



Cisco : PLM Journey & Value Delivered

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Cisco At-a-Glance

FY15 Stats

Revenue: \$49.2B, \$37.9B Products, \$11.4B Services
\$6.3 R&D (13.4% of Cisco revenue)

Other Stats

More than 71,000 employees

Nearly 70,000 channel partners

380 global sites doing business in 165+ countries

More than 19,000 patents

25,000 engineers (35% of our workforce)

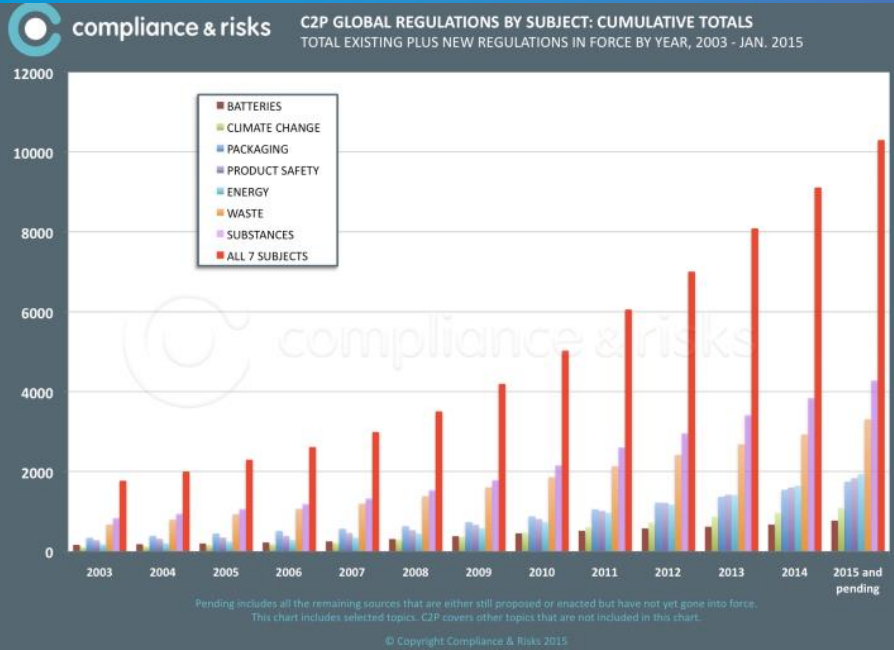
#1 or #2 in most market segments we serve

More than 170 acquisitions since 1993

Broad portfolio of integrated products and solutions

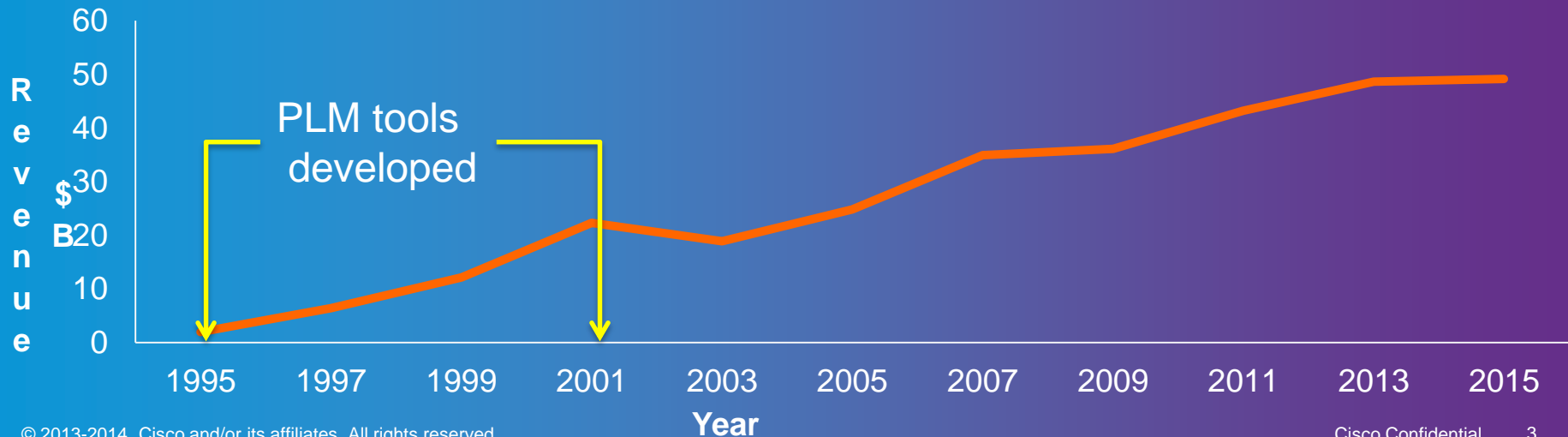
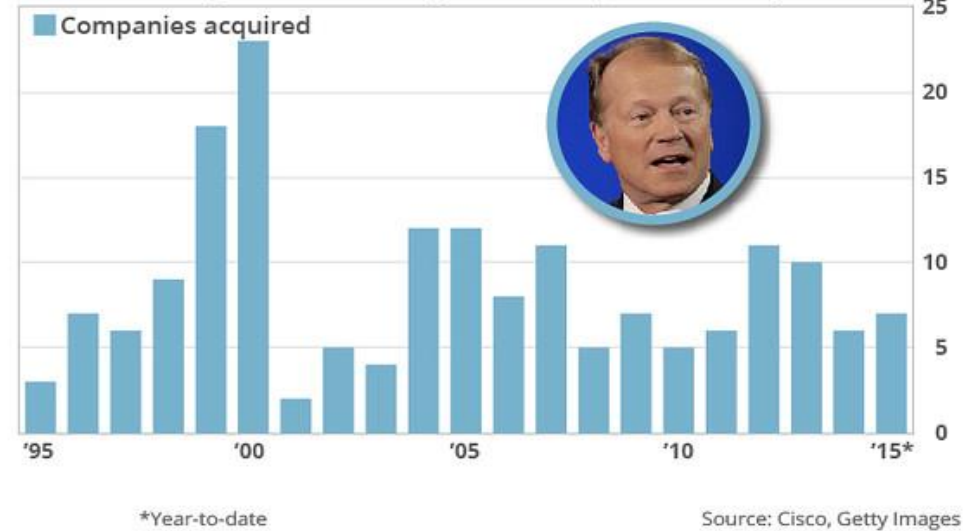
Changing the Way We Work, Live, Play, and Learn.

