



SIP Forum 2005 Unified Work Plan

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1 Preface

The SIP Forum (also referred to as the "Forum" herein) workplan is updated annually to reflect the planned activity for the year. Each of the major working groups presents the tasks and activities that will be the focus of their respective groups. The contents may change and items may be added or deleted to adapt to the rapidly changing technological environment, but overall, this document provides insight into the goals of the Forum.

1.1 Executive summary of this work plan

This fiscal year will mark a turning point in the SIP Forum ("Forum"). Previous years were marked by fiscal conservatism, and work aspirations were limited by a desire to create a financial cushion that would assure continued existence. Thus, many projects were not undertaken due to fiscal constraints. Most of the projects that have been completed were done with volunteer effort. The Forum deeply appreciates the efforts of these volunteers. However, it is faster and easier to pay consultants to get things done.

However, the Forum has achieved that goal. Therefore, the management of the Forum is electing during this fiscal year to substantially increase its output by funding desired activities. This year the Forum has outlined an aggressive goal to increase marketing and technical achievements well beyond years past. For instance:

- Marketing Working Group. The MWG will create four new white papers on current issues in SIP technology, returning to monthly electronic newsletters, instituting a more aggressive member speaker placement plan, updating the Forum's visual identity and presentation materials, and working with leading industry analysts to provide benefits to full members of the Forum.
- Service Provider Working Group. The SPWG will be tackling the issue of interconnection frameworks for SIP network providers by retaining an expert project manager to pull together views and create recommendations useful to members.
- Consolidation: into Technical Working Group. The technical activities of the Forum, such as the Certification Working Group, and others, are being restructured to improve management & coordination of all technical activities. Several additional initiatives, such as extension of the current User Agent Test Suite, are planned.
- Test Event Working Group. Running the SIPit events is one of the Forum's most important and visible activities. To maximize this effort, a new working group is being created to create more structure and expand the activities of the people involved in this event. The first order of business is to create a permanent website for handling attendee registration. (Today, each host must re-create this capability for each event.)

This fiscal plan balances the goals that can be achieved with the funds available. This year, the Forum expects membership revenues of € 265,000, and the plan assumes that all but € 30,000 of this will be spent on activities – which is appropriate, since the Forum is a non-profit organization. Few fixed monthly costs are built into the budget; nearly everything is project-based cost, so costs can be controlled to match membership revenues (should memberships vary from plan.)

After five years of operation, the Board undertook a thorough review of the By Laws, to see if they match the actual needs and operational realities of the Forum. Many did not, and so changes are recommended for approval by the membership.

2 SIP Forum operational framework

2.1 SIP Forum mission

The mission of the SIP Forum is to advance the development and deployment of innovative solutions that comply with, and properly interoperate with other products that also use the Session Initiation Protocol (SIP) protocol.

To accomplish this mission, the Forum:

- Advances product interoperability by holding live interoperability test events, and by defining and creating operational compliance tests.
- Creates white papers, implementation guides, recommendations, and other technical documents dealing with issues that fall outside the scope of the IETF or other relevant standards bodies.
- Builds awareness about what existing and emerging SIP-compliant technologies can do for users and customers.

2.2 SIP Forum scope

The SIP Forum is explicitly not a standards-setting body. The Internet Engineering Task Force (IETF) defines the core SIP protocol.

The activities of the Forum are therefore directed at complementing the activities of these standards bodies, though the Forum's activities are often informed by, and guided by the leadership of the standards organizations.

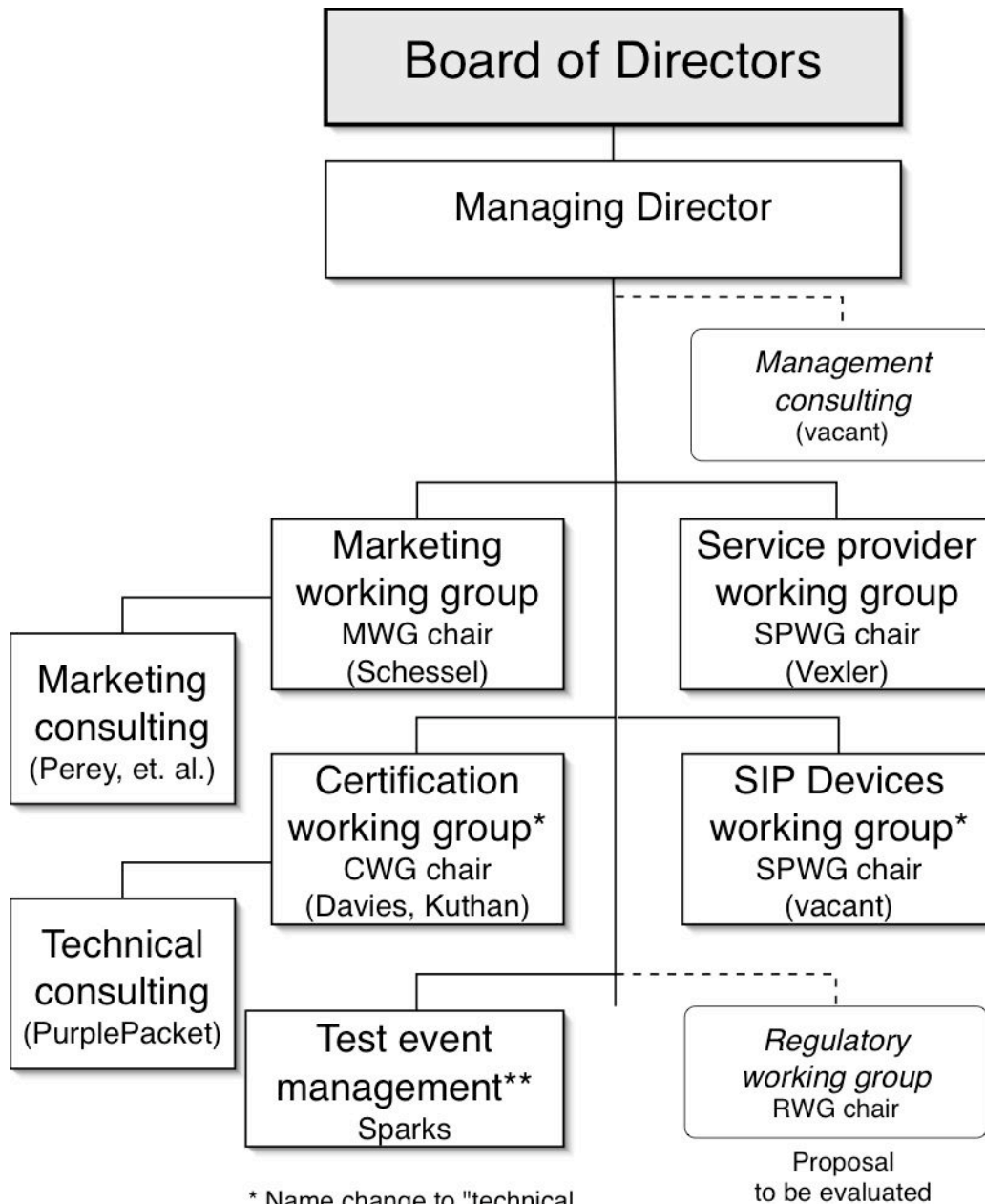
In addition, the Forum undertakes activities guided by the needs of its membership as determined through interactions with that membership.

Finally, the Forum provides opportunities for its members for inter-personal networking, publicity in various venues, and product testing events.

For instance, the Forum creates test cases testing the compliance of modules, products, and systems to SIP in order to promote the interoperability of these items with each other. Standards bodies and members together are likely to guide the definition of these documents or test cases. Test cases developed in this manner may then be used at a SIP Forum sponsored test event to help vendors assure high quality and interoperability.

2.3 SIP Forum structure

The SIP Forum is organized as follows:



* Name change to "technical working group," and associated charter change to be proposed for fiscal 2005

** Name change (to Test Event working group) to be proposed for fiscal 2005

Note that this diagram represents the current organization. However, note also that changes are recommended for this fiscal year.

2.4 SIP industry challenges facing the SIP Forum

The Board of Directors, the Working Group chairs, and the members themselves (via a member survey) have named the following areas as the critical challenges the SIP Forum should work on in order to help the products and services industry to succeed:

- Increase the proportion of public discourse about SIP-related business and practice issues relative to the discourse regarding technical principles and theory.
- Information (white papers, etc.) that:
 - Focuses attention on crucial problem areas (e.g. NAT/firewall traversal)
 - Describes for SIP-novices a SIP-driven network, the elements that live in it, and the effect of using each element in the network
 - Clarifies the implications of the use of Session Border Controllers
 - Provides vendor-neutral SIP market assessment and opportunities
- Find ways to help solve the problem of SIP/RTP traversal through firewall / NAT devices.
 - (N.B.: Don't define the protocol or technical solution, but attack the problem of how to motivate relevant technology vendors to implement the standards that have been set elsewhere.)
- Create needed technical documents that are not well suited for a standards body
 - Tutorials that draw together the large amount of SIP technical and market information about how to make or use a SIP product or service
 - Replacement for Henning Schulzrinne's expired *Services* draft
 - How-to documents for things like Vonage-style services, *69 services, achieving plug-and-play
- Technical activities for which the SIP Forum is the "best" venue
 - Continue SIPit / SIMPLEit events
 - Incremental expansion of test cases & suites to include testing of end-to-end transparency, or others (if/as needed)
 - Tutorial sessions (at technical conferences, etc.) from experts about how to use SIP technologies to increase the use of SIP within a wider variety of applications than "just" telecom
- Use the SIP Forum as a "bully pulpit" for various audiences
 - With firewall / NAT vendors, especially residential / SOHO devices
 - With engineers at member companies to help steer them in the direction of working on drafts for which the IETF needs participation / help
 - With engineers at relevant places to encourage participation in creating the "running code" to prove the viability of IETF drafts
- Improve communications to members
 - To insure existing members continue to renew as well as gain new members
- Potentially sponsor, or have, industry "networking" events bringing together vendor, service provider and enterprise representatives

This unified plan describes the plan the SIP Forum will use to tackle as much of this as it is able, and becomes a yardstick by which the members and Forum management measure its success over the next 12 months.

