



Leading Practices for Partners



Selling: Optimizing Your Relationship with the Cisco Field Resources

Version 2.1

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Leading Practices for Partners

Preface

Cisco has developed a collection of leading practice documents to enable its partners to provide repeatable, successful, and profitable customer engagements. These documents are designed to assist partners in improving their service practice capabilities and to reinforce their current investments in people, process, and tools with best-in-class methodologies. These documents provide partner owners and managers with a “how to” approach and essential information to determine what to implement, including executable action plans, tools, and templates.

About This Document

Document Overview

This leading practice document provides information and guidelines on how to develop a relationship with Cisco field resources and how you can manage those relationships to support your sales, business development and growth efforts, improving your overall sales effectiveness. This leading practice document also provides information on how to team with Cisco for the design, delivery and support of Cisco solutions. Following the leading practices described in this document will improve the efficiency and effectiveness of your entire organization leading to increased market share and revenue as well as improved profitability.

Intended Audience

- Executive Management
- Sales Management
- Marketing Management
- Engineering Management
- Human Resources

Why Is This Important?

Understanding the Cisco field resources organization and then aligning and engaging with them in an intelligent, systematic, and sustained manner is critical in order to maximize your success as a Cisco Partner. It is incumbent on you to understand which parties inside Cisco to engage with; why these contacts are important; what Cisco is looking for in these various engagements; and when, how, and how often to engage with the different and requisite people and organizations.

All of this is critical for the purpose of achieving the following benefits:

- Maximizing the number and value of customer sales engagements.
- Developing, designing, engineering, delivering and supporting leading technology solutions.
- Increasing revenue and improving margin.
- Taking advantage of Cisco investment in human capital and market and technology research.
- Keeping abreast of current and emerging trends in technology, applications, business, and markets.
- Capitalizing on the Cisco investment in research and relationship development with Independent Software Vendors (ISVs) and other third party resources that can increase solution offerings, attach rates, revenue and margin.
- Networking and developing relationships with leading business executives and key personnel who can have a positive impact on growth and profitability.
- Promoting Partner interests and value within Cisco.

What are the measurable key performance indicators?

Identify the following for each engagement:

- Higher revenue and improved margin
- Decrease in cost of sales engagements
- Increase in sales closure rate
- Increase in Customer Satisfaction (CSAT)

Metrics:

The following metrics are used to indicate improved sales effectiveness from optimizing your relationship with Cisco field resources:

- Sales revenue and margin history
- Cost per sale
- Close ratio
- CSAT

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History

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2.0	Mar 9, 2007	Draft 2	Remove certain sections and re-structure the document into 3 sections and re-organize content accordingly
2.1	Mar 13, 2007	Draft 3	Formatted and edited

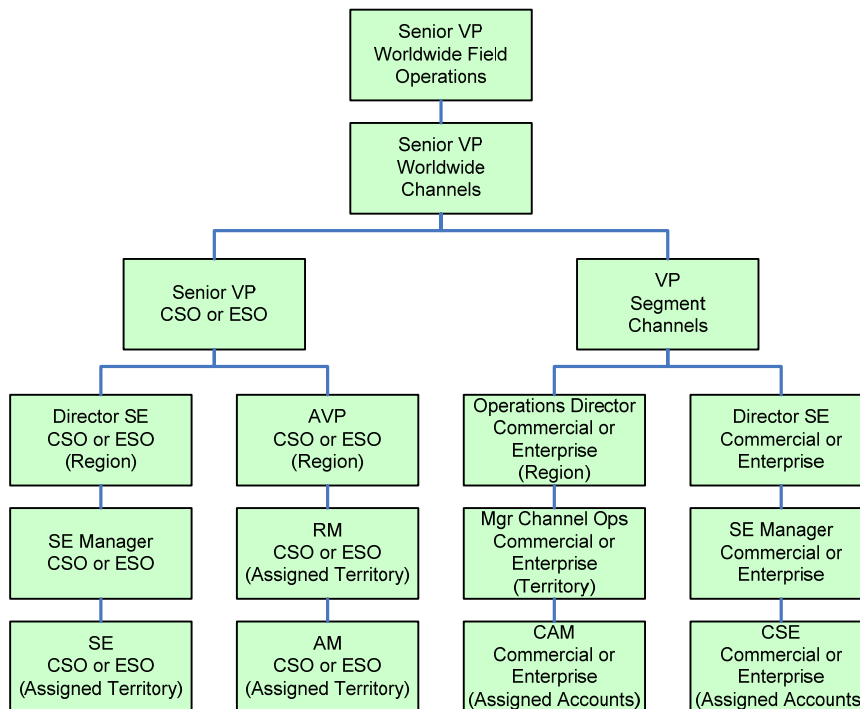
Change Forecast: Low

This document will be kept under revision control.

1. Cisco Field Organization – Roles and Responsibilities

Organization Chart

Cisco has a very high touch Partner engagement model involving an array of field resources as it provides the breadth and depth of support you need to be successful with your Cisco practice. Successful field engagements are dependant upon close collaboration between you and Cisco’s field resources. These field resources are supported extensively by other Cisco resources that are specific to Advanced Technologies (ATs), Emerging Technologies (ETs), other business development practices, or other product and Partner support initiatives. In most cases, these support resources will be provided via the Cisco field resources aligned with you. Therefore, it is very important for you to understand Cisco’s field organizational structure, specifically the Direct Sales and Channel Management groups and their executive management, as well as having all the contact details of the specific resources that should be contacted and engaged on a regular and frequent basis.



Cisco has aligned its field resources along market segments: Commercial, Enterprise, Service Provider, and Federal. Of primary interest to most Partners are those targeted on the Commercial and Enterprise segments. Commercial and Small & Medium Business (SMB) are often used interchangeably, but Cisco has segmented Commercial into SMB, under 250 users (phones), and Mid-Market, between 250 and 1500 users.

All businesses in the SMB and Mid-Market designations are handled by the Commercial Sales Organization (CSO) of the Direct Sales organization and the Commercial group within the Channels

organization. The Enterprise market includes all businesses above the high end of the Commercial designation of 1500 users and is handled by the Enterprise Sales Organization (ESO) of the Direct Sales organization and the Enterprise group of the Channels organization.

It is incumbent on you to understand this organization structure and which Cisco resources in your operating territory will be involved in which types of engagements. This will allow you to map your own field sales organization and other operational and management resources to optimally connect and collaborate with the appropriate Cisco field resources.

Roles

The role of the Cisco Direct Sales organization is fully transactional, engaging and closing deals with end-customers working with Cisco's Partners. Both the CSO and ESO sales organizations have similar structures; each has field teams containing Account Managers (AM), Sales Engineers (SE), and a Regional Manager (RM). Sales engagements are typically termed as being Cisco-led or Partner-led, but in either event, the local Cisco field sales team is looking for Partners whose sales teams are competent, capable, and dependable. The extent to which your sales team can develop qualified sales opportunities and convey their sales and technical strengths, as well as other competencies, to the Cisco sales team will determine the regularity with which they will be considered for any Cisco-led engagement. One of the goals of your field sales team should be to become the local Cisco sales team's "Go To" Partner.

