



Unified Communications: Are You Ready?

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By

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Abstract: This exclusive white paper by The Lippis Report features insights from Nick Lippis, President Lippis Enterprises; Zeus Kerravala, Senior Vice President of The Yankee Group's Enterprise Research; and Jorge Blanco, Avaya's Vice President of Solutions & Software Portfolio Management. The white paper is based upon two Lippis Report podcasts that feature Mr. Lippis with both Mr. Kerravala "[Lippis and Kerravala Define Unified Communications Value](#)", and Mr. Blanco "[Jorge Blanco on Avaya's Unified Communications](#)" discussing industry dynamics around unified communications. In this white paper you'll learn how two of the most respected industry analysts define unified communications and why organizations are considering its use to improve business operations. With vivid examples of the problems it solves and its value to users and IT, you'll begin to understand how unified communications improves productivity and enhances business processes. Then, learn how the Avaya Unified Communications solution uniquely integrates into an existing multi-vendor environment for both back-office integration and end-user access and control across multiple working modes, networks and devices. Finally, you'll find out if you are ready to move towards unified communications and how Avaya can help you choose a path that is right for your business.

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Section 1: Unified Communications Defined

1.1 Executive Summary

There are two main sections of this white paper. The first section is based on an industry discussion between Mr. Nick Lippis, President Lippis Enterprises and Mr. Zeus Kerravala, Senior Vice President of The Yankee Group's Enterprise Research, aimed at providing the reader with a common understanding of the largest change taking place in communications since the internet: Unified Communications and Communications-Enabled Business Process. The second section is based on an interview between Mr. Lippis and Mr. Jorge Blanco, Avaya's Vice President of Solutions & Software Portfolio Management discussing Avaya's investments, vision and value proposition to IT organizations as they consider Unified Communications and Communications-Enabled Business Process.

In this white paper we provide an industry definition of Unified Communications (UC) and its associated value to corporations. We present the concept that UC is a communication portal which unifies access to a wide range of siloed communication applications such as IM, e-mail, voice, chat, conferencing and collaboration tools. Parallel to UC is the development of ***communications-enabled business process*** which injects communications capabilities into business operations to reduce human and system delay associated with workflow. We propose that UC will be the key end-user interface which unifies communications and upon which communications-enabled processes are delivered to and massively consumed by users.

We offer IT staff the following recommendations as they consider UC as an important part of their overall IT strategy to drive business value.

Key IT Staff Recommendations:

1. Before deploying UC, IT staff should assess the readiness of real time communication flows across their IP network infrastructure.
2. UC deployments will be multi-vendor, therefore, insure that your chosen vendor is committed to working with other key industry players and standards organizations.
3. Most UC deployments will be built upon their IP telephony software, therefore, insure that your IP telephony vendor has a strong UC commitment and can execute against their UC vision.
4. As communications enablement will have a profound impact on business operations, we suggest that your chosen UC vendor have a strong commitment, strategy and communications-enablement product roadmap.
5. There is no need to wait for some industry event before starting to deploy UC solutions; there is enough mature technology for IT staff to start now.
6. Consider UC pilots within workgroups and business units before wide spread deployments.

7. For global 2000 concerns, professional services will play an important role in UC deployments. For these firms consider adding additional weight in selecting a UC vendor with a significant and proven professional services organization which can deliver a range of design, planning, implementation, management and monitoring services.
8. Consider developing a ROI (Return on Investment) and a TCO (Total Cost of Ownership) UC model for your organization as industry standards have not emerged. Individual productivity advances in the range of 15% to 20% have been attributed to UC. These figures should be independently calculated for your organization.
9. Expand your thinking of UC beyond the desktop to include mobile devices, laptops plus all modes and modalities of communications and where they take place. In essence the UC experience should be independent of workplace environment.
10. CIOs should consider creating a Chief Communications Officer (CCO) position tasked with the architecture development and oversight of unified communication and communications-enabled business process projects. The Chief Communications Officer should have dotted line responsibility with business unit managers and review input.

