

A silhouette of the Golden Gate Bridge is shown against a vibrant orange and yellow sunset sky. The bridge's towers and suspension cables are clearly visible, extending across the frame. The overall mood is one of achievement and forward-looking optimism.

DOING BOTH

HOW CISCO CAPTURES
TODAY'S PROFIT AND DRIVES
TOMORROW'S GROWTH

INDER SIDHU

Senior Vice President, Strategy and Planning,
Worldwide Operations, Cisco

Vice President, Publisher: Tim Moore
Associate Publisher and Director of Marketing: Amy Neidlinger
Executive Editor: Mary Beth Ray
Editorial Assistant: Pamela Boland
Development Editor: Russ Hall
Operations Manager: Gina Kanouse
Senior Marketing Manager: Julie Phifer
Publicity Manager: Laura Czaja
Assistant Marketing Manager: Megan Colvin
Cover Designer: Alan Clements
Managing Editor: Kristy Hart
Project Editor: Anne Goebel
Copy Editor: Language Logistics, LLC
Proofreader: Kathy Ruiz
Indexers: Ken Johnson, Lisa Stumpf
Senior Compositor: Gloria Schurick
Manufacturing Buyer: Dan Uhrig

© 2010 by Cisco Systems, Inc.

Publishing as FT Press

Upper Saddle River, New Jersey 07458

FT Press offers excellent discounts on this book when ordered in quantity for bulk purchases or special sales. For more information, please contact U.S. Corporate and Government Sales, 1-800-382-3419, corpsales@pearsontechgroup.com. For sales outside the U.S., please contact International Sales at international@pearson.com.

Company and product names mentioned herein are the trademarks or registered trademarks of their respective owners.

All rights reserved. No part of this book may be reproduced, in any form or by any means, without permission in writing from the publisher.

Printed in the United States of America

First Printing June 2010

ISBN-10: 0-13-708364-5

ISBN-13: 978-0-13-708364-0

Pearson Education LTD.

Pearson Education Australia PTY, Limited

Pearson Education Singapore, Pte. Ltd.

Pearson Education North Asia, Ltd.

Pearson Education Canada, Ltd.

Pearson Educación de Mexico, S.A. de C.V.

Pearson Education—Japan

Pearson Education Malaysia, Pte. Ltd.

Library of Congress Cataloging-in-Publication Data

Sidhu, Inder

Doing both : how Cisco captures today's profit and drives tomorrow's growth / Inder Sidhu.

p. cm.

ISBN-13: 978-0-13-708364-0 (hardcover : alk. paper)

ISBN-10: 0-13-708364-5 (hardcover : alk. paper) 1. Cisco Systems, Inc. 2. Computer industry—United States—Management. I. Title.

HD9696.2.U64C5764 2010

338.7'62139810973—dc22

2010006414

1

Doing Both

“Even in the remotest times, long preceding the Christian era, the ancients understood the value of dignifying their harbors with impressive works. The Colossus of Rhodes and the Pharaohs of Alexandria were counted among the seven wonders of the world...But the bridge across the Golden Gate would dwarf and overshadow them all.”¹

When James Wilkins wrote these words in an August 1916 editorial for the *San Francisco Call Bulletin*, he was an inspired journalist, an aspiring engineer and a frustrated commuter. The Marin County resident boarded a ferry each day, crossing the increasingly crowded waters of the San Francisco Bay to his office in the city. In an era of automobiles, slow-moving ferries were akin to the horse and buggy. Wilkins knew there had to be a better way.

In the early 1900s, San Francisco was the largest city in the world served primarily by ferries. While other population centers in the United States boomed, San Francisco found its economic growth stymied and its waters clogged with ferry traffic and weary travelers. Ferries simply couldn't keep up with demand or population growth in a city surrounded by water on three sides. Without a sustained link to neighboring communities, the region struggled to grow or connect with outlying communities.

Wilkins' 1916 editorial was a rallying cry. He challenged the beleaguered city, which had only recently rebounded from the brink of collapse after the 1906 earthquake, to build a bridge on the grandest

scale. Wilkins envisioned not only a road between San Francisco and Marin County, but a work of art that would rival the world's great achievements in architecture—a monument like no other.