3 Fiscal year work plan

In light of the above list of items that are critical for the Forum, each working group has created a work plan for execution during the coming fiscal year.

To accomplish this, the Forum plans to switch from its current full reliance on volunteer members, and expend funds on outside assistance to accomplish these goals. There are also structural changes that are required to meet these goals. All such changes are outlined in the sections that follow which describe the specific activities of the working groups.

3.1 Marketing working group (MWG)

This marketing plan describes activities for two distinct groups:

- The Marketing Working Group itself, engaging in activities for SIP awareness, influence in the industry, and related matters
- The activities of the other SIP Forum Working Groups as required to promote and support their respective activities, such as SIPit, SIMPLEt, Test Suite, etc.

3.1.1 Background

During early calendar year 2004, the MWG commissioned a survey of SIP Forum members to determine activity requirements and organizational expectations.

The member survey as well as feedback from the working groups have helped to identify why companies joined SIP Forum and also brought to light several gaps in the execution of the previous Forum plan, and gaps that should be filled this year.

More specifically, companies joined the Forum for the following reasons:

- Participate in Forum programs to build awareness of their own SIP products.
- Support the SIP Forum goals as a vendor-neutral SIP protocol advocacy group
- Network with other SIP-related vendors, customers, and standards representatives

The following are the largest gaps identified in the survey:

- Measurable value for our membership: we must answer the questions about “what we do”, “why we do it”, “what is the benefit for our members”, and how we are communicating these benefits to the members. EUR 5000 investment for each member in the SIP Forum requires tangible measurable benefits, or we will lose members.
- Building awareness of the implementation and success of SIP; it is no longer just about the protocol and the hype of the benefits.
- Interoperability: we host fantastic events such as SIPit and SIMPLEt, but we don’t communicate the results to a larger audience.
- Device test tools: this has been a stealth project and must be launched properly.
- Poor communications: With both the members and the industry at large.
- Trade shows and conference booth: should we utilize the booth for recruiting members? Can we leverage live interops?

- Speaking opportunities: members appreciate the benefit from speaking opportunities facilitated by the SIP Forum. The SIP Forum must share information about opportunities further afield and involve more members e.g. presentations on the website, articles about the conference or a particular topic of interest.
- Planning and execution: communicating the plan and executing with feedback to the members is key.
- Website: with the launch of the new SIP Centre website, we find ourselves completely out of date.
- Adopting industry best practices and applying them to the SIP Forum: we should analyze capacity to move issues and tasks forward based on normal business practices.

Other notes from the survey:

- The member survey coined this as a critical year for SIP and the SIP Forum. This is the year that the SIP protocol moves from theory to practice and the SIP Forum should be at the industry forefront.
- The member survey highlighted that the SIP Forum was the group to join, to network and be part of the SIP Community. This must be supported and continued... to loose it, would probably mean the end of the SIP Forum.

On the heels of the survey, it is clear that this is a pivotal year for the SIP Forum. SIP is now mainstream, the industry has graduated from the hype to the implementation. The success stories, quantification of the install base as well as critical market insights are few and far between.

The critical success factors for the SIP Forum that arise from the survey results can be summarized as follows:

- Clear mission and measurable goals.
- Clear positioning and differentiation in the industry with a message that members can recite from memory.
- Increase and maintain effective communication with the Forum members.
- Measurable value for all members.
- Speed and ability to execute on the plan without being mired in bureaucracy.
- Effective communication between the Board, Forum Manager, WG chairs and any retained consultants.

Relevant measurements of success will be the recruitment and retention of members, SIP Forum recognition in the industry, successful communication about the advances of the SIP standard (interop and standards bodies), the amount of press the Forum receives, and direct member benefits such as meeting their visibility goals, networking and in some cases direct leads.

The SIP Forum has historically been viewed as a key contributor to the SIP industry, **the place** to be with the **right people**, and **companies**. To continue and build on this trend, the SIP Forum must provide tangible value to its members, increase its visibility, and remain a key contributor now that SIP has hit the mainstream and is clearly moving from the early adopter to the early majority stage. We also note that in Europe, Asia-Pacific and North America, it is truly the time for multimedia and VoIP applications and services.

3.1.2 Most critical work areas

The MWG must accomplish the following activities during 2005:

- Creating and coordinating a set of white papers addressing key industry or technical issues and topics
- Vendor-neutral marketing material including but not limited to market direction, market opportunities, and case studies
- Communications concerning current activities (e.g. testing tools)
- Membership retention and growth
- Member-focused communications
- Communications around SIP Forum events (i.e. SIPit, SIMPLEit)
- Third-party conferences, tradeshow, and speakers
- Press and analyst communications / relations
- Better utilizing member SIP products in day-to-day SIP Forum activities (e.g. SIP clients and conferencing equipment)

In support of these areas, several foundational tasks need done:

- Visual identity
- Website extension
- Recruitment material
- Stock presentation material for the SIP Forum

While these are in "rough" priority order, there are variations among these in the implementation details, and many details are of equal priority. And while of theoretically lower "priority," several items are urgent, and thus moved ahead in a schedule. Detailed plans for these are as follows.

3.1.3 Urgent activities

3.1.3.1 Test tool launch

Activities:

- Collateral: spec sheet, example usage, how to report results, etc
- Website update, logo to complete the Visual Identity
- Press release(s)
- Create and execute a media and analyst communications plan.
- Create and execute an outreach plan to contact relevant test / technical resources among Full members and encourage test tool use.
- Create and execute an outreach plan to the SIP Foundry participants and encourage building test tool into the daily build process (as appropriate).
- Report on test tool successes and utilization. Reports to members and VoIP media/analysts.

Timeline:

- | | |
|--------|---|
| • July | Press / analyst communications complete |
| • July | Full member outreach complete |
| • July | SIP Foundry participant outreach complete |

- December Follow-up reports to media / analysts.

3.1.3.2 Recruitment material

It is necessary, in order to articulate the new SIP Forum goals and mission to prospective members for all member recruitment materials to be revised and updated. The composition of this collateral, the language used and the positioning must be prepared very carefully. Caution must be used to ensure that the language of the revised and updated collateral will not quickly grow stale. For example, it would be best to cite the number of members in as "over 50" and to say that there are annual SIPit events, not to give the number or dates of the next event.

The recruitment materials should rely on the website. Complementary member recruitment pages will be created and maintained with more detailed and current information on the SIP Forum web site.

Activities:

- Update the recruitment package: value proposition, SIP Forum activity / goal overview, backgrounder, successes, description of lists and working groups
- Deliverables: a European size fold-out for trade show distribution (value, successes to date, member quote, etc), and web material in PDF format such as member list, recent successes, etc.
- Set expectations for new (and existing) members

Timeframe:

- July Review and correction of existing recruitment kit
- September New "overview" for existing kit
- (in time for VON) New kit complete

New kit documentation should be prepared in a manner that would permit its use as a "follow-on" contact for members who are provided the corrected kit, and the "overview" in August.

3.1.4 New Member Welcome kit

The marketing team and the MWG will repurpose existing materials and create one new piece of collateral to provide new members when they join. The new member welcome kit should be provided to all new members with their receipt of payment and membership "card".

The components will be assembled by the marketing consulting team and reviewed by the MWG chair on behalf of the SIP Forum

The components of the new member welcome kit could include:

- A letter from either the Managing Director or chairman of the board of directors
- A listing of all then-current (at print-time) activities and a link to the web page where new activities are posted.
- A list of names of work groups, work group chair persons, information about when the meetings are conducted and how to join
- The names of the Managing Director and contact information
- Names and contact information for the marketing consulting team

- The by laws of the organization
- A logo adapted with the word “member” that they can put on their web site and on collateral.

Timeframe:

- First draft by August 2004
- Final edition ready for distribution September 2004

3.1.5 White papers & vendor neutral marketing material

The MWG will identify the key areas and sequencing for the creation of white papers as required. A minimum of four will be produced in during this fiscal year; if resources permit, more should be produced. The minimum topics are (in order of priority):

- Key issues blocking widespread SIP adoption (i.e. operation across NAT / FW products (enterprise, carrier, consumer), user agent provisioning, etc.)
- Advanced SIP primer
- SIP market overview, opportunities, and timeframes
- Implications of the use of hybrid SIP devices (B2BUA, SBC)
- SIP deployment techniques, and case studies

3.1.5.1 Key issues blocking SIP pervasiveness

Content:

- Describe NAT / FW transversal problem, and requirements
- Describe UA configuration and provisioning problem, and requirements
- Summarize IETF-proposed solutions (including pointers to drafts/RFCs); segment by product / service type
- Discuss needed actions from any industry source
- Discuss workarounds – from perspectives of both users and providers.

