



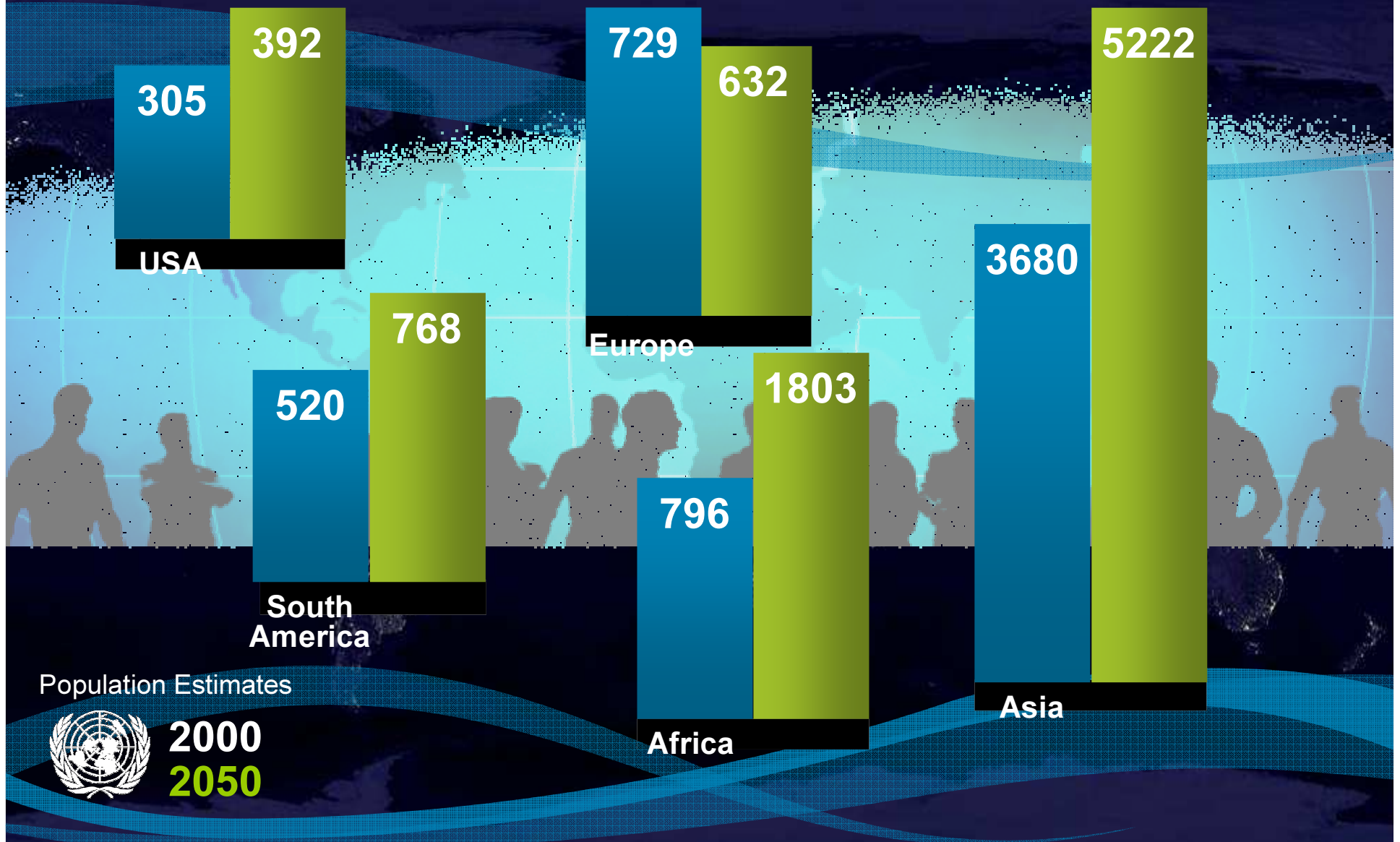
Globalisation



Syed Hoda
Chief of Staff
Cisco Globalisation Office

October 21, 2008

Where Are all the People Going to Be?