But building a bridge would be a daunting challenge. It would need to span more than 6,700 feet across a strait almost constantly pounded by 60-mile-per-hour winds. A mere 12 miles from the San Andreas Fault, whose tremors nearly decimated San Francisco in 1906, the bridge would certainly need to withstand major seismic activity. It would have to be tall enough to accommodate ships passing underneath its deck. The city's notorious fog would likely slow construction. And the project would need to overcome these obstacles without disturbing the natural beauty of the San Francisco Bay.

Could it be done?

Many had their doubts—but not Chicago native Joseph Strauss, a veteran engineer with hundreds of bridges to his credit.

Strauss initially proposed a combination cantilever and suspension bridge in 1921. Purely utilitarian, his unsightly design was widely derided. “A hybrid monstrosity with little but functionality to recommend,” said one critic.²

While he spent eight years lobbying for support from governmental officials, local unions, fellow engineers, and eventually the voters who approved a \$35 million bond to finance construction, Strauss overhauled the plans.

But he was not alone. While he was the chief engineer and the project's most visible champion, Strauss surrounded himself with a team that had expertise in both structural engineering and aesthetic design.³

Engineer Leon Moisseiff joined Strauss after gaining a national reputation for his work on the Manhattan Bridge. Moisseiff was especially well known for his pioneering efforts in deflection theory, which stated that a bridge must flex and bend in the wind to withstand strong gusts. Moisseiff and fellow engineer Charles Alton Ellis applied this theory to the Golden Gate Bridge. Working by telegram

from their offices in New York and Chicago, respectively, the two men addressed the seemingly endless series of engineering challenges, eventually designing a bridge that was flexible enough to avoid damage during earthquakes or sustained winds by swinging 27 feet.

Meanwhile, architect Irving Morrow envisioned not just a bridge, but a sculpture that would complement—not undermine or overshadow—the natural beauty of the area. He was responsible for the art deco styling, including the wide towers and expansive lighting. But Morrow’s most renowned contribution is the structure’s famous red hue (officially known as International Orange). With this coloring, the bridge blends with the surrounding hillside, yet is still visible through San Francisco’s legendary fog.

When Strauss combined Morrow’s design with Ellis and Moisseiff’s engineering, the result was a flexible, single-span, suspension bridge—one that was longer, narrower, lighter, and more graceful than anything the world had ever seen.

This feat of engineering, the Golden Gate Bridge, has now survived for more than 70 years. Upwards of 100,000 cars traverse it each day—more than 40 million per year. But the bridge is a monument renowned not only for transportation capabilities, but also for magnificence. The American Institute of Architects ranked it fifth on its America’s Favorite Architectures list in 2007.⁴

The American Society of Civil Engineers named the Golden Gate Bridge one of the Wonders of the Modern World in 1994, stating “[It] combines engineering strength and beauty. It survived the 1989 Loma Prieta earthquake suffering no damage, and in 66 years the bridge has only been shut briefly (longest closure was 3 hours and 27 minutes) to traffic three times due to periods of high sustaining winds. Today, the Golden Gate Bridge remains one of the world’s most revered and photographed bridges.”⁵

The confluence of two seemingly opposing ideals—beauty and strength—is at the heart of the bridge’s iconic status. Could the city of

San Francisco have endangered lives with mediocre engineering? Of course not. Would Strauss's original, no-frills design have been sufficient in carrying cars to and from San Francisco? Perhaps. But would it today be a monument, a tourist attraction and one of the most photographed sites in the world? Unlikely.

When it opened to traffic, the Golden Gate Bridge was the longest single-span suspension bridge in the world, a position it retained for more than 25 years. Seven decades later, it still has the second-longest main span of any suspension bridge in the United States.

Impressive. But a nearby bridge is physically bigger, more heavily trafficked, and a greater marvel of engineering. That is the Bay Bridge. Just five miles east of the Golden Gate, it shuttles more than 270,000 cars each day between Oakland and San Francisco.

Opening just six months before the Golden Gate Bridge, the Bay Bridge is the longest high-level, steel bridge in the world. "Its construction required the greatest expenditure of funds ever used for a single structure in the history of man. Its foundations extend to the greatest depth below water of any bridge built by man; one pier was sunk at 242 feet below water, and another at 200 feet. The deeper pier is bigger than the largest of the Pyramids and required more concrete than the Empire State Building in New York," says University of San Francisco history professor John Bernard McGloin.⁶

Despite this feat of engineering, the prominence of the Bay Bridge is dwarfed by that of its famous neighbor. Just open the photo album of any family that has visited San Francisco. You'll likely find pictures of children smiling back at you from the deck of the Golden Gate Bridge, but not posed in the shadows of the Bay Bridge.

