

QoS & SLA Management in Telecoms

**Optimising Service Quality Management To Improve The Customer Experience,
Reduce Operational Costs And Drive Long Term Business Benefits**

Monday 3rd July - Thursday 6th July 2006
Sana Lisboa Hotel, Lisbon

Key Contributions from:

Piyush Sarwal
Lead Architect
Sprint

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Bell Canada

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Mobikom Austria

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Orange Israel

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Expert Acting Deputy Service
Management Unit Manager
Polska Telefonía

Wael Bayaydh
Network Performance & Quality
Manager
Fastlink

- **Evolving** Quality Management Strategies From Network Centric QoS To Customer Centric QoE
- **Developing** A Customer Experience Management Strategy To Prioritise QoS For High Value Customers
- **Overcoming** The QoS And QoE Challenges Of Delivering Multiple IP Services
- **Identifying** KQIs To Measure Customers' QoE And Build SLAs
- **Creating** And Managing Provable & Achievable Service Level Agreements
- **Implementing** Service Quality Management To Reduce Network Management Costs And Optimise Network Efficiency

PRE-CONFERENCE WORKSHOP

Monday 3rd July 2006

Constructing, Negotiating & Managing Service Agreements & SLAs

Led By

Rory Graham, *Partner and London leader of the Technology and Outsourcing Group,*
Brown Rudnick Berlack Israels

POST-CONFERENCE WORKSHOP

Thursday 6th July 2006

Advanced Tools & Techniques For Service Quality Management

Led By

Mark Lucas, *Principal Architect, Vallent*
James O'Sullivan, *Senior Product Manager, Vallent*

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Constructing, Negotiating & Managing Service Agreements & SLAs

Led By

Rory Graham, Partner and London leader of the Technology and Outsourcing Group, Brown Rudnick Berlack Israels

Registration and coffee will begin at 9.00am. The workshop will run from 9.30am to 4.30pm and will include breaks for lunch, tea and coffee.

Workshop Objectives

Key to a successful services deal or outsourcing are a contract and SLAs which support the relationship. However, getting these vital documents wrong can lead to a contractual straightjacket which stifles innovation and gets in the way of successful services.

Drawing on real-life examples of managed services agreements, telecoms outsourcing deals and Mobile Virtual Network Operator agreements, Delegates will learn how to:

- ◆ Run a competitive procurement process
- ◆ Manage negotiations with multiple providers
- ◆ Make sure the agreements and SLAs reflect end-users' needs
- ◆ Create a flexible deal which delivers results
- ◆ Reduce the burden of managing multiple service provider relationships
- ◆ Create relationships which properly addresses risk and reward

Workshop Agenda

Delegates will learn through a series of interactive sessions, where discussion of real life experiences will be encouraged and delegates are asked to participate actively. The sessions will follow the life-cycle of a typical telecoms services deal.

Session 1: From idea to deal

- ◆ The first steps for the user – working out what deal you need and how to structure it
- ◆ The Request for Proposals and how the user and bidders should deal with it
- ◆ Due diligence
- ◆ The art of negotiation
- ◆ A negotiation break-out workshop

Session 2: Structuring the contract and SLAs

- ◆ Why bother – what are the contract documents for?
- ◆ Approaches to writing SLAs
- ◆ Tips and pitfalls in SLA drafting
- ◆ Measuring meaningful statistics
- ◆ Linking service quality to service credits and other remedies

Session 3: International deals and deals with multiple providers

- ◆ Structuring complex deals so that real people can actually make them work!
- ◆ International and global service deals – can you make them work?
- ◆ Approaches to multiple service providers – a case study of a US MVNO

Session 4: Managing change, re-negotiation and exit

- ◆ Can a contract really deal with changes in services over the life of the deal?
- ◆ Indexation, benchmarking, MFN clauses – are they worth the paper they're written on?
- ◆ Managing disputes and managing risk allocation
- ◆ Re-negotiation, re-tendering and exit

Company Overview

Brown Rudnick Berlack Israels LLP is an international law firm with a special emphasis on servicing clients in the technology sector or who do business with or fund them. It has recruited global leaders in technology and outsourcing deals to spearhead its practices in the US and Europe and is rapidly making inroads in the Indian and Chinese markets too. With over 200 lawyers on two continents, it seeks to be both entrepreneurial and emphasise client service.

