



BELTUG PAPER

ANNUAL REPORT 2008

April 2009

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1 BOARD OF DIRECTORS 2009

<p>Roeland Vander meiren President BELTUG Pfizer</p>	<p>Claude Rapoport Portima</p>
<p>Paul De Cooman Managing Director BELTUG KBC Global Services</p>	<p>Ilse Persoons ING Secretary</p>
<p>Danny Vande Putte Nationale Bank van België/Banque Nationale de Belgique Treasurer</p>	<p>Georges Kiss La Poste/De Post</p>
<p>Rudi Vos KBC Global Services</p>	<p>Emmanuel Cambron ONVA-RJV Vice-President</p>
<p>Honorary Directors: Raph Vermeersch Jean-René Degand Bert Maes Ghislain della Faille Albert Van Itterbeeck</p>	

2 STEERING COMMITTEE 2009

The Steering Committee decides about the content of the activities of BELTUG, the positions taken as well as on the priority setting, etc.

Paul De Cooman KBC Global Services	Johan Anthierens Fortis
Robinson Wilson Federal Police	Danny Vande Putte Nationale Bank van België/Banque Nationale de Belgique
André Van Vyve Vlaams Ministerie van Bestuurszaken	Luc Van Durme Eandis
	Danielle Jacobs BELTUG

3 ADMINISTRATION COMMITTEE 2009

The Administration Committee takes care of budget, accountancy and administration follow-up of BELTUG.

Paul De Cooman KBC Global Services	Anick De Ridder Management Assistant BELTUG
Danny Vande Putte Nationale Bank van België/Banque Nationale de Belgique	Danielle Jacobs BELTUG

4 BELTUG ADVISORY COMMITTEE 2009

The BELTUG advisory committee prepares strategic topics for the Board.

Paul De Cooman KBC Bank & Verzekeringen	Roeland Vander meiren Pfizer
Danny Vande Putte Nationale Bank van België/Banque Nationale de Belgique	Rudi Vos KBC Bank & Verzekeringen

5 OTHER BELTUG WORKING MEMBERS 2009

Dexia FOD Financiën/SPF Finances ING Nauta Dutilh Pauwels Trafo Carglass	Alain Berckmans Luc Lornoy René Van Aken Fannie De Jonghe Ludo Everaert Stefaan Hermans Gert Van den Bogaert
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6 ORGANISATIONAL APPROACH

Even though the protection and promotion of the interests of business users (lobbying) remain primordial, the dissemination of information to our members (information sharing) and offering them more opportunities to exchange knowledge and experience (networking) have become evenly important.

BELTUG remains a forum where members can meet colleagues and experts from the ICT sector, exchange ideas and experiences and voice their opinions and points of view, at the same time acting as a comprehensive information platform.

The events organised by BELTUG last year were very successful. While we organise events every two to three weeks, they continue to be always well attended.

Because of the growth of BELTUG, we had to put in place more resources to remain an efficient and customer-oriented organisation. In 2008, we extended the call on external consultants to cope with the growing demand for additional information and activities from our members.

7 BELTUG'S MISSION STATEMENT

BELTUG's mission is to promote objective study, research and the dissemination of relevant knowledge to help companies and public services to seize the opportunities and overcome the challenges arising from communications technology and services in their daily business.

7.1 Who we are

BELTUG is an independent user association in Belgium (vzw/asbl), enabling ICT decision makers and professionals of companies and public services to:

- Share knowledge and experience in communications technology and services

- Improve the efficiency, effectiveness and business productivity of their organisation
- Extend their network of direct personal contacts within the ICT industry
- Influence technical developments and regulation through a collective voice
- Identify and promote shared interests to policy makers and service providers.
- "A non-profit for profit ": an non-profit organisation to realise profit for our members"

7.2 Our values

User-driven: "By users, for users". BELTUG is driven by the interests of ICT decision makers.; the board and steering committee exists only of ICT decision makers

BELTUG is independent in its opinions.

BELTUG focuses on a qualitative and pragmatic approach to produce practical results.

The number and quality of its member companies, which are representative of all economic activities, and the consistent quality of its workshops, documents and position papers have established and maintain a longstanding credibility. This qualifies BELTUG as a trusted spokesperson in communication with official bodies, institutions and service providers.

