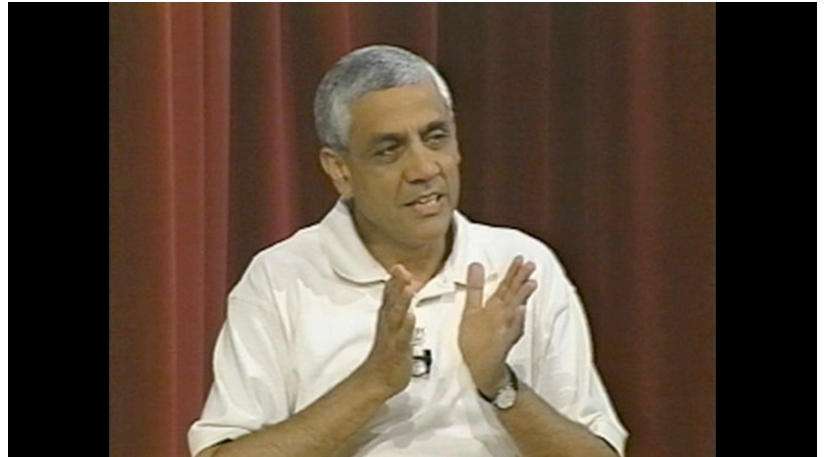


URL: <https://stvp.stanford.edu/blog/videos/juniper-networks-customer-feedback>

Khosla talks about how Juniper Networks started, and the role of customer feedback in the product development. There was not one vendor thinking of building an OC48 router for the internet. Juniper persevered and took a risk in the technology, despite the majority of customer feedback.



Transcript

Like I said, I forget.. When Juniper started, we said we'll build a router for the internet core, but it believe it or not, we did a customer survey and not one customer said they wanted an IP router for the core.. Every single customer in 1995, no exceptions, was building their internet core with ATM switches.. There was not one vendor even thinking about building an OC48 router, and I apologize for those people who don't know some of these telecom terms, were thinking of building a router for OC48 for the internet, for a public telecommunications network because no customer was asking.. But we had a belief system that the IP was the right way not ATM to build the core of the public internet.. So we persevered despite customers telling us that's not what they wanted or most of the customers were completely, we wouldn't even consider IP.. I guarantee if you built an ATM switch, we wouldn't have been successful because other people were already doing that and that was common wisdom.. But we took a different path, had a value proposition, make sure that got through to the customer and that perseverance and belief and religious belief in how and why IP was important paid off..