

2023 to 2027 Strategic Plan

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Intended Audience

This document is intended for use by The Software Defined Radio Forum Inc. doing business as the Wireless Innovation Forum (hereafter “the Forum”), its member organizations and its partners to communicate the Forum’s Strategic Plan as approved by the Forum Board of Directors in October 2022. It is also intended for use by potential members and partners as tool for evaluating participation in the Forum, and by the advanced wireless community as a whole to help to understand the Forum’s mission and objectives.

Major Changes from the Previous Plan

Section 5 Structure and Implementation

- Rebranded the Advanced Technologies Committee as the Wireless Innovation Committee and updated its mandate
- Rebranded the Spectrum Sharing Committee as the CBRS Committee
- Clarified the role of Commercialization Committees
- Defined the role of the Joint Marketing Group and Regulatory Advisory Committees

Section 6 Standards Development Strategy (moved earlier)

- Merged with the collaboration and partner organization strategy

Section 8 Meeting and Event Strategy

- Updated to reflect the Board of Directors’ preferred Post Covid model

Section 9 Promoting the Advocacy Agenda and Top 10 List

- Merged with section 5

Section 10 Partnerships and Collaboration Strategy

- Merged with section 6

Section 11 Strategy for Expansion and Growth

- Numerous changes to reflect member feedback

Section 12 Measuring Success

- Clarified that success metrics will be established on an annual basis through the WInnForum’s operations plan

1 Strategic Planning Input and Process

The process followed by the Forum in preparing this strategic plan was comprehensive and based on inputs derived from the following activities:

- Review of Organizational Metrics – This activity established a baseline from which the Forum can evolve in executing on a new strategic plan. Specific items evaluated in this review included:
 - Membership Data – An analysis of the changes in the Forum’s membership from 2018 to 2022, including a first and second order evaluation of membership by size, region, primary market, and position in the value chain.
 - Meeting Data – An analysis of member and non-member attendance at Forum online meetings, including an analysis of attendee representation by region and an analysis of meeting attendance correlated against committee roadmap.
 - Finance – An analysis of the Forum’s financial results from 2018 to 2022, including an evaluation of any significant financial events that occurred.
 - Performance – An evaluation of how the Forum and its members have performed against stated objectives, including an analysis of what contributed to the Forum’s successes, and what lessons could be learned in areas of non-performance
- Member Surveys – The Forum performed a general member survey to gain insights into what the Forum is doing well as an organization and where it needs to improve.
- Case studies – Case studies evaluating the successful initiation of the 6 GHz Committee, the Spectrum Sharing Committee, and the Software Defined Systems Committee (formerly Coordinating Committee on International Software Communications Architecture Standards) within the current strategy were performed, along with studies where new project initiation was not successful.
- Entrance and Exit Interviews – The Forum also conducted one on one interviews with each organization that joined the Forum or withdrew from the Forum from 2018 to 2022 to ascertain the reasons for this decision. Entrance interviews reinforced information gathered in interviews with existing members, while exit interviews identified that the primary reasons that organizations left the Forum.

2 Key Findings and Forum Positioning

2.1 Forum Successes and Key Differentiators

The environmental scan outlined above identified a number of areas where the Forum has been successful in executing on the 2018-2022 Strategic Plan. Key success factors identified in the environmental scan are as follows:

- 1) The Forum is regarded as one of the few entities that successfully crosses defense, civil and commercial domains, facilitating transfer of ideas between domains to the benefit of all participants. This was especially important in establishing the Spectrum Sharing Committee, where the DoD is the incumbent in the CBRN band which has been opened to commercial use on a co-primary basis.
- 2) The Forum's membership model encourages participation by the entire value chain, bringing divergent views and competitors together on projects of broad mutual interest. This is facilitated by the "one organization, one vote model" which gives each group an equal say. The policies allowing subject matter experts, advisors and observers to participate without voting was also considered a key success factor.
- 3) The Forum's technology versus policy/lobbying focus was identified as being especially important, with the Forum's reputation as an "honest broker" in presenting technology to regulatory bodies highlighted by multiple members.
- 4) The Forum's openness to disruptive innovation and strategy of incubating new projects supporting these innovations in the Advanced Technologies Committee and then quickly spinning them off into new commercialization committees was validated in member interviews. A key element of this was allowing those who initiate something to maintain control at the project level, committee level and Board level ("people with skin in the game can control the process")

In leveraging these successes, the Board of Directors has approved the following positioning statement for the Forum in supporting its mission moving forward:

For individuals striving to set their organization apart and achieve their market goals in their particular wireless industry, who need an ideal setting for incubating and advancing new, potentially disruptive technologies, specifications, or guidelines, the Wireless Innovation Forum is a member driven, standards development organization that brings together groups of leading organizations from across multiple market segments around the world and at all levels of the wireless value chain to collaborate in advocating for the innovative use of spectrum and advancing radio technologies that support essential or critical communications worldwide.

