



Integrated Cross-Service Portfolio Planning



Cisco Internet Business Solutions Group

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Integrated Cross-Portfolio Planning Makes Businesses More Competitive

Situation

- Increased global competition drives need to increase **efficiency**, **differentiate**, and build a **unified brand experience**

Complications

- Siloed organizations, separate product development platforms / single solutions, limited ROI, confusing customer experience

Opportunity

- Take a broader view of product development; make “no-regrets” investments that deliver benefits across the company

Solution: Common Services Engine

- Identifies common attributes, features, and capabilities, and applies them across product lines and customer segments

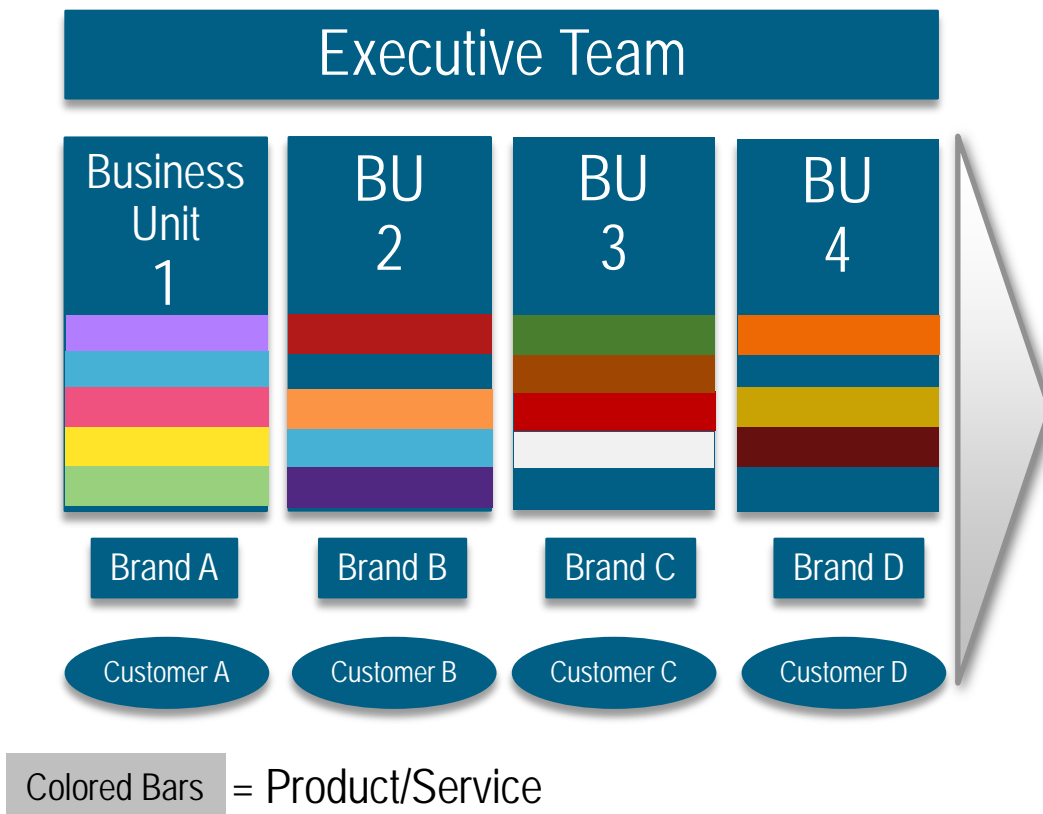
Benefits

- Efficiencies, brand strength, customer relevance, simplicity

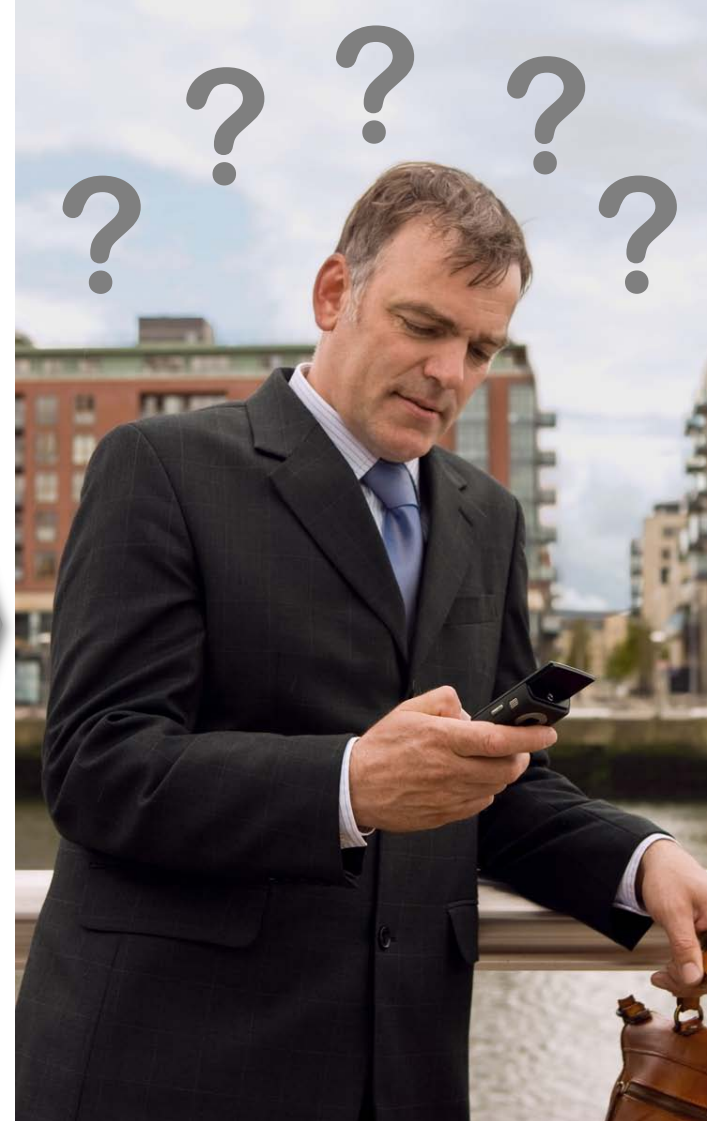
Source: Cisco IBSG, 2012

Today: Siloed Product Planning Yields Disconnected Products and Services

Customers Confused by Inconsistent Brand Experience



Source: Cisco IBSG, 2012



Common Services Engine Helps Solve Business Concerns Across BUs

Uncoordinated Platforms

Should we buy, build, or partner?
= Waste of money

Inconsistent Experience

What do our customers think of us?
= Lack of loyalty

Isolated Costs

Can we justify the business case?
= Difficult ROI

Uncommon Footprint

Which markets sell which services?
= Narrow opportunity

Common Services Engine

Coordinated Platforms
Should we buy, build, or partner?