Timeline (dates are as of end of indicated month)

- | | |
|---------------|--|
| • September | Outline |
| • October | First draft |
| • November | Final signoff from Technical WG |
| • December 15 | Finished PDF available on website; Accompanying PPT available, too. |

3.1.5.2 Advanced SIP primer

Content:

- A clear, white-paper level, architectural overview of SIP.
- Describe how all IETF RFCs and drafts relate.
- Describe how SIP relates to other relevant protocols such as ENUM, TRIP, and XCON.
- Provide illustrations of how SIP primitives + related RFCs/drafts can be used to supply voice, video, fax, IM/presence, and other services or capabilities.

- When possible, these documents should speak from the point of view of providing a service, not using a protocol.
- Avoid the IETF limitation of describing systems using ASCII-art; use embedded line-art (professional if needed), and publish in PDF form to preserve graphics and formatting.
- Examine which (of many) ideas currently being placed in IETF informational drafts can be more strongly and clearly communicated in the venue of the Forum.

Timeline (dates are as of end of indicated month)

- October Outline
- December First draft
- January Final signoff from Technical WG
- February 15 Finished PDF available on website

3.1.5.3 Hybrid devices

Content:

- List of types of hybrid devices (B2BUA, SBC, etc.)
- How these devices use SIP
- Stated behaviors of these devices
- Potential benefits claimed by vendors
- Potential risks (i.e. potential limitations on SIP functionality)

Timeline (dates are as of end of indicated month)

- September Outline
- November First draft
- December Final signoff from Technical WG
- January 15 Finished PDF available on website;
Accompanying PPT available, too.

3.1.5.4 SIP deployment techniques, and case studies

Content:

- General "How to" descriptions of services like IP PBX, IP Centrex, consumer primary / second line, etc. including network design principles, bandwidth requirements, etc.
- Variations on how-to if needed (e.g proxy vs. B2BUA infrastructure) and descriptions of implications
- Case studies of both Service Provider implementation and enterprise implementation

Timeline (dates are as of end of indicated month)

- January (2005) Outline
- March First draft
- April Final signoff from Technical WG
- May 15 Finished PDF available on website

3.1.6 Mainstream activities

3.1.6.1 Newsletters

The last newsletter was in December 2003, this should be done monthly

Activities:

- Every month: content from members, industry positioning, information from the SIP Forum, update on activities, etc.
- Who will be the editor? PEREY can collate.
- Style guide for newsletters

Timeframe:

- July or August Relaunch

3.1.6.2 SIPit, SIMPLEt

For several years the SIP Forum membership has requested increased communication surrounding the outcomes of the SIPit events. This desire must be evaluated in light of one of the stated missions of the events: provide a "safe" place for technical teams to test uncompleted software without public view.

We suggest that outcome highlights be prepared, and more aggressively distributed in various outlets (TBD).

Activities:

- Summary of testing outcomes, summary of multi-party test scenarios
- Promotion of sipit.net for information location
- Press releases before and after the event in conjunction with the host
- SIPit 15: hosted by CLL/ITRI, August 23-27, 2004 in Taiwan, PRC
- SIPit 16: hosted by Jasomi Networks, March 2005 in Banff, Canada
- SIPit 17: hosted by Hotsip, September 2005 in Stockholm, Sweden
- SIMPLEt 3: hosted by Microsoft, November 2004, in Redmond, WA, USA

Timeframe:

- Within a week of each SIPit and SIMPLEt event (August 2004, March 2005, plan for September 2005)

3.1.6.3 Conferences, Tradeshow, Speakers

Trade show activities will be identified and performed according to the following schedule:

- Trade show plan
 - List of trade shows for the entire year
- Comprehensive plan for cohesive message throughout the year
- Booth
 - Determine the main objective of the booth such as member recruitment, or providing advantages / benefits to Forum members
 - Update the current booth, messaging, banners, presentation material

- Should we have multi-vendor deployments at the trade show? If so – what does this mean – what cost, who organizes?
- Updated collateral for trade shows (recruitment collateral, appropriate white papers)
- Speaker placement, preparation and organization (not the actual speaking)
 - Arrange for speaker placement / panels in at least 8 shows.
 - All speakers must be Full member companies with a currently valid membership.
 - All presentations will be placed on the Forum web site, accessible to members with a password.

Timeframe:

- July Trade show list / plan
- August Speaker placement plan
- Throughout the year Implementation

Costs will include:

- Actual booth art / text update per above in Visual Identity
- Booth shipment
- Cost for attendance by SIP Forum representatives
- Marketing & PR activities where appropriate

3.1.6.4 List server

The following outlines the current thoughts about updating the List Server.

| List objective | Who needs to be on it? | What list, and what are the usage guidelines? |
|---|--|--|
| To communicate about any and all activities/offers that may be of interest to members | Members, anyone with an e-mail address ending with the domain name of a member | New list. Moderated (keep usage limited); postings only by SIP Forum approved persons. If there is to be a newsletter for SIP Forum members, this is the list to which it should be posted |
| To communicate about technical SIP product implementation issues | Any one with interest in the implementation of SIP products (not the service providers) | Current SIP Forum discussion list. Unmoderated. |
| To communicate with enterprises who are deploying SIP products for corporate uses | Anyone with interest in the deployment details. A place to share “real life” experiences | New list. Open to public. Moderated. |
| To communicate about MWG specific themes, initiatives, etc | Only SIP Forum members interested in marketing activities, | New list. This is to help people engage in productive inter-meeting dialog. Unmoderated, but requires approval to join. |
| To communicate about Service Provider WG | SIP Forum Service Provider WG participants. | New list. (?).. Unmoderated, but requires |

| List objective | Who needs to be on it? | What list, and what are the usage guidelines? |
|---|---|--|
| themes and initiatives | | approval to join. |
| To communicate with Testing WG participants. (Should refer to "Technical Working Group" after restructuring). | Anyone interested in testing suite | Existing list. Unmoderated, and open to join. |
| To communicate about matters of interest only to the board | Only members of the SIP Forum board of directors. | Existing list. Unmoderated, but requires approval to join. |
| To communicate with SIPit participants | SIPit participants only. | New list. Unmoderated. Requires approval to join (from SIPit event manager.) |
| To communicate with SIMPLEt participants | SIMPLEt participants only. | New list. Unmoderated, but requires approval to join (from SIMPLEt event manager.) |
| To communicate with press and analyst | Targeted press and analysts | New list. Designed to communicate only with targeted press and analysts but could be open to anyone.. Moderated, and requires approval to join (from "marketing"). |

Current lists:

- Discussion: 1317 non-digest, 35 digest format
- Marketing Working Group: 66 non-digest, 26 digest format
- Service Provider Working Group: 45 companies, 48 individual members
- Certification Working Group: 101 non-digest, 19 digest format

Timeframe:

- Establishment of new lists and clean up of existing lists July 2004
- Improvement of list management software and protocols July 2004

3.1.6.5 Press & Analyst Relations

The target audiences for efforts this year will be as follows.

- Media outlets
 - Telephony and voice technology publications (many newsletters)
 - Service provider publications
 - Business communications (non-technology, i.e. Wall Street Journal, Boston Globe, etc.)
 - Technology policy and finance
 - Other

Analysts. A key activity will be to find an analyst that wants to specifically track the use & adoption of SIP-based products, and create a channel for consistent dialog between the Forum and this analyst. In addition, create plan to communicate with standard firms:

- IDC
- Gartner
- Frost and Sullivan
- Instat
- Others (SuperComm Analyst list, Pulver Analyst list, others)
- Develop target messages and establish the components of the campaign.
- Press Releases
 - 3Q04
 - 4Q04
 - 1Q05
 - 2Q05

Approach

- Beginning on July 1, e-mail invitation to press to set up meetings
- August 1, have all briefing materials completed for virtual meetings
- September 1, follow up with supporting materials and information
- October 1, report on results of first campaign

Results/metrics

- Number of times cited
- Number of calls or inquiries by e-mail from Press and analysts
- Number of times the logo is used
- Other

Timeframe:

- Short term: We will establish relationships with the press/analyst community by way of one on one telephone calls and e-mails. We will contact press and analysts with the objective of setting up a briefing with the person in the 3 to 4 weeks following initial contact.
 - In these briefings, SIP Forum marketing team members will provide appropriate level and detail of information to the press/analysts and at the same time be listening for the opinions and perspectives of these industry influencers. The process will reveal to the SIP Forum marketing team those analysts and influencers with whom a deeper and more engaged relationship is likely to produce positive results.
- Medium term: over the next quarter after the initial round of contact, we will continue to target information to all press and analysts who express interest in remaining on our mailing list. At the same time we will undertake activities which enhance relationships with analysts found to be the most receptive and interested in SIP industry trends.
 - The deeper relationships could lead a variety of different deliverables and financial agreements with analyst firms found to bolster the SIP industry with their publications and recommendations.

- Long term: the analyst community will eventually turn to the SIP Forum for regular (hopefully quarterly) updates as they find it useful and beneficial to their research. The SIP Forum should be perceived as a source of unbiased and realistic assessments of developments in technical arenas as well as in market acceptance of SIP.

3.1.7 Supporting activities

3.1.7.1 Visual identity and stock presentation material

Activities:

- Softening the SIP Forum logo
- 1-page description of correct use of the logo, corporate colors, fonts styles, etc
- Ensure consistent visual identity throughout the web, collateral, presentations, member use of the SIP Forum marks
- Logo for the test suite
- Power Point presentation template: master page, colors, font type, etc
- Develop a standard SIP Forum presentation for use by members (40 slides: 30 up front, then add 10 over the year). This would be about industry trends, vision for the future, etc.
- An example member page for the SIP Forum slides used at VON Canada, May 2004.



