

Communicating in a MULTICULTURAL WORLD

- NBC Correspondent
Mara Schiavocampo
- Pulitzer Prize-Winner
Isabel Wilkerson
- Ad Exec
Daisy Expósito-Ulla
- Social Media Maven
Deepika Bajaj

“Connect with the Women Who Connect the World”

dear

Fellow Members,

The past year has been an incredible one for NYWICI, and I am extremely proud to have served as our president. Together we've accomplished a great deal. In particular, I'm pleased to report that we have achieved our 2011 goal of 2,011 members—and fully leveraged our organization's new mantra, “Connect with the Women Who Connect the World.” This powerful message has become a driving force in our efforts to educate a wider public about NYWICI as we continue to expand our footprint.

Another highlight this year was the Matrix Awards, which was a dazzling success—both in the ballroom and online via live simulcast! Hosted by *More* magazine Editor Lesley Jane Seymour, our 2011 honorees were: public relations CEO Cindi Berger, journalist Gwen Ifill, advertising executive Robin Koval, actress Idina Menzel, TV executive Abbe Raven, Facebook COO Sheryl Sandberg and publishing executive Gina Sanders. Broadcasting legend Betty White received a special Lifetime Achievement Award. (For profiles, see www.nywici.org/matrix.)

To add to the excitement, Mark Burnett, Arianna Huffington, Evelyn H. Lauder, Rosie O'Donnell and Dana Tyler were among the presenters at the star-studded

luncheon. And who could forget the surprise performance by the Grammy Award-winner John Legend? The Matrix Awards luncheon is truly an amazing event, and this year was no exception: 1,100 people crowded into the Waldorf=Astoria Grand Ballroom, and the event brought in a total of \$800,000.

I am so pleased to be part of an organization that provides so many scholarships for tomorrow's communications leaders. The 18 extraordinary young women who won NYWICI Foundation scholarships in 2011 also reflect our increasingly diverse world, in which (according to the 2010 Census) younger Americans now refuse to be defined by one aspect of their backgrounds. This has clearly changed the way in which we communicate.

Thus, this issue's theme is *multicultural communications*, with profiles of women who reflect and celebrate the diversity within our industry. Stories follow about Pulitzer Prize-winning journalist Isabel Wilkerson, author of *The Warmth of Other Suns: The Epic Story of America's Great Migration*; author and social media maven Deepika Bajaj, founder of the Invincibelle online community; NBC News Correspondent Mara Schiavocampo, who was the first digital correspondent in network television; and ad executive Daisy Expósito-Ulla, who built a career on her understanding of the Hispanic market. I know you will find them all as fascinating as I did.

This issue also includes interesting and useful stories on the multiethnic aspects of social media, ageism in the job market, the basics of information architecture and the advantages and risks of investing in the emerging markets.

I want to take this opportunity to express once again what an honor it has been to work with everyone at NYWICI as your president. And I want to welcome our new Board members and our new president, Catherine Mathis. I know these talented women will bring tremendous energy and experience to NYWICI, and I look forward to seeing everything they will accomplish in the year ahead.

Best always,

Linda Kaplan Thaler
CEO & Chief Creative Officer
The Kaplan Thaler Group



Catherine Mathis (right), NYWICI's president as of June 1, with former NYWICI president Denise Warren at the Matrix Awards. For Catherine's plans for the coming year, turn to page 15.

Moving Towards True Diversity

By Rachel Buttner

Multicultural communications is taking on new meaning—and urgency—as the 2010 Census results show that our country's demographics are rapidly changing.

Over one-third of the U.S. population reported belonging to a race other than Caucasian, a growth of 29 percent over the past decade. Within this category, Hispanics' increase was the largest, with a 43 percent jump. One in every six Americans is now Latino. And, the number of respondents who identified themselves as multiethnic or multiracial increased by 32 percent, thanks to the change in the census form in 2000 that allowed them to check more than one box. According to the recent *New York Times* series "Race Remixed," our college-age generation—the largest group of multiracial Americans ever to come of age—is largely responsible for this shift. They refuse to be defined along color lines, unlike many older Americans, including our president, who prefer to check one box even if they are of mixed race.

How will these changes affect the strategies of media companies, which have long insisted that they strive to show diversity? According to NYWICI Board member Judith Harrison, senior vice president for staffing and diversity and inclusion at Constituency Management Group, "media companies are moving in the right direction, but they have a significant opportunity for improvement. The industry's relative homogeneity is reflected in everything from story selection, such as the relentless focus on missing Caucasian women, to execution, such as the scarcity of issue analysts and commentators of color on network and cable news."

