

Chapter 3

The Great Unifiers on the Web: Language, Culture, and . . . Shopping

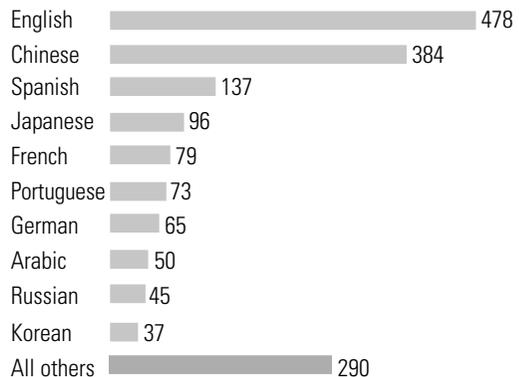
“THE medium is the message,” Marshall McLuhan famously proposed in his 1964 book *Understanding Media: The Extensions of Man*. By saying this, he suggested that we should focus on the characteristics of a medium, instead of studying the content that the medium transmits.

The worldwide web, as a global network without any boundaries, connects people as no medium has done before, especially people who speak the same language or share the same culture, as we saw with Madeline and Ricardo in the introduction. This chapter will provide an overview of how many Spanish speakers are online, explain why bilingual Hispanics consume media in both languages and discuss how the web can aggregate shoppers looking for electronics, in the case study from Best Buy.

Language Without Borders

Not surprisingly, English dominates Internet World Stats’ list of the top 10 languages online to such a degree that you could call the Internet the “English-net,” as the majority of users speak English.

Top 10 Languages in the Internet (millions of users)

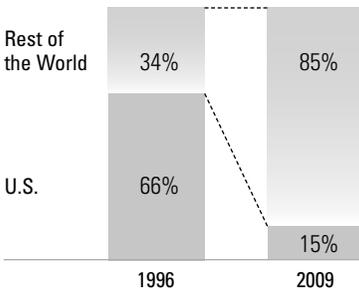


Source: Internet World Stats, 2010

However, by the time computers, or smart phones, or perhaps tablets cost US\$100 or less, the Internet will much more closely resemble the list of top spoken languages in the world, which *Ethnologue: Languages of the World* shows as:

Mandarin	845,000,000
Spanish	329,000,000
English	328,000,000
Hindi/Urdu	242,000,000
Arabic	221,000,000

U.S. Internet Population vs. The Rest of the World



Source: ComScore World Metrics, July 2009

Note that Spanish is above English. This is important for two reasons. One, it identifies the growth markets and languages online in the years ahead. Two, it highlights the globalization of content online in languages other than English and the diminished market share of the U.S. online. To further illustrate this point, the diagram on the left shows that the U.S. represented only 15 percent of the total

Internet population in 2009 compared with 66 percent in 1996 (ComScore). The graph below shows that while U.S. companies dominate the entire top ten list of worldwide properties

Worldwide Top 10 Properties

	U.S. Audience	non-U.S. Audience	Total WW Unique Visitors (MM)
Google sites		80%	597.2
Microsoft sites		80%	545.6
Yahoo! sites		75%	495.3
eBay		71%	249.3
AOL LLC		60%	247.9
Wikipedia sites		79%	242.6
Amazon sites	67%		166.0
Fox Interactive Media	53%		160.6
Apple Inc.	69%		140.3
CNET Networks	74%		125.6

Source: ComScore World Metrics, July 2009

(ComScore), up to 80 percent of their visitors come from international audiences. All have more than 50 percent of their users outside of their home country.

The map below shows the global imprint of the 21 countries that speak Spanish across three continents and five regions:

Europe	Spain
North America	United States, Mexico
The Caribbean	Cuba, Dominican Republic, Puerto Rico
Central America	Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua, Panama
South America	Columbia, Venezuela, Ecuador, Peru, Bolivia, Argentina, Chile, Paraguay, Uruguay

Notice how Spanish has permeated the United States on this map, a trend that many believe will increase over time, especially in the Southwest, Florida, Illinois, and New York. U.S. Latinos' connections to their families and friends in their countries-of-origin on the web, especially on social networks, will naturally bring marketers into Latin America. Because of our proximity to the region and its parallels to the Hispanic market, it will present new business opportunities.



