



**QuEST Forum Newsletter
May 2009**

**Continued Enhancements of QuEST Forum Performance Data Reports
Executive Board Project #5 – Performance Data Reports**

As many of you know, in our annual QuEST Forum Member Value Survey, TL 9000 is always ranked as our most valuable asset. Specifically, our members cite the benchmarking capabilities provided by the PDR's as being of very high value. At the same time, our members recognized shortcomings in the PDR's. The board wanted to address the issues raised and to focus on major improvements in the PDR's. So a major board initiative was established in the strategic planning meeting for 2008 and Executive Board Major Project #5 was established. Through this newsletter, QuEST Forum and the TL 9000 community have been kept up-to-date on the many improvements that have been made to the TL 9000 Performance Data Reports (PDRs). The PDRs continue to be rated very highly in importance to Forum members in surveys. That should not be a surprise, as it is through this information that companies assess their position with respect to their competition, and establish targets for continual improvement.

Some of the key accomplishments in improving the value of PDRs to QuEST Forum members include:

Improved Data Completeness and Stability – After extensive independent analysis conducted by UTD on ten “representative” product categories, Executive Board Project # 5 identified a recurring situation where PDR data was incorrectly being labeled as “uncertified” due to delays in information flowing to QuEST Forum from registrars after re-certifications. This situation caused large fluctuations (sometimes an order of magnitude) in industry statistics due to registrations data becoming “uncertified” and removed from the statistics. Going forward, this problem has been corrected by increasing the time window for recertification information to the QuEST Forum to six months. In addition, through tools developed by UTD, situations where data was incorrectly labeled as uncertified were corrected for the years 2007 and 2008.

Improved Guidance on How to Use PDRs – Documented a “White Paper” entitled [“How to Use QuEST Forum TL 9000 Performance Data Reports \(PDRs\)”](#) along with an associated workshop. The white paper and workshops (given at recent and future Best Practices Conferences) provide QuEST Forum members with information on:

- An overview of the PDR industry statistics (Best-In-Class, Worst-In-Class, Industry Average, Monthly Average);
- How to extract and plot industry statistics and utilization of this data to assess a company's position with respect to the competition;
- How to establish TL 9000 measurement targets;

- Understanding common data anomalies and how to address them (e.g. BIC is “perfect”).

Increasing the Number of Product Categories Available With Industry Statistics – The more product categories that have the full suite of industry statistics, the more valuable the data is to members. This initiative developed a process where product categories with less than the 5 registrations are identified and prioritized based on relevance to the industry. The PDR Sub-team then researches potential companies that could be certified in a particular product category, but are not. These categories and candidates are then shared with Executive Board Project #3 – Membership and TL 9000 Registration, where they are added to the list of companies to recruit. If successful, new categories will be able to provide industry statistics, and some important existing categories will have a richer base of companies.

Improved Data Submission Error Checking – QuEST Forum developed “Advisor” software to provide enhanced data submission error checking, which will result in improved PDR data. A [recent alert](#) has been sent out announcing a trial for “advisor” software on the Edge Router category (1.2.9.2). The purpose of this software is to provide users “advisories” on potential data entry problems that should be investigated. There are plans to roll-out advisor software to other categories depending on the outputs of the trial.

Project #5 Executive Board Lead:

[Ken Koffman](#), BigBand Networks, ken.koffman@bigbandnet.com

IGQ Co-Chair/PDR Evaluation Subteam Lead

[John Wronka](#), Alcatel-Lucent, jwronka@alcatel-lucent.com

2009 QuEST Forum EMEA Best Practices Conference

The [EMEA Best Practices Conference](#) will be held in Paris, France 22-25 June 2009 and will focus on “**TL 9000 as a Business Excellence Journey in Times of Economic Challenge**”.

