



BABSON
COLLEGE



PUERTO RICO
CONFERENCE
Entrepreneurship for Growth

2010

March 24, 2010 | Conrad San Juan Condado Plaza | 7:30 a.m. - 5:00 p.m.

P u e r t o R i c o C h a m b e r o f C o m m e r c e



PUERTO RICO
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2010

María Eugenia Ferré Rangel
President
El Nuevo Día



!BIENVENIDOS!



**“There are benefits for
local investment”**

From the family perspective...





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2010

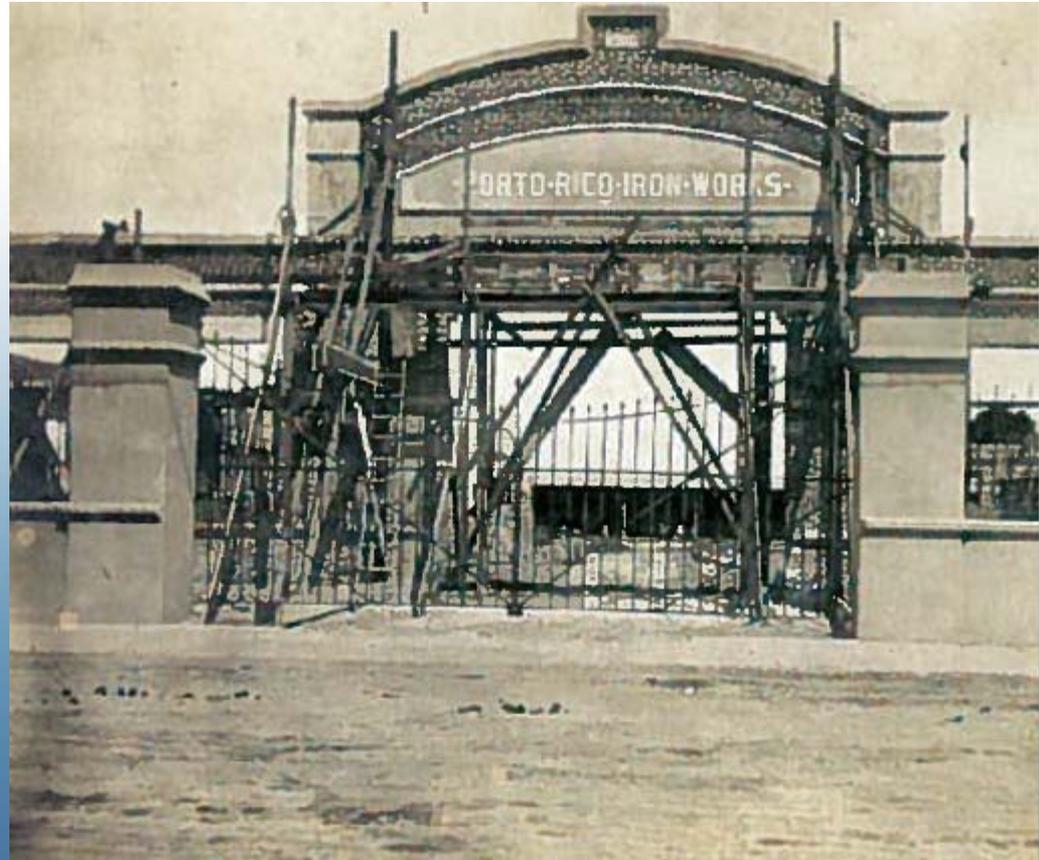
Changes in our core business



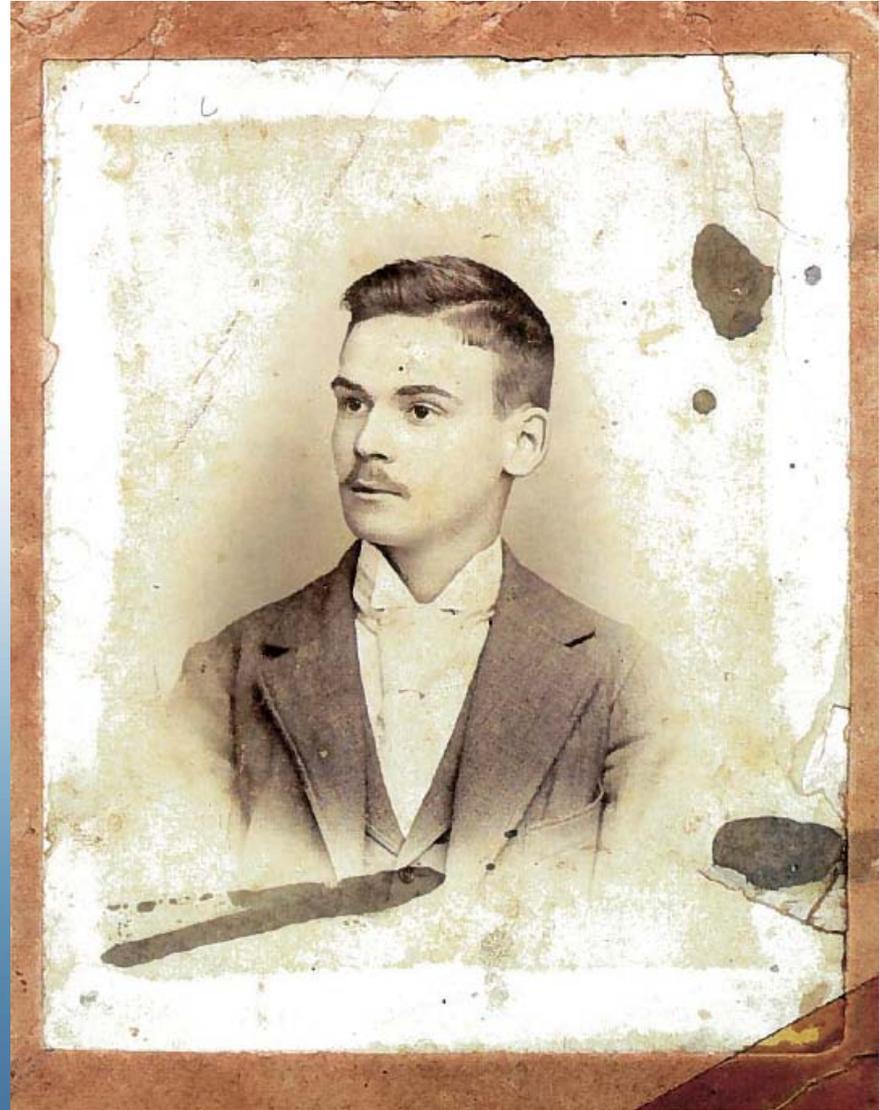


10% drop in GDP

Family Tradition of Entrepreneurship







Antonio Ferré Bacallao