1.2 Unified Communications Defined

Many companies are using the term ***Unified Communications*** (UC) to describe different things. Some companies use UC to describe the integration of a desktop launch point for communications. Some use UC to describe communications-enabled business process. Some use UC to describe both. To enable the most complete understanding of the value of UC, this paper will address the broadest definition encompassing both of these aspects.

Unified communications can be thought of as a super-set of IP-based communications. IP-based tools, such as web conferencing, audio conferencing, and video conferencing, unified messaging and instant messaging, have been around for a while. Unified communications is the super-set of all of these tools accessed through a unified method. That is, access to people and information is managed through one interface; no longer does the user need to have separate tools to drive separate communication applications. Access is integrated so that from an instant messenger chat session, for example, a single "click-to-call" or "click-to-conference" button will conference somebody else in. In the near future, unified communications will be brought into other business applications to enhance work flow in the communications process. But for now, UC is the coming together of various collaborative applications and communications tools which have existed for a long time.

For the end-user, UC is an experience that simplifies work and increases productivity by reducing delay in accessing and communicating with others.

1.3 Why Should Organizations Consider Unified Communications?

There are a number of reasons to consider UC today. Most significant are its ROI and productivity-enhancing benefits. Organizations allocate large sums of capital deploying and training on a wide range of communication applications such as mobile communications, instant messaging, voice mail, email, voice and conferencing. The return on investment for all these disparate communication silos is questionable. What imputes the return is the fact that when an IT staff deploys communications tools today they are all managed separately and require users to become familiar with multiple interfaces. A manual conversion process is introduced, increasing communication delay and stymieing productivity.

With most UC solutions, IT staff can leverage existing investments in communications and not only achieve ROI quickly but actually improve its value to the organization by providing a simpler, unified interface to frequently used communications services. For example, as shown in Figure A, choosing "click-to-call" over an IP network that is integrated with the Microsoft Outlook application connects a call instantly from an email session. This action brings together the common directory and presence manager to streamline access to individuals.

In addition to the return on investment possibilities, UC solutions enable companies to communicate with customers, employees, suppliers and partners more effectively. Consider this example of someone trying to locate another person for an important discussion.

If I'm trying to communicate with you, first I need to have a good understanding of where you are, what communicating device you have and if you're available. I might have to randomly try a range of different numbers or locations. A unified interface would speed that process up by showing me if you're available and what device you're using, thus streamlining the way I communicate with you.

According to Zeus Kerravala, Senior Vice President of Yankee Group's Enterprise Research, organizations that have deployed unified communication solutions have been rewarded with double-digit improvements in productivity. For those forward-looking companies there is a possibility of transforming business. Companies have been trying to solve the same kinds of problems for the last 50 years: how do I better interact with my customers? How do I provide a memorable experience for them? How do I communicate more efficiently with colleagues? How do I provide information sooner? Unified communications is a strategy to move closer to these business requirements and ideals.

