

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

7 18 19 22 23 24 25 26 29 30



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:

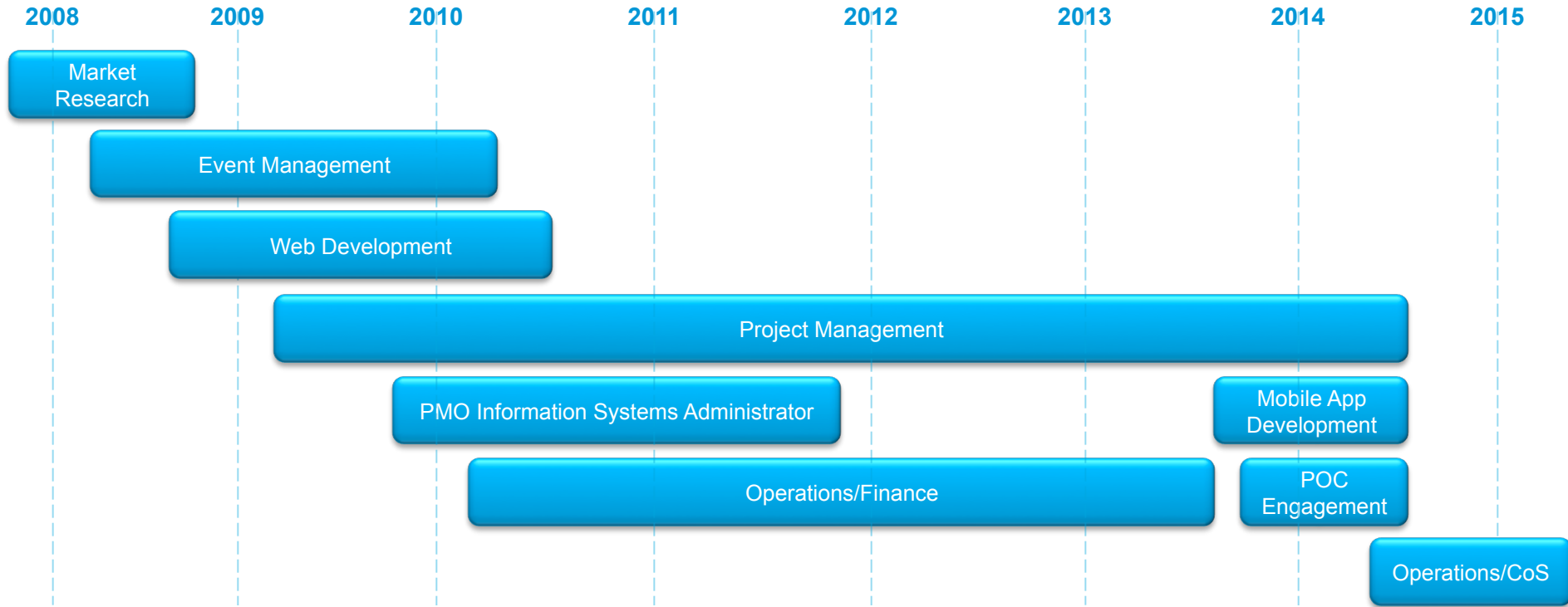
- **Project Manager:** 4+ years experience managing cross functional software projects
- **Business Operations Analysts:** Finance & resource management background
- **Developer:** Web applications / Mobile
- **Business Operations Manager:** Finance, staffing, planning, communications, and metrics support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

Interests

- Music, Acoustics, Disc Golf, Drumming, FPS games, LAN parties



The Journey



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

Immersive Experiences

Digitize Interactions
(Business & Social)

- Social
- Mobility
- Cloud
- Video

Internet of Everything

Digitize the World

Connecting:

- People
- Process
- Data
- Things

Intelligent Connections

The Internet of Everything



People



Process



Things



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

1989

Border Gateway Protocol
(BGP) for Service Providers

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

Change

Solve

Innovate

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.

