

IP Telephony Case Study: How Cisco IT Merged Voice and Data Engineering Groups

Traditional boundaries between data and voice teams are dissolved for greater efficiency.

BUSINESS BENEFITS

- Easier adoption of new IP applications
- Easier troubleshooting
- Learning opportunities for IT staff

“As we continue to adopt new IP communications technologies, the process-oriented organizational model helps eliminate confusion over group ownership and responsibilities.”

– Stef de Borchgrave, IT Manager for Cisco Intelligent Network Services (INS), EMEA

When Cisco Systems® migrated to IP communications, previously separate networking and voice networks converged, along with their respective organizations. Prior to the change, the Cisco® IT group had been organized based on technologies. Telecommunications focused on time-division multiplexing (TDM)-based private branch exchange (PBX) switches. Networking concerned itself with LAN and WAN environments. Only the Cisco operations group [?] supported both telecommunications and networking.

To efficiently and effectively deploy and support converged applications, such as IP telephony, unified messaging, and videoconferencing, Cisco IT would need to reorganize. Previously separate telecom and networking groups would need to work together for planning, process, and support. A process-oriented organizational model,

compared to the previous technology-oriented model, would help to reduce confusion over group ownership and responsibilities. To manage the transition, Cisco IT would need to overcome organizational barriers and ownership issues related to equipment used for both data and voice applications, and address job security concerns, especially for voice specialists.

Cisco IT removed the organizational barriers between networking and voice. The new, process-oriented IT organization comprises three groups – planning, design and implementation, and support. Each group includes members with networking and voice specialties.

Adopting new IP communications technologies is easier. The process-oriented organization has helped eliminate confusion over ownership of new applications.

Data and telephony jobs were retained. Both types of specialists learned about the other technology through training and informal lunch sessions. The process-oriented organization makes it easier to cross-train traditional voice specialists on IP telephony, and to educate data specialists on voice technology.

Converging voice and data networks created new job opportunities. Employees are able to apply their previous skills to new technologies, such as Cisco CallManager call processing, Cisco Unity® unified messaging, Cisco IP Contact Center (IPCC), Web collaboration, and videoconferencing.

Case Study: http://www.cisco.com/web/about/ciscoit/work/case_studies/ipcommunications_dl11.html

FOR MORE INFORMATION

To read the entire case study or for additional Cisco IT case studies on a variety of business solutions, visit Cisco on Cisco: Inside Cisco IT www.cisco.com/go/ciscoit

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