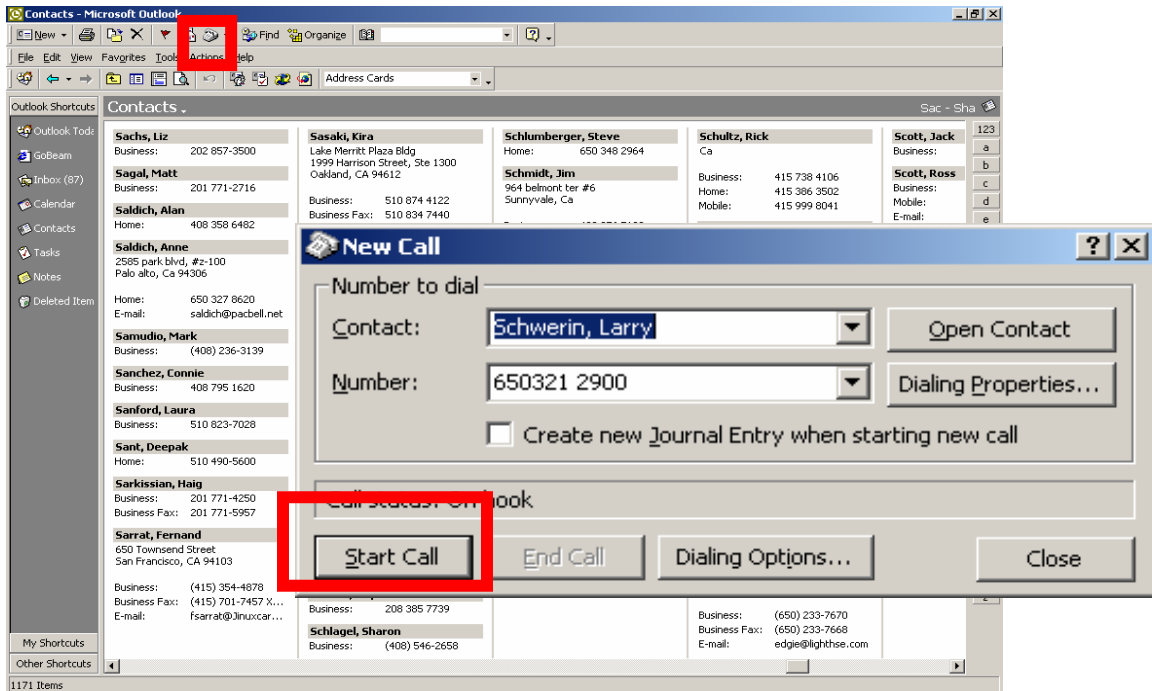


Figure A: Click-to-call functionality, which integrates email and the telephony directory is just one example of how UC reduces delay when shifting between two otherwise separate actions.

1.4 Problems and Benefits Addressed by Unified Communications

There are the two key problems and benefits that UC addresses: individual and corporate productivity.

For the individual user, unified communications reduces delay experienced when transitioning between communications devices. Mr. Kerravala of the Yankee Group estimates that productivity can improve by 15-20% per day by eliminating these transitions. For example, to retrieve voice mail, a user needs to pick up a telephone, dial digits and navigate through a series of voice prompts, then take notes on messages; then he or she may check email via another interface and then may receive a phone call and be required to talk while in the middle of writing or reviewing a document. To make this workflow more seamless and to retrieve time back in a worker's day would be a huge productivity gain to any organization.

At the corporate level, unified communications can improve a business' processes by advancing its ability to communicate with customers, employees, suppliers and partners more effectively. The best example of the value brought by unified communications at the organizational level is that of hospital operations. In an emergency situation which requires a highly skilled doctor(s) who is not in the vicinity of the emergency, a nurse who has a tablet PC that is connected to a unified communication environment can see all the doctors available. With one click, the doctor with the right skill set pops up and can be reached by an IM, voice or video session. Simultaneously the patient's vital life signs, medications and history pop up on the doctor's end-point so that the doctor can now assist the nurse in this crisis by bringing all the professionals required to address it. The key attribute in this scenario is the linking of all the back-end hospital systems and patient

instrumentation and the integration of communication into business process, which allows hospital staff to respond quickly to a real-time critical event.

Consider the following quote from John D. Halamka, MD, CIO, Harvard Medical School:

“Every year 98,000 patients die due to preventable medical errors in the business process of care. That’s equivalent to a 747 crashing every day, killing all aboard. If hospitals were airlines, would you fly?”

According to the Wall Street Journal, the majority of these preventable medical errors are due to poor communications between hospital staff. Consider the value created by eliminating a large fraction of these preventable medical errors. What value is created for the patients and their loved ones? What value does that bring to that hospital’s reputation? What does that do to the hospital’s insurance premiums? The value is immeasurably high.

The market place is just starting to wrap its mind around a higher level of value and benefit that unified communications is going to be delivering as to how work is accomplished. Apply the above scenario to a man-made or natural disaster, or the normal course of daily business, and the conclusion is clear: every industry segment will be rewarded when it deploys UC. In short, organizations will be equipped to be much more adaptive and responsive to events which trigger a needed response.