NYWICI is responding to the rising demand for diversity. Member Amy Gomez recently launched the Multicultural Programming Sub-Committee to provide a forum for addressing multicultural issues. Gomez said, "Majority is no longer a synonym for white. Multicultural consumers are the new majority. Understanding the communications implications of these seismic demographic shifts is critical for women in our industries." In May, the committee hosted its first panel discussion, "Marketing to a New America," and more programs are planned for 2011-2012.

In this CONNECT special section, we turn to women at the forefront of multicultural communications issues for their insights. Issues they address include whether the younger "color-blind" generation will ultimately cause racial lines to blur. We also look at the role of social media, which is helping communications professionals connect with cultures across the country and the globe.



Judith Harrison



Amy Gomez

Isabel Wilkerson:

FORMER NEW YORK TIMES REPORTER EXAMINES OUR COMMON EXPERIENCE

By Rodeena Stephens



“We tend to focus on the diversity... instead of on what makes us the same.”

Formerly a Chicago Bureau Chief for *The New York Times* and a Pulitzer Prize winner—and now a Boston University professor—Isabel Wilkerson is traveling the country to promote her award-winning book *The Warmth of Other Suns: The Epic Story of America’s Great Migration*. She recently took time to talk with me about her career and our issue’s theme, multicultural communications.

Did she think, I asked, that multicultural issues impact reporting today? “The language is not what I personally use,” she replied. “As I approach a story, I’m looking for an individual and how to translate the story of the individual’s experience in a way that others will understand. We tend to focus on the diversity, the [differences between] cultures, instead of focusing on what makes us the same.”

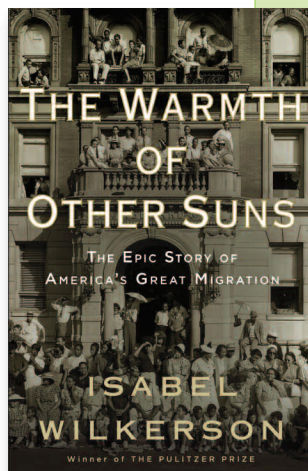
The Warmth of Other Suns is Wilkerson’s first book. She devoted 15 years to research that included interviews with more than 1,200 people. With the book, she wanted to showcase the experiences and humanity of African-Americans who migrated from the South to the North—and what they went through to get here. “My parents’ own migration north was actually the inspiration for this book,” she said. “The Great Migration made it possible for people to do what they needed to do and required a huge leap of faith to partake in.” She pointed out that African-Americans have been in this country since 1619, yet many were forced to leave one region of the country to be recognized as citizens of their own land.

Wilkerson spent most of her career at *The New York Times*, as a national correspondent and then a bureau chief. “*The New York Times* is such an inspiring place to work, because of the high standards and the history it represents,” said Wilkerson. “When you write for it, you are writing to perhaps the most influential audience in the world.”

In 1994, as the *Times*’ Chicago Bureau Chief, Wilkerson became the first African-American woman to win a Pulitzer Prize for Feature Writing. It was her coverage of the historic floods in the Midwest and her profile of a 10-year-old boy growing up with a man’s obligations on the South Side of Chicago that earned her the award. Wilkerson was also the first African-American to win for Individual Reporting. “I was, of course, thrilled to have won the Pulitzer Prize. It was such a wonderful validation of the work I had done.”

Wilkerson is currently a professor of journalism and the director of narrative nonfiction at Boston University. “I began teaching when I was working on the book and needed to be in an academic environment to complete the research. It opened up a new world to me, and I have enjoyed the intellectual stimulation and environment of a university.”

When I asked Wilkerson if she had ever considered other career options, she gave a resounding no. “I always knew I wanted to be a writer. I never labored over it or wondered if I should major in microbiology. This is the only kind of work I’ve ever done or tried to do.”



Daisy Expósito-Ulla:

AD EXEC AND ENTREPRENEUR LIVES THE HISPANIC MARKET

By Lindsey Wahlstrom

Daisy Expósito-Ulla is a trailblazer with 30-plus years of experience creating innovative methods to address the needs of the growing Hispanic market, which now includes more than 50 million people. “I don’t just work in the Hispanic market, I live the market,” she said recently.

A Cuban-born American who immigrated to New York City in 1964, Expósito-Ulla began her career by telling the stories of Hispanics in the United States for the PBS series “Realidades.” She then joined Conill Advertising (now Conill, Saatchi & Saatchi) and later moved to Young & Rubicam. There she grew The Bravo Group from six employees to what became the largest agency targeting Hispanics in America for 10 consecutive years.

Expósito-Ulla attributes her knack for marketing to Hispanics in this country to viewing things through a “universal lens” gained from her experiences living through the Cuban revolution, exile and as an immigrant in New York. These experiences complement her natural people skills and curiosity, which push her to “observe more, to try to understand consumers.”

