



FEB 2012

INSIGHTS & INTENTS

Raising Standards. Bridging Technologies. Building Value.



QuEST FORUM

Formed in 1998, QuEST Forum is a unique collaboration of information and communication technologies (ICT) service providers and suppliers across the world dedicated to improving operational and supply chain quality and performance. QuEST Forum unifies the global industry through the implementation of TL 9000, an industry-specific quality management system that is built on and enhances ISO 9001. The strength of QuEST Forum comes from its members who operate in a cooperative environment to develop innovative and practical solutions to business problems.

VISION Be the global force for improving quality of products and services delivered to customers of information and communication technologies (ICT).

MISSION Drive the adoption of TL 9000 through global collaboration, evolving the Requirements, Measurements, and 3rd party registration process while sharing Best Practices.

TL 9000

QuEST Forum's creation and continuing improvement of the TL 9000 quality management system provides an industry specific platform of guidelines and processes that improve supply chain management effectiveness and efficiency. Building on ISO 9001, TL 9000 provides the ICT industry with a consistent set of quality expectations that parallel rapid technology changes and customer expectations, resulting in a unique and robust quality management system that drives continual improvement and business excellence. Studies have shown that companies employing the TL 9000 quality management system are able to improve efficiency and on-time delivery, implement process improvements, and reduce defects. TL 9000 is truly unique in that it requires all certified companies to provide auditable data into a central data base repository. This data allows QuEST Forum to provide benchmarkable information which enables companies to continually strive to be best-in-class.

Insights & Intents

The 2012 edition of Insights & Intents provides a concise and meaningful look into the current operations, leadership and organizational outlook of QuEST Forum as well as profiling its future initiatives. If you have any questions about QuEST Forum or its activities, please contact us at +1 972.423.7360. We look forward to hearing from you.

Acknowledgements

QuEST Forum would like to thank our many volunteers and leaders. Their knowledge and tireless advocacy propelled QuEST Forum to success in 2011. Many opportunities and challenges await QuEST Forum in 2012 and we are confident that with the assistance of our dedicated volunteers it will be another year of progress and achievement.



MESSAGE FROM THE CHAIRS

In a year of continued economic uncertainty, our industry also faced technical convergence and change at a pace never experienced before. However, challenges also create opportunities and for QuEST Forum, 2011 was the perfect time to provide continued leadership in the global drive for quality.

QuEST Forum continued to build the R5 Measurements Handbook, which is slated for publication in 2012. Critical to this handbook release are the inclusion of measurements for Next Generation Networks, which will ensure the TL 9000 standard stays relevant to the emerging IP-based technologies of our industry. The Network Reliability and Service Strategic Initiative brought together service providers/network operators from around the world to collaborate and develop network performance and reliability benchmark measures. Additionally, the Performance Data Reports Strategic Initiative continues to improve our most valuable data assets, and we are particularly proud of two additional industry white papers published this year. These studies demonstrate, with quantifiable data, how industry quality is improving for companies that are TL 9000 registered. QuEST Forum ended the year financially strong, with an expanding, vibrant membership base of 176 global companies. Our 2011 efforts were also strengthened with the delivery of three highly rated regional Best Practices Conferences in North America, Europe and Asia.

We sincerely thank the leaders and volunteers who dedicate their time, expertise, and leadership to further QuEST Forum's mission. Our success is directly attributable to you.

In 2012, QuEST Forum is focusing on enhancing the benchmarking of service providers/network operators for performance and reliability measurements, as well as expanding the involvement of our regions and hubs across the world. We will continue our emphasis on gaining participation from network operators in the EMEA Region. In the Asia-Pacific Region, membership and TL 9000 registrations are strong, and QuEST Forum has expanded its staff with the positioning of our first international staff member in India. In China, efforts are underway to have TL 9000 recognized as a national standard.

Backed by a supportive and engaged Executive Board, knowledgeable and hard working volunteers and a professional staff, QuEST Forum is poised for another year of progress. We thank you for your continued support and look forward to working with you in 2012 as QuEST Forum pursues quality and performance in the global information and communication technologies industry.

Trevor Putrah

President and COO
KGP Logistics
2012 Chair

Tim Harden

President, AT&T Supply Chain and Fleet Operations
AT&T
2012 Vice Chair/Chair Emeritus

2012 STRATEGIC INITIATIVES

QuEST Forum's Strategic Initiatives utilize the skills and resources of the Executive Board to drive major projects that address the organization's strategic goals.

Marketing Outreach

Will continue in 2012.

Focused on expanding the knowledge of QuEST Forum and TL 9000 value beyond the traditional core audience and venues through various marketing efforts. In 2011 this initiative's accomplishments include:

- Defined a specific value proposition, identified key companies, trade shows and industry associations and developed marketing plans and customized presentations for each targeted segment.

- Developed placards promoting membership and TL 9000 certification to increase awareness of the QuEST Forum brand.

- Established and strengthened relationships with other trade associations such as ATIS, ETIS, TIA, TM Forum and CNCA, a Chinese governmental regulatory agency.

- Created new executive papers articulating the changing ICT industry and the role of QuEST Forum and TL 9000 registration in supporting continuous end-to-end quality in these challenging times.

