## **Hispanic Market Excellence Initiative SOW**

### **Statement of Work**

**Document Classification:** Internal Use Only  
 **Project Code:** HMEI-2025  
 **Version:** 1.0  
 **Date:** June 4, 2025  
 **Contract Period:** July 1, 2025 - December 31, 2026 (18 months)

## **Project Overview**

### **Project Title**

Hispanic Market Excellence Initiative (HMEI)

### **Project Purpose**

To establish Desert Connect Wireless as the premier telecommunications provider for Hispanic communities across the Southwest through enhanced cultural competency, targeted service delivery, and authentic community engagement.

### **Project Scope**

This Statement of Work defines the specific deliverables, milestones, responsibilities, and performance standards for the Hispanic Market Excellence Initiative, a comprehensive 18-month program targeting 234,000 addressable Hispanic households across Arizona, New Mexico, Nevada, Colorado, and Utah.

## **Detailed Scope of Work**

### **Phase 1: Foundation Building (Months 1-6)**

**Duration:** July 1, 2025 - December 31, 2025  
 **Budget Allocation:** $18M

#### **1.1 Workforce Development Program**

**1.1.1 Bilingual Staff Recruitment**

* Recruit 150 bilingual customer service representatives
* Target markets: Phoenix, Tucson, Albuquerque, Las Vegas
* Qualification requirements: Native/fluent Spanish speakers with telecommunications experience
* Timeline: 45 positions per month over 4 months
* Success criteria: 95% retention rate after 6 months

**1.1.2 Cultural Competency Training Program**

* Develop comprehensive cultural competency curriculum
* Train 100% of customer-facing staff (728 employees)
* Implement Hispanic market specialist certification program
* Create ongoing cultural awareness training modules
* Success criteria: 90% certification rate, >4.5 training satisfaction score

**1.1.3 Management Development**

* Establish Hispanic market leadership track
* Develop 15 Hispanic market specialists
* Create mentorship program with community leaders
* Implement performance management aligned with cultural competency
* Success criteria: 85% internal promotion rate to specialist roles

#### **1.2 Technology Platform Enhancement**

**1.2.1 Spanish-Language Mobile Application**

* Complete redesign of mobile app with native Spanish interface
* Implement voice recognition in Spanish for customer service
* Develop culturally relevant user experience design
* Include Spanish-language bill pay, account management, and support
* Success criteria: 4.5+ app store rating, 75% Hispanic customer adoption

**1.2.2 Bilingual Digital Services Platform**

* Launch comprehensive Spanish-language website
* Implement bilingual live chat capability
* Develop Spanish-language self-service portal
* Create automated Spanish-language customer service options
* Success criteria: 60% self-service adoption rate, <3 second response time

**1.2.3 Marketing Automation Platform**

* Deploy culturally relevant marketing automation system
* Implement Spanish-language email and SMS campaigns
* Create personalized Hispanic customer journey mapping
* Develop Hispanic market analytics and reporting dashboard
* Success criteria: 25% campaign response rate improvement

#### **1.3 Community Partnership Development**

**1.3.1 Hispanic Community Organizations**

* Establish formal partnerships with 15 community organizations
* Create partnership agreements with chambers of commerce
* Develop relationships with Hispanic cultural centers
* Establish partnerships with Hispanic media outlets
* Success criteria: 15 signed partnership agreements, 5 events per month

**1.3.2 Hispanic Community Advisory Council**

* Recruit 12 Hispanic community leaders for advisory council
* Establish quarterly advisory council meetings
* Develop community feedback and input mechanisms
* Create community advocate program
* Success criteria: 90% advisory council participation, monthly community feedback reports

**1.3.3 Educational Institution Partnerships**

* Partner with Hispanic-serving universities and colleges
* Develop scholarship programs for Hispanic students
* Create internship and job placement programs
* Establish educational technology partnerships
* Success criteria: 5 educational partnerships, 25 scholarship recipients

### **Phase 2: Market Expansion (Months 7-12)**

**Duration:** January 1, 2026 - June 30, 2026  
 **Budget Allocation:** $16M

#### **2.1 Service Delivery Enhancement**

**2.1.1 Specialized Hispanic Customer Service Centers**

* Establish dedicated Hispanic customer service center in Phoenix
* Deploy Hispanic market specialists in Albuquerque and Las Vegas centers
* Implement extended Spanish-language service hours (7 AM - 10 PM)
* Create Hispanic customer escalation and resolution processes
* Success criteria: <18 second average response time, >4.7 satisfaction rating

