



Collecting Feedback is a Start –Now Do Something With It!



Vito Wasniewski, Sr. Principal
February 5, 2008

Agenda

- > Introduction
- > Background
 - > Survey
 - > Improvement Process
 - > Benefits
- > Process Details
 - > Organization
 - > Flow
- > Summary

Introduction

> Amdocs

- > Amdocs is a growing, profitable public company (NYSE: DOX)
- > with revenue of \$2.84 billion in fiscal year 2007
- > workforce of more than 16,000 professionals in more than 50 countries.
- > 100% market share of Telecom Advertising & Publishing

> AT&T Advertising & Publishing

- > one of the most powerful brands in the world
- > Print directories are used by consumers over 4.6 billion times per year
- > Publishing over 1200 directories in 22 states
- > The most used online internet Yellow Pages network, Yellowpages.com – with 1.8 billion searches per year
- > Over 50% of the population use the Yellow Pages at least once a week.

Background

- > AT&T Advertising & Publishing outsourced all IT functions to Amdocs
 - > March 2003
 - > Required an Annual Satisfaction Survey
 - > of all AT&T Advertising & Publishing users
 - > Contract required an average score of 7.0,
 - > Target increasing by .1 each year
 - > Joint Buy-in to this goal
 - > by working with our client on improvement plans
 - > Contract calls this the: Action Plan Process

Background

- > Improvement Process
 - > 15 step process
 - > Administered by Amdocs
 - > Each step is Reviewed & Approved by client
 - > Full visibility of actions and completed activities
 - > Takes survey details, results are analyzed, leveraging:
 - > Attributes, Quadrants, Segment, and Comments
 - > Root Cause Analysis performed on each problem area
 - > Solution and Action Plan is identified by Amdocs
 - > Client reviews and recommends updates to the Action plan
 - > Survey retests impact on each area

