



Lucent Technologies, Network Systems GSM Customer Satisfaction Survey

Lucent Technologies, Network Systems (NS) considers customer focus and satisfaction as the foundation of its business strategy. As our strategic partner, your preferences form the basis of our current and future directions. This questionnaire will help us identify your needs and understand your perceptions of Lucent Technologies as an integrator of end-to-end capabilities which provide unique solutions to your needs for network and information management. In asking for your input, we request a small investment of your time so we may better serve you.

Throughout this questionnaire, unless otherwise noted, please indicate your perception of Lucent Technologies performance by rating it on a scale of 1 to 10 where a 1 means poor, and a 10 means excellent. In addition, using the same rating scale, please indicate your overall perception of the best other vendor's performance on those same attributes. Please feel free to skip any questions which you feel are not applicable to your responsibilities.

Please enter your ratings in the boxes provided.

Survey Respondent Information

Name (Optional): _____	Date: _____
Company: _____	
City/State or Country: _____	
Your Job (Title): _____	

Product(s) to be evaluated in this survey: _____

Scale: 1 = Poor... 10 = Excellent

Overall Value

Considering the overall quality and the overall price of the products and services that you use, how would you rate them on being worth what you paid for them?.....

Lucent Technologies, NS	Best Other Vendor

Whom do you consider to be your best other vendor for telecommunications products/solutions and for what reasons?

Scale: 1 = Poor... 10 = Excellent

Business Relationship

How would you rate Lucent Technologies Malaysia Sdn Bhd employees that you are most in contact with in terms of:

Lucent Technologies NS Best Other Vendor

Ease of doing business
 Treating you as a valued customer
 Keeping you informed of project status
 Being responsive to your needs

Overall, how would you rate your company's business relationship with ...

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Please identify your best other vendor for business relationship:.....

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures.

Product & Service Quality

Product Quality

How would you rate Lucent Technologies Network Systems' products such as cell site, mobile switching center, and operations and maintenance equipment on:

Lucent Technologies NS Best Other Vendor

New features and functions when required
 Reliability of Hardware.....
 Reliability of Software
 Ease of operations and maintenance
 Voice quality
 Minimising dropped calls
 Minimising network congestion.....

Overall, how would you rate the product quality provided.....

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Please identify your best other vendor for product quality:.....

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures.

Engineering

How would you rate Lucent Technologies' field -, network -, and RF-engineering services in terms of:

	Lucent Technologies NS	Best Other Vendor
Responding to questions and requests		
Knowledge and expertise of engineering personnel.....		
Providing accurate site specific documentation, e.g. Site Binder.....		
Providing accurate and timely network engineering documentation		
Providing accurate and timely RF engineering documentation		

Overall, how would you rate the engineering services provided

Please identify your best other vendor for engineering:.....

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures.

Delivery

How would you rate Lucent Technologies' delivery services in terms of:

	Lucent Technologies NS	Best Other Vendor
Ability to meet your requested date on hardware orders.....		
Ability to meet your requested date on software orders.....		
Providing required information on shipping documents.....		
Actually deliver what you ordered.....		

Overall, how would you rate the delivery services provided.....

Please identify your best other vendor for delivery:.....

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures.

Installation & Commissioning

How would you rate Lucent Technologies' installation and commissioning services in terms of:

Lucent
Technologies
NS

Best Other
Vendor

Quality of installation workmanship

Installing equipment on schedule

Informing you on the progress of the installation

Being flexible in meeting changes to your requirements

Maintaining a clean and safe work environment

Overall, how would you rate the installation services provided

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Please identify your best other vendor for installation:.....

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures.

Network Optimisation & Acceptance

How would you rate Lucent Technologies' network optimisation and acceptance services in terms of:

Lucent
Technologies
NS

Best Other
Vendor

Optimising network on schedule

Quality of network optimisation

Providing timely and accurate acceptance documentation

Completeness of the acceptance test procedures

Overall, how would you rate the services provided

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Please identify your best other vendor for network optimisation and acceptance services:.....

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures.

Scale: 1 = Poor... 10 = Excellent

User Documentation

How would you rate Lucent Technologies' user documentation in terms of:

Ease of use.....
 Provided when needed.....
 Technically accurate.....
 Possessing the appropriate level of technical detail.....

Lucent
Technologies
NS

Best Other
Vendor

Overall, how would you rate the user documentation provided.....

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Please identify your best other vendor for documentation:

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures.

Training

How would you rate Lucent Technologies' Customer Training in terms of:

Available when and where needed.....
 Technically accurate course materials.....
 Instructors are knowledgeable about equipment, services, and software
 Relevant to your job.....

Lucent
Technologies
NS

Best Other
Vendor

Overall, how would you rate the Customer Training provided.....

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Please identify your best other vendor for training:

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures.

Technical Support

How would you rate Lucent Technologies' technical support in terms of:

Lucent
Technologies
NS

Best Other
Vendor

Having readily access to the technical support team

Timely response from a technical support engineer.....

Timely resolution of problems.....

Knowledge and expertise of technical support engineers

Providing effective emergency restoration

Overall, how would you rate the technical support provided

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Please identify your best other vendor for technical support:.....

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures.

Repair

How would you rate Lucent Technologies' hardware/software repair in terms of:

Lucent
Technologies
NS

Best Other
Vendor

Identifying and isolating the cause of the problem

Repairing equipment correctly the first time

Providing software fixes correctly the first time

Repairing and returning products within a satisfactory time frame.....

Keeping you informed on problem status

Overall, how would you rate the repair services provided

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Please identify your best other vendor for repair:

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures.

Project Management

How would you rate Lucent Technologies' project management in terms of:

	Lucent Technologies NS	Best Other Vendor
Accessibility of project/regional manager		
Understanding and being responsive to customer requirements		
Developing and adhering to project plan		
Providing timely and accurate status report		
Serving as customers advocate		

Overall, how would you rate the project management provided

Please identify your best other vendor for project management:.....

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures.

Customer Interface**Sales/Account Management**

How would you rate Lucent Technologies' sales/account management in terms of:

	Lucent Technologies, NS	Best Other Vendor
Timely responsive to questions and requests		
Knowledgeable about your business		
Being available		
Account Team professionalism		
Being knowledgeable about Lucent Technologies NS' products and services		

Overall, how would you rate sales/account management provided

Please identify your best other vendor for sales/account management:.....

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures.