FY14 Financials

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

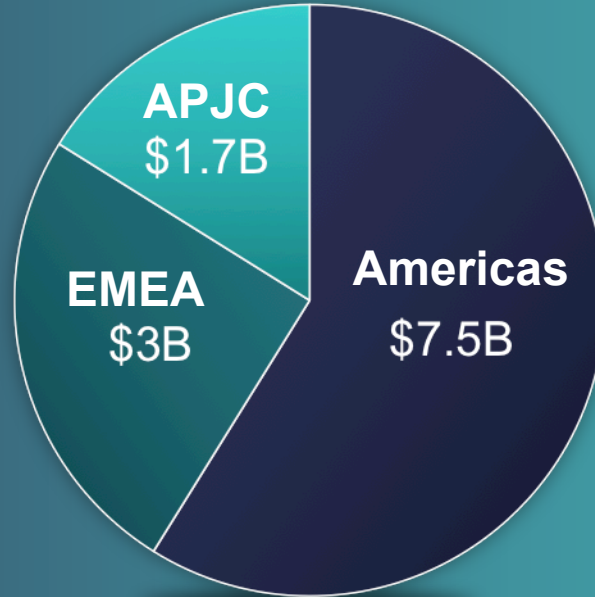
**Total Cash:
\$50+B**

**Services
Revenue:
\$11.6B**

**Product
Revenue:
\$36B**

Revenue by Geography

Total Q1 FY15 | \$12.2B



Cisco's Strength and Global Reach

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



A man in a dark, long-sleeved shirt is kneeling in a server room, working on a green circuit board inside a server rack. He is using a small tool to adjust a component on the board. The server rack is open, and the board is partially inserted. The background shows other server racks and cables.