7.3 Our areas of competences

BELTUG activities are focused on communications technology and services, and their application in business environments.

This covers four main areas of interest:

- Impact on business strategy and plans (what difference can they make)
- Application of technology (what can they do and how do they work)
- Service management and quality issues
- Contractual, legal and policy issues

7.4 Who are our members?

Full Members: The full members are companies and public services using communications technology and services. They are represented - depending on their responsibilities and/or areas of expertise by their ICT professionals, e.g. ICT manager, Telecom, Purchasing or Legal representative.

In our external communications, these members are addressed as “ICT decision makers”.

Associated Members: The associated members are companies whose core activities are the development, marketing and delivery of ICT products and services, i.e. they are providers.

In our external communications, we address these members as “ICT solution providers”.

7.5 How do we work?

Full members identify the priority topics which concern them most and which they want BELTUG to address. Members themselves initiate several activities, workshops, seminars and publications, with the support of BELTUG staff for project management. Associated members bring their expertise and make ad hoc contributions to some topics.

For international issues, especially regulatory affairs, BELTUG is part of INTUG, the international telecommunications users group.

7.6 What do we deliver?

On a regular basis, BELTUG publishes reports, recommendations, and position papers resulting from workshops and information sessions.

BELTUG information and opinions are disclosed via:

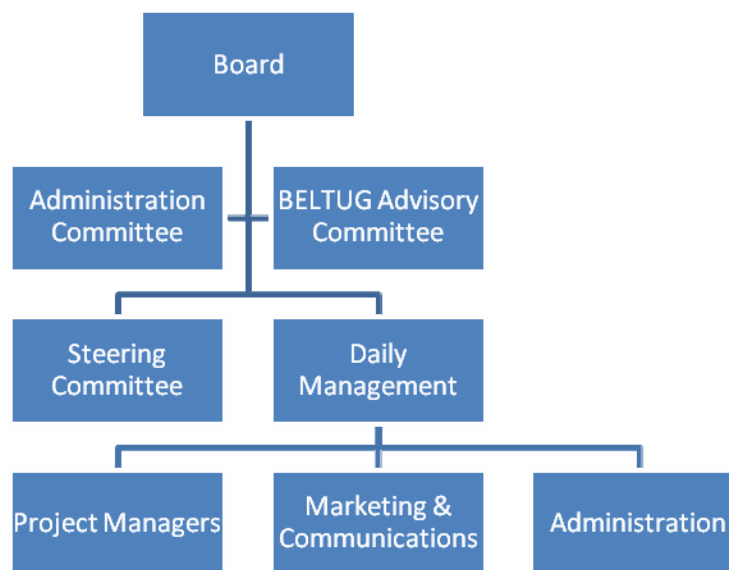
- Press statements
- Presentations at external events

- The website (www.beltug.be)
- Member activities
- Electronic newsletters

BELTUG provides a unique and authoritative source of information, based on knowledge and experience, benchmarked in real business activities in the public and private sector.

By bringing together a diverse group of users with a broad range of experience and knowledge, BELTUG guarantees high quality output based on thorough analysis. This enables improved effectiveness in the use of communications technology and services.

7.7 Organisation



8 THE BALANCED SCORE CARD

BELTUG developed a balanced score card, which was introduced early 2006. This way we can monitor all elements important to our association.

CSF Critical Succes Factor	KPI Key performance indicator	Target	Measurement 31 December 2008
Budget expenditure	Max. % expenditure versus budget for expenditure	10%	2,4%
Budget revenu	Max. variance in % Revenue versus annual budget	-10%	6,0%
Budget balance	Financial reserve / annual budget ratio	60	93
Ensure Contact Forum	Number of hits on website (visitors) / month	2368	2.450
Ensure Contact Forum	Average number of participants in Member Forum	100	108
	Average number of users per Member Forum	33%	43%
Customer satisfaction	Satisfaction index:	80	95%
	. Promotion of interests (Contacts with authorities, press relations, service providers, etc.)	80	95%
	. Info (papers, website, etc.)	80	94%
	. Networking (Exchange, Member Forum, working groups, etc.)	80	95%