Workshop leader

Rory Graham, Partner and London leader of the Technology and Outsourcing Group, Brown Rudnick Berlack Israels

Rory is rated in the legal directories in the top tier of UK technology lawyers, having acted on over 100 transactions across the globe, with a deal value exceeding \$26 billion. He is one of only 30 lawyers in the world to be rated by his peers as an expert in both IT and telecoms law.

Conference Day One - Tuesday 4th July 2006

8.30 Coffee and registration

9.00 **Opening comments from the Chair**

9.10 **Evolving Quality Management Strategies From Network Centric QoS Towards Customer Experience Management**

- ◆ Examining the limitations of network based performance measurements to determine QoS
- ◆ Outlining the benefits of measuring QoS based on service performance and customer satisfaction
- ◆ Evaluating different techniques and sources for capturing customer data to assess customer satisfaction:
 - live user trials
 - signalling data
 - device monitoring
 - numbers of trouble tickets
 - trouble ticket resolution times
- ◆ Taking responsibility for the whole service delivery chain and understanding where faults might be occurring off network
- ◆ Combining KPIs from the network layer, KQIs from the service level and customer usage data to effectively monitor end-to-end service quality
- ◆ Quantifying the potential cost savings from taking a customer centric approach to measuring QoS

Piyush Sarwal
Lead Architect
Sprint

9.50 **Developing Customer Experience Management (CEM) Strategies To Optimise Customer Satisfaction And Maximise Profitability**

- ◆ Examining the commercial and strategic benefits of a CEM approach to monitoring and meeting QoS requirements of customers
- ◆ Understanding customers' service quality expectations and designing effective service quality models
- ◆ Identifying the key factors that influence customers' satisfaction of service quality at the different stages of the services life cycle
- ◆ Developing mechanisms to obtain optimum customer-centric quality data to feed into your service quality models
- ◆ Creating strategies to respond efficiently to the identification of quality gaps and to prioritise improvement actions:
 - optimising resources, time and investment in network and service management
- ◆ Evaluating to what extent CEM strategies will increase margins and competitive positioning

Gustavo Espinosa
Senior Telecom Project Manager
DMR Consulting

10.30 Morning refreshments

10.50 **Implementing Service Quality Controls To Continuously Monitor KPIs, Improve System Performances And Reduce Operational Cost**

- ◆ Implementing service quality controls to drive performance and meet SLA targets:
 - developing a common KPI display for management and engineering departments to use to assess service performance
- ◆ Exploiting creation routine reports to display and track the performance of key network elements
- ◆ Examining to what extent creation routine reports optimise the use of network equipment and resources:
 - quantifying infrastructure savings that can be achieved by relocating network equipment appropriately
- ◆ Evaluating the effectiveness of service quality controls for investigating network element performance and assuring high levels of QoS
- ◆ Combining data from field test measurements and network elements counters to monitor and improve customer experience

Haim Hirshbein
Director, Network Performances
Orange Israel

11.30 **Identifying Key Sources And Developing Techniques For Capturing Customer Data To Feed Into Your CEM Strategy**

- Examining off-network sources for capturing customer data:
 - customer trials
 - device management
 - account manager feedback
- Examining on-network sources for capturing customer data:
 - billing system
 - CRM system
 - CDRs
 - user profiles
- Identifying key monitoring parameters to assess the level of customer satisfaction for data services:
 - accessibility
 - reliability
 - connection time
- Developing reward schemes to encourage customers to provide feedback on customer satisfaction for key services
- Feeding all customer data into your service operations centre to drive your service quality management efforts