Why the difference?

Rather than focusing on form or function, the Golden Gate Bridge does both. Strauss and his team did not settle for strength or beauty, but instead recognized that each could complement and enhance the other. They bestowed on the bridge both strength and beauty. They did both.

Of course, this concept doesn't just apply to bridges. It holds true in sports, in nature, and in business—in fact, in most aspects of life. Gymnasts need strength and flexibility. Sports teams win with offense and defense. Ecosystems depend on both prey and predators. Car makers focus on safety and performance. Parents give their children roots and wings.

And a successful business prioritizes growth and profitability. Innovation and operational excellence.

In 1984, nearly half a century after the Golden Gate Bridge opened to traffic, one such business opened its doors, mere miles from the famous structure. When its founders needed a name and logo for the fledgling enterprise, they thought of the bridge that represented their city: San Francisco. Shortening the city's name led the founders to their new moniker: Cisco. And the shape of the Golden Gate Bridge—formed by its towers and suspension cables—inspired the Cisco logo. It was certainly appropriate. Much as bridges connect people across a body of water, Cisco's technology connects people and information across a network.

But Cisco took more from the Golden Gate Bridge than a name, a logo, or even the goal of bringing people together. Cisco also transformed itself by leveraging the same principle that has made the Golden Gate Bridge an icon for more than seven decades: Doing Both.

By doing both, Cisco approaches every decision as an opportunity to seize, rather than a sacrifice to endure. This allows the company to avoid a basic trap that ensnarls a lot of companies: the belief that when confronted with two divergent options, an organization must make a difficult trade-off in order to pursue its objectives. The basic premise of this book is that such thinking leads to false choices more often than it produces breakthrough insights. Instead of desired outcomes, it inevitably leads to reduced expectations.

But you can aspire for more.

Instead of choosing one thing to the exclusion of the other, what if you could do both, each for the benefit of the other? Not a balanced

compromise between two objectives, but a mutually reinforcing multiplier in which each side makes the other better. Jim Collins and Jerry Porras explored this idea in their 1994 book, *Built to Last*. “A highly visionary company doesn’t want to blend yin and yang into a gray, indistinguishable circle that is neither highly yin nor highly yang; it aims to be distinctly yin and distinctly yang—both at the same time, all the time. Irrational? Perhaps. Rare? Yes. Difficult? Absolutely.”⁷

Cisco recognizes the wisdom of these words. And it has benefited handsomely as a result. Over the past seven years, the company has doubled its revenue, tripled its profits, and quadrupled its earnings per share. Cisco has more than \$40 billion cash on hand and generated more than \$10 billion of annual cash flow in 2009, global recession notwithstanding. It routinely ranks among the most admired companies and best places to work around the world. Cisco is one of the few in technology that caters to customers of all sizes, from individual consumers to the world’s largest institutions. Its brand is estimated to be worth \$22 billion—the fourteenth most valuable in the world, according to Interbrand.⁸ With each new day, Cisco’s influence grows. In 2009, the company became one of just 30 that comprise the Dow Jones Industrial Average.

The following chapters explore Cisco’s experiences with doing both. I examine how this has helped the company enter new markets, introduce breakthrough technologies, scale its operations, engage with more customers, and better harness the potential of its people.

Perhaps some of our challenges will sound familiar to you. Perhaps they are limiting your organization from reaching its full potential. Perhaps you are struggling to choose between two alternatives right now.

If so, you just might find a bridge to a whole new world of opportunity in the pages that follow. I invite you to think of that the next time you face a difficult choice or are vexed by an uncomfortable compromise. The best answer may surprise you.

Maybe, you just need to do both.