= Save money

Consistent Experience
What do our customers think of us?

= Increase loyalty

Shared Costs
Can we justify the business case?

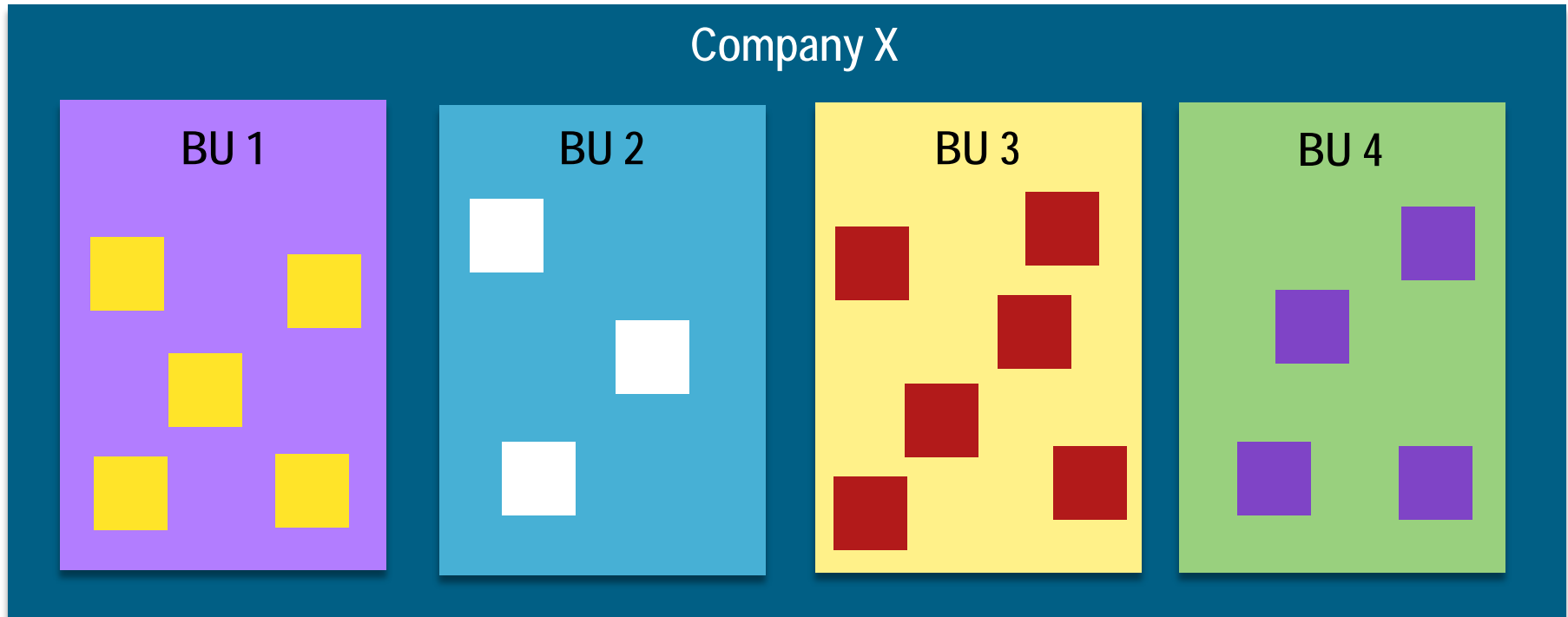
= Easier ROI

Common Footprint
Which markets sell which services?

= Broader opportunity

Source: Cisco IBSG, 2012

In Many Enterprises, BUs Develop Products / Services in Silos...