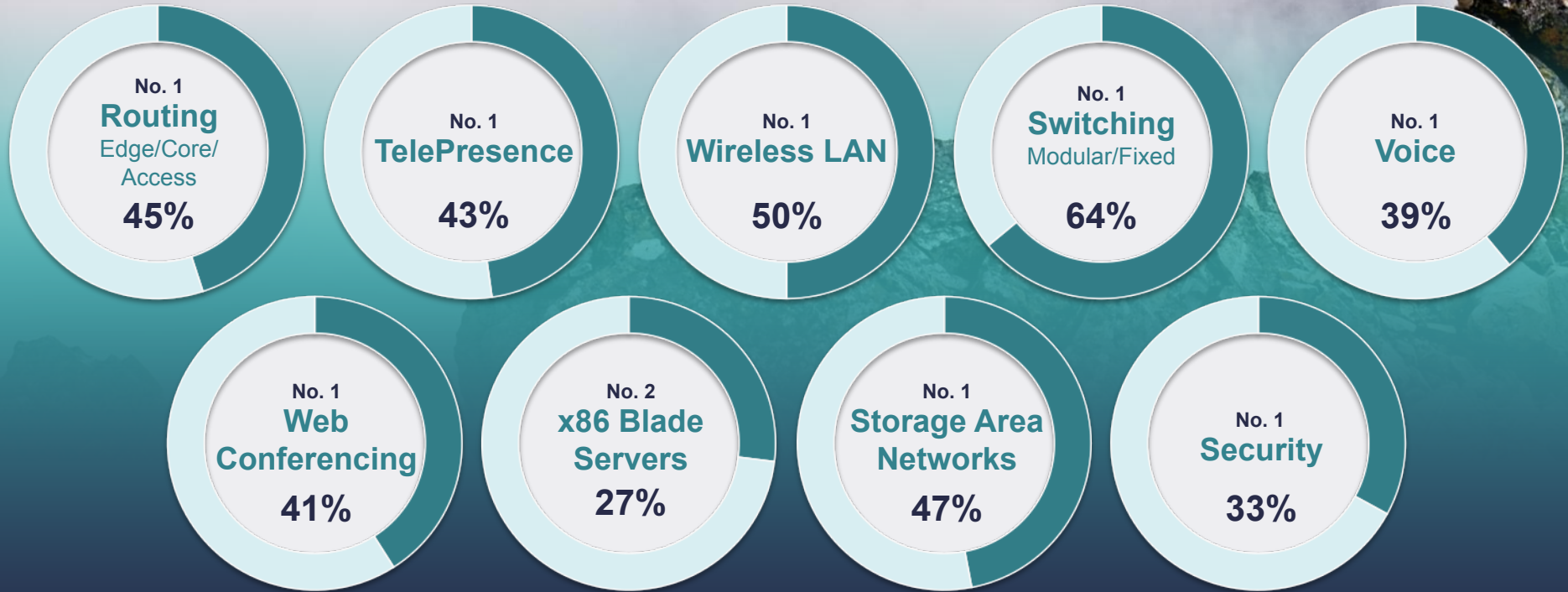
Our Partnerships Put You First

Nearly 70,000 Channel Partners

More than 27,000 CCIE Professionals

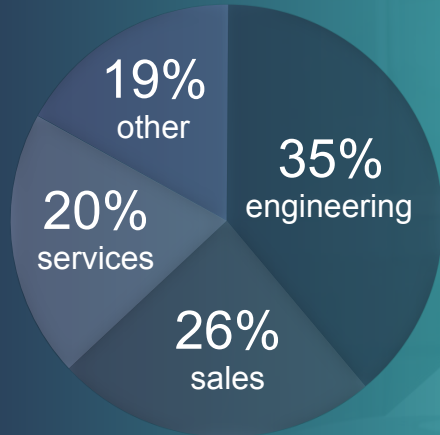
Strong Relationships with Industry-
Leading Partner Companies