Source: Wikipedia—Hispanophone World Map

Rank of Spanish-Language Markets

Internet World Stats shows that Spain holds the top spot for Internet users but that Mexico will soon surpass Spain as the number one Spanish-speaking market as its online population is growing much more quickly. If we rank each Spanish-speaking country by its online growth rate, we see that the emerging markets are truly expanding, as we do in the graphic below. The Dominican Republic, Paraguay, Guatemala, and Equatorial Guinea all have grown more than 2,000 percent in the last 10 years. Spain is just a little button on the bottom of the circle! If we could indicate the U.S. Hispanic online audience (Spanish-preferring and bilingual speakers), it would hold the number three position in the world, above Argentina and behind Mexico.

Spanish-language markets ranked by rate of growth, excluding the U.S.

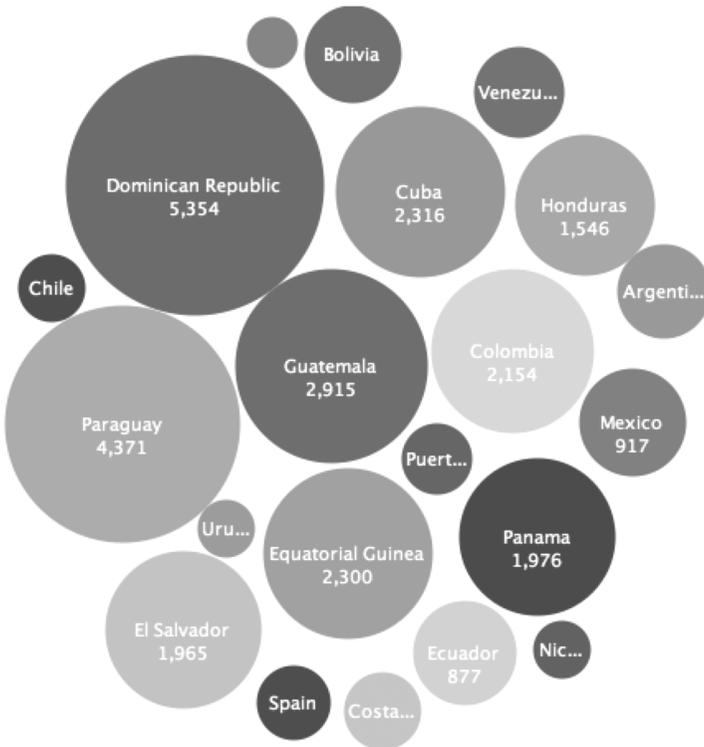


Image source: Internet World Stats (data) and IBM's Many Eyes (visualization)

In-Culture or In-Language? From the Perspective of a Bicultural Hispanic



Bicultural Hispanics often switch back and forth between Spanish and English. To learn why, **Elizabeth Perez**, the Digital Insights Analyst at ImpreMedia, describes why she chooses content in English or Spanish based on the cultural and political orientation of the news in each language. In-Language media is simply written in a consumer's native language whereas in-culture media provides news from the perspective of the viewer's native culture.

As a Southern California native born in Ventura County to Mexican immigrant parents, I, like many of my peers, grew up speaking Spanish until I went to elementary school, where I learned English. I enrolled in a bilingual educational program where I learned to read and write in my native language, Spanish, and English until the fifth grade, when I switched to classes in English only. From that moment on, until today, I continue to speak, read and write in both languages.

Media Coverage of U.S. Immigration Reform: My Thoughts about How I Use Media

After graduating from college, I enrolled in Baden Powell Institute located in Morelia, Michoacán (Mexico). While living there, I learned about Mexican history and lifestyle. My move came at a time in which the U.S. citizens became very active and reacted to the illegal immigration reforms by voicing their views and participating in public street rallies. "The Great American Boycott" took place on May 1, 2006, and ended in a violent attack in Los Angeles, where police officers shot rubber bullets at the protestors marching in MacArthur Park.