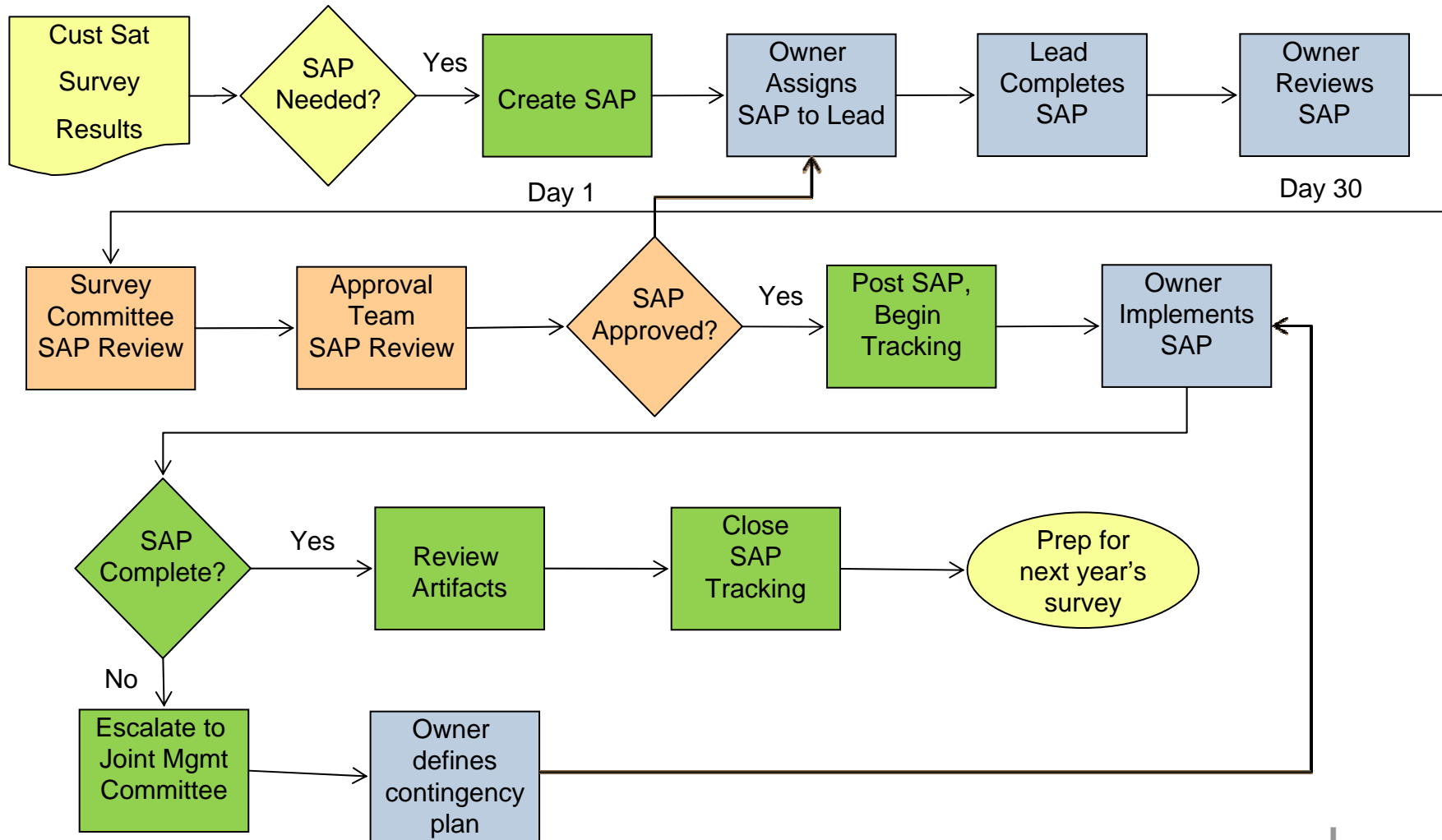
Background

- > Customer Relationship Benefits are realized using a simple Action Plan process
 - > Increased customer satisfaction
 - > Increased awareness of customer issues
 - > Buy in to improvement plans with client
 - > Joint buy-in of survey results
 - > Recognition by client
 - that some issues rest with their processes
 - not necessarily with the systems
 - > CustomerSat application a great tool to investigate the “root cause” of issues

Process Details

- > Organization
 - > Joint Management Committee (15 members)
 - > All account areas – both AT&T and Amdocs members
 - > Survey Action Plan (SAP) Approval Team (2 Directors)
 - > AT&T Governance oversight and approval of Action Plans
 - > Survey Committee (2 to 4 Managers)
 - > AT&T and Amdocs represented – work with Action Item owner to ensure deadlines are met, and expectations are understood
 - > Survey Action Plan Owner (Amdocs Director)
 - > Owns the improvement area and improving the score
 - > Survey Action Plan Lead (Amdocs Manager)
 - > Assigned by owner, ensures plan is sound and delivered on-time

Process Details



Process: Survey Action Plan needed?

- > Who: Survey Results
- > Review score in each survey category
- > Is the minimum score achieved?



Yes – Survey Action Plan is NOT required

No – Survey Action Plan is required

- > Review Yearly Minimum Score

2003: 7.00

2004: 7.10

2005: 7.20

2006: 7.30

2007: 7.40

2008: 7.50

Process: Create Survey Action Plan (SAP)

