



Service Description: Cisco Consulting Services

This document describes Cisco's Consulting Service offerings comprised of the following:

- Program Management Office ("PMO")
- Architectural/Technology Governance ("ATG")
- Lifecycle Management Office ("LMO")
- IT Capability Optimization ("ICO")
- Business Value Justification ("BVJ")
- Domain Transformation Planning ("DTP")
- Offer Architecture & Design ("OAD")
- Service Delivery Readiness ("SDR")

Related Documents: This document should be read in conjunction with the following documents also posted at www.cisco.com/go/servicedescriptions/: (1) Glossary of Terms; (2) List of Services Not Covered; and (3) Severity and Escalation Guidelines. All capitalized terms in this description have the meaning ascribed to them in the Glossary of Terms.

Direct Sale from Cisco. If you have purchased these Services directly from Cisco, this document is incorporated into your Master Services Agreement (MSA) or equivalent services agreement executed between you and Cisco. In the event of a conflict between this Service Description and your MSA or equivalent services agreement, this Service Description shall govern.

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Cisco shall provide the Cisco Consulting Services described below as selected and detailed on the Purchase Order for which Cisco has been paid the appropriate fee. Cisco shall provide a Quote for Services ("Quote") setting out the extent of the Services that Cisco shall provide and the period during which such Services shall be provided. Cisco shall receive a Purchase Order that references the Quote agreed between the parties and that, additionally, acknowledges and agrees to the terms contained therein.

Service Summary

The Cisco Consulting Services provides a set of capabilities to assist the Customer in aligning business needs with technology capabilities.

General Service Activities

Cisco Responsibilities

- Provide Customer with a list of designated Cisco personnel roles and responsibilities
- A Cisco contact will be designated as a Project Manager ("PM"), who will act as a primary interface to the Customer for program managing the appropriate service for the duration of the engagement.

- Provide a project schedule highlighting deliverables, corresponding milestones, planned project events, resource(s) and timescales.
- Participate in periodic conference calls with Customer representatives
- Participate in regular visits to meet with the Customer in-person on an as-needed basis
- Coordinate workshop, interview(s) with Customer designated stakeholders to collect information, as necessary, for completion of the service
- Define and validate scope, evaluation criteria, timeline, data sources and other assumptions
- Provide regular status updates for the overall project, including intermediate checkpoints to obtain feedback from Customer on the progress of the service
- Review and validate with Customer the scope, data collection methods, data sources and evaluation criteria for service engagement. Where financial data is not provided or is of low quality, Cisco will agree with Customer on which calculative assumptions may be used in the analysis.

Customer Responsibilities

- Provide the Cisco PM with a list of designated Customer personnel who will be engaged for the project, their roles and responsibilities and a single point of contact for the project
- Determine appropriate business and information technology (“IT”) stakeholders who are able to participate in in-person and remote meetings, workshops, interviews and other information gathering activities. Cisco Services are based upon information provided to Cisco by Customer at the time of the Services
- Provide business, financial, technical, operational, and compliance process information, as needed by appropriate service elements, to assist Cisco in carrying out a comprehensive requirements analysis. Customer acknowledges that the completion of Services is dependent upon Customer meeting its responsibilities as indicated herein
- Meet periodically with the PM to review progress, and provide status and/or feedback on the progress
- Attend specific briefing sessions with Cisco personnel at various checkpoints

Deliverables

Project Management Plan

Program Management Office (“PMO”).

Provide integrated program management of Customer projects in the form of Program Management Office (“PMO”). The PMO typically performs, amongst other tasks, the following:

- Objective setting for the PMO.
- Program planning and project scheduling.
- Interviews with Customer to establish performance metrics for PMO.
- Issues tracking and activity management.
- Risk tracking and alerting.
- Coordinate with Customer in assignment of task owners to each action.
- Regular communications and reporting
- Creation of central repository for all PMO materials.
- Final reporting and transition plan at end of the Service for continuation of a PMO function managed by Customer.