**2.1.2 Targeted Hispanic Service Plans**

* Launch "Familia Conectada" family plan with enhanced features
* Develop "Pequeña Empresa" small business solutions
* Create community-specific promotional offerings
* Implement Hispanic customer loyalty program
* Success criteria: 40% Hispanic customer adoption, $64.50 average ARPU

**2.1.3 Community-Based Customer Acquisition**

* Deploy Hispanic community relationship managers
* Implement community event-based customer acquisition
* Create Hispanic referral reward program
* Develop door-to-door community outreach program
* Success criteria: 25,000 new Hispanic customers, <$125 acquisition cost

#### **2.2 Marketing and Brand Development**

**2.2.1 Hispanic Market Advertising Campaign**

* Launch comprehensive Spanish-language advertising campaign
* Develop culturally authentic creative content
* Implement multi-channel marketing (TV, radio, digital, print)
* Create Hispanic market brand positioning and messaging
* Success criteria: 80% Hispanic market brand awareness, 35% consideration rate

**2.2.2 Culturally Relevant Content Marketing**

* Develop Spanish-language blog and educational content
* Create Hispanic community news and information portal
* Implement social media strategy for Hispanic platforms
* Develop video content featuring Hispanic customers and communities
* Success criteria: 50K monthly Spanish content views, 25% engagement rate

**2.2.3 Community Sponsorship and Events**

* Sponsor 100 Hispanic community events annually
* Create Desert Connect Hispanic cultural festival
* Implement Hispanic heritage month programming
* Develop Hispanic small business showcase events
* Success criteria: 100 event sponsorships, 50,000 event attendees

#### **2.3 Hispanic Small Business Solutions**

**2.3.1 Hispanic Small Business Program**

* Launch specialized Hispanic small business connectivity packages
* Develop bilingual business customer support portal
* Create Hispanic business customer success manager roles
* Implement Hispanic business technology training program
* Success criteria: 1,200 Hispanic small business customers, 95% satisfaction

**2.3.2 Business Development Services**

* Partner with Hispanic business development organizations
* Provide business technology consulting services
* Create Hispanic entrepreneur mentorship program
* Develop Hispanic business networking events
* Success criteria: 500 business consultations, 85% customer satisfaction

### **Phase 3: Excellence and Expansion (Months 13-18)**

**Duration:** July 1, 2026 - December 31, 2026  
 **Budget Allocation:** $8M

#### **3.1 Service Excellence Optimization**

**3.1.1 Advanced Hispanic Customer Analytics**

* Implement AI-driven Hispanic customer behavior analysis
* Develop predictive analytics for Hispanic customer needs
* Create personalized Hispanic customer experience optimization
* Launch Hispanic customer lifetime value maximization program
* Success criteria: 20% increase in Hispanic customer lifetime value

**3.1.2 Premium Hispanic Service Tiers**

* Launch "Servicio Premium" for high-value Hispanic customers
* Develop concierge-level Hispanic customer service
* Create premium Hispanic customer benefits program
* Implement Hispanic customer success management
* Success criteria: 15% premium service adoption, $85 premium ARPU

#### **3.2 Market Leadership Establishment**

**3.2.1 Industry Best Practices Development**

* Document Hispanic market service excellence framework
* Create industry-leading cultural competency standards
* Develop replicable Hispanic market service model
* Establish Desert Connect as Hispanic market thought leader
* Success criteria: Industry recognition, 3 speaking engagements, white paper publication

**3.2.2 Hispanic Telecommunications Innovation Lab**

* Establish innovation lab focused on Hispanic market needs
* Develop next-generation Hispanic customer solutions
* Create Hispanic market technology partnership program
* Launch Hispanic market research and development initiatives
* Success criteria: 5 innovation projects, 2 patent applications

## **Deliverables and Milestones**

### **Phase 1 Deliverables (Months 1-6)**

| **Deliverable** | **Due Date** | **Success Criteria** | **Responsible Party** |
| --- | --- | --- | --- |
| 150 Bilingual Staff Recruited | Month 4 | 95% retention rate | HR Director |
| Cultural Competency Training Complete | Month 5 | 90% certification rate | Training Manager |
| Spanish Mobile App Launched | Month 6 | 4.5+ rating, 75% adoption | IT Director |
| 15 Community Partnerships | Month 6 | Signed agreements | Community Relations |
| Advisory Council Established | Month 3 | 12 members, quarterly meetings | CMO |