> Who: Survey Committee

1. Assign SAP

2. Initiate SAP form

3. Pull Data from Survey database

4. Initiate Tracking – tracking sheet

5. Deliver SAP to SAP Owner



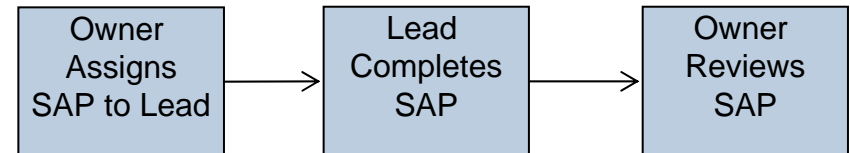
Create SAP

Process: Sample Survey Action Plan – page 1

Action Plan Information <i>To be completed by the Survey Committee</i>																										
Action Plan #:	05 Process & Procedures																									
Survey:	APSol <input checked="" type="checkbox"/> ATTDO <input type="checkbox"/>																									
Area Requiring Action	Process & Procedures																									
Survey Score(s):	APSol 7.09 ATTDO _____ 2007 Minimum Expected Score 7.3																									
Detailed Analysis Report(s) Attached:	<table border="0"> <tr> <td>Attribute Report</td> <td>Yes</td> <td><input checked="" type="checkbox"/></td> <td>No</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Quadrant Report</td> <td>Yes</td> <td><input checked="" type="checkbox"/></td> <td>No</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Segment Report</td> <td>Yes</td> <td><input checked="" type="checkbox"/></td> <td>No</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Comment Report</td> <td>Yes</td> <td><input checked="" type="checkbox"/></td> <td>No</td> <td><input type="checkbox"/></td> </tr> <tr> <td>Trending Report</td> <td>Yes</td> <td><input checked="" type="checkbox"/></td> <td>No</td> <td><input type="checkbox"/></td> </tr> </table>	Attribute Report	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	Quadrant Report	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	Segment Report	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	Comment Report	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>	Trending Report	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
Attribute Report	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>																						
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Comment Report	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>																						
Trending Report	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>																						
Related Survey Areas Requiring Action (if appropriate):	<i>(Survey category and action plan #)</i> 01 System Implementations																									
Action Plan Responsibility <i>To be completed by the Survey Committee</i>																										
OWNER of Action Plan <i>(Mgmt committee member):</i>	Director																									
Date Assigned:	May 1, 2007																									
Action Plan Due Date <i>(30 days after date assigned):</i>	May 31, 2007																									
Action Plan Summary <i>To be completed by the Lead /Project Manager assigned to Action Plan</i> <i>Attach Detailed Action Plan. Must be in compliance with Action Plan Procedures in Policies & Procedures Manual.</i>																										
Assigned LEAD: <i>(Assigned by Owner)</i>	LEAD																									
Executive Summary of Root Cause Analysis: <i>Include Key Vulnerabilities detailed in the Survey (1-2 sentences)</i>	Key Vulnerabilities in this area are: <ol style="list-style-type: none"> Effectiveness of project risk management Appropriate level of quality management applied 																									
Executive summary of Action Plan: <i>High level description of plan to resolve the issue (1-2 sentences)</i>	Work with client to determine the specific issues and using feedback sessions, solicit recommended improvement actions. Small focus teams will take the recommendations made in the feedback sessions and develop specific implementation plans for each key vulnerability area.																									
Proposed Action Plan Implementation Date:	Start Date _____ End Date _____																									
Detailed Root Cause Analysis																										
1. Detailed Survey Analysis Results Findings <i>Include any detail from the Survey Results that supports or explains the root cause of the client's perception of low service. This detail should include the results of your analysis from the provided Survey Results reports. For example, the Attribute Report will provide you with specific areas of focus, the Quadrant Chart will provide you with those areas of importance to the client, the Segmentation Report will give you regional or functional insight and the Comment Report will provide specific and direct client feedback.</i>																										

Process: Define Survey Action Plan

> Who: SAP Owner/Lead



Day 30

1. Owner Assigns Survey Action Plan to Lead

2. Lead completes Survey Action Plan

- Review Comments and Quadrants

- Root Cause Analysis

- Develop Action Plan

- Review with Survey Action Plan Owner

3. SAP Owner Approves Survey Action Plan

- Review Plan and Actions

- Ensure Plan solves problems

Process: Sample Survey Action Plan Completed – page 1

Action Plan Information <i>To be completed by the Survey Committee</i>					
Action Plan #:	05 Process & Procedures				
Survey:	APSol <input checked="" type="checkbox"/>	ATTDO <input type="checkbox"/>			
Area Requiring Action	Process & Procedures				
Survey Score(s):	APSol	7.09	ATTDO	2007 Minimum Expected Score	7.3
Detailed Analysis Report(s) Attached:	Attribute Report	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		
	Quadrant Report	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		
	Segment Report	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		
	Comment Report	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		
	Trending Report	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>		
Related Survey Areas Requiring Action (if appropriate):	<i>(Survey category and action plan #)</i>				
	01 System Implementations				
Action Plan Responsibility <i>To be completed by the Survey Committee</i>					
OWNER of Action Plan <i>(Mgmt committee member):</i>	Director				
Date Assigned:	May 1, 2007				
Action Plan Due Date <i>(30 days after date assigned):</i>	May 31, 2007				
Action Plan Summary <i>To be completed by the Lead /Project Manager assigned to Action Plan</i> <i>Attach Detailed Action Plan. Must be in compliance with Action Plan Procedures in Policies & Procedures Manual.</i>					
Assigned LEAD: <i>(Assigned by Owner)</i>	LEAD				
Executive Summary of Root Cause Analysis: <i>Include Key Vulnerabilities detailed in the Survey (1-2 sentences)</i>	Key Vulnerabilities in this area are: <ol style="list-style-type: none"> Effectiveness of project risk management Appropriate level of quality management applied 				
Executive summary of Action Plan: <i>High level description of plan to resolve the issue (1-2 sentences)</i>	Work with client to determine the specific issues and using feedback sessions, solicit recommended improvement actions. Small focus teams will take the recommendations made in the feedback sessions and develop specific implementation plans for each key vulnerability area.				
Proposed Action Plan Implementation Date:	Start Date	06/01/07	End Date	12/31/07	
Detailed Root Cause Analysis					
1. Detailed Survey Analysis Results Findings <i>Include any detail from the Survey Results that supports or explains the root cause of the client's perception of low service. This detail should include the results of your analysis from the provided Survey Results reports. For example, the Attribute Report will provide you with specific areas of focus, the Quadrant Chart will provide you with those areas of importance to the client, the Segmentation Report will give you regional or functional insight and the Comment Report will provide specific and direct client feedback.</i>					