Ordering

How would you rate Lucent Technologies' ordering services in terms of:

Lucent Technologies, NS	Best Other Vendor

Ease of placing and changing orders

Informing you of the status of your orders.

Providing clear and understandable pricing information.....

Overall, how would you rate the ordering process provided

Please identify your best other vendor for ordering:.....

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures.

Billing

How would you rate Lucent Technologies' billing services in terms of:

Lucent Technologies, NS	Best Other Vendor

Accurate billing

Timely billing

Providing billing information that is detailed enough.....

Error investigation and correction.

Overall, how would you rate the billing services provided

Please identify your best other vendor for billing:.....

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures.

Scale: 1 = Poor... 10 = Excellent

Overall Quality

Considering all aspects of your business relationship and the products and services provided over the past 12 months (excluding price), how would you rate the overall quality for:

Lucent Technologies, NS	Best Other Vendor

Please indicate your best other vendor for overall quality:.....

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures..

Overall Price

Considering all aspects of your business relationship and the products and services provided over the past 12 months, how would you rate the overall price competitiveness of:

Lucent Technologies, NS	Best Other Vendor
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Hardware

Software

Services

User Documentation

Training

Repair

Overall, how would you rate the price competitiveness

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Please identify your best other vendor for price competitiveness:.....

Why did you rate us and the best other vendor as you did? Please indicate the most important reasons, so that we can take appropriate measures..

Importance Weightings

Quality & Price Importance

Lucent Technologies would like to know the relative importance you place on Quality and Overall Price when you make a purchase or select a supplier. Total points would equal 100.

	Points
Quality	
Price	
Total	100

Quality Attribute Importance

To the right is a list of quality attributes whose performance you have been asked to evaluate. Considering your company's priorities, please assign numeric value to each of the attributes in order of their importance to you when purchasing or selecting a supplier. Total points would be around a lump sum of 100.

	Points
Business Relationship	
Product Quality	
Engineering	
Delivery	
Installation & Commissioning	
Network Optimisation & Acceptance	
User Documentation	
Training	
Technical Support	
Hardware/Software Repair	
Project Management	
Sales/Account Management	
Ordering	
Billing	
Total	around 100

Scale: 1 = Definitely Would Not
10 = Definitely Would

Likelihood of Selecting Again

Lucent
Technologies,
NS

Given the opportunity again, please rate the likelihood of selecting Lucent Technologies as your supplier of choice to provide solutions for your network and information management needs:

Suggestions

What suggestions do you have for ways in which we might enhance the quality and usefulness of our products so we may better meet your needs? Please be specific regarding what product or technology your comments pertain to.

What is Lucent Technologies doing well, in terms of our products and offers?

Call Back Requested

If you would like to discuss any response or incident, please describe below:

General Comments

If you would like to comment on any other issue not covered, please describe below

Thank you for taking the time to fill out this survey. As a valued customer, your input will help us to focus our efforts to continuously improve our products and services.

A SUMMARY OF RESEARCH FINDINGS REVIEWED

No.	Articles Title/ Reference	Dependent Variables	Independent Variables	Hypothesis	Significance	Research Findings
1	A National Customer Satisfaction Barometer : The Swedish Experience Claes Fornell (Journal of Marketing, January 1992 Volume 56, Pages 6-21)	Customer Satisfaction	Expectations & Preceived Performance	Customer Satisfaction is expressed as a function of pre-purchase expectations & post-purchase perceived performance	Significant - (supported)	Preceived performance have a stronger influence than expectations in determining satisfaction (Tse & Wilton (1988) & Johnson & Fornell (1991)
(b)		Loyalty	Customer Satisfaction, Switching Barriers & Compliant	Loyalty is a function of customer satisfaction, switching barrier and compliant - compliant handling might be able to turn a complaining customer into a loyal customer	Significant - (supported)	Most of the monopolies companies are less sensitive to customer satisfaction (-ve) than industries in competitive market structures (tve)
2	Customer Satisfaction, Market Share and Profitability : Findings From Sweden Eugene W. Anderson, Claes, Fornell, & Donald R. Lehmann (Journal of Marketing, July 1994	Economic Returns	Customer Satisfaction	Customer Satisfaction has a positive effect on economic returns	Significant - (supported)	Providing high quality and high customer satisfaction is rewarded by economic returns. (invest in quality control, less rework, lower warranty costs)

A SUMMARY OF RESEARCH FINDINGS REVIEWED

No.	Articles Title/ Reference	Dependent Variables	Independent Variables	Hypothesis	Significance	Research Findings
(b)	Volume 58, Pages 53-66)	Customer Satisfaction	Level of Quality	Current level of quality as perceived by the market should have a positive effect on overall customer satisfaction	Significant - (supported)	Quality of goods & services have a tve impact on customer satisfaction and retention as it relates to long-term relationships with customer
2 (c)		Overall Customer Satisfaction	Market's Expectation of Quality	Market's expectation of the quality of a supplier's offering should have a positive effect on overall customer satisfaction	Significant - (supported)	
(d)		Rate of Quality Changes	Size of Adaptive Updating	Marketplace has adaptive expectations concerning the quality of a supplier's offering. The size of the adaptive updating effect should be small.	Significant - (supported)	The rate of learning or adjusting is not instantaneous - due to the cost of acquiring information & the effect of uncertainty.
(e)		Market Share	Customer Satisfaction	Relationship between customer satisfaction and market share		Increase market share may cause customer satisfaction to fall (-ve effect)

A SUMMARY OF RESEARCH FINDINGS REVIEWED

No.	Articles Title/ Reference	Dependent Variables	Independent Variables	Hypothesis	Significance	Research Findings
3 (a)	Modeling the Determinants of Customer Satisfaction for Business - to - Business Professional Services Paul G. Patterson (The University of New South Wales) Lester W. Johnson (The University of Sydney) Richard A. Spreng (Michigan State University)	Perceived Performance	Customer Satisfaction	Disconfirmation will be positively related to & have the strongest direct effect on customer satisfaction. Perceived performance will have a positive direct effect on satisfaction, but its influence will be secondary to that of disconfirmation.	Significant - (supported)	With regards to services, when performance judgments tend to be subjective, expectation tend to play a minor role in the formation of satisfaction. Satisfaction in services may be a function of performance alone.
3 (b)	(Journal of the Academy of Marketing Science, Winter 1997 Volume 25, No. 1, Pages 4 - 17)	Perceived Performance	Disconfirmation	Expectations will be negatively associated with disconfirmation Perceived performance will be positively associated with disconfirmation.	Significant - (supported)	The higher one's expectations, the less likely that performance can meet or exceed them, producing a negative relationship between expectations and disconfirmation. The higher the perceived performance, the more likely that expectations will be exceeded, resulting in a positive relationship bet. Perceived performance and disconfirmation.