The role of the Cisco Channels organization is to provide you access to the extensive resources of the Worldwide Channels organization that support all of the current and evolving needs of the Partner community. The focus of the Channels organization is on assisting you with improving your ability to succeed in generating and increasing sales, revenue and profits. Your net Cisco revenue is clearly the primary objective of Cisco, but it is married up with the recognition that your business needs to be healthy and robust, hence their interest in your profitability. The "point person" and driver of this Partner facing business development initiative is the Channel Account Manager (CAM). CAMs are Cisco's conduit into a specific Partner for marketing, training, specializations or other initiatives that are created for the Partner community. Likewise, the CAM is also your primary connect point into the Cisco organization and the vast ecosystem of resources and support.

Responsibilities

The **Regional Manager (RM)** is responsible for a team of Account Managers in a given territory. In addition to managing this team and delivering a quota of Cisco revenues, the RM is responsible for meeting with your sales teams for the purpose of developing combined sales strategies and pipeline.

The **Account Manager (AM)**, sometimes referred to as the Territory Account Manager (TAM), is responsible for any given sales engagement and driving that engagement to success. As a result, the AM has a great amount of autonomy in determining how to meet the requirements of potential deals including which Partner to bring into the process (on a Cisco-led engagement). On a Cisco or Partner-led engagement, the AM, working closely with the both Cisco and your Sales Engineers (SE), will peer up with your AE to provide the sales and business leadership.

The **Sales Engineer (SE)** performs the pre-sales function, providing the technical and/or product and solution depth often necessary for highly technical and complex solutions. The SE often leads the prospect engagement, including the solution definition, design and technical presentation together with the delivery to prospects. They will act as consulting engineers to your sales teams to help progress and close deals, and they work very closely with different Cisco AMs in their respective markets. The Cisco SE will also provide your SE access to Cisco product and technical support resources and tools, including engineers when needed.

The **Channel Account Manager (CAM)** has overall responsibility for your company's relationship with Cisco. Overall, the level of success in the relationship with a CAM is based in great part on regular, frequent and comprehensive communications and reporting. You can expect the CAM to exhibit a complete knowledge of Cisco capabilities; a thorough understanding of your strengths and capabilities; the ability to understand and associate the appropriateness of various Cisco initiatives to your company; the ability to promote your company internally to Cisco and to promote a Cisco initiative to you; and finally the desire, drive, and competency to make all of this happen. Nonetheless, it is up to your management team to ensure that their best interests are being represented by the CAM and not to concede the responsibility for your success within Cisco to the CAM entirely. Your designated Cisco Practice Lead should consistently drive your interests to and through the CAM and to the other appropriate people within Cisco.

The **Channel Sales Engineer (CSE)** is responsible for assisting with the development of your technical resources. Working in concert with the CAM relative to your strategic Cisco initiatives, the CSE will work with your SEs and engineering people to provide direction, planning and oversight for getting your SEs trained and ready to directly support Cisco sales efforts. Once a sales initiative is embarked upon, the Cisco Direct Sales team SE will assume all responsibility for working with your SEs and technical resources.

Metrics and Motivations

Though revenue is the preeminent measure of success, Cisco's Direct Sales and Channel teams are measured and compensated differently to account for their different roles and responsibilities.

The Direct Sales team is very transaction focused since their compensation is determined by revenues. Their motivation is speed and closure. It is important for your sales team to understand the motivation of the AM and insure that your team is aligned and motivated accordingly. Since the AM has a great deal of autonomy on managing and closing a deal, including which Partners to engage, it is important for your sales team to spend the necessary time to build a relationship and develop a business rapport with the AM.

The CAM, on the other hand, is compensated on a matrix of measures that includes a Partner's Cisco net revenues and other MBOs assigned for each Cisco fiscal year. Further, it is a charter of the CAM role to help you with business development and make your Cisco experience comprehensive, easy, and rewarding. It is worthwhile for you to understand the CAM's MBOs and other requirements. This will provide you insights into their motivation and what benefits you can derive from fully engaging with the resources and initiatives the CAM will make available.

Action Plan

Step 1: Become familiar with the Cisco CSO and ESO sales organizations.

- Your sales management should create a directory with the Cisco CSO and ESO sales teams for each of your sales territories.
- Your sales management should contact each Cisco CSO and ESO RM in each territory.
- Your AEs and SEs should establish communication with their counterparts in the Cisco field CSO and ESO sales teams on their interest in developing an organization chart for that particular organization up to the Senior Vice President level, to be accompanied by names, email addresses, and contact telephone numbers.

Step 2: Maintain Cisco CSO and ESO sales organization charts and communication plans.

- Your VP Sales should designate someone to maintain the Cisco CSO and ESO organization charts, assuring accuracy and keeping them current.

- The designee should maintain records of progress against communications plans.

Step 3: Align your sales and management resources to the Cisco ESO and CSO direct sales organizations.

- Your VP Sales and Cisco Practice Lead should align all of your management personnel with each level and specific contact within the Cisco Direct Sales CSO and ESO organizations.
- Your Cisco Practice Lead should establish and maintain the contact and communication plan and review it at each staff meeting.

Step 4: Become familiar with and maintain Cisco Channels organization charts and communication plans.

- Your VP Sales and Cisco Practice Lead should create a directory of the Cisco Channels organization with all pertinent names and contact information and select a designee to maintain the Cisco Channels organization chart, assuring accuracy and keeping them current.
- The designee should maintain records of progress against communications plans.
- Your VP Sales and Cisco Practice Lead should communicate the directory of the Cisco Channels organization to your executive management.
- All of your executive management personnel should have and maintain knowledge of who their assigned CAM is, along with those in the Channels reporting structure.

Step 5: Determine executive alignment and develop a communication plan.

- Your VP Sales and Cisco Practice Lead should establish the mapping of your executives with the Cisco Channels organization and the mapping should be communicated with your executive management to gain acceptance.
- The executive communication plan should be maintained, reviewed, and discussed at executive staff meetings.

2. Alignment to Cisco's Organization

Market and Organizational Alignment

Since Cisco has aligned its extensive field resources along market segments, it is incumbent on you to understand this structure and which Cisco resources in your operating territory will be involved in which types of engagements. This will allow you to map your own field sales organization and other operational and management resources to optimally connect with and collaborate with the appropriate Cisco field resources.

The CSO and ESO organizations have their field teams assigned to regional territories. However, the CSO and ESO overlap physical territories as they cover their respective market segments, and these territories are not consistent between them. If your field sales organization happens to be structured according to Cisco's market segment designation, mapping your sales people to the proper Cisco sales counterparts will be fairly straightforward. But most often, your field sales organization is defined by territory, or possibly by a vertical market. Therefore, it is the responsibility of your sales management and field sales teams to know the different Cisco CSO and ESO field resources and their respective roles to most efficiently collaborate to affect sales opportunities.

