Objection Handling

Strategies for Overcoming Customer Objections

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Topic Snapshot

This topic is for:
• Business owners/managers
• Sales staff

How to Use this Guide

This guide helps you to accelerate your service practice by learning how to handle challenging customer objections.

The Cisco Services Accelerate Program

This services guide is part of the Cisco® Services Accelerate Program, an e-learning and incentive program for eligible Cisco channel partners and is available worldwide. The program is designed to help you and your teams sell Cisco Services more effectively and grow your business.

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1Incentives not available in all markets.
2The term “partner” does not imply or signify a legal partnership relationship between Cisco and the Cisco reseller or other party.
What You Need to Know

Driven by market opportunities and customer requirements to improve performance in this unstable business environment, the need for services has actually increased. Four major market transitions—collaboration, video, virtualization and cloud—are redefining the IT industry and creating a significant services opportunities for Cisco partners. These transitions, coupled with increased pressures to reduce costs and drive greater innovation by our customers, are requiring new service-led approaches. Therefore, services have become THE key differentiator and profitability engine for Cisco partners.

Customers’ Networks Must Always Be On

Today, customers expect their network to be up and running 24 x 7. Downtime is simply not an option. Your customers’ success depends on their ability to communicate, collaborate, and innovate in real-time. With increased reliance on a stable network to perform day-to-day operations, network performance must be at its optimum with little or no downtime. Cisco Services play an important role in mitigating that risk and the associated costs.

During your customer engagements, start by proactively promoting the value of Cisco Services. A comprehensive, strategic, and innovative Cisco solution can include best-in-class products, a portfolio of services with industry-leading support, and complete financing solutions. This equips your customers with what they need now, while helping to meet their long-term, strategic needs.
What You Need to Know (Continued)

By effectively promoting the value of Cisco Services as part of a comprehensive solution, you can preempt many common objections.

Be sure to promote the benefits of Cisco Services:

- Cisco offers the widest range of services-supported network technologies in the industry.
- Cisco sets the gold standard for service and support, with numerous industry recognitions and awards in recognition of excellence in technology service and support.
- Cisco consistently rates high in customer satisfaction, which has been proven to lead to building trusted adviser relationships with greater profit potential and greater customer loyalty, resulting in longer-term customer relationships.

Figure 1. Award Winning Services

Strategies for Handling Objections

By communicating the value of services upfront, it will be easier for you to counter objections. However, your customer may still have concerns that you need to address given market transitions, and the increased pressures to reduce costs and drive greater innovation. The following sections provide some insights into the types of objections you might encounter and compelling facts about how Cisco Services can help you prepare for sales discussions.

Please review each of these sections to better understand the types of objections you might encounter. However, be aware that there are no standard answers. The best way to handle objections is to understand your customers’ goals and pain points so you can effectively customize your responses to accurately address your customers’ needs.
Objections Related to the Value of Services

Your customer might challenge you about the value of the services you are proposing and ask you to justify the additional expense. In many cases, when a customer has these kinds of objections, either the customer has a fundamental misunderstanding about the value of the service and the benefits to their business, or it is simply a stalling tactic.

Useful strategies for countering these kinds of objections include:

- Conveying the full range of benefits the services offer.
- Promoting the value of software updates.
- Justifying the initial services investment (significantly less expensive than time and materials support or network downtime).
- Tying networking services to the success of the business.
- Highlighting how service coverage mitigates business risks.
- Providing case examples and scenarios to compare the business impact with and without service contracts.

The following are common objections that your customers might have:

**Objection: Why do I need service? Isn’t the warranty enough?**

**Response:** The introduction of Cisco Limited Lifetime Warranty (LLW) and Enhanced Limited Lifetime Warranty (E-LLW) has convinced some customers that they can rely solely on warranty rather than purchasing a service contract.

Make sure your customer is aware that warranty is not the same as services.

Warranties and support contracts are different in that they serve fundamentally different purposes. Warranties protect only against defects in materials and workmanship. Support contracts however, go further by also protecting against human factors, such as configuration errors, protocol errors, and the like. The distinction is important because human errors account for up to 80 percent of all the issues that cause networks to fail or seriously falter. Expecting a warranty to do the job of a support contract is akin to expecting the three-year drive train warranty on your car to do double duty for an auto insurance policy. In both cases, the two differ profoundly in functional scope, even when their similar features make them look alike, as is case with limited lifetime warranty’s 90-day 8x5xNBD hardware replacement and SMARTnet’s longer comparable coverage.

Warranties guarantee the integrity of the product and promise that Cisco will replace or repair that product in the event of defect. All Cisco hardware and software products are covered by warranty for a minimum of 90 days. Some products have longer warranty coverage periods. Cisco warranties apply to the customer or original owner (the individual or company that purchased the product for their own use) and is also referred to as the end user. Most warranties provide a ten-day advance hardware replacement but do not entitle the end user to Cisco Technical Assistance Center (TAC) support or unrestricted access to the support tools and resources on Cisco.com. Therefore, there is still a strong value proposition for Cisco Services whether the product includes Cisco’s standard 90-day warranty, LLW or E-LLW.

Service contracts offer customers more complete coverage than the standard warranty. They provide access to Cisco expertise through on-line interactive tools and resources, direct access to Cisco hardware and software Technical Assistance Center (TAC) engineers, operating system (OS) updates and upgrades, premium advance hardware replacement options as well as personalized diagnostic reports and alerts.
Objections Related to the Value of Services (Continued)

Without a Cisco technical services contract, your customer:
- Will have no access to the value, benefits, and technical expertise available under a Cisco Technical Services contract.
- Might have to pay high transactional fees and wait longer for delivery of replacement parts.
- Will not have 24-hour access to the Cisco technical experts who can help to rapidly resolve network problems.
- Will not have access to software upgrades and updates to keep software current.
- Will not have access to the Cisco.com knowledge base.
- May face significant business risks due to delayed time to resolution when the network or mission-critical devices fail.

Cisco offers a variety of proactive support services that provide comprehensive support coverage to help customers maintain a reliable, resilient network and extend the value of their IT investment.

For more information on comparisons between specific Cisco Services and Cisco warranties, visit the Product Warranties website.

**Objection:** I have in-house technicians who can handle all of my network issues and needs.

**Response:** There are few companies that are equipped with in-house experts that compare to Cisco’s award-winning TAC engineers. If your customers’ in-house experts require support without a service agreement, they may experience delays and costly time and materials charges.
- Ask your customer if engaging in networking support is really the best use of their in-house team.
- Ask your customer if their in-house technicians have the time and resources to keep current with the latest networking technologies and developments and quickly resolve issues.
- Emphasize that the best solution is to have coverage to help them when they need it in order to free-up their team to focus on work related to their core business.
- Emphasize that they will have the support and knowledge of Cisco experts to help identify and resolve problems quickly. This makes all the difference when dealing with issues that might be outside the scope of their experience.

***Figure 2. Greater Protection than Warranty***

<table>
<thead>
<tr>
<th>Warranty</th>
<th>Service Support Contract*</th>
</tr>
</thead>
<tbody>
<tr>
<td>24/7 TAC access</td>
<td>No</td>
</tr>
<tr>
<td>OS updates and upgrades</td>
<td>No</td>
</tr>
<tr>
<td>Application software updates and upgrades*</td>
<td>No</td>
</tr>
<tr>
<td>Online technical resources</td>
<td>No</td>
</tr>
<tr>
<td>Hardware replacement in as little as 2 hours</td>
<td>No</td>
</tr>
<tr>
<td>Proactive diagnostics and alerts</td>
<td>No</td>
</tr>
<tr>
<td>Renewable contracts</td>
<td>No</td>
</tr>
</tbody>
</table>

*Subject to terms and conditions in the service contract*
Objections Related to the Value of Services (Continued)

Objection: I don’t think that updating or upgrading operating system software is necessary.

Response: Cisco operating system (OS) software is a part of each Cisco hardware device that a customer purchases (and is licensed to use) and provides the platform upon which all Cisco applications can run. Cisco OS software not only provides end-to-end network security, but spans multiple technology areas, such as security, voice, high availability, IP telephony, IP multicast, IP addressing, IP mobility, Multiprotocol Label Switching (MPLS), and VPNs.

- Cisco provides continuous improvements to OS software—over 900 features have been incorporated into OS software since its original version.
- Keeping OS software up to date adds functionality and enhances performance, in many cases without the need to purchase or add new hardware.

Objection: I don’t think I need the hardware replacement option. It is expensive, and I do not see the point.

Response: Advance hardware replacement provides the fastest delivery option and is designed to support your customer’s network availability requirements. To help them manage the challenges associated with receiving hardware parts support and replacement of hardware, it is important to determine which delivery option best meets their needs: 8x5xNBD (next business day, where available); 8x5x4; 24x7x4; or 24x7x2.

To establish the appropriate level of advance hardware replacement support, keep in mind the following:

- How critical is your customer’s Cisco hardware to the operation of their network?
- Does your customer already have an on-site engineer, or will they need support?
- Does your customer need 24-hour, round-the-clock support?

Onsite support includes the same benefits and features of advance replacement, with the added insurance of a qualified Cisco field engineer who can replace the part at the customer’s site. This can save valuable time and can facilitate faster replacement and greater operational efficiency, resulting in higher customer satisfaction.

Use the Service Availability Matrix to verify availability of logistics and field engineering services worldwide for Cisco SMARTnet® Service, SP Base, Shared Support, and SmartSpares programs.
Objections Related to the Value of Services (Continued)

Objection: I do not see the value or benefit of supporting or paying extra for software applications support.
Response: Cisco Software Application Support Services apply to the business applications for Cisco advanced technologies such as voice, security and storage networking, and network management software. A service contract for applications software allows customers to operate that software successfully, and it protects their investment.