A SUMMARY OF RESEARCH FINDINGS REVIEWED

No.	Articles Title/ Reference	Dependent Variables	Independent Variables	Hypothesis	Significance	Research Findings
(c)		Customer Satisfaction	Repeat Purchase	Customer satisfaction will be strongly & positively associated with repeat purchase intentions for business professional service.	Significant - (supported)	Brand switching is less frequent with services than with products because customers can economise decision effort, reduce risk in the decision process & obtain optimum satisfaction from a seller who is permitted to gain a better understanding of regular customers' special needs & preferences.
4 (a)	Listening to your Customers : Impact of perceived salesperson listening behavior on relationship outcomes Rosemaary P. Ramsey (Eastern Kentucky University) Ravipreet S. Sohi (University of Nebraska. Lincoln. (Journal of the Academy of Marketing Science Spring 1997	Listening Behavior	Sensing, Evaluating and Responding to Customers	Perceived listening behavior is composed of 3 dimensions: a) sensing b) evaluating c) responding	Significant (supported)	Customers get a feeling that the salesperson is responding appropriately to the conversation when she or he answers at appropriate time, is eager in his or her response, offers relevant information to the questions asked, & tries to answer in full sentences rather than just saying yes or no.

A SUMMARY OF RESEARCH FINDINGS REVIEWED

No.	Articles Title/ Reference	Dependent Variables	Independent Variables	Hypothesis	Significance	Research Findings
(b)	Volume 25, No.2, pages 127-137)	Listening Behavior	Trust on Salesperson	Customer's perception of listening behavior is positively related to trust in the salesperson	Significant- (supported)	When customers perceived that a salesperson is listening to what they are saying and working hard to fulfill their needs, they feel that the salesperson is honestly interested in them & is more trustworthy (Swan & Oliver 1991)
(c)		Listening Behavior	Satisfaction With Salesperson	Customer's perception of listening behavior in relation to satisfaction with the salesperson	Not Significant - (not supported)	Relationship between satisfaction and the different facets of listening (attentiveness, perceptiveness & responsiveness)
4 (d)		Listening Behavior	Future Interaction with the Salesperson	Customer's perception of listening behavior in relation with the anticipation of future interaction with the salesperson	Significant- (supported)	When customers perceived that a salesperson is listening to what they are saying, they may feel cared for & understood & more inclined to interact with that salesperson again.
(e)		Customer's Trust	Satisfaction With Salesperson	Customer's trust in the salesperson and satisfaction with the salespersons	Significant - (supported)	Buyer-seller interactions that result in positive experiences should lead to the continuation of the relationship.

A SUMMARY OF RESEARCH FINDINGS REVIEWED

No.	Articles Title/ Reference	Dependent Variables	Independent Variables	Hypothesis	Significance	Research Findings
(f)		Customer's Trust	Future Interaction with the Salesperson	Customer's trust in relation with the anticipation of future interaction with the salesperson	Significant - (supported)	If a customer is satisfied with the salesperson, he or she would want to continue doing business with that salesperson.
(g)		Customer's Satisfaction	Future Interaction with the Salesperson	Customer's satisfaction in relation with the anticipation of future interaction with the salesperson	Significant - (supported)	

CREATING A MARKET QUALITY PROFILE

EXAMPLE 1 CALCULATING CVA

¹ <u>SATISFIER</u>	² <u>WEIGHT</u>	³ <u>NS</u>	⁴ <u>*BOV</u>	⁵ <u>RATIO</u>
PRODUCT QUALITY	18%	8.10	7.70	1.05
ORDERING	15%	6.20	6.50	0.95
ENGINEERING	11%	6.80	7.80	0.87
DELIVERY	11%	7.70	8.70	0.88
INSTALLATION	10%	7.40	6.10	1.21
BILLING	10%	6.40	6.90	0.93
USER DOCUMENTATION	6%	8.70	7.70	1.13
TRAINING	6%	7.30	8.20	0.89
SALES & ACCOUNT MGMT	5%	7.90	6.60	1.19
TECHNICAL SUPPORT	5%	9.10	7.10	1.28
REPAIR	3%	7.00	7.40	0.94
OVERALL QUALITY ⁶	60%	7.80	7.60	1.02
OVERALL PRICE ⁷	40%	7.30	7.80	0.94
OVERALL VALUE ⁸		CSA = 7.4	7.70	CVA = 0.96 ⁹

* BEST OTHER VENDOR AVERAGE PERFORMANCE SCORE

CVA DATA IS FROM 5 CUSTOMERS AND 14 EVENTS
CSA DATA IS FROM 8 CUSTOMERS AND 20 EVENTS

THE SHADED AREA REPRESENTS
DATA THAT IS CALCULATED. ALL
OTHER INFORMATION IS TAKEN
DIRECTLY FROM THE SURVEY

Celcom divisions interviewed:														
	Northern Region	Northern Region	Northern Region	Northern Region	Eastern Region	Sabah Region	Sarawak Region	Sarawak Region	Sarawak Region	Sarawak Region	Switching Dept	Contract Dept	Contract Dept	H. of Cellular Business
Reference number: APMA97CE..	01	02	03	04	05	06	07	08	09	10	11	12	13	14
CSDB event number:	8993	8994	8995	8996	8997	8214	8998	8999	9000	9001	8215	8216	8218	8110
Attributes surveyed:	LT/BoV	LT	LT	LT/BoV	LT	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV
OVERALL VALUE	n.a.	n.a.	n.a.	6	3	7/5	n.a.	n.a.	n.a.	7	6/8	4/6	4/8	5/6
COMMENTS (To question: "Whom do you consider to be your best other vendor and for what reasons?")														
Ericsson, quality and products are consistent.							X							
Ericsson is our other vendor. Sometimes they are quite dynamic in our masterplan.								X						
Ericsson provides better support, specialists and support teams based in Malaysia														
Lucent has a high turnover of expatriates serving customers.												X		
Ericsson has better understanding of the country's regulation and procedures and strong after sales support.													X	
Ericsson due to it's ability to provide a detailed description of what they sell to Celcom. As a result, we were able to reconcile the delivery units to contract.														
Importantly, the unit pricing stated in the shipping invoices are relating very stable.														X
Ericsson, but it does not merit to mean the best. Because CELCOM has known and are familiar with Ericsson system and equipment for many years, the tendency to respond, understand and manage solutions to problems is easier to adapt.														X