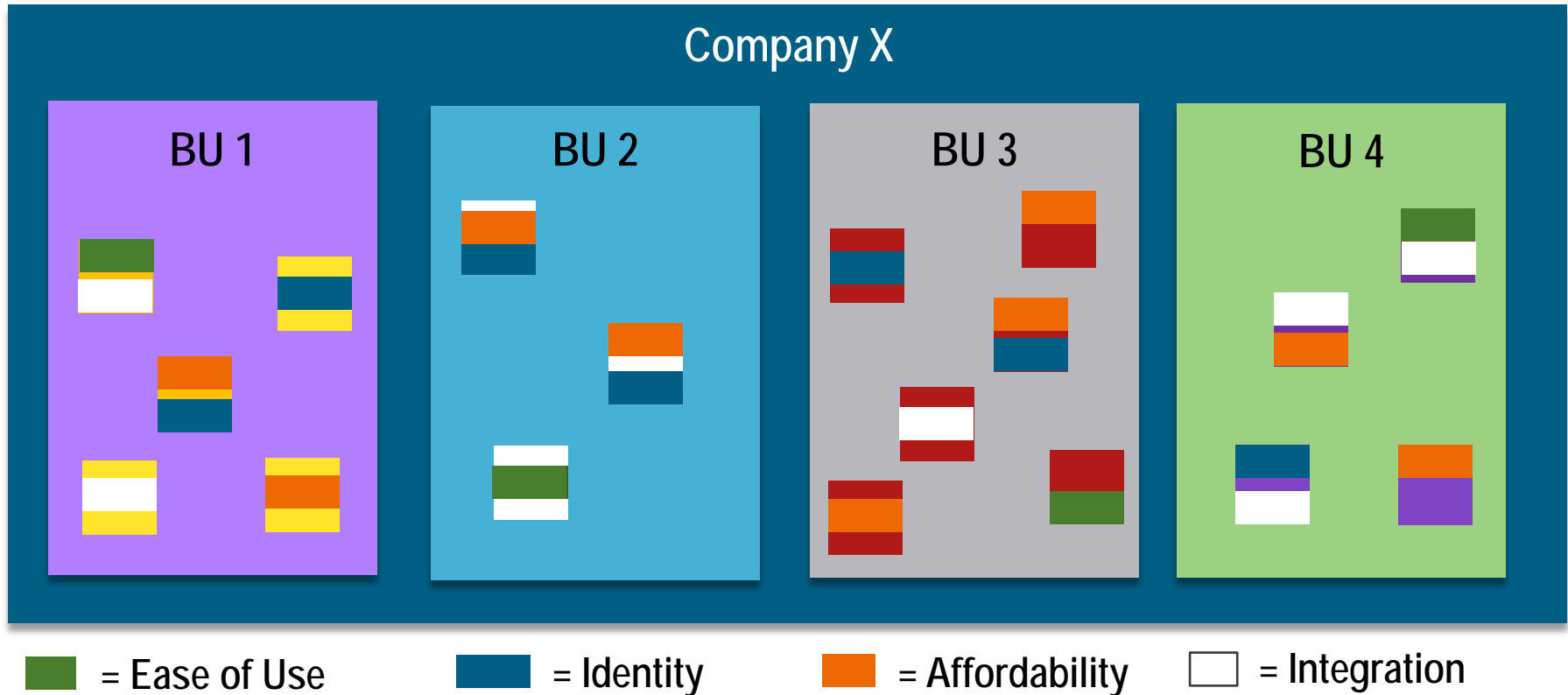


Colored Boxes = Product/Service

...Delivering inconsistent experiences to the consumer

Source: Cisco IBSG, 2012

But Products Often Share Common Attributes Across Portfolios



Products can be deconstructed using common attributes that can be shared across brands and product lines

Source: Cisco IBSG, 2012

Cisco IBSG Has Identified 16 Attributes Typically Shared Across Platforms

Value

- Affordability
- Quality
- Reliability
- Support

Relevance

- Ubiquity
- Social Connection
- Efficiency
- Innovation



Interaction

- Control
- Ease of Use
- Consistency/Familiarity
- Integration

Awareness

- Presence/Location
- Identity
- Personalization
- Learn/Discover

Source: Cisco IBSG, 2012

Common Attributes Can Be Prioritized To Produce a Core Set Across Portfolios...

Company X

Common Attributes of Company X Products

Ease of Use

Identity

Affordability

Integration

...Creating greater presence in the market and increased relevance with customers

Source: Cisco IBSG, 2012

Key Attributes Can Be Further Deconstructed To Determine Features...

Company X

Common Attributes/Features of Company X Products

Ease of Use

- Common GUI
- One-click operation
- User help menu

Identity

- Split profiles
- Self-learning profiles
- Easy authentication

Affordability

- Tiered service levels
- Device compatibility
- Advertising enablement & monetization

