

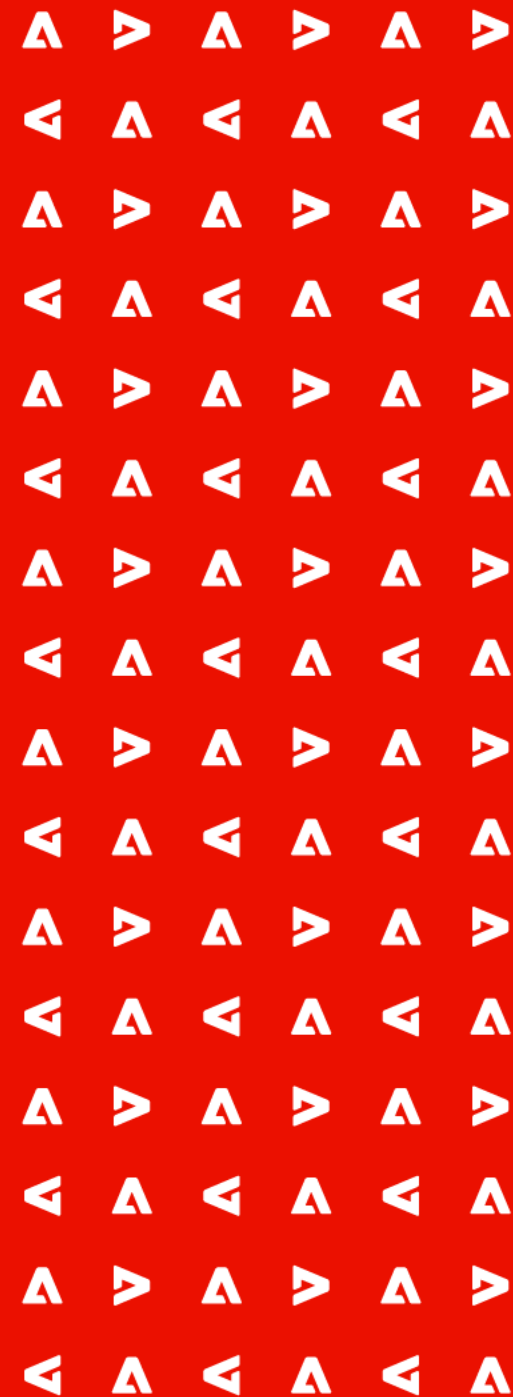


Adobe's Digital Transformation

An evolving story ...

Carl Bernström

Digital Experience Evangelist



Changing the world through digital experiences



Transformation is our history & future

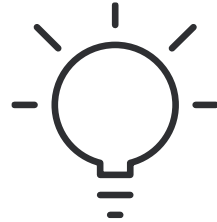


Move to the Cloud

On-prem to cloud

New users & new services

Digital Marketing leadership

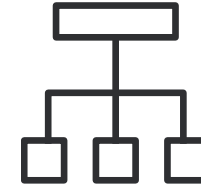


Ongoing Innovation

Comprehensive
best-in-class solutions

Organic growth

Acquisitions



Platforms & Intelligence

Reimagining Customer
Experience Management (CXM)