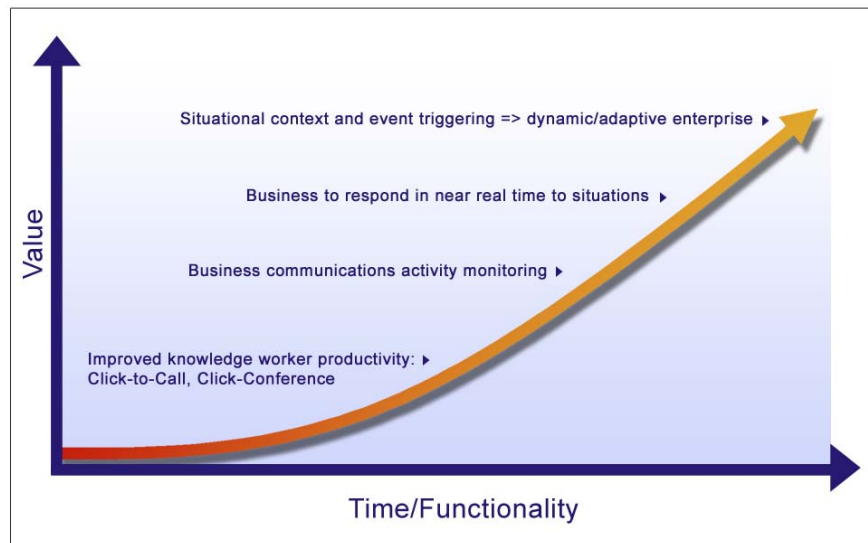


Figure B: Corporate value is increased as communications is injected into business process creating an adaptive and event-based responsive organization.

1.5 How Does An Enterprise Know When It Is Ready For Unified Communications?

Most companies are ready. IT organizations first have to build the underlying IP network infrastructure, then an IP telephony foundation upon which to deliver these applications. Many organizations find that there are elements of an IP infrastructure, telephony and UC already taking place. There are business units and workgroups that may be using unified instant messaging, conferencing and collaborative applications. IT staff needs to gather and manage these requirements as soon as possible and be able to roll out a consistent unified tool to your organization versus being burdened with having to integrate or rationalize a variety of non-interoperable end-user based deployments. Not having a vision, architecture or roadmap leads to much greater operational spend and, in short, a much bigger headache to manage down the road. From a readiness point of view, most companies are ready. But, IT staff needs to have a solid IP foundation on which to be able to build unified communications.