In 2006 she founded d expósito & Partners, where she currently serves as chairman and CEO. The marketing agency maintains an impressive roster of clients and campaigns, including ConAgra Foods, Mazda North America and McDonald’s.

The agency’s success could be attributed to its founder’s firm belief in the importance of “getting a share of heart” by understanding consumers on a personal level as well as conducting thorough research—and leading campaigns with “ethnic insights” that help brands speak to “a rising sense of pride” in multiculturalism.

“At the same time that people are looking to express themselves more uniquely and individually, they also have a fear of labels and being boxed in,” Expósito-Ulla said. She added that communicators have the responsibility of knowing when to leverage pride in multiculturalism and when to speak “with common human insights and knowledge that resonate on a greater scale.”

These insights proved useful this past year, when d expósito & Partners helped develop and implement the 2010 Census strategy. This work built on Expósito-Ulla’s experience at Young & Rubicam, where she helped to guide the first-ever national multicultural strategy on Census 2000.

AdWeek presented the agency and its partners with the “Best Multicultural Campaign” award for their work on the 2010 Census. Expósito-Ulla herself has also won a NYWICI Matrix Award and The New York International Center’s Award for Excellence, among other accolades.

For decades Expósito-Ulla has demonstrated the power of understanding emerging markets. Perhaps now, more than ever, this expertise is needed in mainstream communications as marketers struggle to relate to an increasingly diverse market.

“Pride is an area that many marketers have yet to leverage,” she said. “By giving these people a voice, amplified by a brand, we can gain extreme passion and loyalty.”



“Pride is an area that many marketers have yet to leverage.”

Deepika Bajaj:

ONLINE STARTUP FOUNDER REACHES ACROSS THE GLOBE

By Piper Gray



The generational divide is now more significant than cultural diversity.

When Deepika Bajaj came to the United States from India 14 years ago, she moved to New Jersey to continue her career in wireless technology. “It was clear to me that I was witnessing a huge mobile revolution that would change the world,” she said. She remembers being encouraged repeatedly to seek out fellow South-Asians who worked in the same field.

This advice baffled Bajaj and made her feel “boxed in.” Why limit her exposure to people with a similar geographic and ethnic background? Soon she was pursuing an MBA at Fordham University in New York and seeking out anyone and everyone she considered knowledgeable. She even became a board member of the National Society of Hispanic MBAs. She would spend Christmas and Thanksgiving with new stateside friends, and her persistence and openness helped create new relationships. “I have the best friends,” she said—plus an expansive career network of contacts from many cultural backgrounds. She now lives in San Jose, Calif.

Building on her wide personal and professional networks, in 2007 Bajaj founded Invincibelle, an online community that targets and encourages highly ambitious, educated women from all cultures to build confidence and flourish in their own communities. She later co-founded Active Garage, a Web-based international forum that unites experts from various fields for the benefit of new entrepreneurs. Active Garage is the company behind 99Tribes, a Twitter search engine that encourages users to connect with like-minded individuals based on their specific interests. As the author of *#DIVERSITYtweet: Embracing the Growing Diversity in Our World* and *Pink and Grow Rich: 11 Unreasonable Rules for Success*, Bajaj is a passionate advocate of “global citizenship.” She is excited to see ethnic divides weaken and racial categories blur as more people check “other” instead of a given ethnicity or race when filling out forms.

Yet Bajaj feels that cultural diversity should not be the main focus of our attention today; the generational divide is now more significant. “Young people are more open,” Bajaj said. “That is their new norm.” Increasing Internet transparency has coincided with the rise of a new generation whose knowledge of recent events in Japan, Egypt and Libya, for example, comes from their Twitter feeds and Facebook friends.

Recalling her own experience nearly a decade and a half ago, and her willingness to talk to anyone and ask questions, Bajaj encourages established professional women to emulate the openness of younger workers. There is always someone out there who’s willing to share expertise.

Thanks to social media—including Active Garage, Invincibelle and 99Tribes—exposure to different cultures is commonplace today, especially for the younger generation. People no longer choose to see and present themselves in terms of their racial, ethnic or cultural identity. Now, Bajaj says, “uniqueness is the centerpiece of identity.”

5 TIPS FOR EFFECTIVE TWEETING

Deepika Bajaj offers these tweeting strategies:

1. Share content and messages that drive value for people who follow you. Don’t tweet about what you had for breakfast or where you are right now.

2. Add relevant hashtags (a pound sign followed by a subject, such as #nywicchats) so that people who share your interests will discover you when they use these tags to search. Focus on building a large community with similar interests.

3. Retweet content from others. Reciprocation builds lasting relationships.

4. Inspirational quotations make good tweets. Credit the speakers. Authenticity builds trust.

5. If you don’t have a smartphone, buy one and download Twitter apps, so you can tweet, retweet and follow on the go. —P.G.