Timeframe:

- Summer 2004

3.1.7.2 Website

The website is in need of an update to reflect the updated mission and goals as the support a small number of activities on which we will focus. To support the concept of the SIP Forum being at the center of the SIP industry, we must have more on-line resources and better links to other information sources.

Activities:

- Confirm the key promotion areas for the SIP Forum
- Analyze current UI and information content
- Determine new content
- Determine frequency and update methods, desired outcomes, statistics, etc
- A redesign of the actual site may be too onerous and not necessary – this will be addressed once the analysis is complete
- Update the website content
- Define member-only area and content

Timeframe:

- Fall 2004

3.1.7.3 Virtual Conferences and Global Events using SIP

One of the important ways of validating the themes of the SIP Forum in the 2005 messaging is by demonstrating the stability and maturity of the technology by providing well designed and managed experiences to the press/analyst community as well as to the industry at large.

The events would be conducted entirely on member provided technologies and services, used to convey content about SIP and the industry developments. The content would be used to draw the audience to the event but at the same time, the lessons learned as part of the design and execution of the infrastructure for the event would provide valuable content for service provider as well as enterprise audiences.

Organizing the sessions for the virtual conference would be a significant effort, ideally a role that could be fulfilled by an independent professional knowledgeable in the subject matter. Ensuring the professional management of the content and the successful marketing of the event may require additional resources for successful execution. Managing the infrastructure may also require a technical coordinator. We would seek to have a member company provide a dedicated, experienced resource to support this.

The matter of the fee for attendance of this virtual conference will need to be examined and decided upon as part of the early planning process.

Timeframe:

- Planning to begin in 1st quarter
- Concept and goals September 2004
- Identification of core member team for implementation September-October 2004
- Invitation to speakers October 2004
- Infrastructure testing November 2004
- Event late November 2004 or January 2005

Cost:

- If members contribute all expenses for the infrastructure, the value of this investment would be difficult to estimate.
- In addition to the strictly infrastructure related costs, there would likely be management services (speaker invitation, content preparation) and marketing related

expenses to be borne directly by the SIP Forum itself. These could run anywhere from \$10,000 to \$20,000.

3.1.7.4 Market Research, Trend Analyses, Assessments and Sizing

As one of the potential by-products of the relationships with analysts, the SIP Forum expects to release a request for proposals to key analyst firms. We will request that the analyst firms prepare a detailed outline and budget for a modest amount of original market research to be conducted on behalf of the SIP Forum and its members.

The contract to conduct the original market research will be awarded on the basis of qualifications of the analysts, the reputation and “brand recognition” of the firm and the cost of the proposed relationship. Efforts will be made, where possible to leverage relationship but the final selection of the winner of this contract must be performed by a panel consisting of marketing representatives as well as a member of the SIP Forum board or the Managing Director.

In addition, the Forum should leverage research and articles already available from other sources. For instance, the Forum may consider licensing such items for re-distribution.

Timeframe:

- The negotiation and posting of existing intellectual properties such as those identified below, will be done as soon as possible – 1st quarter
- The commission of original market research will be addressed in the 2nd or 3rd quarter, depending on the relationships established and the sensitivities of analysts to such opportunities. It will take a few months to work a new original market research project into the schedule of any reputable firm.

Costs may involve:

- Original Market Research estimated to be a limited task, costing from \$25,000 to \$50,000. This would include the rights to distribute the final market research report, as the SIP Forum deems appropriate.
- Posting articles on the Forum site such as: “SIP State Of Affairs” from the April 2004 issue of Business Communications Review, pp. 30–35, by Steven Guthrie
- Special pricing for research such as: “SIP Hosted Services: A Heavy Reading Competitive Analysis,” a 56-page report researched and written by Margaret Hopkins, that delivers a comprehensive evaluation of SIP platforms now being sold to service providers covering SIP Centrex; SIP contact centers; SIP conferencing; and SIP unified messaging.
- “Voice over IP & Network Convergence Report”

3.1.7.5 Objective, vendor neutral content created for external audiences

Objective, vendor-neutral, outbound oriented communications deliverables (e.g. white papers, presentations, sample business cases, articles) covering:

- The implications of SIP developments in the IETF from the points of view and language of:
 1. Members’ Marketing, business Development and Sales departments
 2. Members’ (service provider, and/or enterprise customers’ Operations and Financial departments

3. Members' consumer customers
 4. Regulatory and policy groups affecting the deployment or adoption of SIP
 5. Industry analysts and the press
- Deployments and adoptions of SIP including deployment and adoption models, metrics against those models, trends, case studies and success stories

Activities:

- Repurposing content such as Jonathan Cumming's "SIP Market Overview", September 2003
- Approach Jean-François Mulé for a white paper based on what CableLabs believes is needed in terms of SIP extensions for multiple service provider interconnect
- Articles
- White papers
- SIP Industry at a Glance poster: update and relaunch

Timeframe:

- Deliverable throughout the year

3.1.7.6 Other activities to perform if available

Negotiable extras that could be added to scope of work if schedule and budget allows:

- Additional analyst and media/editor tours featuring SIP Forum spokespersons
- Additional newsletters (beyond the 12 monthly internal newsletters) permitting customization and supplemental information for external audiences
- Additional press releases
- Additional White Papers
- Additional by-lined articles
- Additional presentation materials for special events or opportunities
- An expanded Membership retention and recruitment campaign, including electronic benefits brochures and their distribution, and an aggressive program of Web links to and from a large circle of industry Web sites (including sites concerning Wi-Fi and other related technologies, IT/MIS/CIO sites and public/regulatory policy sites, worldwide). In addition, this option would provide additional surveys of Membership to track their on-going on needs and priorities and urgencies, and their feedback on the responsiveness and effectiveness of the marketing team's deliverables
- Support for the lobbying of key regulatory bodies to help them better appreciate the implications and benefits of SIP-based products and services in the multimedia communications-enriched future.

3.1.8 Marketing metrics (measuring success)

The MWG will define its success by measuring its efforts against the following criteria:

| Area | Deliverables | Measure-ment | Hard vs. soft "Measure-ment" | Measured by Forum, Members or both |
|------|--------------|--------------|---------------------------------|------------------------------------|
| | | | | |

| Area | Deliverables | Measure- ment | Hard vs. soft “Measure- ment” | Measured by Forum, Members or both |
|-------------------------|--|--|--|---|
| Visibility | SIP Forum participation/ leadership in industry events | Number/ Quality | Hard/soft | Both |
| | SIP FORUM Press mentions | Number Quality | Hard/soft | Both |
| | Articles published | Number/ Quality | Hard/soft | Both |
| | Increased Web traffic to Members’ sites via “click-through” from SIP Forum site | Number | Hard | Members |
| | Awareness of SIP Forum by Members’ customers | Quality | Soft (anecdotal) | Members |
| | Awareness of Member of SIP Forum activities / value | Number | Hard (new/renewed member count) | Forum |
| Market education | End-user benefits and business case oriented case studies aimed at Members’ customer audiences | Quality of customer, press and analysts’ basic understanding of SIP and its benefits | Soft (anecdotal) | Both |
| Membership | Members’ sense of community | Member sentiment as expressed in follow-up interviews | Soft | Both |
| | Size of membership | | Hard | Both |
| | Composition of Membership | Inclusion of large as well as small companies | Hard | Both |
| | Composition and leadership of MWG | | Hard and soft | Both |

3.2 Service provider working group

3.2.1 Background

Current status and activities of the SPWG are as follows:

- 30+ member companies (include ATT, BT, FT, Vonage, Cingular, NTT)
- 45+ individual members
- Bi-weekly regular meetings
- Most (about 90%) are Participant Members
- About 1/3 of the 48 individual members attended or contributed to at least one meeting
- By regions: the US is most active followed by European group. Asia is underrepresented and the participation is minimal
- Opportunistically have face-to-face meetings at conferences (e.g. Fall VON 03, Spring VON 04).
- Also, we established a liaison with the IPCC' Service Providers WG at Spring VON 04.
- A proposal by FWD (Pulver Free World Dial) for incremental numbering plans.
- Analysis by Cable Labs on SIP and Packet Cable
- A security presentation submitted by Cisco

3.2.2 Most critical work areas

In the survey completed by the MWG in early 2004, the SP-WG member respondents listed the following as the key areas of interest:

- Numbering plans (ENUM will be the common mechanism for routing of E.164 numbers)
- QoS (Best effort vs. guaranteed SLA)
- Inter-provider and Inter-Carriers billing
- SIP security – e.g. authentication and authorization
- Define a SP-Interconnect framework and recommend contractual interconnect agreements core elements

The chair also notes that the participants in the SP-WG meetings are more passive than desired. Before the survey, there was uncertainty about the key areas the providers want addressed. Even with survey results, there is a question about whether the current participants will be prepared to contribute the work required. A significant effort needs to be undertaken to re-energize this group into a more pro-active determination of the list of activities it needs to accomplish.

3.2.3 The twelve month plan

In order, therefore, to re-energize the group, the SPWG chair proposes that, for the next 12 months, the objectives of the group are:

- Deliver on selected items from the member's desired work areas;
- Increase active participation level among current member companies (Full and Participant), potentially changing the participation criteria in the process;

- Upgrade the membership level of active participants from Participating to Full;
- A key goal in the membership growth should be to include the majority of service providers that are actively deploying SIP-based services. Particular attention will also be paid to wireless and cable companies providing VoIP services.

