



QuEST Forum Benchmarking Topic Guide Cost to Serve study proposal

1 Background

The mission of QuEST Forum is to *“Evolve the telecommunications industry-leading quality management system with standardised performance measurements and share best practices through industry collaboration”*. This mission is discharged through four strategic objectives; to:

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

QuEST Forum believes that the industry requires quantitative information to support improvement in today's competitive market. Common measures can be used for peer comparisons, focusing attention on where improvement will bring benefits to drive superior performance for customers and other stakeholders.

The Benchmarking objective D within QuEST Forum is managed by the Integrated Global Quality Requirements & Measurements (IGQ) work group, which sponsors a Benchmarking sub-team to establish, manage and champion benchmarking activity across the membership of QuEST Forum. Each Benchmarking study requires a Topic Guide and for all of its participants to comply with the international Benchmarking Code of Conduct. Where quantitative performance results are analysed and presented, all participants must have agreed and signed a non-disclosure agreement with QuEST Forum prior to submitting any performance data.

2 Topic Guide

2.1 Scope of Project

This study has the aim of promoting improvements in communication networks to the benefit of customers. A measurement parameter set is worked out covering service cost related performance indicators for global service providers, defined and agreed by the project team to meet a number of benchmarking objectives:

- Develop comparable, business-oriented customer service performance measures
- Reflect the performance of customer service operations, excluding incumbent business.
- Test these measures by conducting benchmarking against agreed service families
- Using the measures over several phases, to refine counting rules and normalisation, as well as determining aggregated performance patterns, to allow participants to identify performance gaps.
- Based on benchmarking outcomes, integrate improvements to TL 9000 requirements and measurements.

2.2 Participation & Approach

The project team, a minimum of 5 participants, all QuEST Forum members, will be asked to:

- Provide an executive sponsor & liaison
- Conduct in-depth discussions about the definition of proposed comparable measures
- Collect your organisation's data and submit this to the benchmarking repository
- Review lessons learned and identify, with the project team, improvements to the functionality of the benchmarking repository (input and outputs), and changes required to agreed measures.

The benchmarks resulting from participation are intended for use in assessing performance against measured industry performance. Consequently, the intended audience for this information reflects the high level nature of the measures.

The process used to define measures will be iterative and may be based on a proposal from any participant. During workshops or audio/web meetings the project team will obtain feedback together with suggestions on additional measures.



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When agreed measures have been defined using a standard template and validated by the project team, the definitions and, where required, measurement sub-counters, will be collected using the QuEST Forum benchmarking repository. Blinded results and aggregation outputs such as statistical P-value, mean, median, and standard deviation will be produced in support of the results for each measure.

To assure confidentiality of the information provided by each participant: each participant will sign a mutual non-disclosure agreement with QuEST Forum; and anonymity of performance results will be assured through a blinding process applied to all submitted data, with the blinding shuffled for each published results set.

2.3 Measurement Set

The following measures are proposed by BT Global Services for the study, as a starter for project team agreement.

Customer Service Organisation Productivity –

- Cost as % of Revenue
- Cost per FTE

Order Handling Productivity -

- Orders per FTE
- Cost per order

Problem/Ticket Handling Productivity -

- Tickets per FTE
- Cost per ticket

2.4 Project Contacts

Direct inquiries should be made to either:

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