Functional Area Alignment and Peering

The purpose of peering your sales organization with their counterparts in the Cisco field sales teams is multi-fold. The Cisco CSO and ESO RMs and AMs will provide resources, training, and, very importantly, Cisco-led sales opportunities to your sales team. Peering also provides the personal relationship building that is essential in establishing trust and confidence. Accordingly, sales management needs to peer up with the appropriate Cisco CSO and ESO RMs and insure that the AEs are likewise mapped to and peering with the appropriate Cisco AMs. This will likely require the creation of a peering matrix to be managed by your sales management since your sales team will have multiple RMs and AMs to contact across the markets and within their territories. Once these contacts are established, they should be maintained pro-actively as well as through sales engagements.

In similar fashion, SEs should peer up with the appropriate Cisco technical resources. Initially this may be the CSE assigned to your company by Cisco. The CSE will assist the SE with technical assessment and training, certifications and other requirements deemed necessary to move the SE to an independent technical competency on Cisco solutions. Once field engagements have been initiated, the Cisco CSO or ESO SE will become your SE's primary contact and the relationship should be established and developed in order to engender the requisite trust and confidence.

As a part of peering, your AEs and SEs should have a regular presence in the local Cisco office. Many Cisco offices have designated certain days every week as "cold calling" days and they are open to visits from Partner sales people. Your sales management should determine which days are cold calling days and underscore the importance of visiting the Cisco offices, even if there is not a joint deal in progress at the time. Your sales management may consider developing a schedule for AEs and SEs to ensure they have a weekly presence in the Cisco office.

Each of your office locations should work with the Cisco CAM to establish a relationship map between your people and other Cisco resources, to include from Cisco: Operations Director (OD), RM (Enterprise), RM (Commercial), Manager Channel Operations (MCO), CAM (Enterprise), CAM (Commercial), and SE leadership. Once this plan is established, all of your personnel will have a clear mapping of all field resources responsible for each of your offices and a plan for building relationships.

In addition to planned office meetings, your sales managers, AEs, and SEs should also take part in Cisco team meetings and social events when they are invited and able to do so. And, in turn, you should consider hosting get-togethers that would include the local Cisco field resources.

There will often be “overlay” business or product specialists that will be brought into a sales engagement by the Cisco AM and/or SE. To the extent that these overlay specialists can be of benefit to your sales team, contact should be made and maintained.

On occasion Cisco will propose mentoring for certain of your sales and/or technical personnel. Mentoring is a fundamental part of Cisco’s resource investment targeted to helping improve your field sales resources. Once the alignment and peering is established, the capabilities of your pre-sales and sales personnel to competently and effectively Prepare, Plan, Design, Implement, Operate, and Optimize (PPIDOO) Cisco solutions should be assessed. Where needed, the Cisco field resource management can peer up an appropriate Cisco AM with your AE in order to assist the AE in developing the requisite sales and account management skills. Likewise, the Cisco SEM can peer up an SE with your SE in order to help develop the necessary technical sales skills needed to support the Cisco sales process led by the Cisco AM or the Partner AE. The definition of the mentoring plan, the timeframe and the responsibilities of the peered parties should be clearly defined before mentoring begins and progress against the plan should be reported to the associated management as a part of weekly account planning sessions.

As with the Cisco Direct Sales Organization, it is incumbent on you to connect with and maintain contact with the CAM reporting structure. The Worldwide Channels organization desires and encourages contact with all levels of your management since the Partner is their focus. There is clearly an escalation path for any issues needing higher level attention, but Worldwide Channels management personnel are also available to discuss business planning, strategies, marketing initiatives, and any other issues important to your company. Thus, this management organization should be contacted systematically and with regularity by your management team to continue to build relationships and provide confidence and differentiation.

The assignment of a CAM to your company will be based on your predominant business focus, determined by Cisco, considering that many Partners sell to varying degrees Commercial and Enterprise accounts. Your CAM and supporting organization are thus based on your primary business focus, territory reach, size and revenues. Based on these same criteria, a CAM may support a single Partner or multiple Partners in a specific territory. Also, for many of Cisco’s largest multi-national Partner companies, there are Global CAMs reporting to a separate organization. Since the assignment by Cisco of a CAM to a Partner is typically accomplished early in the relationship, it is most likely that you already know the CAM who is responsible for your company. In the event you need to look up your assigned CAM, visit: http://tools.cisco.com/WWChannels/CAMLOC/jsp/cam_locator.jsp.

Since relationship building is at the cornerstone of any lasting partnership, it is incumbent on your executive management to participate in peering and building relationships with the appropriate personnel in Cisco. By doing so they are setting the example, as well as they should set the mandate, that their sales organization should likewise invest the time, planning, and energy into effective relationship building with Cisco field resources for the purpose of growing the business.

Cisco provides many opportunities for your executives to meet with their Cisco counterparts and others in Worldwide Channels who can provide value to your efforts. Your executive management team should take every opportunity to capitalize on Cisco sponsored Partner events and sessions to meet and develop business and personal relationships with Cisco executives. Given that these forums are for large groups of Partners, it is very important to plan in advance for these sessions to ensure that adequate “face time” with the Cisco executives attending can be scheduled. The extra-session meetings can include breakfasts, dinners, breakout meetings, social events related to the venue, etc. In addition to the Cisco scheduled Partner Sessions, your executive team should schedule meetings at the Executive Briefing Center (EBC). These are one-on-one company meetings that can be used to develop closer ties between your executive management team and Cisco executives, with the added advantage of providing the opportunity for personal relationship building. After any meetings with Cisco management, your Cisco practice lead should develop a follow up and ongoing communication plan for your executive management to reinforce and build on the relationships.

Action Plan

Step 1: Identify the Cisco CSO and ESO sales team (RM, AM, SE) in each sales territory.

- Your VP Sales should create a central directory with the Cisco CSO and ESO sales teams for each sales territory with names and all pertinent contact information.

Step 2: Map Cisco CSO and ESO organization with your coverage of Commercial and Enterprise markets.

- Using the Cisco CSO and ESO directory created, your sales management should map in your sales team coverage of Commercial and Enterprise markets in each territory covered.
- Your VP Sales should share the central directory with sales management, all appropriate sales team members, and executive management.
- Your VP Sales should designate someone to maintain the Cisco CSO and ESO organization and contact charts, regularly poll your sales organization for any changes, and update and publish the Cisco CSO and ESO organization charts on no less than a monthly basis.

Step 3: Map Cisco Channel SE and CSO/ESO SE that are assigned to your technical personnel.

- Your SE manager should collaborate with the CAM and RM to determine the appropriate SEs for your SE team to peer up with and should notify all SEs on the peering plan.
- Your SEs should contact the assigned Channel and/or CSO/ESO SEs.

Step 4: Develop Cisco mentoring plans for pre-sales and sales.