- The value of applications in terms of their contribution to a customers’ business success can greatly diminish if they are not kept up to date.
- Point out the speed of software evolution, particularly in the area of security, and emphasize the fact that a warranty does not cover updates or upgrades to the application software, nor does it provide specialized technical assistance.
- Ask your customers if they have in-house technical support personnel who can provide software applications support 24 hours a day, 365 days a year.
- Cisco support and expertise can complement in-house resources with technical specialists who are specifically trained to support software applications, thereby speeding the time to resolution.
- Other benefits, such as registered access to cisco.com, for example, can provide access to application-specific white papers, design and configuration information, troubleshooting tips, and bug toolkits to search for known defects in the application.
- Point out that if customers would like to upgrade their applications in the future, and if they do not have valid application software coverage, then the cost of purchasing these upgrades can be far greater than the cost of renewing their service contract.
- Remind your customers that future additions to the network might not be compatible with current applications, which can result in unexpected additional costs.

Objection: I have service coverage for my core network, but it is too much for my branch locations.
Response: Networking equipment at branch locations can be just as important and critical as the core network. Make sure your customer understands:

- By not maintaining complete support service coverage, your customers run a high risk of leaving their networks exposed and vulnerable to systems problems and integration incompatibilities.
- Lack of technical service coverage for all parts of the network infrastructure can leave areas running on inferior versions of software.
- The cost of managing these differences and resolving the problems that might result, probably outweigh the investment in support service that covers and sustains the entire network.
Objections Related to Attaching Service at Point of Sale

The best time to attach services, both hardware and software services, is at the point of sale. Attempting to introduce services after the point of sale results in your customers having inaccurate budget expectations and jeopardizes the service sale. If customers do not have protection for their network from day one, they will not have access to the benefits of technical support services during the deployment of their equipment.

There are many myths about attaching Cisco services at the point of sale. By separating myth from reality you can overcome objections and increase your customer satisfaction and loyalty, as well as your profitability and product and service bookings.

Useful strategies for countering these kinds of objections include:

• Always position services, for both hardware and software, early in the sales cycle. This will help make sure your customer’s expectations are properly set and that you are in the best position to secure the sale for the complete solution: hardware, software, service, and financing.

• Be prepared to make the case for the value of services over warranty.

• Attach services at the point of sale to help make sure of complete coverage and a consistent customer service experience.

• Use Cisco CapitalSM to help counter cost objections—many customers are willing to cover all products for multiyear terms because of their competitive rates.

• Encourage customers to not send out bids for hardware without attaching Cisco support coverage and applications support.

• Always include service offerings (with multiyear options) including the appropriate applications support offerings on product quotations. Educate your customers on the value of these service offerings.

The following are common objections that your customers might have.

Objection: We want to wait to order services when the warranty expires. We will rely on the limited lifetime warranty.

Response: It is a common misconception that because a warranty provides replacement for defective parts it can be used to resolve service issues. In reality, if the issue isn’t simply a defective part, then the warranty alone will not be enough to provide the coverage your customers need. Cisco Technical Services provide more protection than Cisco warranties including Limited Lifetime Hardware Warranty (LLW) or Enhanced Limited Lifetime Hardware Warranty (E-LLW).

Depending on the contract, services can provide:

• Help with configuration troubleshooting.

• Faster advance hardware replacement options.

• Access to operating system software updates.

• Access to expert advice and comprehensive technical guidance.

LLW and E-LLW warranties are available only on select Cisco products and do not provide the full range of capabilities that a service contract can provide. For example:

• LLW offers hardware replacement shipped within 10 business days. E-LLW provides next business day hardware replacement delivery.

• LLW does not include TAC support and E-LLW provides TAC access during business hours for the first 90 days only.
Objections Related to Attaching Service at Point of Sale (Continued)

Objection: I need a delayed start date and delayed billing.
Response: Most customers who want a delayed start/delayed billing think they can save money by relying on the warranty to cover them until their equipment is deployed. However, the cost of network downtime usually exceeds any cost savings from delayed start/billing. Relying on warranty leaves customers at risk, as 95 percent of TAC service requests relate to issues other than the equipment failure that warranty covers. For some large customers deploying equipment over a period of months (such as in a string of retail stores), a delayed start makes sense, but this is the exception. If the customer’s real issue is cost, Cisco CapitalSM can help.

Objection: I always get support from the Cisco TAC or my sales engineer.
Response: Cisco’s entitlement process make a service contract the only way to make sure of network coverage. Cisco is now embedding serial numbers in equipment and enforcing the entitlement process. As a result, customers need to supply a valid service contract number and serial number to receive support. Without these, customers may experience significant delays while the TAC verifies entitlement, and you may be drawn in as well—taking time away from selling opportunities.

Objection: We buy services in regular sweeps or true-ups and don’t need to change.
Response: Attaching services at the point of sale is the only way to make sure all equipment is covered. Relying on post-sale processes, such as sweeps and true-ups, results in uncovered equipment, lost revenue, and entitlement violations. It can also delay the customer in getting parts or service they need. In turn, customer satisfaction drops and accounts spend valuable time handling escalations. In contrast, Cisco’s ordering tool automatically adds new serial numbers to an existing contract.

Very few Cisco customers are eligible for a sweep process. If your customer does not have legal language in the contract requiring sweeps, you should attach services at point of sale. If you cannot attach at point of sale, use monthly—not quarterly—true-ups to identify new equipment.

Objection: I need to wait until the equipment ships so I can get the serial numbers before I order services.
Response: Attaching service at the point of sale automatically allocates the serial numbers to the service contracts. To learn more, and to access training and support, go to the Cisco Ordering Tool.

Objection: I can’t purchase services and equipment at the same time.
Response: Some customers may be short on cash or constrained by a budget that puts capital expenses and maintenance funds in two different spend categories. If cash flow is the issue, Cisco Capital can provide low monthly payments and generate two separate invoices, one for equipment and one for services. You can still attach services at point of sale using the ordering tool.
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Objections Related to Budget or Cost

If your customer mentions that they don’t have the budget to fund services or is concerned about high costs, the issue might be much more than a stalling or negotiating tactic. The concerns might be very real. Making the right funding decisions might be a matter of survival for your customer. In many cases, your customer might be facing pressure from the business owner or management team to reduce expenses any way they can.

Useful strategies for countering these kinds of objections include:

- Acknowledging your customer’s concerns and the need to make a sound financial decision.
- Determining whether the issue is that funding is available but allocated towards other projects, or a fundamental cash flow issue.
- Helping your customer build a case for allocating funds from other projects to fund services to help make sure of network uptime.
- Providing your customer with alternative funding options such as multiyear agreements and financing that can help them address any cash flow issues.

The following are common objections that your customers might have.

**Objection: There is no budget for service.**

**Response:** Handling this objection involves identifying cost savings, price protection, and most importantly, financing opportunities.

- Ask your customer about the business reasons for the investment and show them how including services can help to reduce total cost of ownership and build in investment protection.
- Position technical support services as an essential extension of the technology investment.
- Mention that the cost of one service call can be as expensive as the contract itself and that with the service contract, they receive a full range of benefits (next business day advance hardware replacement, and so on).
- Promote the value of multiyear service agreements and discuss Cisco Capital financing solutions with your customer.

For further information refer to Accelerate Program topics “Selling Multiyear Cisco Service Agreements” and “Selling Cisco Capital Finance Services”.

**Objection: I don’t need service. Keeping an inventory of spares is more cost effective.**

**Response:** Sparing rarely saves customers money. To spare effectively requires a large investment in a system, security, and in-house experts. Often, these costs exceed the cost of a Cisco service contract.

- A service contract eliminates this expense and reduces the costs of network downtime.
- Your customer needs to consider the cost of a service contract compared to the cost of network downtime, time and materials fees, or fines for noncompliance with intellectual property policies.
- If cash flow is an issue, Cisco Capital can provide financial options to help customers get the services they need to protect their investment.
- Demonstrate how purchasing software updates is far more costly than a services contract.
- Remind your customer that without a technical services contract, they will not have 24-hour access to Cisco technical experts, might experience delays in getting replacement parts, and ultimately might spend more on downtime than it would have cost to protect their investment with a technical services contract.
- Make sure your customer understands the complete return on investment of relying on sparing for parts replacement.
Objections Related to Budget or Cost (Continued)

With a Cisco Technical Services contract, customers can receive replacement parts 24 hours a day, seven days a week, within as little as two hours in certain regions. Cisco has more than 900 fulfillment depots in over 120 countries.

For some businesses the costs associated with even a couple of hours of network downtime justify maintaining an inventory of spare parts, but even for those businesses, sparing is never a substitute for a technical services contract.

**Objection:** I can pay for time and materials if I need support from the Cisco TAC.

**Response:** This is not a viable alternative to a service contract.

- The option to pay for support is only for emergency situations as a one-time support incident using Cisco’s time and materials process.
- Time and materials may not be available in all locations.
- Time and materials provides phone support and return for exchange parts, but does not include software.
- Time and materials support can exceed USD $400/hour, not including the cost to exchange hardware.

**Objection:** I do not have a budget for both the networking solution and the services.

**Response:** Remind your customers that the hidden cost of a failed or semi-failed deployment is far greater than the savings on services, which are so critical for success.

- Encourage your customers to think about the full solution, end to end. When they think this way they include services in their earliest ideas about what it would take to make their technology deployment successful.