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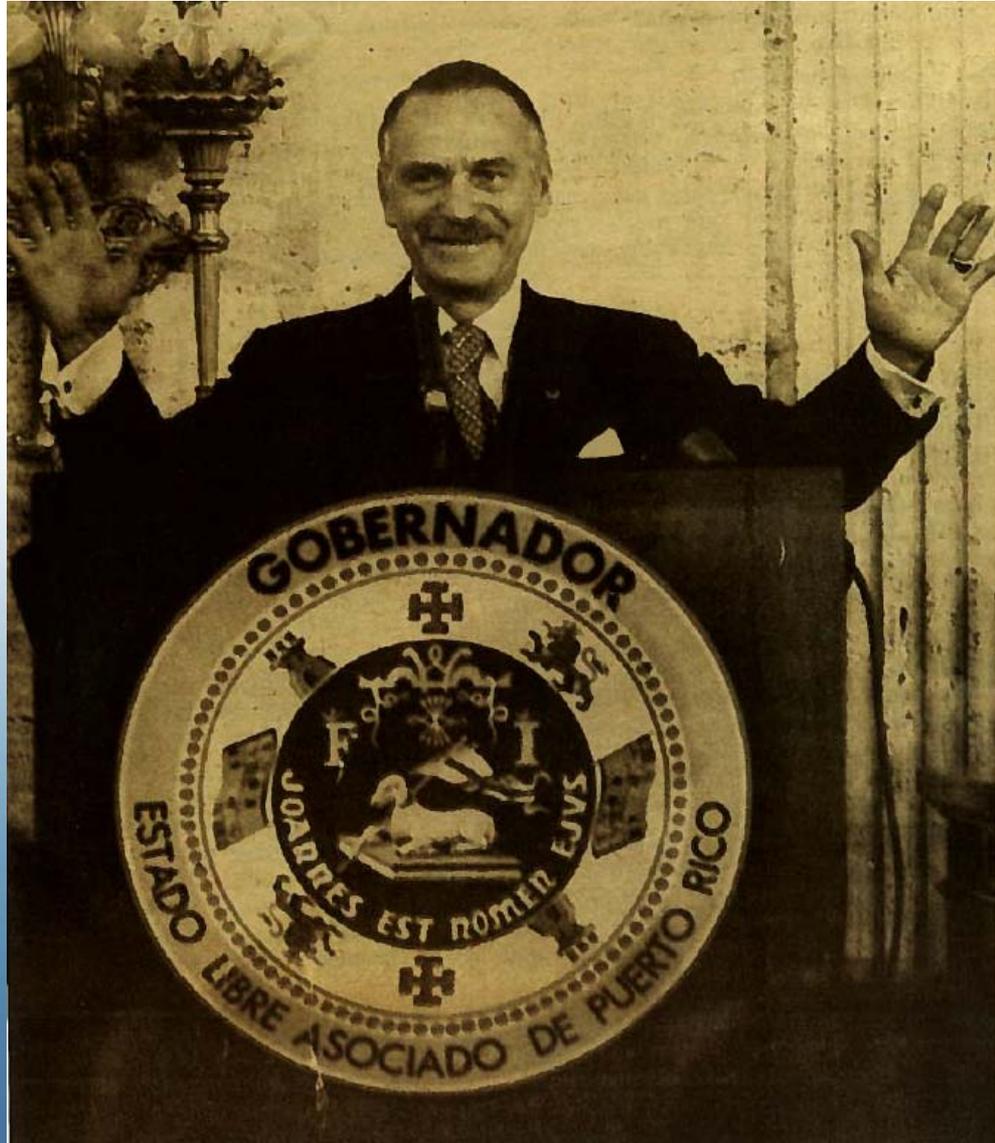
Ponce Cement

Central America and the Caribbean





**Luis A. Ferré
& Antonio
Luis Ferré**

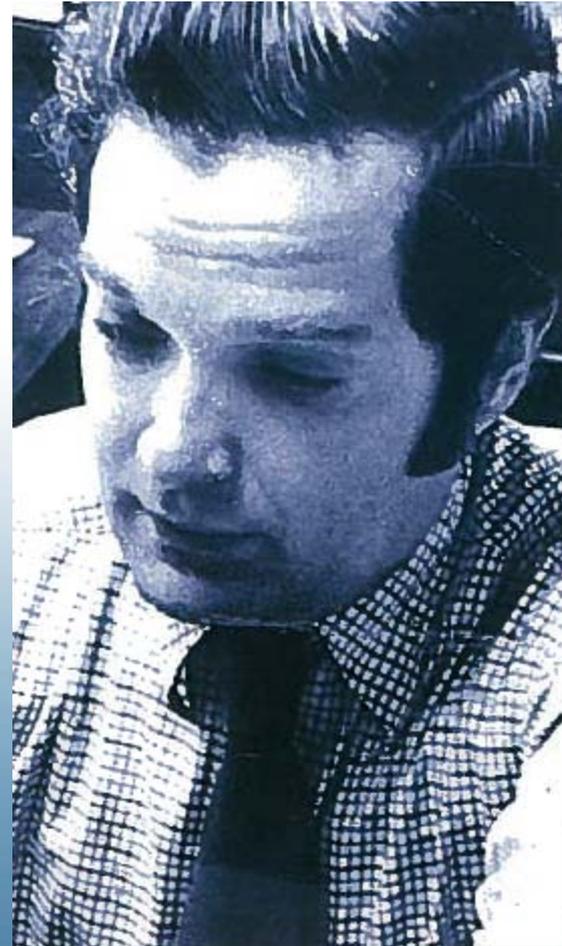


Gov. Luis A. Ferré
1969 - 1972



**PUERTO RICO
CONFERENCE**
Entrepreneurship for Growth
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Carlos Castañeda