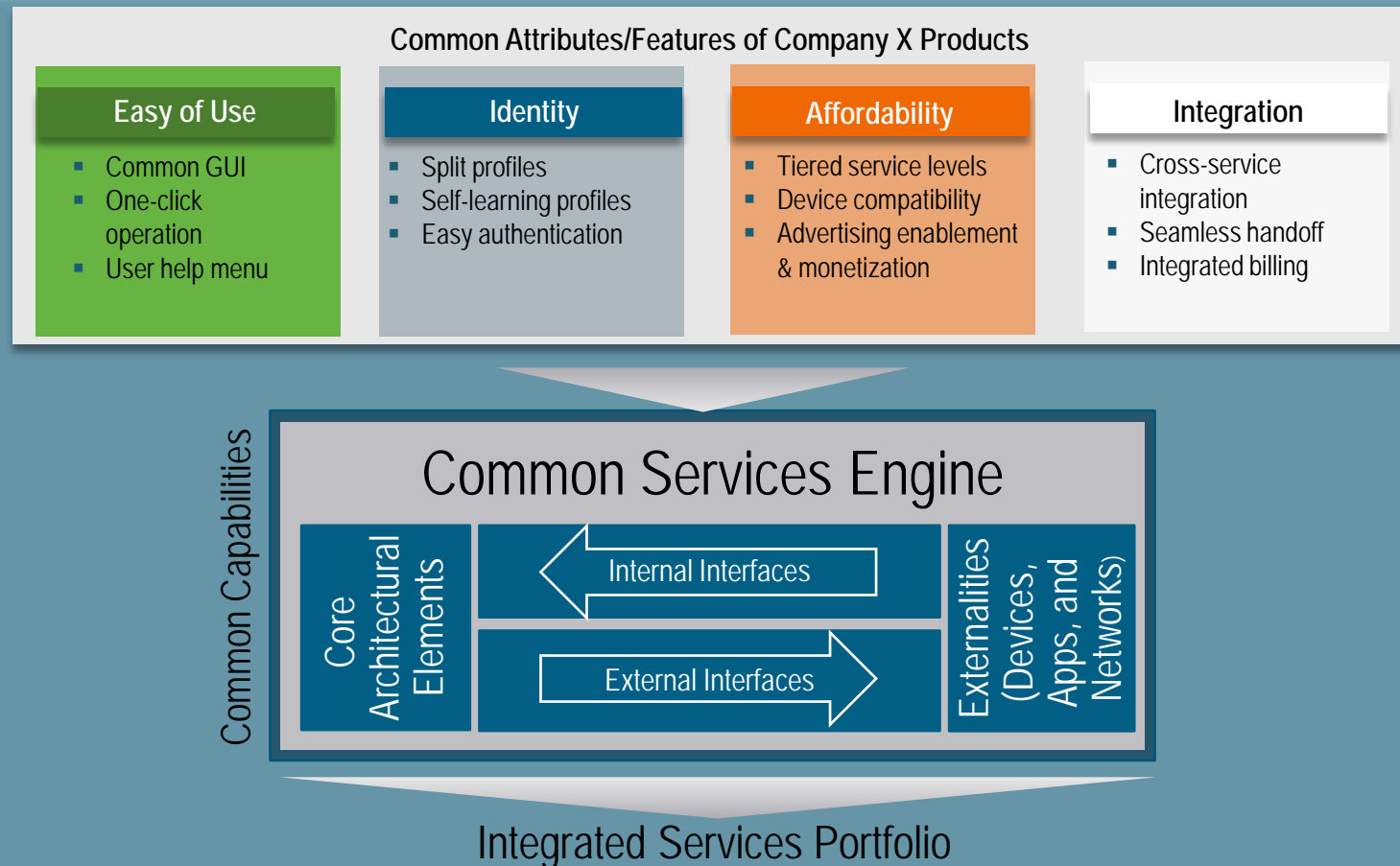
Integration

- Cross-service integration
- Seamless handoff
- Integrated billing

...And prioritized to create a set of core attributes/features

Source: Cisco IBSG, 2012

Common Attributes/Features Enabled by Architectures, Interfaces & Externalities

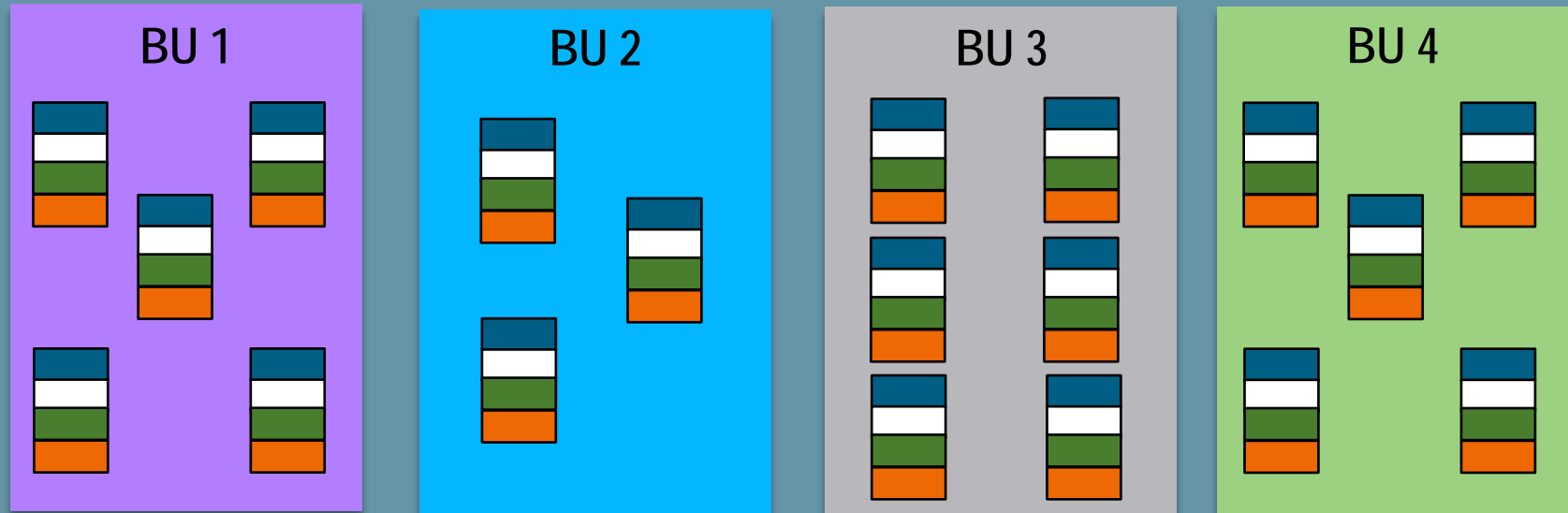


These are the typical capabilities of the Common Services Engine

Source: Cisco IBSG, 2012

All Future Products Share Core Set of Attributes, Features, Capabilities...

Company X: Brand and Attributes



 = Product/Service

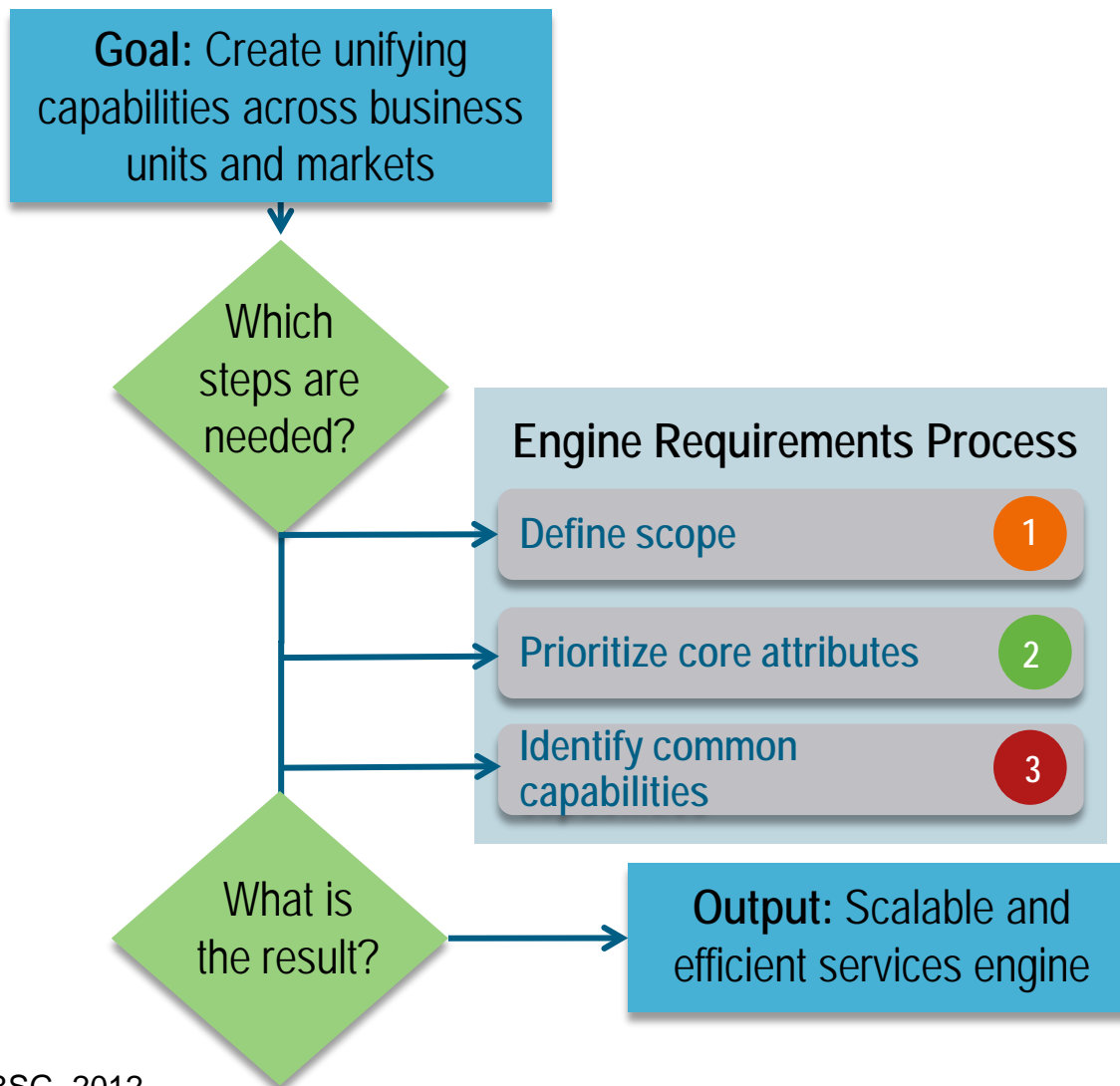
...Resulting in lower development costs, consistent customer experience, greater customer satisfaction, stronger brand

