference
- Raise funds to support ICHLA's directives

### Commission Threats:

- Lack of Budget
- Lack of Staff
- Part-time support staff
- Cultural differences
- Lack of funds to provide key support on directives

## TARGET AUDIENCE

While the Commission on Hispanic/Latino Affairs serves all populations, not just the Hispanic population, its main focus is to serve as a bridge of understanding the Hispanic /Latino populace with the sole purpose of making the assimilation less intrusive to all concerned. ICHLA's main focus is the Hispanic population with a catering to the non-Hispanic population for assimilation of the Hispanic populace into mainstream Indiana. Current Demographics of the Hispanic/Latino population are as follows:

Population Type	Total Population	Percent of Total Population
Total	6,313,520	
White	5,574,816	88.3%
Black	561,903	8.9%
Hispanic/Latino	301,681	4.8%
Asian	82,075	1.3%
2 or More races	69,448	1.1%
American Indian or Alaskan Native	18,940	0.3%
Native Hawaiian and Other Pacific Islander	3,156	0.05%

Our target audience is the Hispanic population is the fastest growing minority population in the State of Indiana. The U.S. Census Bureau estimates our population in 2007 to be 303,048 Hispanic or about 4.8% of the total population. Our top ten target areas where the largest Hispanic/Latino populace resides are as follows:

Indiana Communities	Hispanic/Latino Population	State Rank
Lake	68,694	1
Marion	57,123	2
Elkhart	26,546	3
Allen	19,449	4
St. Joseph	15,734	5
Tippecanoe	10,619	6
Hamilton	6,776	7
Kosciusko	4,975	8
Noble	4,743	9
Bartholomew	2,754	10

Our strategic plan will be to utilize the commonalities between the diverse Hispanic/Latino populations. Though the Hispanic/Latino population shares a common language, our past activities have noted that there is variety of cultures that exist and should be considered in our outreach efforts. These variations in culture are as diverse the country of origin of immigrating generation and require different approaches. These commonalities between Hispanic/Latinos are:

- Family Bonds
- Customs
- Language
- Religion
- Culture
- Music
- Shared Background

Depending on place of origin, Hispanics/Latinos may speak a variation of the common languages, Spanish, Portuguese, indigenous dialects, etc. They also celebrate different holidays and utilize different customs and practices in culture. The trait that all Hispanics/Latinos share, however, is ancestry to different countries in Latin America.

Many Hispanics/Latinos speak Spanish, English and more commonly both languages. Some prefer to be referred to as Hispanic while others prefer the term Latino. The U.S. Census explains that "Hispanic" or "Latino" individuals classify themselves in one of the specific Hispanic or Latino categories listed on the Census 2000. As previously mentioned, these classifications include: Mexican, Puerto Rican, Cuban, etc. as well as "other Spanish, Hispanic or Latino." Furthermore, origin can be considered as the heritage, nationality group, lineage, or country of birth of the person or the person's parents or ancestors before their arrival in the United States. It should be noted that people who identify their origin as Spanish, Hispanic or Latino may be of any race (U.S. Census Bureau 2000).

Hispanics/Latinos who speak Spanish only, most of whom are immigrants, express views that are distinguishing from native-born individuals. Those who speak English and Spanish or English only share views more similar to the mainstream, native-born population

Hispanic/Latino culture is most commonly defined by the rich contributions made to society through different religious practices, traditional customs and celebrations. One trend in culture that is prevalent among many Hispanic/Latino groups is the priority and importance of family above other areas. Religion is also a staple of Hispanics/Latinos with 70% of Hispanics/Latinos being Catholic, 23% Protestant, 6% with no religious preference or other, and 1% practicing other world religions. Churches are often viewed in the community as a trusted source, where many Hispanics/Latinos attend to worship, socialize and receive social services.

**Some of the potential problems facing our audiences are the following:**

Diversity of the Hispanic/Latino population because it does not share a common culture or language; Depending on place of origin, Hispanics/Latinos may speak a variety of languages, including Spanish, Portuguese, indigenous dialects, etc.

Celebration of different holidays and utilizes different customs and practices in culture. The trait that all Hispanics/Latinos share, however, is ancestry to different countries in Latin America.