Market Leadership Matters



culture employees

...are our competitive advantage



71K+
employees

380+
offices



Cisco's Focus Areas

for Corporate Social Responsibility

Governance and Ethics



Supply Chain



Our People



Society



Environment



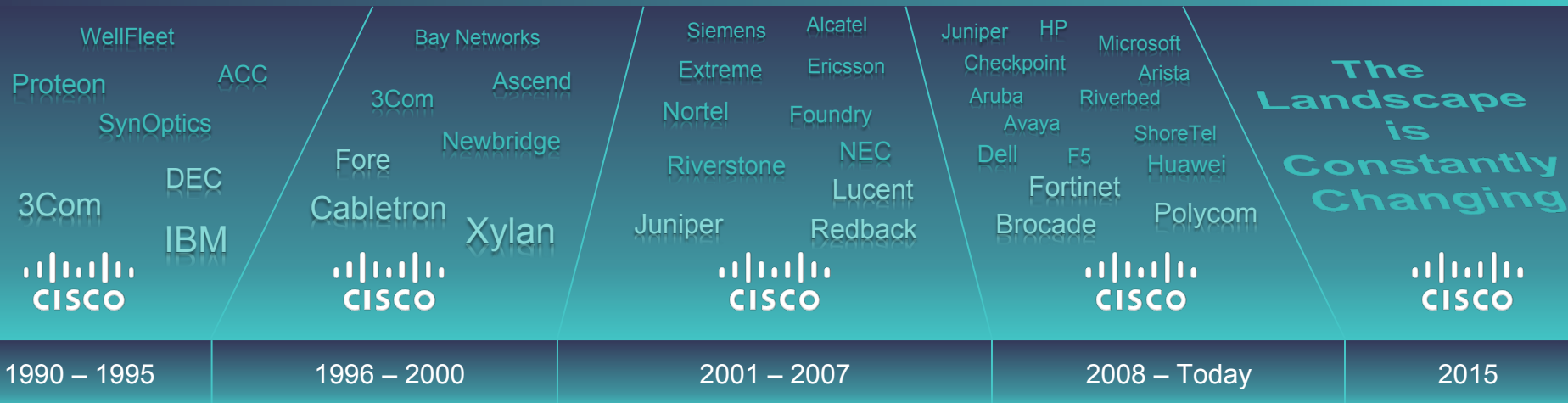
Our Greatest Supporters: Our Customers



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

Leading for Nearly 30 Years

Internet of Everything



1990 – 1995

1996 – 2000

2001 – 2007

2008 – Today

2015

Cisco Engineering



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

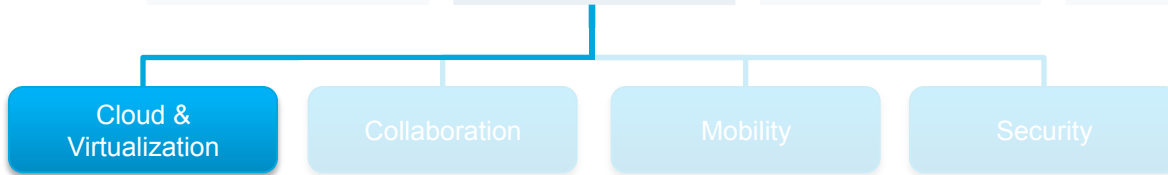
- Lead the organization through transitions to the cloud and virtualization
- Deliver compelling applications and services

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



WAN Orchestration

Planning

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

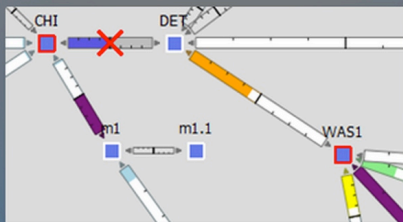
 Modify traffic for selected demands.

Traffic Level:	Default
Number of Selected Demands:	1 / 95
Total Traffic (Mbps):	433.69

Change traffic by 33 %

Engineering/ Architecture

- Failure Analysis
- Balancing Traffic
- Topology Design
- RSVP, QoS, Multicast Design