Architecture/Technology Governance (“ATG”)

Provide an Architecture/Technology Governance Office. The ATG provides a range of architecture development and management tasks and may perform, amongst other activities, the following:

- Objective setting for the ATG.
- Interviews with Customer to establish performance metrics for ATG.

- Conducting a discovery workshop with Customer to establish architecture standards to support Customer's business and technical objectives.
- Assessment of Customer's current architecture.
- Mentoring related to the technology solution and architecture plan.
- Establish compliance-governance principles with Customer for guiding the ATG Service.
- Regular communications and reporting by the ATG.
- Creation of central repository for all ATG materials.
- Final reporting and transition plan at end of the Service for continuation of an ATG function managed by Customer.

Risk Assessment/ Lifecycle Management Office ("LMO")

Cisco will work with the Customer through workshop and interviews to provide guidance for their technology refresh, taking into account customers' business financial, operational, architectural, and implementation aspects. The LMO service typically performs, amongst other tasks, the following:

- Assess current state of Cisco infrastructure asset based on its End-of-Life and/or End-of-Sale (collectively referred as EoX) to understand asset aging, including the hardware modules/ line cards as well as its installed software
- From interviews and meetings with the Customer, gather business requirements and correlate the aging information of assets
- Summarize this information depicting obsolete or to-be-obsolete assets at various levels and qualify risk based on the asset aging data
- Provide recommendations for refresh and a governance plan based on industry practices and collected business requirements
- Create an LMO Strategy Report that outlines one or more of the following: Analysis of existing assets, business drivers for refresh, recommended refresh policies and approach, cost-benefit and risk analysis, business and financial justification (ROI model), governance plan
- Provide the LMO Strategy Report to Customer

Deliverables

LMO Strategy Report

IT Capability Optimization ("ICO")

This service assesses Customer's business imperatives for improving the cost to manage their IT infrastructure using a combination of architectural simplification, operational and process enhancements. Cisco will work with the Customer through workshop and interview(s), and will provide recommendations to reduce the cost.

- Provide Customer with the Business Requirements Questionnaire Template(s) and conduct information gathering sessions (that may include workshop(s), schedule interview(s), meeting(s), web conference(s) etc.) with Customer designated employee representatives necessary to qualify Cisco's understanding of their requirements
- Understand Customer's strategic goals, business, technical requirements, financial requirements, existing assets and infrastructure, corresponding constraints, success factors, and expected timeline(s) for transition.
- Review and validate with Customer the scope, data collection methods, data sources and evaluation criteria for business case development
- Apply financial methods to assess or forecast the potential cost savings by modeling current and planned activities that affect the cost
- Provide high level cash flow impact analysis with appropriate use cases for change
- Develop a IT Cost Optimization Report outlining current state baseline, business drivers, future state benefits, financial model and a summary presentation highlighted the recommendations
- Provide the ICO Report to Customer

Deliverables

IT Cost Optimization Report

Business Value Justification (“BVJ”)

This service assesses Customer’s business imperatives for implementing a business or a technology change through workshop and interview(s), and provides risk and return analysis for their investment in such a change.

- Provide Customer with the Business Requirements Questionnaire Template(s) and conduct information gathering sessions (that may include workshop(s), schedule interview(s), meeting(s), web conference(s) etc.) with Customer designated employee representatives necessary to qualify Cisco’s understanding of their requirements
- Perform opportunity assessment for new business, offering, or capability and define potential benefit to the Customer
- Assess Customer segments, segment dynamics, or potential penetration rates for new offering and define business model options for monetization
- Perform or rely upon previously conducted primary research to validate and justify business or market strategy
- Perform quantitative economic analysis to determine potential benefit of new product, service or business
- Understand Customer’s strategic goals, business, technical requirements, financial requirements, existing assets and infrastructure, corresponding constraints, success factors, and expected timeline(s) for transition
- Review and validate with Customer the scope, data collection methods, data sources and evaluation criteria for business case development. Where financial data is not provided or is of low quality, Cisco will agree with Customer on which calculative assumptions may be used in the analysis
- Application of financial methods to assess or forecast the impact of network-related technologies / solutions on business / financial outcomes
- Conduct use case analysis as applicable to support the models
- Create a BVJ Strategy Report that may include one or more of the following:
 - Qualitative and Quantitative modeling
 - Evaluation metrics (Return on Investment, NPV etc.)
 - Sensitivity / Scenario Analysis
 - Cost modeling
 - Capital requirements and Funding Model (CapEx, OpEx, Leasing etc)
 - Prioritized IT investment plan & roadmap
- Provide the BVJ Strategy Report to Customer