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## **OBJECTIVES AND GOALS**

### **Our Vision:**

ICHLA's vision is to identify and appoint Hispanic/Latino community leaders with which we will work collaboratively to bridge the cultural gaps that exist between Indiana's residents and the Hispanics/Latinos populace.

### **Our Mission**

We will work with other state agencies and organizations to provide solutions and recommendations to the issues that affect all Indiana Hispanics/Latinos. We will work to enable all Indiana Hispanics/Latinos with the opportunity to contribute to the social, cultural and economic development of the state, as we will foster life-long learning that engenders commitment to society through engaged and educated citizenry.

### **Community of Practice (COP) Business Model**

In 2009 and beyond, ICHLA will follow a Community of Practice (COP) Business Model, which focuses its efforts on unifying our Indiana Hispanic/Latino community and our resources by working in tandem with other community organizations. By focusing efforts described herein, ICHLA will be in a position to effectuate change that will impact the Indian community for generations. More important, ICHLA has the unique opportunity and strong potential to serve as a catalyst assisting in economic development initiatives by focusing on business and workforce development.

By definition, a Community of Practice (COP) consists of individuals and/or groups of people who share a common interest or affinity (typically vertical). A COP typically takes the form of an organization, membership, associations, affiliation or partnership with a charter that mandates they deliver services and/or products to its constituents—be they organizations, individuals, families, and/or communities (national or international).

COPs are rich knowledge nodes with credibility, which exist because of their relevance and effectiveness in addressing a specific need(s) of an organization, individual, family, and/or community.

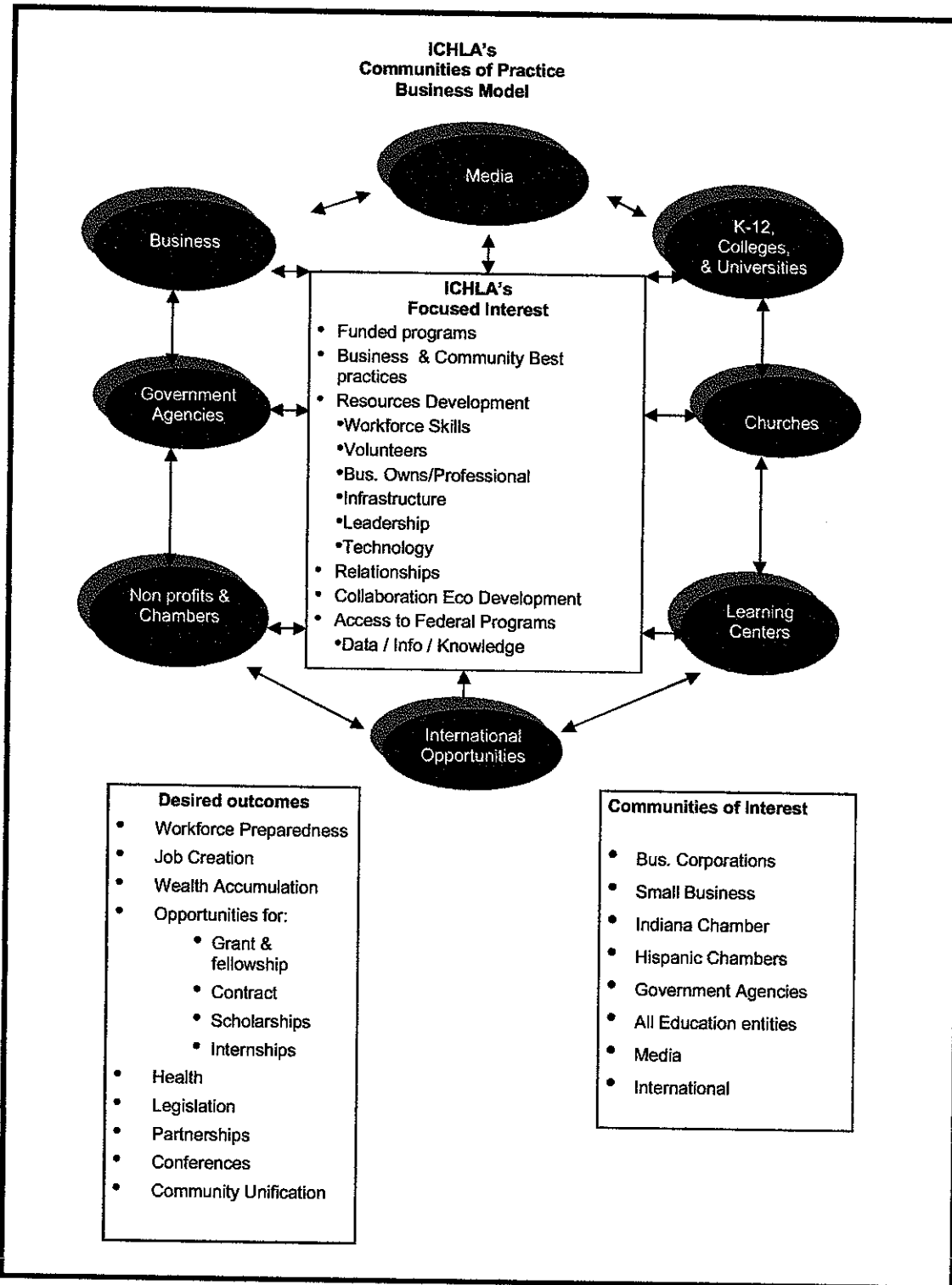
ICHLA will utilize the COP's business model as a channel for creativity and expression of engagement consistent with its interests. ICHLA's strategy of cohesion, coupled with COPs integration, for purposes of aggregating its assets, brand recognition, leadership value, and reaches to produce top-of-the-mind awareness will be a win-win scenario for all involved parties. As ICHLA COP gains visibility and expression, in some cases capacity, ICHLA will expand brand recognition and brand extension with access to resources for opportunity development, acquisition, co-branding and marketing opportunities that ultimate establishes a solid foundation will eventuate. This, in turn, justifies a compelling financial case to the community of the need for ICHLA's services and existence. For ICHLA to arrive as the center piece or vanguard of Hispanic/Latino