I was studying in Morelia and followed it closely by reading my hometown's daily newspaper online—*The Ventura County Star*—and *La Opinión*. Every day I logged online and started visiting sites such as ABC, CNN,

Univision and Telemundo, which offered online video clips covering the latest news on the reform. I also started reading blogs and comments about the reform, which, for the most part, were full of negative, even racist, comments. I felt the urge to voice my opinion (all the way from Mexico), and the only way I was able to do that was by commenting on blogs and debating with those who were also blogging.

After moving back to the United States and completing my classes in Mexico, I watched the coverage on TV—mainly Univision and CNN. Additionally, I continued reading online and blogging. There was a sense of separation amongst those who were either for or against the reform. It became clearer as I noticed the difference in reporting between the Spanish- and English-language networks. The main difference of course was the audience the networks were reporting to.

The Spanish-language networks spoke to Hispanics and were mainly pro-immigrant. The English-language networks spoke to the general market that for the most part was anti-immigrant. I continued watching and reading about it through both Spanish- and English-language media outlets to stay informed. However, I consumed more Spanish-language media as I felt I related to it more. I also felt they went beyond reporting the news to inform and educate their audience about legal rights and places where they could seek help. In addition, being Hispanic myself, I couldn't help but feel a personal connection and a need to support my community.

This was one of those moments that I really appreciated being bilingual. I was able to navigate from one media outlet to another despite the language and get the perspective on both sides of the debate. On one of my visits to LaOpinion.com while I was reading an article about the reform, I noticed a section that read "Jobs at *La Opinión*." I clicked on the icon and found they had a job opening that really interested me. After reading the description, I sent my resume over, and about two to three weeks later, after going through the interview process, I was hired. Nearly four years later, I still work for ImpreMedia.

Writing from a Non-Hispanic Perspective Viewed Differently

There is a bit of an odd feeling obtaining news about Hispanics from non-Hispanics. Sure, a non-Hispanic can report the news, but how much of what they are reporting do they understand or even care to learn? For example, if non-Hispanics were to come to a Mexican birthday celebration,

they may be horrified to see that, after we sing “Happy Birthday” or “Las Mañanitas” to the person celebrating his or her birthday, we chant “que le mierda! Que le mierda! (Bite it! Bite it!),” and, as the person bites the cake, we push him or her into the cake.

A non-Hispanic might wonder why we would do that or think that we ruined the person’s party by doing this. However, in reality, that is part of our tradition and one very much looked forward to. You would not know about this unless you were exposed to the culture. For reasons such as these, when I have the option to obtain news coverage about Hispanics from a non-Hispanic or Hispanic media outlet, you will more likely see me turn to the Hispanic media outlet, as it will be the one I will relate to the most.

However, that doesn’t mean that I won’t consume non-Hispanic media. I would simply choose whichever one I felt gave me the most relevant content to what I’m searching for. The great thing is that, nowadays, it is very easy to jump from one media outlet to another and compare content with the Internet.

In-Culture News While Living In-Language

To further understand the relationship between in-language and in-culture media, let’s go to a country where they speak Spanish to see how Latin American immigrants seek out the media they want. With 1.5 million Latin American immigrants from countries such as Ecuador, Peru, and Argentina in Spain, you would think that the local media would satisfy their information and news needs since both the Spaniards and the immigrants speak the same language, but that’s not the case. The Latin Americans in Spain find little local in-culture news or information tailored to their needs—for example, news about Ecuador’s soccer team, South American celebrities, or economic news about how exchange rates will affect their wire transfers back home.

Because of this, many immigrants visit websites from their home country. In fact, the demand for in-culture content, also in Spanish, from the Ecuadorians and Bolivians proved so great that *El Comercio de Ecuador* and *El Correo de Bolivia*, the two major daily newspapers in their respective

countries, opened offices in Madrid to distribute print versions of their newspapers and began to bulk up their reporting online. The “natives” hoped to “conquer the motherland.”

Two Retailers, Two Routes

In Chapter 4, we will explore the subject of cross-border shopping, focusing on how much Mexicans spend in the U.S. and why. But now, let's explore the inspiration for this book: a comparison between two retailers that launched Spanish-language websites for U.S. Hispanics, both of which discovered that many international visitors found the site. One shut its site down (the wrong choice) and the other made it into an opportunity. Not only do language, culture, and news connect people but consumers finding high quality products at good prices does as well.