3.2.3.1 Activities

For the next 12-month we propose to create recommendations on at least two of the critical issues listed in 3.2.2.

To accelerate the process of creating the recommendations we should combine bi-weekly reviews with a stronger editor role. The editor (volunteer or retained by the SIP Forum) must conduct active dialogues with the SP-WG members. Presentations and review of the recommendations will include at least 2-3 sessions of one-day meetings.

3.2.3.1.1 Interconnect framework

Currently the interconnectivity framework has registered the highest interest from various participants. This will be the first recommendation to complete.

3.2.3.1.2 Timeline

- | | |
|----------------------|--|
| • July | Recommendation outline |
| • September | First recommendation draft |
| • Fall VON (October) | Working session |
| • November and Dec. | Collect input from other SIP WG and other forums |
| • January | Draft document issued for review |
| • February | SP-WG reviews |
| • Spring VON (March) | Working session on final version |
| • May | Ballot and formal release |

3.2.3.1.3 Second recommendation

The SP-WG will determine within the first fiscal quarter of the year which of the other issues listed in Section 3.2.2 is of next highest priority among active SP-WG participants, and have identified a timeline for release of the recommendation.

3.2.4 Working with other groups

The SP-WG relies on the MWG for communicating the SP-WG activities. The SP-WG also relies on the SIP Forum to offer support for membership recruiting campaigns and for staffing support when organized by the SP-WG.

The SP-WG must work closely with the technical groups of the SIP Forum in order to draw expertise for technical requirements of the recommendations. In particular we need to decide how the issues of aligning technical contributions related to firewall, security/NAT can be addressed jointly by the technical and SP-WG.

Liaisons with other Service Providers working groups such as the IPCC and Pulver's Global IP Alliance will help to avoid duplication of effort, and communicate the activities taking place in the SP-WG.

Specifically, we recommend that establishing the following liaisons:

- Pulver Global IP Alliance – we should have a designated representative attending working sessions where issues of mutual interest are discussed. The objective is to ensure coordination and avoid overlap.
- IPCC Service Providers Working Group (Interoperability) – we should have a designated representative attending the working sessions where issues of mutual interest are discussed. The IPCC has also invited the entire SIP SP-WG to hold 2 times a year a joint working session aligned with a major VoIP conference / event.
- Reciprocally, a 3rd party liaison should require that a designated representative participates and provides input to session where issues of mutual interest are addressed. The chair or editor should manage the process of soliciting liaisons participation.
- Reporting mechanism. Each designated liaison must submit a quarterly progress report detailing the synergies and overlaps between the respective groups.

3.2.5 Membership

There is a hypothesis that participants who have paid to participate in the SIP Forum are more likely to participate in active WG work in order to get value out of the organization.

Therefore, a drive will be undertaken to upgrade the membership level of those currently participating in the SP-WG activities.

3.2.6 Qualification

In the context of membership level of participants, the SP-WG, and the SIP Forum board of directors should consider whether changes need to be made to the qualifications that must be met prior to participating in the SP-WG. The choices are:

- Keep the status quo on SP-WG participation. This permits both participating members and full members to participate. To increase the number of Full member participants in the SP-WG, consider whether to initiate a marketing and membership campaign targeted at the SP-WG without changing the charter of the WG.
- Change the charter concerning SP-WG participation. This option would consider whether participation should be limited to Full members only, alternately providing for the possibility of including "invited experts." If selected, participant members active in the SP-WG would need to be given notice (1-*n* months) that the group will be formed either only from Full member companies, or a fee will be attached to participant members active in the SP-WG.

The SP-WG, in consultation with the MWG, will make a recommendation on this matter to the board of directors by the end of the first fiscal quarter.

3.2.7 Volunteer rewards program

The SP-WG believes that the work of volunteers requires a recognition program. Details about this program are outside the scope of this section. However, the SP-WG will make a recommendation to the board of directors by the end of the first fiscal quarter.

3.3 Technical working group

This working group is a proposed combining of the current Certification and SIP Devices Working Groups. See the discussion about the justification for the creation-through-combination of this working group in Section 6.6.1 below.

3.3.1 Background

These groups were created with specific deliverables in mind, as follows:

- Certification working group: creation of the SIP User Agent Test Cases and associated software.
- SIP Devices: creation of a document specifying the minimum requirements for a SIP phone.

Both of these items have been completed.

3.3.2 Most critical work areas

Despite the fact that the two previous deliverables are complete, the SIP Forum has a variety of activities that need completed by, and tracked within, a collection of technically-capable individuals. In particular, the following items need done:

- Overview of previously-published SIP Forum documents to rationalize (e.g. eliminate / update) with current IETF activity.
- Prepare a replacement for expired *Services* draft (requested by IETF to be done outside IETF)
- Possible incremental expansion of test cases & software suites.
- Tutorials & tutorial sessions.
- White paper authoring or review/sign-off (as appropriate) for the MWG, i.e. on NAT/Firewall traversal, session border controller implications, etc.
- Work with MWG to conduct or coordinate SIP Forum evangelism (or "bully-pulpit") activities as required to help advance activity in areas such as NAT/FW traversal, etc.
- Input to the SP-WG on recommendations being created by that group.

This plan puts these and other tasks into the hands of this newly created (/combined) working group.

3.3.3 Activities

3.3.3.1 Existing document review

Activities:

- SIP Devices document
 - Examine and update SIP Devices document for currency. Decide if such documents should use the (forthcoming) SIP Forum white paper template or another (or stay as-is).
- UA configuration document
 - Decide on removal / retiring (from the website and doc catalog) of the UA configuration documents began in the SIP Forum but now underway in the IETF (and add pointers on the Forum website leading to the relevant IETF activities).
 - Examine what the SIP Forum should produce in the way of companion documentation to IETF work regarding UA configuration (e.g. sample cases, line-art documentation, PPT slides to use to promote among relevant vendors).
- Examine whether there are other documents requiring similar attention.

Timeline

- September SIP Devices document evaluation / update complete
- October Configuration document evaluation complete
- October Confirmation that no other documents need work

3.3.4 New activities

Activities

- Technical document (white paper) creation: Create a sustainable work-train for creating white papers. Assist MWG in locating and securing appropriate resources (volunteer, or contract) who are qualified to write at an appropriate technical level.
 - Date due: ongoing
- Tutorial session proposals. Identify the one (or two) areas where a technical tutorial would best help promote the understanding and adoption of technology the IETF is trying to develop (and we want to champion). Identify venues for those tutorials over the next 3 months. Develop and deploy those tutorials and attempt to gauge the effectiveness of this approach. Propose plan to board of directors for approval, and to MWG for assistance in execution.
 - Date due: topical areas and recommended venues identified by September, 2004
- IETF document requests – specific requests. Review the documents requested by IETF chairs, and create a plan to locate and secure qualified resources (volunteer, or contract) who are qualified to write at an appropriate technical level. These documents may end up being "published" by the TWG (vs. the MWG).
 - Date evaluation complete: September 2004
 - Date plan in place within TWG for completing docs: October 2004
- IETF liaison – ongoing. The Forum will identify, and assign a formal liaison to develop a process through which the SIPForum can, at any given point in time, indicate what IETF work it thinks needs the most attention. This process should also help us recognize when we need to apply pressure on our member companies to focus their individual efforts inside the IETF.
 - Date process designed and staffed: September 2004
- Test tool (suite) extension. Determine whether additional tools are required. Specifically examine the need for a tool to test transparency of network elements. If needed, develop plan to implement, including cost estimates.
 - Date additional tool examination due: September, 2004
 - Plan (if needed) due: December, 2004
- Evangelism activities. After creation of white papers on urgent topics (NAT/FW, SBC, etc.), identify areas or vendors where information needs communicated, and assist MWG in creating a plan to get this information disseminated.
 - Date identification / plan is due: November 15, 2004

3.4 Test event working group

See discussion about the creation of this working group in Section 6.6.2 below.

3.4.1 Background

See Section 6.6.2 below.

3.4.2 Most critical activities

Activity

- Identify and recruit an "apprentice" for Robert Sparks.
- Insure Robert's knowledge about SIPit operation is reduced to writing. "Apprentice" should create this doc as a function of being involved in the next SIPit.
- Promote the upcoming SIPit in appropriate forums to keep attendance high (work with MWG as required)
- Consider whether to pull SIPit website under SIP Forum website. Must include ability of Robert (and apprentice) to easily edit website.
- Consider adding the ability to offer signup services to the host company via SIP Forum website (programming).

Timeline (end of month deadlines if no date indicated)

- August 1 Identified and recruited
- July 15 SIPit15 promotional plan
- July 15 Decision on SIPit website consolidation
- July 15 Decision on SIP Forum SIPit signup capabilities
- September 15 SIPit coordination document complete

3.5 Administrative activities

Nearing the end of the fiscal year ending 30 June 2004, it was clear that the planning process for the coming fiscal year (i.e. the creation of this document) was started too late to get the plan complete prior to the beginning of the new fiscal year.

Therefore, this plan specifies targets for the planning process for fiscal year beginning 1 July 2005.

3.5.1 Annual planning schedule

The dates below that involve BOD meetings are approximated to show general timing required. Actual dates may vary depending on schedules of BOD members.

- 12 January 2005 Board of directors (BOD) and managing director (MD) establish general goals for coming fiscal year during January BOD meeting.
- 17 January 2005 General goals (from BOD/MD) communicated to Working Group (WG) chairs by MD.
- 31 January 2005 MD supplies WG chairs a document template to be used by the WGs when supplying both the text and financial portions of the annual plan.
- Jan, Feb, Mar WGs work on annual planning during and between regular WG meetings. WG meetings open to member participation in accordance with normal WG policy (e.g. MWG open to all; SP-WG may have limited participation rights.)