Unlike other group collaboration organizations that are focused on lobbying for a specific segment of the wireless market, the Forum will act as an honest broker in advancing technologies supporting an ecosystem that spans multiple markets and brings member organizations together with other thought leaders in a multi-stakeholder community to create highly recognized reports, recommendations, global specifications, and standards.

Also unlike other standards bodies focused on supporting the wireless market, the Forum is agile, providing a venue for thought leaders to quickly build an ecosystem and rapidly advance reports, recommendations, global specifications and standards, certifications, etc. under a proven development model that can be tailored to your specific needs and under IPR terms aligned with Industry best practices.

2.2 Areas for Improvement

The environmental scan also identified two areas for improvement:

1. **The WinnForum is perceived as too US focused:** While the WinnForum has been successful in bringing together disparate communities to develop spectrum sharing technologies, these successes have not translated well to other markets. While it was generally recognized that the work of the Regulatory Advisory Committee helped in this area, multiple members commented that the organization needs to work to extend the relationship we have with FCC to OFCOM, ANFR, MIC, etc. It was further recognized that it will take many years to achieve success in this area, and will require membership expansion in both Europe and Asia.
2. **The WinnForum's organizational structure is confusing:** Spectrum Sharing Committee is focused exclusively on CBRS, while other spectrum sharing projects are hosted in the Advanced Technologies Committee and the 6 GHz Committee. This latter was considered especially problematic as some members felt that the 6 GHz Committee should be under the Spectrum Sharing Committee and others felt that the current structure is correct as it was independent of CBRS and warranted its own Steering Group.

These areas will be addressed in changes in strategy highlighted in sections below.

3 High Level Strategy for the Wireless Innovation Forum

A graphic presenting the high-level strategy for the Forum in supporting this positioning is presented in Figure 1. The strategy leverages the broad base of experience and expertise of the Forum's member organizations in advanced wireless technologies through four "pillars of strategy":

- **Advocacy** – The members of the Forum will collaborate with governments, regulators, standards bodies, and research sponsors acting as the voice of the wireless innovation community. In expanding its advocacy role, the Forum will take steps to ensure that it stays within the legal boundaries of what is allowed for a non-profit organization and may evaluate spinning-off an affiliated organization should this be found too constraining.
- **Innovation and Education** – The members of the Forum will work to proactively identify technical, business or regulatory innovations that are required to address emerging wireless communications requirements through improved performance of deliverables, reduced total life cost of ownership and the responsive and rapid deployment of standardized families of products, technologies, and services. Once identified, the Forum will work to educate the community and foster research in these innovation areas, both within the Forum and in other partner bodies around the world.
- **Commercialization** – Through this pillar, the members of the Forum will facilitate the transition of advanced wireless technologies from the research labs into deployed systems. The Forum and its members will do this by promoting industry convergence on open specifications and standards supporting relevant technologies.
- **Certification** – Through this pillar, the members of the Forum will extend their commercialization mandate to ensure compliance with WinnForum specifications and standards. This includes facilitating the development of test specifications, fostering the development of test code and accrediting organizations to leverage these artifacts to designate products and services as "WinnForum Approved" where appropriate.

Activities in each of these pillars are codependent in that effective advocacy requires an understanding of relevant technologies and areas required for innovation, driving innovation requires an understanding of the relevant technologies and advocating for research and development in defined areas, and education requires an understanding of areas required for innovation and the current views of decision makers in the advanced wireless market.

Through the pillars, the members of the Forum will strive to create opportunities for emerging wireless technologies and promote a proliferation of wireless platforms and devices that enhance interoperability while optimizing the use of spectrum, ultimately benefitting the end user with lower cost and expansion of service.