John Maclean
EMEA Marketing Director
Vitria Technology

12.10 **Building A Qos Framework To Sustain Qos Challenges In NGN Multiservice IP Networks**

OPERATOR PRESENTATION

- Examining the QoS challenges of offering IP service bundles on multiservice IP Networks
- Analysing QoS and policy control in the standards:
 - approaches, lacks, convergence
- Designing an architecture framework to effectively control QoS and services in NGN IMS-based networks
- Examining the complexity of managing QoS for session-based and content-based services:
 - VoIP
 - video
- Examining the impact of FMC services on guaranteeing QoS

Massimo Sassi
Project Manager, NGN QoS Innovation
Telecom Italia

12.50 Lunch

2.00 **Exploiting Device Management Techniques To Optimise Customer Satisfaction And Increase Loyalty And Revenues Of High Value Customers**

- Examining the key device management techniques which can be used at different points of the product lifecycle:
 - initial and ongoing device configuration
 - remote device monitoring
 - remote diagnosis and repair
 - web based self care
 - remote software updates
 - customer profile management
- Evaluating which device management functions will have a direct impact on revenues
- Assessing the impact of device performance on the use of new data services
- Exploiting remote diagnosis to build loyalty and improve lifecycle satisfaction amongst key customers:
 - troubleshooting before customers are aware of faults
- Overcoming the technical challenges of device management for smartphones, wireless PDAs and multi mode devices
- Examining how remote provisioning of services and rewards can be built into your enterprise retention schemes and customer service

Tom Forsyth
SQM Product Marketing Director
Telcordia

2.40 **Analysing Customer Experience To Implement Lean And Effective Customer Centric Technology Operations**

OPERATOR PRESENTATION

- Exploiting customer knowledge to drive your technology strategy
- Understanding and responding to business customers' technology objectives and associated KQIs
- Examining the process and methodology for building E2E service models based on technology:
 - assigning resources to services, products and customers
 - defining KQI algorithms
- Building competitive advantage by agile real time alarming based on customer focused service models

Andrzej Drzewiecki
Expert Acting Deputy Service Management Unit Manager
Polska Telefonia

3.20 Afternoon refreshments

3.40 **Delivering High QoS For IPTV And Measuring Service Success By Quality Of Experience (QoE)**

- Outlining the key network performance criteria to offer IPTV services:
 - scalability
 - security
 - interoperability
 - QoS
 - availability
- Assessing the different points in the IPTV service delivery chain where QoS may deteriorate:
 - network: jitter, delay, packet loss
 - application: video deterioration
 - device: faulty equipment, software upgrades
 - customer premises: LAN link, access link
- Evaluating different video delivery models and assessing the key QoS issues and the impact on QoE:
 - MPEG over UDP
 - TCP streaming
 - bulk download
- Examining techniques for managing customers' quality of experience for IPTV:
 - video transmission performance at keypoints along the transmission path
 - control protocol performance
- Using QoS parameters into set top boxes to monitor the end users' quality of experience and provide end to end service assurance

Mike Hollier
CTO
Psytechnics

4.20 **Improving The Quality Of Performance Data To Optimise Access Network Operations**

- Reviewing industry-wide access network operational challenges and performance benchmarks
- Identifying the critical success factors in access network operations
- Detailing root causes of service quality failures:
 - examining the data quality problem
- Quantifying the business benefits of high-quality network data:
 - increasing revenue by maximising your customer's experience
 - reducing operational costs to meet business objectives
 - optimising service quality and achieving greater customer loyalty

Matthew Edwards
Chief Marketing Officer
Evolved Networks

5.00 **Closing remarks from the Chair**

5.10 End of conference day one

5.20 **Drinks reception**



Conference Day Two - Wednesday 5th July 2006

8.30 Coffee and registration

9.00 **Opening comments from the Chair**

9.10 **Identifying And Interpreting Key Quality Indicators (KQIs) On The Service Layer To Drive Customer Focused QoS**