Source: Cisco IBSG, 2012



Integrated Cross-Service Portfolio Planning **Deconstruction & Reconstruction**

Scalable & Efficient Common Services Engine Is Developed via 3-Step Process



Source: Cisco IBSG, 2012

1

Identify Scope of Potential Services: Which Must Be Included?

Define Scope

1

Define scope broadly enough to capture essence of all potential services, but establish boundary lines clearly

➔ Problem Being Solved: Identify the Market and Products/Services

Market A Product/Service 1 Product/Service 2 Product/Service 3	Market B Product/Service 1 Product/Service 2 Product/Service 3
Market C Product/Service 1 Product/Service 2 Product/Service 3	Market D Product/Service 1 Product/Service 2 Product/Service 3

- In which key markets can Company X be competitive?
- In which service areas in those key markets can Company X deliver a competitive offering?

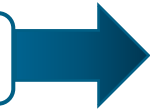
Source: Cisco IBSG, 2012

1

Identify Scope of Potential Services: Which Must Be Included?

Define Scope

1



Define scope broadly enough to capture essence of all potential services, but establish boundary lines clearly

→ Develop Use Cases for Each Product/Service

Develop use cases that fully explore the boundaries established in the scope. With more vivid use cases, a richer and more accurate set of features and capabilities can be identified.

- What is the detailed service concept definition?
- Describe how a customer would use this service in a typical day so that a robust use case can be developed

Use Case: Market B, Service 3

Thursday, 10:30 PM



Friday, 6:45 AM



Friday, 5:40 PM



Friday, 8:00 PM



Source: Cisco IBSG, 2012

2

Prioritize Core Attributes & Features: What Is Essential To Deliver?

Prioritize Core Attributes

2

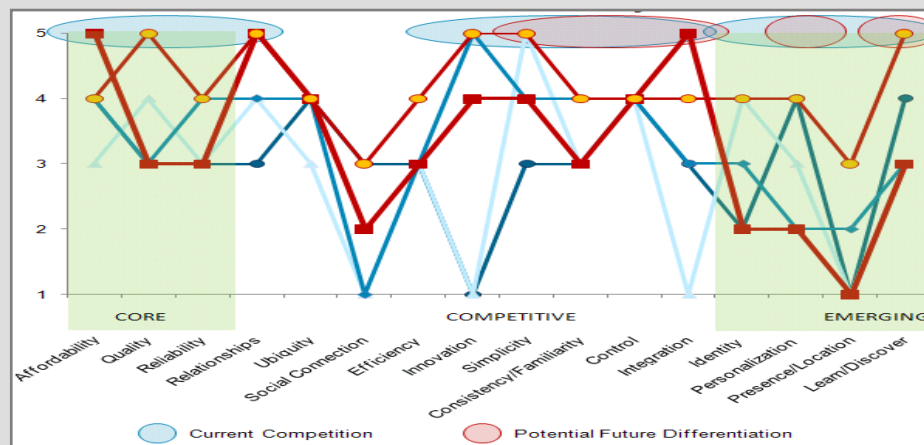
Through the filter of competitive comparisons and consumer pain points, prioritize key attributes and features represented by the use cases

→ Consumer Pain Points



- Which pain points are experienced by customers across the customer experience value chain?
- Possible solutions to those pain points?
- Attributes reflected in those solutions?

→ Competitive Comparisons



- How do competitors currently focus on these attributes?
- Which attributes are needed to create differentiation?

Source: Cisco IBSG, 2012

2

Prioritize Core Attributes & Features: What Is Essential To Deliver?

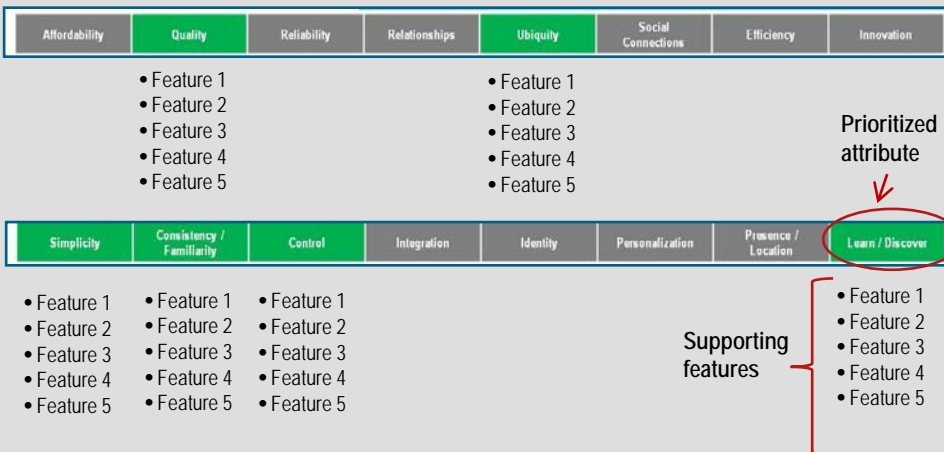
Prioritize Core
Attributes

2

Through the filter of competitive comparisons and consumer pain points, prioritize key attributes and features represented by the use cases

➔ Prioritize Attributes and Identify Supporting Features

Use Case:



- For each service, which key attributes will allow for competitive differentiation?
- Which features under those key attributes will allow Company X to address customer pain points while also providing competitive differentiation?



