



QuickStart for Cisco Unified Communications: Go-to-Market Strategy Transcript

Topic: Overcoming Objections

Scene: Objection: Complexity

A medium-sized financial firm had already decided on ShoreTel when the account manager was called in. The customer asked Cisco to demonstrate their solution at the end of the sales cycle to validate their decision. During the discussion, the customer raised the doubt planted by ShoreTel: Cisco's solution is complex.

Account Manager: When the customer raised the issue of complexity, I knew we had to keep it simple. How did we do this? First, we changed the conversation from phones to strategy. I asked the CIO what he saw in the ShoreTel demonstration and changed the conversation from phones to business goals.

Connecting their sales force was a big goal. We explained our mobility applications, outlined a high-level strategy to meet this goal, and brought Cisco Unified Workspace Licensing into the conversation early to show how they could simply deploy voice and collaboration applications.

Then we conducted two CBC demos. One with the IT group and a second with executives. We demonstrated how they could integrate their website with their contact center, showed them applications on mobile devices, and discussed a "day in the life" of managing communications. This dissolved the complexity argument and both groups walked away impressed with our capabilities and strategy.

When it came time for more details, to simplify the discussion, I drew their workforce on a white board and showed which users would get Workspace Licensing Standard and Workspace Licensing Professional.

Bottom line: When we lead with business transformation, keep our messaging and licensing simple, then follow up with solid demos to demonstrate our capabilities, we win.

Topic: Overcoming Objections

Scene: Objection: Price

A medium-sized manufacturing firm was looking at telephony solutions when their Avaya PBX came up for renewal. The customer was growing rapidly, having just won a major deal with a Fortune 100 company. Avaya positioned their solution as less expensive than Cisco's.

Account Manager: This was a great opportunity for us because of the renewal. The one concern was that the competition had offered a lower-priced solution.

We first worked with the customer to understand their needs, one of which was to meet a Service Level Agreement with their contact center.

We sold the vision of how our contact center solution could provide call tracking to demonstrate fulfilling their service level agreement. This had a lot of value to the customer as their new customer represented an increase of 12% in their business.

As part of this discussion, we introduced Cisco Unified Workspace Licensing and showed how the customer could help protect their network investment now and in the future. This was a big part of winning the deal as the CIO did not want to have to return to reapply and re-justify budget every time they wanted to add an application.

We then sat down and compared what we both offered. We were able to show that we offered more and also help the CIO budget for future applications with Workspace Licensing.

Bottom line: When we can demonstrate more business value, we win.

Topic: Overcoming Objections
Scene: Objection: Incumbent

A large university with a 25-year old Siemens PBX was considering new solutions. Siemens bid to win the new business was based on their position as the incumbent. Siemens donated a new PBX for temporary use and claimed that their solution offered the lowest risk.

Account Manager: The CIO in this account came from the business world and knew all the competitors.

Siemens was telling the customer that it would be easier to stay with them as the incumbent. Siemens said, “Your employees are familiar with our phones. If you move to another solution, it will require a lot of change.”

But the CIO’s business knowledge played to our strengths. We came in and talked with him and other stakeholders in the account and asked what was most important.

We found out that the CIO’s biggest concern was not money or risk, but scalability.

He wanted a solution where he wouldn’t have to pay for additional licenses as the university grew.

He also wanted to be sure that the migration of existing phones would occur smoothly.

We demonstrated that we had both a call processing strategy and a messaging strategy that would integrate with the current PBX.

We sold them a solution with additional licenses that they could grow into.

Bottom line: When we listen to our customer’s business needs and can demonstrate a more compelling case, we have a strong case to displace incumbent competitors.

Topic: Overcoming Objections

Scene: Objection: Lacks Experience in Voice

Over the past 2 years, Cisco had won the routing and switching business with an Enterprise insurance firm in an emerging market. The customer was considering doing more with their voice applications, particularly in terms of contact center. Avaya was the incumbent voice solution. Avaya positioned Cisco as good in the network, but incomplete in Unified Communications and showed market research to highlight their position.

Account Manager: We decided early not to start a price war or get into the “Avaya phones” versus “Cisco phones” discussion. Instead, we worked to gain the sponsorship of the IT Director.

We invited the IT Director to a CBC demonstration and focused on Unified Communications and contact center.

The IT Director liked the ability to provide agents in remote offices with mobility, presence, and video for communications with product experts. He, in turn, presented this business value to executives in sales and customer service.

We also showed him our Survivable Remote Site Telephony solution for remote locations.

We explained our strategy of using the network as the platform to add applications as needed. He saw that we were focused on more than voice and went back to Avaya to see if they had the same capabilities.

In discussions with Avaya, he found out that they didn't have some of the applications. And, adding new applications often required purchasing additional software licenses.

Bottom line: When we can position the network as the platform for Unified Communications and then demonstrate our applications, we win.

Topic: Partner Enablement
Scene: Introduction

Cisco has introduced a Cisco Unified Communications Manager Business Edition specialization to enable partners to sell the Business Edition and other solutions to Medium-sized Businesses.

To understand this program, let's compare it to Cisco's other Unified Communications specializations.

The Small- to Medium-Sized Business Specialization is focused on small businesses and allows partners to sell the Cisco Smart Business Communications System based on the Unified Communications 500 Series, Unified IP Phones, and Unified CallConnector.

The Express UC Specialization adds Cisco Unified Communications Manager Business Edition, the Integrated Services Router, and Unity Express.

The new Cisco Authorized Business Edition Reseller Program provides a focus more on the mid-market. Partners in this program can sell the Business Edition and Cisco Unified Workspace Licensing Business Edition. Also, ISR Gateways, Survivable Remote Site Telephony, and Unified IP Phones are included.

Partners with the Advanced UC Specialization can sell Cisco Unified Communications Manager, Cisco Unified Workspace Licensing, and all of the Unified Communications applications associated with workspace licensing. This specialization also includes Contact Center Express.

Topic: Partner Enablement
Scene: WebEx Channel Partner Program

Collaboration in Unified Communications 7.0 introduces new opportunities for channel partners.

The opportunity is for partners to work with their customers to improve business communications processes and expand their market opportunities by positioning collaboration applications such as WebEx, MeetingPlace, and WebEx Connect.

To facilitate this new role, a WebEx channel program is being piloted with partners worldwide. The WebEx channel program will enable partners to sell WebEx solutions including the WebEx “Centers” products (meeting center, sales center, training center and support center) as well as WebEx Connect.

Because software as a service is a different model for Cisco and partners, the purpose of the channels program is to ensure we have the proper model before complete rollout.

The channel partner program consists of 2 models based on partner involvement and discount.

The first model is commission-based with recurring revenue. Partners receive 12% of the first year revenue plus an additional 8% if the opportunity is qualified through the WebEx registration program, similar to Cisco’s Opportunity Incentive Program (OIP). After the first year, revenue is 8% a year on renewals on a recurring basis.

The second model is a resale model. In this model, the partner creates the offer and provides support. Partners will receive a standard resale discount off of list plus an additional 8% if qualified through the registration process.

Models will be available to partners based on their UC Specialization level in fiscal year 2009. The commission-based model is planned to go into general availability in selected countries in October, 2008. The resale pilot will go into a partner pilot in that same timeframe.