OPERATOR PRESENTATION

- Identifying and evaluating the suitability of different sources for KQIs on the service layer:
 - signalling systems
 - active probe systems
 - CRM systems
 - CDRs
 - call flow diagrams
 - service and user profiles
 - customer data
- Extracting relevant data for different quality management activities:
 - real time quality management
 - troubleshooting
 - on-going quality management
- Exploiting service modelling as a troubleshooting technique to identify at which part of the service delivery chain faults are occurring
- Combining and interpreting relevant data to produce meaningful quality indicators
- Using KQIs to set meaningful and achievable service quality guarantees for customers

Jean-Francois Guay
Associate Director, OSS Systems
Bell Canada

9.50 **Optimising The Whole Customer Experience By Managing The End-To End Service Lifecycle To Drive Long Term Business Benefits**

- ◆ Examining the impact end-to-end service lifecycle management will have on:
 - customer loyalty
 - operational costs
 - take-up of future new services
 - higher quality and faster service delivery
 - exception and error management
 - customer churn
 - SLA penalties to pay
 - revenue leakage
- ◆ Determining the key stages of the service lifecycle and evaluating the impact poor QoS has at each stage:
 - presales
 - service delivery
 - on-going experience
 - customer service / technical support contact
 - service billing
 - service ordering
 - first user experience
- ◆ Comparing the costs and benefits of developing a service operation centre to take a holistic approach to end-to-end service lifecycle management
- ◆ Evaluating the key functions of the service operation centre and how it links with other network and customer focused systems:
 - prioritising network faults by customer and service importance
 - improving and assuring service quality for key customers
 - combining network and service quality indicators to build SLAs and drive business decisions
- ◆ Assessing the impact service lifecycle management can have on your market position and bottom line

Kieran Moynihan
CTO
Vallent

10.30 Morning refreshments

10.50 **Meeting The SLA Management Challenges: Building, Proving And Matching Service Level Agreements**

- ◆ Outlining the different components of SLA management:
 - identifying realistic and provable KQIs for SLAs
 - gathering data from internal and external sources
 - setting appropriate penalties
 - real time monitoring and testing to meet service guarantees
 - presenting meaningful data simplistically
- ◆ Identifying the KQIs at different stages of the product lifecycle and using them to build service level guarantees:
 - deployment
 - monitoring and management
 - access & delivery characteristics
 - financial remuneration
- ◆ Overcoming the challenge of sourcing data to prove SLA compliance from multiple network devices and systems:
 - examining key systems to extract data from
- ◆ Comparing the effectiveness of different real time monitoring techniques to alert operators to potential problems:
 - ensuring early visibility of network or service events that will cause violation of the SLA
 - providing troubleshooting capabilities to quickly resolve SLA threatening conditions
- ◆ Examining the complexity of the SLA service chain and assessing how this impacts on end user service guarantees:
 - end users
 - internal network service suppliers
 - third party content providers
 - infrastructure suppliers

Marjan Tusek
Operations, Coordination & Quality
Mobilkom Austria

11.30 **Exploiting End-To-End Service Assurance To Improve Overall Profitability**

- ◆ Exploiting end to end service assurance to drive key operator objectives:
 - increase customer ARPU and AMPU
 - reduce operational costs
 - fully utilise all network resources
 - encourage rapid creation of new services
 - drive take-up and usage of new services
 - extend market share
- ◆ Prioritising network performance measurement based on customer and revenue importance:
 - high revenue generating services
 - key customer services
- ◆ Evaluating the importance of meeting customers' quality expectations for new voice and data services:
 - immediate impact on ARPU
 - long term revenue impact

- ◆ Creating achievable service assurance guarantees which can be proved and met
- ◆ Using QoS as a key competitive differentiator tool in an increasingly crowded and homogenized landscape

Sandeep Raina
Product Marketing Director
Tektronix

12.10 **Negotiating Outsourcing Service Contracts To Establish An Effective And Successful Partnership For All Parties**