Customer satisfaction	% Retention members	85%	89%
Customer satisfaction	% Retention partners	85%	80%
Composition of customer base	% FM - enterprises	55%	59%
Growth	% Growth in membership per year	2%	19%
Engagement of members	Percentage of active members on overall membership	10%	29,00%
Efficiency of production process	Variance in % between measurement of planned and real turnaround time for delivery of all BELTUG papers (3 to 4 per year)	20	26
Efficiency of production process (volume)	Number of activities for members per halfyear	5	7
Innovation	Number of innovative ideas from BAC for approval by Board of Directors	1	1

Comments on the KPI in red in the Balanced Score Card:

- The KPI “retention of the partners” : we were below the target of keeping 85% of the partners. This is due to the fact we agreed with Belgacom to limit the partnership to one (previously three: Proximus, Belgacom and Telindus).
- The KPI “Efficiency of production process” is below target because some of the papers were published too late. On the other hand we published more papers than planned.
- 2008 was a very busy year for BELTUG:

- We organized 19 Member activities (X-change and Member Forum)
- Published 6 papers
- Held 10 consultations.

9 BELTUG SURVEY ON THE PRIORITIES OF OUR MEMBERS

BELTUG's mission to help companies and public services to seize the opportunities and overcome the challenges arising from communications technology and services in their daily business, BELTUG conducted a survey. 160 companies gave us their priorities.

From September to June, BELTUG develops the following topics, grounded in reality:

- Mobility/working anywhere
- Mobile data: prices slow the utilisation progress of new technologies - costs and contractual issues
- Service management of mobile communications
- Voice communications: the future of the PBX/the future of the phone
- WAN - design & management - acceleration/optimisation/mix with real time communications (e.g. video) on the WAN/LAN infrastructure
- VoIP: practical guidelines for migration towards full IP
- Fixed-mobile convergence (business case issues)
- Collaboration: how to prepare the environment for/stimulate/experience collaboration with virtual teams/web conferencing
- How to implement/evaluate/guide unified communications

All these topics determine(d) BELTUG's agenda from September 2008 – June 2009. This approach proved to be successful.

We were able to publish the planned number of papers and to organise many well-attended activities.

10 FINANCIAL STATEMENT - COMMENTS ON 2008 RESULTS

10.1 Membership fees

Membership fees are a very important income for BELTUG. In 2008, membership fees amounted to € 126,180.

10.2 Interests and dividends

Interests and dividends amounted to € 16,623.

10.3 Partner contributions

BELTUG received € 246,739 from partners, a token of their confidence in our association. BELTUG continues to keep 20 partners on board, reaching the maximum number that can be accepted.

10.4 Expenses

Expenses overall amounted to € 403,571 compared to the budget of € 398,470 mainly due to accurate budgeting and close follow-up in the various management committees. No abnormal deviations from the original budget have to be mentioned.

The accounting records are kept for 10 years and are available for consultation by our members at the registered office of our association.

10.5 Receivables

The amount of € 201,888.36 “receivables” on 31 December 2008 is mainly due to the fact we have sent the invoices for the Membership fees 2009 and part of the partnerships in December.

No doubtful receivables are to be considered in the outstanding invoices.

10.6 Closing balance

BELTUG had € 363,175.7 on bank accounts/cash on 31 December 2008.

No cash flow problems are to be considered.

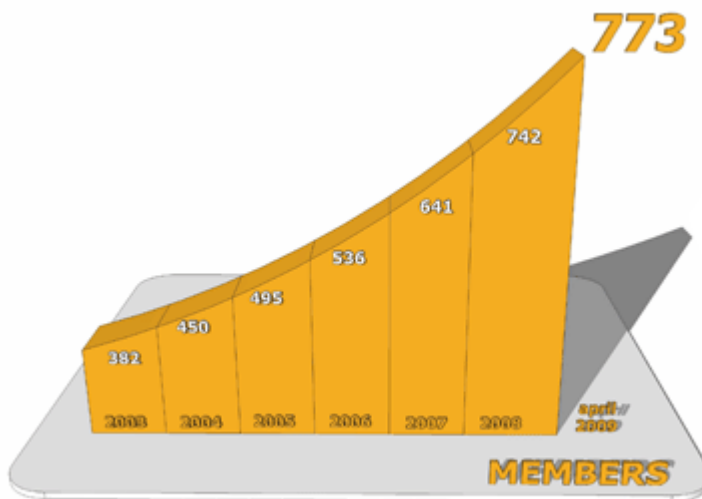
Balance sheet 31.12.2008			
ASSETS		LIABILITIES	
Fixed assets		Accumulated reserves	
Office furniture & equipment	5.869,13	Carried forward results	341.601,21
Depreciation	-5.503,66	Results of financial year	11.887,31
TMAB Business Events	18.000,01		
Receivables			
Clients	201.888,36		
Waiting account	2.804,25	Liabilities	
Cash		Partners 2009	172.930
Petty cash	445,59	VAT accounts	13.802,33
Bank accounts	362.730,11	Suppliers	45.948,51
		Other creditors	64,43
Total Assets	586.233,79	Total Liabilities	586.233,79