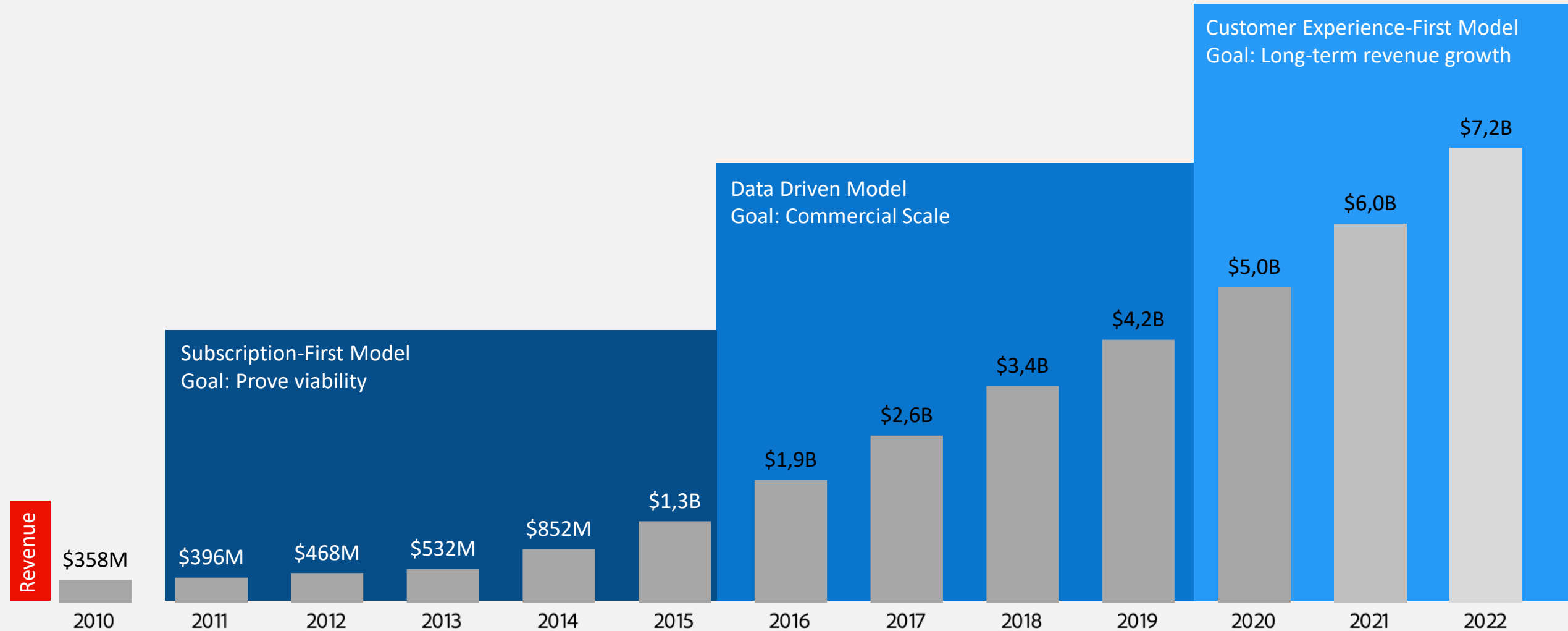
Artificial Intelligence

Open platform & ecosystem

We went from an
arms-length relationship
with customers to
24/7 engagement



Evolving focus on our transformation journey

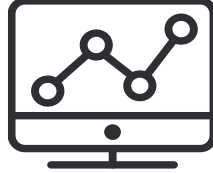


Adobe's experience-driven business



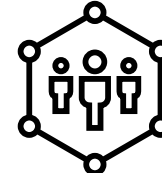
1. Customer zero

Accelerate innovation and develop best practices through the adoption and use of our own solutions



2. Data-driven accountability

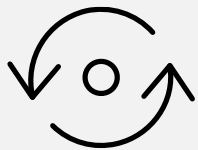
**Unified metrics and KPIs
Accessible insights**