The Home Depot vs. Best Buy

In early 2009, The Home Depot launched its Spanish-language e-commerce site for U.S. Hispanics, “a replicate of the English language e-commerce site, with 40,000 products available to online shoppers,” according to the company. It hoped to reach a new audience and grow a new profit center. After only four months, The Home Depot shut the site down because many of its visitors came from Latin America and Spain. The site was set up to accept only U.S. credit cards. Nevertheless, Spanish-language consumers located outside of the United States clearly communicated their interest in online home improvement content and e-commerce by visiting The Home Depot's U.S. Hispanic site.

Because The Home Depot has more than 90 stores in Mexico, many Mexicans already knew the brand and easily found the site via search. They were surely pleased that the retailer was “speaking their language” online. Unfortunately, The Home Depot's organizational structure (U.S. versus Mexican business units) clashed with the international, borderless nature of the Internet, and its U.S. Hispanic e-commerce venture failed. In essence, the U.S. e-commerce site was competing against the Mexican business unit because middle-to-upper-class Mexicans online in Mexico

found the site just as easily as U.S. Hispanics did. According to Leonard Wortzel, The Home Depot's multicultural manager, The Home Depot hasn't given up on the Hispanic customer; it's just that the timing wasn't right and the resources weren't adequate for a site of that nature at that time," according to a statement on Juan Tornoe's blog, May 21, 2009.

Best Buy is a completely different example. When Best Buy launched its U.S. Hispanic e-commerce site, also in Spanish, it found the same consumer behavior online as The Home Depot had. Many visitors from outside the United States visited the site. In contrast to The Home Depot's decision, Best Buy embraced visitors from Mexico and Latin America, encouraging them to buy online with foreign credit cards and to pick up merchandise in-store when they visited the United States. In addition to generating e-commerce sales, the site also helped Hispanic consumers become more informed about purchases they wanted to make in-store. Best Buy associates reported that many U.S. Hispanics printed out pages from the site and brought them into the store, so they had a better understanding about what they wanted.

Win-Win vs. Lose-Lose

How could one retailer so completely embrace one of the greatest benefits of the worldwide web—its global distribution—and create a U.S. Hispanic and international e-commerce success story while another rejected it?

Best Buy created a win-win situation by building sales with U.S. Hispanics and Spanish speakers internationally. The Home Depot, on the other hand, lost not one but two e-commerce opportunities by cutting off service online both to U.S. Hispanics and Latin Americans. **Chuck Whiteman** of MotionPoint, a website translation, hosting, and globalization company with clients like Best Buy, Victoria's Secret,



Delta Air Lines, Domino's Pizza, and The Home Depot's Hispanic site says, "It's pretty clear to us that the world is becoming a global marketplace. We see a lot of companies reaching out to the Spanish-speaking market first

because it happens to be both a domestic and an international market. Once they see the demand from outside the U.S., they quite frequently start looking at a more comprehensive global strategy that goes beyond Spanish.”

Consumers Always Want Lower Prices and Good Quality

In addition to e-commerce sales, retailers with stores along the U.S.-Mexico border know that many Mexicans shop in the United States for groceries and especially high-ticket items. With higher taxes and less competition, prices in Mexico are noticeably higher.

Compare prices for identical products on Dell.com vs. Dell.com.mx, and you'll see why Mexicans cross the border to shop: Dell's Inspiron 15 notebook on Dell.com in the United States costs \$549 (with the following features: 4 GB DDR2 at 800MHz, Windows 7, 320GB hard drive). The Inspiron 15 on Dell.com.mx in Mexico, with lower-quality features (2 GB DDR2 at 800MHz, Windows 7, 250 GB hard drive), is priced at \$9,999 pesos—or, at 12.20 pesos to the dollar, \$819 U.S. dollars (comparison made March 2010).

Because of higher taxes and less competition in Mexico, buying an Inspiron 15 Dell laptop with the *better* features in the United States will cost \$270 less than it would in Mexico. Online consumers will always compare prices to find the best deals and even go so far as to travel to the United States to buy them. The web will only bring greater transparency to the shopping experience globally in the years ahead.