Drivers for PLM transformation



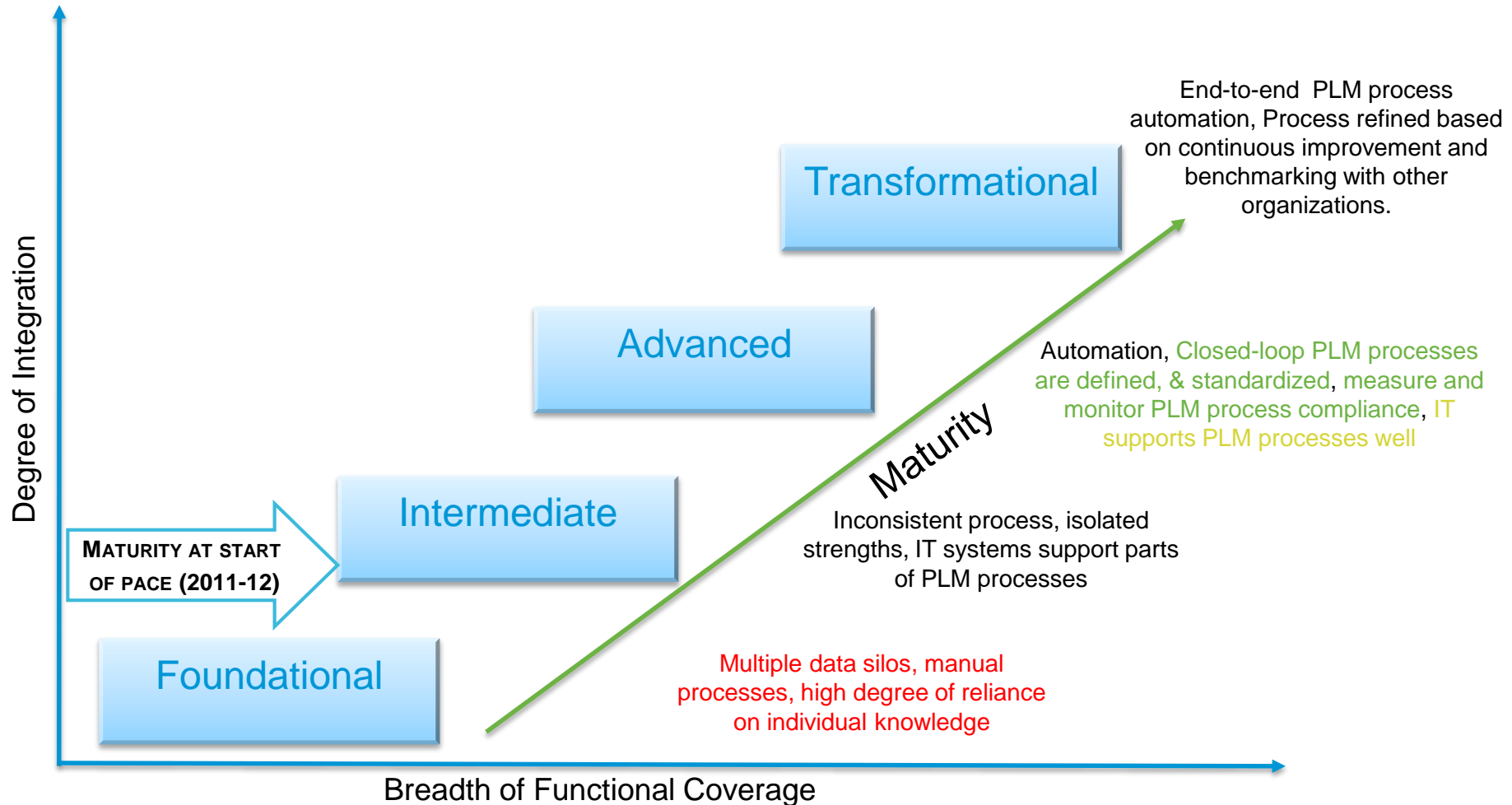
Active in acquisitions

Former Cisco CEO John Chambers bought a lot of companies in his 20 years at the helm.