3. Experience-centric teams

**New skills
Evolving org structure**

Foundational



Process



Data



Technology



People

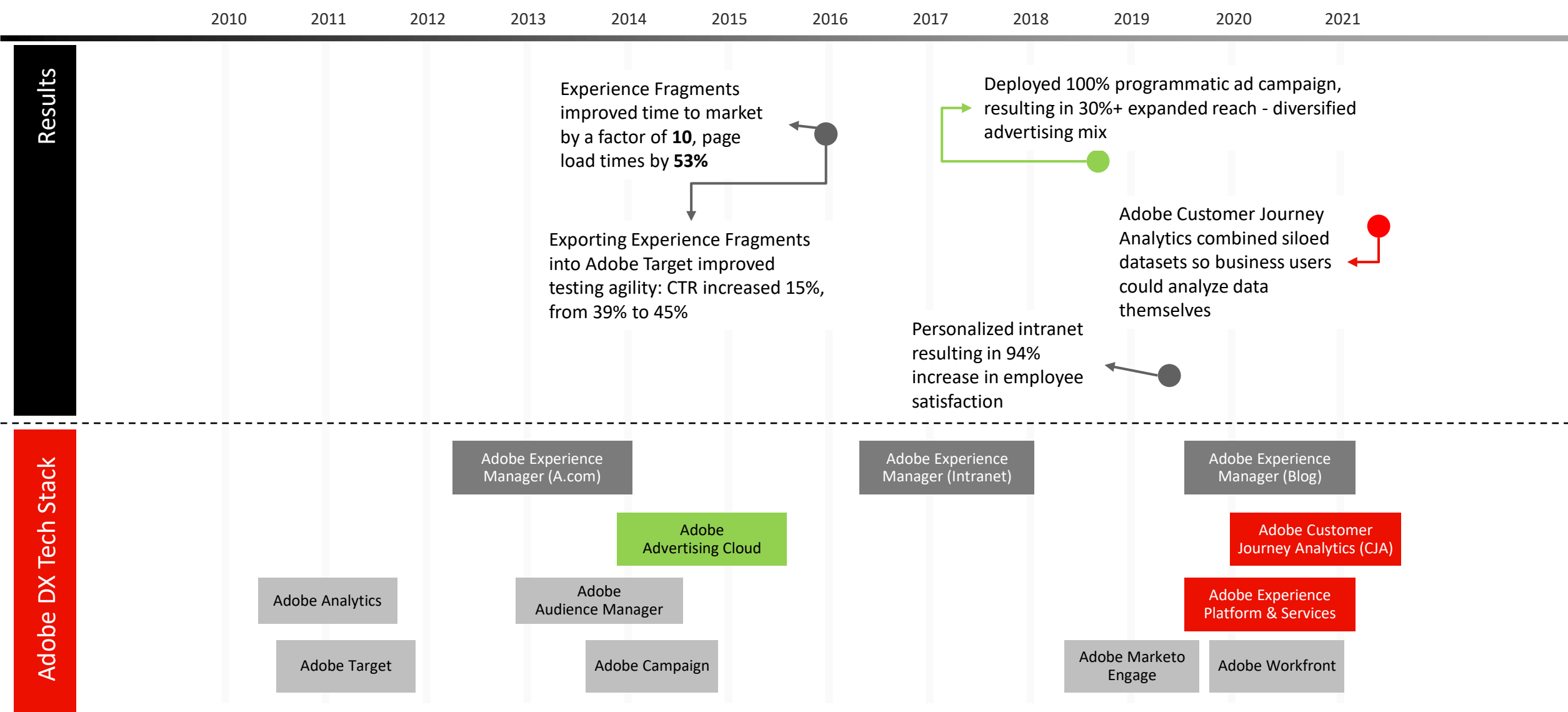
1. Customer Zero



Adobe today: We connect with customers across multiple channels











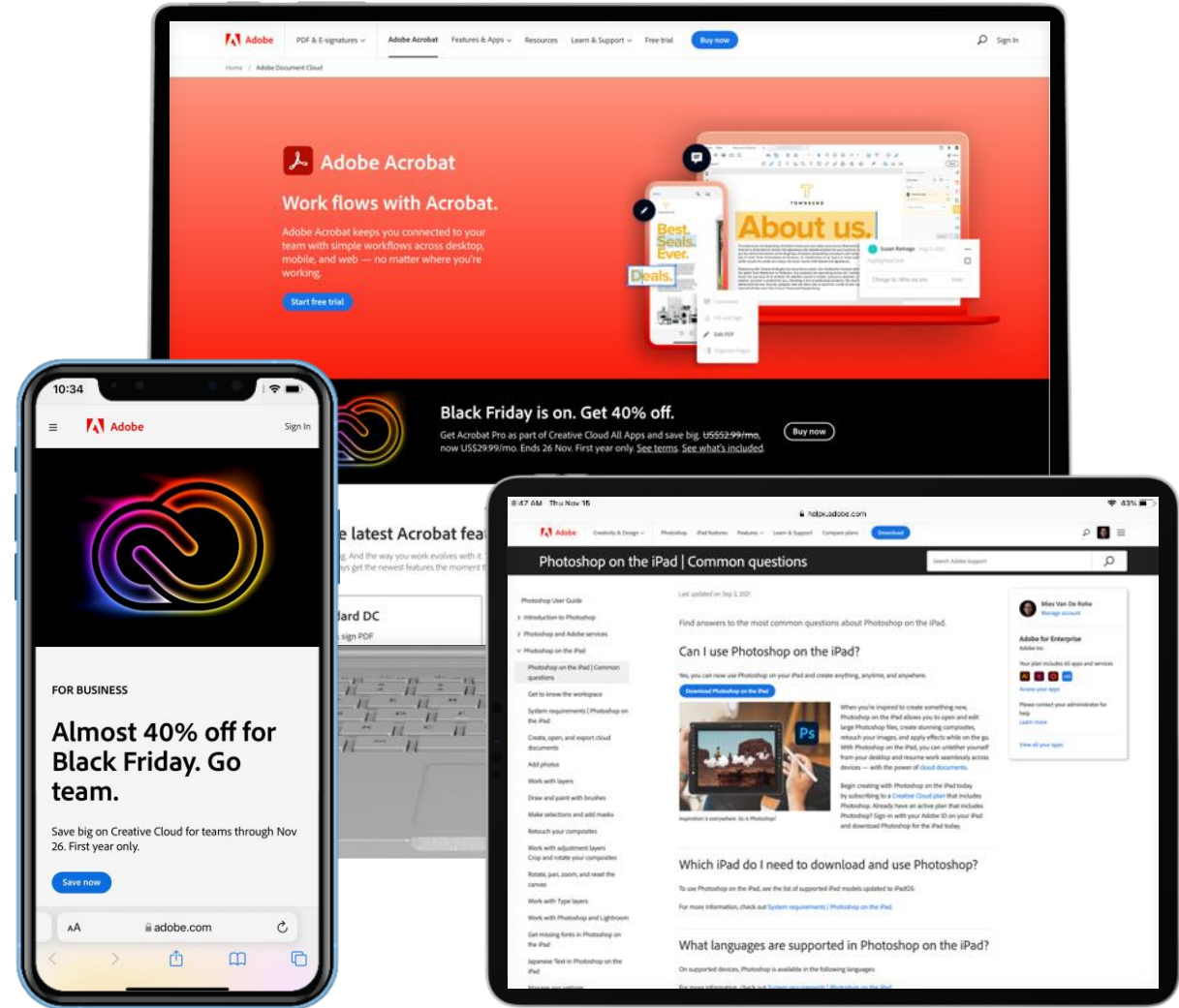
Adobe technology | Sample of results



Adobe.com is the hub for customer engagement

Top 100 Most Visited Global Website; 12 Billion Annual Page Views

	# Sites Managed	74
	# Languages Supported	38
	# of Pages	1,500,000
	# Views/Qtr	4,000,000,000
	# Pages Changed/Qtr	12,400
	# Pages Localized/Qtr	76,000
	A/B Tests/Qtr	80
	A/B Test Winner Rate	30%



Our customers grew in volume and diversity

Creative professionals



Communicators



Consumers



Freelancers

Agencies

Enterprises

SMB

Education

Governments

Hobbyists

ISVs

Social media creators

2. Data-Driven Operating Model (DDOM) for scale

6-7 min



Data-driven accountability

Adobe developed its Data-Driven Operating Model (DDOM) to drive functional alignment and business performance across the customer journey

Challenges

1. Little understanding of how key customer-centric metrics impacted each other and ultimately impacted financial metrics
2. Limited accountability of some key metrics in our business
3. Every function creating “own” view and definitions creating inconsistencies how metrics were being measured and interpreted