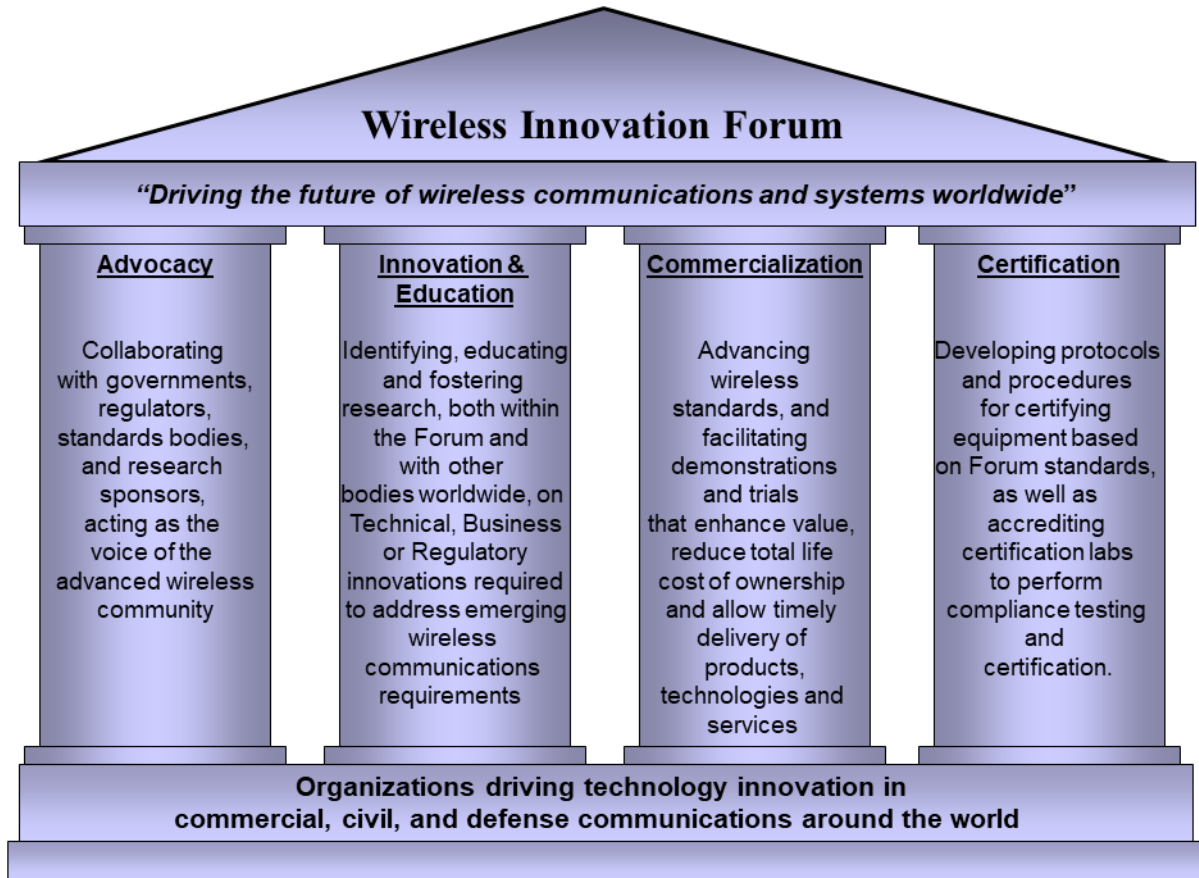


Figure 1: The Wireless Innovation Forum 2023 to 2027 Pillars of Strategy

4 Commercialization Framework

In support of these pillars of strategy, Forum leadership will work with staff to align Forum infrastructure, policies and procedures with a “commercialization framework”:

Table 1: Elements of The Forum’s “Commercialization Framework”

As a representative of a member organization, you can ...	Benefit/Value to the Member
Initiate and lead market focused work groups, task groups or special interest groups	to drive the creation of reports, recommendations and specifications that incubate and advance new technologies that are important to your organization.
Leverage the Forum’s proven development process and IPR policy	to rapidly advance projects that will get these innovative technologies to market.
Collaborate with other member representatives from leading organizations across multiple market segments and at all levels of the wireless value chain	to quickly build an ecosystem of organizations interested in gaining economies of scale in supporting these technologies through standards based interoperation.
Leverage the Forum’s flexible membership model	to expand this new ecosystem to include all relevant stakeholders.
Leverage the Forum’s reputation as a “honest broker” in presenting technology	to educate regulators on issues important to our organization in establishing this new ecosystem.
Leverage the Forum’s partnerships, US and European conferences, webinars and web presence	to promote the adoption of your ecosystem’s technologies, guidelines and standards.