PLM Maturity

Process Maturity Assessment



Source: Grote interviews, Insight Analysis

Our PLM Journey



Business Value/Results

Risk Reduction

- Scalable architecture to meet increasing **regulatory mandates** and future **acquisitions**
- Replaced **32 legacy “mission critical” applications** with unified industry standard PDM platform
- Eliminated **data accuracy risk** and **complexity** across multiple PLM platforms



Risk

Alignment to Strategic Goals

- Rapidly add emergent **compliance requirements**
- Quickly enable **new capabilities** (eg. Component Re-use, Software Royalty)
- Scalable platform for **acquisition integration**
- Enabled **Enterprise PLM** to stay competitive
- Increased NPI volume at **reduced cost per NPI**



Value

IT cost
25%



IT cases
33%



Speed
50%



Financial Benefits

- Decrease the cost of compliance capabilities
- Reduce acquisition integration costs
- Reduce IT costs
- Reduce time to capability enablement
- Program Payback period

~2 Years



Cost

Opportunities

- Mobile
- API based integration (internal and external)
- Partner Collaboration



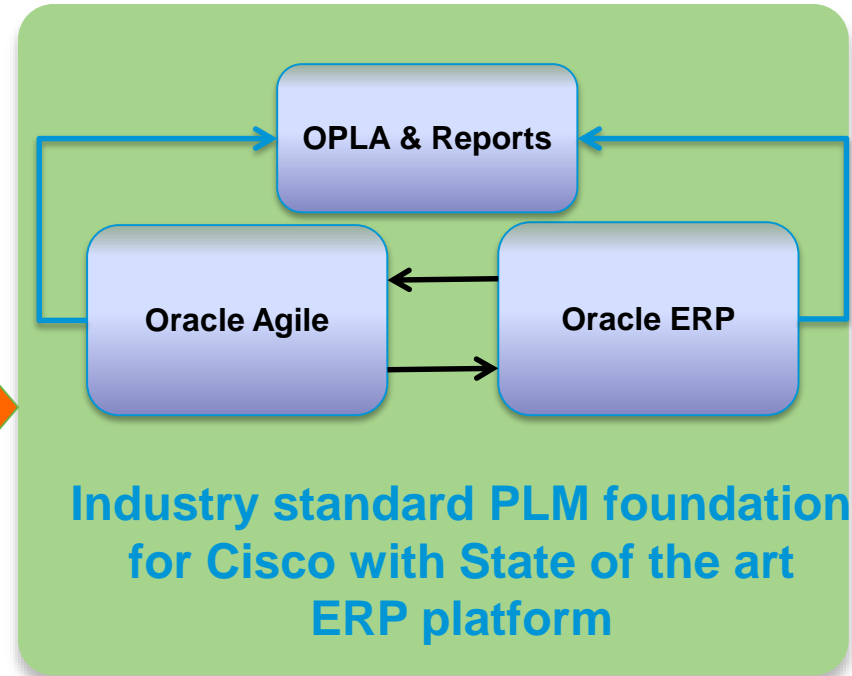
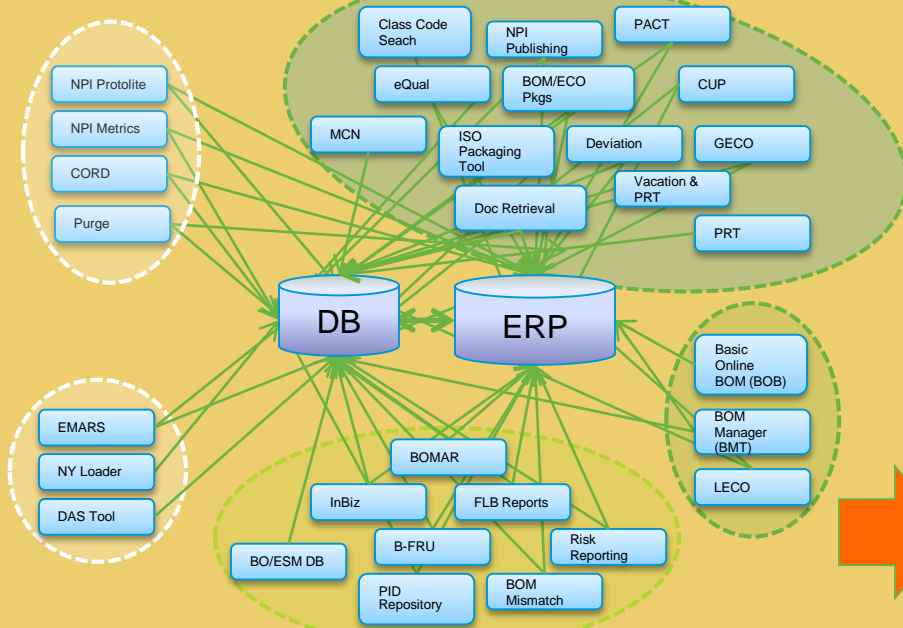
UE