Process: Sample Survey Action Plan Completed – page 2

<p>1. Effectiveness of project risk management (6.89) 2. Appropriate level of quality management applied (6.81)</p>			
<p>2. Detail of Contributing Facts. <i>Include analysis of any contributing facts. Quantify using factual data, such as Remedy Tickets, SLAs or other service reports.</i></p> <p>In addition to reviewing the survey responses, we also conducted discussions with two members of Governance to see if we could get any additional insights into the issues that cause the lower ratings. No other findings came from this – and they were supportive of creating a focus group of broader members to gather input. Furthermore – there were issues with individual providing low scores and no additional comments – and these governance contacts believe such questions should be ignored in future surveys.</p>			
<p>1. Include, at minimum, the Action Description, Assignment and Schedule <i>Your Implementation start and end dates for the summary should be the first and last dates of your detail plan.</i></p>			
Action Description	Assigned to	Start Date	End Date
<p>1. Effectiveness of Project Risk Management – conduct feedback session that would focus on the Risks opened by client, with the goal of documenting the specific issues and what improvement actions they would recommend. A focus group will then be established, with the goal of implementing the actions identified. (Deliverable: Improvement Implementation Plan & Timetable)</p>	Client contact	7/1/07	8/30/07
<p>2. Effective of Project Risk Management – Close a gap in our Risk Management process that will include in all internal and external lessons learned sessions and a review of the Risks opened by client for the project or activity being evaluated. (Deliverable: LL documentation that shows the review of risks with improvement items identified, if any)</p>	LEAD	8/1/07	10/30/07
<p>3. Effective of Project Risk Management –Review how risks are being developed and managed with client and PMO and develop triggers for risk creation. (Deliverable: Report on the Current Process and a list to risk triggers)</p>	PMO	8/1/07	10/30/07
<p>4. Appropriate Level of Quality Management Applied - conduct feedback sessions with client personnel to determine what the specific issues are and what improvement actions they would recommend. A small focus group will then be established with the goal of implementing the actions identified. (Deliverable: Improvement Implementation Plan & Timetable)</p>	Client contact	7/1/07	8/30/07

Process: Approve Survey Action Plan

> Who: SAP Approval Team



1. Survey Committee Reviews for completeness

2. Approval Team

Review Comments, Quadrants & RCA

Review Action Plan

May identify additional actions

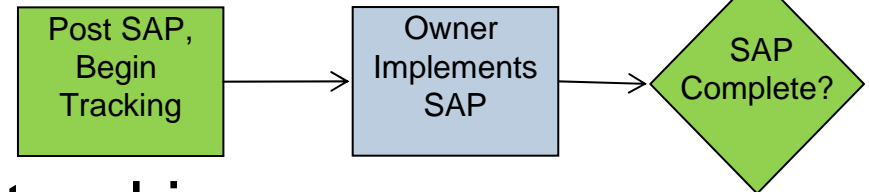
3. SAP Approval Team Approves SAP?

Yes – Forward to Owner for Implementation

No – Review additions with Owner

Process: Implement Survey Action Plan

> Who: Survey Committee



1. Survey Committee initiates tracking

2. Owner Implements Action Plans/monitors

Survey Committee also monitors with Owners and Leads

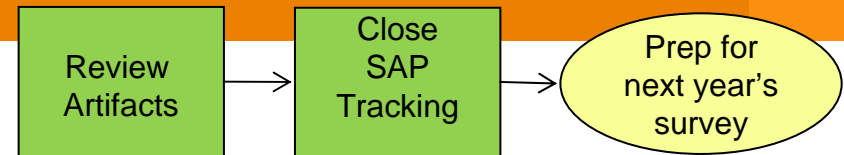
3. SAP Complete?

