

# The Case Study of Cisco IP Phone

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- Presented by **Agile**
- Available at: <https://ciagile.com>



**C**isco is the world's number one overall voice and video communications equipment vendor. More than 95 percent of Fortune 500 companies now

use Cisco Collaboration Solutions to build a competitive advantage. The company has more than 100,000 unified communications customers worldwide. It has shipped 2.5 times more IP phones worldwide than its nearest competitor.

In August 2013, Ethan Soo, the Asia Pacific regional partner of Scrum Inc. Agile Education Program was engaged in the Cisco IP phone business unit in Shanghai. There were around 200 people in the business unit and had been practicing Scrum for years.

## Challenges

- Lots of phone models. Every model needs to have the same feature compatibility.
- 5 different R&D locations (2 India, 2 US, and 1 China) with collaboration difficulties.
- Lack of communication.
- Feature parity used up a lot of work.
- Scrum implemented not as defined by Scrum guide.

## Actions



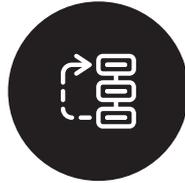
Realigning the resource pool into smaller Scrum teams (5-9 people per team)



Making the teams cross-functional



Forming the Executive Action Team to remove impediments and speed up decision latency



Centralizing work priority on a command product backlog



Selecting and assigning the CPO and the POs

## Results

- Very happy teams with low attrition.
- Work priority for the entire business unit is prioritized according to its value to the BU.
- 8 cross-functional teams can work on the product backlog of any phone model.
- More efficient, very fast customer service response.
- No one from the team is laid off in the whole process.



## Takeaway

If you cannot Scrum, you cannot Scale, build a good Scrum team first.

Change incrementally via the observe, orient, decide, act (OODA).

A well-prioritized common backlog and good POs improve business Agility substantially.