Architecture – Scalability thru simplicity

Yesteryear's Complexity

Today

Core Cisco PLM: PLM Instance #5



Sc. Atlanta

Oracle Agile Instance #1

SAP

Tandberg

Oracle Agile Instance #2

Concord

Linksys

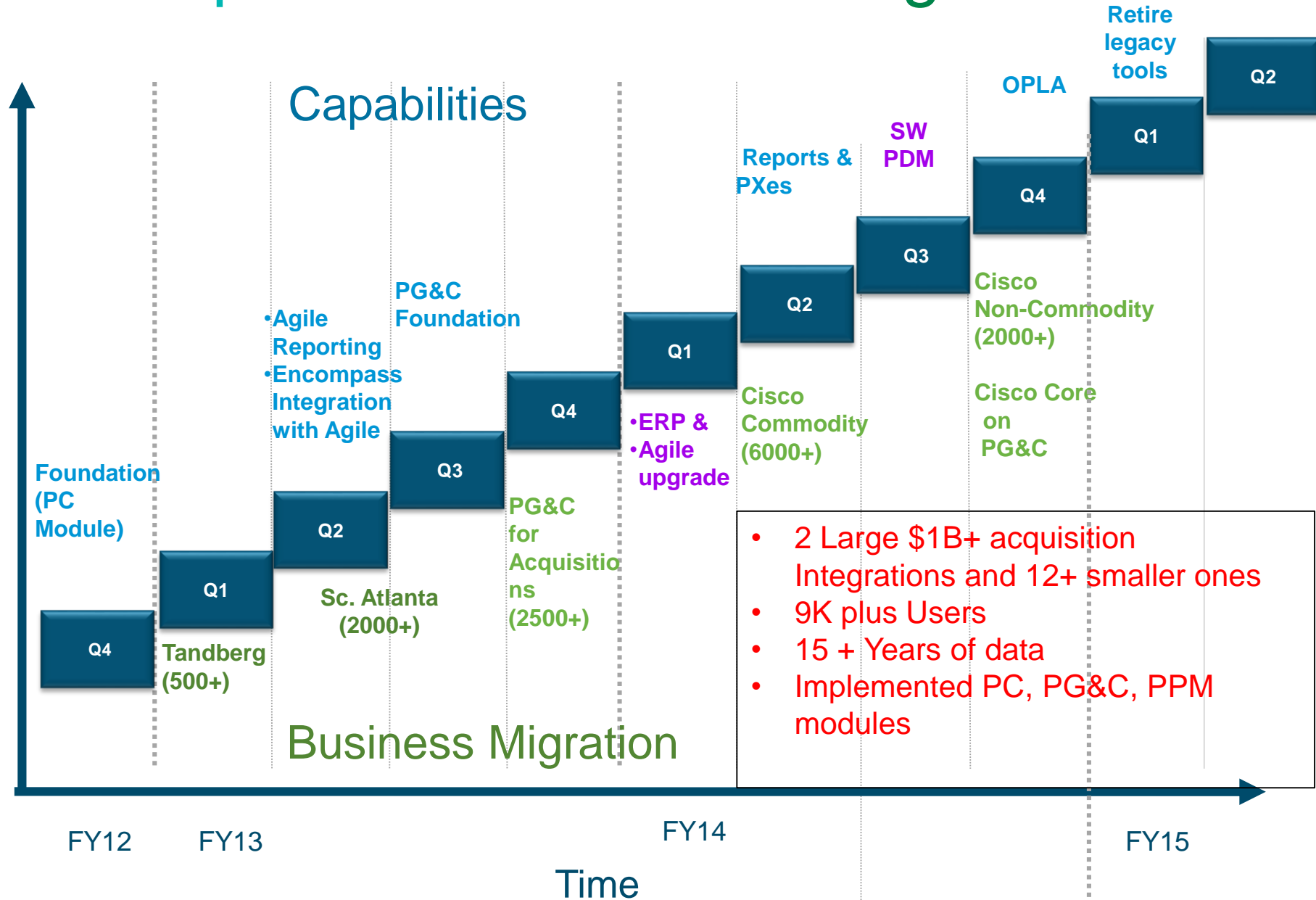
Oracle Agile Instance #3

Linksys Oracle

Starent

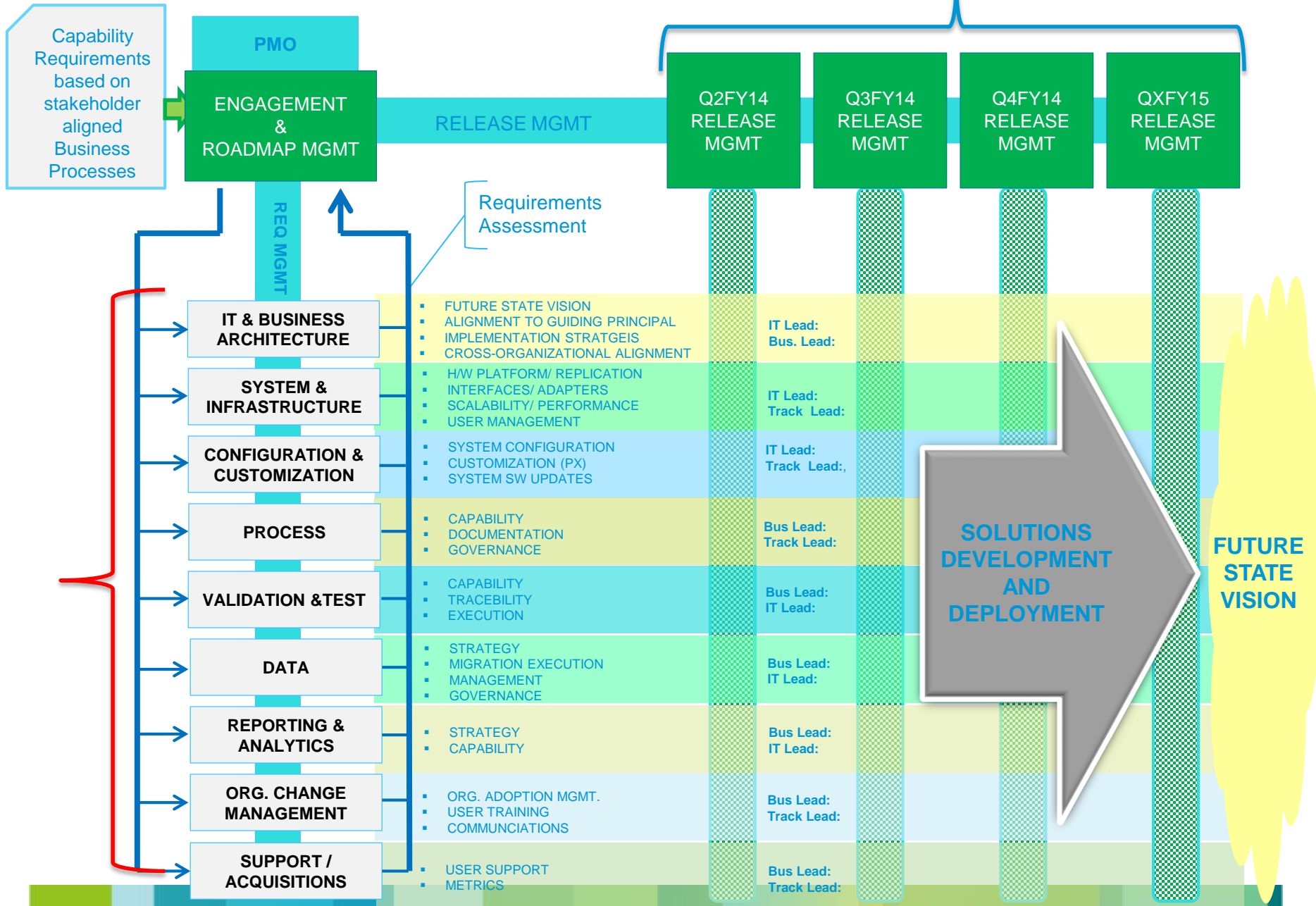
Oracle Agile Advantage Instance #4

