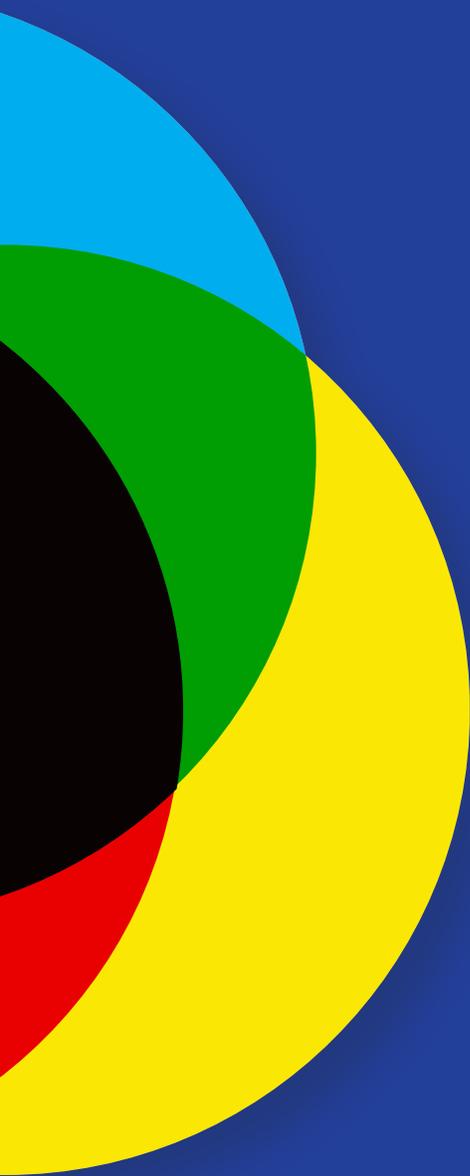


TIA STRATEGIC PLAN



TELECOMMUNICATIONS INDUSTRY ASSOCIATION



TIA— Empowering the Network of the Future

TIA is the trusted source for expertise and policy advocacy on leading-edge communications technology. As the principal association representing suppliers of hardware, software, and services that empower communications networks, TIA is at the forefront of innovation in communications infrastructure and modes of connectivity. The Association continually adapts to meet the needs of its evolving membership, providing an effective and efficient on-ramp to the communications ecosystem.

TIA's business is to convene and create the space to serve its current and future membership through new and ongoing leadership initiatives that anticipate members' needs as they, in turn, meet the demands of their own customers.

Every day, we strive to define the future of our industry.

OUR VISION

To catalyze a connected world in which technology and innovation enable a better life for every person.

The communications industry is at a historic inflection point as new industries connect to the network enabled by network virtualization, the transition to an all IP network, and the Internet of Things. New technologies are continuously being created that hold the potential to reshape communications, health care, transportation, energy, manufacturing, government, and more.

These technologies have the ability to improve the lives of individuals around the world—and they rely on communications networks for connectivity. As such, it is more important than ever that those who develop, build, and supply the foundation of the network lead the industry in a vision for the network of the future.

OUR MISSION

By leading the industry, TIA operates at the intersection of vision and reality to accelerate our members' business growth through policy, technology, innovation enablement, and business connections.

TIA exists to promote and advance global connectivity. As the industry continues to adapt and innovate, TIA will be at the forefront of change. TIA will not only *identify* new trends to guide our members, but, more importantly, *define* the overall direction and landscape in which our members operate. Through thought leadership and advocacy, TIA will be a source of primary knowledge, an interpreter of data and trends, and an expert in technology and the business of technology.

As communications industry players and markets evolve, TIA stands ready to nurture industry efforts and serve as a guide and convener for member companies.

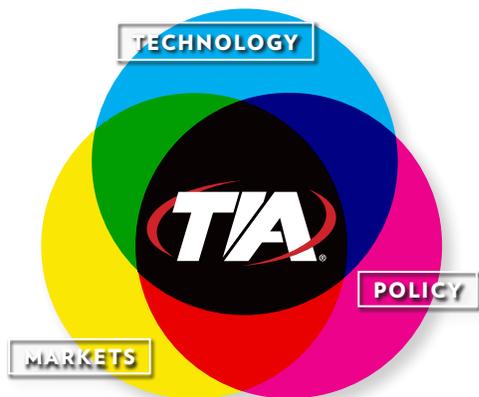
Through this expertise, TIA will provide a primary entry point for companies to connect to the communications ecosystem. In turn, this on-ramp to the industry will help drive new solutions to market and influence the political and regulatory agendas of the day.