In 2012, the initiative will continue to expand and augment its existing activities by focusing internationally, championing involvement and value delivery for new ICT industry market participants, engaging with government/regulatory agencies to realize the value of TL 9000 and performing an assessment of the overall branding and marketing material relative to targeted markets.

Performance Data Reports

Will continue in 2012.

The Performance Data Reports (PDRs) Strategic Initiative is tasked with improving the relevance, usefulness and accuracy of the PDRs. The overall satisfaction with PDRs continued to improve in 2011 with a 70% top box score which is 21 points higher than 2008. The 2011 accomplishments of this Strategic Initiative include:

- Published a third Industry Report which focused on Return Rates for the Wireless Product Family and showed a 45% improvement in the ERI monthly average over a two year period.

- Published a fourth Industry Report which detailed the five year trends for Edge Routers by studying Number of Problem Reports, Fix Response Time and Software Fix Quality.

- Provided summaries of all PDR Industry Reports for web publication.

- Presented the PDR papers at the TIA conference.

- Reviewed and updated Advisor reports to help improve the accuracy of data submitted to QuEST Forum.

- Tried and finalized the Product Category Verification Process to ensure products were in the correct category.

- Updated Product Category Selection Guidelines to include the new verification process.

- Successfully transitioned the TL 9000 Measurement Trend Visualization tool to UTD.

- Added the average number of normalization units to the annual PDR reports to help

users understand the volume of data reported and estimate the percentage of the market addressed.

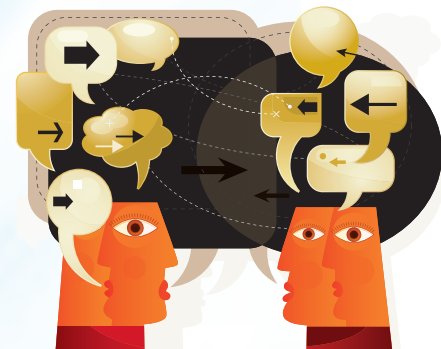
- Conducted PDR workshops at regional conferences.

- Completed a PDR Webinar.

- Re-evaluated and prioritized "missing data" Product Categories and identified companies as possible targets to assist in expanding PDR coverage.

- Continued to pilot the Product Category Verification Process on Edge Routers, Operations Centers and Provisioning, resulting in PDR data improvements.

In 2012, the Performance Data Reports Strategic Initiative will continue publishing TL 9000 Industry Reports based on the PDRs, updating the PDR white papers in support of PDR usage and presenting workshops at regional conferences. The Strategic Initiative will also set up a structure for regional information sessions to support questions on TL 9000 measurements and PDRs, explore aggregation of TL 9000 measures across similar product categories and investigate new options and appropriate safeguards for flagging and isolating data integrity issues.





Network and Service Reliability

Will continue in 2012.

Charged with engaging service providers and now suppliers globally to focus on operational improvements and network efficiencies that will enhance the quality of service delivery and experience for its customers, the 2011 accomplishments of this initiative include:

Provided monthly benchmarking reports on operations quality to all participating members. These reports were used to focus efforts and improve services.

Continued to engage organizations to participate in the study with additional participants pending.

Expanded the study to 12 measures with two measures under review with the IGQ Work Group for inclusion in the TL 9000 Measurements Handbook.

Shared the results! Presentations at each regional Best Practice Conference in 2011 included an overview of the study and its results as well as best practices and the benefits of participating in the study.

In 2012, the focus of this initiative will expand the areas of study to include Wireless and Managed Services such as outsourced Network Operations and NOC/NRC functions. These new study areas will leverage the current and 2012 planned measures and expand the measurement sets where appropriate.

Measurements for Next Generation Networks

Will continue in 2012.

Focused on enhancing TL 9000 measurements to effectively address converged, next generation, IP-based communication networks. Accomplishments in 2011 include:

Achieved global participation with over 20 QuEST Forum member companies participating.

Developed six potential Handbook Measurements for Fulfillment, Software Services and Laboratory Pre Deployment which included benchmark studies with 15 member organizations.

Developed a Security Measurements Guidance document consisting of two measurements developed by the team and 30 measurements recommended by Security Standards Organizations.

Developed six new Performance measurements for the Supplemental Measurement Library.

Worked closely with the India Hub on Next Generation Software measurements.

Collaborated with external standards organizations on Sustainability and Reliability.

In 2012, the team will begin the second phase of this initiative. This will include measurement development based on contributions from the Network and Service Reliability team in the area of Performance and a strong focus on Wireless measurements.

Market Segmentation

Will continue in 2012.

Launched in 2011, this initiative focused on identifying actionable recommendations to improve value to new, potential, and existing members in the various industry ICT segment areas. The 2011 highlights include:

Conducted one-on-one dialogues with senior executives of current, previous, and prospective QuEST Forum member companies to understand current and upcoming quality and ICT industry challenges.

Established global market segment leaders to support the specific quality needs of ICT in industries such as cable and utilities.

Collected data via customized questions from new, potential and former members.

Mapped overall recommendations as well as common and segment specific strengths and gaps into current and/or new strategic initiatives.

In 2012, the initiative will continue to find opportunities to drive member participation, maximize value to the growing QuEST Forum membership base in existing and new market segments, as well as establish further synergies with expanding TL 9000 registrants.

Engaging the Regions

Will move to a subteam of the GBE Work Group in 2012.