Celcom divisions interviewed:														
Reference number: APMA97CE..	Northern Region	Northern Region	Northern Region	Northern Region	Eastern Region	Sabah Region	Sarawak Region	Sarawak Region	Sarawak Region	Sarawak Region	Switching Dept	Contract Dept	Contract Dept	H. of Cellular Business
CSDB event number:	01	02	03	04	05	06	07	08	09	10	11	12	13	14
Attributes surveyed:	LT/BoV	LT	LT	LT/BoV	LT	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV
1.0 BUSINESS RELATIONSHIP														
Ease of doing business	4/6	6	4	6	3	5/7	7/7	6	7	7	6/8	6/6	7/7	6/8
Treating you as a valued customer	4/7	7	5	8	3	4/5	6	5	7	7	7/9	5/6	7/5	6/9
Keeping you informed of project status	3/6	6	3	8	3	6/5	6	3	7	7	9/9	5/5	7/6	6/7
Being responsive to your needs	4/6	7	4	8	3	4/6	6	7	6	7	7/8	3/4	9/6	6/7
Overall	4/4	7	n.a.	7	3	5/6	6	n.a.	7	7	5/7	5/5	7/6	6/8
<u>Comments</u> (To question: "Why did you rate us and the best other vendor as you did?")														
Because Ericsson understand what our customers need.		x												
Lots of promises from Lucent; only a few kept and too egoistic.						x								
We have a close working relationship with Teletech. They can respond to our needs immediately.							x							
Ericsson has a long business relationship.								x						
Your technical support staff is responsive and welcomes feedback from us. But needed faster response time in terms of Carods feedback.										x				
Lucent's employees are pro-active and responsive.											x			
Ericsson is more organized and has systematic work process. Lucent: inconsistent.												x		
Equally maintain good relationship but need to upgrade on new releases/technological update.													x	
Lucent's ability to accommodate Celcom's billing requirements is much faster than Ericsson.														x
There is a need for Lucent to improve on the monthly project summary, new product releases, logistic deliveries, etc.														x

Celcom divisions interviewed:															
	Northern Region	Northern Region	Northern Region	Northern Region	Eastern Region	Sabah Region	Sarawak Region	Sarawak Region	Sarawak Region	Sarawak Region	Switching Dept	Contract Dept	Contract Dept	H. of Cellular Business	
Reference number: APMA97CE..	01	02	03	04	05	06	07	08	09	10	11	12	13	14	
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Attributes surveyed:	LT/BoV	LT	LT	LT/BoV	LT	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	
2.0 PRODUCT QUALITY															
New features and functions when required		4/6	7	4	8/8	4	6	6	4/8	8	6	4/7	2/3	n a	5/7
Reliability of Hardware		5/5	7	5	5/7	5	6	7	4/6	9	5	n a	3/6	n a	6/7
Reliability of Software		6/6	6	6	8/8	4	6	8	6/4	7	7	n a	3/4	n a	6/6
Ease of operations and maintenance		6/5	7	7	7/5	5	6	6	7/4	9	8	n a	3/6	n a	6/7
Voice quality		5/5	7	6	7/7	5	6	7	6/6	6	7	n a	3/6	n a	7/7
Minimising dropped calls		5/6	7	4	5/7	4	5	7	4/5	3	6	n a	2/5	n a	7/6
Minimising network congestion		5/6	7	7	8/5	4	3	6	5/5	6	7	n a	n a / n a	n a	7/6
Overall		5/5	n a	n a	7/6	5	6	7	6/6	8	7	6/n a	3/5	n a	5/6
Comments (To question: "Why did you rate us and the best other vendor as you did?")															
Good coverage for one BTS, compared with Lucent's product. (That means higher power transmitter.)		X													
Stability of Lucent product.					X										
Not that many features as compared to ITU recommendation and most software and hardware delivered are not fully tested and have problems and bugs - OMC & BSS.						X									
Network not well planned. There are dropped calls and in some areas network congested even though the network is above capacity if compared for existing customer.							X								
The main issue here is that the network quality is not up to our expectation due to incomplete network planning.								X							
For the new features sometimes you are far behind									X						
The O&M switch is easy and user friendly but some improvement needed on the radio system part										X					
Easy to do maintenance and most of it can be exempted remotely. Hardware especially RSU fails when the temperature is a bit too high											X				
Appear to be well verse of own products. Properly assist the customer on the technological transfer													X		
Reliability of software is still of doubt. In most cases, Lucent undertakes a system restart or reset to resolve issues. In addition, Lucent opts for (awaits for) the next software upgrade for immediate response to problems.															

Celcom divisions interviewed:														
Reference number: APMA97CE..	Northern Region	Northern Region	Northern Region	Northern Region	Eastern Region	Sabah Region	Sarawak Region	Sarawak Region	Sarawak Region	Sarawak Region	Switching Dept	Contract Dept	Contract Dept	H. of Cellular Business
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	LT/BoV	LT	LT	LT/BoV	LT	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV
3.0 ENGINEERING														
Responding to questions and requests	6/6	7	5	7	3	7	6	n a	n a	7	n a	n a	n a	6/7
Knowledge and expertise of engineering personnel	4/6	7	5	9	3	8	5	n a	n a	6	n a	n a	n a	6/8
Providing accurate site specific documentation, e.g. Site Binder	6/6	7	8	8	3	7	5	n a	n a	8	n a	n a	n a	5/6
Providing accurate and timely network engineering documentation	5/5	6	7	8	3	6	5	n a	n a	7	n a	n a	n a	5/6
Providing accurate and timely RF engineering documentation	4/6	7	6	8	3	4	5	n a	n a	7	n a	n a	n a	5/6
Overall	5/6	n.a.	n.a.	8	3	6	5	n.a.	n.a.	7	n.a.	n.a.	n.a.	5/7
<u>Comments</u> (To question: "Why did you rate us and the best other vendor as you did?")														
Ericsson get more involvement from Celcom personnel in RF design and optimisation.	X													
MSC is the least problem that we face compared to other part of the network.				X										
Most cheat with hot experience and could not answer to questions imposed accurately. 75% of documentation are not accurate and not to schedule - e.g. site binder and report.					X									
Your expertise is still new in Sarawak. We expect the best/knowledgeable personnell here. You are to much depending on HQ. Your hardware installation is excellent.							X							
Some of the engineers are new and knowledge is totally basic										X				
More reliable/experienced staff in giving support is required.														X