TIA is at the Center of Policy, Technology and Markets

TIA is unique in its ability to convene individuals and companies from across the communications industry. Business executives and technologists, government leaders and policymakers, industry thought leaders and analysts all come together at TIA to address the full range of technology, policy, and market-driven issues facing the industry.

And it is easy to see why: Through TIA's policy advocacy, members gain access to high-level government leaders and agencies, and participate in the legislative and regulatory processes. As technologies continue to evolve, member companies will be in a position to advance innovations through technology leadership, standard-setting and industry alliances. Similarly, as technologies shift, so too will markets, and with TIA, members will receive critical intelligence to guide development of strategic roadmaps for the future of the industry.

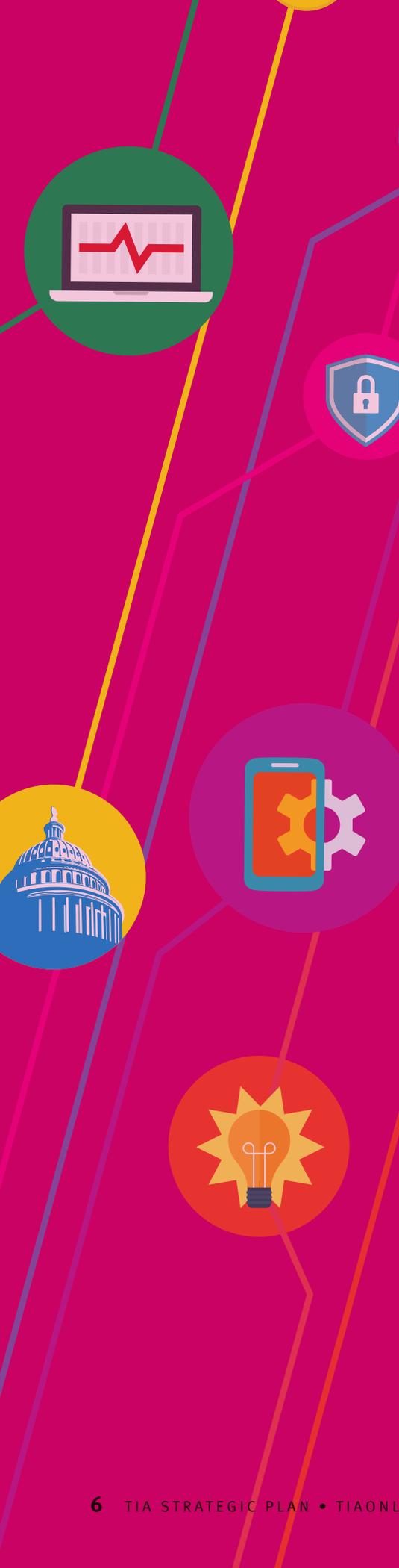


TIA 2016 STRATEGIC PLAN OVERVIEW

How TIA is working to better serve its members:

- ▶ Enhancing TIA’s advocacy voice;
- ▶ Building TIA’s technology focus;
- ▶ Creating a North American industry conference; and
- ▶ Developing focused market data.

	POLICY	TECHNOLOGY	MARKET INSIGHTS	OPERATIONS
GOAL	Leverage TIA’s expertise, influence, and member companies to be at the forefront of the national legislative and regulatory agenda to promote policies driving innovation, new products and growth.	Drive the creation and adoption of cutting-edge technology and standards through thought leadership and collaboration.	Be the trusted partner in industry transitions, defining the marketplace of the future through market insights, education, networking, and business development opportunities.	Operating with an integrated perspective, ensure knowledge and expertise flows across TIA and our members, enhancing opportunities for member success.
OBJECTIVES	<p>Advocate aggressively for key legislative and regulatory issues that represent TIA’s membership policy positions.</p> <p>Increase visibility and maintain a strong and trusted presence on Capitol Hill, the Administration, and at regulatory agencies, as both a technical resource and the unified voice for member companies.</p> <p>Educate the industry on TIA national policy priorities and positions, enabling members to better leverage their collective impact at the national and local levels.</p>	<p>Serve as the trusted convener for technology contributors and innovators, resulting in solutions and actions.</p> <p>Increase member, user, public sector, and overall industry understanding of current and emerging technologies through education and promotion.</p>	<p>Use TIA media platforms to strengthen knowledge and awareness throughout all industry pillars.</p> <p>Through year-round engagement opportunities, be the trusted forum for all industry segments, including users, developers, and carriers, to network with each other, and discuss and understand key topics of the day.</p> <p>Be a go-to source for forward-looking market intelligence and insight on new network and market trends.</p>	<p>Expand and diversify membership to represent and engage the broader ecosystem.</p> <p>Design outreach and programs to engage cutting-edge ideas from both within membership and drawn from the ecosystem beyond our members.</p> <p>Focus efforts on only the highest and most productive topics – both current and forward-looking.</p>