Chris Emme, director of sales for Yahoo en Español, says, “I know when relatives or friends of my wife, Leticia, are visiting because boxes arrive at my apartment from the Gap, J.Crew, Disney, and Amazon. My wife's family and friends from Argentina find that the bargains and quality of products in the U.S. far exceed the products they can buy in Argentina.” Millions of other consumers shop like Leticia's family and friends.

Emme continues, “Since most sites require a U.S. address to ship to, we get all the deliveries. So when they come to our apartment, we load them

up with all their goodies and they bring them back home and dispense them accordingly.

“As funny as it sounds, my wife and I actually participate in this practice as well. We live in downtown Manhattan and have a car parked nearby so every couple weeks we head over to New Jersey to go grocery shopping,” Emme says. He finds that both the selection and prices are better. In addition, he always fills up his gas tank because that is much cheaper as well. So while he pays a toll to come back into Manhattan (about \$8), he saves close to \$50 to \$75 on the groceries and gas, not to mention saving himself the aggravation of grocery shopping in the Big Apple.

By listening and responding to the millions of visitors to U.S. Hispanic websites from abroad, you can turn your international website into millions of dollars of new e-commerce business.

Tips for Growing E-Commerce with U.S. Hispanics

Ask your colleagues the following questions to grow your U.S. Hispanic e-commerce revenues:

What percentage of your domestic U.S. Hispanic sales actually come from Spanish-language foreigners like Chris Emme’s wife or Mexicans crossing the U.S.-Mexico border?

Do you measure international sales among Spanish speakers via credit card statistics or couponing programs?

How can you promote your e-commerce site or physical stores virtually to strategically grow sales along the U.S.-Mexico border?

Do you have Spanish-language customer support in-store or on toll-free numbers to provide sufficient follow up service with your customers? Do your toll-free numbers work outside the U.S.?

Do your store associates speak Spanish?

Do you measure in-store sales based upon consumers doing research on the web and then coming in-store to make a purchase? Hispanics new to the Internet may feel less comfortable making purchases

online with their credit cards. In Mexico, for example, e-commerce, mail delivery systems, and credit cards have historically not been trusted to the degree that they are in the U.S.

Do you have a “welcome mat” or pop-up window for international visitors on your U.S. website funneling them to the right pages for international sales?

Lessons Learned

- The English-net may dominate the Internet today, but languages like Spanish and Mandarin present the best growth opportunity. Most likely, the Internet will look like the top natively spoken languages in the next five years, especially as computer prices fall and mobile phones become more common.
- Many of the emerging markets’ Internet audiences in Latin America have grown at more than 2,000 percent in the last 10 years.
- Many bilingual Hispanics consume media in English or Spanish, not because they have an easier time understanding one or the other, but because they feel the news reporting has more relevance to them.
- By expanding our web presence into new languages, don’t forget that everyone else in the world can find you.
- Listen to what consumers want. Think beyond traditional boundaries. Figure out how to accept international credit cards. Take what someone else considers a failure and turn it into a success.
- The web will bring greater transparency to shoppers globally in the years ahead, especially those who compare prices between markets.

Case Study

Best Buy en Español



By Ana Grace
BestBuy.com Site Manager,
Hispanic Initiatives & Online Catalogs

Background and History

Best Buy's broader efforts to serve the Latino customer began modestly by having employees wear name badges identifying them as Spanish speakers, printing our weekly ads in Spanish in a few key markets, and creating a Spanish landing page on our website, which provided translated legal policies but largely linked to English content on the BestBuy.com site. Not an ideal-customer experience overall. Based on feedback from our store associates and customers, we knew we needed to provide a better experience for our Spanish-preferring customers. We had to authentically and holistically embrace this market, and, to do that, Best Buy needed to start by speaking Spanish. Our new value proposition? To offer an end-to-end, in-language research, shopping and purchase experience across all channels. Call, click, or visit.

Road to a Spanish Website

Research indicated a growing demand by U.S. Latinos for an in-language e-commerce consumer electronics experience. In an early 2007 report, a major research company validated the feedback we had been getting from our store teams. They suggested that companies like ours should consider launching a Spanish-language website in order to reach out to the growing and largely untapped Spanish-language market.