Puerto Rican Cement was the family core business



**PR Cement
was the first
Puerto Rican
company to
trade in the
NYSE**





Largest paper in Puerto Rico

10th largest newspaper in Latin America

**Largest Spanish newspaper under the U.S. flag
and the 30th largest newspaper in the U.S.**



Explore new opportunities and evolve

A close-up, slightly blurred photograph of a stack of newspapers. The papers are piled on top of each other, with the top page of the bottom-most paper visible. The text 'Newspapers are under siege...' is overlaid in a bold, red, sans-serif font across the center of the image. The background shows the texture of the paper and some faint, illegible text from the newspapers below.

Newspapers are under siege...

9 out of 10 people use multiple platforms to obtain their news



**“Internet has surpassed
newspapers and radio in
popularity as a news platform
on a typical day...”**

*-The New News Landscape: Rise of the Internet”
Pew Research Center, March 1, 2010-*



Bienvenidos a ENDI.com - Mozilla Firefox

File Edit View Go Bookmarks Tools Help

http://registro.endi.com/login.asp?page=/suerte/index.asp

Blogger: The Information Soldier :: ... Past Puerto Rico Lottery Results fro... Bienvenidos a ENDI.com

EL NUEVO dia endi.com
UN GRAN PERIODICO

Suscribase a El Nuevo Día El Nuevo Día Electrónico

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In 1997 we
 became the
 1st daily in
 PR to
 publish on
 the web



The screenshot shows the El Nuevo Día website in a Windows Internet Explorer browser window. The address bar displays <http://www.elnuevodia.com/noticias/>. The browser's menu bar includes File, Edit, View, Favorites, Tools, and Help. The toolbar shows various icons for navigation and utility. The website header features navigation links such as Suscríbete, END.TV, Caza Noticias, Ed. Electrónica, Especiales, and a search bar labeled BUSCAR. A prominent banner reads "medallistas SOMOS TODOS" with a Medalla Light logo and "MAYAGÜEZ 2010". Below this, the site's logo "EL NUEVO dia elnuevodia.com" is displayed, along with the date "San Juan, Puerto Rico JUEVES, 18 DE MARZO DE 2010" and "Actualizado a las 1:45 PM". A secondary navigation bar lists categories: NOTICIAS, DEPORTES, FLASH, POR DENTRO, ÚLTIMA HORA, ED. IMPRESA, BLOGS, REVISTAS, SUPLEMENTOS, SHOPPERS, CLASIFICADOS, and SALI. A third bar lists sub-categories: PR Hoy, Negocios, Ciencia y Tecnología, Política, Mundiales, Cultura, Opinión, Vidas únicas, Clima, and END Educador. The main content area is divided into several sections:

- A yellow banner for "eras." with a "Clasificados" link.
- A main article titled "No podrían exigir recibo en la puerta" with a sub-headline "Legisladores radican medida para vetar esta práctica en las tiendas" and a timestamp of "12:12 p.m.". It includes a photo of a woman in a red vest.
- A sidebar article titled "Entrevistan otra vez al papá de Lorenzo" with a photo of a man in a white shirt.
- A "última hora" (last hour) section with a list of news items:
 - 01:30 p.m. Al quirófano de emergencia Baby Ras...
 - 01:22 p.m. Debuta McCartney en la Isla
 - 01:14 p.m. Operan a Mexicano de cáncer en la l...
 - 01:01 p.m. En su fase final pesquisa contra mé...
 - 12:53 p.m. Fiscalía entrevista otra...
- Other articles include "Ciclista muere al ser arrollado por 4 vehículos" and "Probatoria por 212 cargos de maltrato".