Roadmap – Data Driven Planning



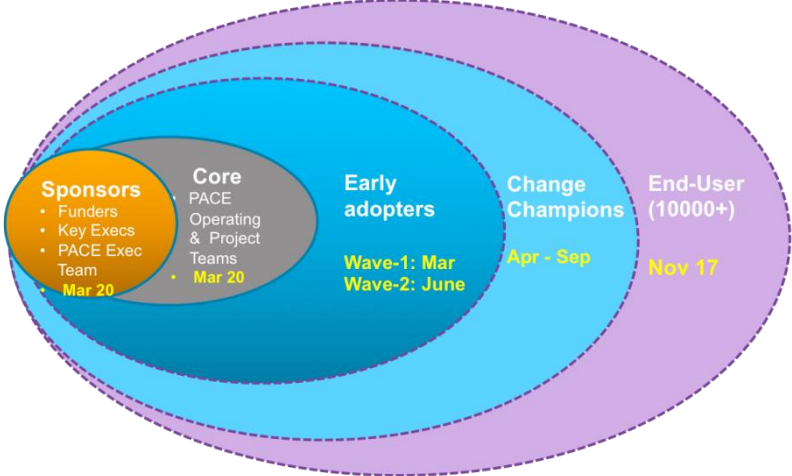
Scalable Execution model

Concurrent Development



Business Readiness

Stakeholder Management



- Change Network critical to enable Go-live for 10000+ users
- Identifying/ Assimilating Early Adopters and Change Champions well under-way; Ongoing effort through September