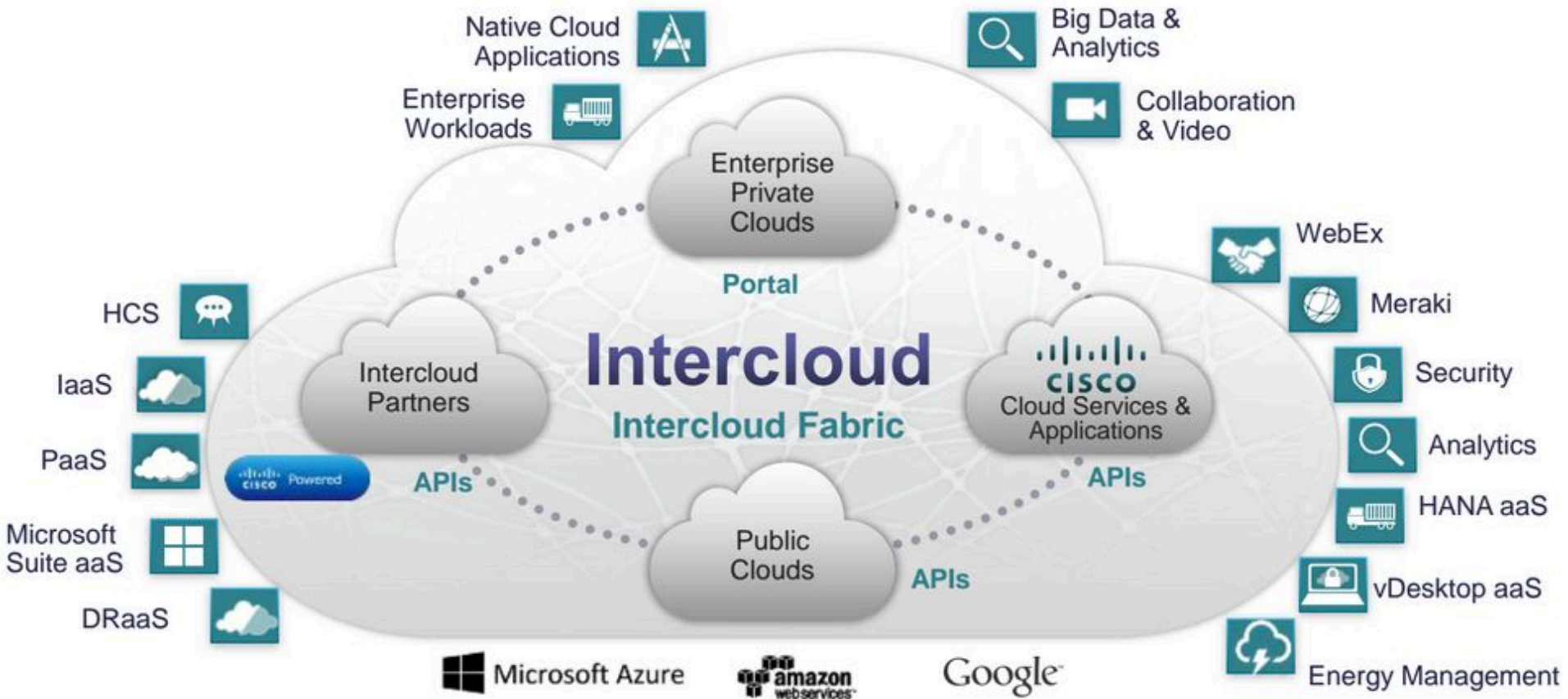


Operations

- Network Health and Traffic Trends
- Maintenance Planning
- Troubleshooting
- Congestion Mitigation

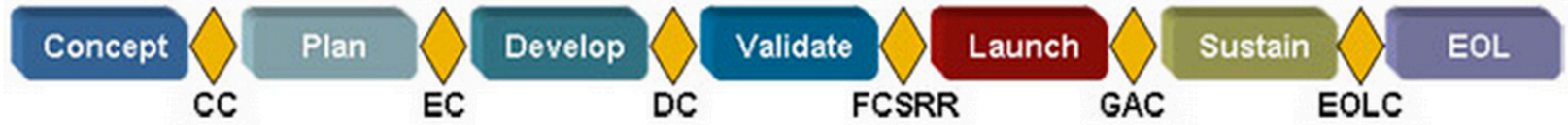


Cisco Intercloud Strategy

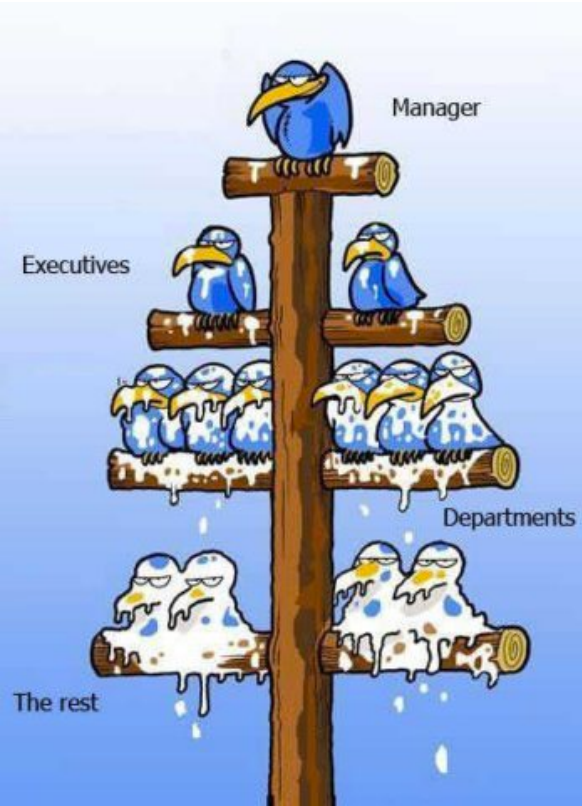


Project Management

Waterfall (In Theory)



Waterfall (In Practice)



Why Change?



