



# Cisco IT Operating Model

How Cisco IT Improved Development Processes With a New Operating Model



**A Cisco on Cisco Case Study: Inside Cisco IT**

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# Overview

## ■ Challenge

Cisco IT needed to build a stronger collaborative partnership between Cisco business units and Cisco IT, and improve internal IT architectural and program management processes

## ■ Solution

Develop and drive adoption of a new Cisco IT Operating Model that integrates with new business councils

## ■ Results

Better IT and Business partnership

More agile and more resilient architecture

Better funding and better resource prioritization within IT

## ■ Next Steps

Continue to promote change, and adoption of new process tools

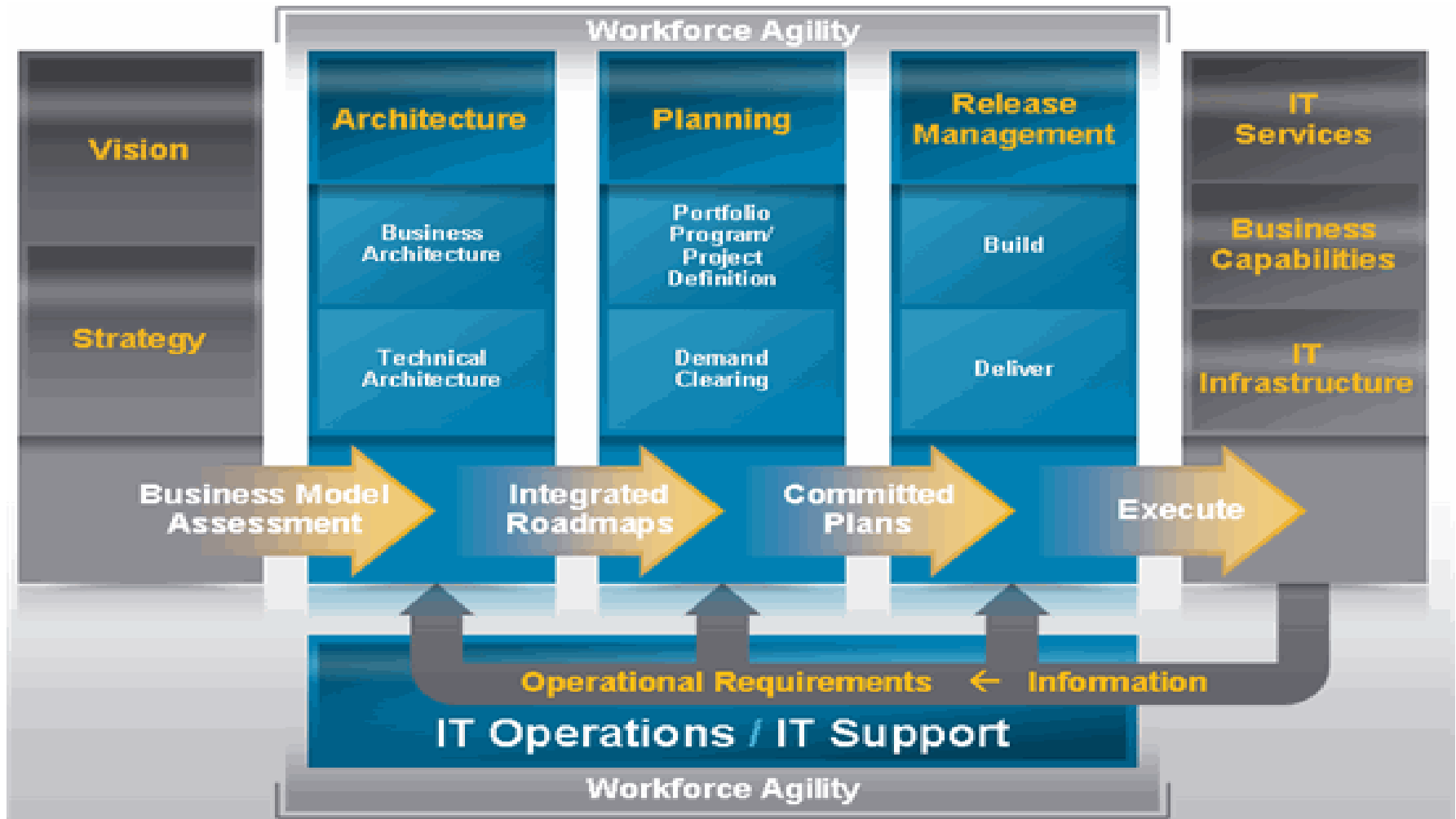
# Challenge

## Cisco IT was being asked to:

- **Adapt** to rapidly changing business environments,
- **Support** new business opportunities and new markets
- While **maintaining** stability and performance.
- **Partner** more closely with business units, and tie technical directions more closely with business requirements
- **Focus and prioritize** internal IT resources more directly onto these business priorities