[Register Now](#)

The agenda includes Keynotes from respected industry experts and the presentation of Best Practices selected through a peer review process. Workshops are also integrated throughout both days of the conference. [View the Preliminary Agenda.](#)

EMEA Executive Visit

A QuEST Forum executive delegation composed of, Don Pickens, QuEST Forum, Kevin Calhoun, Corning Cable Systems, Ken Koffman, BigBand Networks, Ashok Dandekar, Fujitsu, Richard Morrow, University of Texas at Dallas, Johannes Schuck, Alcatel-Lucent and Steve Dickens, BT recently traveled to the EMEA region. The delegation met with the following companies: Vodafone, Wind, Telefonica and France Telecom/Orange.

The purpose of the trip was to engage EMEA organizations, both members and non-members, at an Executive level and convey the value of QuEST Forum membership as well as learn the needs and priorities of the telecommunications industry within the EMEA region. The delegation and their message were very well received. Several of the companies expressed interest in both membership and participating in the Benchmarking Study championed by Executive Board Project #6 – Network Reliability.

QuEST Forum thanks the EMEA Leadership for their assistance in scheduling the meetings and the delegation for donating their time to further the goals of QuEST Forum. The trip was very successful and QuEST Forum looks forward to the continued dialogue with the companies in the EMEA region.

2009 Member Value Survey

As a valued member, your feedback is very important. In the first week of June, we will be launching our annual Member Value Survey. The goal of the survey is to collect feedback from QuEST Forum members on how best to increase the value of membership. The survey will focus on key programs, initiatives, and resources such as TL 9000, best practices, performance data reports, Work Groups, and Regional activities.

Your feedback will be put to good use! As with previous surveys, a strong team has been assembled to review the feedback. Furthermore, one of our members, Walker Information – a professional research and consulting firm – is conducting the study as a contribution in support of QuEST Forum. QuEST Forum is committed to acting on the feedback we receive from our members. We will use this valuable information as key input for our Executive Board Strategic Planning meeting scheduled for September, 2009.

The survey length varies depending on your level of involvement but should not exceed 15 minutes of your time. Whether you have barely made use of your membership or you have been highly involved in QuEST Forum, we are interested in your input. Please take the time to let us know what you think.

TL 9000 Requirements Handbook Release 4.0 On Sale for only US\$25

The TL 9000 Requirements Handbook Release 4.0 is being offered to [Members and Non-members for the price of US\\$25](#). While the TL 9000 Release 5.0 Requirements Handbooks are scheduled to be available in June, the 4.0 TL 9000 Requirements Handbooks will be applicable throughout the [transition period](#) ending 14 November 2010. The 4.0 Requirement Handbooks are offered at this price until quantities are exhausted and can be purchased over the [TL 9000 web site](#). Please note that quantities are limited.

Carlos Solari, VP, Quality Assurance, Security and Reliability, Alcatel-Lucent, elected to the QuEST Forum Executive Board

Congratulations to [Carlos Solari](#), Alcatel-Lucent on his recent election to a Supplier Director position on the QuEST Forum Executive Board.

Executive Board Project Updates

Executive Board Project #1 – Operational Efficiencies

The team continues to make progress in the implementation of the ASABA Group recommendations on improving QuEST Forum operational efficiencies.

The team has been working to finalize the new 2009 Balanced Scorecard (BSC) to better represent the progress and status of key Workgroup, Region and Executive Board Major Project deliverables. In addition, member participation metrics, as well as more detailed metrics on QuEST Forum staff and UTD performance are being incorporated into the BSC.

The enterprise wide project management system is deployed and gaining adoption for tracking board initiatives and working committee activities. Enhancements have been made to better support the new balanced scorecard.

Development and deployment of a new Customer Relationship Management (CRM) system is under way and due to be completed this summer. The team has also been involved with engaging the work groups in using the Meeting Tracker function on the web portal to accurately measure our member involvement with QuEST Forum activities.