- The foundation of the Cisco Lifecycle Services approach is based not on theory, but on proven best practices designed to help lower the total cost of network ownership, improve business agility, speed access to applications and services, and increase network availability.

- Cisco Capital might also be able to help through financing various types of Cisco Services. Explore this possibility with a Cisco Capital Financial Solutions Manager (FSM) in your region.

For further information refer to Accelerate Program topics “Network Lifecycle Services Approach”, “Selling Cisco Services Early in the Sales Process” and “Selling Cisco Capital Finance Services”.

**Objection:** I need services, but yours are too expensive and give me more than I think I need.

**Response:** This is a classic objection where either your customer is trying to persuade you to give them a discount (especially if you are dealing with a business decision maker), or they do not themselves understand the value of Cisco Services to their business. This is where knowledge about your customer is your greatest ally.

- How many stakeholders are you dealing with?
- Who are the real decision makers?
- What are their individual objectives?
- What are the customer’s overall objectives and business goals?

Remember that if your customer genuinely has a problem funding Cisco Services, then talk about multiyear contracts or introduce the possibility of financing. Service is not expensive when payments are spread over time. Cisco Capital can help by offering financing options geared to your customer with manageable terms and payments.

For further information refer to Accelerate Program topics “The Value of Selling Cisco Technical Services”, “Selling Multiyear Cisco Service Agreements” and “Selling Cisco Capital Finance Services”.

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Objections Related to Budget or Cost (Continued)

Objection: We’re a small company, and services would break our budget.

Response: Many businesses of all sizes, try to preserve both their cash and credit lines; and preserving capital is always important. By the same token, it is vital to an organization to remain effective and competitive through improved network availability and the latest technologies and resources.

It is important to note that almost all objections related to cost or budget can be overcome by offering your customers a financing solution.

Cisco Capital is a wholly owned subsidiary of Cisco specializing in providing innovative financing solutions for Cisco products and services worldwide. More than just a finance company, Cisco Capital is a trusted business partner and consultant, supplying investment solutions that help our customers to accelerate their business success. Cisco Capital can help your customers acquire the technology and services they need to realize the full potential of their network investment, when they need it.

By considering a finance option, your customers can:

• Lock in current pricing
• Maximize their existing budgets
• Pay for their services over time as they use them

Show your customers how financing can break down the total cost of a Cisco solution into easily manageable monthly payments. By emphasizing the benefit of financing early in your sales conversations, you can help them see how they can work with the funding they currently have available and better plan for the future. Helping your customers eliminate their concerns about budget and cash flow can help you to focus their attention on the benefits of Cisco Services without the concern of yearly budget limitations.

When selling financing on services be prepared to:

• Help your customer understand that financing offers a strategic approach to managing their business.
• Explain the various Cisco Capital financing options available to your customer.
• Proactively include financing as part of your sales strategy.
• Adapt your approach to the needs of the financially minded decision maker.
• Sell the benefits of financing multiyear service agreements.

For further information refer to Accelerate Program topics “Selling Cisco Capital Finance Services” and “Selling Multiyear Cisco Service Agreements”. 
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Objections Related to Financing

Financing can greatly improve a customer’s cash flow and expense management capabilities—it can even enable them to acquire a larger or more robust solution than they think they can afford.

Cisco Capital makes it easy for you to sell services today that will protect your customers tomorrow. Including Cisco Capital financing as part of your solution relieves your customers of the full financial obligation today. Positioning a low monthly payment versus a large cash outlay allows them to lock in at a low rate and extend their cash flow for other opportunities, while giving them security long term.

Cisco Capital Financial Solutions Managers (FSM) can be a great resource when speaking with your customer’s financial decision maker. Think of a Cisco Capital FSM as a “financial systems engineer” who can meet with your customer to discuss financing options available through Cisco Capital. Speak to your local Cisco representative or distributor to find out more about engaging a Cisco Capital Financial Solutions Manager.

Useful strategies for countering objections related to financing include:

- Promoting the affordability that financing can provide.
- Emphasizing the Cisco Capital strength and breadth of offerings.

The following are common objections that your customers might have:

Objection: We prefer to pay outright for our technology acquisitions and have no need to finance.

Response: Many of our customers’ businesses are operating profitably and are generating a healthy working capital, however you should always point out the benefits of financing to your customer’s organization.

- By using financing from Cisco Capital your customers will be able to grow even further by reinvesting working capital back into their organizations.

- The outright purchase of equipment that depreciates and ultimately becomes obsolete does not make financial sense.

- Financing is not merely an alternative to a cash purchase; it has become an important business policy that is being widely adopted across organizations of all sizes.

Objection: We have a purchase-only policy.

Response: Many customers have this policy in place when we first speak to them, or they think that they do. For example, it has often been the case that many customers do not realize that their organization leases standard business equipment, such as laptops or fleet vehicles. Even for organizations that have never leased in the past, after demonstrating the benefits of financing through Cisco Capital, and how simple it can be, customers have been known to change their policy. For example, your customer’s technology investment decisions will no longer be based on whether they have the budget; but on what their business needs.

Objection: Financing is too expensive.

Response: It is a common misconception that financing is too expensive. Cisco Capital financing customers include international banking organizations because it enables them to borrow money competitively and reinvest capital back into their business. This gives them better return on capital employed (ROCE) than they would get by externally funding their technology investments. We have many customers that are now experiencing the benefits of financing who once believed financing was too expensive.
Objections Related to Financing (Continued)

**Objection: I am considering using my own financier.**

**Response:** Ask your customer: Does your financier have the technology expertise to help you to maximize your investment?

- It is unlikely that your customer employs Cisco networking equipment financing experts; they are more likely to be just financing generalists.
- Independent financing companies and banks typically make money just on the financing. But Cisco Capital actively supports Cisco to help promote product sales and assists partners by providing you with the very best expert advice with flexible and highly competitive financial solutions.

Assure your customers that Cisco Capital is not in the business to make money on financing. The success of our customers, and their ability to acquire Cisco technology, is the primary goal of Cisco Capital.

Being part of Cisco means that Cisco Capital truly understands the technology lifecycle and the value of the assets. It also means that Cisco Capital can offer programs designed specifically to support your customers’ business needs, such as extended payment terms and additional lines of credit.

With the strength of parent company Cisco, Cisco Capital is able to provide a competitive financing alternative to your customers who qualify. The ability to offer financing on Cisco equipment, software and services directly from Cisco is a benefit to your customers seeking alternative sources of capital and a strategic advantage for you that many of your competitors do not enjoy.

For further information, and to check on the current Cisco Capital financing programs, promotions and resources available in your region for both you and your customers, visit the Cisco Capital website and select your geographical area. Alternatively engage your local Cisco representative or distributor, for details on the Cisco Capital programs available in your country.

**Objection: We have a good line of credit at our bank.**

**Response:** A line of credit is limited and often has significant additional costs associated with it.

- A line of credit typically has to be secured by $5 to $10 of high-quality assets for every $1 borrowed, which makes it a limited resource that should be kept in reserve for items that cannot be financed any other way.
- Lines of credit are also usually short-term funded, so there is a substantial risk of interest rates going up over time.
- Cisco Capital leasing rates are fixed over the entire leasing period, which makes forecasting and budgeting much easier.
- Finally, lines of credit often require the customer to pay additional fees or incur additional costs, such as reporting inventory or accounts receivable levels.

**Objection: Financing a service agreement seems complicated.**

**Response:** Including services in an agreement from Cisco Capital does not significantly affect the transaction cycle.

- After the services contract has been agreed upon, the customer enters a financing agreement through Cisco Capital.
- Cisco Capital will step in and place the services order, receive and pay the partner invoices at the beginning, and invoice the customer for monthly lease payments.
- The financing transaction is done at the same time the service contract is being finalized.
- Note that your customers have the option to finance their total solution; services could be just a piece added in. By doing so, they have extended their flexibility and purchasing options.

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Objections Related to Financing (Continued)

Objection: I am worried that if I finance the service agreement, I will have monthly payments that are beyond my current budget.

Response: Cisco Capital can provide flexible payment structures to accommodate customer budgets and allow them to pay for the services during the period they are receiving the benefits of the services. This frees up cash for use in other higher yield opportunities such as investing in new projects, research and development, or securing new customers.

Objection: We keep our assets for a long time.

Response: Remind your customer that owning equipment ties up cash and might still be more expensive. Your customer might perform a net present-value (NPV) comparison between leasing and purchasing, and conclude that owning is cheaper. However, an NPV analysis will show the cost of cash is usually higher than a lease rate.

Cash is a scarce asset on the balance sheet, and a reasonable position is to use the weighted average cost of capital as the discount factor. Even if a customer believes today that the equipment will be kept for a long time, things can certainly change. A 36-month fair-market-value (FMV) lease preserves substantial future flexibility. And as most of the market offers 36-month leases, Cisco Capital has options that extend to 60 months* that can provide strong alternatives that compete favorably.

*Certain restrictions may apply based on geography, please engage your local Cisco representative or distributor for details on the Cisco Capital programs available in your country.

Objection: I am worried that if I finance the service agreement, I will have monthly payments that are beyond my current budget.

Response: Cisco Capital can provide flexible payment structures to accommodate customer budgets and allow them to pay for the services during the period they are receiving the benefits of the services. This frees up cash for use in other higher yield opportunities such as investing in new projects, research and development, or securing new customers.

Objection: I am worried that the technology will date too quickly.

