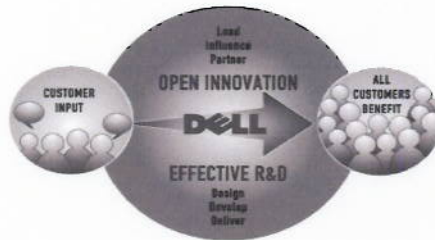


groups and strategic partners, and developed innovative, nonproprietary, open standards-based products. "The 'open innovation' model brings more ideas and perspectives to bear on a problem and brings solutions to the market more quickly," said Kevin Rollins, Dell's President.



### Cisco

In the 90s, Cisco consistently managed to keep up with its competitors, and occasionally got to market ahead of them. Cisco also introduced many new products and services, despite the fact that it lacked anything like the deep research capabilities of Bell Labs. In the late 90s, Cisco deployed a rather different weapon in the battle for innovation leadership. It scanned the world of startup companies that were springing up all around it, which were commercializing new products and services. Some of these startups, in turn, were founded by veterans of Lucent, or AT&T, or Nortel, who took the ideas they worked on at these companies, and attempted to build companies around them. Sometimes, Cisco would invest in these startups. Other times, it simply partnered with them. And more than occasionally, it would later acquire them. In this way, Cisco kept up with the R&D output of perhaps the finest industrial research organization in the world, without doing much internal research of its own.

*Source: Compiled from different sources*

**Annexure IV**  
**P&G's Products**

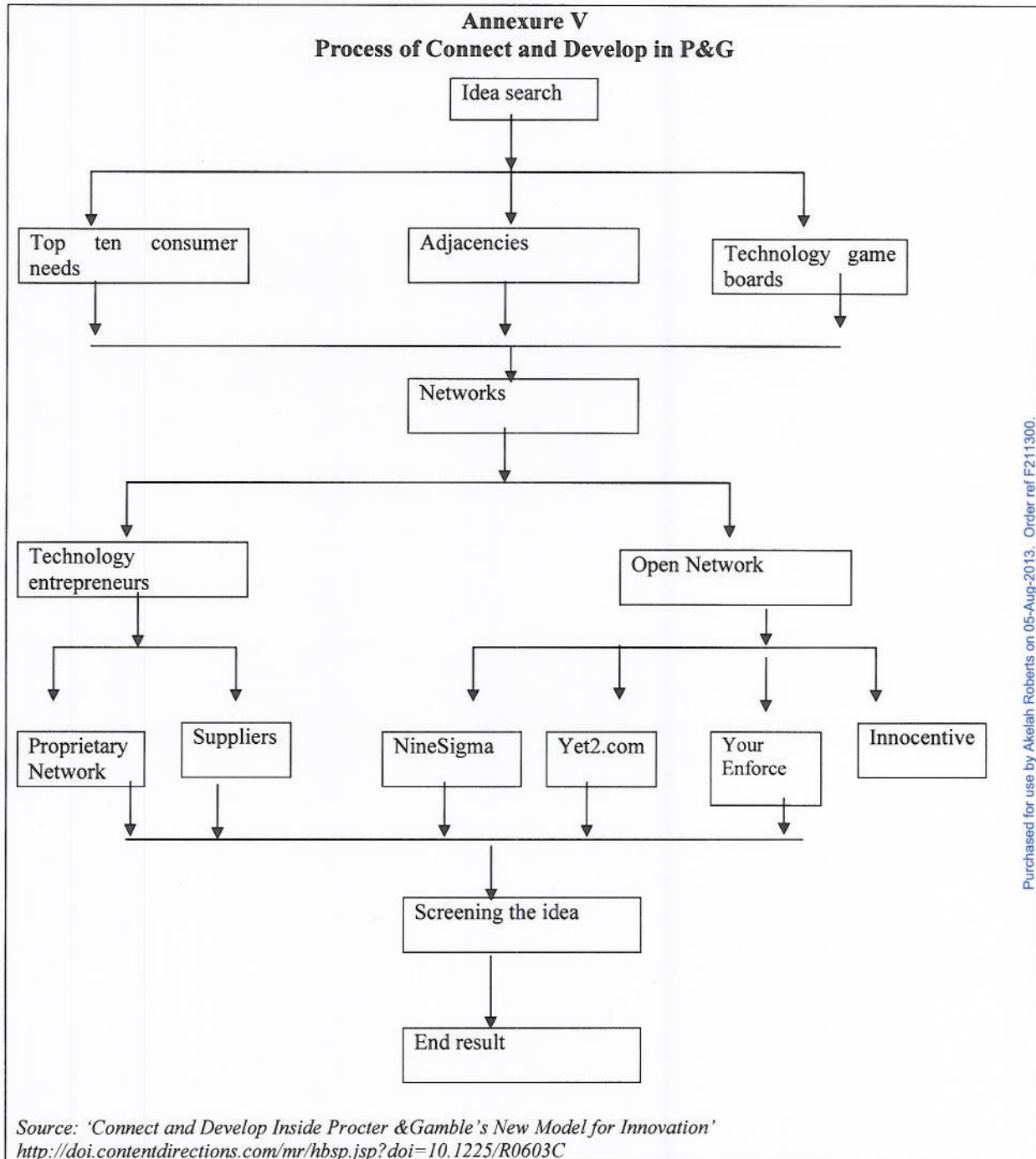
<b>Lundry cleaning product</b>	<b>Paper Products</b>	<b>Beautry care products</b>	<b>Health Care Products</b>	<b>Food &amp; Beverage Products</b>
Ace Bleach	Always/Whisper	Cover girl	Asacol	Crisco
Ariel	Bounty	Head & Shoulder	Blend-A-Med	Folgers
Bounce	Charmin	Ivory	Crest	Jif
Cascade	Luvs	Max factor	Chloraseptic	Hawaiian Punch
Cheer	Pampers	Oil of Olay	Didronel	Millstone
Dawn	Pamper wipes	Old Spice	Macrobid	olean
Downy	Puffs	Pantene Pro- v	Nyquil	Pringles
Fairy	Tampex	Pert Plus	Pepto-Bismol	Punica
Joy	Tempo	Rejoice	Pops	Sunny Delilght
Lenor		Safeguard	Vicks formula 44	
Mr.Clean		Secret	Vicks vaporub	
Tide		SK -II		
		Vidal Sasson		
		Zest		

- **Cosmetics:** Max Factor, Clarion, Colorfast, Cover Girl, Mary Quant, Maxi, Outdoor Girl
- **Nappies:** Luvs, Pampers, Step by Step
- **Sanitary Protection:** Always
- **Shampoo:** Head & Shoulders, Vidal Sassoon
- **Soap:** Clearsil, Fairy, Zest
- **Toothpaste:** Crest
- **Washing powder and laundry liquids:** Ariel, Bold, Daz, Dreft, Fairy, Tide, Bounce, Downy, Cheer, Dash, Era, Gain, Ivory Snow, Oxydol, Tide
- **Washing up liquid:** Fairy
- **Hair care:** Head & Shoulders, Ivory, Pantene, Pert Plus, Prell, Vidal Sassoon
- **Cough/cold products:** Vicks range: Chloraseptic, Cough Drops, DayQuil, Inhaler, NyQuil, Sinex, VapoRub, VapoSteam, Vicks 44, Vitamin C Drops

Source: Annual Report 1998

[www.pg.com/content/pdf/02\\_investor/financial\\_reports/annual\\_report/annual\\_report\\_1998.pdf](http://www.pg.com/content/pdf/02_investor/financial_reports/annual_report/annual_report_1998.pdf)

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