# Solution

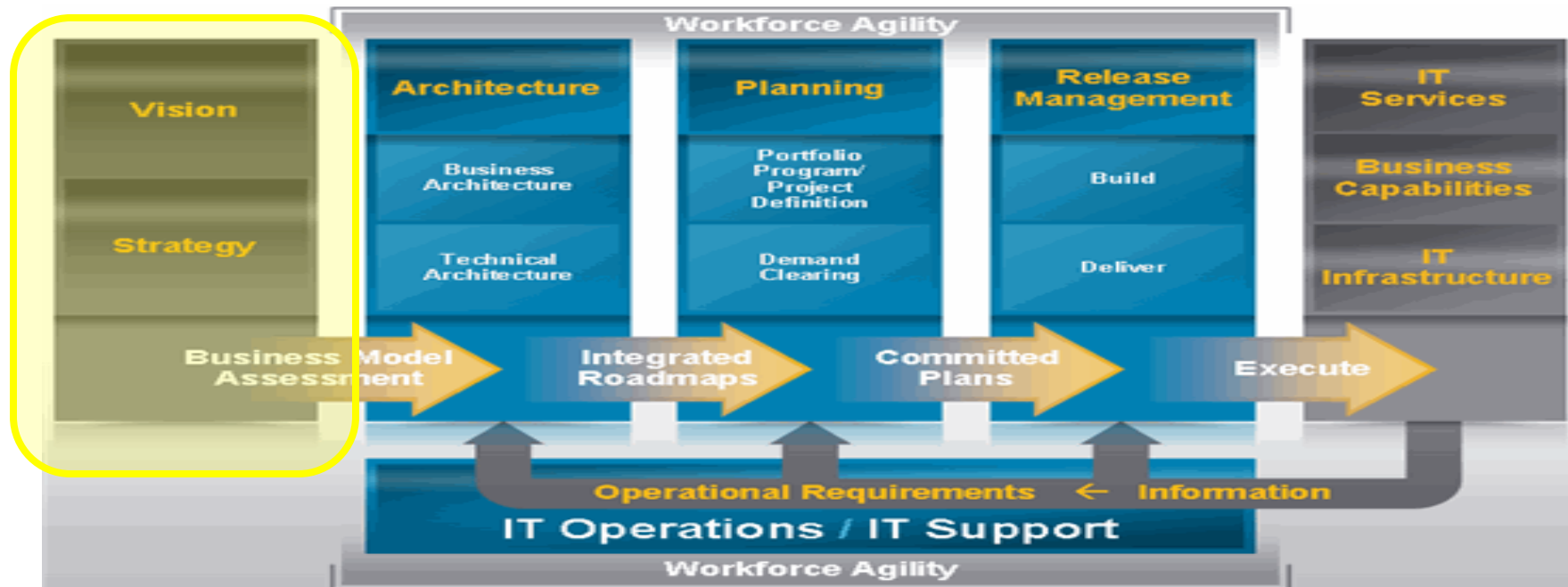
## Develop a New IT Operating Model



# Solution

## Operating Model: Vision and Strategy

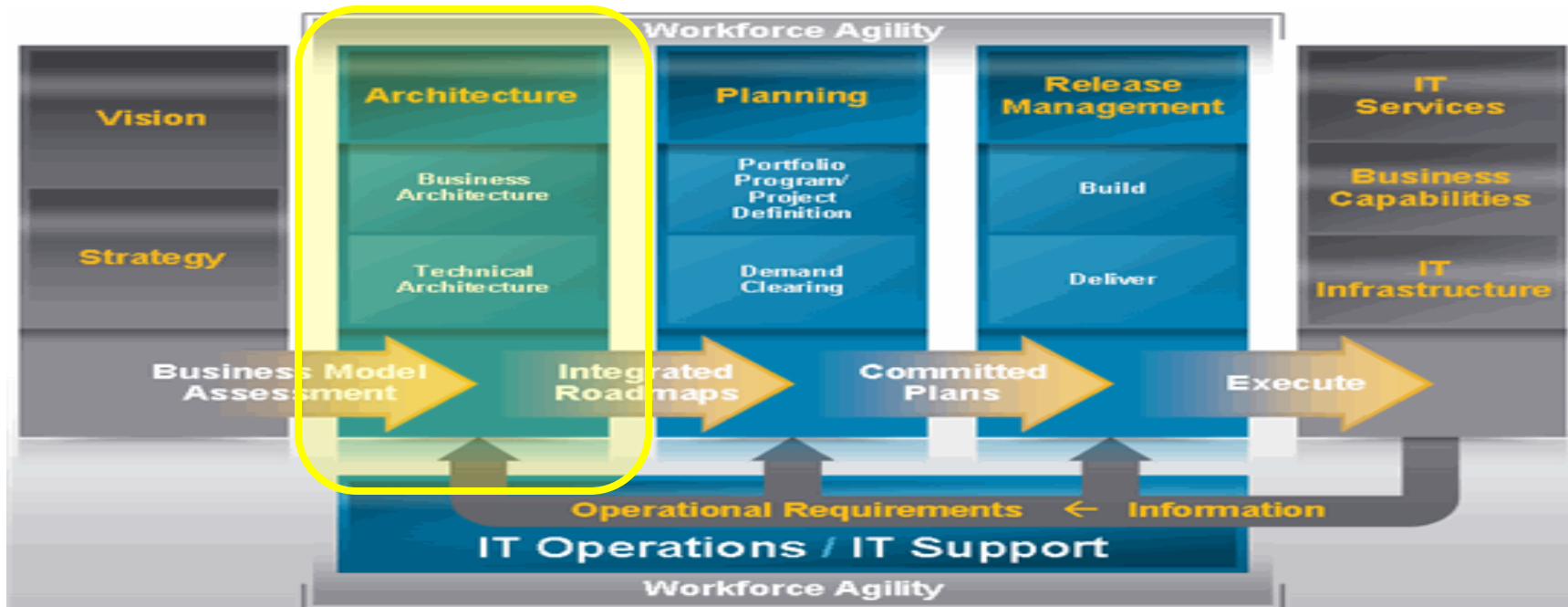
- Operating Committees involve IT and the business at the highest levels
- Define strategic priorities and business directions
- CIO executes these priorities with IT