acceptance and peaceable co-existence in our Indiana community would be a high achievement, given the inclination for continual questioning of its relevancy.

ICHLA has and will continue to provide programs and services to the entire community, thereby being strategically positioned as the hub in the COP wheel for Hispanic business-related interests and content needs currently not offered by other organizations in the state. Centered in this service provisioning, ICHLA will cultivate relationships with luminaries, thought-shapers and leaders in multiple disciplines of Hispanic life, regardless of nation of origin. On this premise, ICHLA's COP Business Model will translate into a variety of benefits for years to come, and by association, those students, recipients and teachable pupils of this methodology will garner unquestionable advantage and benefit to our state. By utilizing the "Communities of Practice" Business Model to achieve its goals, ICHLA will ensure that resources and endeavors are maximized to enhance its true value proposition and achieve a greater return on investment for the community it serves.

Part of ICHLA's COP strategy will be to always have an ear to the ground, as well as a mainline access to information that will allow it to shape product and service offerings to our residents, legislators and governor, while avoiding the costly trial-and-error approach to marketing and development in order to contribute to future Odessa development. ICHLA's COP will be flexible and scalable, and can be expanded to any number of Hispanic and Non-Hispanic serving institutes and the communities they serve. The main purpose of which is to begin working with other community organizations for the betterment of the Indiana community.

The upside potential for ICHLA's services in Indiana throughout the next five years is extraordinarily positive due to the demand for currently unavailable services on a local level. Presently, ICHLA is unique in its provision of key services and training programs. Strategic thoughts and methods have been developed to elicit "out of the box" communal thinking. The desired outcome is for both Hispanic/Latinos and non to recognize the value we all bring and represent as an individual and to learn to incorporate attributes in a positive way to successfully build and convey "perceived value" for Indian. This value then translates into their products, services and community involvement from all Indiana stakeholders.



### **Core Values in support of Commission's activities:**

The success of the Indiana Commission on Hispanic/Latino Affairs will be determined by the following factors:

