



Raising Standards. Bridging Technologies. Building Value.

# QuEST Forum's Performance Benchmarking

**Performance Excellence through  
Global Telecommunications Quality**

QuEST Forum's Performance Benchmarking is a practical cost-effective approach to share, compare, improve, and transform internal functions and processes.

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) Work Group.

# What is Benchmarking?



Bob Camp, one of the pioneers of organizational benchmarking, defined benchmarking as “the search for industry best practices that lead to superior performance.” This search is done in a study, generally over a specific period of time, with companies reporting on agreed upon data. The result of the study is often a case to make improvements in key business processes.

Also referred to as “Process Benchmarking”, benchmarking is a methodology used in management, particularly strategic management, in which organizations evaluate various aspects of their processes in comparison to best practices, usually within their own sector. This allows organizations to develop plans on how to make improvements or adopt best practices, usually with the aim of increasing some aspect of performance. Benchmarking may be a one-off event, but is often treated as a continuous process in which organizations continually seek to challenge their business practices.



## **Benchmarking Process**

Participating organizations do not have to be QuEST Forum members. However, non-members may be charged for participation in a bench mark study.

There are current Guidelines, or interested organizations may create new Guidelines, for a benchmarking study. At least five participants are required to create a benchmark study.

All participants must comply with the principles and protocols of the International Benchmarking Code of Conduct and participating non-QuEST Forum members will be required to execute a Non-Disclosure Agreement (NDA).

The study will require participants to develop the measures set to be benchmarked, gain consensus on definitions (including counting rules and segmentation/dimensions), and obtain commitment on submission of required 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 data.

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 the approach.

Organizations interested in benchmarking studies should contact QuEST Forum representatives responsible for Benchmarking through the IGQ Work Group: Benchmarking sub-team leader, IGQ Work Group Chair or Vice-Chair. More information is available at [http://questforum.org/wg\\_igq.html](http://questforum.org/wg_igq.html) or via email to [information@questforum.org](mailto:information@questforum.org).



## The Value of Benchmarking

- Evaluates performance measures and goal-setting as it relates to key stakeholders like customers, partners, investors, regulators, government, and others
- Helps identify and facilitate sharing of key performance factors for peer organizations in a fast-moving highly-competitive environment
- Enhances networking opportunities, features best practices approach to improvement, and opens avenues for continued improvement
- Facilitates collaboration on development and pilot trails for potential new and evolving industry performance measures



While organizations can benefit from a single quality practice, the impact of moving from “conformance” thinking to “performance” thinking yields dramatic business improvements.

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.



## **How Benchmarking Works**

QuEST Forum's benchmarking approach provides a collaborative environment to establish meaningful performance comparison measures, assign relative performance, and examine best practices across the industry. The results are continual improvements that benefit end customers.

The benchmarking process is based on internationally agreed upon protocols for participating organizations to establish, manage, and participate in performance comparison benchmarking studies. Depending upon the need, the benchmarking study can be conducted within a peer group or across the globe.

QuEST Forum publishes a Guide with defined study scopes that contain background information, key priorities, participant requirements and key milestones in the benchmarking study.

Data are submitted to an on-line repository that is 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).

QuEST Forum employs a feedback process to review progress of various performance benchmarking studies, assimilate lessons learned, and make enhancements to improve benchmarking programs for members.

## About QuEST Forum

QuEST Forum is a unique collaboration of service providers and suppliers dedicated to telecom supply chain quality and performance.

We unify the global telecom community through the implementation of TL 9000, a telecom-specific quality standard, collaboration in our work groups and regional hubs, emphasis on learning and sharing industry best practices, and creation and delivery of reports and benchmarks.



For more information on QuEST Forum visit us on the web at [www.questforum.org](http://www.questforum.org) or contact us at [information@questforum.org](mailto:information@questforum.org)

QuEST Forum  
101 E. Park Blvd., Ste 220 Plano, TX 75074 USA  
+1 972.423.7360

[www.questforum.org](http://www.questforum.org)

Copyright 2009 QuEST Forum. All Rights Reserved.