DDOM Framework



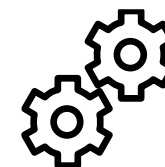
Data & Systems

Single source of truth for metrics across business



KPIs

Aligned to each stage of customer journey



Process & Org

VP-level accountability and stage owners to drive action

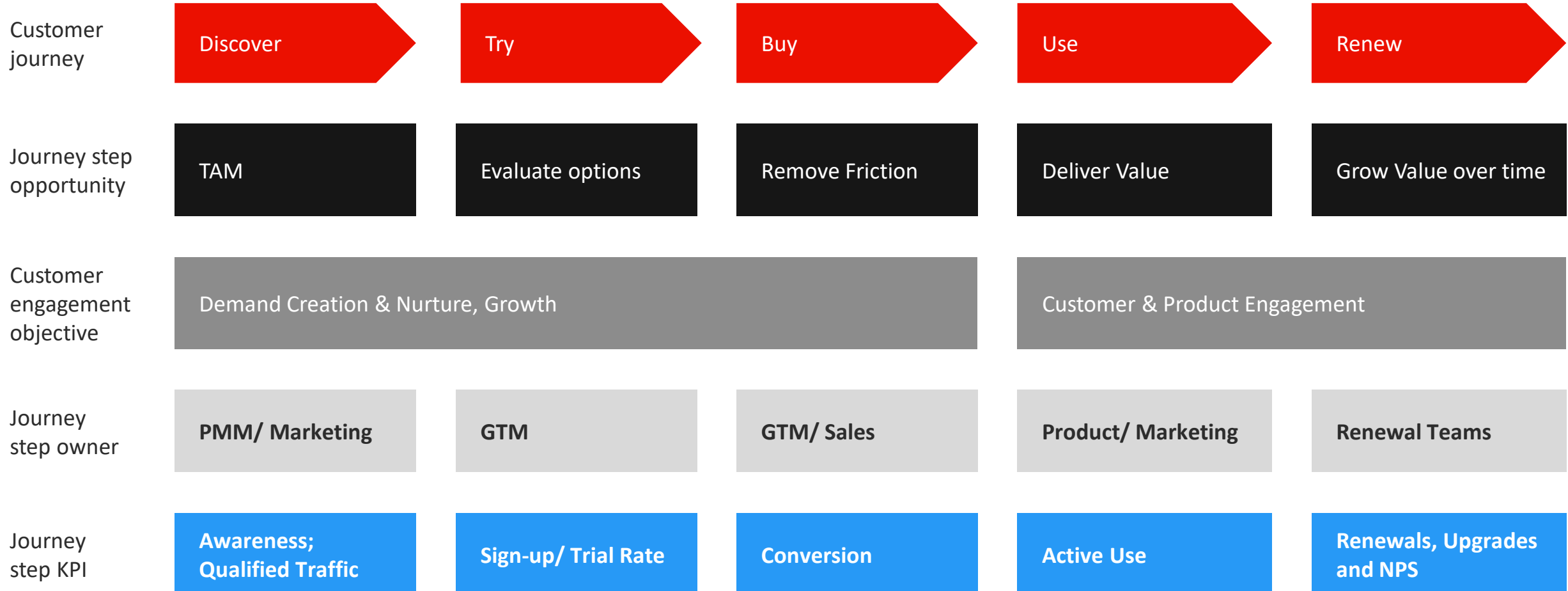


Sponsorship from highest levels of Adobe drove DDOM adoption and success

The Customer's Journey forms the foundation of DDOM

Customer engagement is centric to each journey step

Each customer journey step includes an addressable opportunity and the ability to target that opportunity



Data is the foundation for Adobe's DDOM

Aggregate data from across the company into a unified data architecture with transparent governance



CRM



Product usage



Adobe Campaign

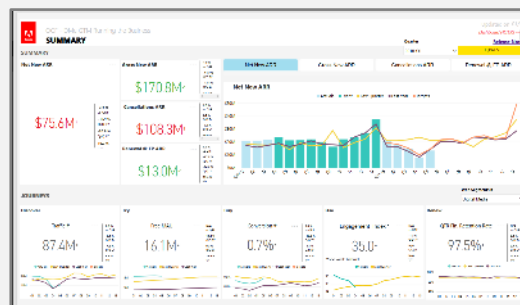


Adobe Analytics

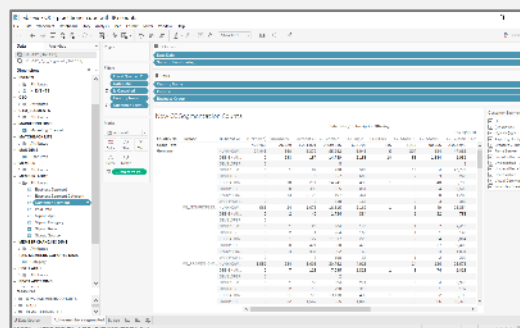


Adobe Audience Manager

Agree on KPIs by journey stage and provide access to real-time dashboards



"Run the Business dashboard" for business users



"Practitioner cube" for analysts & data scientists

All levels of the org—executive to individual contributor—now enabled to drive actionable insights