POLICY GOAL

Leverage TIA's expertise, influence, and member companies to advocate at the forefront of the national legislative and regulatory agenda, promoting policies driving innovation, new products, and growth.

TIA offers companies an invaluable opportunity to participate in government and industry dialogue on the domestic and global policy decisions that impact the communications industry. Regardless of the size of a business, policy and regulation impact all areas of the industry. TIA serves as the source of information on current policies and regulations and is the collective voice to advocate for change.

Moving into the network of the future, TIA has the ability to make major impacts for the industry by leveraging the power of the combined voice of its membership. As the leader in policy, TIA will provide opportunities to encourage innovation and investment, and, equally important, prevent barriers to progress.

POLICY OBJECTIVES

- ▶ **Advocate aggressively for key legislative and regulatory issues that represent TIA's membership policy positions.**
- ▶ **Increase visibility and maintain a strong and trusted presence on Capitol Hill, the Administration, and at regulatory agencies, as both a technical resource and the unified voice for member companies.**
- ▶ **Educate the industry on TIA national policy priorities and positions, enabling members to better leverage their collective impact at the national and local levels.**

TECHNOLOGY GOAL

Drive the creation and adoption of cutting-edge technology and standards by promoting thought leadership and collaboration.

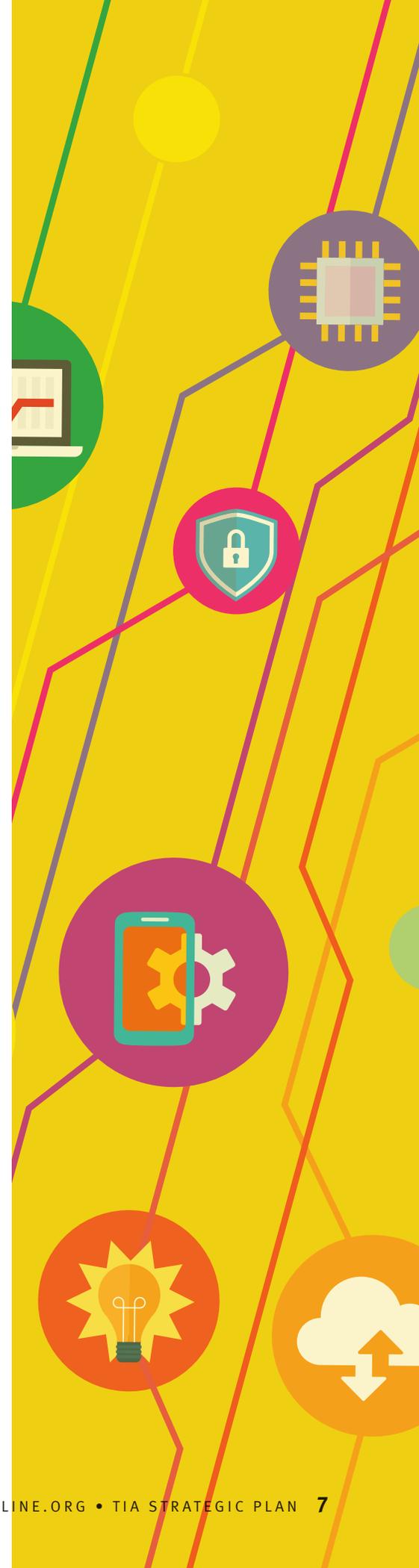
Technology is at the heart of what TIA and its members do. The industry has undergone a series of disruptive changes in the technology space already, and will continue to see significant changes in the future. For example, the industry is entering a new era where enterprise and wide area networking are converging. Converged networks will be the delivery mechanism for all communications through an all IP network. Network virtualization will be central to creating the network of the future, where software will play an even more important and complementary role, completely changing the status quo.