- CIO reviews ongoing IT investment decisions with executives



# Solution

## Operating Model: Architecture

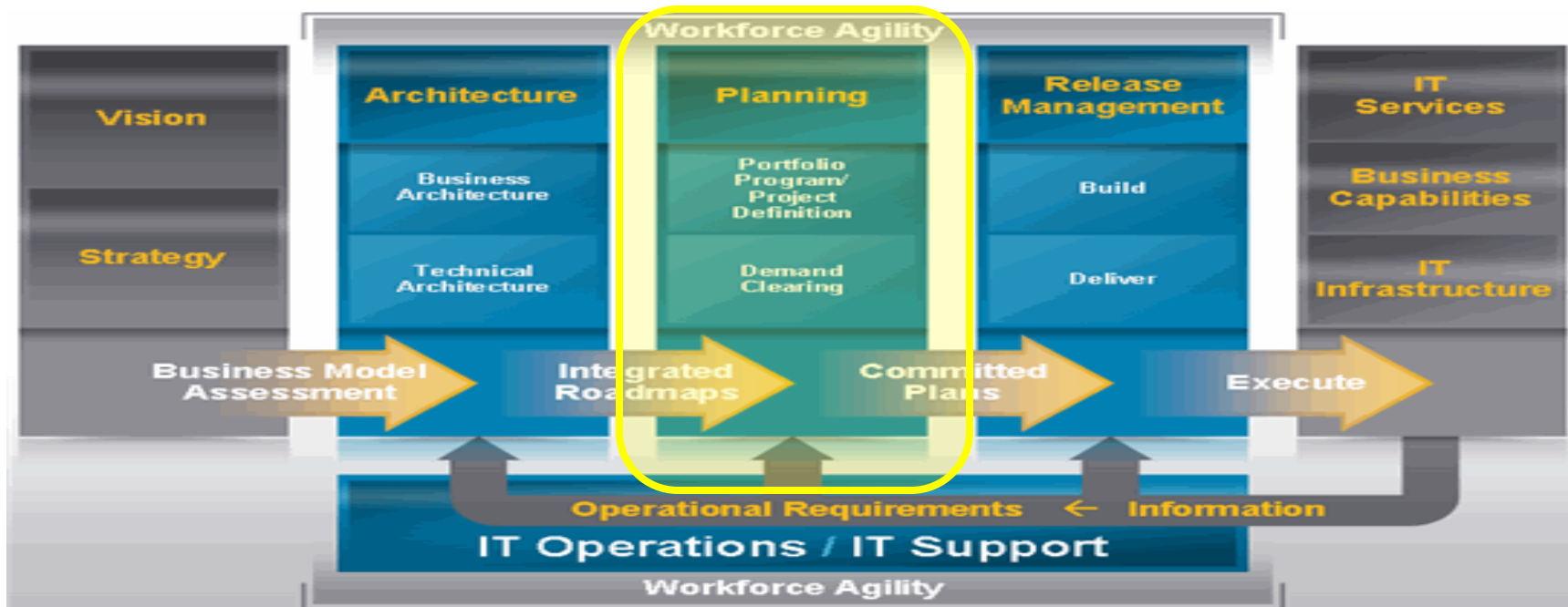
- Architecture processes translate business strategy into a business architecture, which is then translated into an enabling technical architecture
- Cisco IT managers deliver technical architecture priorities