- Your RM and SE management should collaborate with Cisco RMs and SEMs to determine who is best suited for and would benefit from mentoring.
- Your management team should collaborate with Cisco management to develop mentoring plans that include: time frame, parameters for joint calls, expectations and objectives, migration of call control from Cisco AM to your AE, feedback, and progress reporting.
- AT CAMs may be enlisted by the Cisco AM for the purpose of providing developmental tasks associated with sales calls involving specific ATs.
- Your VP Sales should communicate and promote the value of the mentoring plans to selected AEs and SEs and should communicate to your executive management team and the Cisco CAM the mentoring plans, including the selected AEs and SEs, the peered Cisco AEs and SEs, the plan objectives, and timeframe.
- Your sales managers should work with the Cisco RMs to prepare regular status reports of progress, as well as final results, of mentoring programs for AEs and SEs for your VP Sales and Cisco CAM.
- Your VP Sales should provide regular status reports and final results of mentoring program to your executive management, with any recommendations.

Step 5: Develop relationship building plan for Cisco and your sales team.

- CAM and RMs should develop plan for regularly hosting your sales teams (all office) into the local Cisco offices.
- Cold calling days should be communicated to your sales teams and your sales managers should develop schedules for AEs and SEs to visit Cisco offices on cold calling days.
- Your sales managers should communicate with RMs to plan other business and social sessions in Cisco field offices.
- Your sales managers should plan local social events to host Cisco field sales teams on a regular basis.

Step 6: Develop relationship building plan for Cisco and your executive management teams.

- CAM should create plans for other Cisco sponsored sessions to host your executives with Cisco executives.
- CAM should plan EBC meeting for your executives.
- Your Cisco practice lead should develop a plan for ongoing, regular, and scheduled emails, calls, and meetings with appropriate peered Cisco management team.

3. Managing the Alignment to Improve Sales Effectiveness

Demand Generation

Once you and the Cisco field sales teams have a mutual understanding of contact points and roles, you need to understand how to best engage Cisco for local demand generation, opportunity identification, opportunity development and all sales supporting efforts. Demand generation is at the core of these initiatives and will create market awareness, demonstrate value, and create a continuous flow of high quality leads for your sales team.

Cisco is very interested in supporting your demand generation efforts and will provide joint planning, joint activities, co-branding initiatives and resources. Your sales and marketing management should research the available tools at Partner Central on www.cisco.com and develop initial planning on a comprehensive, sustained demand generation program for your territories and markets. This planning should then be shared with the Cisco CAM in order to incorporate additional insights, what has worked for others, new initiatives, options on Joint Marketing Funds (JMF), and connection to specific resources that will support various aspects of the demand generation plan.

Among the initiatives that can be successfully incorporated into the demand generation plan are: a structured co-branded marketing and advertising campaign; co-branded email blasts and direct mail programs; telemarketing campaigns supported by lists developed by Cisco; joint sales calls with Cisco sales and specialized support resources; and joint seminars and lunch & learns to existing customers and prospects.

Action Plan

Step 1: Create a Demand Generation plan

- Your sales and marketing management should assess existing marketing and demand generation efforts across your territories and markets and develop a preliminary demand generation plan for email blasts, telemarketing and mail campaigns, “lunch & learns”, seminars, newsletters, and so forth.
- Your sales and marketing management should collaborate on the preliminary demand generation plan with the CAM and determine the appropriate resources available to you from Cisco to support your demand generation efforts.
- Your sales and marketing management, working with the CAM, should establish a plan and a lead resource to drive the planning for each demand generation initiative.

Sales

At the heart of your overall sales efforts is account planning. Cisco provides support to assist your sales management in conducting Account Planning Sessions. These sessions will consist of the Cisco RM, your sales management, and whichever AEs it makes sense to have in attendance. Account Planning Sessions should occur regularly, typically weekly and at a minimum monthly. The purpose of these sessions is to confer on overall strategies, including engagements where Cisco will likely include you, markets and customers you are targeting and will involve Cisco, competitive issues and resource requirements.

The output of Account Planning Sessions would, at the least, include: identification and characterization of the prospects in the joint account base; identification of joint targets of opportunities; pipeline reporting (net Cisco revenue commit process); mapping of your and Cisco field sales resources on targets; direction to your AEs and Cisco AMs on developing tactical sales plans; planning for lunch & learns, seminars and other local demand generation opportunities; planning for field sales training; pre-sales mentoring (designs and Cisco peer review of engineered solutions); final presentations implementation; planning for initiating and oversight of mentoring and peering; and scheduling for weekly review meetings.

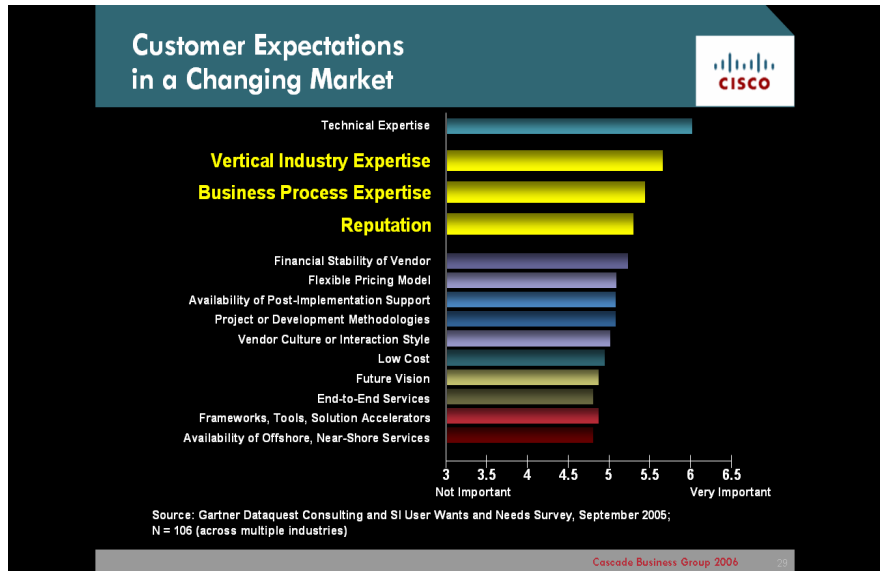
Once a joint sales process is initiated, Engagement Management is necessary to insure all facets of the sales process are covered and robust, all necessary support is assessed, committed, and engaged, and all communication and reporting is timely and complete. The Cisco RM and your sales management own the responsibility for the engagement management and oversight once the sales process has begun. A sales engagement plan should be developed with ownership designated for each step of the engagement and a corresponding communication plan to continually assess needs and changes to insure the sales process will be successful. The AM and AE are responsible for driving the tactical engagement process steps while the AM and SE are responsible to insure that all required Cisco support personnel are contacted and committed, with support from the RM when necessary.