Created to engage QuEST Forum's global members and leverage their core competencies, this initiative's accomplishments in 2011 include:

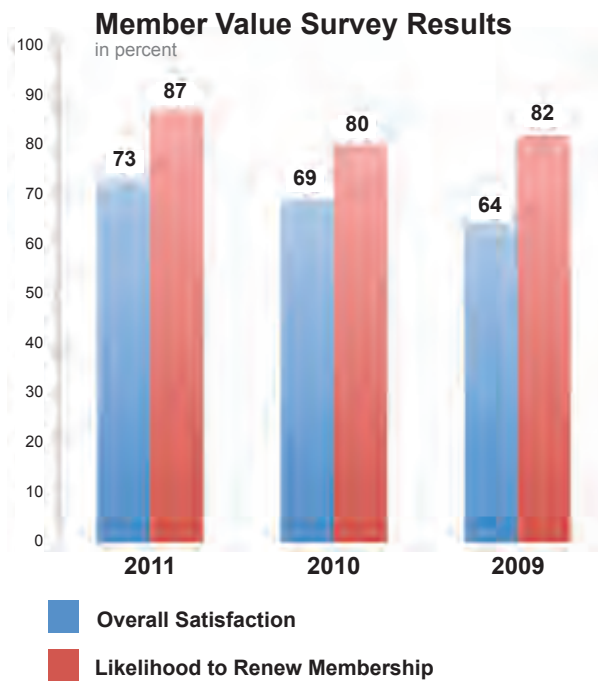
Met monthly with the regions.

Increased the hubs' engagement and participation.

In 2012, the subteam will continue its efforts to increase the involvement of the global community.

2011 OPERATIONS REPORT

Despite ongoing economic pressures across the world, 2011 was another excellent year for QuEST Forum. Thanks to the hard work and tireless efforts of our member volunteers and key leaders, QuEST Forum continued to grow and gain momentum. Our Member Value survey returned all time high scores for both Member Satisfaction and Likelihood to Renew Membership with respective scores of 73% and 87%. On the TL 9000 survey, TL 9000 Overall Satisfaction scored 76% and Value of TL 9000 to Your Company scored 77%. Both surveys were a major factor in shaping the Strategic Initiatives, which continue to pay dividends, as well as defining the strategies for 2012. The formation of the Governance and Financial Committees strengthened our internal operations and provided guidance to our member participants on anti-trust and other non-disclosure areas. Our membership also overwhelmingly approved necessary Bylaws updates, which enabled QuEST Forum to better meet our members' changing needs.



Improved Member Satisfaction in 2011

- Strengthened outreach to our Small Business segment with special gatherings at our three Best Practices Conferences, implementation of monthly meetings and strategic alliances with other worldwide organizations.
- Continued to form strategic alliances with complementary organizations within our industry.
- Published Chinese language marketing brochures.
- Improved PDR accuracy as well as presented at three global workshops and provided training sessions at our Best Practice Conferences. QuEST Forum also published the fourth in a series of Industry Reports detailing improvements in Edge Routers over a five year period.
- Undertook six Strategic Initiatives sponsored by Executive Board members that continue to add value to our members.
- Held three regional Best Practices Conferences in Rome, Italy, Seattle, Washington, USA and Beijing, China with an overall average satisfaction score of 4.31 out of a possible 5.
- Improved the C-level networking and recruiting events, which are designed to introduce top executives to the value of QuEST Forum and TL 9000.
- Strengthened the global benchmarking study for Network Reliability Centers with the inclusion of relevant measures developed by major service providers.
- Initiated the process to have TL 9000 recognized as a Chinese National Standard including meeting with the General Secretary of the Standardization Administration of the People's Republic of China (SAC) while in China for the APAC Best Practices Conference.
- Restructured the membership dues to be more attractive to small businesses.
- Expanded the QuEST Forum professional staff with an in-country presence in India.