Back To The Future

The World's Top 10 Economies

1820

China	28.7%
India	16.0%
France	5.4%
U.K.	5.2%
Prussia	4.9%
Japan	3.1%
Austria	1.9%
Spain	1.9%
U.S.	1.8%
Russia	1.7%

2005

U.S.	28.4%
Japan	10.6%
Germany	6.4%
UK	5.0%
France	4.8%
China	4.4%
Italy	3.9%
Spain	2.6%
Canada	2.5%
India	1.7%

2050

China	25.6%
U.S.	20.3%
India	16.0%
Japan	3.9%
Brazil	3.5%
Russia	3.4%
Indonesia	2.3%
U.K.	2.2%
Germany	2.1%
Mexico	2.0%

Source: World Bank/Angus Maddison. The World Economy: Historical Statistics
PricewaterhouseCoopers/Michael Milken Institute, Chairman, Fastcures/Goldman Sachs

VISION

**Next
Generation
Company
Built for
Speed &
Scale**

STRATEGY

**Enable Growth
Lead Innovation
Attract Top Talent**

EXECUTION

**Global Blueprint
Technology Enabled**

Moving Closer to Growth, Innovation and Talent



Cisco West



Cisco East

Reaching 70% of the
World's Population

What is a Globalisation Centre?

All functions represented & co-located with a sustainable differentiator

Criteria	SJ	BLR	China	E. Europe	LATAM
Growing Talent pool		✓	✓	✓	✓
Proximity to Innovation	✓	✓	✓		
Co-operative Government	✓	✓		✓	✓
Partner Ecosystem	✓	✓			
Sizable Domestic Market	✓	✓	✓	✓	✓
Active Investment Community	✓	✓	✓		

Globalisation Centre East Initiatives

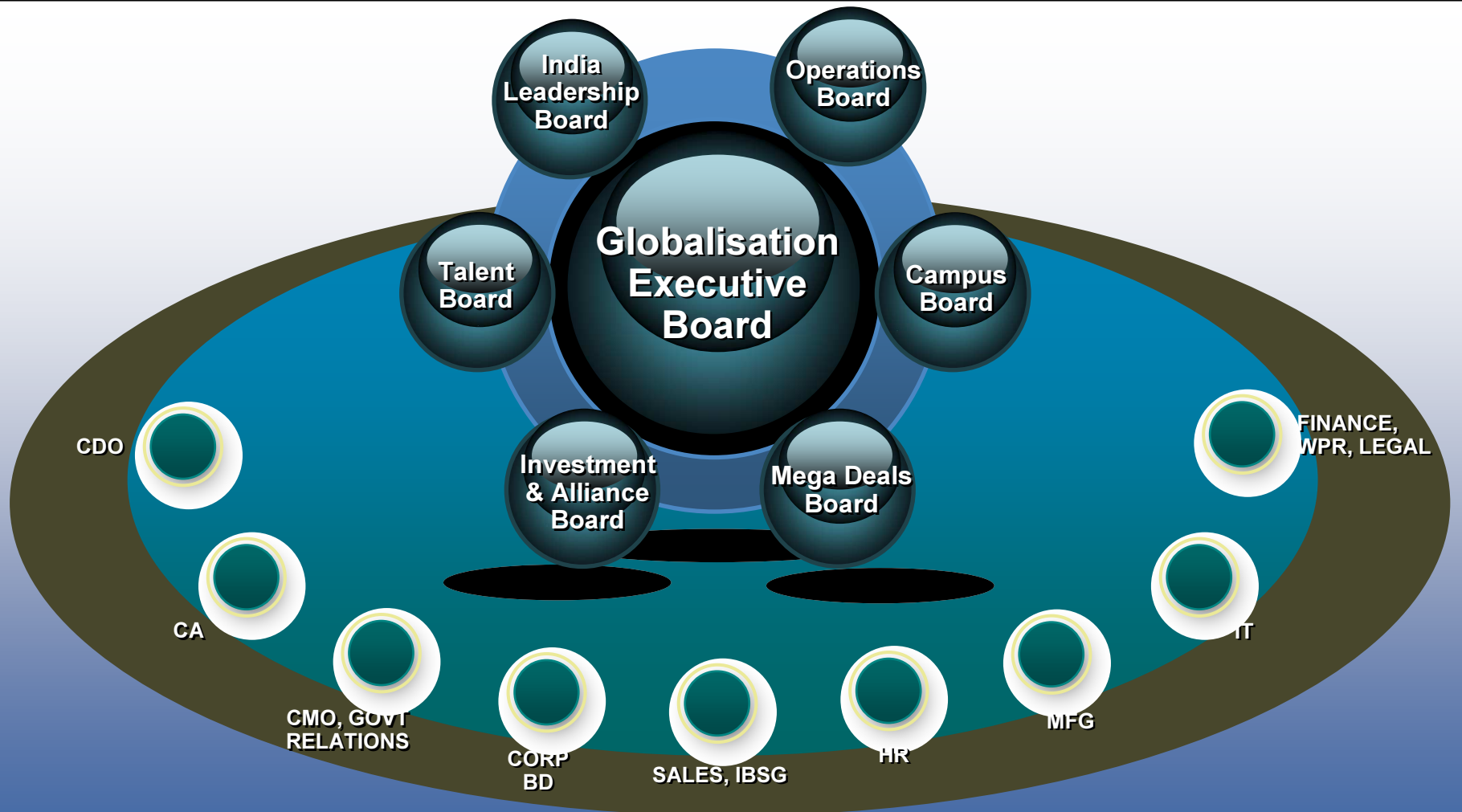
YEAR ONE	YEAR TWO	YEAR THREE
Leadership Team	Disruptive Talent Model	\$1B Domestic Market
Campus Opens	Enable Mega Deals	Three Verticals Fully Developed
Two Beach-head Accounts	India Innovation Hub	HC to 10,000
Two Global Verticals	Vertical Solutions Engine	20% of Top Talent
First Global Alliance	Intelligent Service Hubs	Top 3 Places to Work
External Recognition	Globalisation Site Strategy	Interim Leadership Team Returns
Services Fully Globalised	Cisco-on-Cisco Beachhead	
	Communicate Globally	