CEOs & individuals review dashboard weekly

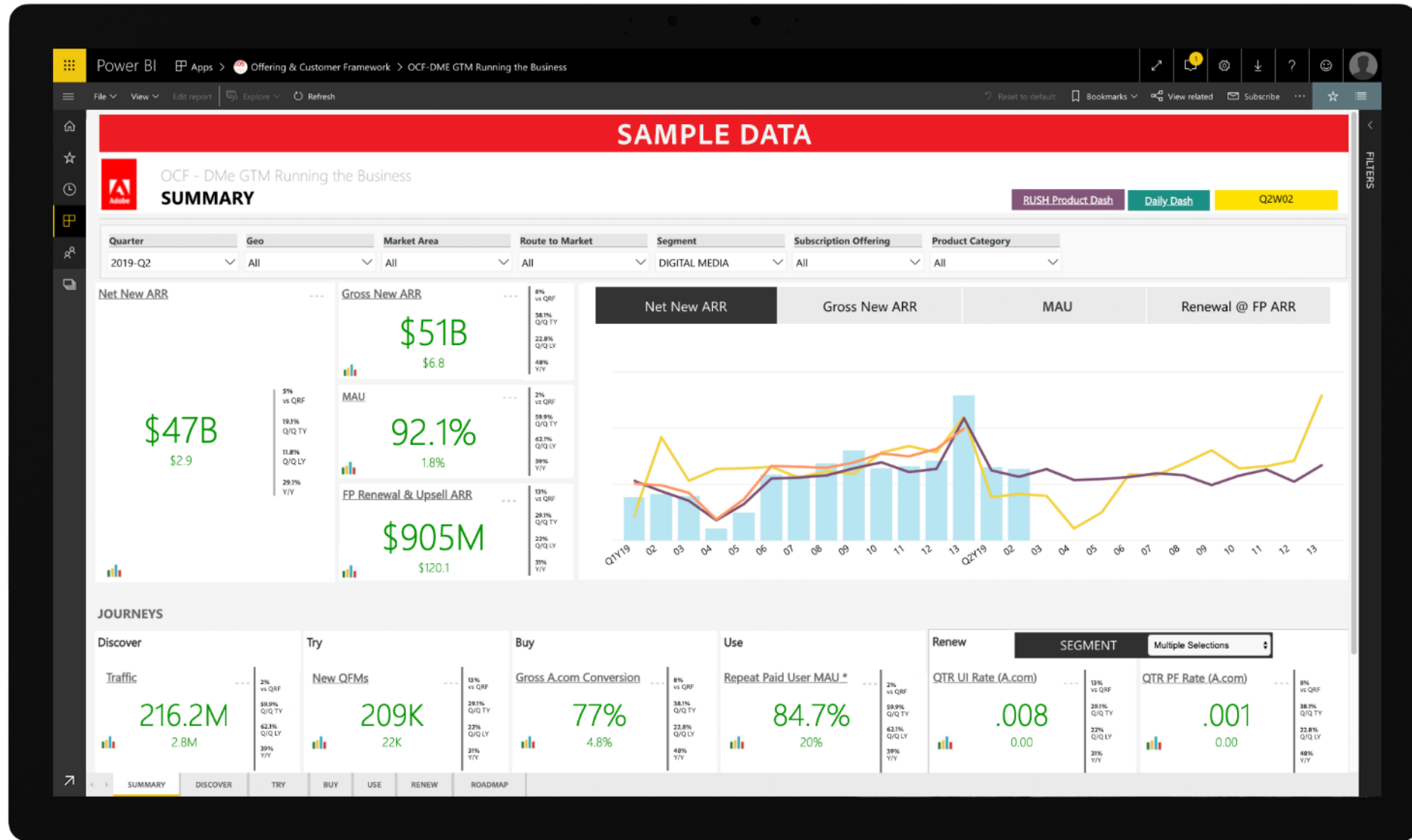
Objective: Develop a single source of truth accessible and used across the company

Run the business dashboard

Overall health
of the business

KPIs from each
journey stage available
at the summary level,
with deep-dive views
and slicers to get
to the detail

Performance reviewed
by cross-functional
teams each week



Evolving DDOM across the Customer Journey

Customer
journey

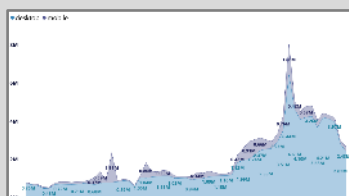
Discover

Try

Buy

Use

Renew



Influenced Traffic Trend by
Desktop and Mobile



Digital Media Variable Marketing Spend



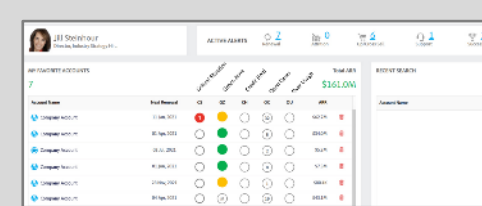
Test & Learn



Mobile Conversions



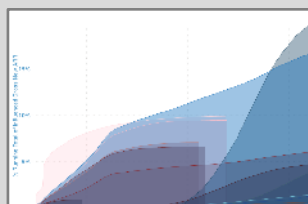
Creative Cloud Individual Paid LTV & CAC



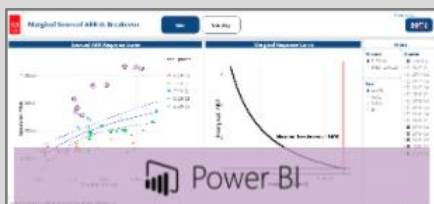
Account Health, Product Usage



Digital Media Market Expansion



Time to Convert Trend



Digital Media Marginal Breakeven



Customer Personalization



Product Switching Dashboard



Canceler Insights

Descriptive

What
happened?