Communications Plan

	May					June					September					October					November				
TARGET AUDIENCE	Newsletter	Email Blast	Road show	Brown bag	Town hall	Awareness Survey	Newsletter	Email Blast	Road show	Brown bag	Town hall	Awareness Survey	Newsletter	Email Blast	Road show	Brown bag	Town hall	Awareness Survey	Newsletter	Email Blast	Road show	Brown bag	Town hall	Awareness Survey	
PACE Stakeholders	X					X						X						X							
Engg - VP/Dir's			X		X		X		X						X		X				X			X	
Prod. Ops - VP/Dir's									X						X										
GSM - VP/Dir's															X										
T&Q - VP/Dir's															X										
GMO, GP&F - VP/Dir's									X						X										
Service - Dir's																									
Corp. Compliance -Dir's									X																
COUNCILS/FORUMS																									
MPO			X																						
EPE									X						X					X					
MPE															X										
GSM																									
T&Q																									
SCPM/POCM																									
PLPM																									
PMM																									
TDE																									
Engg (TBD)																									
Change Champions	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	
Early Adopters	X			X	X	X		X	X				X	X	X		X	X		X	X		X	X	
Current Agile Users (SPVTG, Telepresence, T&Q, GSM)													X	X	X	X	X	X	X	X	X	X	X	X	
External Users									X	X			X	X			X	X		X	X		X	X	
All Q2FY14 Users	X			X	X	X		X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	

- Broad-based as well as Tailored Communications.
- Various formats (Newsletters, Roadshows, Town-hall Brown-bags etc.)
- Begin with Roadshows/ Newsletters, to be followed focused Brown-bags/ Email Blasts towards go-live.

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May Activities (Example)

- Council Forums**
 - May 2- MPO meeting
 - May 9 - EPE Council
 - May 14- SCPMs /POCMs
- Roadshow start**
 - May 6 - Engg (Enterprise)
 - May 20 - Engg kick-off
- Comms E-mail**
 - May 2- Exec Newsletter
 - May 6- R3 PACE Newsletter
 - May 8- Awareness survey
 - May 14- Newsletter: EC announcement
 - May 16- Executive video
 - May 22- Updates on early adopter training
- Activities in progress**
 - Engg Engagement Deck
 - Early Adopter Comms
 - Refining Webex Social
 - Exec Video
 - PACE All Hands
 - Comms Master Template
 - Email Alias Set-up etc.

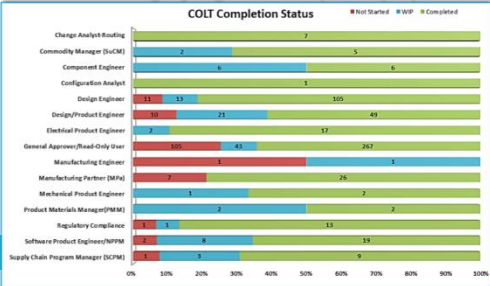
Training Governance

- Publish Training Requirement by Role
- Daily tracking for Completion Status
- Training Reminders to users, (enlist Change Champions)
- Access Policy tied to Training Completion

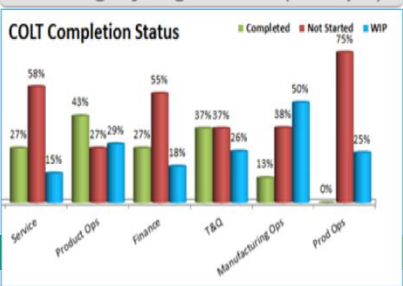
Requirements by Agile Roles (Example)								
PACE Agile Training	CAR (Change Analyst - Router)	Commodity Manager (SuCM)	Design Engineer	Design/Product Engineer	Component Engineer	General Approver/Read Only User	Manufacturing Partner - Mps (Recordings)	
General - Agile Navigation	M	M	M	M	M	M	M	
General - Agile Overview (1 & 2)	O	O	O	O	O	O	M	M
Agile PDM Training (Process + Tool)	M	M	M	M	M	O	X	
PG&C	O	O	R	R	R	O	O	
PCN-ECO	O	O	R	R	O			
CLEI	O	O	O	R	O			

M = Mandatory
R = Recommended
O = Optional
X = N/A for that role

Tracking by Agile Roles (Example)



Tracking by Organization (Example)



