

# CASE STUDY

## Infosys Partners with Cisco to Improve their User / Partner Experience and Service Sales Revenues



### Abstract

This case study highlights how Infosys BPO partnered with Cisco to assist in launching and supporting its new model, an end-to-end engagement with its 1-Tier partners. It aims to improve the partner's sales metrics and service strategies, by implementing Cisco's best practices and business model wherever applicable through its World Wide Partner Support Program. Infosys supports these activities across four geographical theatres and in nine languages.

## The Client

Cisco Systems, Inc. is an American multi-national corporation founded in 1984. It is the leading supplier of networking equipment and network management solutions for the Internet. Headquartered in San Jose, California, Cisco has more than 65,000 employees and annual revenue of US \$36.11 billion as of 2009.

Cisco is the leader in world-changing technology, providing a convergence of technologies for interactions. Cisco has a global workforce, with technology centers in a wide range of locations to access engineering talent throughout the world. Cisco's global employee population is divided approximately equally, with about one-third of the employees in engineering, about one-third in sales, and about one-third spread across the remaining disciplines. This workforce profile reflects Cisco's intense focus on delivering the right technology solutions to meet customers' needs.

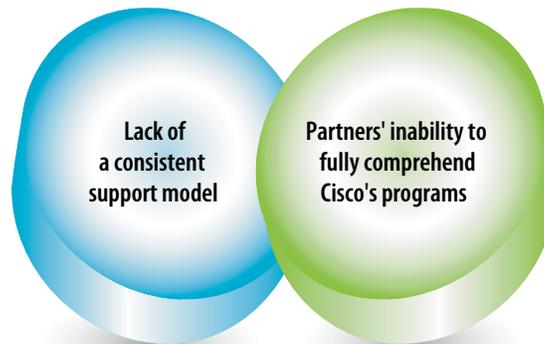
## The Business Challenge

Cisco generates 20 percent of its annual revenue from service sales. The Cisco Services sales organization operates on a hybrid model of high touch, medium touch, and e-touch to provide enablement and support to service partners. Although Cisco's high-touch engagement was fairly strong, there was insufficient capacity to scale sufficiently to provide support to the medium-touch partner base consisting of more than 500 partners.

Lack of a consistent support model for medium-touch partners could lead to substantial revenue loss in service sales and contract renewals. Along with loss in revenue, Cisco was also challenged by partners' inability to comprehend the various service sales programs that were being run by Cisco (Figure 1).

## Infosys Solution

After a search for a vendor to assist in launching an end-to-end engagement with its medium-touch partners, Cisco chose Infosys as the preferred vendor to support this new model. The World Wide Partner Support Program was launched in April 2008, and the Infosys team was given the task of handling 120 partners. During this process, Infosys provided Cisco with highly-skilled resources that could take on this



*Figure 1. Factors Contributing to the Need for a Medium-Touch Solution*

account management role and develop strong relationships with the partners over a period of time. The partner business reviews have been so successful that Infosys is now supporting more than 400 customers in nine different languages. This support is provided by our centers in India, Mexico, China, and the Czech Republic.

With the introduction of the Partner Support Team (PSA), Cisco extended its support to medium-touch (1-Tier) partners to improve partner satisfaction and service sales. This was done using a four-pronged strategy (Figure 2).

### The four-pronged strategies are:

- Articulating the importance of service sales and timely renewals of contracts

to Cisco's partners and the impact it can have in their business revenues

- Entering into a consultative engagement with partners on a monthly and quarterly basis with the support of the channel sales team, including service account managers, business decision makers, and specific people on the partner's end
- Providing processes, tools, and trainings to enable partners to understand their sales metrics and generate more value in terms of service sales revenue
- Setting defined timelines for activities, with predefined goals, as well as reviewing the current tools and processes and suggesting changes to the solutions team



Figure 2. Strategy for Extending Support to Cisco 1-Tier Partners

## The Value Proposition of Infosys Delivery Model

The Infosys value proposition focuses primarily on four areas (Figure 3). Infosys Service Delivery envisioned process automation, benchmarking, best practice implementation, Six Sigma projects, and STAR audits, among others.