- ◆ Analysing recent trends in telecoms services deals
- ◆ Clearly determining liability and risk in your contracts
- ◆ Developing and defining effective penalty clauses that guarantee performance without compromising your relationship with the outsourcing partner
- ◆ Creating flexibility in your contracts without undermining performance
- ◆ Renegotiating and updating contracts to ensure they fully meet your needs and expectations

Rory Graham
Partner and London leader of the Technology and Outsourcing Group
Brown Rudnick Berlack Israels

12.50 Lunch

2.00 **Configuring OSS Systems To Optimise SLA And Service Quality Management**

- ◆ Assessing to what extent the diversity of data output sources hampers service quality management
- ◆ Streamlining OSS systems to produce a common set of KPIs from your service layer KQIs to optimise communications between product managers and network engineers
- ◆ Determining what level of OSS convergence is necessary to derive a single output of KPIs to be used by all departments
- ◆ Creating achievable SLAs based on a single set of KPIs and KQIs

Wael Bayaydh PhD
Network Performance & Quality Manager
Fastlink

2.40 **Analysing Correlations Between Network Performance And Customer Experience To Optimise Service Quality Management And Network Resources**

- ◆ Examining the key QoS criteria used for 2.5G and 3G network performance measurement and assessing the impact they have on customers' quality of experience (QoE):
 - accessibility
 - connection time
 - network coverage
 - speech quality
 - interoperability between different domains
 - reliability
 - service interruptions or dropout
 - roaming and hand-over performance
 - data transfer rate
- ◆ Building service models to assess which services are affected by different network faults
- ◆ Using real time service quality management to determine the impact a network fault has on service quality and the overall customer experience
- ◆ Determining the level of OSS/BSS integration needed to give a real time view of service quality from the customer perspective
- ◆ Quantifying network management cost savings achieved using a customer experience management approach

Denys Miranda
Manager
Hewlett Packard

Dominique Pelissier
OSS OpenView SQM
Solution Manager
Hewlett Packard

3.20 Afternoon refreshments

3.40 **Benchmarking Key Business Parameters To Achieve Continual Business Optimisation**

- ◆ Implementing quality benchmarking to set and meet internal performance goals
- ◆ Evaluating different benchmarking and business quality management tools and techniques
- ◆ Examining profit-focused and user-aware OSS/BSS architecture design and dashboarding which will increase performance and lead to increased revenues
- ◆ Learning from customer case studies

Santiago Ruiz Callejo
Director of Offer Management, Lucent Worldwide Services
Lucent Technologies, EMEA

4.20 **Closing comments from the Chair**

4.30 End of conference

Due to unforeseen circumstances the conference programme may change and IIR reserves the right to alter the venue and/or speakers.

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Advanced Tools & Techniques For Service Quality Management

Led By

Mark Lucas, Principal Architect, Vallent
James O'Sullivan, Senior Product Manager, Vallent

Registration and coffee will begin at 9.00am.
The workshop will run from 9.30am to 4.30pm and will include breaks for lunch, tea and coffee.

Workshop Objectives

To provide delegates with a practical understanding of the following topics areas:

- ◆ Overview of the service quality management domain
- ◆ Service model analysis process
- ◆ Practical evaluation of service quality metrics in an operational network
- ◆ End-to-end service quality management
- ◆ Customer-centric service assurance
- ◆ Service impact analysis

Workshop Agenda

Each module in the workshop will first survey some practical techniques that can be applied to each area and then follow-up with real-world case studies.

09:00 Coffee and Registration

Session 1: Introduction to Service Quality Management (SQM)

This session is aimed at providing an overview of SQM including the terminology associated with it. It will provide an indepth examination of SQM processes including the exploration of customer QoS/SLA management processes and a service model analysis process

Session 2: End-to-End Service Quality Management Techniques

In this session participants will find out what end-to-end SQM means. They will learn about the data that is required to produce key quality indicators (KQIs) that can enable end-to-end SQM as well as potential data sources. The session will then look at a case study on end-to-end SQM

Session 3: Customer-Centric Service Assurance Techniques

This session will cover the various customer service usage scenarios and transaction analysis involved in customer-centric SQM. Participants will learn about the KQIs for monitoring customer-centric service quality including the data requirements for identifying these customer-centric KQIs. The session will finish with an example of a case study on implementing customer-centric service assurance.