Response: By leasing technology solutions with Cisco Capital, your customers are able to avoid technology obsolescence. Cisco Capital can build technology refreshes into the lease, which means that your customers get the latest technology at a given point in the lease, and payments will probably not increase. Using Cisco Capital is a sure way of helping make sure that your customers are not left with out-of-date technology.
Objections Related to Financing (Continued)

Objection: We'll just get a low-cost loan.
Response: Term loans often have terms and conditions that can add additional costs and complexity.

- If a customer is considering a term loan, advise your customer to carefully consider all the terms and conditions that might come with it.
- There are usually fees involved, and the customer might be asked to provide a down payment or to keep compensating balances. These are all additional expenses that a lease will not incur.
- There are more restrictions and requirements associated with borrowing money than ever before. Where credit was once readily available, it might no longer be that way.
- When comparing to obtaining financing through a bank or other financial organization, remember the added value that Cisco Capital brings as the world’s leading provider of networking equipment financing.

Cisco Capital is expert not only in financing, but in technology as well. Leasing will help your customers keep up with technology by allowing them to replace or upgrade equipment either midterm or at end of lease. Cisco Capital can take an aggressive residual value position on equipment from Cisco and provide customers with fair market value on midterm exchanges. And as a solution provider, Cisco Capital can structure a lease that rolls Cisco equipment, software, and services into a single contract with a single periodic invoice, simplifying budgeting. As a division of Cisco, Cisco Capital is a healthy lender, capable of providing attractive leasing solutions to Cisco customers whereas other lenders might not.

Objection: We’ll just cascade it down to other users. Or sell it. Or something.
Response: Equipment disposal typically involves unexpected costs and environmental restrictions. When planning a new IT acquisition, it’s natural that the last thing on a customer’s mind is how they’re going to dispose of the equipment a few years down the road. Equipment disposal is a hidden cost that needs to be considered when choosing between purchasing and leasing.

- Will your customers end up putting retired systems into storage indefinitely?
- Or try to sell them for pennies on the dollar (or even less)?
- Or deal with the cost and environmental regulations involved with dumping them?

When your customers lease their Cisco equipment, all those issues are eliminated.

At the end of the lease, the customer can simply return the equipment, and we’ll take care of all aspects of equipment disposal, relieving them of any additional cost or legal liability. Then they’re free to move on to the latest technologies on the market.*

If the customer decides that they are still happy with the equipment, they have the option of extending the lease on a monthly basis for the same low payment or negotiating a new contract. The choice is entirely theirs. Leasing provides flexibility.

*Certain restrictions may apply based on geography. Contact your Cisco representative or distributor for additional information about availability in your country.
Objections Related to Renewing Service Agreements

Customers can bring up a number of objections during the process of attempting to renew a service agreement. These objections might have to do with a lack of understanding of the level of service that your customer has received under the service agreement. Or your customer might not be fully aware of just how much they have benefited from their services agreement.

Useful strategies for countering these kinds of objections include:

• Showing your customers how much they have used their service contracts. For example, service offerings such as Smart Care provide the capability to generate periodic business reports for your customers. This helps to showcase the value you provide and to renew your contract.

• Quantifying the value that they have received.

• Emphasizing that the cost of network downtime and/or time and materials expenses will likely exceed the cost of the renewal.

• Pointing out the value that services provide in terms of solving the customer’s business challenges.

• Offering multiyear or financing solutions to address cost or cash flow concerns.

The following are common objections that your customers might have.

Objection: Why do I need to renew my service contract? I have not used it this year.

Response: The most important point to make to your customer when handling this objection is to help them see that a service contract helps them eliminate risk of additional expense.

First, be sure that you are familiar with this customer’s service usage patterns and trends. They might not even be aware how much they have benefited from their services contract. Then move the conversation to position value upfront, not price. Remind your customer of the benefits of services received to date. Use this to demonstrate how services can help reduce total cost of ownership, increase return on investment, protect and enhance network performance, and continue to add this level of value as the network grows and evolves.

Also, point out that service contracts:

• Supply rapid response to problems that can affect network availability. Device diagnostics capabilities in Smart Services can accelerate resolution time about 30%.

• Provide investment protection.

• Avoid high transactional fees and long waits for delivery of parts.

• Help make sure software is current.

Also mention that free e-learning services from Cisco can help customers reduce training expenses.

Finally, point out to your customer that once their current service contract expires, a Cisco engineer will have to inspect the equipment before any future service contract can be purchased. There is usually a charge for the inspection, which the customer can avoid if they renew service before the current contract expires.
Objections Related to Renewing Service Agreements (Continued)

Objection: I know the technology now. Why should I pay for another year? My team can look after it.
Response: As an industry leader, Cisco continuously evolves and develops its products. With service protection, your customers have taken full advantage of Cisco’s investment in innovation and kept their infrastructures up to speed with leading networking technology.

- Point out the value your customer has already received in terms of support, upgrades, updates, replacement parts, and tools and resources.
- Discuss the need and benefits of being able to update Cisco OS software. Ask how your customer plans on handling Cisco OS software updates.
- Remind your customer that Cisco OS software updates are available only on products with service contracts.
- Ask your customer if servicing equipment is really the best use of its in-house team. Emphasize that the best solution is to have coverage to help their technicians when they need it and free their team to focus on work related to the customer’s core business.
- Ask your customer questions that focus on the types of information they usually need about Cisco products, the easy access they currently have to this information, and how much time they would spend looking for it without service coverage.
- Show them that they have saved time and money by using the cisco.com website to get quick access to a wealth of information on Cisco products and solutions.

Objection: I have not used phone support (for Cisco SMARTnet Service).
Response: This objection indicates that the customer has not taken full advantage of their service coverage, or has not monitored their use of it.

- Point out that with service coverage, your customer has access to a team of Cisco or partner experts who have the knowledge to resolve any problems and get their network back up as quickly as possible through the Cisco TAC.
- Compare the time it would take the Cisco TAC to resolve a problem with the time your customer might spend trying to resolve the problem on their own.
- Remind them also that they might have to call the TAC anyway if they cannot resolve the problem themselves, incurring time and materials charges.
- Conclude by adding up all of these potential costs and risks and compare them to the annual flat fee they have been paying for phone support.
Multiyear service agreements offer important benefits to customers in terms of locking in prices and obtaining additional discounts. The biggest challenge in overcoming objections related to multiyear agreements is overcoming the larger upfront cost.

Useful strategies for countering these kinds of objections include:

- Showing how financing a multiyear service can enable your customers to lock in prices, obtain additional discounts, and spread out the cost over the life of the contract.
- Reinforcing the benefits of services and the improved return on investment.
- Helping them decide whether to purchase the multiyear agreement by prepaying or by financing.

The following are common objections that your customers might have:

**Objection:** I did not budget for a multiyear agreement. I only budgeted for a one-year service agreement.

**Response:** This is a good opportunity to introduce Cisco Capital financing as a means of paying for the larger multiyear costs.

- Ask your customers if they would be interested in a multiyear agreement, at today’s Cisco Technical Services prices, while making monthly or quarterly payments.
- Customers can take advantage of several lease and financing packages from Cisco Capital, enabling services to be included together with equipment on a lease or financed on a standalone agreement. Their financial experts will work with your customer to provide special below-market rates and review the structures available.
- Financing can provide your customers an opportunity to free up additional capital budget, in order to add or make upgrades to their current network. Customers will appreciate this value incentive.

**Objection:** I do not want to make a long-term commitment until I know we will get value out of a service agreement.

**Response:** This is a good opportunity to reinforce the benefits of Cisco award-winning service programs. These are the primary points to keep in mind when speaking to your customers about Cisco service contracts:

- Service contracts provide rapid response to problems that can affect both network availability and your customer’s business.
- Service contracts provide unlimited access to OS upgrades and provide software product support.
- Service contracts provide investment protection because they give enhanced support for your customers’ equipment and software.
- Without a service contract, your customer has no access to resources to help rapidly resolve network problems and keep software current.

**Objection:** I do not see the benefit of prepaying for the multiyear service agreement.

**Response:** Tell your customers that prepaying for a multiyear agreement can help them lock in prices, avoiding service price increases. In addition, your customer receives an additional multiyear prepay discount.

**Objection:** I do not see the benefit of financing the multiyear service agreement.

**Response:** Cisco Capital provides special below-market interest rates for multiyear service agreements. The customer enjoys all of the discount and price protection of the prepay option with the ability to spread the cost over the life of the contract at rates that are often below the customer’s own cost of funds.
Objections Related to Selling Multiyear Agreements (Continued)

Tell your customers that financing a multiyear service contract can help them by:

- Providing a total solution.
- Improving cash flow by preserving cash and helping them avoid use of bank credit lines.
- Enabling predictable monthly expense budgeting.
- Maintaining service coverage, extending life and maximizing benefit of equipment.
- Locking in today’s services pricing and avoiding price increases.
- Freeing up more cash to invest in hardware or other projects.
- Possibly enabling maintenance to be treated as an operating expense versus a capital expense.

**Objection:** Buying a multiyear service agreement eliminates my ability to negotiate during the renewal process (because I will not be renewing annually).

**Response:** Tell your customers that a multiyear agreement will eliminate their need to negotiate for better deals because they will be saving money substantially over the cost of a one-year agreement, taking advantage of discounts and incentives, and locking in prices. In fact, the multiyear discount is likely to be larger than any renegotiated price. At the same time, they will be freeing up valuable time that would otherwise be spent on the annual renewal process.

**Objection:** I cannot make an expense commitment beyond the current fiscal year because I do not know what my budget will be in the future.