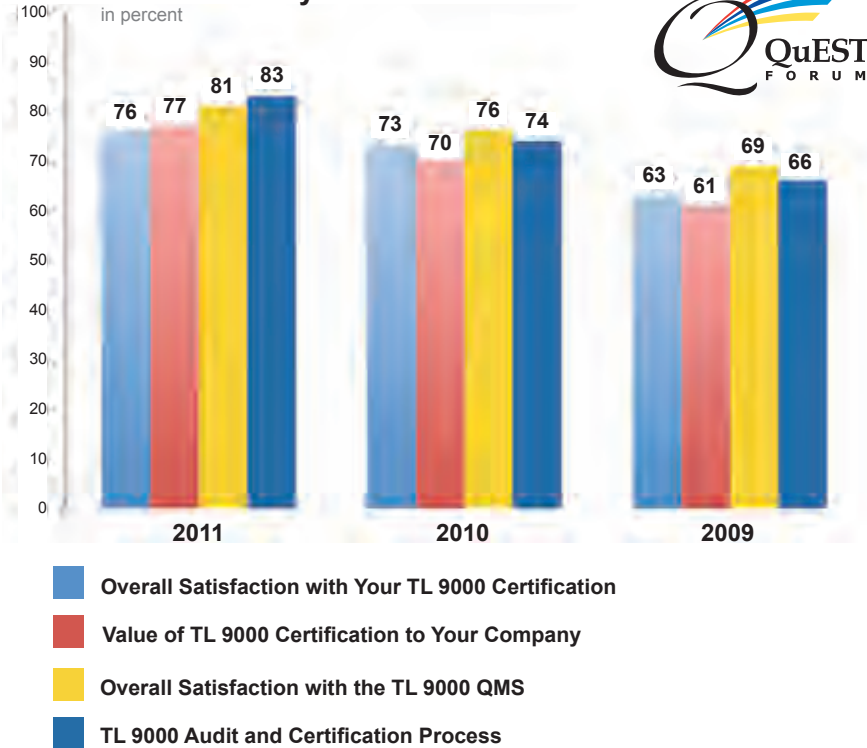
2011 Membership

- QuEST Forum began 2011 with 169 global member companies. Even though mergers and acquisitions continued to impact our industry and in spite of pervasive grim economic realities, the excellent efforts of the Membership and TL 9000 Recruitment and Retention team enabled QuEST Forum to both recruit new strategic members and retain some previously dropped members for a total of 176 members and a net gain of 7 in 2011.
- QuEST Forum continued to promote and strengthen reciprocal, honorary memberships with other leading industry organizations and executed alliance agreements with ATIS, ETIS and TIA.

2011 TL 9000 Certifications

- TL 9000 pyramids were given to 33 first time TL 9000 Registrations.
- The APAC Region again led the growth of TL 9000 certifications.
- Almost 2,000 TL 9000 certified locations now exist worldwide.
- Education on the PDRs and the value of benchmarking continued to strengthen interest in TL 9000.

TL 9000 Survey Results



QuEST Forum and Small Business

QuEST Forum launched the Small Business subgroup in 2011. The purpose of the subgroup is to develop innovative solutions to practical business problems, by utilizing QuEST Forum's member companies' Subject Matter Experts (SMEs) and the TL 9000 Quality Management System.

The Small Business subgroup meets monthly via conference calls to learn from industry veterans who lead successful small businesses, share best practices and investigate ways for small businesses to collaborate together to offer full scale solutions to their customers.

In 2011, the Small Business subgroup reached out to small businesses in the Greater China Hub and a similar effort is underway in 2012 for small businesses in the India Hub.

In order to attract the participation of more small businesses in 2012 and beyond, QuEST Forum reviewed its dues structure in 2011 and reduced the 2012 membership dues for Small Businesses with revenue less than US \$10M.

Whether you are a micro or small (under \$50MM in revenue) business or you utilize small businesses in your supply chain, you are invited to participate in the Small Business subgroup. Visit the QuEST Forum website, www.questforum.org, for additional information and to learn how to sign up for the Small Business subgroup.

2011 Financial Highlights

QuEST Forum's revenues in 2011 exceeded budget projections despite the continuing challenge of sluggish economic conditions.

- QuEST Forum actively worked to both retain and recruit new members by focusing on adding value to both our members and all those who use TL 9000.
- The QuEST Forum Management Team working with the Finance Committee continued to manage expenses efficiently.

- QuEST Forum instituted a minor change in our investment strategy and our investment portfolio is showing some initial signs of improvement.

The Executive Board recognizes that 2012 will also be yet another challenging economic year for QuEST Forum. These realities demand careful planning and budgeting. While expense control will again be a major focus in 2012, the budget will support the operations and strategic initiatives that are vital to QuEST Forum's continued growth. We are confident 2012 will be another outstanding year.



Shown in \$000

	2009 (Actual)	2010 (Actual)	2011 (Actual)	2012 (Budget)
REVENUE	2,268	2,657	2,606	2,593
EXPENSES	2,169	2,284	2,303	2,586
NET	(148)	373	303	7



AMERICAS

The region's charter seeks to advance QuEST Forum's strategic objectives and products in Canada, Mexico, the United States and Latin Americas, continually advocate Work Group benefits to members, champion wider TL 9000 adoption in the supply chain and drive participation through Special Interest Group (SIG) events.

2012 Leadership

John Russell
Ericsson
Co-Chair

Joan Lynn
Axis Teknologies
Co-Chair

Jennifer Simcox
BIZPHYX, Inc.
Americas Secretary

Rodolfo Stecco
QA - Quality Austria
Latin America Secretary

Ed Bryan
ADTRAN, Inc.
Americas Best Practices
Chair

2011 Accomplishments

- Presented the Americas Best Practices Conference in Seattle, Washington in September 2011.
- Made the C- level networking meeting a standing event.
- Added three new subteams.
 - The Peer Subteam developed the peer surveys.
 - The Member Education Subteam presented a member education webinar.
 - The South America Subteam worked to develop a relationship with CANTO in order to communicate the value of QuEST Forum.

2012 Initiatives

- Present the 2012 Best Practices Conference in Chicago, Illinois in September 2012.
- Share the best practices of the C-level networking meeting with all of the regions.
- Share the peer surveys with all of the regions.
- Focus on growth in South America.
- Continue and enhance the member education webinar program.



EMEA

The region's charter is to facilitate activity and engagement in the EMEA community by providing a regional platform that delivers distinctive value by connecting TL 9000 implementation and the QuEST Forum value proposition to their business environments.