- 14 March 2005 All WG initial plan drafts supplied to MD by WG chairs. Initial draft should reflect plan goals, and should be in the formats & templates specified by the MD. Costs, staffing, and other similar details need not be supplied in this draft. (BOD has 10 day to review initial WG drafts.)
- 23 March 2005 Board reviews initial WG drafts, and provides feedback if desired.
- 25 April 2005 All WG final drafts supplied to MD. Plan must be in formats & templates specified by MD, and must be complete in all relevant details such as costs, staffing, etc.
- 2 May 2005 MD provides candidate final plan to BOD for review. (BOD should have 2 weeks to review candidate final plan.)
- 18 May 2005 Candidate final plan discussed by BOD in monthly meeting.
- 20 May 2005 Changes furnished to WG chairs after BOD meeting. (WGs get 2 weeks to implement recommended changes.)
- 3 June 2005 "Official" final plan changes from WGs supplied to MD for final integration.
- 7 June 2005 "Official" final plan supplied to BOD for final review.
- ... (Time is reserved for possible last-minute interactions between BOD and WGs during May.)
- 30 June 2005 Final plan approved in monthly BOD meeting. (The meeting is likely to happen mid-month, but the official deadline shall be end of month.)

The officially adopted plan shall be supplied to the membership in the annual report package (typically furnished in conjunction with the notice for the annual meeting.)

4 Fiscal budget

To fund this plan, a fiscal budget has been prepared, and supplied under separate cover.

In years past, the Forum has not expended significant cash resources, and has retained the bulk of its excess of receipts above expenses. Partly, this was through a lack of comfort about having a comfortable cushion for ongoing operations, and partly resulted from not seeking out enough projects on which to spend the excess receipts.

Therefore, this year, the budget is designed much more deliberately to approach break-even. This is achieved by increasing spending levels, while presuming that nearly all members will continue to renew their annual memberships (as they have over the past several years.) An explicit goal of this year's budget will be to match receipts to outflows, and focus outflows on activities that can generate results consistent with the goals outlined in this operating plan.

The major points of this budget are:

- Substantially increased spending in the Marketing Working Group, and modest increases in the other working groups
- Modest accompanying increases in management expenses
- Modest growth (under 10%) in membership revenue.

The key figures from the budget are:

- | | |
|---|-----------|
| • Gross recognized revenue: | € 265,000 |
| • Operating expenses: | € 229,000 |
| • Net income (after interest/currency exchange) | € 36,000 |

The operating expenses for each of the working groups are forecast as follows:

- | | |
|------------------------|-----------|
| • Tech WG: | € 29,950 |
| • Test Event WG: | € 1,150 |
| • Service Provider WG: | € 14,400 |
| • Marketing WG: | € 127,380 |
| • General & Admin | € 55,884 |

The risks to this fiscal plan are:

- This plan presumes a membership revenue growth. However, membership levels could stay flat, or drop. Though there is not any substantial indication at this time that membership levels could drop, this always remains a risk. In particular, there are some hints that smaller companies consider the membership dues somewhat burdensome. During this fiscal year, an analysis will be performed to consider the possibility of a tiered dues structure.
- MWG expenses are listed using a mid-point between a minimum and maximum estimates provided by the MWG. If the actual work ranges more towards the higher-end for the identified tasks, some of the work tasks in this plan may need diminished in scope.
- The Forum does not currently have a Managing Director, and there is a substantial need for one, so the Forum must locate and retain one. It is not expected to be a full-time position. The allowance in the budget may or may not be sufficient to find

and retain a desirable candidate. Note: the current By Laws do not permit compensation for a MD. However, By Laws changes are recommended in conjunction with this plan to permit paying a MD.

Despite these risks, substantial flexibility exists in changing the number and sophistication of many of the items planned for execution during 2005. If actual results begin to vary significantly above planned budget numbers, there is adequate room to adjust operational activities to reduce costs to prevent losses.

5 Structural changes recommended to support this work plan

This plan involves a significant amount of new work. In order to support this work, the plan recommends the following organizational changes:

- Working group restructuring
- Changes in membership dues and fees structure
- Changes in By Laws

5.1 Working groups

The current working group structure and charters need adjustment. Some of the charters describe circumstances that no longer apply, or are simply not clear.

Other working groups need created to support Forum activities.

This plan details proposed changes in Section 6 below that are designed to address these issues.

5.2 Changes in dues and fees structure

Currently, there are two classes of members: Full, and Participating. Only Full members are required to pay dues. Currently, the cost of these dues is set at €5,000 per year.

This plan recommends three things:

- **Fee for outputs.** The Forum Working Groups should decide on a case-by-case basis whether some – not all – of the outputs of various working groups should be available for free, or whether there should be a fee associated with the output. This should be determined on a case-by-case basis.
 - For instance, if the SIP Forum decides to retain a commercial market research firm to perform market research on behalf of the Forum and its members, and pays this research firm for the results of this research, the working group that commissioned the research should weigh the benefits of distributing the results for free to all takers (and having the SIP Forum bear all the costs of the research), or whether the research should be funded through the payment by interested members for results from the research. Of course, such an examination would be made prior to conducting the research, or in conjunction with preparation or management of the annual budgets of the working group.
- **Graduated Full Member pricing.** Currently, all Full members pay the same price. There is no distinction based on size of company (and thus, no distinction based on ability to pay.) Our member survey indicated that some smaller firms find the current dues relatively expensive, and find it difficult to justify their continued membership. Some industry forums base their pricing on net worth of the member, with higher prices for members with higher worth (and ability to pay). This plan recommends that the Board of Directors conduct an analysis of whether the Forum can use a graduated Dues structure to increase Forum revenues sufficiently to pay for additional resources to accomplish this 2005 work plan. The planners are aware of the tradeoffs:

- On one hand, easing the burden on smaller vendors increases the likelihood we will maintain our current membership levels.
- On the other hand, a large number of the Forum's membership is made up of small companies, and a reduction in Membership pricing therefore implies that any increase passed on to larger companies will be substantial on a per-company basis. Thereafter, the loss of a single large company member has a more significant effect on revenue.
- And given these, it is important to realize the goal of the exercise is to *increase* total Dues income to enable the Forum to accomplish more.
- **Additional member categories.** It may be that the Forum needs one or more additional member categories, for instance an Enterprise Member category for end-user companies. Such a category may entitle dues payers to some benefits that Participant Members are not entitled to, such as copies of some of the "paid" outputs suggested above.

The planners request that this analysis, and a decision on this suggestion, be completed by the end of the first fiscal quarter (September 30, 2004).

5.3 Changes in By Laws

Experience with current By Laws of the SIP Forum has shown the need for a small number of changes. These are described and proposed in Section 7 below, and require both Board and Membership approval prior to enactment.

6 Current working groups, and 2005 recommendations

Most SIP Forum activities take place through active working groups. Each group has (or should have) a Chairperson and a charter that are both approved by the SIP Forum Board of Directors upon creation of the working group.

The specific activities of the working group are coordinated by the working group chair, and may be executed either by volunteers from the membership, or may be executed by consulting organizations paid to execute selected activities.

The current working groups, their chairs, their charters, and the consultants involved (if any) are as follows. In each section, after a citation of the current charter, a description of proposals for revision or change to the charter is provided.

6.1 Summary of proposed changes

In order to rationalize existing working groups, and to structure working group activity for this fiscal year, some formal restructuring is recommended.

The following changes to existing working groups, plus the addition of new working groups, are recommended. Each proposal is discussed in the sections following.

- Marketing: Revise charter for clarity
- Service provider: Revise charter for clarity
- Certification: Restructure
- SIP Devices: Restructure
- Add new working groups:
 - Technical (to replace old Certification WG + SIP devices WG, and add new activity areas)
 - Regulatory (new activity area)
 - Test event (formalization of SIPit and SIMPLEit activities)

6.2 Marketing working group

The primary goal of the Marketing Working Group to date has been promotion of various Forum activities, and some limited "general" marketing of SIP technologies.

The activities to date have been primarily limited to issuing selected press releases, website creation and maintenance, and some activities directed towards an "industry map."

6.2.1 Current charter

The current working group "charter" is more a problem statement and a list of tasks than a "charter," and pre-dates much of the activity of the MWG. The existing charter is as follows.

Background: Some of the companies belonging to SIP Forum are SME's and lack a separate, or have limited resources, in the PR and marketing field. By joining forces, SIP Forum's member companies can overcome these resource problems and contribute to every member

company's benefit. Also, having a common and consistent marketing message from SIP Forum, both externally as well as internally, enhances SIP Forum's presence in the market.

Description of Working Group: *The Marketing work group will work to increase member companies' and SIP's exposure in the market. So far there has not been a specifically determined group in SIP Forum. The board of directors and member companies have individually managed these issues previously. The objective and the mission of the work group is to ensure SIP Forum's and its member companies' presence and visibility in the market and press. The Marketing WG will meet on a regular basis both virtually as well as face-to-face if seen appropriate. Every member is eligible to join in the group's work.*

The Marketing WG's tasks include:

Take initiatives to help increase SIP Forum's membership base

Create awareness for SIP in the market

Act as a tool for member companies to influence the market

Act for member companies' benefit in terms of PR and marketing (news release dissemination etc.)

