

# How Cisco IT Implemented Organizational Change and Advanced Services for Operational Success

New organizational framework greatly improves operations.

## BUSINESS BENEFITS

- Reduced the defective root cause percentage from 40 percent to 10 percent
- Decreased the number of cases by 60 percent
- Decreased the time to repair by 70 percent
- Reduced outage duration by 70 percent
- Increased the satisfied SLAs from 60 percent to 90 percent

“By moving from a traditional technology, silo-based organizational structure to a lifecycle-based model, we were able to improve our operational metrics considerably.”

**John Manville, Vice President, IT Network and Data Center Services, Cisco**

Cisco IT Network and Data Center Services (NDCS) needed to optimize its IT services and resources while reducing costs and improving organization-wide productivity.

**Like most IT organizations of large enterprises, NDCS used a traditional siloed organizational structure**, with staffers doing both implementational as well as operational tasks. With the traditional organizational arrangement, there was much duplication of effort and lack of focus across the organization.

**NDCS engaged Cisco Advanced Services’ Network Availability Improvement Services organization (NAIS) to identify the areas that needed to be changed and recommend how to proceed.** NAIS assessed the

people, process, and tools needed to mitigate operational risk

and network complexity by running an Operational Risk Management Analysis (ORMA).

**After the ORMA report was performed in 2006, NDCS was restructured from the traditional organizational model to Cisco’s own lifecycle model to provide the Cisco additional scalability and agility.** With more than 400 employees in NDCS, this was a substantial restructuring. While the original organization model included regional network and voice teams responsible for implementing and operating their environments and services, the new organizational model splits out the “Implement” phase from the “Operate” phase for both the network and voice areas. The Cisco lifecycle methodology offers the framework needed to make operations more efficient and responsive.

**Two years later, Cisco IT NDCS showed dramatic improvement in all of the Operational Maturity areas called out in the ORMA report, with substantial operations improvements across five different metrics.**

Demonstrating quantitative positive linear results, Cisco NDCS has achieved customer satisfaction scores of 4.856 (with 5 being the best possible score). The customer satisfaction improvement is at least in part due to improved case handling, and maintaining SLA levels of 90 percent. The frequency of outages dropped from 190 per quarter down to 68. And because the number of incidents dropped, the total duration of incidents dropped from 6000 hours per quarter down to only 200 hours per quarter. Likewise, the severity of the cases dropped significantly.

The team can now spend more time training and mentoring and the creation of “focus areas” within the team has enabled sub-teams to tackle specific service areas in need of more attention. The existing structure is currently finely tuned and well-positioned to accommodate growth and enable Cisco to respond quickly to its rapidly changing business demands.

## FOR MORE INFORMATION

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