[illegible]

ANNEX 4

Celcom divisions interviewed:														
	Northern Region	Northern Region	Northern Region	Northern Region	Eastern Region	Sabah Region	Sarawak Region	Sarawak Region	Sarawak Region	Sarawak Region	Switching Dept	Contract Dept	Contract Dept	H. of Cellular Business
Reference number: APMA97CE..	01	02	03	04	05	06	07	08	09	10	11	12	13	14
CSDB event number:	8993	8994	8995	8996	8997	8214	8998	8999	9000	9001	8215	8216	8218	8110
Attributes surveyed:	LT/BoV	LT	LT	LT/BoV	LT	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV
5.0 INSTALLATION & COMMISSIONING														
Quality of installation workmanship	4/5	7	8	7	7	7/6	8	6	8	8	n.a	4/4	n.a	6/5
Installing equipment on schedule	5/5	7	7	8	7	8/9	7	7	7	8	n.a	3/5	n.a	6/6
Informing you on the progress of the installation	5/5	6	6	9	5	6/8	8	7	5	8	n.a	5/5	n.a	8/6
Being flexible in meeting changes to your requirements	5/5	7	5	9	5	8/9	7	6	4	8	n.a	8/5	n.a	8/6
Maintaining a clean and safe work environment	4/5	6	5	7	5	8/7	7	6	6	9	n.a	5/5	n.a	8/6
Overall	5/5	n.a.	n.a.	8	6	8/7	7	7	7	8	n.a.	5/5	n.a.	7/6
<u>Comments</u> (To question: "Why did you rate us and the best other vendor as you did?")														
This rating is only for the MSC.					X									
Installation & Commissioning is acceptable but not flexible. Schedule also within short notice.						X								
Quality of installation workmanship is according to specification and on schedule but change of request is quite slow and most of the time difficult.							X							
Hardware installation, BSS, switch, OMC was good. Keep maintain the performance.								X						
Overall installation is properly done but we would like a little flexibility on the actual installation time.									X					
Standard of installation is good and neat (accordance to specification).										X				
Your project team did a good job.											X			

ANNEX 4

[illegible]

ANNEX 4

[illegible]

ANNEX 4

[illegible]

ANNEX 4

[illegible]

CUSTOMER SATISFACTION SURVEY SUMMARY CELCOM - MALAYSIA

ANNEX 4

	Celcom divisions interviewed:													
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Attributes surveyed:	LT/BoV	LT	LT	LT/BoV	LT	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV
10.0 REPAIR														
Identifying and isolating the cause of the problem	3/4	7	5	9	3	n.a.	6	n.a.	6	7	n.a.	n.a.	n.a.	n.a.
Repairing equipment correctly the first time	n.a.	7	5	9	3	n.a.	6	n.a.	7	7	n.a.	n.a.	n.a.	n.a.
Providing software fixes correctly the first time	n.a.	6	5	9	3	n.a.	6	n.a.	3	6	n.a.	n.a.	n.a.	n.a.
Repairing and returning products within a satisfactory time frame	3/5	6	5	7	3	n.a.	6	n.a.	6	4	n.a.	n.a.	n.a.	n.a.
Keeping you informed on problem status	4/5	7	4	9	3	n.a.	6	n.a.	4	7	n.a.	n.a.	n.a.	n.a.
Overall	3/5	7	n.a.	8	3	n.a.	n.a.	n.a.	6	6	n.a.	n.a.	n.a.	n.a.
<u>Comments</u> (To question: "Why did you rate us and the best other vendor as you did?")														
So far so good. We need Technology Transfer as time goes by. Especially when the network will be fully handover to Celcom.							X							
Repairs are slow. Non of the repaired equipment has yet to be returned.										X				
Problem solution by trial and error. Even default spares after > 2 months has no feed back - very timely.						X								

ANNEX 4

Celcom divisions interviewed:														
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CSDB event number:	LT/BoV	LT	LT	LT/BoV	LT	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV
Attributes surveyed:														
11.0 PROJECT MANAGEMENT														
Accessibility of project/regional manager	na	7	6	na	7	8	7	na	8	7	na	4/6	na	8/6
Understanding and being responsive to customer requirements	3/8	7	7	na	5	8	6	na	8	7	na	5/6	na	8/6
Developing and adhering to project plan	na	6	6	na	5	7	7	na	8	7	na	4/6	na	7/6
Providing timely and accurate status report	na	7	6	na	5	6	7	na	5	7	na	4/6	na	8/6
Serving as customers advocate	4/7	7	5	na	5	7	7	na	6	7	na	4/6	na	8/6
Overall	4/7	7	na	na	na	7	7	na	8	7	na	4/6	na	8/6
<u>Comments</u> (To question: "Why did you rate us and the best other vendor as you did?")														
OK on documentation but to improve in practising.						X								
Your team come from multi-national. However speak in a same technical language														
Initially digital system is still new task.								X						
Certain issues related to project really affect the smoothness of the flow.											X			
Lucent provides good monthly project status report and time chart. Keep it up!														

ANNEX 4

Celcom divisions interviewed:														
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CSDB event number:	LT/BoV	LT	LT	LT/BoV	LT	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV
Attributes surveyed:														
12.0 SALES/ACCOUNT MANAGEMENT														
Timely responsive to questions and requests	n.a	7	n.a	n.a	n.a	n.a	6	n.a	n.a	n.a	n.a	2/7	n.a	7/8
Knowledgeable about your business	n.a	6	n.a	n.a	n.a	n.a	7	n.a	n.a	n.a	n.a	1/8	n.a	7/8
Being available	n.a	7	n.a	n.a	n.a	n.a	7	n.a	n.a	n.a	n.a	2/8	n.a	6/8
Account Team professionalism	n.a	6	n.a	n.a	n.a	n.a	6	n.a	n.a	n.a	n.a	1/8	n.a	6/8
Being knowledgeable about Lucent Technologies NS' products and services	n.a	7	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	n.a	2/5	n.a	6/7
Overall	n.a	7	n.a.	n.a.	n.a.	n.a.	6	n.a.	n.a.	n.a.	n.a.	2/6	n.a.	6.5/8
<u>Comments</u> (To question: "Why did you rate us and the best other vendor as you did?")														
n.a														