Take care of web presence in terms of design and content

"Own" SIP Forum's branding task

Update speaker and presentation database

Take care of press releases and relationships

Take care of conference relationships, in terms of speaking opportunities for member companies

Maintain mailing lists and newsletters, also provide content to them

Publish documents (white papers etc.)

Develop/provide boilerplate SIP/SIP Forum presentations

Develop/locate relevant documents/white papers

Make PR and communications resources of member companies available

Arrange feedback procedure from the member companies to SIP Forum

Help member companies with press conferences / arranging interviews with journalists in other countries.

In June 2004, Larry Schessel from Cisco was named MWG chair following the end of Ed Keegan's activity in that role earlier in 2004.

In February 2004, the Forum retained a team of consultants (Perey, Coulombe, Englander) to assist in increasing the achievements of the MWG. Its first project was to conduct a member survey. This has been completed, and the findings incorporated into this fiscal year plan. Additional work is planned to be done by this team.

6.2.2 Proposed MWG revised charter

The current MWG charter is not general enough to be a charter that describes an ongoing effort, and should not contain the level of specificity that it does. At the same time, the existing list of specifics is not sufficiently crisp for an operating plan. A revision to the charter is recommended.

The goals of the revision are:

- To crisply state the overall mission of the MWG in a general enough way to make it serve an ongoing effort (e.g. make the list of individual tasks a bit more general in order to provide more flexibility);
- To state enough specificity in order to enable the reader to understand the *type* of activities the MWG is responsible for;
- Incorporate some of the knowledge the Forum has learned since the MWG creation about other goals it should have (e.g. member communications);
- Move the statement of individual tasks to an (this) annual operating plan;
- Explicitly authorize the use of outside consultants in accomplishing the work.

The proposed revised MWG charter is as follows:

The primary goal of the Marketing Working Group is to promote the advancement of the SIP products and services industry by creating and managing the outbound communications about the SIP Forum and the industry, as well as create and manage the internal communications from the SIP Forum to its members. In conjunction with these activities, the Marketing Working Group will manage trade show activities and speaking opportunities, handle public relations, coordinate membership drives, directly or indirectly acquire and provide market research relevant to members, and create (or assist creating) print and electronic publications on current relevant industry and technical topics. The Marketing Working Group will use both member volunteers and outside consultants to accomplish these goals.

6.3 Service Provider working group

The primary goal of the Service Provider working group has been to develop requirements and specifications for SIP-based services. Its activities are incongruously both closed and open. Participation in the working group is limited to "approved" service provider organizations, but a "participating" (non-paying) service provider can participate in the group's activities.

6.3.1 Current SPWG charter

The charter of the working group is as follows:

SP-WG supports the entire carriers and service providers' community including incumbent and competitive carriers, wireless, cable operators, and ISPs. SP-WG will also act as a consultative body for questions raised by other working groups

SP-WG drives SIP services by focusing on service-related questions such as network architectures, element, network and applications

management, billing, numbering plans, peering, operational measurements, service quality and security. The Working Group produces and issues documents detailing such requirements.

Servicing SIP and Internet Communities:

SP-WG's role includes informing, facilitating, defining and promoting revenue-generating convergent services capabilities that lever on Session Initiation Protocol. Together with the SIP Forum Marketing WG, the SP-WG will promote the value of SIP services to the global user community and foster a supportive environment within the Carrier and Service Provider domain.

6.3.2 Revised SPWG charter

The SPWG chair recommends a revision of the charter as follows:

- Change the words "lever on" in the third paragraph to the words "leverage the".

6.4 Certification Working Group

The primary goal of the Certification working group has been targeted at a specific task: to improve SIP protocol compliance among vendors by authoring a set of minimum test cases for SIP User Agents, and creating software to perform the tests.

6.4.1 Current CWG charter

This working group does not display a "charter" per-se. Instead, the following is used as the discussion of the CWG's activities:

As the number and complexity of SIP products in the market grows there is an increasing need to ensure that these products show a robust degree of interoperability.

The SIP Forum Certification Working Group has been established as a vehicle to help industry with the following:

- 1. Promote continuous improvement in actual functional interoperability between products,*
- 2. Identify the test cases that can be run to confirm interoperability, and*
- 3. Promote the creation of testing frameworks that can be used to confirm compliance with the identified test cases.*

This working group is expected to be open and inclusive and the participation of anyone interested either in testing their own SIP products or in the production of testing tools and services is actively encouraged.

These test cases and tools will be available free of charge to the SIP community. Inputs regarding the form of the test cases are sought from interested parties in particular from those with real world experience of SIP implementations.

6.4.2 CWG charter revisions

These are discussed in the context of both the SIP devices and the proposed "Technical" working group later in this plan.

6.5 SIP Devices working group

This working group does not appear to be a properly chartered working group per-se. Instead, it is held forth as a "mailing list" with the following activity direction:

The objective of this list is to take SIP phones, PC and palm computer based SIP UA one step further, after having experience with the first generation of SIP UAs. We propose to charter the online SIP UAs mailing list with the following:

1 - Assemble a prioritized wish list of requirements - June 31

Question: What are the criteria for priority? Must have, For high-end devices, For specific areas: Mobile, SOHO, (am not sure about this) Not necessary.

2 - Informal discussions at the 51st IETF

3 - Generic Requirements for SIP UAs - September 15

4 - Discussions on the list for item 3 - October 15

5 - 2nd draft of the Generic Requirements for SIP UAs - Nov. 15.

Note that no year is listed in conjunction with these dates.

This group has completed a portion of these activities, in that three documents have been produced:

- A Framework for SIP User Agent Configuration
- SIP Telephony Device Requirements
- SIP End Point (sic) Configuration Data Format

The first and last of these are now subject to question as to whether they should continue to be held forth by the SIP Forum, as this activity has become a supported activity within the IETF SIPPING WG.

6.6 Proposed new working groups

6.6.1 Technical working group

6.6.1.1 Background and justification

The work plan for 2005 involves a variety of technical activities:

- Incremental expansion of test cases & software suites
- Creation of SIP "overview" documents (requested by IETF WG chairs)
- Decision on removal/update of IETF-conflicting documents from SIP Devices WG
- Replacement for expired *Services* draft (requested by IETF to be done outside IETF)
- Tutorials & tutorial sessions
- White paper authoring, i.e. on NAT/Firewall traversal, session border controller implications, etc.

The output of this work may have some "broader" communication ("marketing") value, but the core focus of the work for these activities will be to achieve a technical goal, and will require individuals with significant technical expertise to do its work.

All these activities share – compared to other SIP Forum activities – a technical orientation. They should be coordinated relative to each other, and the expertise involved should not be "spread so thin."

In addition, the SIP Forum is often limited in what it can accomplish because it must rely on volunteer labor. The Forum has shown increasing effectiveness through the use of paid consultants to complement the input and guidance of member volunteers.

6.6.1.2 Technical working group proposal, and charter

This plan proposes the creation of the new "Technical Working Group," with the following charter:

The principal goal of the Technical Working Group (TWG) is to produce technical documents, software, training and not-for-profit services for and using SIP-based technology. These outputs may be the result of original research, development, or the compilation of items available elsewhere, or the result of collaboration with other industry groups. The purpose of these outputs will be to inform, guide and stimulate the use and implementation of SIP. These outputs can be provided to the public at large, or to SIP Forum Full Members at the discretion of the TWG.

The TWG is strongly encouraged to not create work product that purports to be "standard". On the contrary, the TWG should strive to complement the activities of other standards bodies as may be guided by regular contact with them. Any proposed standards-like document should only be created when a consensus in favor of the SIP Forum creating a specific, narrowly-defined standards-like document has been indicated by a strong showing from relevant outside standards organizations. The TWG should endeavor to protect these outputs from undue influence in favor of a minority position.

In the completion of its activities, the TWG will develop white papers, briefings, seminars, working papers, definitions, requirements, bibliographies, and expert lists for use by the Forum membership on technical areas. The TWG will designate an official liaison to regularly communicate with the leadership of relevant other standards bodies (which shall include at a minimum the IETF SIP and SIPPING working group chairs). The TWG will facilitate collaboration among Forum members as appropriate in the conduct of its activities.

The Chair of the Working Group may, when appropriate for a given activity and at his or her election, create a Task Group within the Working Group to perform the activities required. This Task Group should be created with specific goals, milestones, and assigned resources. These Task Group may continue indefinitely, or may cease to exist at the completion of specific tasks.

The Working Group will use both member volunteers and outside consultants to accomplish its goals.

The activities and goals of both the current Certification Working Group and the SIP Devices Working Groups would fit completely within this WG definition, and this plan proposes the consolidation of those groups into the proposed Technical Working Group. The Certification Working Group is anticipated to be re-established as the Test Framework Task Group.

This plan recommends that the combined working groups nominate a Chairperson for this group. The new Chair may, or may not be one of the two existing Chairpersons.

The actual activities of the combined / new working group can continue with existing initiatives (with the same people involved as appropriate), as well as adding the new work items.

6.6.2 Test event working group

6.6.2.1 Background and justification

Currently, the SIP Forum operates SIPit events three times per year, and SIMPLEit events at various frequencies.

The majority of the SIP Forum work involved in supporting these events is currently performed by Robert Sparks (currently employed by Dynamicsoft, and currently a Director on the SIP Forum Board of Directors.) Mr. Sparks has performed this work admirably, with high quality, with successful results, and the events in many ways represents one of the highest achievements of the SIP Forum to date. The Forum is highly likely to continue to desire Mr. Sparks to perform this role for as long as he wishes or is able.

