



Global Voicemail Cutover

How Cisco IT Used
Communications Plan to Ensure
Smooth Cutover to Global
Voicemail System



A Cisco on Cisco Case Study: Inside Cisco IT

Overview

- Challenge

Develop communications solution to facilitate acceptance and adoption of Cisco Unity® Voice Messaging by approximately 35,000 Cisco® employees

- Solution

Create a global communications program, sourcing consistent messages at the program level, while relying on implementation teams to deliver locally, meeting unique client needs for each region

- Next Steps

Capture feedback and analyze results from end-user survey to assess effectiveness of program communications and identify areas for improvements

Background

- Program Unity is a joint initiative between Cisco® IT and the Cisco Enterprise Communications Software Business Unit (ECSBU) to globally replace the existing Avaya Octel voice messaging system with Cisco Unity® Voice Messaging
- The Communications team took a global perspective, while accommodating differences in culture, language, and user preferences across the four Cisco global regions

Background (Contd.)

- The Communications team collaborated with representatives from the Product Technology Marketing Organization (PTMO) and the ECSBU to create a global communications strategy closely aligned with Cisco business objectives

Challenges

- Facilitate user acceptance and adoption of Cisco Unity® Voice Messaging
- Communicate potential user challenges
- Promote user enrollment

Challenge: Facilitate User Acceptance and Adoption of Cisco Unity Voice Messaging

- Develop communications solution to facilitate acceptance and adoption of Cisco Unity® by approximately 35,000 Cisco® employees
- Clearly communicate Program objectives and status, as well as product information, including system behavior and functional differences
- Create targeted communications for specific audiences, accommodating employees' different uses of voice mail, depending on their organizational roles

Challenge - Communicate Potential User Challenges

- Address the two possible challenges to users as they migrate to the new Cisco Unity[®] system

- Learning curve challenges

- Interoperability challenges

- Communications team prepared a variety of communications to address these challenges, as well as reduce a potential increase in support calls after each site cutover

Challenge - Promote User Enrollment

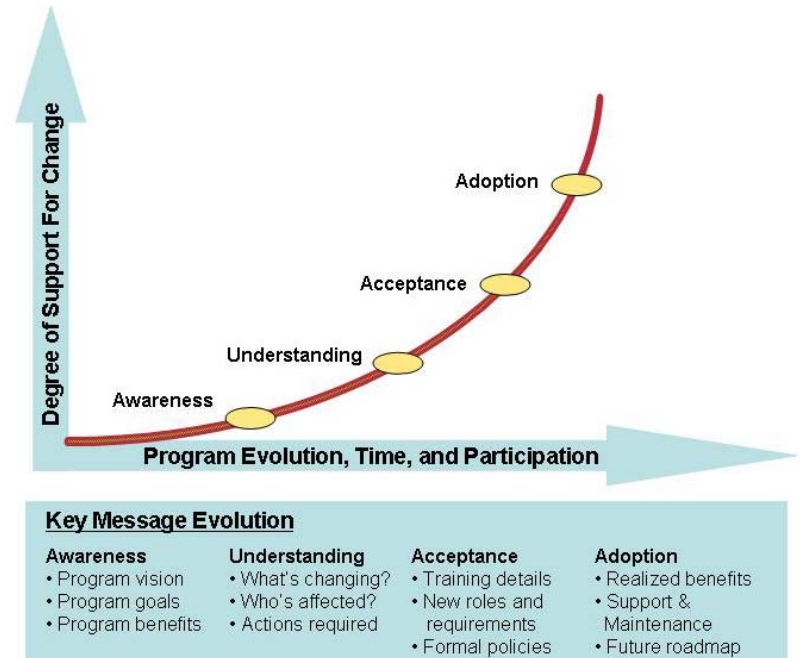
- Enrollment in the Cisco Unity® system before cutover is important for two reasons
 - Allows users to try system and training before system is “live”
 - Allows users to personalize their greeting and record their name so callers addressing messages hear a confirmation of the message recipient
- Program team set a goal to have 70% user enrollment before cutover at Research Triangle Park and San Jose campus implementation
- To meet this goal, prior to cutover implementation, site program managers distributed frequent reminders encouraging users to enroll in Cisco Unity system

Solution

- Communications strategy
- Global communications plan
- Executive sponsorship
- Communications vehicles
- Feedback mechanisms

Solution - Communications Strategy

- Source global communications at the program level, but implement locally using the implementation teams
- Move targeted audiences to appropriate positions on the “commitment curve” with strategic, well-timed messages
- Continuously improve messages and communications by incorporating user questions and feedback after each site deployment



Solution - Global Communications Plan

- Plan was a comprehensive blueprint for communicating messages to employee groups, as well as a roadmap for the implementation team
- When planning, team considered user feedback from a global survey about training and communications

Most users wanted minimal information to enroll and become familiar with the Cisco Unity® system

Global Program Website chosen as channel for providing deployment information and directing users to all Web-based training resources

- Plan included a matrix detailing audiences, key messages for each audience, appropriate communications vehicles, and delivery timing

Solution - Executive Sponsorship

- Executive sponsorship is important to deployment success because the technology must be linked to key business goals and initiatives

By demonstrating that it has executive support, a program can gain support from those affected by its deployment

Executive sponsors can help resolve high-level issues

- Communications team demonstrated executive sponsorship with a few carefully chosen communications vehicles

Announcement from Cisco® CEO on intranet

Voice messages from executives to senior staff and executive administrators

E-mail, cascaded from executives through their organizations

Solution - Executive Sponsorship (Contd.)

- Program team met regularly with executive sponsors to provide current status, milestones achieved, and potential issues

Solution - Communications Vehicles

- Variety of media was used to convey messages
 - Program and services Websites
 - E-mail
 - Voice messages
 - Posters
 - Flyers
 - Badge cards
 - Articles, newsletters, presentations
- Communications team created a package of e-mail and voice messages for implementation teams to customize for individual site deployments

Solution - Feedback Mechanisms

- User feedback is a good way to assess whether communications are clear and effective
- User feedback was solicited using
 - E-mail aliases set up for both the global program and individual sites
 - Comments received about communications, enrollment instructions, and training from early, smaller site deployments
 - Phone interviews conducted with new Cisco Unity® users
 - A global survey, sent to all Cisco Unity users, asking about their migration experience

Next Steps and Anticipated Results

- Global implementation of Cisco Unity® Voice Messaging began in June 2004. Since then, approximately 19,568 users have been converted to Cisco Unity Voice Messaging at 17 sites.
- In October 2004, the Communications team distributed a survey to all new Cisco Unity users to assess the effectiveness of program communications and training. Initial results indicate
 - 82% of respondents felt well- to very well-informed, sufficiently in advance
 - 79% felt the level of communications was just right
 - 86% felt the Cisco Unity enrollment instructions were clear

Resources

More information about Program Unity is available at the following URLs:

- Cisco@Work Messaging page: This page also includes the other Cisco Unity[®] deployment case studies in this series.

<http://www.cisco.com/en/US/about/ciscoitawork/index.html>

- Steps to Success page: Intended as a step-by-step resource for Cisco partners for selling and delivering service and support throughout the network cycle.

<http://www.cisco.com/go/stepstosuccess>

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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