



# Handling & Preventing Customer Complaints @ TTI

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# Presentation Outline



- **TTI Environment & Business**
- **Complaints/Defects - Avoidance/Mitigation**
  - Pre-Sale Through Planning Phases
  - Control & Execution Phases
  - Closeout & Maintenance Phases
- **Take-Aways**

# TTI Environment & Business



- **TTI Telecom Provides Operational Support Systems to Telecommunications Carriers**
  - **Provided to Tier 1 through Tier 3 Providers**
  - **Manage Near Real-Time Activities**
  - **Directly Impact Carrier's Customers Perception of Carrier Quality**
  - **Rigorous Acceptance Criteria Must Be Satisfied**

# Customer Assessment Criteria

“Ron, I need three things from you:

- 1. Integrity**
- 2. Quality**
- 3. Schedule**



# Customer Assessment Criteria

“Ron, I need three things from you:

- 1. Integrity**
- 2. Quality**
- 3. Schedule**



And by the way, don't be even one week late.”

# Project Management Model Overview

Planning Phases

Development Phases

Processes	Inputs	Processing	Outputs	Stakeholders
Sales Process	Customer Needs	Proposal Preparation	Contract	Sales Manager – Owner
	RFX	High-Level Effort, Schedule, Risks Negotiations	Solution Architecture	Sneior Mgmt Project Manager Dev Manager
Initiation Process	Contract	Detailed Analysis	PM Assigned	Project Manager – Owner
	Customer Product Description	Contract Clarifications	Project Charter Constraints Assumptions	Development Manager(s)
Planning Processes	Contract	Contract Review	Project Plan	Project Manager - Owner
	Customer Requirements <i>Plan Updates</i>	Work Breakdown Staffing Plan Detailed Schedule Risk Assessment .....		Development Manager(s)
Execution Processes	Customer ATP	Specifications	Solution Development & Delivery & Validation & Acceptance Plan	Project Manager – Owner
	Delivery Artifacts as Execution Proceeds <i>Corrective Actions</i>	Project Development  Integration Test System Test Site Test Patch Deliveries	<i>Execution Results</i>	Project Team  Development Manager(s)
Control Processes	<i>Execution Results</i>	Rich Collection of Reviews Progress & Exception Reporting	<i>Corrective Actions</i>  <i>Project Plan Updates</i>	Project Manager – Owner
Closeout Processes	Final Software Delivery	Defect Closure Plan	Customer Acceptance	Project Manager – Owner

Maintenance Phase



# Planning Phases

- **Customer Complaints Experienced:**
  - Needs Not Understood or Properly Addressed
  - Debates About Agreed Upon Functionality
  - Cost & Availability of Change Requests
  - Schedule Timing
- **Approaches Adopted:**
  - Requirements Workshop (Technical & Business)
  - End User Participation in Requirements Process
  - Customer Requirements Review & Signoff
  - Identification of Potential Flexibility for Future
  - Tradeoff Discussions Regarding Cost & Schedule
  - Phasing In of Changes After Delivery for Customer Test

# Development Phases

- **Major Defect Sources:**
  - Requirements Details Inadequate
  - Internal Testing Is Not Independent
  - Customers Testing Expects Different Results
  - Frustration When Customer Testing Is Blocked
- **Defect Avoidance or Mitigation:**
  - Detailed Design Specifications Review by Customer
  - Independent System Test Including Packaging
  - Review/Refinement of Customer Acceptance Tests
  - Final Internal Testing in Customer Lab Facilities
  - Emergency Patch Provision During Customer Testing
  - Defect Fixes Quickly Tested & Closed by Customer
  - Detailed Joint Tracking of Open Defects & Severity Level

# Maintenance Phase

- **Customer Complaints Experienced:**
  - “Leftover” Defects May Not Be Addressed
  - Responsiveness to Field Problems
- **Approaches Adopted:**
  - Formal Defect Resolution Plans
  - Responsiveness to Field Problems
  - Factoring In Support Effort As Staffing Next Release

# Overall Quality Assessment & Improvement

- **Periodic Project Review Meetings**
  - **Open Communication Regarding Potential Snags**
- **Customer Satisfaction Assessment:**
  - **Annual Survey External to Project Team**
    - **Readout of Survey Findings & Action Plan**
    - **Synopsis of Action Plan Actual Results**
  - **Regular Informal Communications**
    - **Project Team, Upper Management, End User**

# Take-Aways

- **Integrity is Genuinely Priority # 1**
- **It Takes Time & Some Risk to Develop a Partnering Relationship**
- **Project Management & Software Processes Complement One Another**
- **Sound Practices Facilitate Improved Customer Satisfaction**
- **Communication Cannot Be Overstressed**



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