2012 Leadership

Maria Eriksson
Ericsson
Chair

Colm O'Keeffe
Alcatel-Lucent
Vice Chair

Alan Rutterford
Excel Partnership UK
Secretary

2011 Accomplishments

- Presented the EMEA Best Practices Conference in Rome, Italy in June 2011.
- Conducted regular KPI Work Group meetings and face-to-face workshops resulting in the completion of four possible inclusions in the TL 9000 Measurement Handbook:
 - KPI for Restoration Time
 - KPI for Call Ratio to reflect End Customer Complaints
 - KPI to reflect delivery performance of complex systems
 - Adopt ITIL Language
- Strengthened the strategic liaison with ETIS.
- Conducted EMEA Leadership Team meetings, one being in Rome, Italy in June 2011.
- Strengthened the EMEA Leadership Team in order to accommodate for needs in the EMEA Region.
- Began activities for further attracting service providers in EMEA.
- Investigated how to attract additional SMEs in EMEA.

2012 Initiatives

- Organize and conduct the EMEA Best Practices Conference in Madrid, Spain on 12 – 13 June 2012.
- Conduct EMEA Leadership Team meetings.
- Maintain a high level of involvement of the EMEA service providers and suppliers in the KPI Work Group and align the top priorities to pursue.
- Bring the Managed Services main players in EMEA together to discuss a proposal on relevant measurements for Managed Services.
- Further strengthen and leverage liaisons with strategic partners.
- Drive EMEA specific work where needed.



APAC

The Asia Pacific Region continues to support rapid regional growth with operational Hubs in Greater China, India and Japan as well as participation in Korea and other ASEAN countries.

2012 Leadership

Yasushi Kojima

Fujitsu
Co-Chair

Xu Feng

ZTE
Co-Chair

Ashok Dandekar

Fujitsu
Secretary

GREATER CHINA

Xu Feng

ZTE
Co-Chair

Zhang Wei Hua

China Telecom Shanghai
Co-Chair

William Wong

HKQAA
Co-Secretary

Dr. Wan Juyong

CEPREI
Co-Secretary

INDIA

SK Sharma

Bharti Airtel Limited
Co-Chair

S.M. Balasubramanian

Wipro
Co-Chair

Inder Mohan

Bharti Airtel, Ltd.
Co-Secretary

Padmini Ambatipudi

Wipro
Co-Secretary

JAPAN

Shunichi Fujii

Fujitsu
Chair

Ichiro Kawatsu

NEC
Co-Vice Chair

Toshihiko Ogura

JQA
Co-Vice Chair

Hisahiro Yoshizaki

Fujitsu
Secretary

KOREA

Junil Song

KQA
Secretary

CHINA

2011 Accomplishments

- Hosted the 2011 APAC Best Practices Conference in Beijing.
- Held two scheduled TL 9000 workshops.
- Met with SAC and began the process to get TL 9000 recognized as a Chinese National Standard.
- Strengthened the relationships with CNCA, CNIS and ASQ-China.
- Participated in the Sino-American Quality Summit in Shenzhen.
- Hosted a QuEST Forum executive visit.

2012 Initiatives

- Arrange TL 9000 workshops.
- Participate in the process to get TL 9000 recognized as a Chinese National Standard.
- Engage additional network operators.
- Continue to engage governmental and regulatory organizations to promote greater acceptance of TL 9000.
- Host a QuEST Forum executive visit.
- Recruit additional QuEST Forum members and TL 9000 certifications in China.

INDIA

2011 Accomplishments

- Hosted a QuEST Forum executive visit. The visiting delegation met with key government officials related to telecom regulations and operations, high-level decision makers within telecom service providers as well as IT and software service providers to the industry.
- Added QuEST Forum staff in India.
- Held a one day TL 9000 symposium titled "Intelligent Networks – Intelligent Measurements" which focused on practices and measurements for the telecom systems of the next generation.
- Worked with the IGQ Work Group to improve service provider language in TL 9000.
- Conducted sandbox trials of two measurements related to Software Product Quality and Software Product Reliability for Product Category 7.2.2.
- Initiated a study on the measurement system for "Passive Network Infrastructure in Wireless Networks (Cell Towers)". The study is likely to become a Strategic Initiative of QuEST Forum.

2012 Initiatives

- Host a QuEST Forum executive visit.
- Host the APAC Best Practices Conference in New Delhi in the first week of April 2012.
- Hold training seminars and formal training for TL 9000. Obtain closure on the TL 9000 Authorized Training provider and streamline training delivery in the Region.
- Hold quarterly symposiums as a means of promoting QuEST Forum objectives in India.
- Work to steer software measurements improvements and additions to TL 9000.
- Contribute to the Strategic Initiative on the Passive Network Infrastructure measurements.
- Contribute to Work Groups and Strategic Initiatives in a significant manner.

JAPAN

2011 Accomplishments

- Held TL 9000 seminars.
- Hosted a visit from the QuEST Forum Chair.
- Strengthened hub participation with face-to-face meetings.

2012 Initiatives

- Hold TL 9000 seminars.
- Outreach to help support the Korea Hub.
- Host QuEST Forum executive visits to Korea.