Celcom divisions interviewed:														
	Northern Region	Northern Region	Northern Region	Northern Region	Eastern Region	Sabah Region	Sarawak Region	Sarawak Region	Sarawak Region	Sarawak Region	Switching Dept	Contract Dept	Contract Dept	H. of Cellular Business
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13.0 ORDERING														
Ease of placing and changing orders	n.a.	7	5	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	6/7	4/4	5/4	6/6
Informing you of the status of your orders	n.a.	6	4	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	4/8	4/4	4/8	6/6
Providing clear and understandable pricing information	n.a.	7	5	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	3/8	4/4	2/9	7/6
Overall	n.a.	7	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	4/n.a.	4/4	3/7	6/6
<u>Comments</u> (To question: "Why did you rate us and the best other vendor as you did?")														
Information of status of orders not clear. Item price not well defined not specific due to unclear product descriptions.														
Ericsson provides information regarding the delivery schedule (and the value) of the entire purchase before the commencement of actual shipment. (Unable to reconcile shipping information to contract in which resulted to unstable unit pricing.)														

Celcom divisions interviewed:														
	Northern Region	Northern Region	Northern Region	Northern Region	Eastern Region	Sabah Region	Sarawak Region	Sarawak Region	Sarawak Region	Sarawak Region	Switching Dept	Contract Dept	Contract Dept	H. of Cellular Business
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Attributes surveyed:	LT/BoV	LT	LT	LT/BoV	LT	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV	LT/BoV
14.0 BILLING														
Accurate billing	n a	7	4	9	n a	n a	n a	8	n a	n a	n a	1/6	5/8	7/7
Timely billing	n a	6	5	9	n a	n a	n a	8	n a	n a	n a	1/6	7/7	7/7
Providing billing information that is detailed enough	n a	7	5	8	n a	n a	n a	8	n a	n a	n a	1/6	4/8	7/7
Error investigation and correction	n a	6	5	8	n a	n a	n a	7	n a	n a	n a	4/6	5/6	6/8
Overall	n a	7	n a	8	n a	n a	n a	n a	n a	n a	n a	1/6	5/7	7/7
Comments (To question: "Why did you rate us and the best other vendor as you did?")														
Your information does not tally with what we ordered														

Celcom divisions interviewed:														
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15.0 OVERALL QUALITY	n.a.	7	6	8	4	8/7	6/6.5	7	7	n.a.	6/7	n.a.	3/6	6/7
<u>Comments</u> (To question: "Why did you rate us and the best other vendor as you did?")														
Treat the customer with respect and not only to shout around about 2 or 3 GSM projects secured worldwide					X									
Ericsson is the only other vendor we have in comparable to Lucent. However, Ericsson have no office in Kota Kinabalu.						X								
The availability and expertise (Ericsson has). Ericsson has R&D/Customer service kept in ASIA separate for Celcom. Proper personnel in serving Celcom. They have a long Business relationship with Celcom. You have to be more dedicated with the customer.							X							
Good overall quality. Room for improvement is on. Equipment lacks some up-to-date features currently available at other GSM network.									X					
Lack of coordination, due to high turnover of staff. Information flow slow. Ericsson: good support centre.										X				
Identified various billing errors due to calculation errors.													X	
16.0 OVERALL PRICE														
Hardware	n.a.	6	n.a.	8	5	n.a.	7	n.a.	n.a.	n.a.	n.a.	4/4	n.a.	n.a.
Software	n.a.	7	n.a.	8	4	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	4/4	n.a.	n.a.
Services	n.a.	6	n.a.	7	3	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	4/4	n.a.	n.a.
User Documentation	n.a.	7	n.a.	9	4	n.a.	6	n.a.	n.a.	n.a.	n.a.	3/4	n.a.	n.a.
Training	n.a.	6	n.a.	7	3	n.a.	6	n.a.	n.a.	n.a.	n.a.	3/4	n.a.	n.a.
Repair	n.a.	7	n.a.	7	3	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	3/4	n.a.	n.a.
Overall		7		7	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	4/4	n.a.	n.a.
<u>Comments</u> (To question: "Why did you rate us and the best other vendor as you did?")														
To maintain business is to understand local culture. As per Sarawak, you need to consider local participation in your business							X							
Competitive pricing on the hardware and software not on the other related/indirect expenditure												X		
Inability to reconcile shipping information to contract has resulted unstable unit pricing in which ultimately caused Celcom to suffer financial loss of more than RM30 million.														X

CUSTOMER SATISFACTION SURVEY SUMMARY CELCOM - MALAYSIA

ANNEX 4

Celcom divisions interviewed:														
Reference number: APMA97CE..	Northern Region	Northern Region	Northern Region	Northern Region	Eastern Region	Sabah Region	Sarawak Region	Sarawak Region	Sarawak Region	Sarawak Region	Switching Dept	Contract Dept	Contract Dept	H. of Cellular Business
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17.0 QUALITY ATTRIBUTE IMPORTANCE														
Quality	na	7	na	na	60	70	60	na	60	60	na	50	50	60
Price	na	6	na	na	40	30	na	na	40	40	na	50	50	40

ANNEX 4

[illegible]