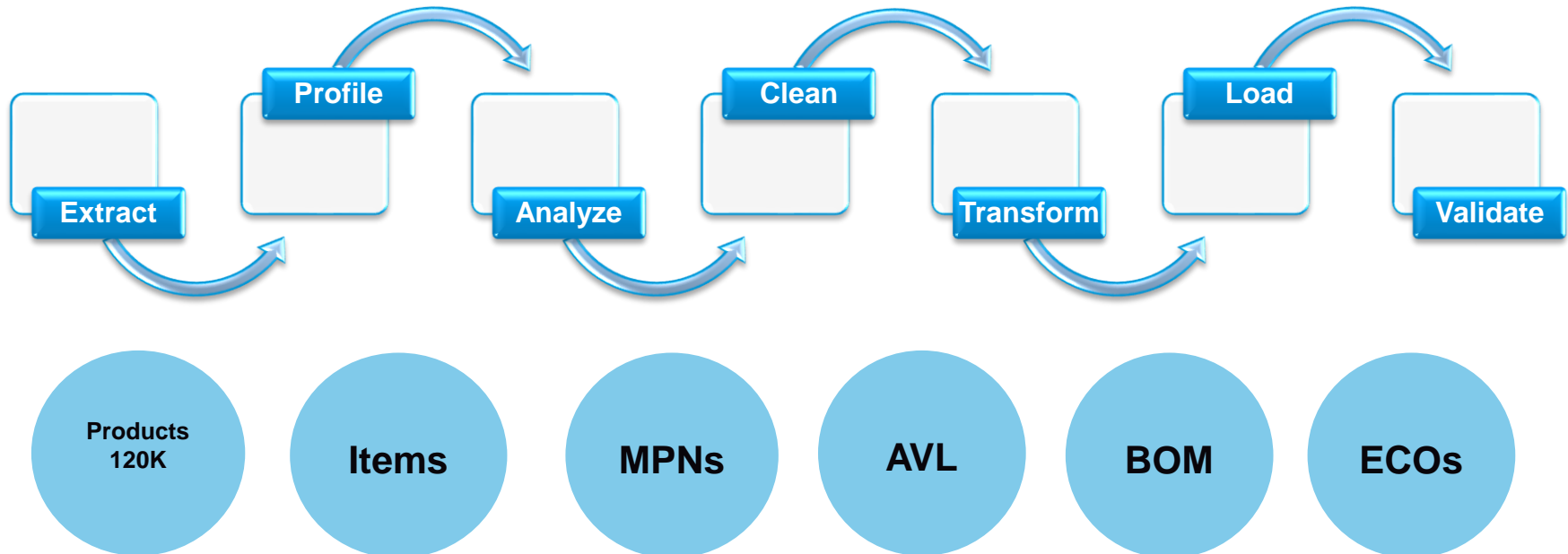
Data Migration

Key Decisions

- No History to be migrated
- Retain acquisition's Part Numbering Scheme with prefixes
- Set 100% Quality and Accuracy Targets
- Data driven phased Migration
- Product based data extraction

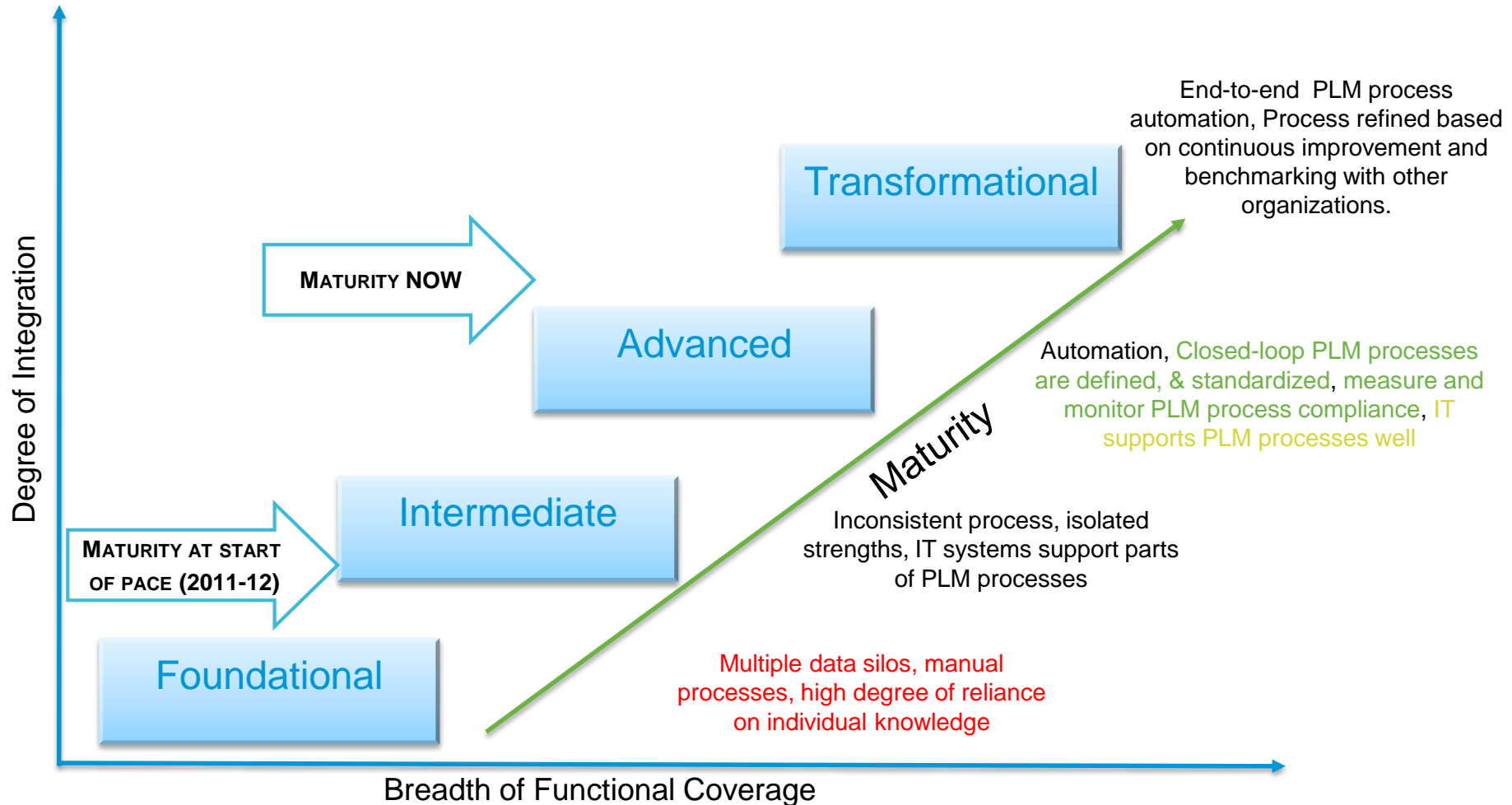
Data Migration Challenges

- System Limitations (e.g. ref. Designators 5k)
- Part Numbering Scheme
- Prior Configurations
- Data Quality Challenges
- Data/File Volume/Size