Solutions Sales

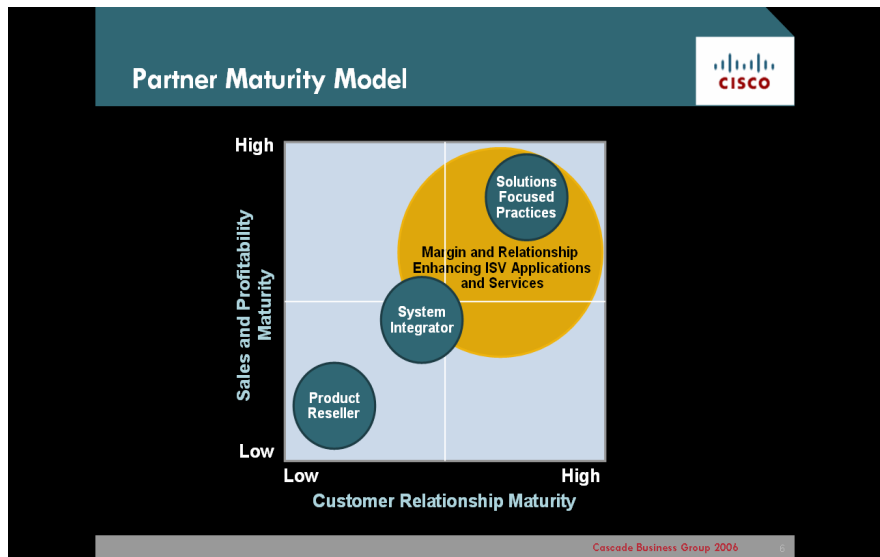
Cisco's strategic vision is based on developing applications and robust business solutions that reside on the embedded IP network infrastructure, the IIN (Intelligent Integrated Network). The benefits of this sales approach include: improved margin; increased revenue; pull-through of core products; higher attach rates; higher customer retention and loyalty; larger deal sizes; and the attainment of trusted advisor status with your customers.



As noted in the following graphic, customer expectations have evolved, and are continuing to do so, in what they need – and expect – from a supplier. Business executives will spend time with vendors who understand their business and its drivers and have the capability to build a strategic partnership with them. Expectations are for this vendor to be not only technically proficient but more attuned to its specific business problems and to be able to provide full business solutions that meet their needs.



As Cisco has made the strategic move to providing these full business solutions, it has brought on additional, specialized resources to support these various initiatives. In addition to expert resources supporting the array of Emerging Technologies (ETs) and Advanced Technologies (ATs), other resources include those that support vertical markets with their various industry specializations, as well as third party and Independent Software Vendor (ISV) resources to support these initiatives. Though the conduit to these resources remains the CAM, or in some transaction-specific cases the RM and AM, it is important for you to understand that these additional resources are available and what they can provide.



In order to get started on the path to becoming a full business solutions provider, you should engage your CAM in discussions and planning around how to become more solutions-oriented in your market approach. Considerations should be given to the make-up of your existing customer base in assessing “natural” verticals. This assessment can go a long way in determining what Cisco vertical market, AT, and third party support might be beneficial to add to your portfolio and market plans.

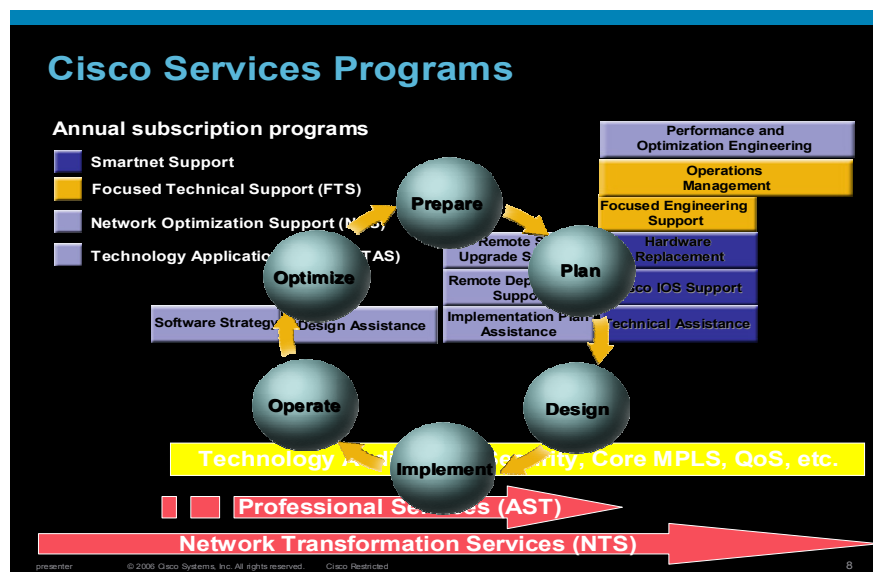
Other assessments will be required, including the financial implications of the various ATs and market solutions on your business, and areas such as the make up and capabilities of your existing sales team.

With this range of assessments and planning accomplished, you can develop a strategic plan working with the CAM to guide your own evolution to becoming a full business solutions provider. Throughout this planning process, the CAM can engage the appropriate Cisco field resources that will support your strategic initiatives.

Services Sales

Services sales provides another opportunity to enhance your margin while increasing revenue and market share through value added services supplied by you or collaboratively with Cisco. In addition, selling and renewing maintenance and other technical support services will provide the following benefits: improve customer satisfaction ratings and loyalty by fostering more consistent professional services delivery; create a competitive advantage; and sustain service delivery consistency and capacity, even though staff turnover, through building technical competency at the business level rather than the individual level.

Cisco Customer Advocacy (CA) provides the Cisco Lifecycle Services Portfolio (PPIDOO) which is comprised of Cisco Provided Services, Partner Provided Services, and Collaborative Services. Cisco provides networking expertise and best practices combined with your business knowledge and personalized service, giving your customers a consistently excellent service experience. The breadth of this service portfolio provides you with a range of sales and delivery options to best meet your customers' business requirements and your business plan.



Cisco CA provides several field resources that can provide direction and assistance with their services sales opportunities, and the Channel Services Account Manager (CSAM or SAM) is their primary point of contact into their advanced services sales and delivery offerings. Your CAM is the conduit to gain access to the SAM. Therefore, in order to assess the complete Cisco Lifecycle Services Portfolio, what in the portfolio you want to incorporate into your business, and how to take advantage of its many benefits, your sales and services management should establish a planning meeting with your CAM and the SAM.

Action Plan

Step 1: Plan for Account Planning Sessions and Develop Action Plans.