Session 4: Service Impact Management Techniques

This final session will provide information on how to detect customer service impacts. It will investigate the potential causes of service impacts and determine their scope. It will then look at how users can verify restoration of services. The session will close by discussion two final case studies illustrating service impact management.

16:15 – 16:30 Summary and Wrap-up

Company Overview:

Vallent, the global leader in Service Assurance management solutions, helps communication service providers leverage network data to improve their operational performance. Vallent's integrated network Performance Management, Service Quality Management and Business Management solutions give operators the comprehensive information they need to prioritize network operations based on business impact and offer their customer's the services and quality they demand. Vallent's proven Service Assurance solutions are deployed in over 200 operators worldwide and are offered by the leading network equipment providers. The company, formed in February 2005 from the merger of WatchMark-Commnet and Metrica Software Systems, operates globally with headquarters in Bellevue, Washington, USA and major offices and support centers in the UK, Ireland and Malaysia. For more information, please visit the Vallent website at www.vallent.com.

Workshop Leaders

Mark Lucas, Principal Architect, Vallent.

Mark Lucas is Principal Architect at Vallent and a member of the ServiceAssure requirements and architectural team responsible for product evolution. Mark is also responsible for developing the Vallent service model analysis methodology employed for development of 2G, 2.5G and 3G service models.

In total, Mark has over 18 years experience in the Cellular Telecommunications industry. His career ranges from network operations in early analogue cellular systems in the US, through development of network management systems for GSM digital cellular systems in Europe, culminating with work in OSS applications for GPRS and third-generation wireless. In addition to developing wide-ranging telecommunications knowledge, Mark is also skilled in the techniques of user-centered design and usability engineering, which are applicable across many problem domains. Mark has a BS in Electrical Engineering from Kansas State University and is a member of the IEEE Computer Society.

James O'Sullivan, Senior Product Manager, Vallent.

James O'Sullivan is a senior product manager at Vallent, responsible for product/solution planning and evolution. James also performs technical consulting roles for some of Vallent's customers. James has worked in the wireless telecommunications industry for over 10 years, for network equipment vendors, OSS software companies, and network operators. His roles have spanned design and development of element and network management systems, bespoke solution development, network operations consulting, systems integration, and solutions marketing. Since joining Vallent James has played key technical roles in developing and deploying wireless service quality management solutions for a number of Vallent's key customers, and his solutions focus has always placed him in the role of customer advocate. James holds a BSc in Computer Systems and a Technical Marketing Diploma from University of Limerick, Ireland.

Why You Should Attend

End-to-end service delivery often involves multiple bearers, networks and partners, and consequently, measuring and monitoring network QoS alone is no longer a sufficient or accurate measure of an end users' experience of a service. Hence, over the past 12 months **quality management strategies have evolved away from network centric QoS towards customer centric QoE.**

SLA Management is also becoming increasingly complex. With so much choice in the market and relatively little difference between offerings, end users are insisting that SLAs are met and are demanding quantifiable proof from their service providers. **Successful construction and management of SLAs throughout the entire service delivery chain is key to meeting end users requirements and maintaining good service margins.**

QoS And SLA Management in Telecoms will help mobile, fixed and broadband service providers:

- improve service quality
- increase customer satisfaction and loyalty
- optimise network resources
- reduce operational costs
- maximise service margins

Who Should Attend?

