Cisco At-a-Glance

Fiscal Stats

FY14 Revenue: $47.1B, -3% Y-Y Growth, $36B Products, $11B Services
Q1 FY15 Revenue: $12.2B, 1% Y-Y Growth, $9.4B Products, $2.8B Services
$6.3 R&D (13.4% of Cisco revenue)

Other Stats

More than 71,500 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
Cisco Systems, Behind the Hardware

Tom Freeman
TIM 101 MOT Seminar, UC Santa Cruz
February 5, 2015
Agenda

About Tom
About Cisco
Project Management
Business Operations
Innovation at Cisco
Closing Thoughts
Q&A
About Tom
Tom Freeman

About Me:
• Graduated from UCSC in Fall 2009
• B.S. in Information Systems Management
• Been with Cisco for ~6 years
• Former president of ISMA (Information Systems Management Association)

Professional Experience:
• Project Manager: 4+ years experience managing cross functional software projects
• Business Operations Analysts: Finance & resource management background
• Developer: Web applications / Mobile
• Business Operations Manager: Finance, staffing, planning, communications, and metrics support
• Certified Project Management Professional (PMP), ScrumMaster

Interests
• Music, Acoustics, Disc Golf, Drumming, FPS games, LAN parties
The Journey

- Market Research
- Event Management
- Web Development
- Project Management
- PMO Information Systems Administrator
- Operations/Finance
- Mobile App Development
- POC Engagement
- Operations/CoS

About Cisco
Cisco Company Overview
Two Cables and a Desire to Connect
Intelligent Connections at the Heart of Cisco

Connectivity
Digitize Access to Information
- Email
- Web Browser
- Search

Networked Economy
Digitize Business Process
- E-commerce
- Digital Supply Chain
- Collaboration

Internet of Everything
Digitize the World
Connecting:
- People
- Process
- Data
- Things

Immersive Experiences
Digitize Interactions (Business & Social)
- Social
- Mobility
- Cloud
- Video

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The Internet of Everything

People

Things

Process

Data
Internet of Everything

Benefits

- Improved Experiences
- Fuel Innovation
- Increase Efficiency
- Create New Markets
- Unlock Intelligence
- Minimize Risk
Customers Rely on Cisco for Innovation

1986
1st multi-protocol router, the Advanced Gateway Server

1992
Groundbreaking Interior Gateway Routing Protocol patent

1994
1st major supplier of multiprotocol products awarded ISO 9001 cert.

1998
1st small office/home/telecommuting cable modem

1999
IP Telephony Patent

2004
Cisco Carrier Routing System (CRS-1)

2006
TelePresence

2008
Collaboration Portfolio

2009
UCS

2011
ASR 9000 Series (1st Terabit-router)

2013
Network Convergence System (Planet’s Fastest Router)

2014
Application-Centric Infrastructure
Our Vision
For nearly 30 years, we’ve focused on helping to change the way the world works, lives, plays, and learns.

Our Strategy
We solve our customers’ most important business challenges by delivering intelligent networks and technology architectures built on integrated products, services, and software platforms.

Change
Solve
Innovate
FY14 Financials

Revenue: $47.1B  
-3% Y-Y Growth

Total Cash: $50+B

Product Revenue: $36B

Services Revenue: $11.6B
Revenue by Geography
Total Q1 FY15 | $12.2B

- Americas: $7.5B
- EMEA: $3B
- APJC: $1.7B
Cisco’s R&D Commitment
We Build the Solutions You Need to Succeed

$6.3B in R&D spend
13.4% of FY14 revenue
19,000+ patents
170 labs around the world
25,000 engineers

Build – Buy – Partner – Integrate
Acquisitions: An Extension of Cisco’s Innovation Engine

More than 170 Across Architectures

Core Mobility | Core Security | Collaboration | Datacenter and Virtualization | Video
---|---|---|---|---

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Our Partnerships Put You First

Nearly 70,000 Channel Partners

More than 27,000 CCIE Professionals

Strong Relationships with Industry-Leading Partner Companies
Market Leadership Matters

- **No. 1 Routing**
  - Edge/Core/Access
  - 45%
- **No. 1 TelePresence**
  - 43%
- **No. 1 Wireless LAN**
  - 50%
- **No. 1 Switching**
  - Modular/Fixed
  - 64%
- **No. 1 Voice**
  - 39%
- **No. 1 Web Conferencing**
  - 41%
- **No. 2 x86 Blade Servers**
  - 27%
- **No. 1 Storage Area Networks**
  - 47%
- **No. 1 Security**
  - 33%

Q1CY14
culture
employees
...are our competitive advantage

- 19% other
- 35% engineering
- 20% services
- 26% sales

71K+ employees
380+ offices
Cisco’s Focus Areas for Corporate Social Responsibility

Governance and Ethics

Supply Chain

Our People

Society

Environment
Our Greatest Supporters: Our Customers

Source: Cisco annual survey; measured on a scale of 1 to 5 in fiscal years

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Leading for Nearly 30 Years

Internet of Everything

The Landscape is Constantly Changing

1990 – 1995
1996 – 2000
2001 – 2007
2008 – Today
2015
Cisco Engineering
Cloud & Virtualization