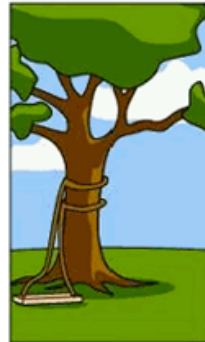
How the customer explained it



How the project leader understood it



How the engineer designed it



How the programmer wrote it



How the sales executive described it



How the project was documented



What operations installed



How the customer was billed



How the helpdesk supported it



What the customer really needed

Manifesto for Agile Software Development

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.

Introduction to Agile

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



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

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

Innovation Concepts



**"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”

Expanding the Services Portfolio through Incubation of Disruptive Ideas

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



SERVICES TECHNOLOGY
INCUBATION CENTER

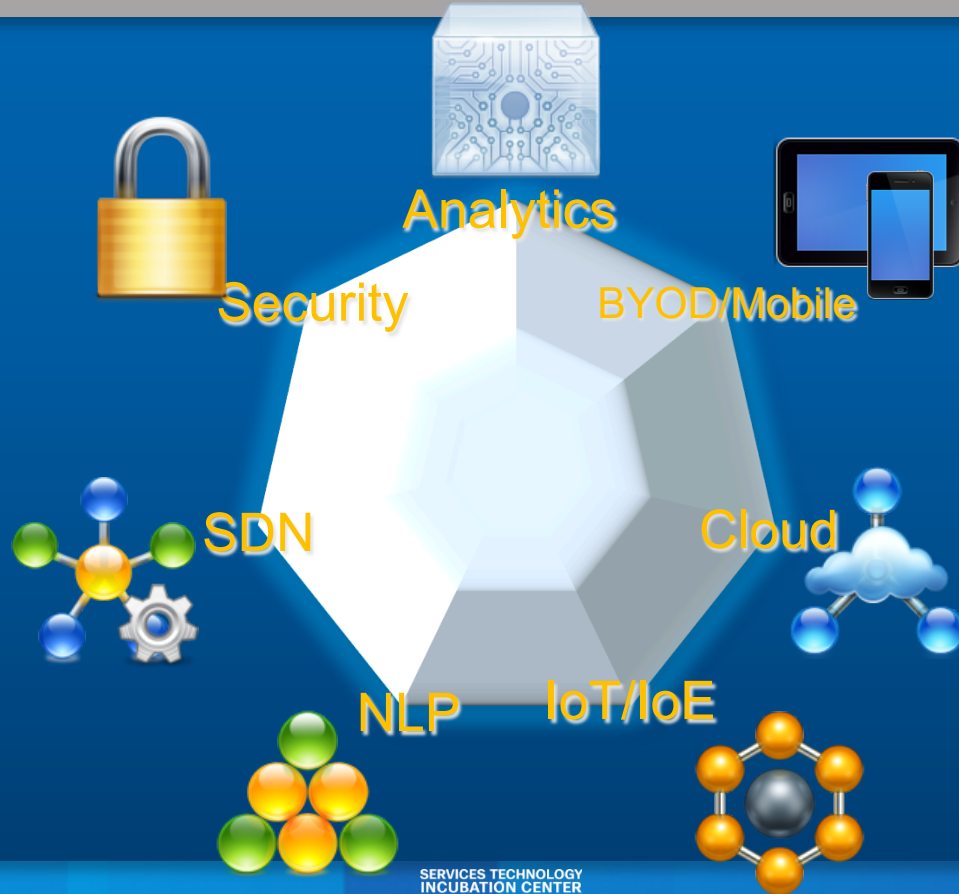
We Bring Ideas to Life

Exploring Uncharted Territory

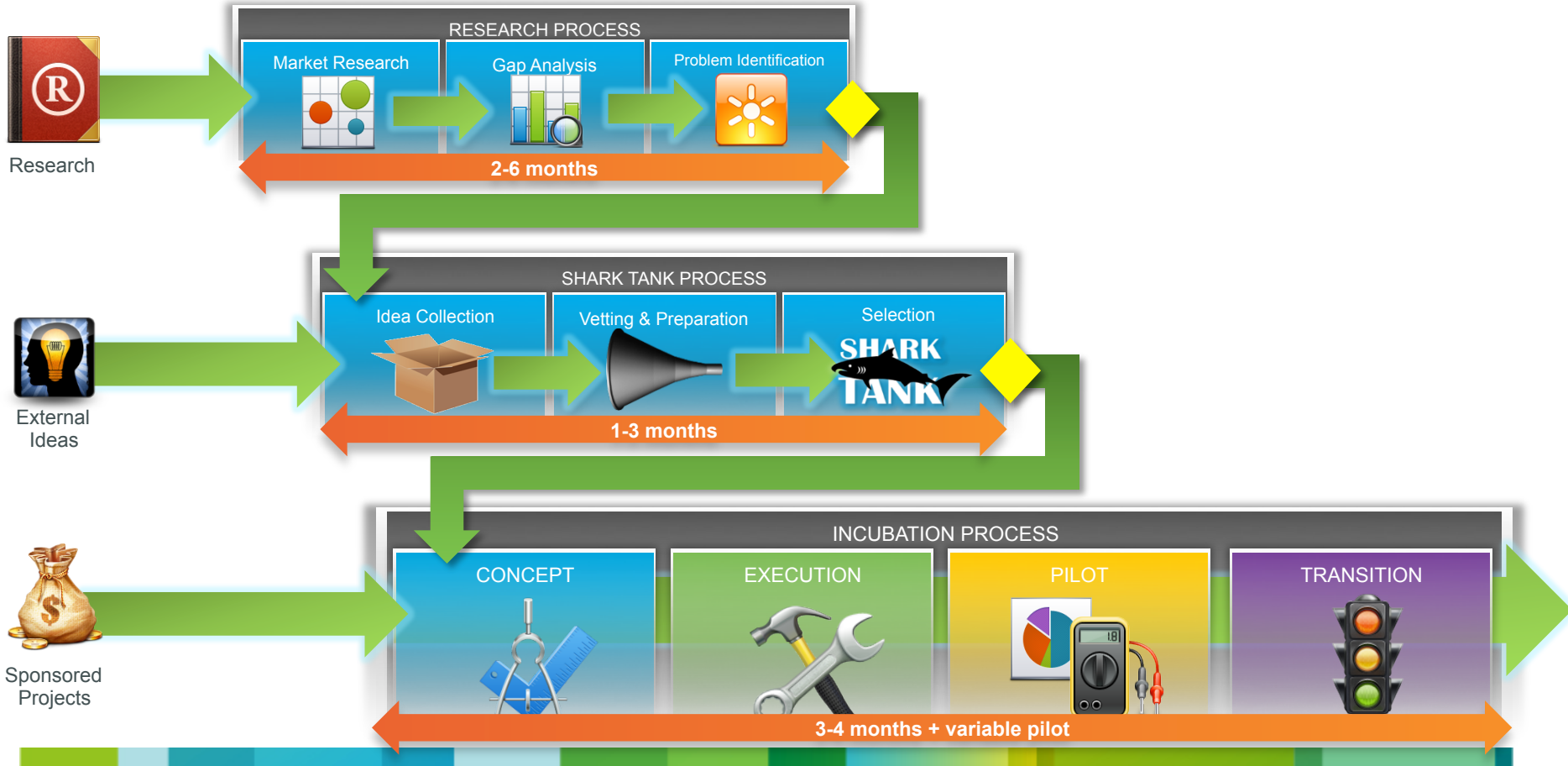


SERVICES TECHNOLOGY
INCUBATION CENTER

We Bring Ideas to Life



Operational Processes