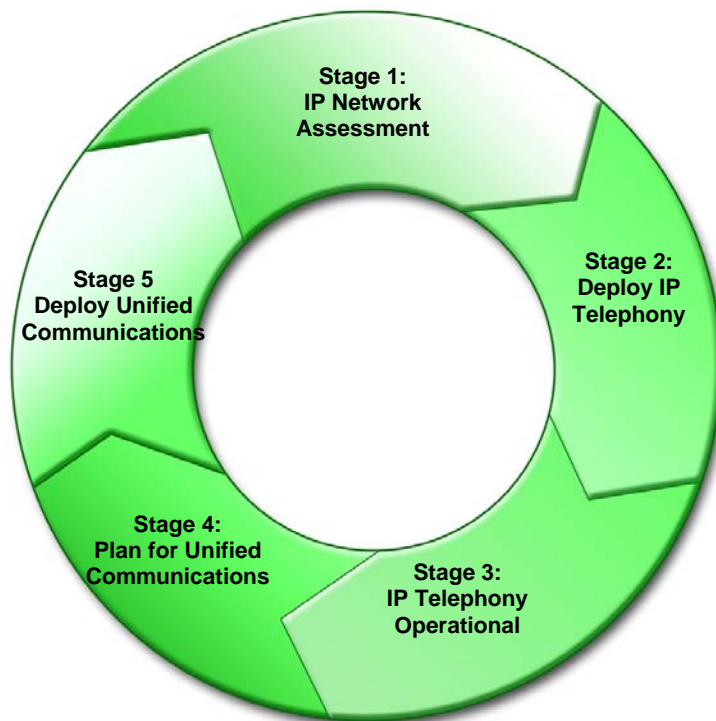


Figure C: The Lippis Five Stage UC Deployment Cycle

What causes some organizations to pause in their UC roll-out is the question of whether the industry is ready to deliver UC. Some IT departments wonder if they should wait for the industry to settle on a single UC approach as there have been numerous new announcements over the past six months. The answer is that **IT departments do not need to wait**. If an IT department has made an IP telephony deployment decision, then most of its unified communications activities are going to be centered on that particular solution. A company's IP telephony vendor will be the primary communications and UC framework for that firm. UC will be a multi-vendor

overall solution, but the bottom line is that IT staff does not need to wait for all the vendors to sort out their relationships and inter-working arrangements. To this end, IT staff should continue to push its selected vendor into multi-vendor interoperability testing with other IT suppliers. The grand goal of unified communications would be to unify the communications experience across multiple vendors, multiple devices, multiple networks, versus a single vendor. It is important for IT staff to start UC deployments now, certainly to get a handle on UC, because you will have rogue deployments which make it harder to get a handle on full deployment down the road. IT staff should start getting familiar with UC technology, using it, and exploring how it can benefit both end-users and overall corporate productivity. There is no reason to wait.

It is highly recommended that organizations consider adding a new position to their IT staff: a Chief Communications Officer (CCO) position tasked with working closely with business units to gather UC and business process efficiency requirements. The CCO would also be responsible for architecture development, planning, design, vendor selection and oversight of unified communication and communications-enabled business process projects. The CCO should have dotted line responsibility with business unit managers providing input on salary and performance reviews.

1.6 How Should An Enterprise Progress Towards Unified Communications?

IT can start today piloting and deploying to leverage the benefits of the vendors you have now. The industry has the technology for the underlying IP foundation today. IT staff need to start with one department, a branch, a functional unit--an area that you feel can get the most benefit from UC. Learn from those experiences by understanding risks and associated mitigation so that deployment is predictable and conformable. Then a larger roll-out can be planned and implemented across the company. Over time, you can take advantage of additional technology advances which the industry will be offering. If you wait, you can convince yourself to wait forever. The bottom line is this: If an organization does not implement UC it will be left behind as its competitors outperform its operations.

Section 2: Avaya's View of Unified Communications

Unified communication is relevant to the Avaya vision; albeit unified communications is one piece of a total intelligent communications vision. Many firms are focused on the desktop for integration of communications and launching applications. This is one way that vendors are communicating their UC value proposition. Some suppliers use UC to describe communication-enabled business process, which is the extraction of human and system delay out of workflow across an organization by injecting communications within that process. Some companies use UC to describe both desktop integration and launch point integration as well as communication-enabled business process.

Avaya talks about intelligent communications as the combination of unified communications and converged communication capability which connects all real-time technology associated with communication applications. Avaya is very active in

communication-enabled business process, customer service and customer contact technology.

Unified communications to Avaya is the *portal* to intelligent communications. It is the face of intelligent communications, the end-user interface which collapses unified access technology at the desktop, the mobile phone, and desk phone too. When those end-point devices are not available, using speech recognition enables access to communication applications in the categories of telephony, messaging, conferencing and collaboration. All of these applications are linked to communication services that are beginning to emerge that are, in turn, connected to a series of business applications. For Avaya, UC is the face of intelligent communication.

The relevance of unified communications to the end-user is that he or she will be given the opportunity to navigate and orchestrate across communication application layers. The seamlessness of access that results from this orchestration is an important aspect of the Avaya intelligent communications architecture. However, UC is but one of four parts of the Avaya vision of intelligent communications. The four parts of Intelligent Communications are UC, communications-enabled business processes, IP converged infrastructure and global professional services.