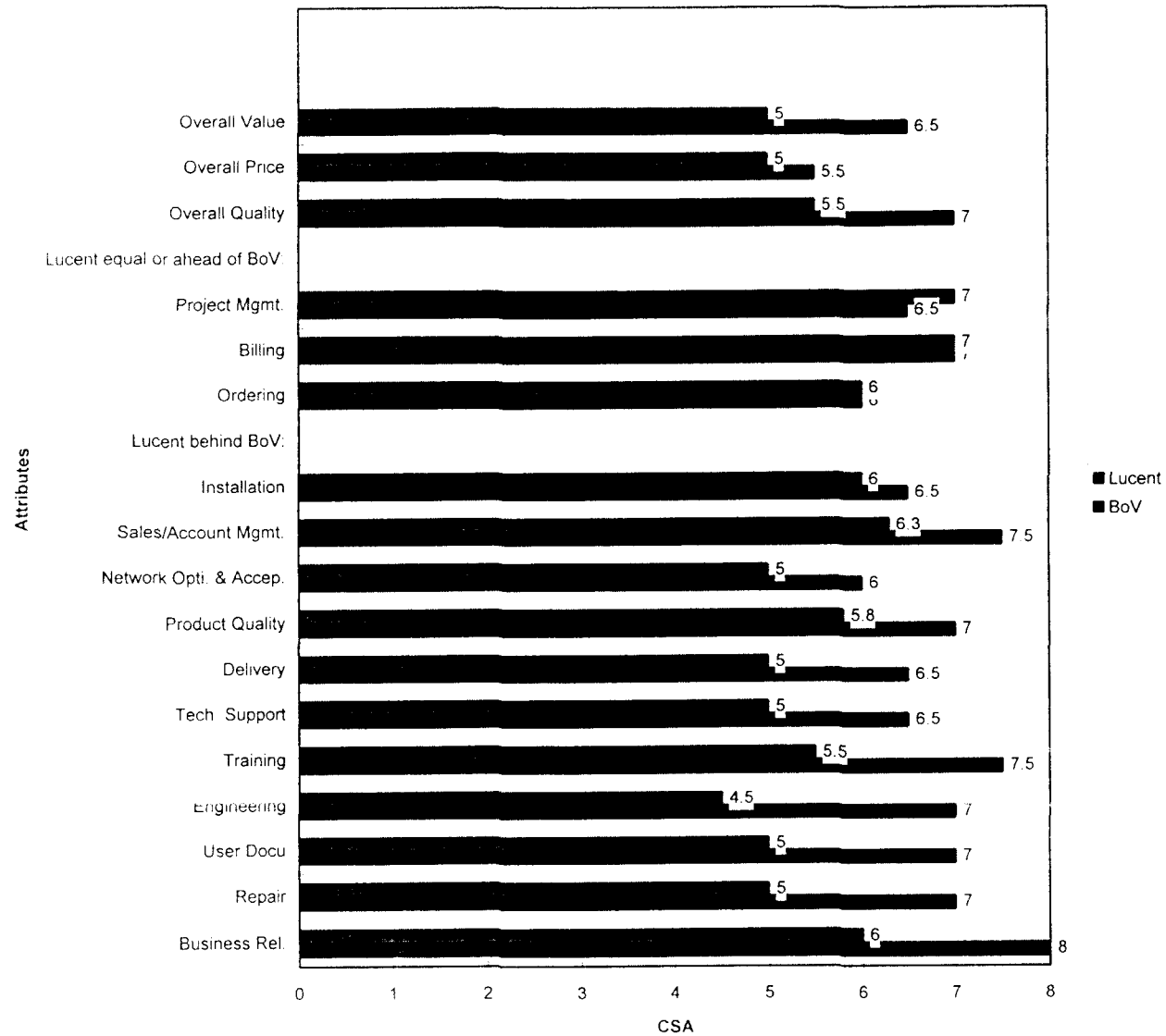
ANNEX 4

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Lucent vs Best other Vendor on Customer Satisfaction Average Score from CELCOM, Malaysia

ANNEX 5

	BoV	Lucent
Business Rel.	8	6
Repair	7	5
User Docu	7	5
Engineering	7	4.5
Training	7.5	5.5
Tech. Support	6.5	5
Delivery	6.5	5
Product Quality	7	5.8
Network Opti. &	6	5
Sales/Account M	7.5	6.3
Installation	6.5	6
Lucent behind BoV:		
Ordering	6	6
Billing	7	7
Project Mgmt.	6.5	7
Lucent equal or ahead of BoV:		
Overall Quality	7	5.5
Overall Price	5.5	5
Overall Value	6.5	5



Market Quality Profile Report:

GSM MALAYSIA CELCOM

BLG: Global Systems for Mobile (GSM)

Period: 98A1

<u>Satisfier</u>	<u>Weight</u>	<u>NS</u>	<u>*BOV</u>	<u>Ratio</u>
Delivery	10.00%	5.0	6.5	0.77
Engineering	10.00%	4.5	7.0	0.64
Product Quality	10.00%	5.8	7.0	0.82
Technical Support	10.00%	5.0	6.5	0.77
Training	10.00%	5.5	7.5	0.73
Installation	9.00%	6.0	6.5	0.92
Repair	9.00%	5.0	7.0	0.71
User Documentation	9.00%	5.0	7.0	0.71
Business Relationship	7.00%	6.0	8.0	0.75
Project Management	7.00%	7.0	6.5	1.08
Sales/Account Management	6.00%	6.3	7.5	0.83
Billing	3.00%	7.0	7.0	1.00
Ordering	0.00%	6.0	6.0	1.00
Overall Price	50.00%	5.0	5.5	0.91
Overall Quality	50.00%	5.5	7.0	0.79
Overall Product Value		5.0	6.5	0.77

Willingness to repurchase 5.0

*BEST OTHER VENDOR AVERAGE PERFORMANCE SCORE

CVA Represents 1 Customers & 5 Events.

CSA Represents 1 Customers & 10 Events.

Decision Maker

Customer

LUCENT TECHNOLOGIES PROPRIETARY

07/03/98

ACTION PLAN RECORD
CELCOM - GSM

ANNEX 6

Scale: 1=Poor...10=Excellent

1.0 Business Relationship

LEAD: Toh Wei Ming

BEST OTHER

LUCENT VENDOR

Ease of doing business
Treating you as a valued customer
Keeping you informed of project status
Being responsive to your needs

OVERALL, how would you rate your company's business relationship with.

6 8

Comments: see attachment

Action Plan(s)

	What!	Who!	When! (to complete)

2.0 Product Quality

LEAD: Harold Lassers

Scale: 1=Poor... 10=Excellent

BEST OTHER

LUCENT VENDOR

New features and functions when required

Reliability of Hardware

Reliability of Software

Ease of operations and maintenance

Voice quality

Minimising dropped calls

Minimising network congestion

OVERALL, how would you rate the product quality provided

5.8

7

Comments: see attachment

Action Plan(s)

	What!	Who!	When! (to complete)

Scale: 1=Poor...10=Excellent

3.0 Engineering

LEAD: Harold Lassers/Pang Euu Nguang

BEST OTHER

LUCENT VENDOR

Responding to questions and requests

Knowledge and expertise of engineering personnel

Providing accurate site specific documentation, e.g. Site Binder

Providing accurate and timely network engineering documentation

Providing accurate and timely RF engineering documentation

OVERALL, how would you rate the delivery services provided

4.5

7

Comments: see attachment

Action Plan(s)

	What!	Who!	When! (to complete)

4.0 Delivery

LEAD: Ian Harris

Scale: 1=Poor...10=Excellent

BEST OTHER

LUCENT VENDOR

Ability to meet your requested date on hardware orders
Ability to meet your requested date on software orders
Providing required information on shipping documents
Actually deliver what you ordered

OVERALL, how would you rate the delivery services provided

5	6.5
---	-----

Comments: see attachment

Action Plan(s)

	What!	Who!	When! (to complete)

5.0 Installation & Commissioning

LEAD: Pang Euu Nguang

Scale: 1=Poor... 10=Excellent

- Quality of installation workmanship
- Installing equipment on schedule
- Informing you on the progress of the installation
- Being flexible in meeting changes to your requirements
- Maintaining a clean and safe work environment

BEST OTHER
LUCENT VENDOR

OVERALL, how would you rate the installation services provided

6	6.5
---	-----

Comments: see attachment

Action Plan(s)

	What!	Who!	When! (to complete)
1. Be more flexible on the installation schedule.			

