UNDERSTANDING THE CUSTOMER’S BUSINESS

Do more with less. - That is the why, and relevant to achieving the customer’s business goals.

Understand the FOCUS on the Business. - Allows to demonstrate our value beyond a technology perspective.
How Customers' generate revenue or fund the business?

What is the customer's business model?

Customer's motivations?

Customer's influences?

Want answers to better understand your client?
Companies + different maturity levels: Some of them focus on buying products, while some are in transition, or others are operating with a business-led approach.

We need to determinate if the costumer focus is: Technology Specific. Technical Architecture. Business solution. Business transformation.

This mature levels are operated by Account System Engineers and specialists.
Business architecture is used to design competitive structures and processes to identify potential investment opportunities that drive the business toward innovation.

Establish credibility. Understanding the customer’s business, using people, processes, and technology.

As a technology company, we are the bridge on this gap.

- First focus on the customer and their business journey.
- Second focus on the technology perspective alignment of the customer’s business and needs.

CISCO designed this methodology for use by CISCO to engage the business in order to position CISCO’s relevant solutions and services, that will clearly result in measurable value to the customer’s business.
The focus is placed on the customer's business, needs, and opportunities. Gain knowledge about their business purposes it’s our focus.

Key actions on this first phase of customer’s journey:

- **Understanding the customer's business**
  - How they operate, value position, customer's revenue, funding, etc.
  - Potential external influences on the impact to the business.
  - Their needs, challenges, goals, perceived opportunities, etc.

- **Understanding people**
  - Role, influence, as well as their individual needs & goals.

- **Establish credibility**
  - Using gained knowledge and consulting skills engage with business leaders.
  - Begin to validate your knowledge, ask informed and open end questions.
  - Establish yours and CISCO’s value.

- **Identify opportunities for the customer's business**
  - Customer identified opportunities.
  - Potential opportunities identified that need validation.
  - Understand the priorities and the motivations factors.

- **Customer commitment**
  - Gain commitment with CISCO to do in-depth research and analysis in order to understand, customer's challenges.
  - Establish priorities, which opportunities to focus on.

In short, gain the commitment of business leaders, establishing credibility, result in mutual work and customer's commitment to move on to the next phase.
After setting direction. The goal of this Second phase is to have and agreed upon Understanding of the business customer’s journey:

- **Share the relevant concepts of the Methodology**
  - The point is to have an agreed upon way to execute.
- **Validate and Expand customer Knowledge**
  - Validation of current Knowledge
  - Expand Knowledge
  - Connect Customer groups and organizations from the business
  - Build a document a common Knowledge foundation.
- **Understand current business State and capabilities**
  - Determine and document
  - Relevance current, future or redundant.
- **Design future business State**
  - Where does the business Want to be?
  - What does the business need?
  - Potential capabilities to enable future business State.
  - Not limited based on existing capabilities.
- **Verify and validate**
  - Analysis
  - Decisions
  - Direction
- **Determine the business capabilities/solutions to create, transform or remove**
  - Where to focus
  - Metrics to measure value
  - Priorities

In short. The result of this phase is the determination of the business capabilities/solutions needed to aggregate the business objective. (future objective) driven by a business vision of motivations.

This is where the first formal touch point happens between the “customer focus + Technology focus”. It’s labor to the Cisco Business Architect engage with the Cisco technical teams to validate capabilities that are applicable.

It is Critical to understand this is for information to assist in the business conversation, only capabilities should be discussed with the customer, NOT Cisco products, technical solutions, service offerings, etc.
Now all parties have a clear understanding of the business needs, and goals which have been validated and documented. Where the business on this customer’s journey will focus:

- Using the identified focus begin to develop the business capabilities/solutions.
- Align people, process and technical capabilities to the business needs and goals
  - Journey mapping
  - Process mapping
  - Required technology capabilities (Not products or technical solutions)
    - Information
    - Application
    - Technical
  - Dependency mapping
  - Ecosystem requirements
  - Platforms
  - Transition Roadmap
- Develop the Financials
  - Cost
  - Funding model
  - Time
  - Risk
  - Value
- Validate & Document
  - The developed business capability/solution
  - Timelines and dependencies
  - Clear alignment to the business goals
  - Risk
  - Clear & measurable business value
  - Provide information to whom is preparing to present to the stakeholders.

In short, this phase is constructing the business/solutions based on priorities.

Things like approximate costs, viability of the required technology, dependencies, required partners, risk, time to deploy, etc. This information is obtained by engaging the technical teams to prepare a complete Design/technical solution.
This phase consists of the preparation and Presentation of the business case on this customer’s journey focus:

- Prepare Presentation
- Compile supporting documentation
- Present an appropriate level
  - Business Outcome
  - Business capability/solution
  - Risk/Benefit
  - Financial
  - Dependencies
- Gain Stakeholder
  - Decision to execute
  - Funding
  - Timeline
  - Support

In short, this phase is a significant difference from push sell model. CISCO will have demonstrated value beyond our products and solutions and have created a pull for Cisco capabilities.

About Value proposition; has been created significant discounts, competitive engagements, defined capability/solution committed by the business, budget creation to support the project.
In short, understand that it's an ongoing and interactive process. It requires continued examination and revaluation. During each phase, new knowledge is gained.

This phase consists of instantiating the business solutions, delivered based on people, process and technology, on this customer's journey focus:

- Support organizational change
- Determine implementation approach
- Develop implementation Roadmap
- Support implementation governance
- Deploy business capability solution and supporting Technical capabilities
- Monitor benefits Realization

Deploy and Measure
This is the first phase in the technology focus of CISCO's. In short it's about the knowledge capabilities and offers, encompassing technology, services, Financials, Partners, we have.

If the customer have the right level maturity, begin to ask opened questions about how the Technical engagement supports to the business.

This phase is around discovering the requirements for CISCO to develop the Technical Design. To help to refine our knowledge on Cisco technologies ECO System Partners are pertinent.

Align the Technical needs of the customer's, with Cisco products and services.

It's about preparation and Presentation of CISCO's offering developed in the DESIGN phase.

For CISCO this means more than proving a Technical capability to IT, it's about proving the business value before the customer will commitment to the deal.

This phase is about the responsibility of all parties to understand the abilities to Implement & operate the technology, and the Financial impact (mainly time and Resources).

In short the focus is on the capabilities and the value of services.