- Your sales management should collaborate with the Cisco RMs on preparing a schedule for the Account Planning Sessions for all territories and your sales management, AMs and Cisco RMs should commit to a weekly schedule of Account Planning Sessions in each territory.
- Your sales management and AMs should be prepared to discuss the following relative to their territories and accounts: re-confirm all account and team mapping; current pipeline and forecast; account strategies for all identified targets, including needs definition and decision maker matrix and process; definition of Cisco solutions being included in offering; current state of pre-sales technical proposals and sales presentations; technical pre-sales support required from Cisco; sales support needed to help further and close the deal; competitive issues, assessed strengths and weaknesses; local demand generation plans, including lunch & learns, Webinars, social events, etc.; updates from Cisco on in territory opportunities, promotions, etc.; and any training gaps and requirements.
- Your sales management and AMs and Cisco RMs should develop actionable plans from every Account Planning Session, to include: revenue commitments and requirements from both companies to meet them; Cisco support resources mapped to your gaps and requirements; specific actions required and responsibilities mapped to close opportunities on current pipeline; plan to map you into current and upcoming Cisco-led opportunities that you can support; plan for Cisco local demand generation activities coordinated with your sales teams; plan for regularly scheduled joint prospecting by your AE and Cisco AM into a designated market; a review of all OIP registrations with commitment schedule and mapped resources; plans for joint marketing campaigns in territory; and plans for training and mentoring from Cisco.

Step 2: Assess the financial implications for solutions sales.

- Your Cisco practice lead should contact the CAM for the financial tools used to perform the financial assessment for practice building, and you and/or the CAM should complete the appropriate financial models.
- Your executive management should use the financial results to make determinations on which AT and ET practices and markets to incorporate into business development plans.

Step 3: Conduct assessments for solutions sales.

- The CAM, RM, and your Cisco practice lead should evaluate your customer base to profile it and assess existing “natural” verticals, and executive management should utilize this profile information to build new business practices based on a solutions selling model.
- Your sales management and AEs should determine opportunities for up-selling into existing base with new ATs and bundled business solutions.
- Your Cisco practice lead should collaborate with the CAM to connect with the appropriate Cisco resources responsible for ATs and market-oriented solutions needed, and your Cisco practice lead, CAM, and other Cisco field resources should provide market and AT requirements for training and specializations required.
- Your Cisco practice lead should collaborate with the CAM for the project planning tools provided to develop a go-to-market (GTM) action plan for the new AT practice development and vertical market solutions.
- Your Cisco practice lead and the CAM should develop GTM action plan mapping to the financial model with ramps to revenue and margin and submit to your executive management for approval.

Step 4: Develop plan for services sales.

- Your sales management should work with the CAM to engage the SAM to help in assessing your existing process, tools, and competencies for selling, delivering, and supporting services offerings.
- Your sales management, the CAM, and the SAM should develop a plan that recommends which services should be offered, how they will be offered, which markets they will be sold in, how they will be sold and supported, training requirements, necessary tools and templates, mentoring, revenue and margin models, and workshops.
- Your sales management should work with the CAM and SAM to develop a GTM plan for the implementation of the new service model.
- Your executive management should evaluate the services plan and provide commitment to execution, oversight and metrics.

Engineering Support

As with sales and business development, Cisco provides extensive field resources with the focus and capabilities to provide support in the assessment and development of your field team's Cisco technical sales and support capabilities through the PPIDOO Lifecycle Services. These resources will assist you in the areas of pre-sales support, readiness of design, delivery support and post-sales engineering and services support

Pre-Sales Support and Readiness of Design

The Cisco SE will provide expert technical support and guidance in all phases of pre-sales support and readiness of design. The SE will bring into the engagement any and all Cisco specialized technical resources required to insure that: the end-customer technical requirements are understood; the appropriate Cisco solutions are scoped; the necessary ET/AT engineering resources are included in assessment and solution design readiness; the pre-implementation design plan is created and agreed upon; and a detailed solution design is delivered that reflects the customer's business goals and technical requirements. Using Cisco's engineering resources for the Peer Review of your design solutions can be highly valuable in helping to avoid common design mistake or technical design issues that might affect customer experience in the delivery and support stages.

In addition to the SE and field resource team, the PDI Help Desk can provide you with additional support resources during network Planning, Design, and Implementation, or PDI, phases based on your PPIDOO Lifecycle Services plan.

More information on PDI Helpdesk can be found at:

www.cisco.com/go/pdihelpdesk

Delivery Support

Your deployment team should collaborate with the Cisco SE based on your PPIDOO Lifecycle Services plan to insure the solution design meets the customer requirements and can be deployed and supported per a well documented statement of work. Your team should have and utilize a well structured and disciplined delivery and support process with established procedures that define a consistent methodology for deploying advanced technologies in a repeatable and scalable manner. The focal point for all of is your Cisco SE.

Delivery should be executed by a well-trained, motivated staff using standard project management methodologies. They should collaborate closely with the Cisco SE and the PPIDOO Lifecycle Services support team, including TAC (Day-2 Support), so that if any issues develop during the delivery and implementation, immediate communication, support, and direction can be obtained. This pre-planning for delivery support with the SE will help to insure that time is not wasted, the implementation will go smoothly, and the customer will be satisfied.

Post-Sales Engineering and Services Support

After successful implementation, your engineering and support team should be fully cognizant of the collaborative PPIDOO Lifecycle Services plan and have contact points established to provide expert post-sales engineering and services support. Your relationship with the SE, the SAM, and the CA resources through the PPIDOO Lifecycle Services plan should provide a good foundation for your end-customer communication and support that will result in very positive CSAT results.

Action Plan

Step 1: Develop SE training and development plan.

- Cisco CSE should provide technical readiness assessment for your SEs, and based on assessment results should develop a plan for your SEs to achieve Cisco technical readiness.

Step 2: Develop SE field pre-sales and design readiness engagement plan.

- Cisco CSO/ESO SE should review the collaborative efforts to make your SEs self-reliant (mentoring, training, etc.) and assess their status.
- Cisco SE should provide guidelines for use in end-customer engagements, to include: business problem assessment (direct or indirect); business solution design collaboration; sales proposal review; technical presentation and demo collaboration; and implementation planning collaboration.
- Cisco SE should provide peer review of your complex technical solutions before delivery

Step 3: Develop delivery and post-sales support plan.

- Cisco SE and SAM should collaborate with you on your PPIDOO Lifecycle Services plan to include your overall delivery and post-sales engineering and services support plan, including design, project plan, end-customer requirements, engineering and services required to provide a successful delivery engagement and optimize the end-customer operational experience

Executive Support

Executive management provides the business steerage for your company, and as such it provides the directive through the organization to invest the necessary time and energy in regular Cisco planning sessions with Cisco field resources that will drive business and profitability growth. These business planning sessions include the Quarterly Business Review (QBR), Monthly Review and Annual Business Review.

Quarterly Business Review

The Quarterly Business Review (QBR) effectively assesses a Partner's overall success, competitiveness, strategy, and investment in the market with the purpose of understanding how Worldwide Channels may

assist in desired improvements. The QBR provides you and Cisco a thorough understanding of your performance and trends and the opportunity for proactive planning for growth and development. The results of the QBR can be used to set new directions and/or alterations to current business models, increase overall team knowledge to sales and market trends, define better rules of engagement, and energize teamwork and focus between Cisco and you for future growth. In addition, you will be able to assess the potential impact of new product issues, updates and announcements and current Worldwide Channels and CA events, tools, resources, activities, and programs on your current plan.