5 Structure and Implementation

The organizational structure to support this commercialization framework is provided through a Wireless Innovation Committee and various market specific Commercialization Committees as shown in Figure 2:

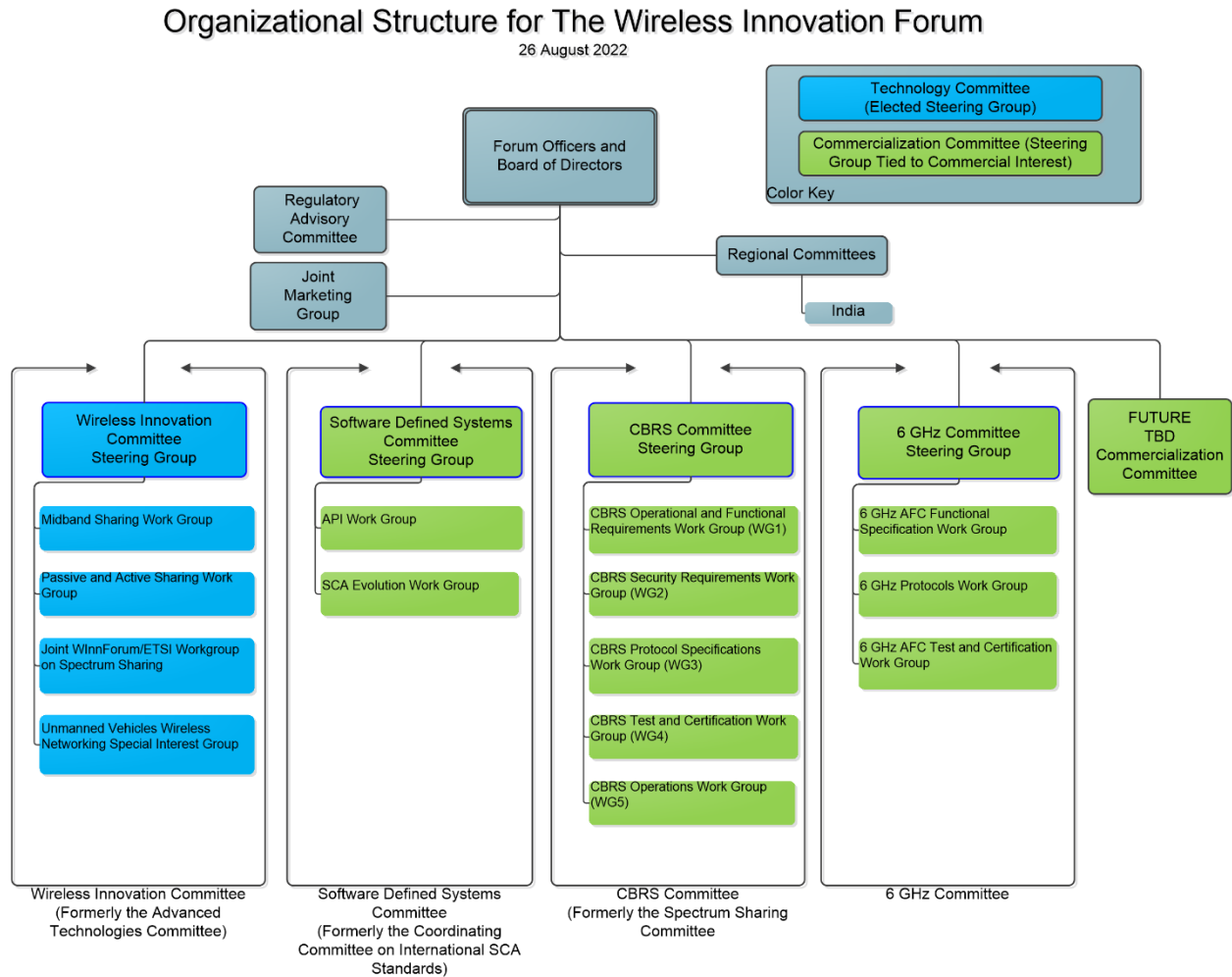


Figure 2: Organizational Structure for the Wireless Innovation Forum

Details on these two types of Committees are provided in the sections below.

5.1 Wireless Innovation Committee

Primary Responsibility of the Innovation and Education Pillar defined within this plan will lie with the WinnForum’s Wireless Innovation Committee (WIC), which acts as an incubator for exploring potential new markets relevant to the Forum’s mission and in alignment with the Forum’s “Commercialization Framework”.

5.1.1 WIC Steering Group

The Steering Group of the Wireless Innovation Committee will report to the Forum’s Board of Directors and will be comprised of the Forum’s Officers (See Figure 3). The Chair of the Forum will act as the Chair of the Steering Group. The Chair of the Board of Directors shall also be a member of the Steering Group.

In addition to these voting members, the Steering Group may constitute a group of advisors on an ad-hoc basis to support their objectives at any given time.

The Steering Group is largely an operational body responsible for updating the Forum’s Advocacy Agenda¹ based on member input, which will be distributed to the members of the Forum for ballot following the Forum’s standard process², and once approved will drive the WIC’s Project Roadmap (see Section 5.1.2). The Steering Group will also act as the project approval committee for projects occurring within the Wireless Innovation Committee following the Forum’s existing project approval process³, and provide executive oversight of these projects. In addition, the Wireless Innovation Committee will explore developing a wireless technology outlook informing the evolution of the Advocacy Agenda.