Work is also ongoing to ensure alignment with the Global Work Group's expanded role coordinating with Executive Board Major Project #7 - Engaging the Regions.

Project #1 Lead:
Don Pickens, COO, QuEST Forum, dpickens@questforum.org

Executive Board Project #3 – Membership and TL 9000 Registrations

QuEST Forum Membership Snapshot

	Gain	Loss	Net
2008 Year End			143
2009 January	0	-8	135
2009 February	0	-2	133
2009 March	3*	0	136
2009 April	0	0	136

* New members added in 2009 : MasTec, Intraline & 3K Technologies

Membership Green Goal = 156 total members

Membership Blue Goal = 166 total members

Note: The 2009 Membership Goals are net goals.

Many thanks to the Board members for their diligent efforts in retaining members.

Retained Members

Assigned to:	Member	Member Type	Region
Bryan Glutting	Prysmian - <i>Renewed</i>	Supplier	Americas
Tim Harden	Sonus Networks - <i>Renewed</i>	Supplier	Americas
JoAnn Brumit	Telamon - <i>Renewed</i>	Supplier	Americas
JoAnn Brumit, Trevor Putrah, Tim Harden	Telect - <i>Renewed</i>	Supplier	Americas

Twenty-two companies remain on the "At-Risk" list. (The "At-Risk" list is comprised of members who have not yet paid their 2009 dues.) The Board's involvement in contacting members deemed "At Risk" continues. Five of the "At Risk" companies have responded favorably to the dialogue initiated by a Board Member. For the remainder of 2009, the Executive Board #3 team will shift their focus from member retention to the recruitment of new members.

Project #3 Executive Board Leads:
Trevor Putrah, KGP Telecommunications, taputrah@kgptel.com
Dave Stahl, Tellabs, david.stahl@tellabs.com
JoAnn Brumit, KARLEE, jabrumit@karlee.com

Member Participation

The member participation team continues to dive deeper into the data around the participation of QuEST Forum member companies. Participation goals have been set at a green goal of a 10% increase in the number of companies participating in Forum activities. The blue goal is to achieve a 15% increase in number of companies participating and a 10% increase in number of companies scoring more than 11% on the 'Participation Matrix'.

There is an update to the member participation spreadsheet for the first quarter of 2009. Additional information will be provided to the Regional Hubs as we further mechanize this process. At a high level, the trends are on par with 2008. Most companies in the Americas region appear to be participating to some degree; however, the majority of companies in APAC and EMEA regions are not participating. Our strategy is to work closely with the regional hubs as well as the Global Work Group to engage non-participants. The end result will be more participation and consequently a better experience for those Forum members. We will scrub the data after the Forum meetings in Dallas and start the engagement initiatives in earnest.

Executive Board Lead:

Ed Rohlfs, ADTRAN, ed.rohlf@adtran.com

Executive Board Project #5 – Performance Data Reports

See the lead article for the update on Executive Board Project #5.

Executive Board Project #6 – Network Reliability

The intention of this initiative is to develop a set of service provider metrics to enhance the TL 9000 Quality Management System (QMS). These enhancements will measure quality and services as managed by Network Operations Centers (NOCs) and/or Network Reliability Centers (NRCs).

This project is broken into the following phases:

Phase 1 – Develop a White Paper or Executive Briefing. This document will be used to engage senior level leaders in a service provider's operations unit.

Update: This phase is complete as both the Executive Briefing and the White Paper were finalized.

Phase 2 – Identify at least 5-15 companies to participate and begin the NRC benchmark study.

Update: The list of service providers is being actively engaged and the following 8 organizations have agreed to participate:

- AT&T
- Bharti Airtel
- Qwest Communication
- Reliance
- Tata Group
- Telecommunication Services
- TELUS Communications
- Verizon Communications Inc.

After a successful Executive Visit in the EMEA region, we may have additional service providers interested in participating in the study. The working committee held a call with the Benchmarking team members of NA SNO (Service and Network Operations) and there is interest in participating in the study as well and have asked to participate in the SME calls.