PLM Maturity

Process Maturity Assessment

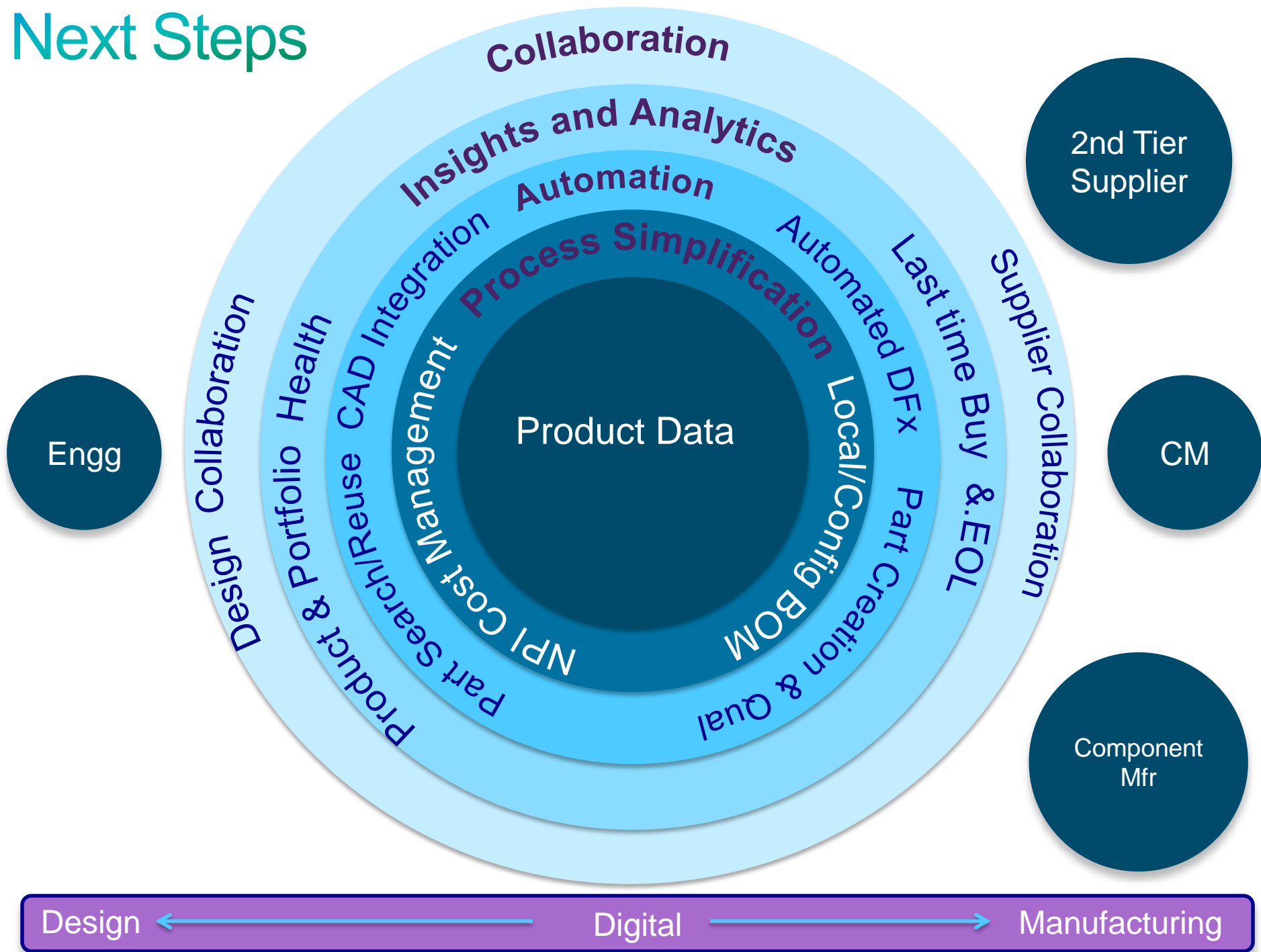


Source: Grote interviews, Insight Analysis

Key Takeaways

- Build business case for full implementation but fund and deliver in small releases
- Gain executive support and stakeholder alignment
- Build and retain (thru the project) **experienced (one) team with diversity**
- Dedicated team for change management depending on size/complexity
- Plan 3-5 iterations for data migration and set target for data quality and accuracy
- **Don't give up ! 3rd time is the charm !!!**

Next Steps



Opportunity ahead

IoT/IoE

3D
printing

Big
Data

Video
Analytic
s



Energy
Management



Proactive
Quality
Management



Rapid Part
Manufacturing



Smart
Labs



Automated
DFx



Smart
Equipment
Maintenance

Thus PLM Journey continues.....

Thank you.