Diagnostic

Why did it
happen?

Predictive

What will happen?

Prescriptive

How can we make it happen?

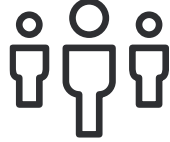
3. Experience-centric teams



People pivots needed to support digital first organizations



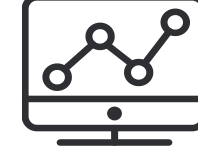
New and different skillsets, with a focus on data



Employees with a growth mindset



Growth of marketing operations



Self service model for marketers

From:

Creatively oriented marketer

Measurement as an afterthought

Focus on brand

To:

Creatively oriented marketer

Measurement top of mind

Focus on brand

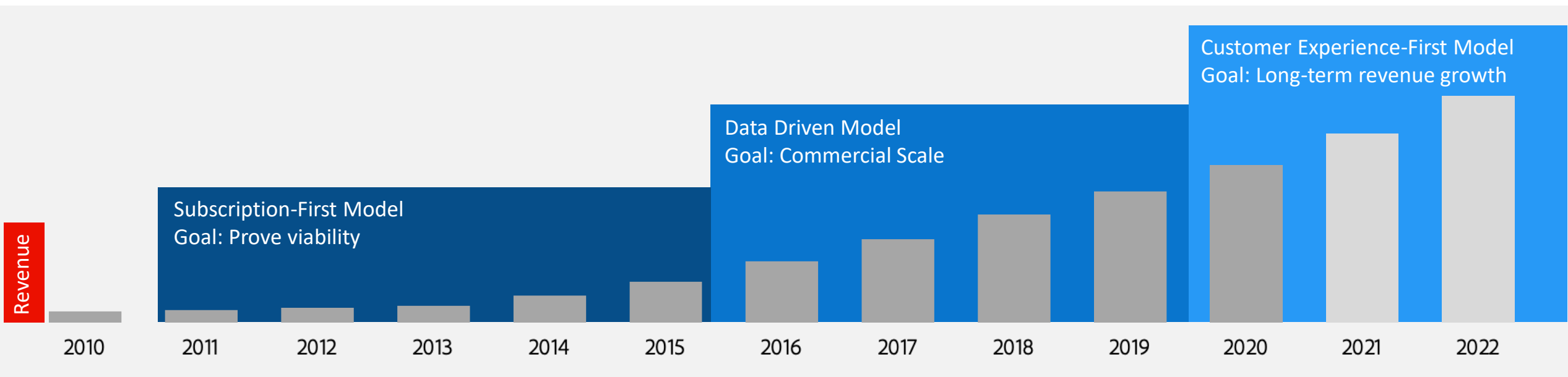
&

Data-driven business owner

Metrics known before campaigns launch

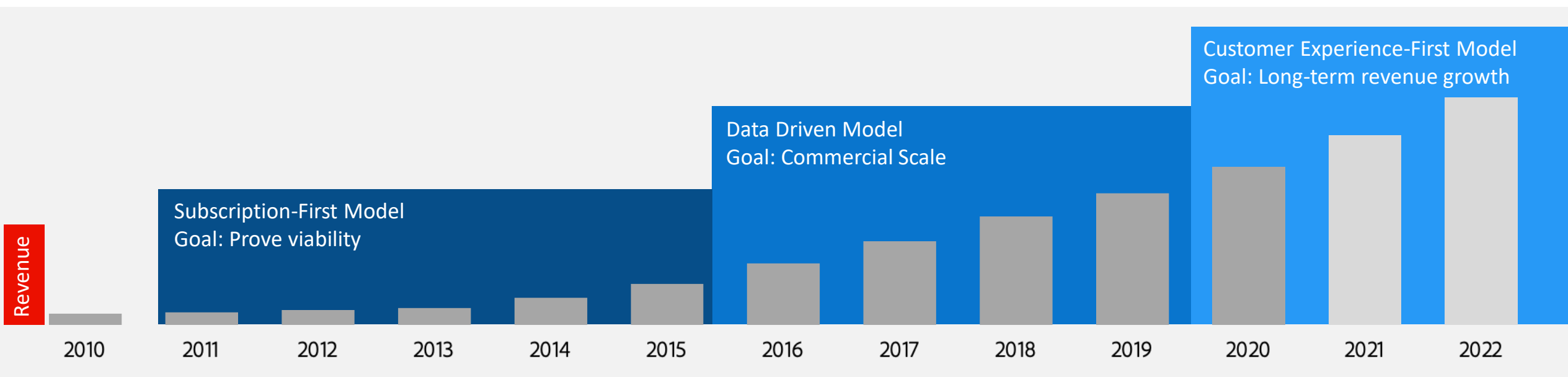
Focus on performance metrics

Evolving focus on our transformation journey