11 MEMBERSHIP

The impressive membership list can be found on www.beltug.be.

11.1 A growing number of members

Early 2009, BELTUG comprised some 755 member contacts: these contacts represent more than 370 different companies and organisations.

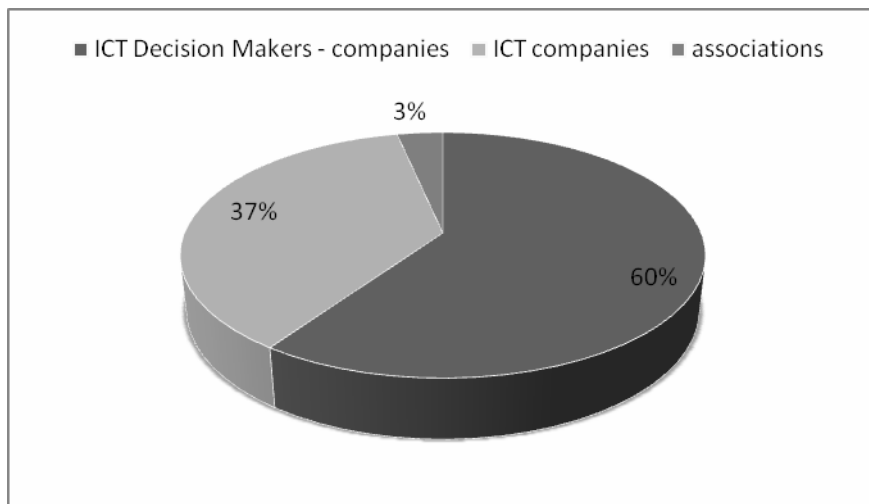


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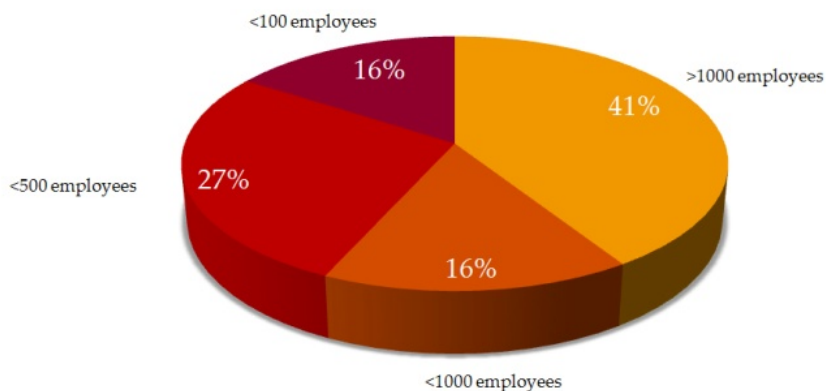
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Associations: groups of companies of public companies.