GBE WORK GROUP

2012 Leadership

Ashok Dandekar
Fujitsu
Co-Chair

Vinny Arrigali
Cisco Systems, Inc.
Co-Chair

Bob Clancy
BIZPHYX, Inc.
Co-Secretary

Art Morrical
Alcatel-Lucent
Co-Secretary

2011 Leadership

Ashok Dandekar
Fujitsu
Co-Chair

Vinny Arrigali
Cisco Systems, Inc.
Co-Chair

Bob Clancy
BIZPHYX, Inc.
Co-Secretary

Art Morrical
Alcatel-Lucent
Co-Secretary

Global Business Excellence

The Global Business Excellence Work Group is chartered to facilitate the evolution of the QuEST Forum Regions and Hubs while also establishing QuEST Forum as the recognized global industry leader in providing Business Excellence and Best Practice information.

2011 Accomplishments

- Supported Best Practice Conference planning with staff and region and hub leadership.
- Facilitated executive visits to China and India.
- Facilitated Measurements and Requirements training and Q&A with the India Hub.
- Facilitated Cell Tower Initiative with the India Hub.
- Supported various Strategic Initiative project teams and global aspects of working committee activities.
- Accelerated India and China training efforts.
- Promoted communications between QuEST Forum working committees and region and hubs.
- Instrumental in ongoing effort to establish TL 9000 as a Chinese National Standard.

2012 Initiatives

- Facilitate the deployment and evolution of the regional operating structure, model and processes to effectively support the launch, maintenance and ongoing maturity of the regions and hubs.
- Work with region and hub leaders to develop detailed strategic plans and objectives.
- Promote effective regional participation in QuEST Forum Leadership Council, Executive Board, and working committees in order to achieve QuEST Forum strategic goals, initiatives and objectives.
- Facilitate and support world-class regional Best Practices Conferences and related executive visits.
- Facilitate engagements with government organizations, regulatory bodies and industry organizations.
- Represent the regions at face-to-face meetings as necessary.
- Conduct monthly conference calls with each region.
- Promote Best Practice and Business Excellence sharing.
- Extend Knowledge Repository capability and content.
- Work with QuEST Forum staff and Strategic Initiative teams to provide customized marketing materials for each region.

2012 QUEST FORUM EVENTS



APAC

Best Practices Conference
3-5 April 2012
New Delhi, India



EMEA

Best Practices Conference
11-13 June 2012
Madrid, Spain



Americas

Best Practices Conference
10-12 September 2012
Chicago, Illinois, USA

IGQ WORK GROUP

2012 Leadership

Mike Gaines

AT&T
Co-Chair

John Wronka

Alcatel-Lucent
Co-Chair

Nancy Bell-Patterson

Alcatel-Lucent
Co-Secretary

Karen Rawson

The DESARA Group
Co-Secretary

2011 Leadership

Mike Gaines

AT&T
Co-Chair

John Wronka

Alcatel-Lucent
Co-Chair

Nancy Bell-Patterson

Alcatel-Lucent
Co-Secretary

Scott Stoner

Huawei
Co-Secretary

Integrated Global Quality

The charter of the IGQ Work Group is to harmonize global industry quality system requirements and measurements. It ensure that the TL 9000 Handbooks are steadily evolving and keeping pace with the changes in the industry for products, solutions, technology, services and supply chain.

2011 Accomplishments

- Developed the TL 9000 Measurements Handbook R5.0 draft.
 - Solicited and reviewed all suggestions for possible inclusion into R5.0 draft.
 - Partnered with the EMEA KPI Subteam to incorporate ITIL language.
 - Engaged the EMEA Region and India Hub, Network and Service Reliability and Next Generation Networks Strategic Initiatives and In-Process Measures and Warranty Return Subteams to develop and benchmark new measures such as Customer Complaint Report Rate (CCRR), Basic Return Rate (BRR) a measure to complement existing return rate measures, On-time Delivery to Promise Date to supplement current delivery measurements, Global Service Impact (GSI) and Mean Time to Restore Service (MTRS).
 - Other measurements developed, benchmarked and targeted for the Supplemental Measurements Library include Pre-deployment (customer lab testing) measurements, Backlog Management for Product Category 7.2.2 – Software Development Services and Incident Restore Time.
- Completed and published Product Category Table 4.6.
- Collaborated with Network Service Provider Reliability Council (NSPRC) to benchmark and develop industry averages and targets for the Edge Router Product Category.
- Completed the comparison of TL 9000 Release Handbook 5.0 to CMMI Version 1.3 by year end.
- Investigated the development of a service delivery cycle time measure for on-demand services and determined no Measurement Handbook change was needed.
- Reviewed Operational Burden Index (OBI) benchmark data and decided this measurement was not suitable for the Measurements Handbook or Supplemental Measurements Library.
- Useful Life Subteam investigated the concept of “Useful Life” and determined that current Measurements Handbook language was sufficient and required no proposed changes.