TIA stands ready to provide its members with the platforms and opportunities to create and test market-ready innovative technology solutions, drawing on the diverse expertise that its members have to offer.

Through increased technical strength, TIA will add the ability to incubate and test technologies, ensuring new technologies that are interoperable and internationally consistent—allowing fair and efficient competition among all industry players. TIA will also continue to build on its global reputation as a standards development organization that adapts to the evolving needs of its members.

TECHNOLOGY OBJECTIVES

- ▶ **Serve as the trusted convener for technology contributors and innovators, resulting in solutions and actions.**
- ▶ **Increase member, user, public sector, and overall industry understanding of current and emerging technologies through education and promotion.**





MARKET INSIGHT GOAL

Be the trusted partner in industry transitions, defining the marketplace of the future through market insights, education, networking, and business development opportunities.

As the world of technology continues to undergo rapid change, TIA's members must be prepared to operate in this new world. This goes beyond technology advancements alone, to represent a new market with new players and skillsets. The network of the future will represent a broader ecosystem—TIA is the place where this ecosystem comes together.

The overall focus of the market has shifted from one of “telecommunications” to connectivity and information sharing, which is comprised of new infrastructure and modes of connectivity. As these different tools and opportunities emerge, TIA stands to serve as a leader for its membership—not only providing insights into where the market is headed, but having a leadership voice in *what is happening now*.

TIA is working to ensure members have the agility necessary to be prepared for emerging markets.

MARKET INSIGHT OBJECTIVES

- ▶ **Use TIA media platforms to strengthen knowledge and awareness throughout all industry pillars.**
- ▶ **Through year-round engagement opportunities, be the trusted forum for all industry segments, including users, developers, and carriers, to network with each other, and discuss and understand key topics of the day.**
- ▶ **Be a go-to source for forward-looking market intelligence and insight on new network and market trends.**

TIA OPERATIONAL GOAL

Operate with an integrated perspective, ensure knowledge and expertise flows across TIA and our members, enhance opportunities for member success.

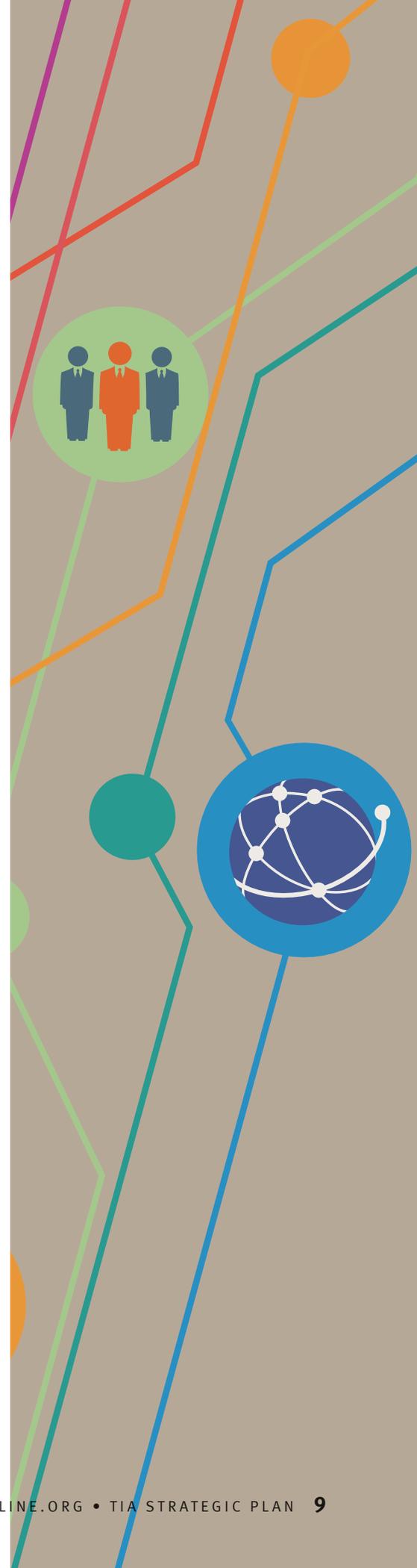
TIA recognizes the importance of integrating the diverse portions of the network of the future, to build upon strengths and address priorities from a variety of perspectives.