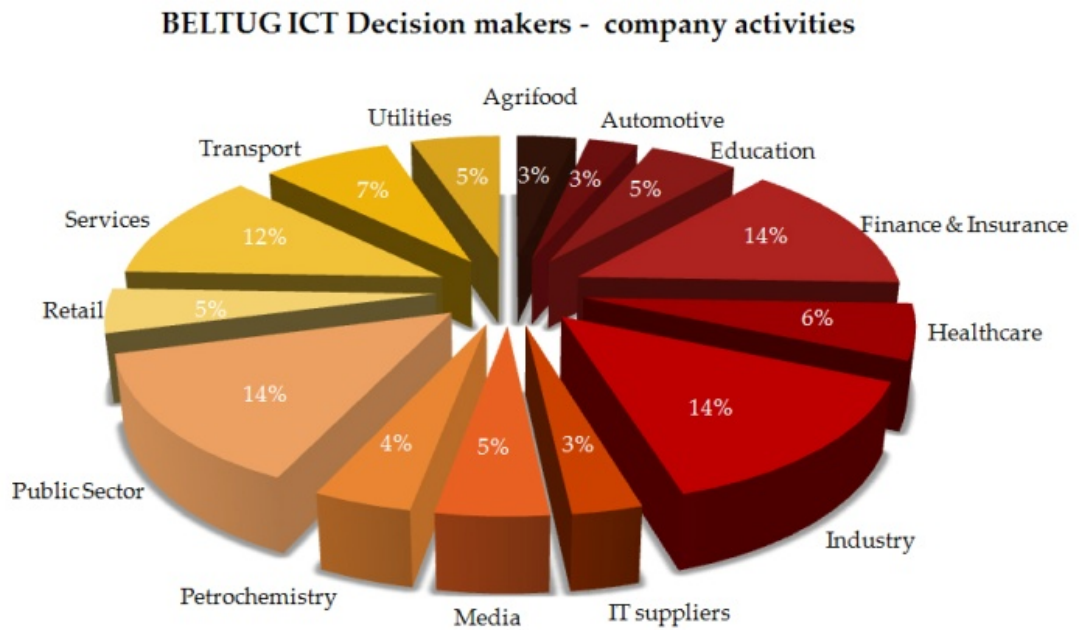
11.3 Company size

BELTUG ICT Decision makers - company size



Most of our ICT Decision Makers come from organisations with more than 1.000 employees. But de segments with the number of employees between 200 and 500, and 500 and 1.000 are growing faster. Only a couple of years ago the part of “more than 1.000 employees” was more than 50%.

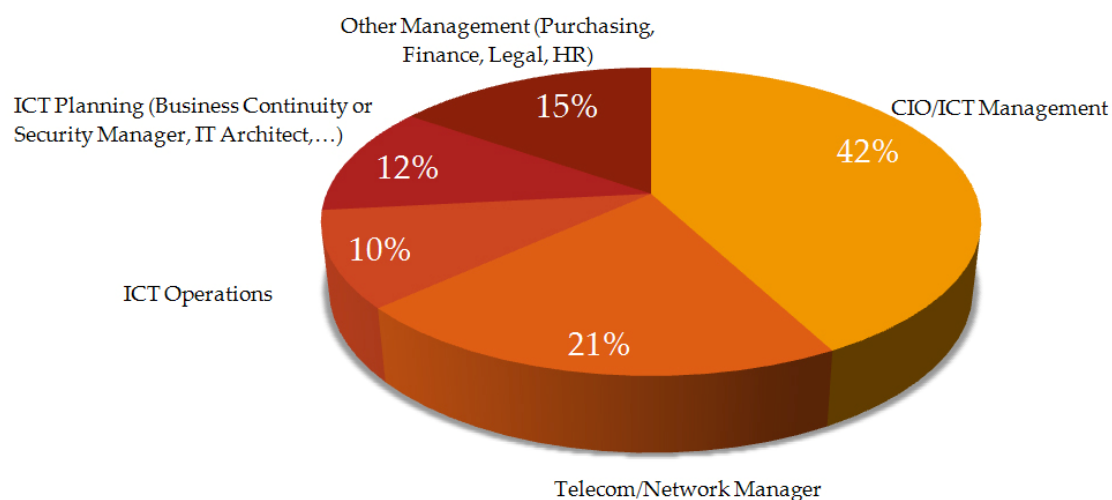
11.4 Our members' activities



11.5 A changing target group

We see an important shift in the responsibilities of our ICT Decision makers. A couple of years ago, most of them had “telecom” in their job description. Nowadays, the picture is completely different:

BELTUG ICT Decision makers – function titles



One fifth only has “telecom” in their job description, 64% has IT or ICT as his/her responsibility. To top it all, about 27% has another responsibility: CFO, procurement, legal ICT, etc.



BELTUG Report

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**[www.beltug.
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