Find more tips at mashable.com/guidebook/twitter.

Social Media:

A MULTICULTURAL APPROACH

By Tekla Szymanski

We tweet, blog and friend on Facebook. But are we truly connected, or do social media divide us more than they unite us? Using social media efficiently is a key component in branding yourself as a media professional, in publicizing and showcasing your work, in promoting your company and marketing your services. Not all social media platforms and messages are created equal, however. Unless you fine-tune your outreach by taking into consideration racial, ethnic, cross-national or even gender differences, you might ultimately fail to accomplish your goal.

Gender, race, ethnicity and nationality are as important as the message itself.



Sheryl Sandberg

Not connecting with the right consumers via social media can be especially detrimental for business and brand promotion. According to Toby Bloomberg, author of *Social Media Marketing GPS*, “social media pull away the Wizard of Oz curtain to reveal true brand values, benefits and honest customer expectations. Relationships rule.” And Dan Greenberg of *Forbes* magazine stresses the challenge of producing content—not ads—that can create connections: “Forward-thinking advertisers are shifting budgets towards social strategies that center on creating content that’s likely to be shared.”

GENDER DIFFERENCES

If your goal is to reach women with your social media campaign, you’re using the right channel. Women use Twitter more than men and log onto social networking sites 30 percent more often; 55 percent use their mobile phones to access those sites. “Female users are the unsung heroines behind the most engaging, fastest-growing and most valuable consumer e-commerce companies,” observes guest blogger Aileen Lee at TechCrunch. “Women rule the Internet. [They are] the routers and amplifiers of the social Web. And they are the rocket fuel of e-commerce. If you figure out how to harness the power of female customers, you can rock the world.”

Sheryl Sandberg, COO of Facebook and a 2011 Matrix Award winner, says that women drive 62 percent of activity on Facebook in terms of messages, updates and comments, and 71 percent of the daily fan activity. So, be prepared to polish your Facebook business page and tweet frequently to get female attention—unless the women you want to reach live abroad. There, they lag behind men in using social networking sites.

RACIAL AND ETHNIC DIFFERENCES

Are you aware that more African-Americans use Twitter than whites? That Latinos and blacks prefer accessing the Internet via their cell phones? That 70 percent of all African-Americans and English-speaking Latinos use text messaging, compared to just over half of whites? To reach the former groups, you should plan your social media strategy by moving your Web-based presence to mobile platforms. And you’d better start texting and tweeting.

But there is more to such data than meets the eye. According to Pew Internet, a nonpartisan research group, there is a real digital divide emerging along ethnic lines: 77 percent of Asian-Americans and 68 percent of whites have broadband access at home, compared to 49 percent of blacks and 48 percent of Latinos.

To make up for that gap, 51 percent of Hispanics and 46 percent of blacks use their phones to access the Internet, compared with 33 percent of whites. They use their phones for email, and they prefer accessing social media platforms like

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NBC Correspondent

Mara Schiavocampo:

EMBRACING RISK, MULTICULTURALISM AND SOCIAL MEDIA

By Alison Crisp Stockley

It was a fortuitous mistake that led Mara Schiavocampo to become the first digital correspondent in network television for NBC. When declaring her graduate major at the University of Maryland, she checked the wrong box—broadcast instead of print journalism. But this slip of the hand resulted in huge career dividends. Schiavocampo has produced and filed “virtual” news stories from around the world, covering nearly every major event in the last five years. We chatted with the Emmy Award-winning journalist about her pioneering career, expanding definitions of race and why everyone needs to embrace social media.

SETTING OUT TO SEE THE WORLD

After graduation, Schiavocampo secured an internship at CBS New York, which led to a full-time job. She then worked as an anchor and reporter for CBS News on mtvU (University) and “ABC News Now.”

With a few years of reporting experience on her resume, Schiavocampo packed her bags and set out to travel internationally as an independent video journalist. She took with her some used equipment—a Panasonic Mini-DV DVX 100B camera, a tripod, a couple of microphones and editing software—and began her journey in Jordan, where she had contacts. Schiavocampo then continued on to other countries, including Lebanon, Egypt, Syria, Indonesia and Russia, choosing her destinations based on a combination of personal picks and locations she felt offered “sellable” stories. It wasn’t long before ABC News, ABCNews.com, Current TV, NPR, Yahoo!,

Ebony magazine and *UPTOWN* magazine were running her reports. After tallying expenses and payments for a journey, Schiavocampo would consider it a good trip if she broke even financially.

CHECK ALL THAT APPLY

Schiavocampo’s mother is African-American and her father is Italian. She grew up in Maryland and spent summers in Italy. Ironically, she did not enjoy traveling as a child.