**Response:** Emphasize that a multiyear service contract can help your customer place the entire expense in the current fiscal year. If the initial cost is prohibitive, financing solutions can break the expense down into manageable monthly amounts that will fit within your customer’s budget constraints.

**Objection:** Buying a multiyear service agreement seems like it costs more in the short term.

**Response:** Acknowledge this larger initial expense right away. But remind your customers that they will be saving substantially over the cost of a one-year agreement. This is also a good time to show your customers how this larger initial expense breaks down by day, week, or month to show that it is a small amount to pay for such value. If customers choose to finance the solution, they can spread out the cost of a multiyear agreement over a longer period and free up cash for other projects.

**Objection:** I am worried that if I finance the service agreement, I will have monthly payments that are beyond my current budget.

**Response:** Cisco Capital can provide flexible payment structures to accommodate customer budgets and allow them to pay for the services during the period they are receiving the benefits of the services. This frees up cash for use in other higher yield opportunities such as investing in new projects, research and development, or securing new customers.

**Objection:** I am concerned about locking up my budget for three years. Is there an out clause?

**Response:** This is one of the most difficult objections you will need to be able to handle when selling a multiyear agreement. It is true that there is no cancellation option, nor are service contracts transferable.

- This is a good time to remind your customers that a multiyear service agreement is the best way to protect the investment they have made in their networking solution.
- Revisit the solutions selling approach to help your customers think long term and re-explore how long the customer intends to keep the equipment in service.
- Although a financing arrangement with Cisco Capital is a non-cancelable agreement, the customer does have flexibility to add or upgrade the services during the term of the agreement.
Objections Related to Selling Multiyear Agreements (Continued)

Objection: I am not able to commit beyond one year because budgets in the public sector are defined on an annual basis.

Response: Special government and education solutions are available from Cisco Capital; these might make a multiyear service contract possible. A Cisco Capital leasing expert can help you determine if this is possible and available in your country. Speak to your local Cisco representative or distributor to find out more about engaging a Cisco Capital Financial Solutions Manager.

For further information, and to check on the current Cisco Capital financing programs, promotions and resources available in your region for both you and your customers, visit the Cisco Capital website and select your geographical area. Alternatively engage your local Cisco representative or distributor, for details on the Cisco Capital programs available in your country.

Objection: Financing a service agreement seems complicated.

Response: Including services in an agreement from Cisco Capital does not significantly affect the transaction cycle.

- After the services contract has been agreed upon, your customer enters a financing agreement through Cisco Capital.

- Cisco Capital will step in and place the services order, receive and pay the partner invoices at the beginning, and invoice the customer for monthly lease payments.

- The financing transaction is done at the same time the service contract is being finalized.

- Note that your customers have the option to finance their total solution; services could be just a piece added in. By doing so, they have extended their flexibility and purchasing options.
Objections Related to Selling Smart Services

As business functions become more reliant on devices and applications that run over their networks, customers realize that maintaining network health and performance is critical. They require uninterrupted business continuity and require a smart, proactive service experience.

Cisco smart services include capabilities that gather information from devices and networks, combine it with Cisco expertise and create actionable intelligence, providing superior information which makes it possible for customers to manage their networks more proactively.

Cisco have been building smart capabilities across the portfolio for a number of years, and many Cisco customers are already leveraging smart capabilities included in offers such as Cisco SMARTnet with Smart Call Home, Cisco Smart Care Service, Cisco Network Optimization Service and Cisco Remote Management Services. However, some customers may not be aware of the benefits of Cisco smart services to their organization.

Useful strategies for countering these kinds of objections include:

- Explaining that smart services provide your customers with actionable information to enhance their network health, increase uptime, reduce costs and improve network security.
- Pointing out that smart services proactively prevent problems and extract more value from their technology infrastructure, and this increased operational efficiency helps to give them a competitive advantage as they adopt new technologies and drive innovation.
- Informing your customers that the predictive insight into their networks achieved by the capability of analysis and correlation of real-time network data with Cisco intellectual capital, will help to reduce time and costs, allowing their technical teams to focus on other core business priorities.

The following are common objections that your customers might have.

**Objection: I am not sure how smart services would benefit my organization?**

**Response:** Cisco smart services help your customers reduce costs, mitigate risk, and speed innovation by delivering actionable insight into their network through automated comparison of network data against Cisco intellectual capital.

Point out to your customers that smart services help them to proactively prevent problems and extract greater value from their existing infrastructure, enabling them to meet business pressures to increase operational efficiency and enhance their customers’ satisfaction.

Explain that smart services:

- Improve operational efficiency and reduce costs.
- Speed problem resolution.
- Mitigate risk to get ahead of problems before they arise.
- Free resources to focus on innovation and accelerate business growth.
- Help to get more value from their technology investments.
Handling Objections: Services Guide

Objections Related to Selling Smart Services (Continued)

Objection: I am not sure how smart services address risk management?

Response: Smart services give your customers superior information about their networks, making it possible for them to manage their networks more proactively. Explain to your customers that with more detailed knowledge about network hardware, software versions, contract status and product lifecycle, they can have the information they need to reduce risk:

• Accurate information about hardware makes it easier to comply with asset reporting requirements, and accurately gauge insurance requirements.

• Using software version information, they can increase network consistency.

• With contract details and lifecycle information (products approaching end-of-life), your customers can make sure they have the right levels of coverage on critical equipment, and have resilient plans in place for equipment replacement.

Objection: What is different about Cisco smart services? Do any other competitors offer smart services?

Response: Cisco competitors have largely made tactical, and one-off smart service plays, and do not have a unified or comprehensive approach to a smart portfolio.

Tell your customers that other companies may use the term smart, but none currently offer the combination of intellectual capital and proactive experience that Cisco does. Explain that Cisco is unique in the marketplace in that we have been developing our smart services platform and portfolio for a number of years and therefore have a more expanded, growing and robust offering. Others arriving later to the market are offering one-off, isolated smart services.

Remind your customer that Cisco’s unmatched intellectual capital—built on 25 years of experience, an installed base of more than 50 million devices and more than 6 million annual customer interactions—gives your customer a unique ability to use Cisco data and tools to get the most from their networks. Plus, there is additional value in the vast number of Cisco and third-party sources with data on one million security devices at 10 million desktop clients each year that provide unprecedented real-time, network-level security protection.

Objection: Cisco smart services do not support non-Cisco products.

Response: Explain to your customers that the overall focus of Cisco Services is first and foremost to provide world class support of the products we deliver to our customers. This is true of our traditional services and of our smart services. At the same time we understand that most of our customers have heterogeneous environments and need the equipment and applications in their environment to work optimally together.

Except for special cases, (eg. Cisco front line support for third party offerings in the Unified Computing support services), Cisco’s portfolio of offerings to support non-Cisco products is incomplete by design. Therefore Cisco has no plans at this time to support non-Cisco products directly, but as always, will work with our customers and partners to help isolate and identify root causes of issues.
Handling Objections: Services Guide

Objections Related to Selling Smart Services (Continued)

Objection: I am concerned about security in regards to deploying smart services.

Response: Many customers have security concerns related to smart services. You may encounter questions such as:
- Why does Cisco need to place a system in my network?
- How can Cisco assure that my data will remain private?
- Once a collector is installed on my network, can anyone access it?
- How does Cisco protect my data once it is transmitted to their facility?
- Can I hide sensitive network information, such as device passwords?
- Can anyone log onto the portal and view my data?

Customers are understandably concerned about the security of their network data, especially those in the financial services or public sector market segments. In fact, ensuring data security can be the single greatest obstacle for some customers in purchasing and/or deploying a solution.

Maintaining the security of customer information is Cisco’s highest priority. Data passing on the customer’s network cannot be seen by Cisco nor its partners. The network appliance installed on the network is the only place this data is retained; all sensitive data, such as device access passwords, is stored on the appliance itself, not with Cisco.

There are three things you can do to alleviate customer concerns regarding data privacy and security.

Firstly, assure your customers that there is end-to-end privacy. Smart services follows all established global Cisco security and privacy protocols as outlined in the Cisco Systems Inc. Online Privacy Statement.

Secondly, advise your customer that Cisco can provide detailed information on smart services security, including technical and sales material, should it be required.

And thirdly, in some areas, customers can determine what data is uploaded within boundaries. Assure your customer that no device data is uploaded to Cisco until the customer specifically enables it—and they have some control on what data is uploaded. In addition, specific devices or groups can be excluded.

Let your customer know that before the data is uploaded to Cisco, sensitive data such as SNMP read only/read-write community strings and other encoded passwords are masked. Device passwords and SNMP community strings are never uploaded to Cisco. When the data is ready for upload to Cisco, it is encrypted using AES 128-bit key. Both ends are authenticated, and checked for authorization to transfer—this essentially removes any chance of unauthorized access to either collector or Cisco end-points. Only users with authorized, Cisco.com credentials can see reports, which are viewed in a web browser, over HTTPS.

Refer to the section on Network Discovery to learn more about handling security-related objections.

Objection: I'm looking to cut costs, not spend more. I don't understand why I have to pay a price premium for SMARTnet Total Care. Where's the added value?

Response: Getting customers to consider SMARTnet Total Care (SNTC) is less about price and more about value. For them, it's about change. Changing the way the installed base is measured. Changing the way service coverage is analyzed. Changing the way service contracts are managed. Change is always hard. That's why it's essential that your customers understand the real value of SMARTnet Total Care combined with long term savings, so that they accept change willingly.
Objections Related to Selling Smart Services *(Continued)*

Smart services pricing shouldn’t be an issue. It’s an opportunity. Always contrast value with price. The value delivered far exceeds the price the customer may pay.