Collaboration

Mobility

Security

Segments

- Create and execute segment strategy
- Segment leads have solutions groups that deliver cross-group solutions
- Align with Sales/Services for superior GTM execution

Software & Applications

- Lead the organization through transitions to the cloud and virtualization
- Deliver compelling applications and services

Core Platform Groups

- Deliver best-in-class core network and IT infrastructure platforms
- Drive strong architectural discipline and platform consolidation

Central Functions

- CTO
- Development Strategy and Planning Organization
Cisco Prime Collaboration
Unified, Simplified Management of Voice and Video Networks

Provisioning
Simplified deployment and configuration

Advanced Reporting
Long term trending and analytics

Assurance
Continuous monitoring and diagnostics
WAN Orchestration

Planning
- Growth Forecasts
- Upgrade Analysis
- New Service Impact
- SLA planning

Engineering/Architecture
- Failure Analysis
- Balancing Traffic
- Topology Design
- RSVP, QoS, Multicast Design

Operations
- Network Health and Traffic Trends
- Maintenance Planning
- Troubleshooting
- Congestion Mitigation
Project Management
Waterfall (In Theory)
Waterfall (In Practice)
Why Change?
We are uncovering better ways of developing software by doing it and helping others do it. Through this work we have come to value:

- Individuals and interactions over processes and tools
- Working software over comprehensive documentation
- Customer collaboration over contract negotiation
- Responding to change over following a plan

That is, while there is value in the items on the right, we value the items on the left more.
The introduction to agile I shared is proprietary information and cannot be distributed.
Operations Management
CVG Operations/Roles

Building agility through intelligent design

Operations Leads
Product Marketing
Engineering Tools
Contracts/Licensing

CVG Operations

Product Documentation
User Experience and User Interface
PMO
CPM
Driving Consistency
Common Structure and Investment Path

Globally Consistent
Building Scalable Systems and Processes
Reducing Costs
Holistic Portfolio Approach

Globally Consistent
Strategy

Reducing Costs
Benefits of This Approach

**Innovation**
Partner & collaborate across CVG to drive build closer alignment, reduce inefficiencies, enable faster speed to market and identify trends quicker

**Simplify**
Remove complexity through process improvement, Better internal productivity and consistent documentation across the portfolio

**Deliver Rich User Experiences**
Build tighter connections with customer and partners with greater intimacy and flexibility
Perform While We Transform

PERFORM. ACCELERATE. TRANSFORM.

Today’s Transformation is Tomorrow’s Foundation

Transforming the Business
- Enable New Capabilities
- Agility
- Business Architecture Driven

Running the Business
- Continuous Improvement
- Scale
- Process Innovation Driven

Transition & Adoption
Standard Responsibilities (Ops Lead)

- **Run the business**
  - Staff / Team Meetings / All Hands
  - Quarterly Business Reviews
  - Metric / KPI Review
  - Asset Management / Lab Strategy

- **Finance**
  - Quarterly/Annual Budgets
  - Investment allocation
  - Resource Strategy – FTE & Contractors
  - Accruals

- **Collaboration**
  - Cross Functional Alignment
  - Interdependency Management (Cross-Product)

- **Field Engagement**
  - Sales & TME Interlocks
  - Customer Satisfaction (CSAT)
  - Escalation Management
Innovation @ Cisco
Digital Darwinism

When technology & society evolve faster than your ability to adapt
"There's no doubt the work went faster because of the net"
- Lefty Underkoffler
Make it safe to fail

“If you’re not making mistakes, you’re not trying hard enough”
Incubate Innovation Technologies used to create new or enhance existing Cisco Services

Services Technology Incubation Center

- Research and Design
- Build Business Cases
- Pitched Ideas to Senior Leaders
- Build Technology Prototypes
- Pilot with Internal/External Stakeholders
- Validate Value Proposition
- Transition Innovations to Production Organizations
Operational Processes

RESEARCH PROCESS
- Market Research
- Gap Analysis
- Problem Identification

2-6 months

SHARK TANK PROCESS
- Idea Collection
- Vetting & Preparation
- Selection

1-3 months

INCUBATION PROCESS
- Concept
- Execution
- Pilot
- Transition

3-4 months + variable pilot

External Ideas

Sponsored Projects
Infinity Model

4 Phase Process

- Concept
- Execution (Prototyping)
- Pilot
- Transition
FEATURES

- Simple Experience
- Satellite View of SRs across Multiple Customers
- Push Notifications*
- View all Open Tickets for Assigned Customers
- Ticket Drill-down
- Install-At Location Accuracy
- Update Ticket Notes
- Contact Contacts
- Interactive Search Tools
Closing Thoughts
Tips to get into the field

• Internships – The earlier the better

• Education:
  - Product development processes
  - Software development
  - Supply chain management
  - Technology classes that interest you

• Stay up on industry trends:
  - Books, Blogs, News articles, Webinars/Seminars

• Participate in local events and organizations e.g. PMI, MeetUps, etc.

• Develop yourself
Tips to get into the field

• Understand the interview process
  ▪ Practice
  ▪ Be yourself, honesty is critical
  ▪ Potential is everything when evaluating graduates
  ▪ Understand common evaluation techniques (9 Block, etc..)
  ▪ NO FEAR !!
The interview info I shared is proprietary information and cannot be distributed.

For more details, search for “9 Block”
Q & A
Thank you.