Scale: 1=Poor... 10=Excellent

6.0 Network Optimisation and Acceptance

LEAD: Harold Lassers/Cari Shyiak

BEST OTHER

LUCENT

VENDOR

Optimising network on schedule

Quality of network optimisation

Providing timely and accurate acceptance documentation

Completeness of the acceptance test procedures

OVERALL, how would you rate the services provided

5

6

Comments: see attachment

Action Plan(s)

	What!	Who!	When! (to complete)
1. Improve knowledge on parameters.			

Scale: 1=Poor...10=Excellent

7.0 User documentation

LEAD: Martin van de Geer

BEST OTHER

LUCENT VENDOR

Ease of use

Provided when needed

Technically accurate

Possessing the appropriate level of technical detail

OVERALL, how would you rate the user documentation provided

5	7
---	---

Comments: see attachment

Action Plan(s)

	What!	Who!	When! (to complete)
1. Provide user documentation on CD-ROM.			1/5/97

8.0 Training

LEAD: Ian Harris

Scale: 1=Poor...10=Excellent

BEST OTHER

LUCENT

VENDOR

Available when and where needed

Technically accurate course materials

Instructors are knowledgeable about equipment, services and software

Relevant to your job

OVERALL, how would you rate the customer training

5 5

7 5

Comments: see attachment

Action Plan(s)

	What!	Who!	When! (to complete)
1. Incorporate more practical parts in the training.			

Scale: 1=Poor...10=Excellent

BEST OTHER

LUCENT VENDOR

9.0 Technical Support

LEAD: Jesse Liu

Having readily access to the technical support team
Timely response from a technical support engineer
Timely resolution of problems
Knowledge and expertise of technical support engineers
Providing effective emergency restoration

OVERALL, how would you rate the technical support

5	6.5
---	-----

Comments: see attachment

Action Plan(s)

	What!	Who!	When! (to complete)
1. Faster reponse to CAROD needed. Currently ?? day, goal ?? days			

Scale: 1=Poor... 10=Excellent

10.0 Repair

LEAD: Ian Harris/Jesse Liu/Mohni Hussain

BEST OTHER

LUCENT

VENDOR

Identifying and isolating the cause of the problem
Repairing equipment correctly the first time
Providing software fixes correctly the first time
Repairing and returning products within a satisfactory time frame
Keeping you informed on problem status

OVERALL, how would you rate the repair services provided

5	7
---	---

Comments: see attachment

Action Plan(s)

	What!	Who!	When! (to complete)

11.0 Project Management

LEAD: Ian Harris

Scale: 1=Poor... 10=Excellent

Accessibility of project /regional manager
Understanding and being responsive to customer requirements
Developing and adhering to project plan
Providing timely and accurate status report
Serving as customers advocate

BEST OTHER

LUCENT

VENDOR

OVERALL, how would you rate the project management provided

7

6.5

Comments: see attachment

Action Plan(s)

	What!	Who!	When! (to complete)
1. Discuss layout of monthly project report with Celcom.		Ian Harris	11/1/97

Scale: 1=Poor...10=Excellent

12.0 Sales/Account Management

LEAD: Toh Wei Ming

BEST OTHER

LUCENT VENDOR

Timely responsive to questions and requests
 Knowledgeable about your business
 Being available
 Account Team professionalism
 Being knowledgeable about Lucent Technologies NS's products and services

OVERALL, how would you rate sales/account management provided

6.3	7.5
-----	-----

Comments: see attachments

Action Plan(s)

	What!	Who!	When! (to complete)

Scale: 1=Poor...10=Excellent

13.0 Ordering

LEAD: Toh Wei Ming/Ian Harris

BEST OTHER

LUCENT VENDOR

Ease of placing and changing orders
Informing you of the status of your orders
Providing clear and understandable pricing information

OVERALL, how would you rate the ordering process provided

6 6

Comments: see attachment

Action Plan(s)

	What!	Who!	When! (to complete)

Scale: 1=Poor... 10=Excellent

14.0 Billing**LEAD: Kuah Kim Peng/Ian Harris**

BEST OTHER

LUCENT VENDOR

Accurate billing

Timely billing

Providing billing information that is detailed enough

Error investigation and correction

OVERALL, how would you rate the billing services provided

7	7
---	---

Comments: see attachments

Action Plan(s)

	What!	Who!	When! (to complete)
<p>All billing invoices to be given to Celcom (for equipment as well as for services) are being sent to the Contract Manager for review first before giving to the Customer to ensure correctness and accuracy.</p> <p>As for future billing, on equipment, all shipping invoices should be attached with the commercial invoice to avoid wrong shipment and mismatched value.</p> <p>The billing line item should be as per the contract as close as possible so that the customer could check the pricing if they want to. (Kim will work with the customer what they want and then with country desk)</p>			

15.0 Overall Quality

How would you rate the overall quality for

Comments: see attachment

Scale: 1=Poor... 10=Excellent

BEST OTHER

LUCENT

VENDOR

5.5

7

16.0 Overall Price

Hardware

Software

Services

User Documentation

Training

Repair

OVERALL, how would you rate the price competitiveness

Comments: see attachment

BEST OTHER

LUCENT

VENDOR

5

5.5

17.0 Importance Weightings

Quality

Price

Comments: see attachment

LUCENT

50%

50%

Scale: 1=Poor... 10=Excellent

ACTION PLAN RECORD
CELCOM - GSM

ANNEX 6

18.0 Likelihood of Selecting Again

Comments: see attachment

BEST OTHER	
LUCENT	VENDOR
5	