Cisco BPR Essentials

Analysis

In order to understand the current Sales Lifecycle and how it was contributing to Cisco ROS' challenges in controlling business direction, it was necessary to define and document the current process. Through this effort, key pain points were discovered and a future state was derived.

Governance

A strategic approach to business development was defined to ensure that customer deals were selected based on profitability and strategic alignment. This level of control over the business became critical in improving profit margins and continuing expansion.

Decision Gates

To implement Governance, the Business Development and Executive Leadership teams were engaged at key decision points in the Sales Lifecycle process in order to control what deals were signed and executed, to ensure that unfavorable deals were identified and eliminated.

Consistency

Cisco ROS lacked a consistent view across the organization of the Sales Lifecycle – i.e. what steps are followed, what are the roles and responsibilities, etc. To promote consistency, a formal process with tangible deliverables was defined and documented.

Implementation

A new and improved Sales Lifecycle was implemented with the participation and buy-in of the impacted teams. The new processes and associated deliverables were approved at the Executive level and distributed throughout the organization with detailed explanations of new process steps, approval gates, and roles and responsibilities.

Business Process Re-engineering at Cisco

Cisco Remote Operations Services (ROS) provides proactive monitoring and management practices to support the availability, security, and reliability of network devices, voice applications, and security products. Cisco ROS has over 10 years remote IT infrastructure management experience with over 800 customers and 40,000 devices managed. Cisco ROS employs a co-management approach with customers, leveraging proven Cisco best practices and expertise in network management.

Opportunity

As their business expanded, Cisco ROS experienced less than satisfactory profit margins. To address this, Cisco ROS identified a need for a refined Sales Lifecycle process to increase efficiency, gain control over the business and create focus on profitable deals that were strategically aligned to their business objectives. Goals were defined as follows:

- Enable the Sales team to sell bigger, better and faster.
- Provide the Executive Leadership with more control over the business.
- Provide visibility into the sales cycle, enabling deal adjustments that drive incremental revenue growth and higher profitability.
- Identify, qualify, and close large strategic deals through collaboration.
- Ensure that promised services can be delivered while maintaining profitability.

Approach

Sibridge was engaged with internal Cisco teams including Sales, Sales Support, Product Management, Business Development, and Service Delivery to define, analyze, and re-engineer the Sales Lifecycle.

Results

- Definition and implementation of new Sales Lifecycle processes from deal inception through service activation.
- Implementation of formal process deliverables.
- Identification of roles, responsibilities and formal approval gates.

Benefits

- Higher profitability in the deal mix.
- Increased sales execution and responsiveness.
- Improved collaboration across the organization.
- Effective resource engagement and utilization during deal-making.
- Effective controls, ensuring successful, profitable service delivery deals.
- Visibility of the Sales Pipeline to Development and Leadership teams.
- Strategic alignment of deals through governance oversight.
- Repeatable, documented and consistent process implementation.

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SIBRIDGE Consulting helps clients align information technology execution with business strategic intent, to better plan and manage major technology initiatives, to optimize processes, and to achieve higher agility and better returns on their IT investments.

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