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DOING BOTH

How Cisco Captures Today's Profit and Drives Tomorrow's Growth

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The Web site for this book is at www.DoingBoth.com.

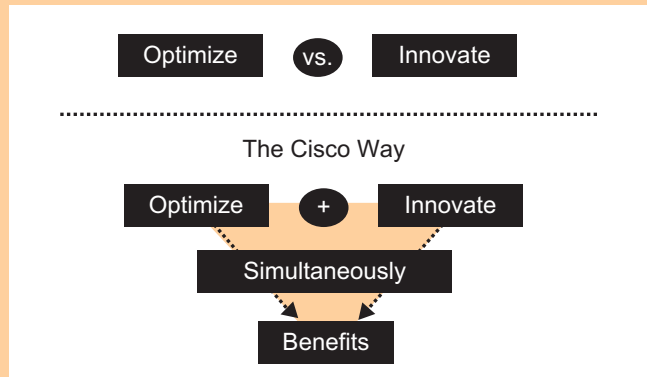
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MAIN IDEA

One of the central challenges of business is often concisely summed up in a single question: "Should we be focusing on developing the innovations and business models which will drive our future profits or should we instead be concentrating on optimizing the profitability of our current operations?"

Many companies struggle to hit the right balance in this Optimize vs. Innovate internal debate but this isn't even an issue at Cisco, the \$40 billion company which produces much of the networking equipment which underpins the Internet. Instead, Cisco does both simultaneously. And even more impressively, Cisco has found all kinds of advantages can be derived from approaching every decision as an opportunity to seize rather than a sacrifice to be made. The key is to find ways to make one option benefit and mutually reinforce the other.



"A successful business prioritizes growth and profitability. Innovation and operational excellence. Doing both works in business. If you are in the healthcare industry, you can improve patient care and reduce costs. If you're in manufacturing, you can increase productivity and lower greenhouse emissions. And if you're in the public sector, you can expand access to information and protect the privacy of your constituents. In almost every scenario, Cisco believes the best approach is to do both – and not just in product development, but in employee relations, customer service, partner management, and more."

– Inder Sidhu

How Cisco Wins By Doing Both

<p>Innovation</p> <p>Sustaining + Disruptive</p> <p>By pursuing both sustaining innovations and disruptive breakthroughs simultaneously, Cisco is then able to choose which option to run with.</p> <p>Page 2</p>	<p>Business Models</p> <p>Existing + New</p> <p>Cisco pursues both new and existing business models at the same time. This means the company becomes very nimble and flexible.</p> <p>Page 3</p>	<p>Processes</p> <p>Optimization + Reinvention</p> <p>Cisco has learned by harsh experience the necessity of always optimizing and reinventing simultaneously. The company attempts to do this.</p> <p>Page 4</p>
<p>Satisfied</p> <p>Customers + Partners</p> <p>Cisco gives customer satisfaction and partner loyalty equal attention. The company habitually goes the extra mile to achieve both.</p> <p>Page 4</p>	<p>Countries</p> <p>Established + Emerging</p> <p>Cisco targets both developed countries and emerging nations. This creates ideal conditions for the cross fertilization of fresh thinking and ideas.</p> <p>Page 5</p>	<p>Tasks</p> <p>Right Things + What Matters</p> <p>Cisco works towards achieving both excellence and relevance simultaneously. Having both of these qualities is important and essential.</p> <p>Page 6</p>
<p>Approach</p> <p>Superstars + Teams</p> <p>Cisco creates an environment where superstars can shine and teamwork flourishes side by side. It achieves consistently more by doing both.</p> <p>Page 7</p>	<p>Leadership</p> <p>Top Down + Democratic</p> <p>Cisco has both a formal structure and a flexible way to form teams to get things done. That duality gives the company impressive flexibility.</p> <p>Page 8</p>	

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