 The browser's status bar at the bottom shows the Windows start button, taskbar with open applications like "Comunicados regio...", "CVS", "PR Conference 2 REV", and "El Nuevo Dia - Noticia...", and system tray icons including the Internet icon and a 100% zoom level. The system clock shows 1:49 PM.

Main source of
information
about Puerto
Rico



Content/service through different platforms

CONTENT

Print

Internet

Mobile

Web TV

Blogs

SMS

Events

Marketing

Cell Marketing

**Data
Personalization**

Distribution

Other





In 2008 we bought a magazine distribution company. In 2009 we outsourced circulation.



**We reach
7,500 POS
363 days of
the year**





www.usatoday.com

THE NATION'S NEWSPAPER

75 CENTS

SPORTS SCORES

■ **NHL resumes season, Bonus Section E**



By Jessica Kissell, Reuters
UConn's Jeff Adrien: In win against Villanova.

Madness, already

■ NCAA field will take shape in the coming week, 3C
■ UConn men climb to No. 2 in coaches' poll, 11C



NO. 1 IN THE USA

■ **Oscar movies that broke barriers, 1D**



By Mary Altavilla, AP
Beyoncé Knowles: In \$70 million production.

Pursuing 'Dream'

■ Undeterred by poor results from recent movie musicals, *Dreamgirls* is moving forward, 1D

Tuesday, February 28, 2006

Countdown to the Oscars

There's less than a week till the show: Sunday, 8 p.m. ET/5 PT on ABC. What's ahead in print and at awardscentral.usatoday.com

Today

In print: Stars link up with swag; rehearsals have begun, 2D



Online: Match ex-hosts, jokes.



Wednesday

In print: Tips for Oscar thank-yous.
Online: Can you create the perfect speech?

Thursday

In print: Advice for nominees on Oscar style.
Online: Rate the stars' looks from the season.

Friday

In print: Five reasons the show really could be fun.
Online: See the Kodak Theatre's transformation.

Inside the gift basket

The official Oscar gift basket was born in 1989 as a way for the academy to thank presenters and performers. Since then, it has evolved into a marketing bonanza in which companies bid six months in advance to provide products for the basket. The value has grown from \$20,000 in 2002 to about \$110,000 last year. USA TODAY's **Karen Thomas** peeks inside:

- ▶ Four-night package at Waikiki's Halekulani resort (more than \$25,000)
- ▶ Six nights split between Vancouver, B.C.'s urban Opus Hotel and rustic Wickaninnish Inn (\$10,000)
- ▶ Two nights (plus surfing lessons) at St. Regis Monarch (Calif.) Beach Resort & Spa (\$5,700)
- ▶ Two nights (plus wine tasting) at Bernardus Lodge in Carmel Valley, Calif. (\$2,500)
- ▶ A three-night stay at one of five Fairmont Hotels & Resorts worldwide (\$2,500)
- ▶ A spa day at Cornelia Day Resort in Manhattan (\$2,500)
- ▶ Two-night stay at The Carlyle hotel in New York (\$2,300)
- ▶ Dinner party at arty Morton's, The Steakhouse (\$1,500)
- ▶ Frette cashmere and leather-trimmed travel blanket (\$1,495)
- ▶ Pearl and diamond Tara necklace (\$1,300)
- ▶ An at-home American artisanal cheese tasting party for six with The Cheese Impresario (\$1,200)
- ▶ Krups espresso machine and cups (\$600)
- ▶ A year's supply of Manni olive oils (\$550)
- ▶ Vonage broadband phone system (\$550)
- ▶ Kay Unger vintage silk kimono (\$500)



By George Lange, Lange Studios
Silky soft gift: Hand-screened Kay Unger kimono "wrapper."