In 2010, just after the U.S. Census, Schiavocampo reported on the increasing number of young adults who consider themselves multiracial, the nation’s fastest-growing demographic group. But when it came to defining her own race,





she said, “I never thought I had a choice.” She’s always checked black on the census, even though she’s half white. She made the point that our nation’s president considers himself black, though he could just as easily call himself biracial. What has changed with the younger, “color-blind” generation, she added, is their general acceptance of being multiracial.

CHELSEA CLINTON AND OUTER SPACE

Some of Schiavocampo’s most memorable trips were to Haiti—reporting on the riots of 2008 and the first anniversary of the 2010 earthquake. During the riots, her crew was driving down a crowded street, surrounded by a mob threatening to break the car windows.

Schiavocampo considers the attack on reporter Lara Logan in Tahrir Square earlier this year sobering for any woman in the field. It reminded her that “there’s always a risk, even when you do everything right.”

The one place Schiavocampo hasn’t been that she’d love to report from is outer space—in orbit, looking down at Earth. With the development of space tourism, she hopes that can happen one day. She would also jump at the opportunity to interview camera-shy Chelsea Clinton.

A DAY IN THE LIFE

In a 24/7 news cycle, stories always take priority for Schiavocampo; she schedules the rest of her life in pencil only. Once a story is green-lighted, her first question is: “How much time do I have, both to work on it and to tell it?” She now reports for all NBC News platforms—“The Today Show,” “Nightly News,” MSNBC and MSNBC.com. Two minutes is considered a long time on the Web, she noted: “Viewers like to snack; they don’t want to sit through a whole meal.”

Schiavocampo travels about 50 percent of the time; the rest of time, she’s in New York. A typical workday is about 10 hours long. She spends her time pitching, writing, editing, shooting and staying on top of stories and trends via Twitter. During the revolution in Egypt, she tracked developments through tweets from people who claimed to be eyewitnesses. She sees technology as a net positive for her job as a journalist.

COUNTING ON SOCIAL MEDIA

Schiavocampo likes to think of social media as a flowing river. “You don’t have to drink from it constantly, but every now and then you should take a cup, and when you’re thirsty, go back for more.”

You find the big stories everywhere, said Schiavocampo, though she doesn’t read print editions of newspapers. By the time you read them, she admitted, something’s changed. She consumes virtually all of her news online. Sometimes she wonders, “How would I do my job without the Internet?”

To veteran professionals, Schiavocampo’s advice is not to dismiss social media. Discover the value that it can bring to you and to your career. To young professionals just starting out, she warns against undervaluing social media. Consider it a professional asset, harness your natural affinity for it...and you’ll be a rising star among your colleagues.

The younger, “color-blind” generation has a general acceptance of being multiracial.

AGEISM in the JOB MARKET:

3 Ways to Beat the Odds

By Michele Hush

Back in the 1960s Jack Weinberger, a free speech activist at the University of California, Berkeley, coined the catchphrase “Never trust anyone over 30.” Today, as the teenagers of the 1960s enter their 60s, the sentiment in the job market seems to be “Never hire anyone over 50.”

The four stages of man are infancy, childhood, adolescence and obsolescence.

ART LINKLETTER

In its November 2010 report “Older Workers: The New Unemployables,” the AARP Bulletin noted that “Workers 55 and over have been especially hard hit in the economic downturn. Older workers not only are enduring record-high levels of unemployment, but also stay jobless longer than others, according to the Labor Department.” In certain industries—investment banking, advertising and digital technology, for example—many report that obsolescence starts as early as 40.

FIGHT BACK AND FIND THE JOB YOU WANT

Sally Haver, senior business development executive at The Ayers Group, a leading outplacement firm, offered three tips that can help older job-hunters beat the odds.

1. “Make sure your knowledge of technology—what the market wants for your industry and function—is up to speed,” Haver said, “and then feature this in your résumé.”

The reason: Hiring managers think older workers can’t do technology; this “separates the sheep from the lambs!”

2. “When you create your résumé, feature your most recent job or two and then have a cut-off date.” Haver suggested using a subhead—such as “Jobs Held Prior to 1995”—and under it, listing a few past positions with titles but no dates. Also, leave out the year you graduated college “unless you went back later to complete your degree,” she added.

The reason: This obscures your age well enough to get you in the door on the strength of your résumé.

3. “Include, if you have it, participation in active sports, especially if you’re competitive in them.”

The reason: You want to show the prospective employer you are healthy, active and vigorous.