INDEX

Numbers

3M, 12

10-Point Plan, 91

A

accountability, relevance, 121-123

Action Learning Forum (ALF), 28

Agee, Bob, 156

Aggregation Services Router (ASR), 14

Alcatel-Lucent Bell Labs, 11

ALF (Action Learning Forum), 28

aligning superstars with teams, 146-149

alignment, discipline, 162-167

Allred, Doug, 48

Amazon, 37

ambiguity, eliminating, 162-167

American Institute of Architects, Golden Gate Bridge, 3

American Society of Civil Engineers, Golden Gate Bridge, 3

AMR Research, 72, 75

Andiamo, 20

Anthony, Carmelo, 137

Apple

disruptive innovation, 10

diversifying business models, 37-38

multiple business models, developing, 37-38

new business models, embracing, 37-38

reinvention, 61

ArcelorMittal, 59

Aris Isotoner glove snafu of 1994, 57

Arizona Cardinals, 144

Asia, catering, 100

ASR (Aggregation Services Router), 14

Azcárraga, Alejandro Burillo, 105

B

bandwidth, managing, 44-45

Barnes and Noble, 37

Bates, Tony, 14

Baveja, Savi, 110

Bay Bridge, 4

Beals, Vaughn, 152

Bell Labs, 11

best partners, 87
 Bezos, Jeff, 114
 boards, 158-162
 Borders, 37
 Bostrom, Sue, 130
 Brar, Surinder, 86
 Buffet, Warren (BYD), 33
 Built to Last, 6
 Burrell, Gary, 139
 business models
 Cisco business models,
 comparing, 55-56
 consumer market models,
 developing, Cisco, 40-42
 custom building, Cisco video
 market, 43-47
 diversifying
 Amazon, 37
 Apple, 37-38
 BYD, 34
 Cisco, 38
 Disney, 35-36
 Google, 35-37
 IBM, 36-37
 multiple models, developing
 Amazon, 37
 Apple, 37-38
 BYD, 34
 Cisco, 38
 Disney, 35-36
 Google, 35-37
 IBM, 36-37
 new models, embracing
 Amazon, 37
 Apple, 37-38
 BYD, 34
 Cisco, 38

Disney, 35-36
 Google, 35-37
 IBM, 36-37
 SaaS (Software as a Service),
 Cisco, 52-53
 services-based models,
 developing
 Cisco, 47-50
 *SaaS (Software as a
 Service)*, 52-53
 subscription-based models,
 developing
 Cisco, 47-50
 *SaaS (Software as a
 Service)*, 52-53
 video market models,
 developing (Cisco), 43-47

BYD

Buffet, Warren, 33
 Chuanfu, Wang, 34
 diversifying business models,
 34
 electric car, developing, 33-34
 multiple business models,
 developing, 34
 new business models,
 embracing, 34

C

Calderon, Felipe, 105
 Calderoni, Frank, 104
 California, San Francisco
 Bay Bridge, 4
 Golden Gate Bridge, 1-5
 Loma Prieta earthquake, 3
 University of San Francisco, 4
 Carnegie Mellon University, 44

- CDO (Cisco Development Organization), 14
- centralized management model, Cisco (early years), 156-157
- Chambers, John, 19, 81, 105
 Cisco services-based business model development, 48
 Cisco subscription-based business model development, 48
 consumer market business model, developing, 40
- Chan, Owen, 100
- changes, new models for relevance, 120
- channel partners, 84
- channels, 83
- Christensen, Clayton, 11, 31
- Chrysler, closing dealerships, 77-78
- Chuanfu, Wang (BYD), 34
- circles of leadership, 153
- Cisco, 116
 Aggregation Services Router (ASR), 14
 Allred, Doug, 48
 business models, comparing, 55-56
 Chambers, John
consumer market business model development, 40
services-based business model development, 48
subscription-based business model development, 48
- consumer market business model, developing
Chambers, John, 40
Linksys, 42
- councils and boards, 158-162
- customer satisfaction, 80-83
- diversifying business models, 38
- early years, centralized management model, 156-157
- eliminating ambiguity, 162-167
- growth of, 6
- history of, 16
- inspiration for, 5
- Moore, Gary, 50
- multiple business models, developing, 38
- new business models, embracing, 38
- North American business, 146
- partners, 83-87
VIP (Value Incentive Program), 90
- Pinto, Joe, 48
- SaaS (Software as aService), 52-53
- services-based business model, developing, 47-53
- simultaneous pursuit of sustaining and disruptive innovation, 13-15
- Subrah, Iyar; Cisco SaaS (Software as a Service) business model, 54
- subscription-based business model, developing, 47-53

video market business model,
 developing, 43
bandwidth management,
 44-45
SA (Scientific Atlanta),
 45-47