### **Phase 2 Deliverables (Months 7-12)**

| **Deliverable** | **Due Date** | **Success Criteria** | **Responsible Party** |
| --- | --- | --- | --- |
| Hispanic Service Centers Operational | Month 8 | <18 sec response, >4.7 satisfaction | COO |
| Familia Conectada Plans Launched | Month 9 | 40% adoption, $64.50 ARPU | Product Manager |
| 25,000 New Hispanic Customers | Month 12 | <$125 acquisition cost | Sales Director |
| 100 Community Events Sponsored | Month 12 | 50,000 attendees | Marketing Director |
| 1,200 Hispanic Business Customers | Month 12 | 95% satisfaction | Business Sales |

### **Phase 3 Deliverables (Months 13-18)**

| **Deliverable** | **Due Date** | **Success Criteria** | **Responsible Party** |
| --- | --- | --- | --- |
| Advanced Analytics Platform | Month 15 | 20% LTV increase | Analytics Manager |
| Premium Service Tiers | Month 16 | 15% adoption, $85 ARPU | Product Manager |
| Innovation Lab Launched | Month 18 | 5 projects, 2 patents | CTO |
| Best Practices Documentation | Month 18 | Industry recognition | Strategy Team |

## **Performance Standards and Quality Metrics**

### **Customer Experience Standards**

* **Response Time:** <18 seconds for Spanish-language customer service
* **First-Call Resolution:** >85% for Spanish-language support
* **Customer Satisfaction:** >4.7/5.0 rating for Hispanic customers
* **Net Promoter Score:** >50 for Hispanic customer segment

### **Operational Performance Standards**

* **Bilingual Staff Availability:** 24/7 Spanish-language support coverage
* **Service Uptime:** 99.7% network reliability in Hispanic market areas
* **Quality Assurance:** Monthly quality reviews for all Hispanic customer interactions
* **Cultural Competency:** 100% staff certification maintenance

### **Business Performance Standards**

* **Customer Growth:** 35% annual Hispanic customer growth rate
* **Revenue Growth:** $67M incremental revenue by end of 2026
* **Market Penetration:** 45% Hispanic household penetration by end of 2026
* **Customer Retention:** >95% annual retention rate for Hispanic customers

## **Roles and Responsibilities**

### **Executive Sponsorship**

* **Executive Sponsor:** Jennifer Wu, Chief Marketing Officer
* **Project Champion:** Carlos Rodriguez, Chief Operating Officer
* **Financial Oversight:** David Chen, Chief Financial Officer
* **Final Authority:** Maria Elena Vasquez, Chief Executive Officer

### **Project Management Office**

* **Project Director:** Senior Director of Strategic Initiatives
* **Project Manager:** Hispanic Market Program Manager
* **Business Analyst:** Hispanic Market Business Analyst
* **Quality Assurance:** Hispanic Market Quality Manager

### **Functional Team Leads**

* **HR Director:** Workforce development and cultural training
* **IT Director:** Technology platform development and implementation
* **Marketing Director:** Brand development and community engagement
* **Sales Director:** Customer acquisition and business development
* **Operations Director:** Service delivery and customer experience

### **Community Advisory Council**

* **Council Chair:** Hispanic community leader (external)
* **Council Members:** 12 Hispanic community representatives
* **Desert Connect Liaison:** Director of Community Relations
* **Meeting Frequency:** Quarterly with monthly check-ins

## **Resource Requirements**

### **Human Resources**

* **New Hires:** 180 positions over 18 months
* **Existing Staff:** 728 customer-facing employees for training
* **Management:** 15 Hispanic market specialists
* **Contractors:** 25 specialized consultants and trainers

### **Technology Infrastructure**

* **Platform Development:** Spanish-language applications and portals
* **Analytics Systems:** Hispanic customer behavior tracking
* **Communication Tools:** Bilingual customer service platforms
* **Marketing Technology:** Hispanic market automation systems

### **Facilities and Equipment**

* **Service Centers:** Dedicated Hispanic customer service facilities
* **Community Centers:** Hispanic market relationship management offices
* **Training Facilities:** Cultural competency training centers
* **Event Spaces:** Community engagement and event facilities

## **Budget and Financial Management**

### **Phase 1 Budget Allocation ($18M)**

* **Workforce Development:** $6.5M (36%)
* **Technology Enhancement:** $4.5M (25%)
* **Marketing & Community:** $5.0M (28%)
* **Operations & Infrastructure:** $2.0M (11%)