Globalisation Executive Board

Office of CGO		Operations	Market Dev	Finance	Legal	HR		
								
Wim Elfrink	Sharan Varma	Syed Hoda	Toby Burton	Mrinalini Ingram	Reuben Buck	Leo Scrivner	Supash Rao	
Comm	Alliances	Services/CA			Sales	IBSG	CMO	Corp BD
								
Archana Handa	Pascal Turchi	Nemo Azamian	Sameer Padhye	Thierry Martens	Naresh Wadhwa	Mohsen Moazami	Lea King	Joydeep Bose
CDO				IT	MFG	WPR	Govt Affairs	PR
								
Aravind Sitaraman	Sandeep Vij	Don Williams	Chandra Appanna	Venbakm Gopalratnam	T.S. Khurana	Ron McMeeking	Harish Krishnan	Varghese Thomas

Globalisation Governance Model

Empowered Cross Functional Decision-Making



Globalisation Centre East



- Phase I inaugurated on Oct 30, 2007
 - Phase II in Progress; Phase III Approved
 - 1200 HC on campus today
 - Campus capacity: 2500 (Ph. I & II); 10k-12k (full build-out)
- “Green” campus
 - Cisco-on-Cisco Showcase
 - Connected Real Estate
 - Video
 - Unified Communications
 - Collaboration/Web 2.0

Globalisation Centre East: GBC

Cisco on Cisco (SFOC)