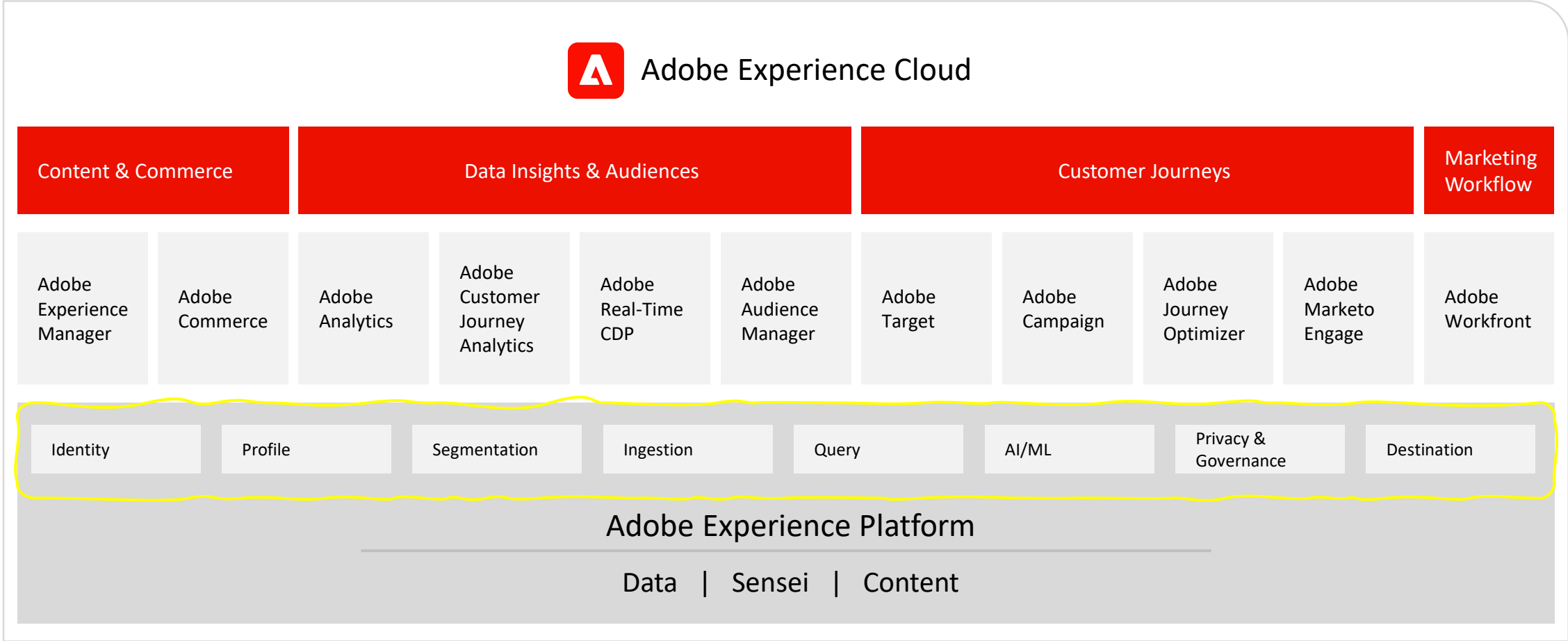


Technology	Simple analytics	Campaign orchestration
Process	Monthly updates	Always-on ecosystem
People	In-source digital teams	Data Scientists
KPIs	New subscriptions	Net New ARR

Evolving focus on our transformation journey



Technology	Simple analytics	Campaign orchestration	Experience Platform, predictive analytics
Process	Monthly updates	Always-on ecosystem	Cross-channel personalization at scale
People	In-source digital teams	Data Scientists	Regional experience and GTM
KPIs	New subscriptions	Net New ARR	Goal completion, NPS and LTV



Lessons learned



Strategy

Preserving the status quo is not an option



Vision

Plant the flag



People

Find the champions



Execution

Inspect the change



Culture

Over-communicate

THANK YOU !



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