TIPS FROM THE TRENCHES

Based on my own experience as a recent over-50 job-hunter, I’d add these suggestions:

- Think like the person who’s hiring you. Anticipate age-related preconceptions and figure out how to turn negatives into positives.
- If you’re applying for jobs with related but different responsibilities—internal communications and public affairs, for instance—create different résumés that showcase your expertise in each area.

- Always write a great cover letter that shows your interest and plays back your qualifications for the specific responsibilities of the job.
- If your computer skills are less than stellar, take a class and upgrade them.
- Get familiar with blogs and social media tools like LinkedIn, Facebook and Twitter, and learn how businesses use them.

—M.H.

Information Architecture: Creating a Blueprint for the Web

By Kelli Plasket

Every day that we are wired into our browser, app, smartphone or tablet, we seek out information: restaurant reviews, product support or breaking news. When a design or interface works well, we can quickly find the information and move on. But a clunky or poorly organized interface will slow us down or even force us to abandon our search.

For people like Sharon Denning, director of user experience architecture at The Wall Street Journal Digital Network, the challenge is to make sure that the network's websites are intuitive and easy to use. Denning is an information architect.

In her job, Denning focuses on user-centered design and on organizing the diverse types of information coming through WSJ.com and the network's other websites every day—from a breaking news headline with a 100-character article to a media package with several videos attached. "When we start with a project, a lot of our job is working with the product team and understanding what the business goals are and how we translate that to match different users' needs," Denning said.

Information architecture, the art and science of structuring the design and organization of websites and related products, focuses on four areas: design, technology, content and management. "It's kind of the blueprint of the website," said Jeffrey Rubin, associate professor of practice at the School of Information Studies at Syracuse University.

Where many site creators go wrong is that they focus on the colors and imagery of the site and the Web language, while the content and management strategies get lost. "I think that's why you still see a lot of sites fail today. They are only focusing on two out of the four components, which is half of what's needed to succeed," Rubin said. (See sidebar on the next page.)

BECOMING AN INFORMATION ARCHITECT

If you are a designer, programmer or other key player in producing digital content, it's important to understand the basics of information architecture. At smaller companies, it is often designers or programmers who have to make key decisions about organizing content.

Many colleges now offer undergraduate and graduate courses in information architecture. Denning got a graduate degree in multimedia and interactivity from the School of Visual Arts in New York City. Universities such as Syracuse with dedicated "iSchools," or Schools of Information, are building up programs that focus on digital information management across many platforms.



Sharon Denning



Jeffrey Rubin

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CNN and USA Today Tablet Apps



ESPN Website

While information architects don't have to be experts in design and programming, it's important that they understand both how design works and the concepts behind programming, especially the logic flow.

Developing the right communication skills for the job can be one of the biggest challenges, Denning said. Information architects have to learn how to help people at all levels understand the project—from a high-level stakeholder who just wants a quick synopsis to the developer who has to build the site. "It's difficult for people who are just starting out. They have a brilliant idea, and they think about it visually, but if they don't have the words to express it, it's frustrating."

When you can do this well, however, the job can be very rewarding. Denning especially loves the "discovery" phase

of her job, when there is a goal or idea on the table and people from editorial, product management, user experience and development gather to talk about how to make it work. "The visualization of all these ideas is really the coolest thing," she said. And, of course, "seeing something go live."

A CHANGING FIELD

The industry has begun to master standard techniques for organizing information on the Web, according to Rubin, who is also founder and CEO of SIDEARM Sports, which builds websites and provides Web-based content management solutions for athletic organizations. For example, enough eye-tracking studies have shown that users look at websites on a computer screen in an F-shape mode, so site navigation should generally be placed along the top or down the left side of the screen.

But newer devices—particularly mobile phones, tablets and other small screens—have sent information architects back to the drawing board. "It kind of [takes] me back to 1996, when websites were all over the place, and people were just experimenting," said Rubin, who has been impressed by many early tablet apps, such as those by CNN and USA Today. He added that people who are entering the field can really stand out if they can build an understanding of key industry principles and come in with strategies to apply them to new devices.

One thing is certain: These new media have made information architects more important than ever. "Information architecture is a big industry, one that I think is underappreciated," Rubin said. "People don't understand that the reason some of the big websites you visit every day succeed so well is because of architects."

Common Usability Mistakes

FORGETTING THE AUDIENCE

"You are not designing or creating an architecture for the CEO of a company or the president of an organization. You're creating it for the end user," said Rubin. A popular industry bible is Steve Krug's book *Don't Make Me Think: A Common Sense Approach to Web Usability*.

USING COMPANY JARGON

Site creators sometimes forget to translate company jargon into terms the user can understand. "If I need help with my computer, I really don't know if my computer is classed as a consumer device or a device that I inherited from work or if it's the

laptop division or the super-light laptop division. I just need help," Denning said.