To help demonstrate the value of smart services:

- Ask your customer about the importance to their business of complete service coverage to avoid risks. Have them consider the trade-offs between cost and the risk of service coverage gaps.
- Emphasize the time consuming cost of manual contract administration. Demonstrate the increased efficiency of contract administration/maintenance through consolidation. Contract consolidation can remove time and headaches from the service coverage process.
- Stress the key benefits of installed base (IB) understanding: reduced risk, assurance of service coverage, lower operational costs. Ask your customer if they know the location of all the devices on their network. Point out the danger of not knowing the precise location of all their network devices, and/or not advising Cisco of their correct location, to make sure of rapid, less costly replacement in case of failure.
- Ask your customer how they manage their equipment inventory with moves and changes in network devices. Call attention to the loss of productive use of equipment if it can’t be found due to an unknown device move or change on the network.
- Explain that their IT resources can be better spent on strategic projects, rather than tracking inventory and ensuring support coverage.

Objection: Why would I transition to SMARTnet Total Care when I already have SMARTnet?

Response: Your customer may ask: why change what I’m already using, especially when it’s delivering consistent value? The answer is simple. Demonstrate to your customer that they can retain the value they’re already enjoying with SMARTnet and get much, much, more with SMARTnet Total Care.

SMARTnet Total Care:

- Accurately validates the complete network installed base (IB).
- Provides increased reliability and improved risk management by the ongoing collection of complete network information.
- Provides detailed inventory reports and analyses via an intuitive, secure Web portal.
- Proactively identifies IB devices impacted by Cisco published product alerts and security advisories.
- Advises status of customer’s contracts, equipment adds and changes.

Ask your customer:

- When was the last time you took an inventory of your network?
- Is your inventory process always timely and accurate?
- Can you view the status of your inventory online at any time?
- Do you know the correct remote location of all your devices?
- Do you understand if all your equipment has the right IOS installed?
- Are you sure all your devices have the latest protection against security vulnerabilities?

SMARTnet Total Care is proactive in resolving problems. Point out that an insight into their installed base can solve problems today, and prevent them from happening tomorrow.
Objections Related to Selling Smart Services (Continued)

Objection: But I already have NOS. NOS or SMARTnet Total Care? Which one do I choose?

Response: Network Optimization Support (NOS) and SMARTnet Total Care add value to each other—the services complement, they don’t compete. It’s important from the outset of the discussion to position the two services. If your customer wants expert engineering services to plan, design and optimize their network, then you need to consider Network Optimization Support. If your customer needs help with day to day operations, then SMARTnet Total Care is a great choice for basic maintenance.

Help contrast the two services in your customers’ minds with your questions. What do they really need? There’s probably a good chance they will need both—since they are different.

SMARTnet Total Care’s detailed installed base understanding can assist with Network Optimization Support engagements. Better network knowledge can result in better engineering decisions. On the other hand, if your customer wants to plan, design and optimize their network, Network Optimization Support provides expert engineering assistance in network design, monitoring, analysis and performance optimization. SMARTnet Total Care should be considered for running their day to day network operations.

Most customers buy both SMARTnet Total Care and Network Optimization Support to get the most from their network.

Objection: I already have a team to manage my service contracts, what’s the benefit of having SMARTnet Total Care help me do it?

Response: Contract administration is often a headache for the customer, you, and Cisco. Here are a few questions to ask your customer to remind them of the size of the headache they have:

• How many individuals do you have managing contracts today?
• Are you confident that you have an accurate picture of your network’s service coverage?
• Are you sure your service coverage is up to date?
• Would you like to have fewer contracts to administrate?

After hearing this list of questions they would be foolish not to listen to how SMARTnet Total Care can cure their network contract headaches.

With SMARTnet Total Care there is less time with administration; the latest contract details are always at hand in using the SMARTnet Total Care portal; there are no more error prone manual processes that constantly require updating; and, once the customer understands the contracts that they have, they can clean them up even more by consolidating multiple service agreements on fewer contracts.

Point out to your customer that SMARTnet Total Care:

• Reduces time in maintaining incomplete contracts, or revising incorrect contracts.
• The latest contract details are always available in the portal—there is no need to repeat the collection process.
• Consistent data quality decreases manual clean-up.
• Multiple service levels can be consolidated on a single contract—simplifying overall contract management.
Handling Objections: Services Guide

Objections Related to Selling Consulting Services

Providing consulting services for a fee can help your customers make better business decisions about their technology investments. However, your customers might have objections about the additional cost and the value that these additional services provide.

Useful strategies for countering these kinds of objections include:

• Showing that strategic thinking and planning are not luxuries, but essential steps in smart business decision making and preparing for the future.
• Emphasizing that lack of planning leads to poor performance and unexpected costs.
• Promoting the value of balancing short-term needs with long-term plans.

The following are common objections that your customers might have.

Objection: I do not need initial assessments of the network, a comprehensive architecture, or ongoing optimization activities.

Response: These services assist in validating the operability of the solution as well as targeting the continued evolution of customers’ business processes. The problem with omitting these steps is that customers might end up with a solution that does not scale or do what they expected of their investment throughout its lifecycle.

Objection: Why should I invest in consulting services when I already get a free assessment of my business needs from my salesperson?

Response: As a salesperson, you can assess your customers’ immediate needs and provide a solution. However:

• A consultant can assess your customer’s network needs now and in the future and help make sure that it meets an evolving business model.
• A consultant will help your customers build an infrastructure to grow with their organization.
• This full-scale approach reduces risk and accelerates success.
• It can also save money by avoiding downtime that would be required for future unplanned network expansions or inefficiencies caused by adding onto a less-than-adequate system.

Objection: Thinking long term is a luxury. I have to focus on my current business and networking needs.

Response: Although addressing the demands of the present is essential to running a successful business, planning for the future is critical to maintaining a competitive advantage and achieving business results. Providing the customization and personalization that customers demand is not a luxury—it is a business reality. Intelligent networks are vital to enabling companies to offer this customer value.

For most customers, the network represents a sizable investment, and the companies that are most successful in realizing strong returns on their investments are those that started early in planning for their future needs and budgeted for the appropriate services.
Objections Related to Selling Consulting Services *(Continued)*

**Objection: I do not need a long-term plan. I just want to address a specific business issue.**

**Response:** Cisco partners can provide a solution recommendation that gives customers the flexibility and scalability to do both. A solution can be designed to address your customers’ immediate business challenges, yet be scalable and cost-effective and support their long-term goals.

**Objection: I do not have the time or resources to develop and maintain a strategic technology plan.**

**Response:** Lack of planning often slows the process of implementing new technology and results in greater frustration and higher costs in the future. Cisco and its partners act as advisors, working closely with customers to identify the state of a customer’s business and network and provide a solution that closely aligns with a business’s unique needs.

**Objection: Cisco solutions require me to replace my entire existing network.**

**Response:** The pace of migration is flexible, because the network recommendations are designed to provide a scalable network foundation that will change and grow as a business evolves. Standards-based Cisco solutions are interoperable with a wide range of voice and data networking products and applications. Customers gain the benefits of a converged IP network without removing existing systems.

**Objection: In the past, I’ve purchased products and installed them in our network with Cisco SMARTnet Service. Why do I now need to purchase all of these additional services according to your Lifecycle Services? It seems like a lot to me.**

**Response:** Advanced technology solutions have become increasingly complex. Customers can no longer afford to simply purchase a “box” with a service contract and “plug it in” to their network. They need to make sure that any new technology solution is appropriately planned, designed, deployed, supported, and optimized to meet their specific needs—and that it is properly integrated into their existing network.

The Cisco Lifecycle Services framework identifies the minimum set of services that customers need to perform when implementing and supporting a technology solution. This is a consultative and iterative approach that works with the customer to make sure that the appropriate services are performed—regardless of who performs them. Whether a customer has the internal expertise to carry out the required services, or a partner, or Cisco is needed to perform certain services, the Cisco Lifecycle Services approach helps to make sure of a successful technology deployment.

So advise your customer that the services recommended at each phase of their network lifecycle help make sure that the solution not only works but continues evolving as their business processes evolve. Without taking a holistic view of the network, your customer might end up with a solution that does not scale or perform what they expected of the network investment throughout its lifecycle. In most of these situations, the array of hidden costs far outstrips any upfront savings on services.

By positioning the minimum set of services upfront with the customer as part of the network solution, they can begin to allocate the appropriate resources and budget, and have a plan for the ongoing evolution of their network.

For further information refer to Accelerate Program topic “Network Lifecycle Services Approach”.
Handling Objections: Services Guide

Objections Related to Selling Unified Communications Services

Cisco Unified Communications Services provide important value by enabling powerful collaboration solutions. However, customers might challenge the need for services because they believe that their unified communications solutions are not mission critical.

Useful strategies for countering these kinds of objections include:

- Emphasizing that unified communications solutions are mission critical.
- Promoting the value of services in terms of reducing total cost of ownership.
- Pointing out the connection between services and enabling the collaboration solutions that are important to business survival.

The following are common objections that your customers might have.

Objection: I do not need a service contract. If a phone breaks, I will maintain an inventory of spare parts. Or I can always order spare parts on eBay.

Response: Emphasize to the customer that sparing might provide immediate replacement parts, but maintaining a sparing strategy requires an investment far beyond a closet full of parts or phones. Often, these costs exceed the cost of Cisco Services. To effectively use sparing, a business must also have properly trained technical staff capable of maintaining a network. Even spare parts should be covered by a Cisco Technical Services contract.