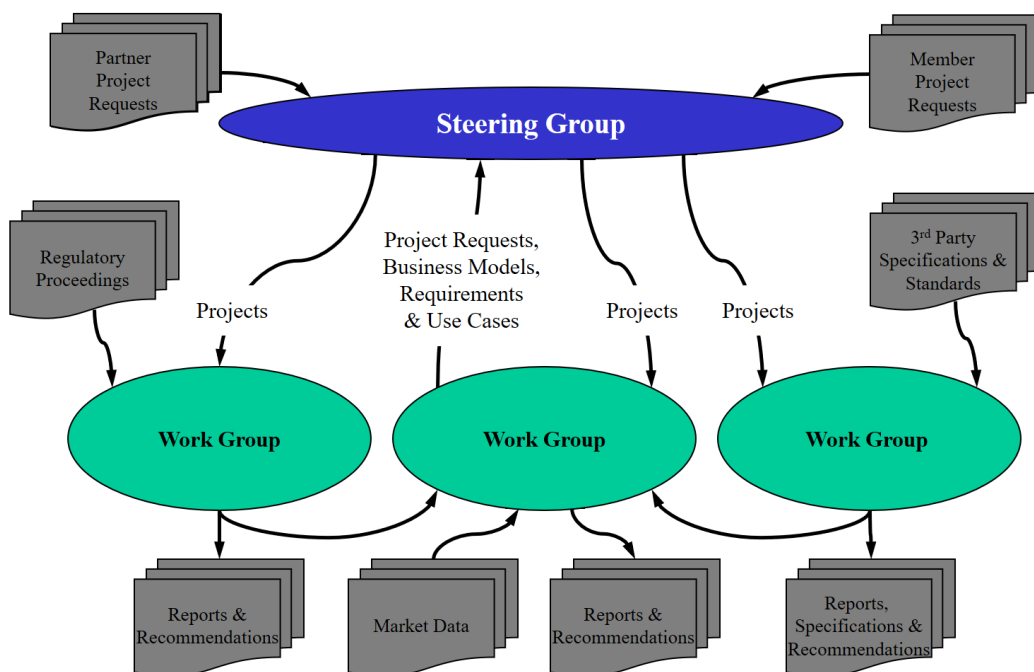


Figure 3: Wireless Innovation Committee Project Approval Process

¹ The Advocacy Agenda identifies the major advocacy positions that the Forum will use to collaborate with governments, regulators, standards bodies, and research sponsors acting as the voice of the wireless innovation community. It can be found at <https://www.wirelessinnovation.org/advocacy-agenda>

² http://www.wirelessinnovation.org/page/Document_Approval_Process

³ http://www.wirelessinnovation.org/Project_Approval_Process

5.1.2 Wireless Innovation Committee Projects

Projects within the Wireless Innovation Committee will be formed on an ad-hoc basis as required by members to address an immediate need or by the Steering Group as roadmap projects. To ensure relevance, approval of member driven projects moving forward will be contingent upon the project having a well-defined customer or advisory group and committed contributions. Project results will go to the Steering Group prior to release for ballot to ensure architectural consistency. To ensure project execution, additional staff support will be provided as shown in Table 2.

Table 2: Staff Support of Projects

Member Driven Projects	Roadmap Driven Projects
Champion defines project charter	Steering Group defines the project charter
Project submitted to Steering group for approval	Steering Group solicits for a volunteer project chair (Optional)
Staff supports champion in soliciting contributions	Staff solicits contributions
Staff supports Champion in managing the project as required, including fostering collaboration and editing to merge contributions into the final work product	Staff (or volunteer project chair) manages the project, maintaining schedule and budget, tracking progress and managing risk
Document submitted to Steering Group for review prior to release	Document submitted to Steering Group for review prior to release
Document is released to membership for ballot	Document is released to membership for ballot

5.1.3 Promoting the Advocacy Agenda

Forum staff will work to actively promote the Forum’s Advocacy Agenda and will respond when appropriate to related news through news releases, blogs and social media outlets. Target turnaround time for a staff driven response will be twenty-four hours, and no additional member approvals will be required so long as the response only references approved materials.

Formal responses to requests in the form of a Notice of Inquiry, Request for Information or other consultation from a regulatory or other government agency will continue to follow the existing fast track model, with an ad-hoc project formed to craft the response which is then balloted by the members following standard process.

5.2 Commercialization Committees

As technologies mature towards a more advanced stage, it is appropriate that member organizations interested in advancing the effective commercialization of products based on those technologies have additional autonomy in driving the commercialization process. When this occurs, a “Commercialization Committee” will be formed.