**A
Puerto Rico
Edition**



PUERTO RICO
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2010



We invest because we believe in Puerto Rico and in the future

2006 - \$5.7 million

2007 - \$6.9 million

2008 - \$9.9 million

2009 - \$2.19 million

Capital expenditure for 2010 - \$10 million

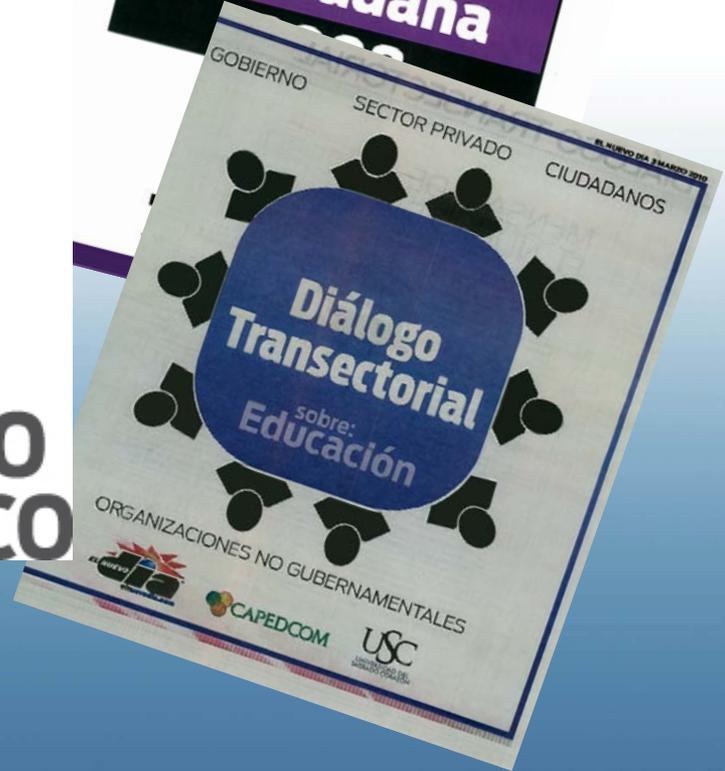
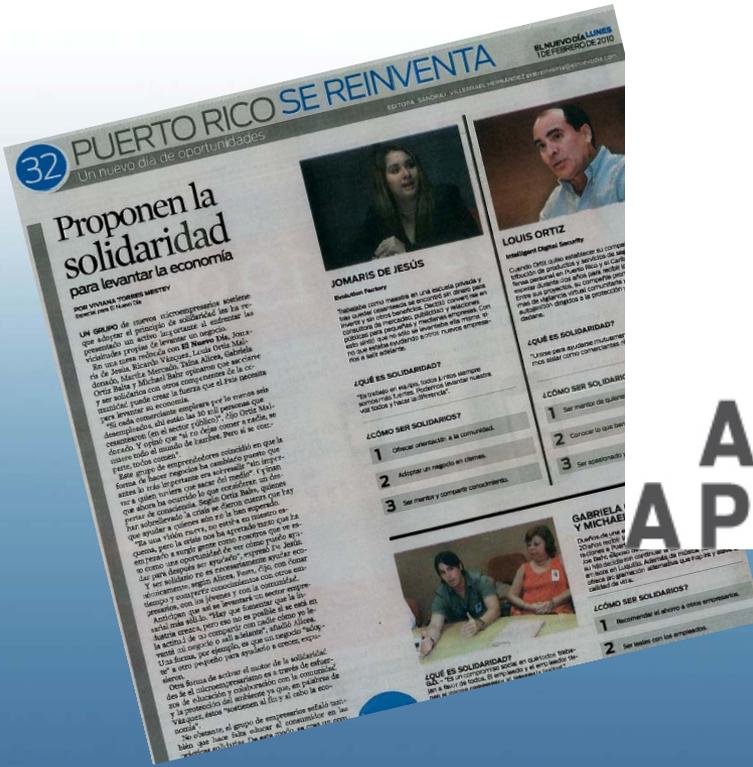
TOTAL – over \$35 million by the end of 2010



**CASH
IS KING**



APOSTANDO A PUERTO RICO





Family owned communications and real estate corporation

**\$300 million in sales /yr
1,800 employees**

1. Have an agile decision making process



2. Create a team



3. Take risks, but always calculated



4.



5. Get the best talent



6. Be perseverant and patient



7. Be honest and humble



8. Give back to your employees and to the community





**NOW IS THE TIME
TO INVEST!**





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