However, as these activities are currently structured, there is a risk that the bulk of the SIP Forum "institutional memory" about operating these events resides solely with Mr. Sparks. In the event that Mr. Sparks (through whatever mechanism) becomes unable or unwilling to continue to perform these activities, the SIP Forum would find it difficult indeed to do so under the current circumstances.

In addition, the accounting for the costs and fees associated with these events are not currently specifically budgeted or tracked in the fiscal plan for the SIP Forum. As a matter of formality, these should be more specifically budgeted and tracked.

6.6.2.2 Test Event Working Group proposal, and charter

This plan recommends the creation of a formal working group under which these events operate. The charter for this working group is proposed as follows:

The principal goal of the Test Event Working Group (TEWG) is to insure the effective execution of product interoperability test events operated or sponsored by the SIP Forum. This includes both events for which the SIP Forum is the sole sponsor or operator, or those in which the SIP Forum is a co-sponsor (in form or in name only). This specifically includes the two events currently regularly held by the SIP Forum: SIPit, and SIMPLEit.

In completion of its activities, the TEWG will locate and recruit volunteer "hosts" who provide venue and selected resources, determine and then coordinate with the hosts the satisfaction of stated requirements, obtain and provide required infrastructure, process registrations (or coordinate with host companies to do so), create requirements for attendees if appropriate and desirable, and provide help and assistance to the event participants in creating goals and practices for the events themselves. The TEWG will use both member volunteers and outside consultants to accomplish these goals.

The intent of creating a working group is to spread the institutional knowledge about how to successfully operate these events to persons besides Mr. Sparks. There should be a specific plan within this working group to develop one or more "apprentices" to Mr. Sparks.

Note: It is specifically not the intent of the Board of Directors at this time to replace or diminish Mr. Sparks role.

In that light, therefore, the Board recommends that Mr. Sparks be approved as the initial Chairperson for this working group.

7 Board-recommended changes to the SIP Forum by-laws

Several of the current by-laws of the SIP Forum are not well suited to the current plans and objectives of the SIP Forum. The Board of Directors submit the following recommended changes to the membership for their approval in conjunction with the next annual general meeting.

7.1 Purpose

A recent effort has been made at the level of the SIP Forum Board of Directors to update mission and objectives of the SIP Forum. While the newly-restated mission/objectives are in spirit the same as the "purpose" cited in the By Laws, there have been some language changes reflecting changes in the Forum and in the SIP industry that have occurred since the inception of the Forum.

7.1.1 Proposal

Section 3 of the current By Laws shall be amended by deletion of the entirety of the body of current Section 3, and replacing that with the language in the revised By Laws supplied with the 2004 General Meeting material.

7.2 Member applicant approval

Section 4.3 of the By Laws requires the Board of Directors to "Approve" an application for Full or Participating membership in the Forum. This has proven to be an unnecessary administrative burden that is, in fact, occasionally forgotten. In point of fact, few (if any) of the Board meeting minutes for the last several fiscal years contain any formal actions on approving (or denying) any members. In addition, the need to approve all Participating members would consume nearly all Board meetings, given the number of such members.

7.2.1 Proposal

Section 4.3 be amended to remove the phrase "and after approval by the Board of Directors" in the two locations that it appears in this section.

7.3 Termination on merger

Section 4.6 of the By Laws does not currently specify the handling of Full Member status in the Forum when two previously unrelated Members merge their organizations.

7.3.1 Proposal

Language shall be added indicating the surviving member retains its full member status, and that the board shall be empowered to set policy regarding dues payment refunds (if any.)

7.4 Director election

Section 5.2 requires that Directors be elected at the General Meeting. Experience has shown that few, if any, of the members attend the General Meeting. Thus, election is made on a very small number of member votes. There is also a need for added mechanics in the process for nomination of Board members. In addition, there is no prohibition, but also no specific right for the Board to provide guidance to the membership about the Board's own preferences regarding candidates, which may be appropriate if the Board is attempting to implement a policy-based goal for Board representation (e.g. add Board members from relevant communities in order to obtain appropriate input, or reduce over-representation from specific community.)

7.4.1 Proposal

Add the language in Section 5.6 of the revised By Laws supplied with the 2004 General Meeting material (see revised By Laws.)

7.5 Board decision process

Section 6.3 does not permit decisions to be taken in email or IM-based meetings, which are appropriate for this technology-centric board. In addition, Section 6.4 appears to imply that, unless a Board decision has been open for ten days, the decision cannot be valid. While a valid right, the failure to let ten days pass should not invalidate a Board decision. Finally, the specific provisions of Section 6.10 have proven for the board to make decisions asynchronously via email mechanisms, and need to be streamlined.

7.5.1 Proposal

Enable the board to make a determination about other types of meeting techniques that should constitute valid meeting methods in Section 6.3. Also, amend the language of Section 6.4 to enable any Board member to reserve the right to consider a Board decision for up to ten days after the matter has been put to a vote. But in the event a Board member casts his or her vote prior to that time, that right is deemed waived for the purpose that vote (alone). Finally, section 6.9 should be amended to streamline email-based voting on Board decisions, with Section 6.10 eliminated (as un-necessary).

7.6 Director expenses

Currently, Section 6.10 requires pre-approval of expenses prior to reimbursement. This is unworkable from a practical perspective.

7.6.1 Proposal

Amend Section 6.10 to permit Directors to incur costs up to a pre-established limit without pre-approval, but re-imbursement should require approval by another Director.

7.7 Managing Director

Three changes are proposed for Section 7, which deals with the managing director.

- Executive session. The Board needs to explicitly reserve the right to retire into an "Executive Session" that the Managing Director is not entitled to attend in order to talk about the Managing Director himself/herself.

- Paid services. For some time, the SIP Forum has been paying an organization for services that, while not explicitly listed as management services, do in fact represent the substantial bulk of the work that a Managing Director would perform.

In addition, it has proven difficult, if not impossible, to find individuals willing to invest the amount of time that is required for Forum management.

So because there is substantial labor involved in performing these duties, the Forum is highly likely to have to rely on paid services for this function. The By Laws need to provide a proper mechanism to enable this.

In addition, the Executive Director will need similar provisions to expense incursion and payment as specified for Directors in the section above.

7.7.1 Proposal

Section 7.1 shall be revised to enable Executive Session without the Managing Director present.

Section 7.2 shall be revised to permit the Forum to make the Managing Director a paid position, and to provide for the ability to incur expenses without prior approval up to a set limit.

7.8 Quorum at general meeting

Section 12.6 requires two-thirds of general members to be present at a general meeting, without which business cannot be conducted until a meeting with a quorum can be held. It is not clearly stated whether proxy attendance conforms to this requirement, which is important since General Meetings have occasionally been lightly attended "in person."

Section 12.10 permits members to send a person who can act as a proxy in the meeting. Currently the By Laws do not clearly discuss the mechanics proxy voting by someone not present at the meeting.

The By Laws must permit proxy voting on all issues, without members being physically present at a meeting. Receipt of sufficient proxies should constitute a quorum or otherwise satisfy By Laws requirements.

In addition, given the electronic-centric nature of the Forum membership, the Board should be able to determine from time to time which forms of electronic proxy voting are acceptable for this purpose.

7.8.1 Proposal

Re-draft Section 12 the By Laws and its sub-sections permitting everything to be done by proxy. This should specifically enable the concept of electronically-submitted proxies (as used in many corporate proxy voting systems). The new provisions should require appropriate advance notice provisions and permit "remote" proxy responses to be submitted all the way up until the moment of voting on particular issues in the actual general meeting (in order to provide for the possibility that members may listen to the meeting via audio, and vote from a remote location.) Such provisions should require the board to assess whether electronic methods can reasonably assure the authenticity of the person giving the proxy.

7.9 Working group expenses

Section 13.5 requires the Members participating in the working group pay the expenses of participating in the working group. While this may be strictly proper, this does not deal with the costs incurred by a working group in the execution of its activities. There may also be cases where the Forum wishes to pay for some of the expenses of a Member involved in participating in working group activities. Also, approval of cost expenditures within budgetary limits should be processed and managed by the M.D., not the Board.

7.9.1 Proposal

Section 13.5 shall be amended to provide for the Forum to pay the expenses of the Working Groups. This should be accompanied by an appropriate budgeting process with appropriate spending limits.

The costs and expenses incurred by Members in attending and participating in working group meetings or other activities should still borne by the Members participating, unless otherwise approved by the Managing Director.

There should be provision so that working groups may, at their own election and with the approval of the Managing Director, undertake activities that the working group members may choose to pay for in proportions agreed on by the working group members. However, in no case will a member ever be required to pay for such activities or to participate in all working group meetings; all such extra-cost activities shall be paid for by working group members at their own election.

7.10 IPR

Currently, section 14.1 restricts the Forum from creating any intellectual property rights.

However, the Forum has begun undertaking activities that do create such rights. And it is important to be able to retain those rights in certain circumstances.

For instance, the forum has reserved the rights to what kinds of claims can be made by vendors who use the User Agent Test Cases to test their software. At this time, we do not want vendors making any types of claims. In addition, we want to prevent the Test Cases from being changed in a way that is not compliant with the SIP standard. Also, in order to release the test software under GPL, we must reserve our intellectual property rights in it under the terms specified by the GPL.

In order to reserve these rights, this section must change.

7.10.1 Proposal

Amend Section 1.4 to permit the Forum to create and own IPR to achieve certain limited goals consistent with the non-profit nature of the Forum. Language must be retroactive to cover rights already created and reserved.

--- END ---