- Remind your customer that without a technical services contract, they will not have 24-hour access to Cisco technical experts, might experience delays in getting replacement parts, and ultimately might spend more on downtime than it would have cost to protect their investment with a technical services contract.

- Make sure your customers understand the complete return on investment of relying on sparing for parts replacement.

- Make sure your customers understand that a service contract provides much greater benefits than simply replacing an IP phone.
Handling Objections: Services Guide

Objections Related to Selling Unified Communications Services (Continued)

**Objection:** I did not buy service on my network because it was not mission critical. Why do I need services for my unified communications solution?

**Response:** Some customer networks are not mission critical to their business and might not require proactive support services; however, all networks require service to function effectively and remain fully available in a cost-effective manner.

Your customers need to be reminded that, while their network might not be mission critical, unified communications solutions are mission critical and essential to effective communications.

- Ask your customer what would happen to their business if their employees could not make phone calls or get access to voice messages.
- Ask them what would happen if their customers could not call in to their company’s sales or customer service organizations.
- Remind your customers that their unified communications solution is mission critical, and that despite how they might choose to support their network, they must have adequate protection for their mission-critical unified communications solution.

Cisco provides a number of services that can provide the appropriate level of service for a network that is not mission critical.

**Objection:** I don’t see the value in Cisco Unified Communications monitoring and periodic assessments.

**Response:** Ask your customers:

- How do you find out about network security or health issues today?
- Are you able to avoid issues before they affect your business, or are you forced to wait until a problem arises before you can react to it?
- How do you make sure that all of the devices in your network are configured for optimal performance, security, efficiency, and availability?
- How do you identify when a device needs to be reconfigured and what the proper fix is?

Cisco have services that provide all of those capabilities for your customer’s entire network, with the ability to repair many problems remotely, freeing your customer’s IT staff to focus more on their business priorities.
Objections Related to Selling Application Support Services

Helping your customers fully appreciate the value of Cisco Application Support will help you to overcome objections during the sales process.

Useful strategies for countering objections include explaining that Cisco Application Support offerings help your customers:

- Strengthen the availability, functionality, and reliability of applications.
- Resolve technical issues faster with access to application specialists.
- Build in-house expertise with access to online resources.
- Increase application functionality with major upgrade releases.

The following are common objections that your customers might have.

**Objection: I do not need application support, especially with a warranty.**

**Response:** If your customer wants to rely on warranty, explain that a warranty is not designed to provide the level of support and responsiveness they will get with a hardware or software service contract.

Warranties protect customers from equipment failures and make sure that the media on which software is furnished will be free of defects in materials and workmanship under normal use, and that the software substantially conforms to the documentation. The Cisco warranty does not provide software support such as OS updates/upgrades, application updates/upgrades, or content subscriptions.

Warranties do not provide the same capabilities that a service contract provides, including access to cisco.com tools and access to the Cisco TAC, hardware replacement, and critical support for deployment. Cisco Application Support offerings provide important access to application software upgrades and updates.

**Objection: My software is already covered, because I bought it as part of my hardware configuration.**

**Response:** In general, application support is not included in a hardware service contract. Customers must purchase both hardware and application support to have comprehensive coverage. For example, unified communications products require a hardware service contract as well as both Essential Operate Service (ESW) and Unified Communications Software Subscription (UCSS) for software support.

In most cases, Cisco SMARTnet Service does not cover application software. Cisco SMARTnet covers hardware and OS software. Cisco Application Support offerings help customers fill in support gaps by offering maintenance releases and patches; minor update releases; and, for select plans, major software upgrade releases.

**Objection: I only need services on an appliance or applications. Licenses do not need maintenance.**

**Response:** Most Cisco software products combine the software application license and user licenses as a single purchase. Associated services are typically offered as technical support (for example, Software Application Support [SAS] or Essential Operate Service [ESW]), and software upgrades, (for example, Software Application Support plus Upgrades [SASU]* or Unified Communications Software Subscription [UCSS]).

- Note that software upgrades are distinct and are required for customers to upgrade their software.
- In cases where the number of user licenses varies, the associated level of technical support or software upgrade is required. In other words, if the number of licenses increases, the level of support must be upgraded as well.
- Use the Cisco Service Finder tool to identify the appropriate level of coverage.

* SASU includes technical support plus major upgrades.
Objections Related to Selling Application Support Services (Continued)

Objection: What is the difference between “software,” “feature set,” and a “software license”?
Response: The term “software” can refer to a broad group of programs or content including operating system software, application software, and content. A feature set is a set of functionality embedded within the operating system. A software license grants the right to use software for a particular term; the term can expire, requiring a user to renew the license. Software licenses, unlike software and feature sets, do not require updates or upgrades.

Objection: I do not see the value of paying extra for applications support. I can find technical support tips and software updates via Google.
Response: Service coverage for software applications allows customers to operate software successfully and protects their investment.

- Remind them that future additions to the network might not be compatible with current applications, which can result in unexpected additional costs.

Objection: I can pay for time and materials if I need support from the Cisco TAC.
Response: This is not a viable alternative to a service contract. Time and materials support can exceed $400/hour and provides phone support and return for exchange parts, but does not include software.

Objection: I do not see the value of paying extra for applications support. I can find technical support tips and software updates via Google.
Response: Service coverage for software applications allows customers to operate software successfully and protects their investment.

- Ask your customers if they have in-house technical support personnel who can provide applications support 24 hours a day, 365 days a year.
- Cisco support and expertise can complement in-house resources with technical specialists who are specifically trained to support software applications, thereby speeding the time to resolution.
- Other benefits, such as registered access to cisco.com, for example, can provide access to application-specific white papers, design and configuration information, troubleshooting tips, and bug toolkits to search for known defects in applications.
- Point out that if your customers would like to upgrade their applications in the future, and if they do not have valid application software coverage, then the cost of purchasing these upgrades can be far greater than the cost of renewing their service contract.
Objections Related to Selling Application Support Services (Continued)

**Objection:** I have Cisco SMARTnet Service. That is all I need.

**Response:** Cisco SMARTnet Service only provides coverage for hardware and operating system software. Cisco SMARTnet Service does not cover software applications, user licenses, or content services. Remind your customers that they need application support for complete coverage.

Cisco SMARTnet Service covers:

- Chassis for routers, switches, appliances.
- Hardware modules that use the chassis for power and operating system.
- Cisco operating systems or third-party operating systems that run on the chassis.
- Cisco feature set upgrades contained within the operating system.
- Cisco feature licenses associated with functionality embedded in the Cisco operating system.

**Objection:** I do not see why I need major application upgrades.

**Response:** Remind your customer that major software application upgrades expand application functionality.

- Point out that if your customers would like to upgrade their applications in the future, and if they do not have valid application software coverage, then the cost of purchasing these upgrades can be far greater than the cost of renewing their service contract.
- Remind them that future additions to the network might not be compatible with current applications, which can result in unexpected additional costs.
Handling Objections: Services Guide

Objections Related to Selling Against Competitors

Competitive pressure is mounting. Your customers might offer objections that have been deliberately planted by your competitors. Guide your customers toward a discussion about value and away from price.

Useful strategies for countering these kinds of objections include:

- Clarifying your customer’s concern; making sure you are engaging in an accurate comparison of the competing offerings.
- Evaluating competitors’ claims and accurately communicating the truth about the Cisco warranty and service offerings.
- Building a case for the value of services to your customer’s business.

The following are common objections that your customers might have.

**Objection:** Why should I buy Cisco services when competitors’ offerings are inclusive or less costly?

**Response:** In recent independent surveys, customers rated Cisco’s services higher in quality, effectiveness or value than any of their nearest competitive equivalents.³

Cisco Services offer superior value, and it is important to be able to ask the right questions to unearth where competitive offerings are no longer comparable or possibly viable, as an effective solution for your customer.

Be confident and address competitive issues early in the conversation. Be open and convey that although the initial cost might be higher, long-run costs for Cisco Services can be significantly lower. This is especially true if network downtime is of critical importance to their organization. The cost of network downtime and service delays can carry large and hidden costs that can outweigh the initial investment in services.

You will also need to help your customer see that they need to compare like with like, since often, if they dig a little deeper, hidden costs can be exposed. Areas to explore include:

- Business hours support: Vendors like Cisco offer a “follow-the-sun” methodology.
- Limitations on service requests: Some vendors impose limits on the number and type of service requests that can be logged.
- Escalation process: It is important to understand the support handling and escalation process: Is it a first in, first out (FIFO) ethos, or can critical calls be jumped ahead in the process? It can be important to truly understand the continuity of the support the customer might receive or if there is an online tracking facility since delays in response can cause extended, and costly, periods of downtime.
- Eligibility: Eligibility for direct support can be imposed. For example, introducing fee-paying training requirements.
- Adaptability: Customizable or “one-size-fits-all” solutions can carry charges for configuration and growth adaptation.
- Warranty solutions: Costs associated with ‘outside of warranty’ solutions.
- Technical assistance center service credentials: Investigate the number of personnel, the range of operating hours, the level of networking skill, and number of engineers in the field.
- Service availability: It is important to have a high level of coverage and availability of logistics and field engineering services worldwide.
- Free software policy: Do competitors’ offerings include upgrades as well as updates?
- Reference accounts: Have they the proven experience of your industry-/ regional-specific business?

Objections Related to Selling Against Competitors (Continued)

Objection: Sure, Cisco switches have a good reputation. But I’m not willing to pay a premium for service when a competitor gives me much of the same for free.