# Solution

## Operating Model: Planning

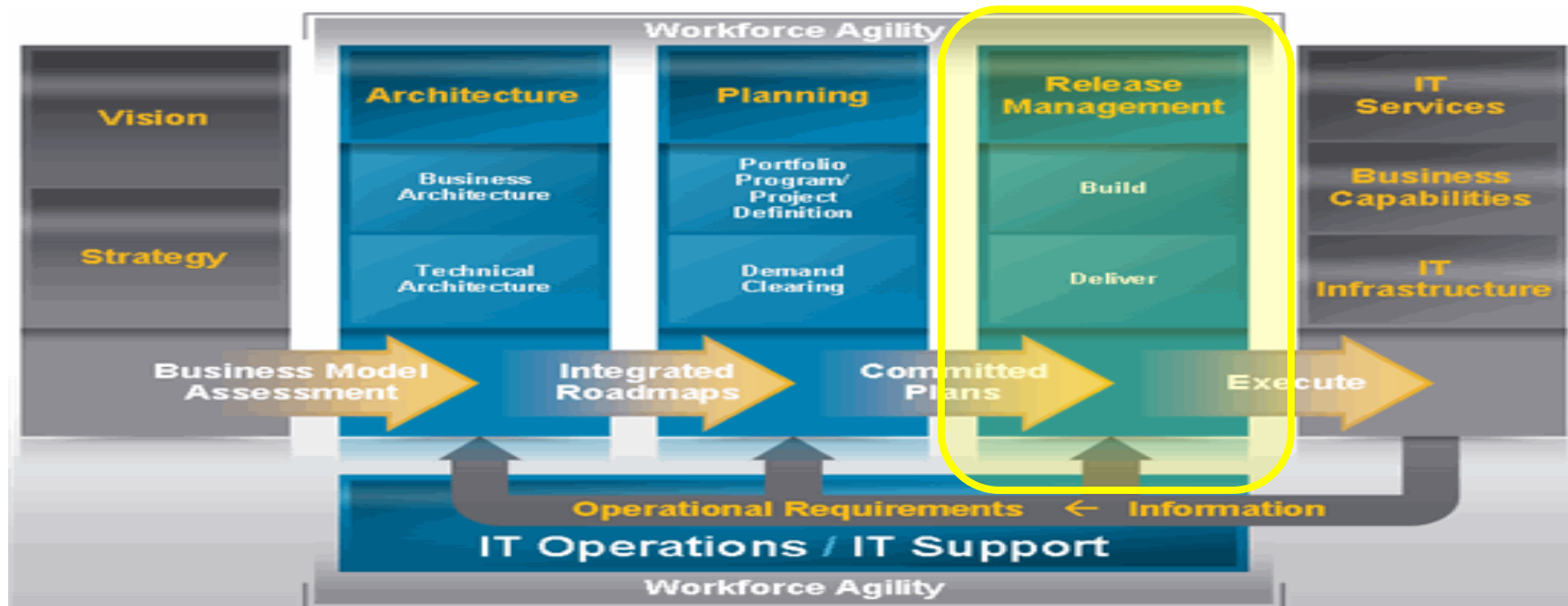
- **Portfolio, Program, Project Process:** Prioritize IT investments and define resources required for each program / project
- **Demand Clearing:** Manages the availability of shared IT resources and allocates them based on priority