Repeat process for all identified use cases

Source: Cisco IBSG, 2012

3

Identify Common Capabilities: Where Should We Invest and Partner?

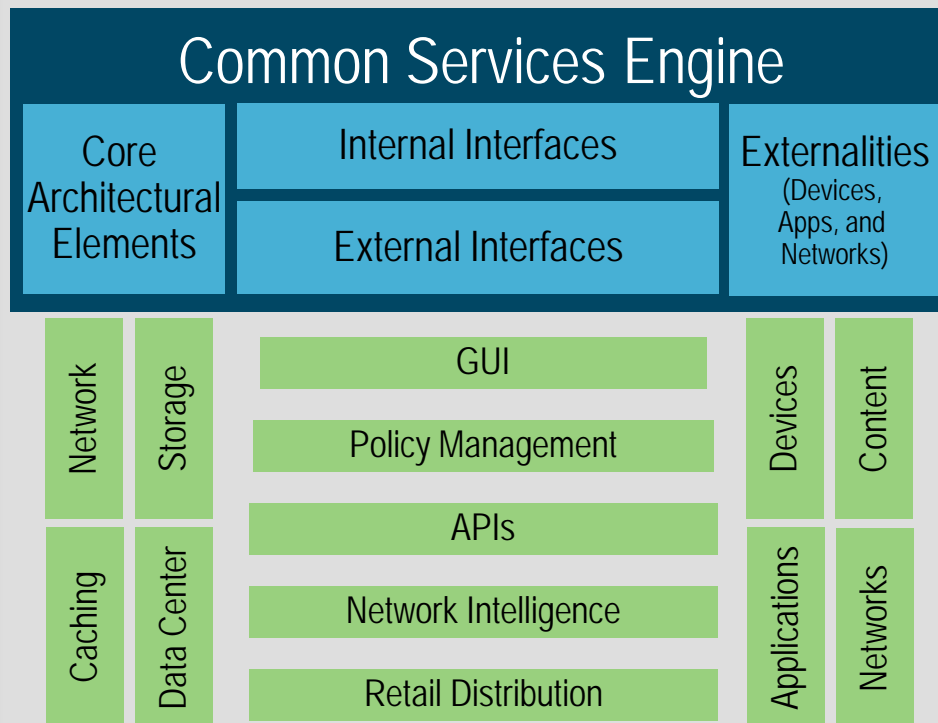
Identify Common
Capabilities

3



Features can be enabled through the **capabilities** that form the foundation of the service engine