2012 Initiatives

- Complete TL 9000 Measurements Handbook R5.0.
 - Send out for comment review and resolve comments including new measures from Next Generation, Network Reliability Center, EMEA and other teams.
 - Conduct lessons learned review and develop strategies for future handbook releases.
- Complete Product Category Table 5.0.
- Continue to liaison with ISO TC 176 who is responsible for ISO 9001.
- Establish a plan for developing and publishing TL 9000 Requirements Handbook 6.0. Consider an interim release to address recommended changes from Strategic Initiatives.
- Investigate benchmarking of key customer satisfaction survey questions such as Overall Satisfaction and Likelihood to Recommend.
- Investigate potential sustainability measurements.
- Investigate comparison of TL 9000 with ISO/IEC 20000 (IT Service Management).
- Support Marketing Outreach, PDR Improvement, Next Generation Networks and Network & Service Reliability Strategic Initiatives.
- Continue to work with the GBE Work Group to develop stronger EMEA and APAC Regional engagement.
- Continue with NSPRC benchmarking opportunities.
- Finalize the Design for X Operations Model.
- Next Generation Networks and Network and Service Reliability teams will work with the EMEA Region on future measurement opportunities.
- Continue to enhance Measurements Handbook R5.0 examples.
- Continue to enhance In Process measurements. The In Process Measurements Subteam will also continue to be the managing body for the Supplemental Measurements Library.

OVERSIGHT WORK GROUP

2012 Leadership

Irv Birks

AT&T
Co-Chair

Sheronda Jeffries

Cisco
Co-Chair

Chris James

Tii Network Technologies
Co-Secretary

Joe Kunzer

Tellabs
Co-Secretary

2011 Leadership

Irv Birks

AT&T
Co-Chair

Ed Bryan

ADTRAN
Co-Chair

Sheronda Jeffries

Cisco
Co-Secretary

Joe Kunzer

Tellabs
Co-Secretary

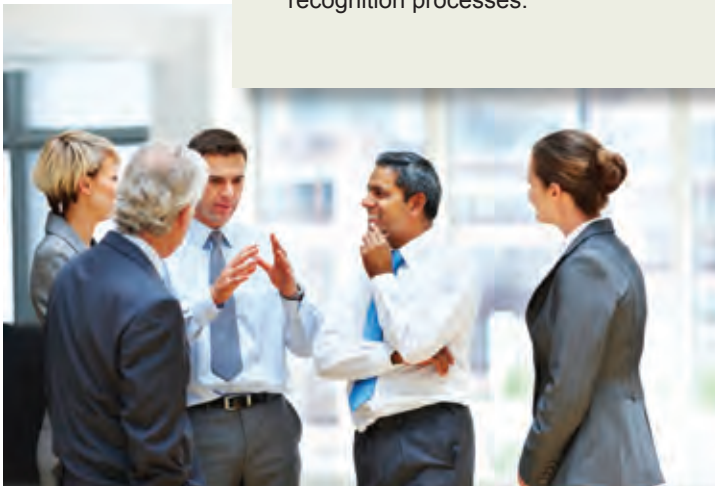
The charter of the Oversight Work Group (OSWG) is to manage the overall TL 9000 program, including Registration and Measurement Repository systems, electronic tools, recognition, training, translations, Certification Bodies and Accreditation Bodies. OSWG coordinates with QuEST Forum leadership and staff to ensure efficient operation of QuEST Forum business.

2011 Accomplishments

- Translated selected TL 9000 documents and QuEST Forum website material.
- Completed the Validation Audit Project audits.
- Completed TL 9000 Accreditation Bodies re-approvals.
- Oversaw the TL 9000 Accreditation and Certification Body processes.
- Issued seven TL 9000 Information Alerts.
- Operated the Individual Certification program for Experts and Practitioners.
- Published revised Code of Practice for Certification Bodies.
- Developed Leadership Orientation Course and investigated and initiated alternative delivery methods for existing training and implemented satisfaction surveys for e-learning.
- Reviewed and updated the QuEST Forum Bylaws.
- Conducted the quarterly TL 9000 Users surveys and the annual Member Value survey, analyzed the results and put in place appropriate action plans.
- Managed the QuEST Forum infrastructure including e-learning system, Registration Management System (RMS), Measurements Repository System (MRS) and websites.
- Working with UTD, developed and implemented electronic tool requests from Members, TL 9000 users and Management Team.
- Managed the New Member and Jump Start processes.
- Planned and reviewed the QuEST Forum recognition processes.

2012 Initiatives

- Planning and contents preparation to publish the R5.0 Measurements Handbook.
- Translate selected TL 9000 documents and QuEST Forum website material.
- Oversee the TL 9000 Accreditation and Certification Body processes.
- Complete the Validation Audit Project analysis and recommendations.
- Create Certification Body transfer process and auditor rotation guidelines.
- Review Guidance Documents, incorporate changes and new documents as needed.
- Update training for Measurements Handbook R5.0. Continue modularizing existing courses and implementing alternative delivery methods.
- Review and update as necessary the QuEST Forum Bylaws.
- Conduct the quarterly TL 9000 Users surveys and the annual Member Value survey, analyze the results and put in place appropriate action plans.
- Manage the QuEST Forum infrastructure including e-learning system, Registration Management System (RMS), Measurements Repository System (MRS) and websites.
- Coordinate with UTD to continue development and implementation of electronic tool requests from Members, TL 9000 users and Management Team.
- Manage the New Member and Jump Start processes.
- Manage Strategic Relationship processes with organizations such as ISO, TIA, and IAF.





2011 TL 9000 CERTIFICATIONS

Congratulations to all of the organizations that obtained TL 9000 certifications in 2011. QuEST Forum would like to recognize the accredited registrars that played a vital role in helping these companies establish quality management systems in their organizations. Thank you also to the University of Texas at Dallas for serving as the Systems Administrator for both TL 9000 and QuEST Forum.