Cisco Action Learning Forum
 (ALF), 28

Cisco CRS-1 Router, 116

Cisco Development
 Organization (CDO), 14

Cisco Globalization Center, 108

Cisco Information Online, 118

Cisco Smart Connected
 Communities, 106-111

Cisco StadiumVision, 141-145

Cisco TelePresence, 24-25, 30,
 125-127

Cisco Unified Computing
 System (UCS), 129

Cisco-on-Cisco, 118-119

collaboration, 123-125
 Cisco TelePresence, 125-127
 customer scaling, 129-131
 executive scaling, 126-127
 expert scaling, 127-129
 relevance, 131
 Subaru training program, 51

collaboration technology, 124

collaborative environments, 155

collective, 138

Collins, Jim (Built to Last), 6

command-and-control models,
 155

communities, managing,
 106-111

concept cars, 141

conferencing (web), Subaru
 training program, 51

Connected Real Estate, 110

consumer market business
 models, Cisco
 Chambers, John, 40
 Linksys, 42

Corporate Innovation Fund
 (P&G), 13

councils, 158-162

custom building business
 models, Cisco video market, 43
bandwidth management, 44-45
SA (Scientific Atlanta), 45-47

customer interactions, 128

customer satisfaction, 79
 Cisco, 80-83
 IBM, 79
 Lexus, 79-80
 momentum, building, 92-94
 VoIP, 91

customer scaling, collaboration,
 129-131

D

Dallas Cowboys, 144

data centers, 20

de Beer, Marthin, 23-24

dealers, Chrysler, 77-78

Dell Computer, 59-61

Dell, Michael, 61

developed countries, 95, 97-98

digital imagery, 10

discipline, alignment, 162-167

Disney, 35-36

Disrupter of the Decade, 31

disruptive innovation, 9-13

diversifying business models
 Amazon, 37
 Apple, 37-38
 BYD, 34

Cisco, 38
 Disney, 35-36
 Google, 35, 37
 IBM, 36-37
 Doerr, John, 114
 doing both, overview, 169-171
 dot-com boom, 63
 supply chains, 63-65
 dot-com collapse, supply chains,
 63-65
 Dow Chemical, 9
 Draper, Darryl (Subaru training
 program), 51
 dual management model,
 167-168

E

EBC (Enterprise Business
 Council), 89, 167
 ECC (Emerging Countries
 Council), 103-104
 economic freefall of 2008 and
 2009, dual management
 model, 167
 electric car, developing (BYD),
 33-34
 Elfrink, Wim, 108
 Ellis, Charles Alton (Golden
 Gate Bridge), 2
 emerging countries, 95-99, 111
 catering to, 99-102
 roadblocks to setting up local
 infrastructure, 102-106
 Emerging Countries Council
 (ECC), 103
 Emerging Technologies Group
 (ETG), 23-30
 I-Zone, 27

Enterprise Business Council
 (EBC), 89, 167
 Escada, 58-59
 ETG (Emerging Technologies
 Group), 23-30
 I-Zone, 27
 Ethernet switching, 15
 excellence, 115-116
 execution, 163
 executive scaling, collaboration,
 126-127
 expert scaling, collaboration,
 127-129
 external venturing, 16-22
 versus internal venturing, 31

F

Farnan, David, 128
 Fong, Michael, 85

G

Garmin, 139
 General Electric, medical
 equipment (China), 97
 Giancarlo, Charlie, 24
 global economic shift, 99
 global middle class, 99
 Global Supply Chain
 Management, 70
 Globalization Center, 109
 goals, stretch goals, 146
 Golden Gate Bridge
 accolades/awards, 3
 Bay Bridge's comparisons to, 4
 building, 1-2
 Loma Prieta earthquake, 3
 role as Cisco's inspiration, 5

Goodwin, Keith, 84
 Google, 12
 diversifying business models,
 35-37
 multiple business models,
 developing, 35-37
 new business models,
 embracing, 35-37
 Grubb, Jim, 142

H

Hamilton, Stuart, 141-144, 159
 Harley-Davidson, 151-154
 Harvey, Ken, 132-134
 Hershey Foods meltdown
 of 1999, 57
 Hewlett-Packard, reinvention,
 61
 highly leveraged models, 83
 Hill, Kathy, 14
 history of Cisco, 16
 Holland, Dave, 142
 Hon Hai Precision Industry, 74
 Hooper, Ned, 167
 HSBC, relevance, 131-134

I

I-Prize, 27-28
 I-Zone, 27-28
 IBM
 diversifying business models,
 36-37
 multiple business models,
 developing, 36-37
 new business models,
 embracing, 36-37
 partner loyalty, 79
 IBM Research, 11