The goal of a commercialization committee is to help establish an ecosystem of vendors in a specific market segment that provide interoperable hardware and software components to drive the economies of scale that will ultimately reduce the costs of development, production and maintenance of wireless systems within that market segment, while at the same time speeding time to market and time to deployment. They will achieve this goal through any number of ways, including:

- Solving the technical and business problems that burden the usability of the technologies, hindering the installation of the products based on those technologies, or represent a threat to the spread of these technologies and their affirmation in the marketplace.
- Promoting industry convergence on open specifications and standards supporting relevant technologies and by enabling certifications that promote the interoperability.
- Fostering research in related innovation areas, both within the Forum and in other partner bodies around the world.

The initial charter for each Commercialization Committee will be approved by the Board of Directors, and any Committee within the Wireless Innovation Forum can propose the formation of such a committee. General participation in a Commercialization Committee will be open to any member organization as per existing policy. The direction of the Committee will be driven by a “Steering Group”, with participation in the “Steering Group” limited to those who pay a premium rate to be members. The Steering Group will own the committee project roadmap and have project approval authority on all related projects.

Commercialization Committees shall be accountable to the Board of Directors as are all committees within the Forum. The Chair of the Committee shall be selected by the processes defined for that committee and nominated to serve on the Board of Directors, representing the group to the Board of Directors, and representing the Board of Directors within the committee. Being on the committee does not preclude being on the Board in another capacity. Should a nomination from the floor result in some other member being chosen as the representative for that committee on the Board, the elected board member will serve on the committee steering group in an ex-officio capacity.

5.3 Other Standing Groups

In addition to the Wireless Innovation Committee and the Commercialization Committees, the Wireless Innovation Forum will have 2 other standing groups: the Joint Marketing Group and the Regulatory Advisory Committee:

5.3.1 Joint Marketing Group

The role of the Joint Marketing Group is two-fold:

1. Help to promote WinnForum work products and activities through press releases, webinars, media relations, and other activities
2. Define and coordinate message for approval, as appropriate, by the various Steering Groups.

The Joint Marketing Group is Chaired by the WinnForum’s Chief Marketing Officer, who also acts as the representative in the Group from the Wireless Innovation Committee. The Joint Marketing Group also includes representative from each of the other Committee Steering Groups.

5.3.2 Regulatory Advisory Committee⁴

The purpose of the Regulatory Advisory Committee is to foster Forum collaboration with the regulatory and public policy community. Chaired by the WinnForum’s Chief Regulatory Officer, the Regulatory Advisory Committee provides a venue for regulators, policy experts and Forum members who have an interest in the development and deployment of advanced wireless technologies. In addition, it presents an opportunity to enhance informal communications among the regulators and policy experts who are Regulatory Advisory Committee members. To achieve these objectives, the Regulatory Advisory Committee members are asked to provide publicly available information, e.g. findings, plans, analysis and recommendations on various activities of domestic and international regulatory bodies of interest to Forum members. The Forum, in turn, is able to provide Regulatory Advisory Committee members information, data and analysis on the state of the art technologies relevant in the creation of advanced wireless systems.

6 Standards Development Strategy

Successful operation of the Forum’s Commercialization Committees will often require that the Forum facilitate the creation of standards and specifications that will facilitate interoperability, reduce costs and reduce time to market in establishing and growing an ecosystem for advanced wireless based systems and products. Building on past successes and in alignment with the Forum’s Commercialization Framework, the Forum shall adopt a “Lean Standards Development Model TM” as follows:

- Committee roadmap sets requirements at a high level, and establishes a prioritized “backlog” of work to be done
- Backlog items are assigned to a “sprint”
 - Detailed requirements defined
 - Protocols developed
 - Test and certification established
- Results of sprint delivered in an Interim Release
- Continual Feedback from deployment against Interim Releases establishes new backlog items
- Major release comprised of one or more interim releases

⁴ <https://www.wirelessinnovation.org/assets/documents/rac%20charter%20update%20-%20march%202019%20-%20approved.pdf>

Forum leadership will work with staff to evolve this model to maximize efficiency without loss of rigor, allowing standards to be developed in months, not years.