- Increasing cooperation and understanding between Indiana Hispanic/Latino communities and other Indiana communities - By providing Indiana's Hispanics/Latinos with informational opportunities and also informing Indiana's Governor, Legislature and state agencies about statewide Hispanic/Latino issues.
- Championing Institutional change - By partnering with state agencies to assure equity and access to culturally competent programs and services, to review state agency policies, practices, procedures, and to make appropriate recommendations that will ensure proper delivery of state services and resources throughout the Hispanic/Latino communities.
- Strategic planning - Develop and maintain a strategic plan that will set goals and define deliverables which will directly impact and address the needs of the Hispanic/Latino community and the state. The strategic plan will be used as a roadmap to guide future research.
- Collaboration with the community - Promote civic involvement as a way of preserving culture, unifying Hispanic/Latino residents and improving quality of life.
- Identifying Indiana Hispanic/Latino issues and concerns through public policy analysis and data-driven, outcome-based research - To develop initiatives and procedures that will create awareness of issues and will be used as the foundation for institutional change in Indiana State Government.
- Accountability - The ICHLA values transparent communication and accountability of actions, while promoting the investment of positive relationships involving our partners at all levels of government.
- Commitment to honoring diversity and promoting justice and fairness throughout the local communities and state government – The ICHLA promotes justice and fairness by developing an understanding of the social, political, cultural, and economic influences; this may be accomplished through increasing awareness of the social and historical roots of cultural differences, while encouraging those empowering individuals of marginalized communities to become involved in the decision-making process.
- Differing Ideologies - The ICHLA encourages new ideas and supports openness and tolerance of differing ideas or beliefs. ICHLA respects the opinion of others and will provide a safe environment for voicing those opinions, ideas or beliefs.
- Professionalism - Involves making professional commitments and maintaining a high level of integrity for those who advocate for the Indiana Hispanic/Latino communities.

## **BARRIERS**

Some of the barriers are as follows:

- Lack of funds
- Lack of support staff
- Lack of adequate resources

ICHLA will overcome the above barriers by:

- Fundraising,
- Development of Sponsorships
- Recruiting college interns
- Continuing to build partners, especially those who may have research departments/staff

ICHLA expects to measure its goals in the following manner:

- Develop partnerships through collaboration
- Creating a dynamic website with valuable resources and tracking webtraffic
- Increase media exposure
- Create several smaller reports annually
- Increase audience awareness of the Commission
- Continued collaborative efforts with/partners

## **POSITIONING STATEMENT**

The Commission on Hispanic/Latino Affairs intends to increase the awareness of commission as well as help to increase the issues affecting the growing Hispanic population.

The benefit of the audience is to gain understanding, communication and the ability to deal with the various socio-economic groups within the Hispanic population. This will increase the Hispanic acceptance of most any business or organization.

## **MARKETING STRATEGIES**

Reaching the Hispanic market requires a clear understanding of what the Hispanic population is seeking. The Hispanic population is searching for organizations the will service their needs and treat them with dignity and respect. They must also be dependable, experienced, knowledgeable, professional and trustworthy. The Hispanic market prefers simplicity in their decision making processes.

The Commission on Hispanic/Latino Affairs intends to use a simplistic formula for reaching our target market. The Commission will be helpful, efficient, responsive and friendly in all of its outreach to the Hispanic Community.

ICHLA will continue to increase its exposure through public speaking engagements, attendance of conferences, support of other Hispanic/Latino events and providing public forms with our developed partners.

ICHLA's value in exposure is in public speaking engagements and our specific reports on specific issues.

**BUDGET**

Description	Expense	Fund Center	Fund Type	Due Date
<p>Cinco de Mayo (Sponsorship)</p> <p>2 Events/East Chicago and Indy</p> <p>Banner Brochures (300)</p>	\$ 1,000	101300/6330	General	<p>May 5 2009</p> <p>2 Events in East Chicago/Indy</p>
<p>Public Forums</p> <p>12 Public forums throughout state (this will include guest speakers, and food when necessary)</p> <p>Brochures (300)</p> <p>Radio Ad</p> <p>Newspaper Ad</p>	\$10,000 (total)	101300/6330	General	Quarterly
<p>Hispanic Heritage Month Celebration</p> <p>(will include music, food, electrical equipment and sound equipment)</p> <p>Brochure</p> <p>Newspaper Ad</p> <p>Spanish Radio Invitations (200)</p>	<p>\$30,000 (total)</p> <p>n/c</p> <p>\$250.00</p>	101300/6330	General	September 16