Response: The statement “a competitor gives me much the same” is flatly untrue. A warranty service is very different from being “much the same” as a support contract, even if the two look outwardly the same because of their similarity in features (eg. the 9x5xNBD hardware replacement vs. SMARTnet’s 8x5xNBD AHR).

No matter how strong it is, a warranty covers defects in materials and workmanship only, and therefore leaves customers unprotected from the self-inflicted errors that account for the vast majority of network outages or severe slowdowns.

Shielding customers from the consequences of their own mistakes is the unique province of support contracts such as SMARTnet, just as safeguarding motorists from the financial repercussions of their poor driving is the exclusive domain of auto insurance policies. No one would confuse such a policy with a car’s standard warranty or regard the two as functionally equivalent. So why should anyone analogously equate a switching warranty with a switching support contract? If competitors claim otherwise, and credit their warranties with covering the same functional scope as SMARTnet, customers should react with extreme skepticism and insist that the vendors unambiguously commit their assurances to paper—then wait for the written commitment that will never come because no vendor will ever consent to such an open-ended financial liability.

To compare a competitive warranty that claims to offer free services, it is important to evaluate the delivery elements. Ask your customer:

• How important is your network, and what do you need it to do?
• What level of resources and skills come with that service?
• Will network issues be resolved quickly enough?
• Is there sufficient available expertise to help with configuration and troubleshooting or help to make sure time-sensitive delivery of replacement parts?

Response: Take a close look at the competitor’s hardware replacement terms and resources.

• What quality technical support can there really be at no cost?
• Can the so-called warranty really match the quality, resources, capabilities, and support options that Cisco provides?

Point out to your customer that the network is a significant investment in their business, so they should protect and enhance that investment through the right support services.

Objection: A competitor gives me advance hardware replacement as part of its warranty. Why should I pay Cisco for the same thing?

Response:
• Is it really the same thing? Will the replacement part bear the same model number as the defective unit? Or will it be a “functionally equivalent” substitute with a different make and model number from the original equipment and thus run a different operating system with different training requirements?
• Does the competitor offer flexible options, such as next business day, 8x5xNBD, or even 24x7x4 and onsite options?
• How long will it take to access an engineer, analyze the problem, then have the right part dispatched?
• What is their delivery performance track record?
• Getting the right part to a location on time can be critical to keeping a network up and running.

Remind your customer that Cisco has more than 900 fulfillment depots around the world and manages $4 billion of inventory. Plus, with a Cisco Technical Services contract, your customer can gain access to industry-leading expertise and extensive global resources known for maintaining optimal network health and operations.

For further information see Accelerate Program topic “Selling Cisco Services Against the Competition”.

Remind your customer that the network is a significant investment in their business, so they should protect and enhance that investment through the right support services.
Handling Objections: Services Guide

Objections Related to Network Discovery

A solutions-led sales approach usually starts with a discovery or assessment. Network discovery is a process that involves collection and initial validation of data about the devices running on a customer’s network. Network discovery reflects the real situation in the customer installed base and results in actionable business intelligence, however many customers have concerns about the impact of conducting a network discovery on:

- Security
- Network performance
- Costs
- Data privacy and how the data will be used
- Information on third-party devices

Useful strategies for countering these kinds of objections include:

- Focus on the business outcomes that the network discovery, as a first step, will enable your customer to achieve.
- Reassure your customer that the network discovery process and tools are non-obtrusive, non-intrusive and do not pose any business risks. Data passing on the customer’s network cannot be seen by Cisco nor its partners. The network appliance installed on the network is the only place this data is retained; all sensitive data, such as device access passwords, is stored on the appliance itself, not with Cisco.
- Advise your customer that the security of customer information is Cisco’s highest priority.
- Highlight the business risks to your customer of not having detailed knowledge about the lifecycle and coverage status of their network devices.
- Emphasize the long-term value of network discovery in guiding network/technology investment decisions that align to their business goals.

The following are common objections that your customers might have.

**Objection:** With the current economic climate, we do not have the funds and budget to do a thorough network assessment.

**Response:** Advise your customer that there is no charge to implement a network discovery. In fact, in the current economic environment, a network discovery can assist your customer with their financial planning by providing a detailed view of their network inventory, so they can better manage their assets for tax and accounting purposes.

A network discovery and the resulting report data, provides your customers with the information necessary to make qualified business decisions about managing their installed base. From a customer’s perspective the cost is the same whether they use a network discovery or not to perform installed base management, however the result will be much more accurate with a network discovery.

**Objection:** Cisco is just using this to make us spend more money.

**Response:** A primary objective of a network discovery engagement is to help your customer understand their existing installed base and any areas of operational risk exposure within their network. The risk exposure that a discovery can identify centers around equipment that is obsolete (LDoS), or not covered by a service contract. It is ultimately up to the customer to determine what course of action needs to be taken to mitigate any identified risks.

The baseline knowledge can also be used to help your customers plan how their network will meet future business needs. Your customer therefore, will only spend money if they see value in doing so, and the visibility that a network discovery presents can be used to support this informed decision process.
Objections Related to Network Discovery

**Objection:** I don’t need to know which items in my network are not covered under a service contract. My in-house technicians and engineers can handle my network needs.

**Response:** Remind your customers that without a technical services contract, they will not have 24x7 access to Cisco technical experts, software downloads, diagnostics and alerts, upgrades, and updates. Your customers may experience delays in getting replacement parts and ultimately spend more on downtime than it would have cost for a service contract. Cisco’s award-winning Technical Assistance Center (TAC) has a team of highly qualified Cisco engineers offering stellar support to Cisco customers.

**Objection:** I am concerned that the network collection process will compromise our network security.

**Response:** The network collection process uses a strictly read only application. It does not modify any part of the network or change any configuration details. The collected network data transmitted to Cisco is encrypted.

**Objection:** What happens to our network data that Cisco analyzes to produce a network inventory report? I have concerns whether the data collection and transfer process meets security and government regulatory requirements?

**Response:** Data collected during the course of a network discovery engagement follows all established global Cisco security and privacy protocols as outlined in the Cisco Systems Inc. Online Privacy Statement. In summary, this means:

- Cisco does not share collected data with any third party, unless given prior written consent from the Cisco reseller or end customer.
- All data is transmitted from the network to Cisco using industry standard encryption.
- All data is handled behind a Cisco IT firewall, and is protected in the same manner as all other business critical Cisco data.
- All network collection data is maintained on an internal Cisco server with licensed virus protection software.
- Access to any network collection data is limited solely to Cisco account teams servicing the reseller/customer and/or the reseller leading the network discovery engagement. Customers, of course, are free to share their data with others as they choose.
- During report processing, access to the network collection data is limited to Cisco employees necessary to the creation of the network inventory report. These employees access the data strictly through Cisco’s secure servers.
- Where applicable, IP addresses discovered are masked out using anonymizer tools.
- Where applicable, seed files containing inventory information are manually uploaded to inventory relay systems or manually transmitted to Cisco.
Objections Related to Network Discovery (Continued)

**Objection:** Will the network collection process affect our network performance?

**Response:** Only very small amounts of data are being collected. The network bandwidth used and network traffic generated are negligible, so the effect on network performance is miniscule.

**Objection:** Will the network collection provide information on items in the network that are supported or managed by another Cisco partner?

**Response:** To protect partner proprietary information, Cisco has implemented procedures so that partners have visibility to information in network inventory reports that pertains only to the contracts registered to their cisco.com user ID.

If the network collection is done by Partner A, the serial number product ID, and item type of the devices managed by Partner B are provided. Service contract-related information is blocked and replaced with “Other” when a device is covered by a service contract not registered to the partner’s Cisco.com user ID.

**Objection:** When third-party devices are discovered, what information is reported?

**Response:** The current network collector does not report on service coverage, product security alerts (PSIRTs) or field notices for third party devices. End-of-life milestones are provided for some third-party devices, including those from Nortel (now Avaya) and Juniper. With most of the vendors, it will discover information based on generic MIBs, such as IP and MAC addresses, and system description. With entity MIB supported equipment it will discover cards, ports, etc. With Cisco and, to some extent, Nortel, Juniper, and HP (ProCurve), it will also discover internal device configuration, memory used, configuration files (Cisco device only), and some other data that is stored in the vendor private MIBs.
Further Resources

Invest in Additional Training to Increase Your Knowledge and Your Ability to Sell

The following Accelerate Program topics help you expand on the knowledge you have gained during this learning topic:

- The Value of Selling Cisco Technical Services
- Selling Cisco Services Early in the Sales Process
- Selling Multiyear Cisco Service Agreements
- Selling Cisco Capital Finance Services
- Selling Services Against the Competition
- Selling Cisco Services Contract Renewals
- Selling Advanced Services
- Network Lifecycle Services Approach
- Positioning Services over Warranty
- Cisco Application Support Services
- SMARTnet Service Overview
- Smart Care Service Overview
- Smart Foundation Service Overview
- Network Optimization Service Overview
- Unified Communications Services Overview

Visit the Cisco Services Accelerate Program website to access additional training material that can enhance your knowledge related to this topic.

Important Links

Cisco Services Accelerate Program
www.cisco.com/go/accelerate

Cisco Partner Central
www.cisco.com/web/partners/index.html

Cisco Services for Partners
www.cisco.com/web/partners/services/index.html

Cisco Capital Partner Portal
www.cisco.com/go/ciscocapital

Cisco Product Warranties
www.cisco.com/go/warranty

Service Finder
www.cisco-servicefinder.com

Legal Contract Service Descriptions
www.cisco.com/go/servicedescriptions

Cisco Online Privacy Statement
www.cisco.com/web/siteassets/legal/privacy.html

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