In some cases, relevant specifications and standards may already exist in other organizations that may address the defined needs of the Forum's member organizations either "as is" or through minor modification. In addition, the broad base of technologies and disciplines required in developing and fielding advanced wireless technologies may mean that other standards organizations and consortia with expertise in a unique technology area may be better suited to develop a required specification or standard in that area. In such cases, the Forum and its members will adopt the following strategy for promoting standards that support the interests of the Forum's member organizations:

- **The members will endorse 3rd party standards when possible.** Endorsements will occur under relevant licensing terms to allow the Forum's members to leverage the work of other organizations to the greatest extent possible in supporting their specific needs.
- **The members will profile existing 3rd party standards when necessary.** As standards often incorporate a host of features and requirements that may not be relevant to the Forum's members in their entirety, the Forum will extract a subset of specifications under the appropriate licensing that are relevant to our members' needs.
- **The members will influence other standards bodies as appropriate to support our member's needs.** This strategy establishes the Forum and its members as a customer for these organizations, allowing the Forum's members to focus on requirements, use cases, and business models and coordinate as necessary across multiple standards bodies.

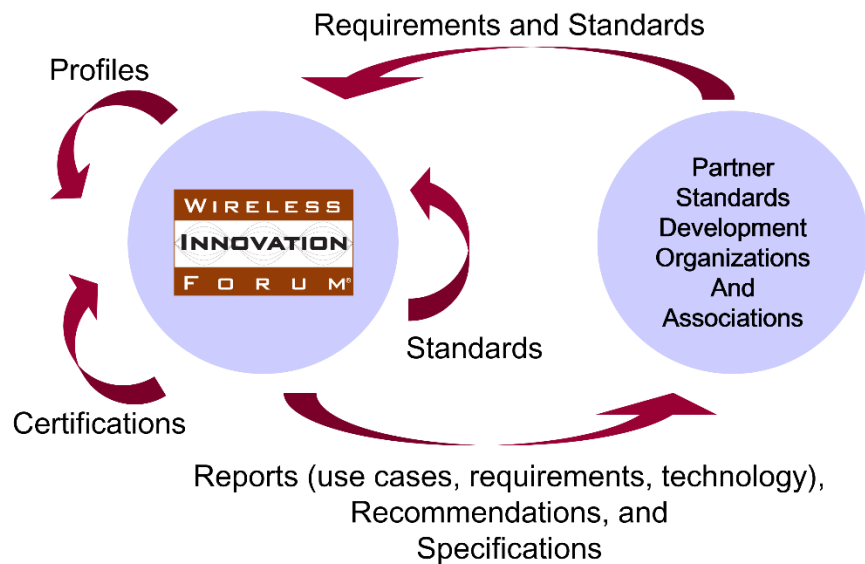


Figure 4: The Forum's Standards Collaboration Models

Execution on this strategy obviously requires the Forum to maintain strong relationships with “partner” organizations, including end-user representatives, regulatory bodies, standards bodies and other industry consortia, to support the needs of our members. Such relationships may be formal through membership, memorandum of understanding or liaison agreement, or informal through joint participation and mutual interest. In advancing this strategy, the goal of the Forum is to collaborate, not compete, with partner organizations having overlapping interests, establishing the Forum as a single location where members can go to interact with a wide range of relevant third-party organizations. Where formal partnerships are required, Forum staff will work to establish the relationship, and then, where practical, member representatives will act as the liaison to the partner organization. Committee’s may use discretionary budget to facilitate interaction with partner organizations as necessary, to include travel.



Wireless Innovation Forum Memberships and Partnerships

Figure 5: Partnership Organizations in 2022

7 Certification Development Strategy

In supporting the Certification Pillar of the High-Level Strategy, commercialization committees analyze the needs from programs, program offices and other development activities occurring in the WInnForum and worldwide to determine the feasibility of value-added evaluation and/or certification services that the WInnForum can provide. Appropriate initiatives and projects

within the scope of the commercialization committee charters will be developed as these opportunities are realized.

The strategy adopted by the Forum will be to not perform certification testing directly, but rather we will accredit other organizations to perform and issue certifications against WInnForum Standards. This includes accrediting both test labs and the “Test Programs” of other “Trade Associations”. Service mark agreements will be provided so that accredited entities can claim “WInnForum Approved™” as appropriate. Fees may be charged by the Forum for accreditation services as required to offset expenses, but such fees may be waived for WInnForum members.