The first SME call was held on May 27 at 9 AM Central. Prior to the SMEs attending the call, they completed a ranking matrix of metrics they use in their organizations. The SMEs will attend weekly calls to first review the results of the matrix and start working on metrics definitions.

Phase 3 – Publish study results. Incorporate into the Measurements and Requirements TL handbooks.

Update: Not yet started.

Phase 4 – Add more Network Centers for benchmarking. Begin studies. Have core team make suggested additions to TL 9000 Measurements and Requirements Handbooks.

Update: Not yet started.

Phase 5 – Find and/or develop centers of excellence in network operations. Once these centers of excellence are identified, develop training on managing world class network centers. This should be a value added service and revenue source for QuEST Forum.

Update: Not yet started.

Project #6 Executive Board Leads:

Fraser Pajak, TELUS Communications (Lead), fraser.pajak@telus.com

Amador Lucero, Qwest, amador.lucero@qwest.com

Tim Harden, AT&T, th8261@att.com

Dave Sanicola, The Desara Group, Dave.Sanicola@DesaraGroup.com

Executive Board Project #7 – Engaging the Regions

Executive Board Project #7 is closely aligned with the Global Work Group and is working to actively engage the regions in developing short term and long term plans to address regional needs. The initial activities have been focused in EMEA, the Greater China Hub (APAC) and the Indian Hub (APAC). EMEA has new leadership and is rebuilding the team. The Greater China Hub and the Indian Hub are in the beginning stages of preparing their first APAC Best Practice Conference (BPC) which will be crucial events in the growth of these regions. The Americas region is leveraging the successful Annual BPC processes as it plans its conference in September.

Another key Green Goal aligns closely with Executive Board Project #3 team's mission to increase membership, TL registrations, and participation in QuEST Forum as a whole. Executive Board Project #7 will be working closely with the regions to achieve those goals.

Besides the Best Practices Conferences, another critical deliverable is the high level executive visits to Europe and China by key leaders of QuEST Forum. In EMEA, we held very productive meetings with senior leaders from Vodafone, France Telecom, Telefonica and Wind on 27 – 30 April. All companies expressed interest in attending the EMEA Executive Board Dinner and participating in the EB#6 Benchmarking Study. We feel this will have a positive impact on membership and participation in the EMEA region.

Another executive visit is scheduled for 11 – 19 July to Beijing and Shanghai, China with the key mission to further engage China Mobile, China Telecom and China Unicom in QuEST Forum. Also on the tentative itinerary are visits to key government agencies and other suppliers crucial to the success of QuEST Forum's mission in APAC.

Project #7 Executive Board Lead:

Kevin Calhoun, Corning Cable Systems, kevin.calhoun@corning.com

Supported by:

Shunichi Fujii, Fujitsu, fujii.shunichi@jp.fujitsu.com

S. Seenivasagan, Reliance Communications Ltd., seenivasagan.s@relianceada.com

Zhang Wei Hua, China Telecom (Shanghai), zwh@shtel.com.cn
Xu Feng, ZTE, xu.feng@zte.com.cn
Satyendra Kumar, Infosys Technologies, Ltd., satyendra_kumar@infosys.com
Steve Dickens, BT, steve.c.dickens@bt.com

2009 QuEST Forum Americas Best Practices Conference

The [Americas Best Practices Conference](#) will be held in **Orlando, Florida 21 - 25 September 2009** and will revolve around the theme “**Achieving Next Generation Business Excellence**”.

Registration is scheduled to open 21 July.

2009 QuEST Forum APAC Best Practices Conference

Make plans to participate in the APAC Best Practices Conference. The conference will be held in **Shanghai, China, 19 – 22 October 2009** at the Renaissance Shanghai Pudong and will focus on the theme of “**Doing Business in the North American Markets - Using TL 9000**”.