→ Identify Capabilities Needed To Deliver Desired Features

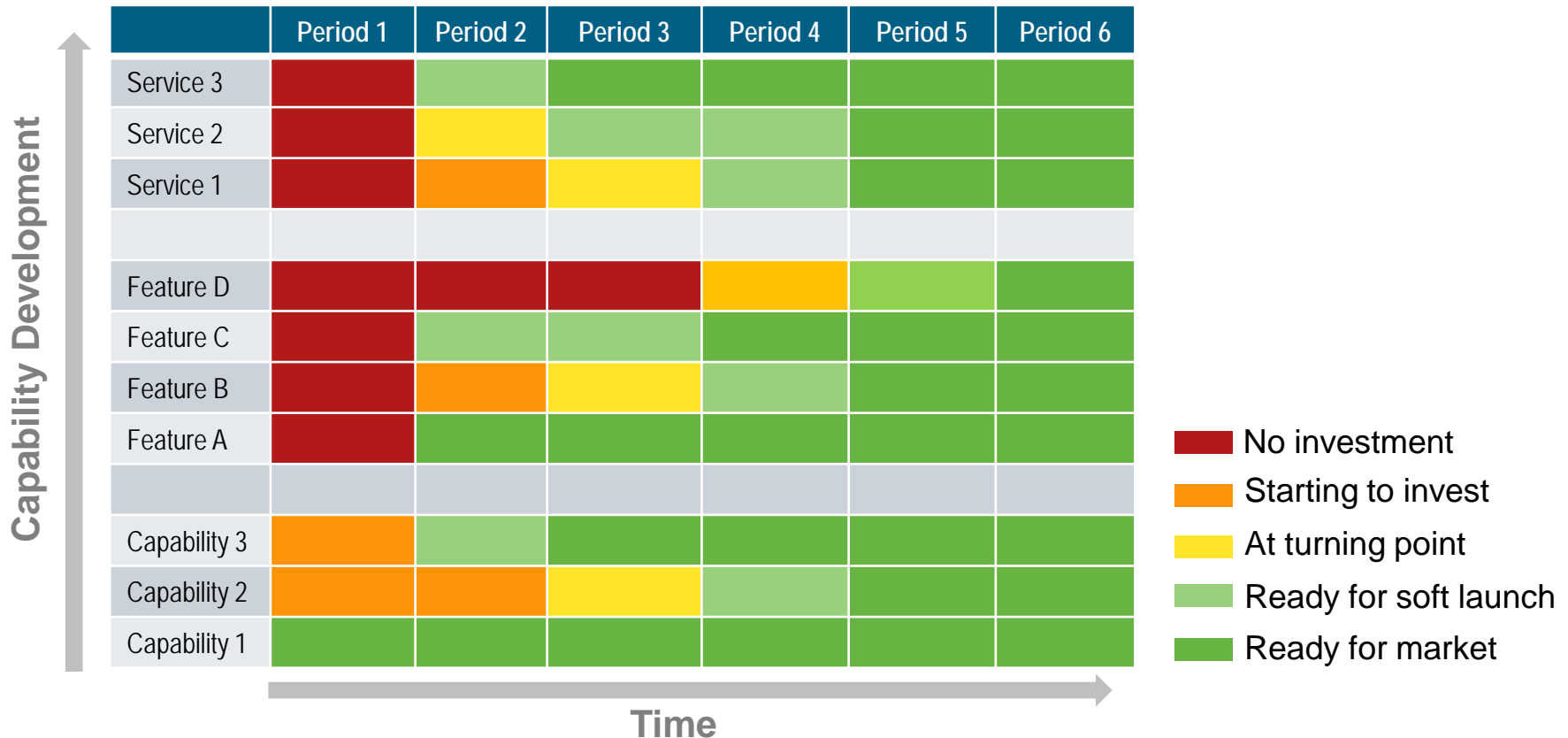


- Which capabilities are required to deliver key attributes and features for each product/service?
- Repeat definition of capabilities for each product/service's use case
- Identify common capabilities required for key attributes and features across services

Source: Cisco IBSG, 2012

As Investments Are Made in Common Capabilities for a Particular Service...

...they enable delivery of features that can be shared across various services or products. As more features are made available, services are increasingly ready for launch across business units