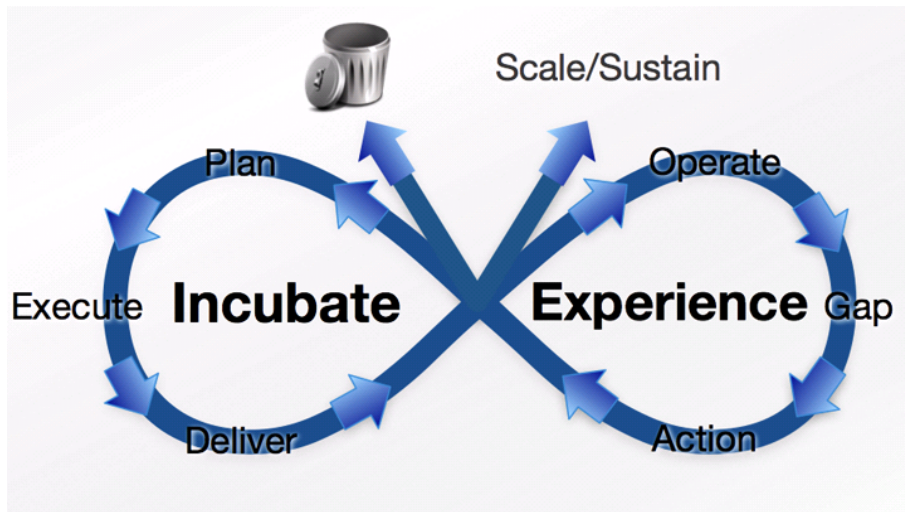


Incubation “Execution” Process

Infinity Model

4 Phase Process

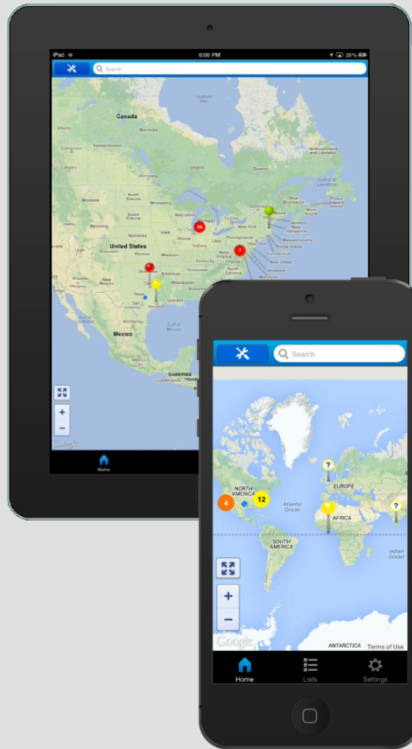
- Concept
- Execution (Prototyping)
- Pilot
- Transition



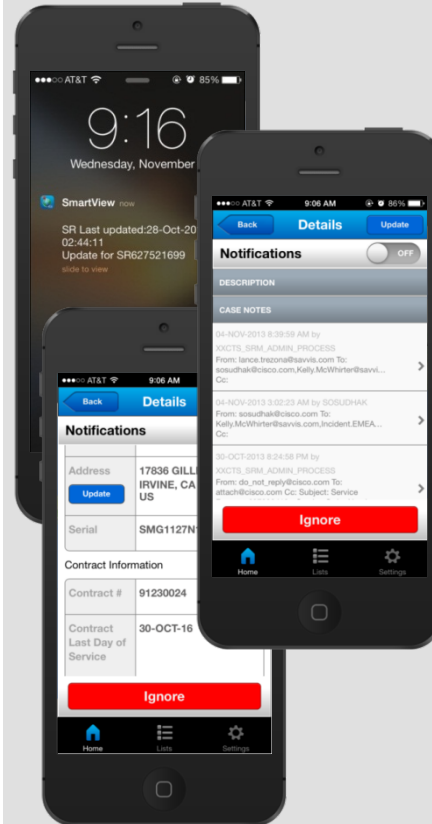
FEATURES

- 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

SIMPLE, SATELLITE VIEW



RAPID AWARENESS



ABILITY TO IMPACT



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 !!

Interview Info

The interview info I shared is proprietary information and cannot be distributed.

For more details, search for “9 Block”

Q & A

Thank you.