8 Meeting and Event Strategy

The Forum’s meetings, workshops, and conferences provide a primary venue for executing on the Forum’s pillars of strategy. Specific strategies for meetings and events are required, therefore, to ensure support of these pillars, which are summarized as follows:

- The Forum’s online meeting and collaboration tools will provide the primary venue where work gets done in advancing Reports, Recommendations, Specifications and Standards.
- Face to face meetings for each Commercialization Committee will be held at the discretion of the steering group. These committee meetings will be hosted, when possible, at member facilities, and efforts will be made to collocate meetings from multiple Commercialization Committees occurring in the same quarter. Ad hoc face to face project meetings will also be held as required. Committee and ad-hoc meetings will be scheduled with sufficient notice to allow for proper identification of venues and travel planning.
- The Forum will continue to use “virtual workshops” or webinars to explore specific technologies. These workshops may be tutorial in nature, providing instruction on the use of a state-of-the-art technology, they may be used to create a new Report or Recommendation, or they may act as a vehicle for receiving primary input for an existing project.
- The Annual Summit will be held online. Content will be driven, by and large, by the Wireless Innovation Committee and the Commercialization Committees through an appointed track chair from each committee supporting the following positioning statement approved by the Board in March of 2017

FOR academics, researchers, technology providers, equipment manufacturers, system integrators, their customers, and government authorities,

WHO seek to facilitate the development and adoption of technologies and standards supporting the innovative utilization of spectrum and the development of wireless communications systems.

WInnComm IS THE event

THAT provides a venue for sharing information between stakeholders to establish or expand emerging ecosystems in the wireless communications market, define and promote interoperability standards supporting those ecosystems, and educate regulators on associated issues.

UNLIKE other conferences that have a more academic or large system trade show focus,

WInnComm is focused on information relevant to the development, adoption, transfer and commercialization of technologies, standards, regulations and certification processes, and demonstrating new technologies that enhance value, reduce total life cost of ownership and allow timely delivery of products and services.

Support for this strategy may come from the exploration of special topics defined by each committee.

9 Strategy for Expansion and Growth

Long term growth requires the Forum to expand into adjacent markets worldwide, building economies of scale that span multiple market spaces and provide the Forum's members with access to new opportunities for their technologies, products and services. The Forum's strategy for expansion into these new domains will occur through three areas of activity:

- 1) The Forum will seek to grow organically into new market areas through projects created out of the Wireless Innovation Committee and activities in existing Commercialization Committees. Toward this end, the Wireless Innovation Committee will track developments with respect to next generation spectrum sharing technologies and identify opportunities as they emerge for new projects. Initial areas of focus will be the 3100 to 3450 MHz band in the US, and next generation technologies (e.g., Open RAN, 5G Advanced, 6G, and other technology neutral areas).
- 2) Work to brand the Forum's "Commercialization Framework" and promote throughout the community to attract new projects within the Wireless Innovation Committee that can lead to new commercialization committees. Key to success in this area will be working through the Board of Directors and various steering groups to identify thought leaders and government sponsors in the advanced wireless community to whom the WInnForum can offer value in achieving their objectives.
- 3) The Forum will opportunistically bring under its umbrella other "start-up" associations involved in advancing relevant technologies. It is believed that such groups will gain value from the Forum's existing infrastructure, mature processes and procedures, member strength and experience as a 501(c)6 organization. These groups will be established as Commercialization Committees under the defined strategy, with their own steering group and the ability to maintain their own website and brand identity.

In executing on this strategy, the Forum will continue to avoid competing directly with existing trade associations supporting Tier 1 commercial markets, but instead will promote projects that complement their activities.

The success of this strategy requires international participation and therefore, the Forum's strategy for expansion and growth must include regional plans to reach out to and support members and potential members in Asia, Europe, and the Americas. Accordingly, the Forum will develop new mechanisms to support the regional needs of its member organizations around the world. Among the mechanisms that will be evaluated will be stronger partnering with existing regional groups, opening regional offices of the Forum staffed with personnel dedicated to growing participation in that region and supporting the specific needs of the local member organizations, chartering regional chapters of the Forum and supporting those chapters by holding local meetings focused on regional issues, and establishing regional workshops and conferences including specific areas of local interest.

10 Measuring Success

The Forum believes that execution of this plan will result in increased participation in the Forum's meetings and teleconferences, increased participation in WINnComm, and ultimately increased membership. In advancing this strategy, therefore, success will be measured by average member attendance at the teleconferences, Committee working meetings and workshops, and at WINnComm.

Growth shall also be recognized through the creation of a new Commercialization Committee within the timeline covered by this Strategic Plan, and in the quality and quantity of work products (reports, recommendations, specifications, etc.).

Specific metrics will be defined by the Board of Directors on an annual basis through the WINnForum's Operations Plan.

11 Next Steps

The Forum realizes that for this strategic plan to succeed, it must evolve over time to best serve the needs of the Forum's member organizations. Toward that end, the Forum will move to a rolling model for evolving this baseline strategy moving forward. Steering groups will maintain a radar screen of strategic issues and direct staff to collect additional data, as appropriate, for follow up. Actions will be generated based on this data, and proposed changes in strategy will be briefed to the Board of Directors on a quarterly basis for discussion and approval.