### Accomplishments have included the following:

- Achieved timely revision of SLAs, as a result of process excellence by Infosys
- Consistently met 100 percent quality and continuously increased customer satisfaction
- Launched Six Sigma initiatives:
- Two Yellow Belt projects are in progress to further increase customer satisfaction, with reviews delivered to partners
- A Green Belt project has been initiated to interface the PSA and Cisco Service Support Center teams and improve their deliverables
- Automated outgoing reviews to the partners, with password protection to help ensure data confidentiality

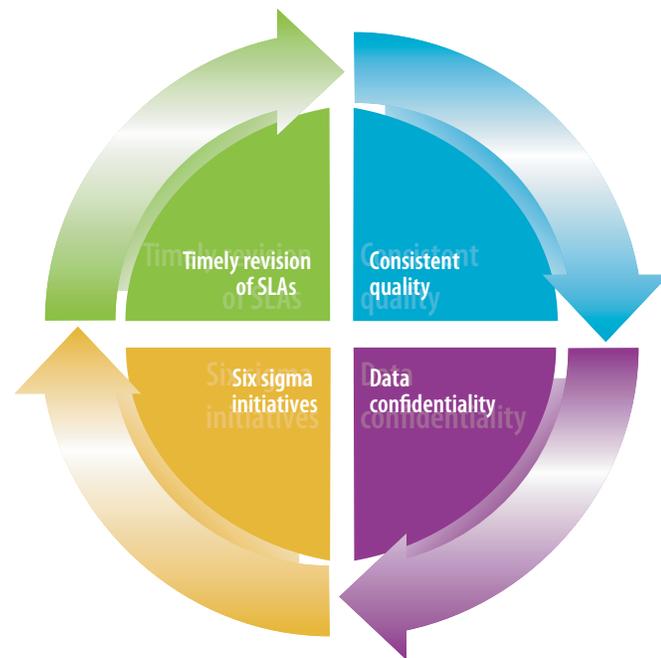


Figure 3. Areas of Focus for Infosys

Apart from structuring the client's business and improving the transactional metrics described above, Infosys moved to the next level and had a positive impact on the customer's business metrics.

Some of the key business benefits that were realized were:

- Increased coverage of valuable partners, resulting in improved operational and commercial performance and yielding increased profitability for both partners and Cisco.
- Substantial increase in the services installed base in 2009 and 2010, due to the regular business reviews provided to partners by the PSA teams. Additionally, the PSA organization has conducted hundreds of tools trainings and has offered a variety of recommendations to help improve partners' program metrics and enhance partners' experience.
- Substantial savings for Cisco in providing parts replacement and service request (Technical Assistance Center) assistance to end-customers through increased knowledge imparted to partners by the PSA teams. The team's efforts in imparting best-practices among partners have reduced the number of escalated cases to Cisco TAC.
- Continuous improvement in partner satisfaction scores (currently, the score is 4.7 out of 5). This score is considered a benchmark in the Cisco organization. After successful engagement with the external customer, Infosys took another step to improve partner engagement by launching an internal satisfaction survey in Q4, FY09.

## About Infosys

Infosys is a global leader in consulting, technology and outsourcing solutions. We enable clients, in more than 50 countries, to stay a step ahead of emerging business trends and outperform the competition. We help them transform and thrive in a changing world by co-creating breakthrough solutions that combine strategic insights and execution excellence. Visit [www.infosys.com](http://www.infosys.com) to see how Infosys (NYSE: INFY), with US\$8.25 billion in annual revenues and 165,000+ employees, is Building Tomorrow's Enterprise® today.

Infosys BPO, the business process management subsidiary of Infosys, provides a broad range of enterprise and industry-specific services. We deliver transformational benefits to clients through our proprietary Process Progression Model™ (PPM). These benefits include cost reduction, ongoing productivity improvements and process reengineering.

**Infosys**® | Building  
**Tomorrow's** Enterprise

For more information, contact [infosysbpo@infosys.com](mailto:infosysbpo@infosys.com)

[www.infosysbpo.com](http://www.infosysbpo.com)

© 2014 Infosys Limited, Bangalore, India. All Rights Reserved. Infosys believes the information in this document is accurate as of its publication date; such information is subject to change without notice. Infosys acknowledges the proprietary rights of other companies to the trademarks, product names and such other intellectual property rights mentioned in this document. Except as expressly permitted, neither this documentation nor any part of it may be reproduced, stored in a retrieval system, or transmitted in any form or by any means, electronic, mechanical, printing, photocopying, recording or otherwise, without the prior permission of Infosys Limited and/ or any named intellectual property rights holders under this document.