### **Phase 2 Budget Allocation ($16M)**

* **Service Delivery:** $6.0M (37.5%)
* **Marketing & Brand:** $5.5M (34%)
* **Business Development:** $3.0M (19%)
* **Operations Support:** $1.5M (9.5%)

### **Phase 3 Budget Allocation ($8M)**

* **Excellence Programs:** $3.5M (44%)
* **Innovation Initiatives:** $2.5M (31%)
* **Market Leadership:** $1.5M (19%)
* **Expansion Planning:** $0.5M (6%)

### **Financial Controls**

* **Monthly budget reviews** with CFO approval for variances >5%
* **Quarterly financial reporting** to executive steering committee
* **Annual financial audit** of project expenditures and ROI
* **Cost allocation tracking** by phase, deliverable, and business unit

## **Risk Management Framework**

### **Risk Categories and Mitigation Strategies**

#### **High-Risk Items**

1. **Competitive Market Response**
   * Monitoring: Weekly competitive intelligence reports
   * Mitigation: Accelerated implementation, unique value proposition
   * Contingency: Enhanced community partnerships, premium service differentiation
2. **Workforce Development Challenges**
   * Monitoring: Monthly recruitment and retention metrics
   * Mitigation: Competitive compensation, university partnerships
   * Contingency: Contractor utilization, extended recruitment timeline

#### **Medium-Risk Items**

1. **Technology Implementation Delays**
   * Monitoring: Weekly development progress reviews
   * Mitigation: Phased deployment, vendor partnerships
   * Contingency: Alternative technology solutions, extended timeline
2. **Community Acceptance Issues**
   * Monitoring: Monthly community feedback surveys
   * Mitigation: Authentic partnerships, advisory council guidance
   * Contingency: Program modifications, additional community engagement

### **Risk Escalation Process**

* **Level 1:** Project Manager resolution within 48 hours
* **Level 2:** Project Director resolution within 1 week
* **Level 3:** Executive Sponsor resolution within 2 weeks
* **Level 4:** Executive Committee resolution within 1 month

## **Change Management and Governance**

### **Change Control Process**

1. **Change Request Submission:** Formal documentation required
2. **Impact Assessment:** Business, technical, and financial analysis
3. **Approval Authority:** Based on impact level and cost implications
4. **Implementation Planning:** Detailed execution plan with timeline
5. **Communication:** Stakeholder notification and training updates

### **Governance Structure**

* **Executive Steering Committee:** Monthly oversight and strategic guidance
* **Project Management Office:** Weekly operational management
* **Community Advisory Council:** Quarterly strategic input and feedback
* **Functional Working Groups:** Bi-weekly tactical execution coordination

### **Reporting and Communication**

* **Executive Dashboard:** Monthly high-level metrics and status
* **Detailed Project Reports:** Bi-weekly comprehensive status updates
* **Community Updates:** Monthly newsletter and town halls
* **Financial Reports:** Monthly budget vs. actual with variance analysis

## **Success Criteria and Acceptance**

### **Project Success Criteria**

1. **Financial Performance:** Achieve $67M incremental revenue by end of 2026
2. **Market Penetration:** Reach 45% Hispanic household penetration
3. **Customer Satisfaction:** Maintain >4.7/5.0 Hispanic customer satisfaction
4. **Operational Excellence:** Achieve all service level agreements
5. **Community Impact:** Establish 25 active community partnerships

### **Acceptance Criteria**

* **Phase Completion:** 100% of deliverables completed per specifications
* **Quality Standards:** All performance metrics meet or exceed targets
* **Stakeholder Approval:** Formal acceptance from executive sponsors
* **Community Validation:** Advisory council endorsement of results
* **Financial Validation:** CFO certification of ROI achievement

### **Final Project Acceptance**

The project will be considered successfully complete when:

* All 18-month deliverables are completed and accepted
* Financial targets are achieved with verified ROI calculation
* Community advisory council provides formal project endorsement
* Executive steering committee provides final project approval
* Operational transition to business-as-usual is completed

**Document Prepared By:** Project Management Office  
 **Reviewed By:** Executive Steering Committee  
 **Approved By:** Maria Elena Vasquez, Chief Executive Officer  
 **Effective Date:** July 1, 2025  
 **Next Review:** Monthly throughout project duration