Participation for the QBR should include the CAM, primary RM, SEM, SE, DO, and MCO from Cisco and your executive management responsible for sales, marketing, engineering and customer service.

To assess partners overall comprehensive performance, the following major categories are defined.

During the QBR, Cisco will be prepared to deliver and review the following:

- Partner Profile and Skills Profile: current certification level and specializations held; services and support offerings; discount level; total Cisco revenue; total Cisco AT revenue and mix; if applicable; progress against Joint Marketing Funded (JMF) initiatives; value proposition; unique value add; CSAT activity; CA bookings, penetration, and attach rates; Cisco program usage, OIP and VIP; and Quarter/Quarter and Year/Year Percent growth.
- Cisco status and updates: status on other incentive programs; AT and other market initiative updates and plans; promotions; and staff and organization changes and updates.

During the QBR, you should be prepared to deliver and review the following: business outlook; your strengths, weaknesses, opportunities, and threats (SWOT report); sales and services productivity analysis, including metrics and mix; pro-services attach rate; profitability results; Cisco % of Partner overall business; pipeline; your perspective on areas of improvement (Cisco specific); staffing development needs; and recruiting and hiring plans.

Monthly Review

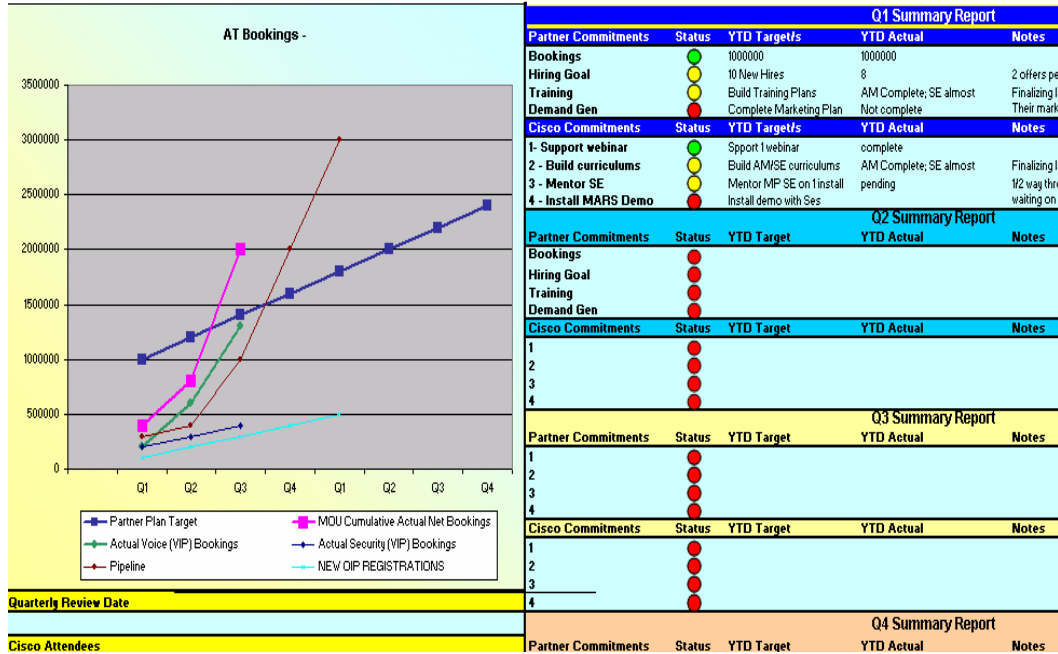
Joint Planning Sessions should be scheduled monthly between your sales management and the Cisco CAM and RM. The intent of these sessions should include: the development of a shared vision for the partnership; a plan for resource mapping between management, AMs and SEs; guidelines for account mapping; a review of training and demand generation plans; targets of opportunity and areas of concern; a plan for mentoring and peering; oversight and review of all action plans developed; an understanding and assimilation of all Cisco support tools and resources available for relevant actions plans; and communication and escalation plans.

These sessions should be face-to-face meetings and will serve the added purposes of relationship building and partnership strategy development.

The CAM will use a planning tool, such as the one that follows, to develop and track the various elements of the Partner plan with Cisco. It is worthwhile for you to utilize this tool in your own internal Cisco business review meetings so that it is updated for the CAM meetings and any other Cisco communications. Whatever tool is utilized by the CAM would be recommended for use as a basis for common communication within the company as well as with Cisco.

**Partner ABC
PARTNER BUSINESS PLAN
Status Report**

Date:



Q1 Summary Report				
Partner Commitments	Status	YTD Target/s	YTD Actual	Notes
Bookings	●	1000000	1000000	
Hiring Goal	●	10 New Hires	8	2 offers per
Training	●	Build Training Plans	AM Complete; SE almost	Finalizing is
Demand Gen	●	Complete Marketing Plan	Not complete	Their mark
Cisco Commitments				
1 - Support webinar	●	Support 1 webinar	complete	
2 - Build curriculums	●	Build AM/SE curriculums	AM Complete; SE almost	Finalizing is
3 - Mentor SE	●	Mentor MP SE on 1 install	pending	1/2 way thro
4 - Install MARS Demo	●	Install demo with Ses		waiting on e
Q2 Summary Report				
Partner Commitments	Status	YTD Target	YTD Actual	Notes
Bookings	●			
Hiring Goal	●			
Training	●			
Demand Gen	●			
Cisco Commitments				
1	●			
2	●			
3	●			
4	●			
Q3 Summary Report				
Partner Commitments	Status	YTD Target	YTD Actual	Notes
1	●			
2	●			
3	●			
4	●			
Cisco Commitments				
1	●			
2	●			
3	●			
4	●			
Q4 Summary Report				
Partner Commitments	Status	YTD Target	YTD Actual	Notes

Annual Business Planning

As with the QBR, the Annual Business Review is a major event for you and Worldwide Channels. The purpose is multi-fold as it serves to communicate the two companies' visions and plans for the ensuing year and to ensure that the two plans are compatible and will result in favorable growth and profitability. All Cisco requirements to meet your Business Plan will be discussed, determined, and planned for, and Cisco will commit to the appropriate investments and resources needed to support your Business Plan. Likewise, you will be asked to commit to Cisco revenue across determined ATs and other practices, to attach rates, to requisite investments, to appropriate certifications and specializations, and to organizational training, recruiting, and hiring required to meet your commitments. The Annual Business Review also provides another opportunity for executive relationship building.

Ongoing business planning can be augmented through Cisco scheduled Partner sessions and conferences which provide the latest updates on Cisco activities and plans, products, market drivers, and technologies, the latest in Partner support efforts, organizational support, resources, tools, and training, and a view to what is on the horizon. In addition to information, these gatherings provide you additional opportunities to network with other Partners and with key and relevant Cisco management personnel. These conferences are an important resource for you and should be attended when the opportunity arises. Planning should also be done to proactively ensure that your managers can meet with key Cisco personnel. Towards this end, plans can be made to arrange dinners, breakfasts, breakout sessions, and other hospitality or business venue meetings.