Our core hypothesis for translating the site was that, as products and solutions become more complex, customers will need to be able to read about them, compare them and purchase them in your



preferred language. Given the size of the opportunity and based on feedback we were receiving, Best Buy decided to launch a parity (mirrored) version of our English website in Spanish.

Like many online retailers, we faced the unique challenges of managing a large, very dynamic site, which was loaded with time-sensitive information. This made the idea of translating BestBuy.com into Spanish a complicated project, especially from an IT perspective. We had three issues to overcome:

- IT development and integration costs
- Keeping pace with the rate of product and promotional content changes
- Launching the site in the narrow window between our holiday seasons

We identified a third-party firm with proprietary technology that enabled us to build an end-to-end parity Spanish e-commerce experience in 87 days without involving our IT department. The Spanish website launched in September 2007, just in time for the holidays. We translated more than 12,000 products, including all items in the areas of TVs, computers, cameras, appliances, phones, MP3s, and we are continually adding new content to the site. Notably excluded were music, movies, and third-party content.

A Learning Philosophy

Best Buy went into this market with the full admission that we had a lot to learn about the Latino customer. Our founding principles included:

- Our customers are diverse in origin but common in their basic desire to be understood and to understand their technology.
- We are prepared to test all our assumptions and to listen to our customers. The Latino customers are telling us what they want; we just need the willingness to listen, learn, and act.
- We consider this a long term relationship with Latinos in the U.S. and are committed to learning and growing along with them.

Traffic

“If you build it . . . they won’t come.” We learned that you can’t just launch your site in Spanish and hope that the Latino market finds it. In fact, for three years, we actually trained our customers *not* to click on the Spanish link because all that we had to offer them when they got there were Span-

ish legal policies and Spanish links to English content. We realized that we needed to relaunch the site as a new entity and aggressively communicate to our Latino customers that this is a parity online experience, identical in quality and security to our English site. We are still experimenting and learning how to communicate this change to our customer effectively by using all our marketing levers, including traditional (TV, print, radio, out-door), digital (web, social and mobile), and internal (store signage, employees) resources.

We also found that our employees make the best ambassadors for the Spanish site. They are in an ideal position to drive customers to the website by increasing awareness and encouraging consideration. Additionally, customer satisfaction surveys indicate that customers who learn about the Spanish website through our store employees are more satisfied with the Spanish online experience overall.

Time on the Site

Our Spanish-preferring customers spend roughly double the amount of time on the Spanish site as compared with English-preferring customers on the English site. We theorize that this is the result of limited detailed product information being available elsewhere in Spanish on the web, and thus our Spanish-preferring customers are really engaging with the content on the Best Buy website.

Average Order Value

Our Spanish-preferring website customers' order value is about double what our English-preferring customers spend online. We believe that our hypothesis is playing out and that Spanish-preferring customers are researching (and ultimately buying) their more complex purchases on the site, and this is resulting in a higher average order value on the Spanish site.

Conversion

The visitor-to-sales conversion rate on the Spanish website is just under what it is on our English site. Latinos report that, while they enjoy shopping and buying in our stores, they do much of their research online. We believe that this phenomenon is at work here. The Spanish site is a strong driver to the stores with some stores reporting that their Latino customers

are bringing in printouts from the Spanish site to show employees what they want.

Toggling

We have noticed that some of our customers are toggling back and forth between the Spanish and English site. When we asked them why, some said they wanted to compare the two translations or went to the other site seeking clarification. Another segment of customers indicated that they wanted to be sure they were getting the same deal on the Spanish site as on the English site.

Building Trust Through Content Parity

Our initial assumption was that, in order to attract and engage our customers, we would need to provide unique content and offers on the Spanish site (e.g., develop product bundles, graphics and/or experiences we thought would be attractive to this customer). Before we did this, we wanted to validate our hypothesis. We conducted a usability study (observing people navigate and use the Spanish website), and we were surprised to find that, instead of unique content, what they adamantly wanted was an experience that was the same as the English site. Differences in offerings and even in imagery created fears of discrimination and broke down trust. Based on conversations with customers and the data we gathered, we concluded that our original hypothesis was in fact invalid for Best Buy. As a result, we shifted our efforts toward creating a unique and compelling invitation as opposed to creating unique site content.