2.1 Gaining Productivity Independent of Modes and Modalities

Productivity loss associated with knowledge workers shifting between different communication modalities (environments) and modes (devices or applications) has been measured to be in the 15 to 20% range. The practical challenge of unified communications in any enterprise is that there exists a variety of applications, methods of access, and back-end applications that all need to be rationalized on behalf of the end-user. It is a multi-vendor environment and will probably be consistently or persistently a multi-vendor environment for years to come as IT staff implements UC. Avaya has not just emphasized modality on the communication front where there is now capability to seamlessly navigate from a desktop environment onto a mobile environment and back onto a desk phone link to once again a desktop environment. Avaya UC enables an end-user to move from one to the other seamlessly. Avaya has also emphasized its ability to integrate the end-user interface so the modality, presence control, call control, messaging access, contextual control, can be provided to the end-user in a holistic manner.

Avaya is also introducing capabilities to allow the users to regulate that modality, regulate how presence is federated, etc., and at the same time do it in the context of a multi-vendor reality where you may find in one enterprise, for example, a particular instance of presence that is controlled/provided by one vendor and then that presence information can be delivered by yet another vendor in that company's communication ecosystem. Avaya addresses this challenge of bringing it all together and providing voice and video all on top of it.

2.2 Avaya's Unified Communications Multi-Vendor Advantage

UC is a multi-vendor environment, perhaps the most multi-vendor environment within IT, where there are different vendors providing solutions on the desktop, in the back-end, databases, infrastructure providers and traditional communication suppliers. So the question is does Avaya's Unified Communications solution support integration with third party applications? How does Avaya's UC operate within these heterogeneous environments, both networks and application environments?

According to Jorge Blanco, Avaya's Vice President of Solutions & Software Portfolio Management, Avaya approaches UC from a layering architecture point of view. Avaya integrates UC on one level at the desktop. Avaya recognizes particular applications that are becoming more pervasive at the desktop. To insure integration, Avaya is working with companies such as Microsoft and IBM, who own a very large percentage of the e-mail market. In the IM space, Avaya has engaged Jabber, as they're pervasive in certain industry sectors such as financial services. These partnerships are coming together through integration of the front-end, but even more importantly at the back-end to deliver value to the UC portal. Avaya is working with these vendors and others to insure that the customer can begin to aggregate or federate access of these unique capabilities through UC. Avaya has been working with Microsoft, for example, in the area of unified messaging and IBM/Lotus around directory integration. The Avaya UC portfolio is built with the expectation that Avaya will integrate very aggressively with a range of popular environments that allow the end customer to truly have the freedom to build an end-user experience that in many cases would have had to be built by two to three companies in the back-end.

On the front-end Avaya continues to work with a variety of different mobile players. Avaya is in partnership with Nokia, having built an extension of their One-X experience, the One-X mobile client, available in the Nokia series 60. There will be much more to come in the mobile space from Avaya in the upcoming calendar year. Avaya is also working with the Window's mobile platform to extend Avaya communication services to that platform too.

In the conferencing market, Avaya has been working with Polycom for many years and also Tandberg, both of whom are active members in Avaya's DevConnect program. In on-line and web collaboration Avaya is working with Adobe's Breeze product now called Adobe Acrobat Connect Professional which provides an interactive web conferencing and online personal meeting rooms.

Avaya is working on integrating a wide range of modalities and modes of communications with a wide range of strong vendors. All of these relationships and partnerships are coming together as an acknowledgement that the communications market is made up of a multiplicity of vendors that need to come together to deliver a unified communication experience for end-users. Avaya believes that corporations should not be cheated by having to choose a single solution but rather be able to pick and choose the right applications whose access is unified to simply use and increase productivity. In short, this approach allows IT staff to build upon their existing investments so that they can actually start working and introducing, integrating, and delivering UC to their end-users as soon as possible.