AMERICAS

Bridgewater Systems	Canada	BSI
CTDI	Canada	DEKRA Certification, Inc
Tekelec	Canada	UL DQS Inc.
Cisco Systems	Mexico	TUV SUD America, Inc.
CTDI	Mexico	DEKRA Certification, Inc
Flextronics Manufacturing Mex. S.A.de C.V.	Mexico	ABS Quality Evaluations, Inc
TE Connectivity	Mexico	NQA (National Quality Assurance)
2Wire, Inc. d/b/a Pace Americas	United States	BSI
ACR Quality Communications	United States	Systems and Services Certification - SGS North America Inc.
ALTA Telecom	United States	NQA (National Quality Assurance)
Andrew - Wireless Innovations Group	United States	QA - Quality Austria
AT&T Procurement	United States	BSI
Champion Telecom, Inc.	United States	TUV SUD America, Inc.
COMMSCOPE	United States	BSI
CTDI	United States	DEKRA Certification, Inc
Elgia, Inc.	United States	Orion Registrar, Inc.
GENBAND US LLC	United States	SAI Global Certification Services Pty Ltd
General Dynamics Information Technology, Inc.	United States	NQA (National Quality Assurance)
Great Lakes Wire & Cable	United States	TUV SUD America, Inc.
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Hicks Consulting Group	United States	Orion Registrar, Inc.
Hpcmsdataentry	United States	BSI
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MP Instrument Company	United States	BSI
Mycom North America	United States	ABS Quality Evaluations, Inc
New Breed Logistics, Inc.	United States	TUV SUD America, Inc.
NTSG, Inc.	United States	Systems and Services Certification - SGS North America Inc.

Oclaro	United States	BSI
Pantech Wireless, Inc.	United States	BSI
QuadGen Wireless Solutions Inc.	United States	Perry Johnson Registrars Inc.
Restor Telecom, Inc.	United States	Systems and Services Certification - SGS North America Inc.
Strategic Telecom Supply and Solutions	United States	BSI
TE Connectivity	United States	NQA (National Quality Assurance)
Tekelec	United States	UL DQS Inc.
Telcordia Technologies	United States	Bureau Veritas Certification North America, Inc.
Telpro Technologies	United States	Orion Registrar, Inc.
The Sanberg Group, Inc.	United States	NQA (National Quality Assurance)
TII	United States	UL DQS Inc.
Walker and Associates, Inc.	United States	Orion Registrar, Inc.

EMEA

Lantiq GmbH	Austria	Det Norske Veritas Certification, Inc.
COMMSCOPE	Czech Republic	BSI
OFS Denmark	Denmark	Det Norske Veritas Certification, Inc.
DRAKA Communication France	France	BSI
Andrew - Wireless Innovations Group	Germany	QA - Quality Austria
Jabil Hungary Ltd	Hungary	TUV SUD America, Inc.
Andrew - Wireless Innovations Group	Italy	QA - Quality Austria
Oclaro	Italy	BSI
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Alcatel-Lucent Quality Management System	Nigeria	TUV SUD America, Inc.
Alcatel-Lucent Quality Management System	Norway	TUV SUD America, Inc.

Alcatel-Lucent Quality Management System	Slovakia	TUV SUD America, Inc.
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APAC

COMBA TELECOM SYSTEMS. (CHINA) LTD	China	Bureau Veritas Certification North America, Inc.
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Dowslake Microsystem	China	Systems and Services Certification - SGS North America Corporation Inc.
HUAWEI DEVICE CO., LTD.	China	Hong Kong Quality Assurance Agency (HKQAA)
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Huawei Technologies Co., Ltd.	China	Hong Kong Quality Assurance Agency (HKQAA)
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CTDI	India	DEKRA Certification, Inc
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Huawei Telecommunication Co. Private Limited	India	Det Norske Veritas Certification, Inc.
India Comnet international (P) Ltd	India	UL DQS Inc.
Tata Communications Limited	India	UL DQS Inc.
Wipro Technologies	India	Det Norske Veritas Certification, Inc.
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INTOPS LED CO., LTD.	South Korea	Korea Productivity Center Quality Assurance - KPC-QA
KMW INC.	South Korea	Det Norske Veritas Certification, Inc.
Korea Optic Technology Co. Ltd.	South Korea	Small and Medium Business Corporation Registrar (SBCR)
Nareetech	South Korea	Korea Quality Leader
Narinet Inc.	South Korea	International Standard Certification Co. Ltd.
NEPESDISPLAY CO., LTD.	South Korea	Korea Management Association Registration
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PPI Inc.	South Korea	Small and Medium Business Corporation Registrar (SBCR)
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SANTA TECH CO., Ltd.	South Korea	Korea Quality Leader
sunwavetec co. ltd	South Korea	Korea Productivity Center Quality Assurance - KPC-QA
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Billion Electric Co., Ltd.	Taiwan	Systems and Services Certification - SGS North America Inc.
Compal Broadband Networks, Inc	Taiwan	Systems and Services Certification - SGS North America Inc.
Loop Telecommunication. International, Inc	Taiwan	BSI
MITAC INTERNATIONAL CORP.	Taiwan	Systems and Services Certification - SGS North America Inc.
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