Satisfaction

A customer satisfaction survey is offered in Spanish on the Spanish site to those customers who visit the site. Scores are significantly and constantly higher on the Spanish site compared with the English site. The trend in the satisfaction numbers has held over two years, since the launch of the site. We believe that our Latino customers are giving us credit for being leaders in the Spanish e-commerce space.

International Demand

When international customers (customers with a non-US IP address) come to BestBuy.com, they are greeted by a welcome page, which invites them

to select a language and informs them about our ordering program for international customers. This welcome page has increased our international visits to the Spanish website by over 500 percent. In the future, we will be geo-targeting unique messaging for visitors of different countries both through the welcome landing page and also as they interact on the site.

Although we have many site visitors from the United States, we are experiencing a 2:1 ratio of international to U.S. visitors, primarily from Latin American countries. Best Buy's global brand recognition is high, and visitors from all over the world are interested in the products and services we offer. We recently launched a very successful online program that allows our customers with international billing addresses the ability to order online and either ship their purchases to a friend or family member in the United States or to pick up their purchases at a U.S. store when they are in the country. This has increased revenues as well as customer satisfaction from our international customers.

Cross Channel Support: 360 Approach

As part of a holistic, integrated approach, we are pleased to see that the Spanish website is used as a tool by each of our distribution channels to further our relationship with our Latino customers.

Using the Site in Store

In our stores, customer and employees are able to access the Spanish site through a kiosk and this is a great way to provide our Latino customers with an in-language experience in markets where we have few Spanish-speaking employees. Employees are:

- Using the site as a translation tool to communicate with our Spanish-preferring customers when there is not a Spanish employee available to assist.
- Printing out our product detail pages and providing them to customers to reference during their visit.
- Using printouts from the Spanish site as a type of "take home" product brochure (which are often not available in Spanish).

Customer Support Center

In order to serve both our online and retail customers, we have Spanish call centers in both the United States and Latin America. We also support

our online customers with *click to call*, which allows customers to enter their number online and have a Spanish-speaking customer service associate call them back, and are working on developing Spanish online chat. Additionally, we maintain a Spanish community forum, which is available for customers to ask questions and interact with our customer service team. Our Customer Support teams use our site to direct Spanish-prefering customers to the site for detailed product information.

Measuring Success

We look to holistic measures to understand our success. We measure all the traditional online metrics (traffic, revenue, close rate, average ticket), but we also look to our store performance as we know that we are driving sales to our stores. Additionally, we look at brand preference tracking tools, customer satisfaction surveys, and feedback provided through our customer service channel as indicators of what is working and not with respect to this in-language experience.

2010 and Beyond

We plan to continue connecting with our Latino customers around their passion points. Digital and social media will play a significant role, as will connecting on a local level. We are aggressively pursuing opportunities in both the online and mobile spaces, given that our core Hispanic customers have a higher propensity to use these platforms. We are investing as a company in making information available to our Latino customers how and when they want it.

Advice for Other E-commerce Companies

Don't make assumptions about what you think is important to your customers. Get the data, and use it to guide your decisions. Don't assume that language is the complete solution. Language is part of the foundation that will allow you to better serve your Latino customer, but there are elements of lifestyle, culture and core needs that are equally important considerations in this work.

You may not need a Spanish website if you are targeting English-prefering Latinos. In this case, a culturally relevant English campaign aimed at inviting Latinos to consider your company may fit the bill.

When targeting Spanish-preferring Latinos, consider if you need everything translated or just the more complex products. Be aware that translating too little can make the site irrelevant and not communicate that you are committed to the Latino customer.

Consider the parity question. Will you have a mirrored site, a completely different experience for Latinos, or a hybrid of the two? Conduct usability studies and focus groups with your target customers to understand what they prefer. Remember the trust factor.

How will you invite customers to your site? This is a place to be very culturally relevant, and parity seems to be less of a factor. Your banner ads, targeted emails, search campaigns, etc. will be key in driving traffic to your site. Consider the roll of traditional marketing vehicles and emerging marketing tools like social and mobile.