HealthPresence



Connected Real Estate



UC



Collaboration And Virtualization: Creating Value And Increasing Productivity

Example: WebEx acquisition 8 days vs 45 days



Connecting the World thru Video

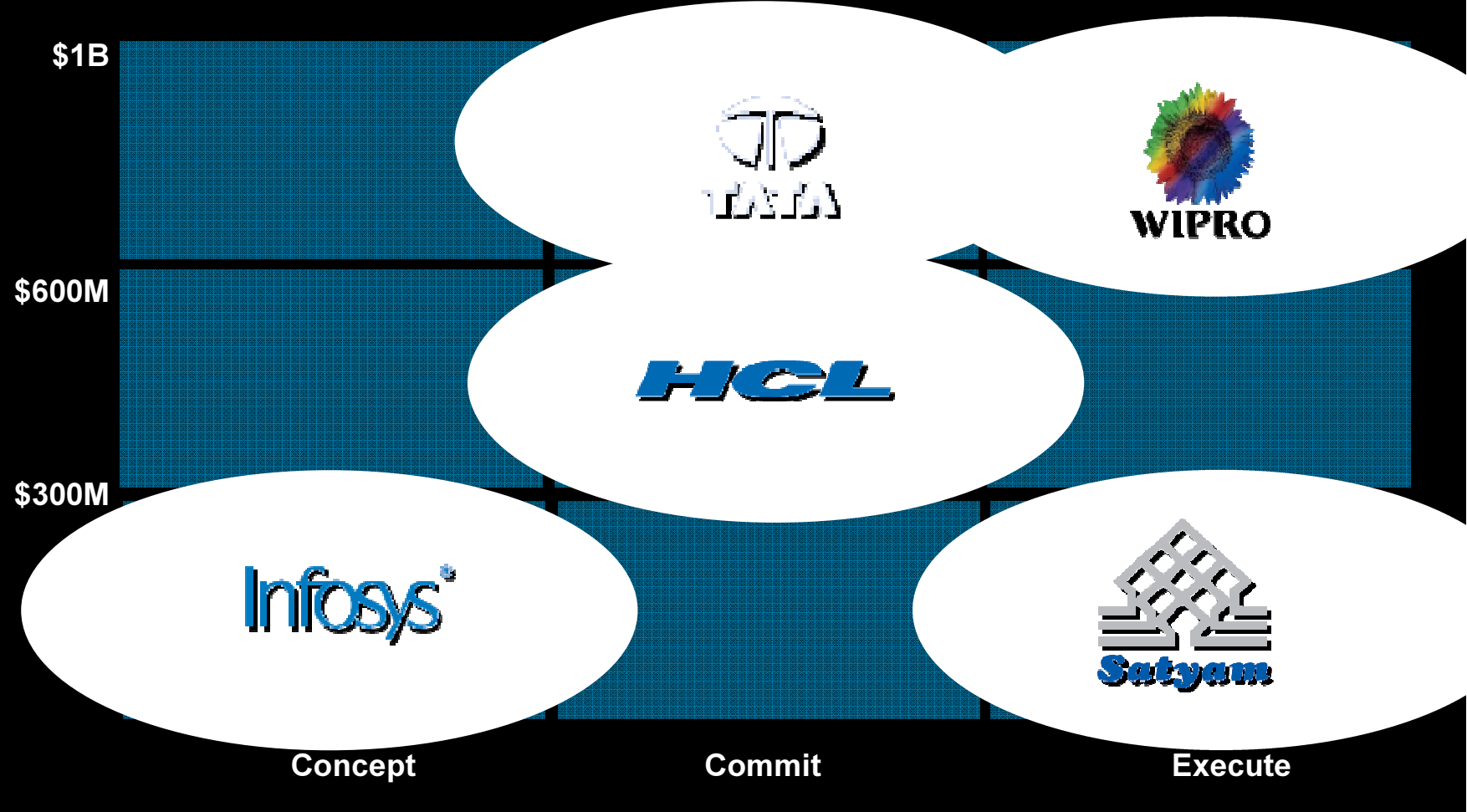


Over 100,000 Virtual Meetings

No More Science Fiction...Virtually face-to-face



New Global Partner Eco System



Level of engagement

Co-Creating Solutions w/ Customers & Partners

SINGAPORE

IN2015< IMAGINE YOUR WORLD

Next Gen National Broadband Network



Singapore 2015

DUBAI

Burj Dubai

- Tallest man-made Structure
- 162 Floors
- US \$4 Billion Budget
- 808 m (2,651 ft)



SAUDI ARABIA

- Saudi Beachheads
- Smart Economic Cities
- Country Security
- Saudi Telecom
- ITC
- NetVersity



INDIA

Transformational Verticals

- Retail
- Banking
- Telecom
- Healthcare



QATAR

Oilatech™



- Technology Platform
- Skills Training
- Job Placement
- Creating 100 Million Jobs within 20 Years

MALAYSIA

YTL



- Cisco Awarded EOT of IP Core/ PNOG and OSS-BSS
- Product and Service Deployment

Market Making Opportunities

Globalisation Solutions Portfolio



Real Estate



Education



Public Safety & Security



Rural Connectivity



Healthcare



WiMax

What Have We Learned?

- Globalisation must be a **board-level priority**
- Globalisation teams need to have **global leaders** – experience in multiple countries, speak multiple languages
- Select your best **change agents** to be your globalisation leaders
- Develop **common goals** and **cross-functional governance models** to drive priorities
- Don't under-estimate the importance of (**selling internally and externally**) – **communicate** frequently and broadly

Challenges

- Urgency and impact of change still underestimated (in both East AND West)
- Command & control to collaboration & team-work
- Labor arbitrage to innovation (cost savings are a bonus)
- Keeping focused on longer-term strategy during tough economy
- Mature business/middle-management difficult to find
- Maintaining appropriate mix of corporate and local culture

Summary/Key Takeaways

Global economic shift represents a once-in-a-lifetime
Inflection Point

Cisco is building the **Next Generation Company** built for
Speed and Scale

Globalisation strategy is in place – driving **growth,**
innovation, talent

Developing and executing on our **Global Blueprint;**
Globalisation Centre East is a first step