Immelt, Jeffrey, 98
 incubation, 28-29
 India, 112
 Cisco Smart Connected
 Communities, 106-108
 individuals, 140
 aligning with teams, 146-149
 StadiumVision, 141-145
 innovation
 disruptive innovation, 9-13
 Procter and Gamble (P&G), 8
 sustaining innovation, 9
 innovation syncopation, 31-32
 Intel, Core i7, 14
 internal venturing, 23-30
 versus external venturing, 31
 Internet, 117-119
 bandwidth management, video
 market business model
 development, 44-45
 Iomega Corp., 12-13
 iPod, 10
 iTunes, 10
 Iyar, Subrah; Cisco SaaS
 (Software as a Service)
 business model, 54

J

Jain, Raj, 112
 Jobs, Steve, 61
 Justice, Rick, 100

K

Kamen, Dean, 113
 Kao, Min, 139
 Kavanaugh, Jim, 93
 Kennedy, David, 139
 Kerwood, Lorraine, 115

Khurana, T.S., 63
 Kidd, Jason, 150
 Krzyzewski, Mike, 149

L

Lafley, A.G., 8
 LaFountain, Tad, 65
 The Last Lecture, 44
 laundry detergent, Procter and
 Gamble (P&G), 7-8
 laundry detergent compaction,
 7
 Lexus, partners and customer
 satisfaction, 79-80
 Linksys, Cisco consumer market
 business model development,
 42
 Lloyd, Rob, 145
 aligning superstars with teams,
 146-149
 Loma Prieta earthquake (San
 Francisco, California), 3

M

managing communities, 106-111
 Manufacturing Excellence (Mx),
 72
 matrix management versus
 councils and boards, 161
 Mazzola, Mario, 20
 McCann-Erickson, 139
 McGloin, John Bernard, 4
 medical equipment, General
 Electric, 97
 Mendez, Angel, 70, 104
 Mexico, 105
 Microsoft Research, 11

middle class, global, 99
 Mittal, Megha, 59
 Moisseiff, Leon (Golden Gate
 Bridge), 2
 momentum, building, 92-94
 Moore, Gary, 50
 Morrow, Irving (Golden Gate
 Bridge), 3
 Motorola, 11-12
 Mountford, Paul, 100-102
 multiple business models,
 developing
 Amazon, 37
 Apple, 37-38
 BYD, 34
 Cisco, 38
 Disney, 35-36
 Google, 35-37
 IBM, 36-37
 MV Augusta, 154
 Mx (Manufacturing Excellence),
 72-73

N

Napster, 38
 networking, 51. *See also*
 collaboration
 new business models,
 embracing
 Amazon, 37
 Apple, 37-38
 BYD, 34
 Cisco, 38
 Disney, 35-36
 Google, 35-37
 IBM, 36-37
 New York Yankees, 144
 NextStep Recycling center, 115

Nike, 139

Nokia, 96-97

Open Studios, 97

Nuova, 21

O

Open Studios, Nokia, 97

operations, optimizing, 67-70

optimization

Dell Computer, 59-61

Escada, 58-59

supply chains, 62-70

optimizing operations, 67-70

organizational culture, 140

P

Painter, Randy, 77

PARC (Xerox Palo Alto
Research Center), 11

partner loyalty

IBM, 79

Lexus, 79-80

partners, 78

best partners, 87

Cisco, 83-87

*Value Incentive Program
(VIP)*, 90

momentum, building, 92-94

reseller partners, 84

value, 87

Patel, Pankaj, 14

Pausch, Randy (The Last
Lecture), 44

Payne, Larry, 147

Peres, Edison, 89

Phelps, Michael, 149

Pinto, Joe, 80

Cisco services-based business
model development, 48

Cisco subscription-based
business model development,
48

plastic recycling, 115

Polaroid, 10-11

polystyrene, 115

Porras, Jerry (Built to Last), 6

Procter and Gamble (P&G)

Corporate Innovation Fund, 13
innovation, 8

laundry detergent, 8

Proctor, Don, 89

Product Sales Specialists
(PSSs), 127

productivity

Cisco TelePresence, 127

collaboration technology, 124

Professional Computing Center
of Calgary, 145

PSSs (Product Sales
Specialists), 127

Q

Quantum Flow Processor, 14

R

recycling plastic, 115

reinvention

Apple, 61

Dell Computer, 59-61

Escada, 58-59

Hewlett-Packard, 61

supply chains, 70-75

relevance, 114-117
 collaboration, 131
 first steps to, 117-118
*driving a culture of
 accountability, 121-123*
*making technology
 relevant, 118-119*
*process drives relevance,
 120*
 HSBC, 132-134
 reseller partners, 84
 Ricci, Ron, 163
 roadblocks to setting up local
 infrastructure in emerging
 countries, 102-106
 Rollins, Kevin, 60