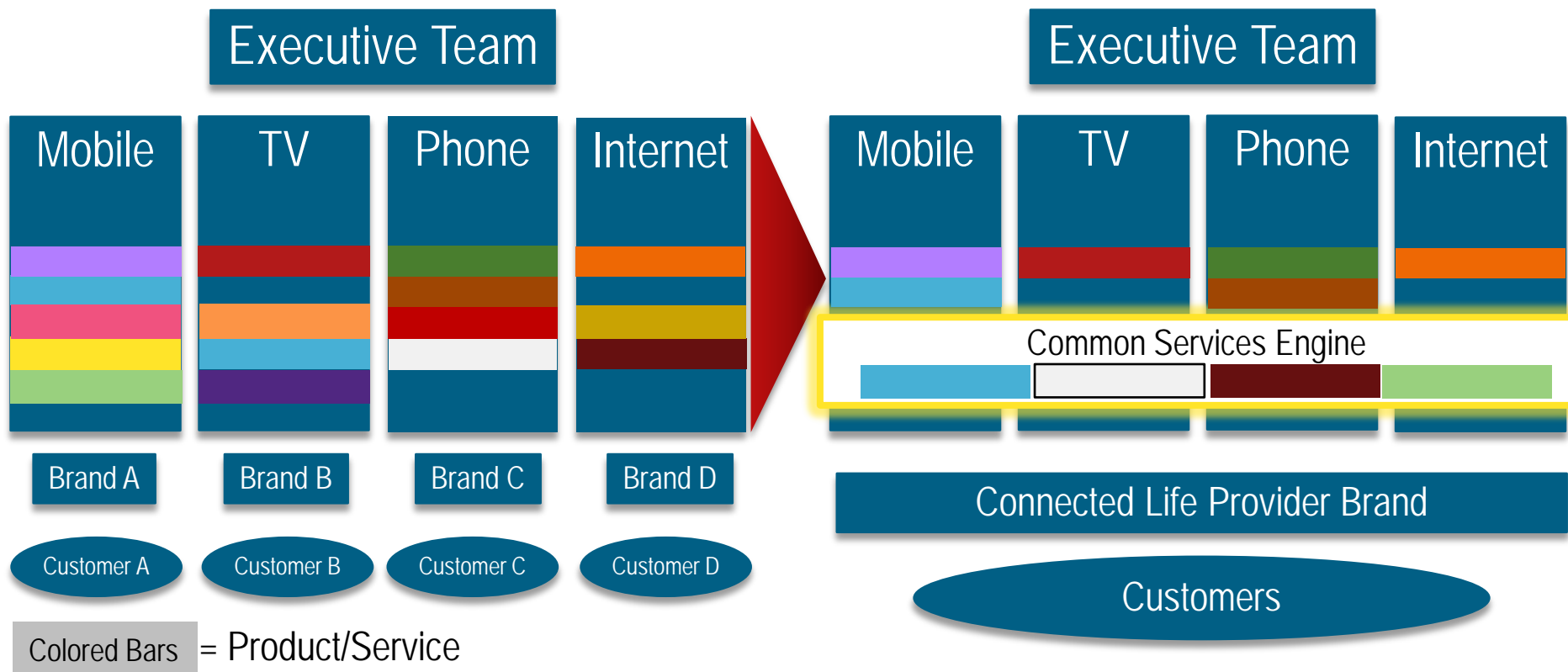
Source: Cisco IBSG, 2012



Integrated Cross-Service Portfolio Planning **Vertical Market Examples**

Integrated Cross-Service Portfolio Planning for a Service Provider

Service Provider

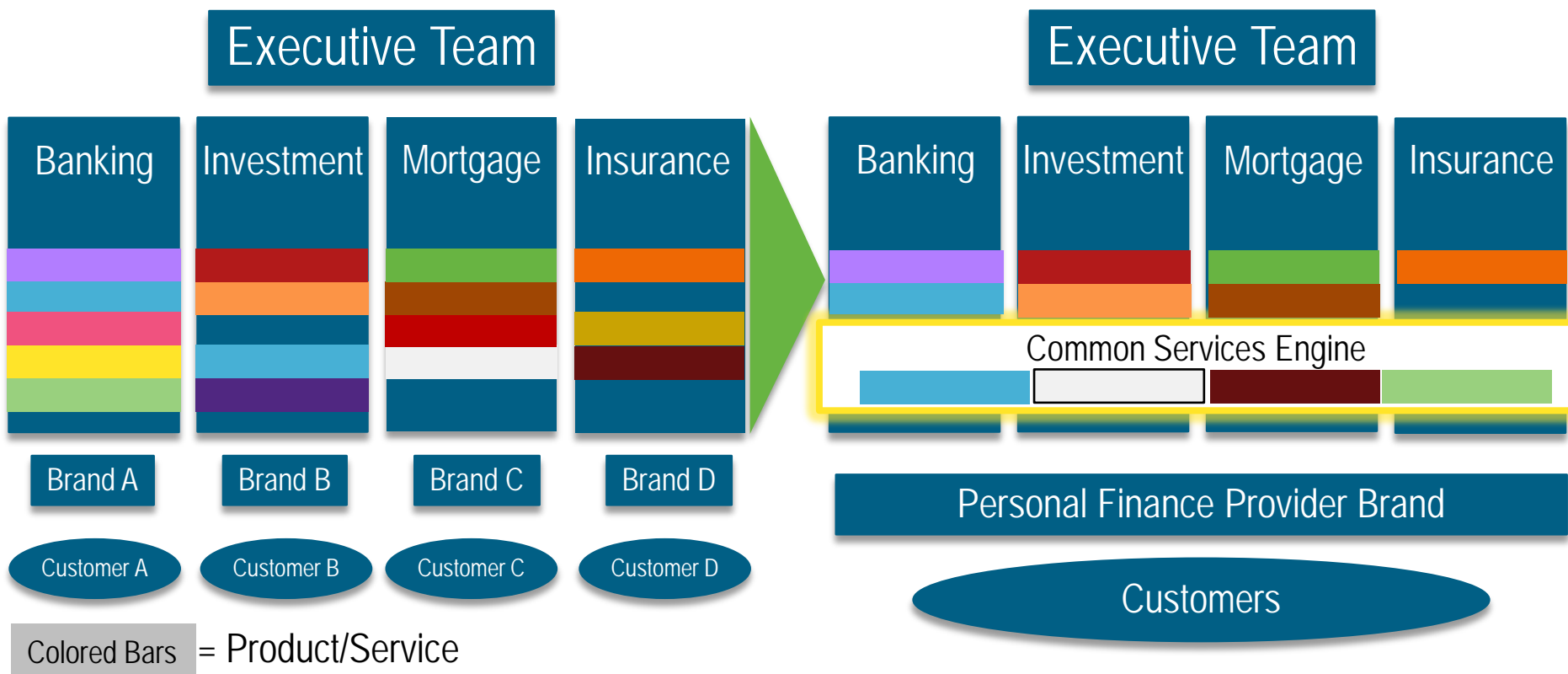


Instead of acting as a siloed provider of communications, SP integrates service features to become Connected Life experience provider

Source: Cisco IBSG, 2011

Integrated Cross-Service Portfolio Planning for Financial Services

Financial Services

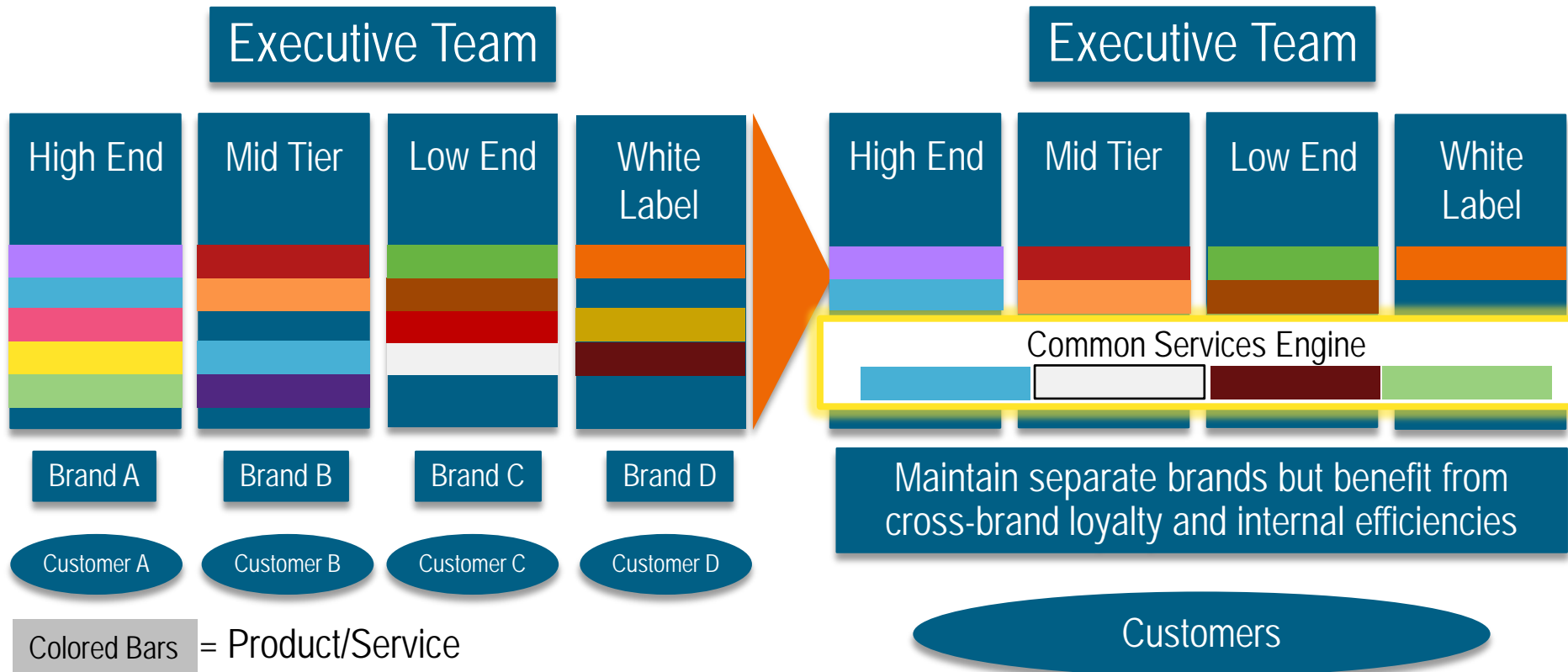


Instead of acting as a siloed provider of financial services, financial institution integrates service features to become relevant across all customers' financial needs, with consistent brand

Source: Cisco IBSG, 2012

Integrated Cross-Service Portfolio Planning for a Retailer

Retailer



Instead of maintaining siloed systems for each brand, retailer integrates loyalty program across brands by linking internal systems to improve customer loyalty and reduce operational costs

Source: Cisco IBSG, 2012



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