



## Overview

# Performance Benchmarking

### MISSION

**To be the industry-leading telecommunications quality system with standardized performance measurements and share best practices through industry collaboration.**

QuEST Forum, a unique partnership of global telecommunications suppliers and service providers, was founded in 1998 to foster continued improvements in the quality and reliability of telecommunications service worldwide. Today, QuEST Forum consists of members from over 25 countries representing the top telecom companies in the world.

The organization's activities are centered around four strategic objectives:

- A. Promote a collaborative global and regional forum of industry leaders
- B. Identify and share best practices to improve operational excellence
- C. Harmonize global industry quality management system requirements and measurements
- D. Capture data to benchmark industry performance to facilitate improvement of end customer experience

QuEST Forum's **Performance Benchmarking** is a practical approach to share, compare, correct and transform internal functions and processes of participating member organizations in almost any operational area. The program provides an open, trusted and committed environment to help participants meet and exceed industry performance standards through a collaborative process.

QuEST Forum offers benchmarking programs through the Benchmarking Team within the Integrated Global Quality (IGQ) Requirements & Measurement work group.

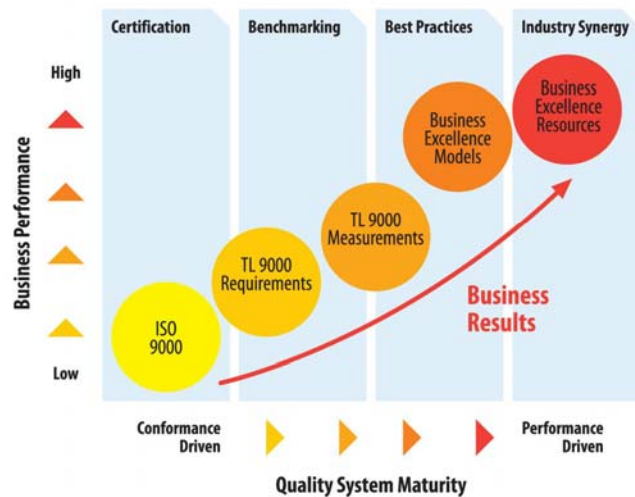
## The Value of Benchmarking

- Helps identify and facilitate sharing of key performance factors for peer organizations in a fast-moving highly-competitive environment.
- Evaluates performance measures and goal-setting as it relates to key stakeholders like customers, partners, investors, regulators, government and others
- Enhances networking opportunities for operational benchmarking specialists
- Facilitates collaboration on development and pilot trials for potential new and evolving industry performance measurements

While organizations can benefit from a single quality practice, the impact of moving from "conformance" thinking to "performance" thinking yields dramatic business improvements. QuEST Forum supports telecommunications service providers and suppliers through each phase of the Quality-Performance Spectrum (QPS).

Whether a company is just starting with quality, or is implementing a mature business excellence model, QuEST Forum offers the requisite support to achieve continuous improvement and improve bottom line business results. Benchmarking is a key element in that improvement journey.

### Telecom Quality-Performance Spectrum (QPS)



## How It Works

QuEST Forum's benchmarking approach provides members with a collaborative environment to establish meaningful performance comparison measures, assign relative performance, and examine best practices across the industry, resulting in continual improvements that benefit end customers. It includes:

- A well thought-out process based on internationally agreed protocols for member organizations to establish, manage, and participate in performance comparison benchmarking studies. These studies can be conducted within a peer group, region, or an agreed area of interest.
- A study scope defined via a **Topic Guide** containing background information, key priorities, participant requirements and key milestones in the benchmarking study.
- A standard Non-Disclosure Agreement (NDA) to be used whenever participating organizations are brought into studies from beyond the QuEST Forum membership, prior to in-depth discussions or submission of performance data. This assures protection and confidentiality to all participants in addition to existing by-laws and anti-trust guidelines.
- An online Benchmarking Repository provided by QuEST Forum for sharing of performance results in a secure environment. This repository, managed by QuEST Forum's Measurements Administrator, uses the same world-class security as the TL 9000 Registration Management System (RMS).
- The reporting of blinded or aggregated performance results to benchmarking study participants in standard TL 9000 reporting or bespoke formats.
- A feedback process to review progress of various performance benchmarking studies, assimilate lessons learned, and make enhancements to improve benchmarking programs for members.

## Benchmarking Process

- While participant organizations are QuEST Forum members, there are no additional charges to participate in a benchmarking study. Non QuEST Forum member organisations may be charged for participation in a study.
- Interested organizations can review current Topic Guides to determine whether there is a study of value to them. QuEST Forum allows members to create new Topic Guides and circulate them to the membership to start a new benchmarking study group. At least five (5) participants willing to benchmark the same set of performance measures are needed to run a benchmarking study.
- A Non-Disclosure Agreement (NDA) must be signed by all participants who are not QuEST Forum members prior to in-depth discussions or submission of performance or results data. All participants must comply with the principles and protocols of the International Benchmarking Code of Conduct.
- Once a study commences, participants will develop the measures set to be benchmarked, gain consensus on definitions including detailed counting rules and segmentation/dimensions, and obtain commitment on submission of required results data.
- Individual participant data is submitted via a secure, private, company-specific Web interface to the Benchmarking Repository. Any unusual data are validated by the Measurements Administrator, prior to finalizing and publishing results.
- Results data are shared and reviewed with the study group to help identify next steps, learnings, and suggested improvements to the measures set as well as to the approach.
- Organizations interested in benchmarking should contact QuEST Forum representatives responsible for Benchmarking: IGQ work group Benchmarking sub-team leader, IGQ work group chair or vice-chair or regional chair or vice-chair. Information is also available at [www.questforum.org/wkgrps/wg\\_igq.htm](http://www.questforum.org/wkgrps/wg_igq.htm) or via email to [information@questforum.org](mailto:information@questforum.org).