# Solution

## Operating Model: Release Management

- Adding new rigor to the current project / program management processes to reduce risk
- Control and manage releases at an enterprise level to reduce unplanned interaction

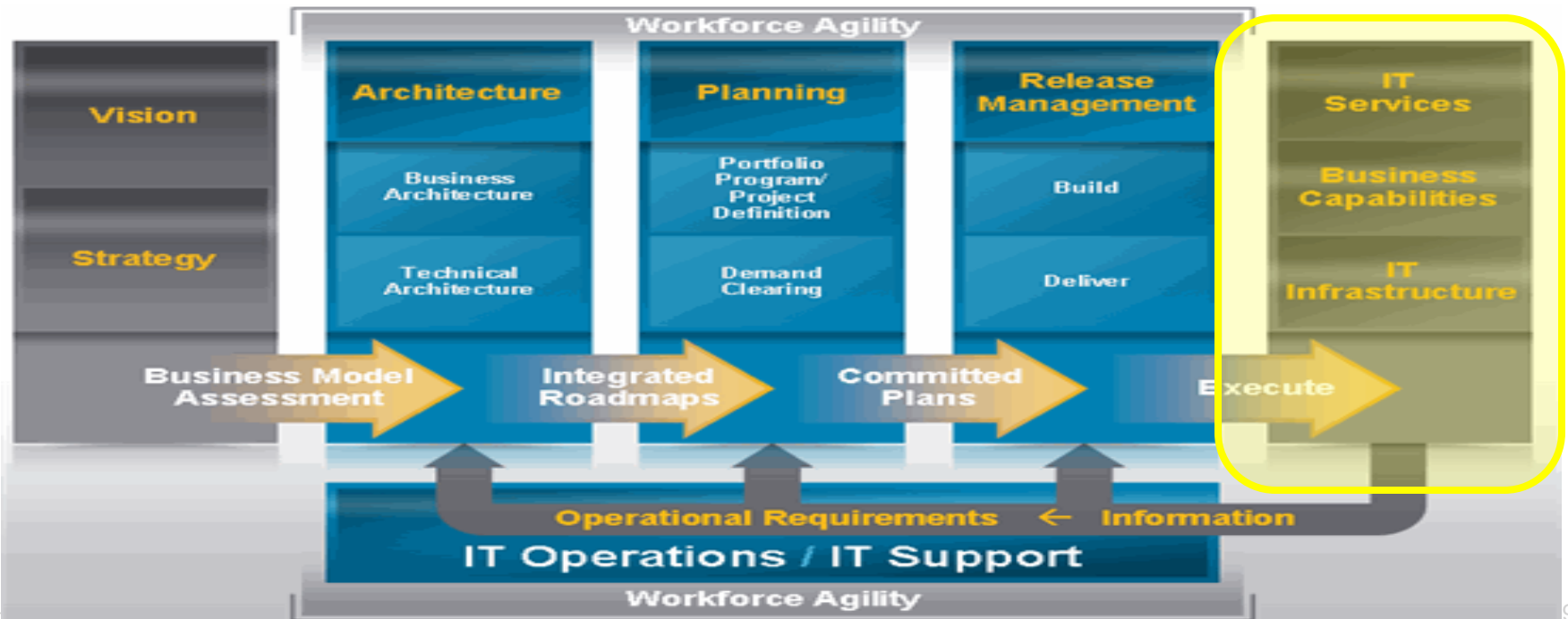




# Solution

## Operating Model: IT Services / Operations

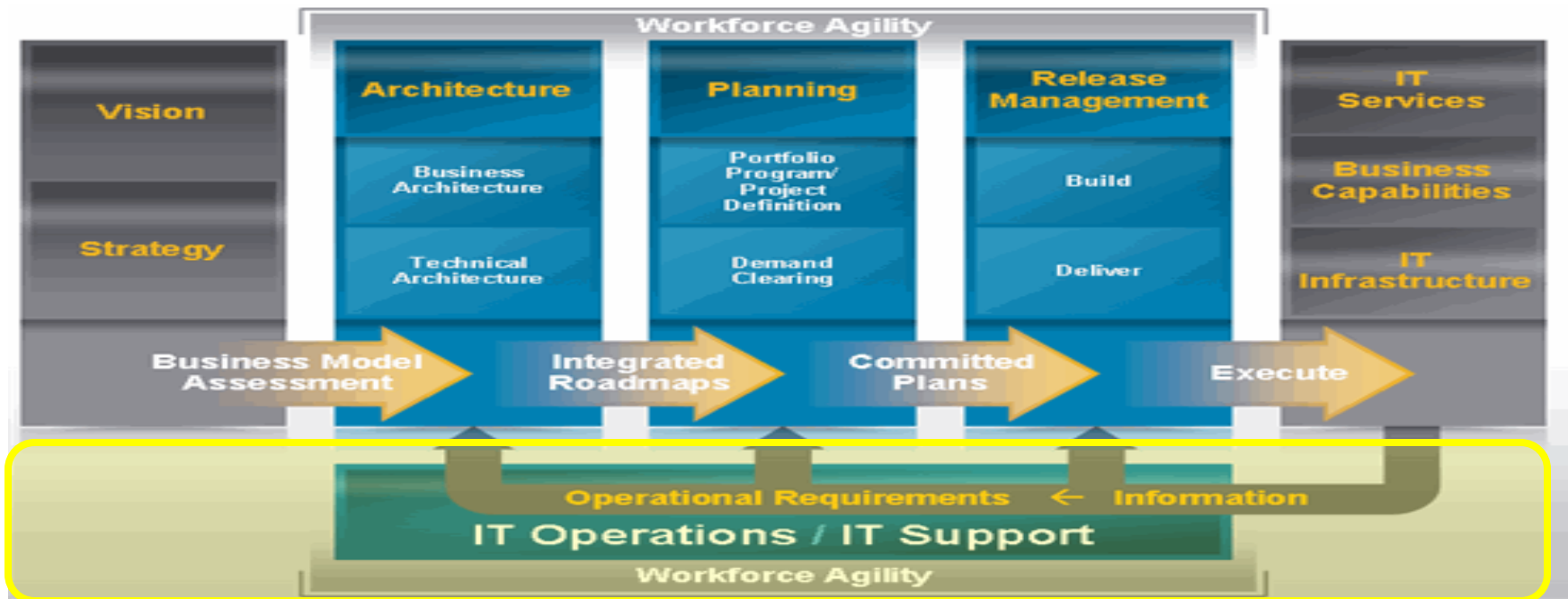
- **Goal:** Maximize IT system availability and performance.
- Use established standard processes (ITIL, Six Sigma) and metrics for incident, problem, and change management
- Out-task service functions to Cisco Remote Operations Services to monitor and support.



# Solution

## Operating Model: Workforce Agility

- Workforce planning, hiring, training, retention, and management, coordinated between Cisco IT and Cisco human resources.
- Build more flexible work assignment and training processes to improve ability to find the right fit for each project.



# Results

## Better integration of Cisco IT with Cisco Business

- Cisco IT is better able to **plan** services and infrastructure to meet business needs.
- Cisco business leaders have a **better understanding** of how Cisco IT programs support their business priorities
- Cisco IT is more likely to get **program funding** approved, since business leaders understand the direct business benefits.
- Funding and employee resources are **more focused** on business defined priorities



“The IT Operating Model helps us work more effectively by creating consistency in how we deliver capabilities to the business and linking business and technical architecture. We can make better, faster decisions because the right processes, frameworks, and metrics are in place to guide us from architecture through operations. ”

Rebecca Jacoby  
Senior VP and CIO, Cisco

# Lessons Learned

## Changing IT-wide process requires careful planning

- Promote employee acceptance of changes through awareness communications and education, and greater use of collaboration tools.
- Use the right methodologies for the problem and don't align to one single approach (e.g. ITIL, Six Sigma / Lean)
- An operating model involves more than governance – it succeeds through greater collaboration not more control.
- Deploy the new model in stages – use a phased implementation.

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

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