TIA's major strengths are its ability to convene and its broad membership base, which offer the power to collectively leverage expertise and resources to make a difference in the communications industry. This diverse member base is equally valuable to individual member companies—for the insights and perspectives that each member can offer to others.

Using its ability to convene, TIA will effectively and efficiently provide an on-ramp to the communications industry for all markets. This will be reflected in membership and operational resources.

OPERATIONAL OBJECTIVES

- ▶ **Expand and diversify membership to represent and engage the broader ecosystem.**
- ▶ **Design outreach and programs to engage cutting-edge ideas from both within membership and drawn from the ecosystem beyond our members.**
- ▶ **Focus efforts on only the highest and most productive topics—both current and forward-looking.**



Building a Connected World—Together

The Association offers its members a broad suite of benefits, including industry intelligence, networking and educational events, public policy advocacy, participation in standards-setting, and more. As TIA implements the changes outlined above, members will see a variety of additional values and benefits, in the short and long term. In the short term, members can anticipate the following benefits, among others:

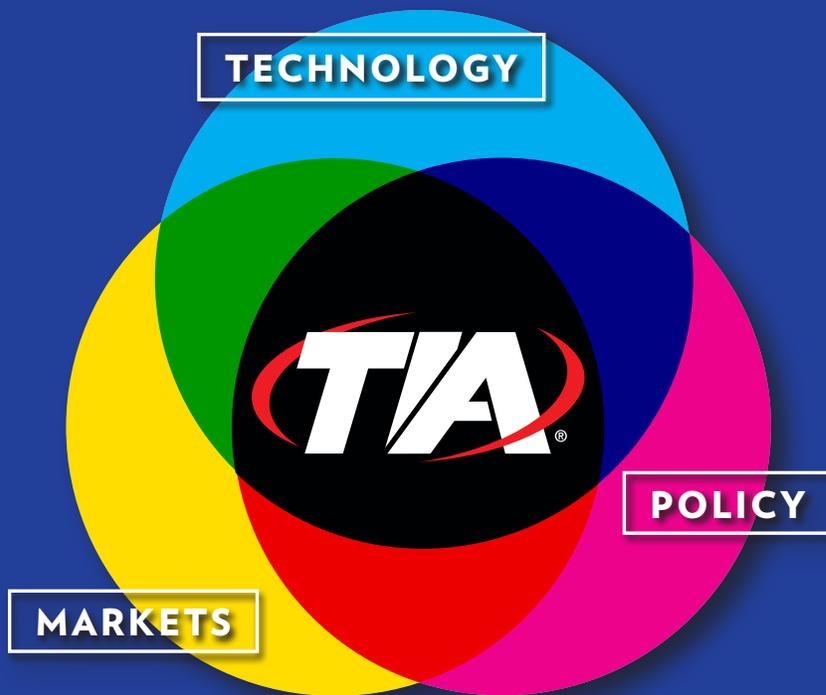
- ▶ **A growth in members across the ecosystem that will lead to new business opportunities and partnerships;**
- ▶ **An enhanced advocacy voice resulting in a seat at the table for all major legislative and regulatory issues impacting the industry domestically and abroad;**
- ▶ **A Network of the Future event that is the “not to be missed” annual event in North America that pulls all elements of the converged IP network together in one place;**
- ▶ **Innovative technology and standards leadership that is highlighted by the launch of a new NFV lab; and**
- ▶ **More regular market data provided through a variety of mediums to better support member decision-making.**

In the long term, members can expect TIA to be an active participant in the new infrastructure of converged networks. From the cloud that enables everything as a service to the virtualization of networks through software defined networking and network functions virtualization that will enable next-gen 5G wireless networks and the Internet of Things—TIA will have a play. The Association will also strengthen its stance as a convener for the industry as a whole—linking suppliers with service providers, carriers with data center providers, etc.—in order to bring the unique perspective of the user into the room.

As the industry and associated markets shift, TIA will continue to expand and diversify its membership to provide access to insights from industry players that are driving change.

Together, TIA and its member companies will define the future of our industry.

**SOLUTIONS
TECHNOLOGY AND
STANDARDS
INTELLIGENCE
BUSINESS AND
COMMUNITY
ACCESS AND
INFLUENCE**



**WHERE
INNOVATION,
ADVOCACY AND
ENTERPRISE
ARE ALL
CONNECTED.**



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