RECYCLING FROM PRINT

A problem that plagued many early websites, and still afflicts some today, is what Rubin calls "brochure-ware"—taking something meant for print and putting it on the Web. This often results in an overwhelming amount of information for visitors. "Sites like CNN or ESPN understand the whole 'chunking' strategy, how to make 100-word chunks, make the content scannable and easy to digest," Rubin said.

—K.P.

Facebook via their phones as well. According to Aaron Smith, a senior research specialist at Pew Internet, these groups are leading the change in Internet access “from something that occurs at home or on a big screen with a dedicated high-speed connection to something that’s much more mobile and transient and stays with you wherever you are.”

Did you know that Asian-Americans rank the highest in Internet use on a daily basis? They also lead in cell phone connectivity. But they text much less often than African-Americans and Hispanics. Asian-Americans are very attached to email, and consequently email campaigns are more effective when geared to that demographic than to Hispanics and African-Americans.

Nowhere in the United States, however, is the digital divide as pronounced as among Native Americans: More than 90 percent of tribal populations lack high-speed Internet access, and usage rates are as low as 5 percent in some areas, according to the Federal Communications Commission. Some Native Americans can't even participate through mobile platforms. Less than 10 percent have universal cellular coverage in their communities. In fact, 32 percent don't even have basic telephone service.

CROSS-NATIONAL DIFFERENCES

Confused yet? Add to the mix international differences in social media usage. Users abroad tweet less, don't “friend” or “like” on Facebook as much as Americans, and flock to social networks that we have never heard of. Cindy King, a Paris-based cross-national social media outreach specialist, vows that “our communication is more personal. It is closer.”

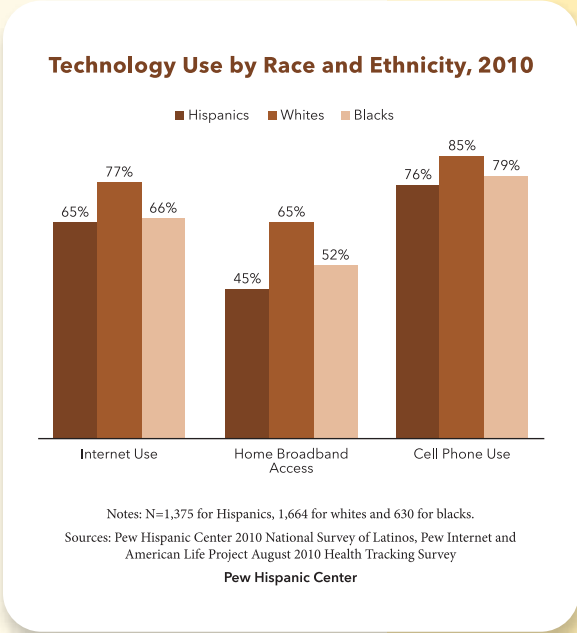
Europeans in particular are slow to warm to social media. Blogger Paul Hassel Mönning stresses the key cultural difference: In Europe, data privacy is regarded as a universal and individual right. American social media networks, on the other hand, have no qualms about sharing user data and information with third parties.

European Union copyright and libel laws are also stricter than ours. France is working on a law that would require companies like Facebook to delete data after a certain time at a user's request. Germany is currently leading an ongoing war with Google over privacy.

Thus your shiny new Facebook business page might not reach customers abroad—unless they live in Egypt, Nigeria, South Africa or India, countries where the Facebook population has recently expanded most rapidly. Facebook adoption in Brazil, Argentina and Peru has also been growing dramatically.

And then there is Twitter. According to the German market research company Rheingold, Twitter's promise provides a perfect fit for American culture: “A nation of immigrants, [Americans] are constantly on the go, always setting the stage for themselves in front of new people.” But only about 2.5 percent of Twitter users are German. Brands that tweet run the risk of being perceived as insubstantial, unfocused and unsustainable in Germany.

In short, getting the most out of social media requires more than merely creating good content that can be shared: Gender, race, ethnicity and nationality are as important as the message. There's no global village yet in social media land.

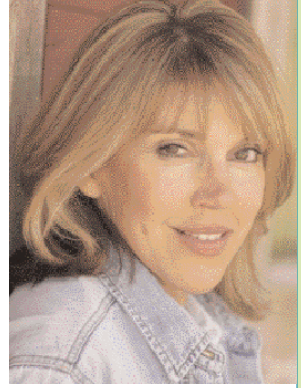


Internet access is changing from something that occurs at home on a big screen to something much more mobile.