2.3 Leveraging Existing Investment To Deliver A State-of-the-Art Unified Communications Solution

Leveraging past investments is a major concern for most organizations as they review UC deployment options. In the scenario where it is necessary to construct a new unified communications service for its users, questions arise: is there anything that can't be used which they already have? Do we need to scrap existing investments? What's the approach? How does Avaya start to layer unified communications and intelligent communications on top of existing infrastructure? Assuming that companies have already adopted IP telephony and they have an IP infrastructure, what else is needed to deploy UC?

Since the Avaya approach is a layered one, Avaya does not require its customers to throw away any piece of previous investment; as a matter of fact, Avaya has been delivering unified communication longer than any other recognized vendor. At the end of the day Avaya is connecting the dots more seamlessly for its customers. Consequently, Avaya advises its customers not to dismiss a single piece of Avaya gear, software or hardware that they have installed because they can actually bring it all together and will leverage it to move forward in the communication-enablement space. The layering architecture has served Avaya well and will continue to in the new age of UC.

2.4 Assuring Avaya's Architecture Attributes With Unified Communication

What are the table stakes in UC? Surely one concern is audio/voice quality. As companies start to layer unified communications on top of their existing IP telephony investments what does Avaya do to maintain and improve all of the various key architectural attributes such as security, reliability, business continuity, tracking and reporting?

For Avaya, the magic is embedded in the layered architecture. First, Avaya builds software modules with the understanding that each element of the stack is there to deliver a specific UC service/experience. Then, as software components are layered on top of each other, they are done so to insure and build upon the above architecture attributes. For example, the Avaya secure call control insures a compliance capability which is a key issue for the financial services and health care industries, among others. Avaya has layered communications technology to enable intelligent communications. To insure the key attributes mentioned above, as layering occurs, Avaya tests vigorously for those key attributes. Consider voice grade performance. This expectation of performance will be carried over to the performance of a business process that has been communication-enabled. The communications-enabled business process may have nothing to do with voice; but it is going to have to be voice-like in the fact that it is always available, readily accessible, and with the quality necessary to complete a transaction.

2.5 Professional Services to Reduce Complexity and Insure Success

To deliver on communications-enablement many firms may have a great deal of integration work to be done. True communications-enablement delivered via a UC solution will provide IT staff with a major corporate project. While it promises high ROI and TCO benefits, the down side is that it may be too much for some IT departments to implement, depending on the scope. From a services point of view, Avaya has a professional services organization to assist companies to be successful in their analysis, planning and implementation, even ongoing operations and monitoring of their unified communications implementation.

The fourth leg in the Avaya Intelligent Communications pillar is the requirement for solution delivery, and its services organization is critical to this. The Avaya consulting system integration team is already active in implementations that are performing this layered approach of integration. For example, the Avaya Global Services group is implementing a Jabber solution integrated into an Avaya intelligent communication environment within the financial service industry. This project is delivering capabilities such as persistent chat which has been communication-enabled and federated to all end-users. While this is but one small example, Avaya

is building the capability to compliment a customer's IT staff or a third party system integration partner to bring communications-enablement capabilities, deliver them end-to-end and insulate customers from the complexity that lies in the back-end which presents integration challenges.

Section 3: Summary and Recommendations

In this paper we have defined unified communications, identified its value and benefits and provided IT departments with concepts and deployment suggestions. We have also touched on all of the key elements that Avaya brings to the table for customers including: its multi-vendor approach, UC modality and various modes of use philosophy, voice grade performance commitment, and their layered architecture approach of intelligent communications. We further identify that UC is an important component of Avaya's intelligent communications architecture. But note that Avaya offers value well beyond UC including communications-enablement, IP converged infrastructure and global professional services.

We offer IT staff the following recommendations as they consider UC as an important part of their overall IT strategy to drive business value.

Key IT Staff Recommendations:

1. Before deploying UC, IT staff should assess the readiness of real time communication flows across their IP network infrastructure.
2. UC deployments will be multi-vendor, therefore, assure that your chosen vendor is committed to working with other key industry players and standards organizations.
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6. Consider UC pilots within workgroups and business units before wide spread deployments
7. For global 2000 concerns, professional services will play an important role in UC deployments. For these firms consider adding additional weight in selecting a UC vendor with a significant and proven professional services organization which can deliver a range of design, planning, implementation, management and monitoring services.