More information concerning Partner events can be found at the following link:
<http://www.cisco.com/web/partners/pr47/events.html>

Action Plan

Step 1: Conduct QBR with 90-Day Plan constructed, distributed and implemented.

- Your Cisco practice lead, sales management, and the CAM should collaborate on the development of a 90-Day Plan. Actions should include: goals specific to your company; marketing activity and communications (internal and external); readiness training for AEs and SEs, certifications and specializations; pipeline with target accounts and opportunity focus; prospecting activities (call plans, blitzes, etc.); your company-specific needs and plans to address; Cisco-specific needs and plans to address; and metrics and measurements.
- Your Cisco practice lead and the CAM should distribute the 90-Day Plan to all company and Cisco affected parties, including all attendees, sales managers, AEs, and SEs.
- Your sales management should review the 90-Day Plan with your sales teams to ensure clarity and to ensure AEs and SEs will meet all objectives.
- The CAM should follow up with all Cisco resources having commitments in 90-Day Plan to ensure requirements will be met in support of your efforts.

Step 2: Schedule, Determine Participants, and Set Agenda for Monthly Reviews.

- Your Cisco Practice Lead should collaborate with the Cisco CAM to establish a schedule for ongoing monthly Joint Planning Sessions.
- Your participants are determined for Joint Planning Sessions, to include management heads of sales, engineering, operations, fulfillment, and customer service, the Cisco Practice Lead, and appropriate executive management.
- Your participants should notify the Cisco CAM to supply the Cisco agenda items intended for the Joint Planning Session.
- Your executives should be polled to determine interests for agenda topics. Among the agenda items should be: the development with the CAM of a shared vision for the partnership; a plan for resource mapping between you and Cisco management; guidelines for account mapping based on the charts developed from the market and organizational alignments; a review of training opportunities and requirements; joint demand generation plans; targets of opportunities and areas of concern; a review of mentoring and peering plans; and a communication and escalation plan.
- Your sales management should be prepared to discuss the following: the competency level of the sales team (solutions focus, trusted advisor, services sales integrator, reseller fulfillment); the turnover rate within the sales team; any overlay sales personnel that specialize in applications architecture, solution design, business systems analysis, project management; any AMs dedicated to selling specific ATs; the mapping of the sales team with Cisco's sales team; and the frequency of sales personnel meeting with their Cisco counterparts.
- Your Cisco Practice Lead and management should be prepared to discuss the following: any resources focused on Cisco ATs; who in the organization will leverage the Cisco marketing in ATs; which territories, verticals, and solutions are primary focuses; what local demand generation is planned; what differentiation there is and how it is marketed; what expansion plans are desired; identification of current customer base (market, vertical, geography, size); opportunities identified for up-selling and cross-selling; and best strategies and campaign methods for targeting existing and new customers.

Step 3: Develop action plans from Monthly Reviews.

- Your sales and executive management with support from the Cisco CAM should develop an action plan for Cisco related activities, to include: how to address gaps in sales organization competency (training, recruiting, hiring, and mentoring); how to up-sell and cross-sell into existing markets; which vertical markets should be formalized for marketing and sales campaigns;

which ATs can be effectively leveraged into the organization; what training requirements are associated with new verticals and ATs; how to implement the processes throughout the organization required for developing new business initiatives; and what are the financial implications of the action plan on the business.

- Your Cisco Practice Lead should provide oversight management for all action plans developed and work with the CAM to develop all Cisco support required to map into action plans.

Step 4: Plan and Conduct Annual Business Review meeting.

- Your Cisco practice lead and the CAM should determine date, location, and attendees for Annual Business Review meeting; attendees to include appropriate Cisco Worldwide Channels executives, CAM and other Cisco executives determined to be required, and your owner-executive, Cisco practice lead and appropriate executive management.
- Your Cisco practice lead and the CAM should review past Annual Business Review meeting plans, if applicable, and prepare agenda for meeting; agenda to include all major business plans for the upcoming year, growth, investments, additional organization, target markets, ATs, territory expansion, recruiting and hiring, financial metrics, etc.

How Do You Measure Success?

The cornerstones of determining your effectiveness at managing and optimizing relationships with the Cisco field resources is the determination that you are aware of your regional Cisco team and their roles and responsibilities and you have developed a strong relationship with the channel sales team. In order to determine this and to continually improve on it, you should utilize the various weekly, monthly, and quarterly reports and communications recommended throughout this Leading Practice. You should ask Cisco executive and field management for their direct feedback on this topic as part of the agenda in these planned meetings.

As a result of accomplishing the relationship optimization: you will have an understanding of Cisco's business, strategy, and value proposition; your key solutions will be developed with a focus on Cisco solutions, products and services; you will have established quarterly goals with your CAM; and you will have developed joint demand generation programs and solutions and services sales programs with the Cisco account teams. This will allow you to develop the desired position as a "Go-To" Partner for the local Cisco sales teams, establish target accounts, maximize account and market penetration, maximize solution development competency, increase close rates, and maximize revenue and margin.

Related Documents and Links

Partner Self-Service

A site for Partner Self Service tools to ease data and access management for Cisco partners.

<http://tools.cisco.com/WWChannels/GETLOG/welcome.do>

Partnership Tools

Contains tools and resources to easily manage the channel partner relationship. These tools allow a Partner to manage day-to-day details, make sure requirements are up to date, enroll employees in the proper training, and more.

<http://www.cisco.com/web/partners/tools/>

Cisco Steps to Success

A site that offers a consistent methodology and content providing a common language for Cisco, Partners, and customers engaged in sales, delivery and support of Advanced Technologies.

<http://www.cisco.com/web/partners/support/steps-to-success/index.html>

Cisco Partner View

A site now fully integrated with My Tech Support, providing access to over 20 application portlets, making it easier for Partners to do business with Cisco.

<http://www.cisco.com/web/partners/tools/ciscopartnerview/index.html>

Cisco Partner Help Online

A direct support path for any Partner issues, including complete presales technical and product design assistance.

<http://www.cisco.com/web/Partners/tools/helponline/index.html>

Cisco Tool Index

A single source listing of Cisco tools to help a Partner manage their channel Partner relationships.

<http://www.cisco.com/web/Partners/tools/#~Partner>

Partner Events

A site that provides a Partner access to all scheduled events, from technical webcasts to national conferences.

<http://www.cisco.com/web/partners/pr47/events.html>

Cisco Joint Marketing Fund (JMF)

The tools and resources needed to effectively market the company and the Cisco product lines that are carried.

<http://www.cisco.com/web/Partners/market/funds/index.html>

Cisco Partner E-Learning Connection (PEC)

A single source to access Cisco learning courses and certificate programs, to enhance a Partner's competitive position and technical expertise.

<http://cisco.Partnerelearning.com/>

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