S

SA (Scientific Atlanta), Cisco
 video market business model
 development, 45-47
 SaaS (Software as a Service),
 Cisco, 52-53
 San Francisco Call Bulletin,
 Golden Gate Bridge, 1
 San Francisco, California
 Bay Bridge, 4
 Golden Gate Bridge
accolades/awards, 3
*Bay Bridge's comparisons
 to, 4*
building, 1-2
Loma Prieta earthquake, 3
*role as Cisco's inspiration,
 5*
 Loma Prieta earthquake, 3
 University of San Francisco, 4

Sandler, Sheldon, 79
 Saudi Telecom, 82
 Schipper, Brian, 160
 Segway Personal Transporter,
 113-114
 Selsius, 83, 88
 services-based business model
 development
 Cisco, 47-50
 SaaS (Software as a Service),
 52-53
 Silicon Valley, 16
 simultaneous sustaining and
 disruptive innovation, Cisco,
 13-15
 SingHealth, 109
 Skype, 88
 Smart Connected Communities,
 106-111
 smartphones, 97
 software
 collaboration software, Subaru
 training program, 51
 monetizing via suscription-
 based services
*Cisco subscription business
 model development, 47-
 50*
*SaaS (Software as a
 Service), 52-53*
 SaaS (Software as a Service),
 Cisco, 52-53
 spin-ins, 18-22
 Sports & Entertainment,
 StadiumVision, 144
 StadiumVision, 141-145
 startups, 19
 status quo, 170

storage, 19
 storage area networking, 20
 strategy, 163
 Strauss, Joseph (Golden Gate Bridge), 2-4
 Strauss, Joseph, 171
 stretch goals, 146
 Subaru of America, 51
 subscription-based business model development
 Cisco, 47-50
 SaaS (Software as a Service), 52-53
 superstars, aligning with teams, 146-149. *See also* individuals
 supply chain disasters, 57
 supply chains, 62-65
 optimization, 62-70
 reinventing, 70-75
 sustaining innovation, 9

T

teams, 140
 aligning with superstars, 146-149
 teamwork, 149-150
 technology, collaboration, 124-125
 Cisco TelePresence, 125-127
 WebEx, 127, 130
 Teerlink, Rich, 152-153
 TelePresence Systems Business Unit (TSBU), 26
 transforming supply chains, 70-75
 Tribeca (Subaru of America), 51
 TSBU (TelePresence Systems Business Unit), 26

U

U.S. Olympic men's basketball team, 137-138, 149
 UC (Unified Communications), 89
 UCS (Unified Computing System), 21, 129
 Unified Communications (UC), 89
 Unified Computing System (UCS), 21, 129
 University of San Francisco, 4
 urbanization, rapid, 106-108

V

value, partners, 87
 Value Incentive Program (VIP), 90
 video, 142
 video market business models
 bandwidth management, 44-45
 Cisco, 43
 bandwidth management, 44-45
 SA (*Scientific Atlanta*), 45-47
 VIP (Value Incentive Program), 90
 virtualized data centers, 20
 vision, 163
 VoIP (Voice over Internet Protocol), 88-92
 customer satisfaction, 91
 volume discounts, 85-86
 VSE (Vision, Strategy, Execution), 164

W

Walker Research, 81
web conferencing, Subaru
training program, 51
WebEx, 127, 130
 Cisco SaaS (Software as a
 Service) business model, 53
Whirlpool Corporation, 95-96,
112
Whitwam, David, 95
Wieden, Dan, 139
Wilkins, James (Golden Gate
Bridge), 1
William Cain, 139
Wirt, Ken, 165
working together, 51, 123-125
 Cisco TelePresence, 125-127
 customer scaling, 129-131
 executive scaling, 126-127
 expert scaling, 127-129
 relevance, 131
 Subaru training program, 51
World Washer (Whirlpool), 95-
96
World Wide Technology Inc.
(WWT), 93-94

X

Xerox Palo Alto Research
Center (PARC), 11

Y

Yoo, Tae, 104

Z

Zip drives, 12
zip-locking-style plastic
sandwich bags, 9