8. Consider developing a ROI (Return on Investment) and a TCO (Total Cost of Ownership) UC model for your organization as industry standards have not emerged. Individual productivity advances in the range of 15% to 20% have been attributed to UC. These figures should be independently calculated for your organization.
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About Nick Lippis



Nicholas J. Lippis III is a world-renowned authority on advanced IP networks, communications and their benefits to business objectives. He works with clients developing converged network architecture, which includes IP telephony, secure networks, wireless LANs, internet data centers and storage area networking. He is the publisher of the popular Lippis Report Newsletter and Podcast, a resource for network and IT business decision makers; www.lippis.com. He writes the Lippis on Communications column for Network World. Mr. Lippis was named one of the top 40 most powerful and influential people in the networking industry by Network World.

He has advised numerous Global 2000 firms on network architecture, design, implementation, vendor selection and budgeting, with clients including Barclays Bank, Microsoft, Kaiser Permanente, Sprint, Worldcom, Cigital, Cisco Systems, Nortel Networks, Lucent Technologies, 3Com, Avaya, Eastman Kodak Company, Federal Deposit Insurance Corporation (FDIC), Hughes Aerospace, Liberty Mutual, Schering-Plough and many others. He works exclusively with CIOs and their direct reports. Mr. Lippis possesses a unique perspective of market forces and trends occurring within the computer networking industry derived from his experience with both supply and demand side clients.

Mr. Lippis founded Strategic Networks Consulting, Inc., a well-respected and influential computer networking industry-consulting concern, which was purchased by Softbank/Ziff-Davis in 1996. For nine years Mr. Lippis reached over 120,000 purchasers of networking equipment and services through his monthly column "Lippis on Internetworking" published in Data Communications magazine. He was a contributing editor and columnist for Tele.Com magazine reaching over 80,000 service provider professionals monthly. He currently writes the "Lippis on IP Communications" column for Network World reaching 180,000 in print and 850,000 online. He publishes The Lippis Report, which is distributed to over 360,000 senior IT executives around the world. Mr. Lippis' reach exceeds 1,400,000 readers. He is a frequent keynote speaker at industry events and is widely quoted in the business and industry press.

Mr. Lippis received his Bachelor of Science in Electrical Engineering and his Master of Science in Systems Engineering from Boston University. His Masters' thesis work included selected technical courses and advisors from Massachusetts Institute of Technology on optical communications and computing.

About The Lippis Report

The Lippis Report program is a resource for its 47,000 IT and Network business decision makers subscribers. IT and Network business decision makers are provided access to the most in-depth download library in the networking and communications industry. The download library includes best practices from the industry's best practitioners.

The Lippis Report program consists of the following:

1. The Lippis Report e-mail newsletter, distributed twice a month
2. The Lippis Report podcast distributed weekly
3. The Lippis.Com site which hosts, tracks and captures content usage

The Lippis Report podcast is hosted by Nick Lippis, and boasts four distinct formats:

- 1. Industry Roundtable:** **Scott Bradner**, Harvard University, **John Gallant**, President and Editorial Director of Network World, **Zeus Kerravala**, Vice President, Yankee Group and **Nick Lippis** discuss major industry news and trends once a month.
- 2. Network/IT Business Decision Makers Interviews:** Hear best practices from the pairing of IT executives & business managers from major corporations in the global economy. They'll share with you what works and what doesn't so you can be more successful in your career.
- 3. Executive Interviews:** Hear directly from CEOs and CTOs from around the networks and communications industry as Nick Lippis interviews them on strategy, direction, competitive positioning and product/service investments.
- 4. Product/Service Launches:** Get the full unedited story on new product and service announcements when Nick Lippis gets pitched by vendors on their new product launch and then tells you what he thinks.