

**Date:** December 16, 2003

**Topic:** Measurements-Setting Measurement Goals and providing results to customers

**How did you accomplish this topic during your implementation?**

Lucent is a participant in NESAC, a consortium of North American Service Providers (SPs). As part of this relationship, Lucent participates with the SPs and other suppliers in setting annual goals for the measurements these customers want to see. This was initially only the RQMS measurement, but is now transforming into the TL 9000 set. NESAC has been a valuable forum to gain consensus with customers and competitors on what the goals should be for each measurement (what used to be RQMS and now moving into the TL 9000 measurements). After the annual goals are set, NESAC meets with the vendors twice a year (face to face) to review product performance against the goals. Quarterly reports are also provided to NESAC members. For each measurement that misses the objective, the vendor is required to have a corrective action plan.

**What resources/tools/vendors were used to accomplish this task?**

None beyond normal job requirements

**Was there any benchmarking activity?**

No

**What lead you to use this method?**

See the above answers

**What worked and what didn't work?**

- TL 9000 measurements are facilitating consistency across NESAC service provider measurement requests. NESAC SPs are embracing the TL measurements as the standard.
- Having the TL 9000 measurements as part of Lucent's Balanced Scorecard has lended significant credibility to the measurements and has ensured use of the measurement data internally to drive improvements

**What recommendations do you have for others attempting to use your method?**

- Make sure senior leaders are fully aware of and are embracing the TL 9000 measurements as well as the value they can add to the business in helping drive improvement. This is essential to ensuring credibility and resources to implement the TL9000 standard.
- Align TL 9000 with the company's balanced scorecard and/or key business measurements/indicators to ensure credibility.

**How did you measure the effectiveness of this method?**

Perceived value of the measurements and improvements in the data to make progress toward goals