Deliverables

BVJ Strategy Report

Domain Transformation Planning (“DTP”)

This service assesses Customer’s business requirements and current state of Information Technology (IT) Infrastructure projects through workshop and interview(s), and provides a technology domain transformation roadmap encompassing Customer’s current as well as future state IT projects, along with appropriate recommendations for adoption/ rollout. The DTP service typically performs, amongst other tasks, the following:

- Conduct interviews with Customer designated technology and business stakeholders to collect background information about current IT infrastructure projects
- Assess Customer business goals for next 3-5 years, and any planned IT projects in the pipeline
- Conduct an assessment of Customer current business and IT capabilities, strengths, weaknesses and opportunities, and system readiness
- Validate the above assessments with the Customer
- Perform gap analysis by way of market analysis, and best practice benchmarking to define the future state roadmap for Customer IT projects

- Develop a Domain Transformation Planning Report outlining current state baseline, use cases, future state roadmap, and a transformative plan to adopt/ rollout new IT projects highlighted in the roadmap
- Provide the DTP Planning Report to Customer

Deliverables:

Domain Transformation Planning Report

Service Offer Architecture & Design (“OAD”)
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This service assesses Customer’s business requirements around development of a new customer-owned service offer through workshop and interview(s), and provides appropriate recommendations to define and implement a new service offer. The OAD service typically performs, amongst other tasks, the following:

- Conduct interviews with Customer designated technology and business stakeholders to collect background information and value drivers for the conceptual service offer
- Define the market and business objectives as well as the service strategy by performing market opportunity analysis
- Define offer components, features, portfolios, migration plans, evolution maps, or entry timelines
- Perform gap analysis by way of market analysis, competitive analysis, and best practice benchmarking to validate the service strategy
- Define the service offer, including appropriate functions, service levels and scope
- Provide high level recommendations on the technical and operational capability required for the service
- Devise a plan to perform a preliminary pilot for the service
- Provide an Offer Architecture & Design Report comprising of one or more of the following items: Service strategy and business model, Service offer definition, highlights for technical and operational capabilities needed, and a plan to Pilot the service offer
- Provide the OAD Report to Customer

Deliverables

Offer Architecture & Design Report

Service Delivery Readiness (“SDR”)

This service assesses delivery readiness for a Customer-owned service offering through workshop and interview(s), and provides appropriate recommendations to support operationalization of the service. The SDR service typically performs, amongst other tasks, the following:

- Conduct interviews with Customer designated technology and business stakeholders to collect background information and value drivers for the service offer
- Analyze service definition and existing capabilities of the service
- Identify capability gaps across business, operations, process, and organizational functions
- Define marketing approach and channel plan for launch and go-to-market of offering
- Provide recommendations to develop/acquire new capabilities based on parameters such as complexity, time, risk, strategic control, etc.
- Create detailed requirements for specific capability that can be used by implementation teams
- Provide a plan to operationalize/launch the service, listing key dependencies
- Support for early Go-To-Market (“GTM”) activities while the capabilities are being developed
- Develop a Service Delivery Readiness Report that includes one or more of the following: service delivery readiness criteria, existing capabilities & gaps assessment, sourcing options assessment to close capability gaps, GTM activities plan and capabilities deployment plan
- Provide the SDR Report to Customer

Deliverables

Service Delivery Readiness Report