APAC Executive Visit

The APAC Executive Visit is scheduled for 11 – 19 July. The delegation will be led by Tim Harden, AT&T, and Don Pickens, QuEST Forum COO. Other delegates include Ken Koffman, BigBand Networks, Ashok Dandekar, Fujitsu, Richard Morrow and Doug Harris, UTD, and Ron Ostrowski, Cisco. Additional board members may also join this group. The delegation will visit both Beijing and Shanghai and meet with China Telecom, China Unicom, and China Mobile. The group also hopes to meet with various Government Regulatory Groups.

Forum-wide participation on visits such as these is vital to their success. Please contact Don Pickens at dpickens@questforum.org if you are interested in participating.

May Work Group Meetings

The initial survey results show that overall the May Work Group meetings were a success and that much was accomplished. The May Work Group meetings were sponsored in part by Sector Supply and QuEST Forum thanks them for their continued support. Thanks also to the many dedicated volunteers for their efforts on behalf of QuEST Forum. Your time and expertise is greatly appreciated.

New Sponsorship Opportunity Now Available

QuEST Forum is pleased to announce the availability of a new sponsorship opportunity, known as the Item sponsorship, for the 2009 Best Practices Conferences. An Item sponsorship is the sponsoring of a specific item, such as the Networking Dinner, internet access or lanyards, for a Best Practices Conference.

For the upcoming [EMEA Best Practices Conference](#), the opportunity to sponsor the Networking Dinner in-part is available for US\$1,500. The Networking Dinner is a well attended event where conference attendees interact and collaborate in a social setting. As an in-part sponsor of the Networking Dinner, your contribution will be prominently acknowledged at the event.

To sponsor the EMEA Best Practices Conference Networking Dinner or for additional information, please contact Rebecca McVeigh at rmcveigh@questforum.org or +1 972-423-0268. Please note: An exclusive sponsorship of the Networking Dinner is also available.

Information on additional Item sponsorship opportunities will follow throughout the year.

New TL 9000 Registrations

Congratulations to the newest TL 9000 registrants: **InterBay Technologies, SeaChange International, Shenzhen Century Epitech, and e-Formula Technologies.**

Congratulations to the organizations that have added new locations: **Bharti Airtel, Huawei and Nexcon Technology**

QuEST Forum's Rebecca McVeigh, Director, Meetings and Events

[Rebecca McVeigh](#) is the Director of Meetings and Events for QuEST Forum. Rebecca is responsible for the coordination and logistics of all QuEST Forum events and is the QuEST Forum Management Team liaison for the TBE Work Group. With over twenty years in the meeting planning industry, Rebecca has organized meetings around the world with over 1,000 attendees. Known for her attention to detail and her desire to continually improve the meeting experience for attendees, Rebecca is a vital part of QuEST Forum's highly acclaimed Best Practices Conferences as well as the Work Group meetings.

Rebecca's childhood was filled with travel and by the time she was 16, she had already been to Europe 4 times. These experiences fueled her desire to pursue a career that involved international travel. Germany is Rebecca's favorite destination; the homeland of her father, Rebecca still has many relatives living there. She counts Abu Dhabi, UAE, Sun City, South Africa and Amazon, Brazil among the most interesting places she has visited.

Rebecca's many hobbies have also taken her to some interesting places. As an extra on the final episode of Walker, Texas Ranger, Rebecca played a member of a drug-running biker gang known as the Raptors. However, the smile and vibrant personality that lights up the QuEST Forum office, did not serve her well as a biker gang member. Twice during filming, the Director instructed Rebecca to "Stop smiling! You look too nice."

Rebecca and her husband, Mel have four grown sons and three grandchildren. They are enjoying the relative peace of having an empty nest and the time that it frees up for fishing.

Suggestions or Comments on the QuEST Forum Newsletter?

Please email information@questforum.org. We look forward to hearing from you.