At this conference you will meet directors, managers and heads of departments of:

Service Quality, Service Quality Management, Quality Control, Network Performance, Network Quality, Service Management, OSS, IT, Service provisioning, Systems Architecture, Operational Systems, Service Validation, Propositions, Technical Strategy, Resource Management

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QoS & SLA Management in Telecoms

Pre-Conference Workshop - Monday 3rd July 2006
2 Day Conference - Tuesday 4th - Wednesday 5th July 2006
Post-Conference Workshop - Thursday 6th July 2006

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Venue & Accommodation Details

Sana Lisboa Hotel, Lisbon

Av. Fontes Pereira de Melo 1069-310 LISBOA PORTUGAL Telf.: +351 210 064 300 Fax: +351 210 064 301

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	Mr/Mrs/Ms	First Name	Last Name	Job Title	Department
Head of Department:					
Booking Contact:					

Company:Address (if different from label above).....

.....Postcode:.....

Tel:Fax:Email:

No. of employees on your site: 1) ☐ 0-49 2) ☐ 50-249 3) ☐ 250-499 4) ☐ 500-999 5) ☐ 1000+ Nature of your company's business:.....

Yes, I would like to receive information about upcoming events via (please tick) ☐ email ☐ fax

By giving you my email address I am giving ONLY IIR companies the permission to contact me by email

Signature

Step 3 Easy ways to pay All registrations must be paid in advance of the event.

Billing address if different from above:

☐ Cheque. £ Enclosed is our cheque in favour of IIR Ltd Please ensure that the Conference Code CG2306C/W/X is written on the back of the cheque.

☐ Credit Card. Please debit my: ☐ Visa ☐ Amex ☐ Eurocard ☐ Mastercard Card No:

Expiry Date: Signature: Please note that cards will be debited within 7 days of your registration on to the conference

☐ **BANK TRANSFER** - should be made to: Barclays Bank plc, 54 Lombard Street, London, UK. Account name: IIR Ltd - Receipt Account Account number: 90631663. Sort code: 20-65-82.
Swift code: BARCGB22 Please include the delegate's names, registration number and ref CG2306C/W/X in the transmission details.

☐ **IBAN:** GB31 BARC 2065 8290 6316 63 Please include the delegates' names, registration number and ref CG2306C/W/X in the transmission details. Confirmation of your booking will only be sent when FULL PAYMENT is received. All posted registrations must be accompanied by a cheque or credit card details. Please treat this form as our request for payment. If You Would Like To Receive Details Of Future Conferences Via Email Then Please Fill In Your Email Address:.....

Step 4 Five easy ways to register

Telephone: - +44 (0) 20 7915 5055 Please remember to quote CG2306C/W/X

E-Mail - registration@iir-conferences.com

Web - www.iir-conferences.com/qosandsla

Data Protection - Personal data is gathered in accordance with the Data Protection Act 1998. Your details may be passed to other companies who wish to communicate with you offers related to your business activities. If you do not wish to receive these offers, please write to the Database Manager at the above address.

What Happens If I Have to Cancel? - Confirm your cancellation in writing (letter or fax) on or before 19th June 2006 and receive a refund less a 10% + VAT service charge. If you cancel between this date and 26th June 2006 then you will receive a 50% refund. Regrettably, no refunds can be made for cancellations received less than one week prior to the conference. A substitute delegate is welcome at no extra charge.

By Fax - Complete and send this registration form to: +44 (0)20 7915 5056

Post - Complete and return the registration form together with payment to:
Customer Service Manager, IIR Ltd., 29 Bressenden Place, London SW1E 5DR

Incorrect Mailing - If you are receiving multiple mailings or you would like us to change any details or remove your name from our database, please contact our Database Department on +44 (0)20 7915 5135 quoting the reference number printed on your mailing label. Alternatively, fax this brochure to the mailing department on fax number +44 (0)20 7915 5679 or email: integrity@iir Ltd.co.uk. Amendments can take up to six weeks so please accept our apologies for any inconvenience caused in the meantime.



Additional Requirements - Please notify IIR at least one month before the conference date if you have any additional requirements e.g. wheelchair access, large print etc.

Visit: www.iir-conferences.com/qosandsla Email: registration@iir-conferences.com