Yes – Forward Artifacts to Survey Committee for closure

No – Survey Committee Develops Contingency Plan with Survey Action Plan owner

Process: Survey Action Plan Closure

> Who: Survey Committee



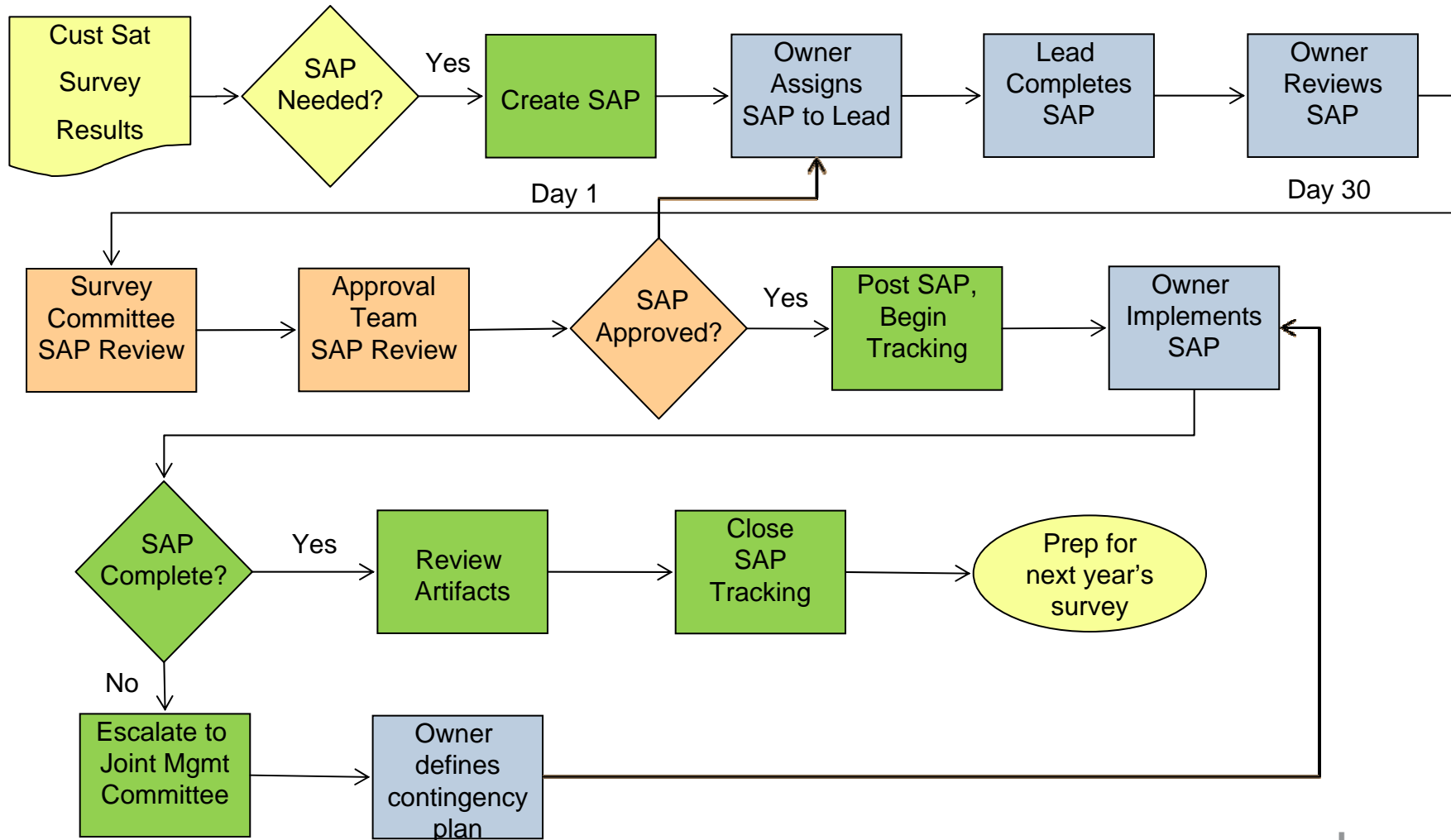
1. Survey Committee

- > Reviews artifacts for completeness
presents SAP to Joint Management Committee
Closes out SAP Tracking

2. Prepare for next years survey

- > Update Questions
Add “drill-down” questions

Summary - Process Details



Conclusion

- > Action Plan Process
 - > Is simple, sound, and requires joint involvement
- > Survey provides customer relationship benefits:
 - > Increased customer satisfaction
 - > Increased awareness of customer issues
 - > Buy-in to improvement plans with client
 - > Joint buy-in of survey results
 - > Recognition by client
 - that some issues rest with their processes
 - not with the systems
 - > CustomerSat application a great tool to investigate “root cause” of issues

Questions?



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