Legislative Briefs  (2 briefs will be to provide update to our Legislators on Hispanic issues) (electronic format)	\$ 0.00	101300/6330	General	Fall/Spring
Health Brief  (an annual brief to be presented to the community and General Assembly)	\$ 500	101300/6330	General	Winter 09
Annual Report  (consultant company for research and printing of some reports for distribution to community)	\$20,000	101300/6330	General	Dec 09
Annual Brief	\$2,500	101300/6330	General	Dec 09
Public Speaking  (throughout year Executive Director will appear at several events in order to market Hispanic Commission)	\$ 0.00	101300/6330	General	All Year
Conference Brochures  (3,000 for year)	\$ 2,000	101300/6330	General	All Year
Other Hispanic Conferences (sponsorships)  Brochures Booth Space	\$20,000 (total)	101300/6330	General	1. Domestic Violence Conf. 2. Eiteljorg Hispanic Events 3. META 4. Project Stepping Stones 5. Fiesta (La Plaza)
Totals	\$96,500			

## **MARKETING MIX IMPLEMENTATION**

For years, the businesses and government communities have been attempting to reach the Hispanic population and for the most part failed.

Below are several reasons why most efforts have failed:

- the lack of invested resources in the Hispanic community
- failure to understanding the differences in the Hispanic culture
- the language barrier

The main reason most have failed is because they failed to comprehend how variant Hispanic cultures within the community think, feel, and act about different issues. They fail because they do not consider how Hispanics feel about "how" they are being serviced. Past efforts have utilized strategies that, from a commercial value point of view, they themselves would not employ for their business. More than anything, it is about diversity.

But, Diversity is:

- not just about race
- about our business culture
- about acceptance of others and their cultures
- about tolerance of others and their culture
- about non-Hispanics tolerating others as well

Diversity is not just about ethnicity, it is about how we perceive things and how that impacts our ability to function with others, either in the work environment or in social interactions. It is about creating a business or social culture which embraces, accepts, and /or tolerates the differences between all who interact within the community. It is about accepting others and their cultures. It is about tolerating others' cultural customs and their freedom to express. It is also about others tolerating you and your culture as well.

The Hispanic population is not hard to reach, if individuals are open to a change in the knowledge of approaching the Hispanic populace, it can be accomplished. The Hispanic population is there for Indiana's future. Indiana's leadership, however, must have or develop the ability to envision and understand Hispanic cultural values and to incorporate them while influencing the Hispanic segment. This will be critical to successfully reaching the Hispanic population. This also means that venues need to be developed or taken advantage of for this effort. Currently, ICHLA has a venue that has successfully gathered and influenced the Hispanic populace. It can serve as the vehicle that will assist the Indiana community to unite.

There are various avenues, media and social functions that will be very helpful in reaching the Hispanic marketplace. ICHLA will be employing the COP's business model illustrated earlier along with the following activities:



### Marketing Plan Objectives:

- Successfully re-introduce ICHLA to the Indiana market
- Generate media visibility and attention
- Build Brand awareness for ICHLA
- Build Corporate Image for ICHLA
- Support the Image of ICHLA as a good corporate citizen
- Outreach to vertical segment of Hispanic/Latino Population
- Secure Public Relations campaign thru media industry

### Strategies

- Use media as a vehicle to position ICHLA as the most complete adviser/provider on Hispanic/Latino affairs in Indiana
- Create opportunities, including strong events participation, to build brand for ICHLA
- Establish an on-going community presence through direct and indirect promotional and contact activities
- Develop further ICHLA's Marketing activities
- Develop both short-term and long-term (mature & developed staff) strategies
- Oversee and establish the time table of the Who, What, and When of the Commission's operations and functions
- Potential Marketing Mix Strategies
  - Direct PR Contact (Vertical Hispanic segments)
  - Community Outreach programs
  - Website
  - Direct Mail
  - Weekend venues and promotions
  - Free training
  - Marketing Collateral
  - Media strategies
  - Relationship building programs

These marketing efforts will come in the form of:

- Annual Reports will look at specific issues affecting the Hispanic Population
- Print Material (brochures/Annual Reports) will help education the population on specific issues. It exposures education on ICHLA
- Online Advertisement will increase the awareness of specific issues
- Event Marketing will mostly consist of state conferences designed to help educate the Hispanic population
- Local Newspapers/Magazines/Hispanic Media will increase awareness of specific "hot topics"
- Local Radio/Hispanic Radio/Television will increase exposure of ICHLA and also help to inform the Hispanic population regarding specific issues
- Speaking Engagements will increase awareness of the Commission and its work