Emerging Markets:

Where the Action Is

By Loraine Miller



With the United States facing slowing growth, a cash-strapped consumer and a weakening dollar, investing in emerging markets is probably a savvy move for your portfolio. The economic growth of developing markets is averaging 6 percent a year, more than twice that of developed markets, and the consensus view is that the developing markets will continue to grow for decades to come, even if there are the inevitable rocky periods along the way. True, the risks are higher, but a bigger risk may be missing out on this seismic shift of global growth and potentially superior equity returns.

The biggest risk may be missing out on this seismic shift of global growth and potentially superior equity returns.

Who are the key players?

BRIC. This is a catchy acronym for the Big Four: Brazil, Russia, India, China. Their combined Gross Domestic Product (GDP) grew to 16 percent of global output in 2010, and many believe that collectively, they may eclipse the U.S. economy during the next decade. China's economy alone is expected to expand three times faster than that of the United States this year.

Beyond BRIC, there are more than 50 other economies in the wider emerging markets universe, and investors have expanded their focus to these "Next" or "Frontier" markets as value becomes harder to find in BRIC. After all, while there's a lot about China that is emerging, it's technically tough to call a country with a \$6 trillion GDP an emerging economy.

How have emerging markets performed?

For the 10 years ended in 2010, the MSCI Emerging Markets Index gained more than 13 percent a year, while the S&P 500 was flat. Over the last three years, the BRIC giants have been outpaced by the wider emerging markets universe, with the MSCI BRIC Index up just 17 percent, compared to 33 percent for the MSCI Emerging Market Index.

This year, emerging markets overall are witnessing a pullback. While looming inflation presents a challenge, market observers generally view the current situation as an interim bull cycle correction rather than a cyclical bear market. Fundamental factors such as economic and earnings growth, government balance sheets and indebtedness remain strong.

What about risk?

There are three key risks: political instability, inflation and companies under state or family control. The most apparent these days is the first: The upheaval across the Arab world is a stark reminder of the risks to emerging market investments. When governments change under unforeseen circumstances, investors are left nervously waiting to see whether business will be allowed to carry on as usual, or whether the new administration will look to extract further concessions from companies—or even worse, take them under state ownership. The non-BRIC nations, in particular, require prudence.

How do I invest?

Most investors are not exposing themselves to enough emerging market stocks. A moderate portfolio should hold an emerging markets allocation of up to 10 percent. Up to 20 percent is good for aggressive investors. Tracking indices, such as the iShares MSCI BRIC Index (BKF) and iShares MSCI Emerging Markets Index (EEM), are an efficient way to invest in emerging markets, as they provide exposure to multiple nations and industries. This diversifies risk, in case one economy goes south. While there are country-specific indices, choosing among them is best left to professionals, such as a mutual fund that actively manages its positions.

In sum, emerging markets merit an increasing emphasis in most investors' portfolios. But it is vital that you consult your financial advisor to determine the strategy best suited for you.

Loraine Miller is a registered investment advisor and writes frequently on personal finance.

CATHERINE MATHIS: NYWICI's Incoming President

By Monique Valeris

At the Annual Meeting of New York Women in Communications on May 17, President Linda Kaplan Thaler introduced her successor, Catherine Mathis, who took the reins on June 1. Mathis told us a little about her career.



After spending 12 years overseeing communications strategy at The New York Times Company, Catherine Mathis joined Standard & Poor's as senior vice president of marketing and communications in September 2009. Mathis says the transition to Standard & Poor's, a financial services company that is part of The McGraw-Hill Companies, was rather seamless for her because the two organizations share similarities in their histories and daily operations.

"They are both old, established organizations," said Mathis, a Minnesota native who now resides in New York and New Jersey with her husband. "The *Times* was first published in 1851, and Standard & Poor's just celebrated its 150th anniversary last year. Its founder, Henry Varnum Poor, was also a former *New York Times* editor." At *The New York Times*, in

day-to-day operations, there's a clear division between editorial and business operations, which is normal in the publishing industry. Standard & Poor's also adheres to this separation of church and state, as the employees who rate debt are completely separate from the company's commercial side.

Mathis manages a team of 50 people at Standard & Poor's who work in six countries. She is charged with keeping the organization's employees abreast of its strategy, overseeing press coverage and elevating the Standard & Poor's brand through marketing initiatives. "It's challenging because I juggle a multiplicity of areas, but I have a great team and love the people I work with," Mathis said.

When it comes to her role as NYWICI's president for 2011-2012, Mathis has a clear vision that involves three areas: introducing more educational sessions to continue exploring how the digital revolution is affecting business; helping members to secure new positions or make career transitions; and boosting membership. "NYWICI is a group of wonderful women and men," Mathis said. "This organization has a tremendous amount to offer. It's a place where people can go to find others who are passionate about communications. It's an exciting place to be."

The 2011-2012 New York Women in Communications Board of Directors and Foundation Board of Directors took office on June 1.

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