



Fostering Grass Roots Innovation Within Adobe

9 January 2008

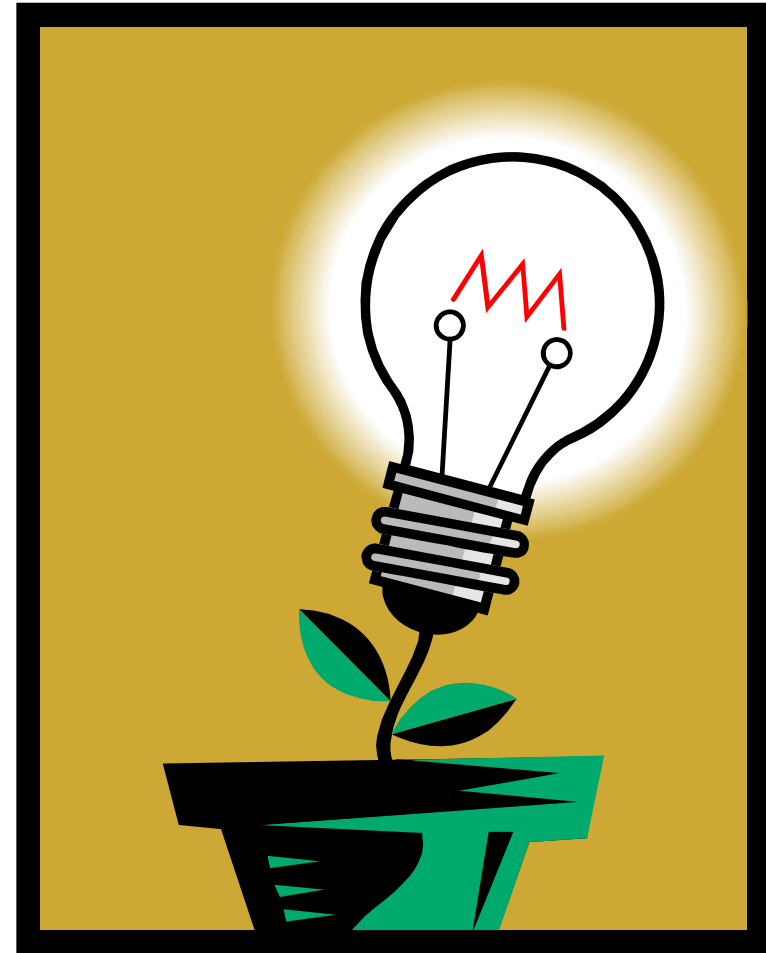
Rick Bess

Idea Mentor

New Business Initiatives

Corporate Development

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Rick Bess Introduction



- **Engineer – 9 yr**
 - Aircraft design
 - Algorithm research
 - Computer science



- **Product Manager – 16 yr**
 - Computer image generation
 - 3D simulation software
 - CAD & game applications
 - 3D PC products & systems
 - Enterprise software
 - Platform products



- **Idea Mentor – 3 yr**



[illegible]

Adobe Software to Engage

DESIGNER/ DEVELOPER TOOLS



Creative Suite



Flex Builder

CLIENTS



Flash



PDF



HTML

SERVERS



LiveCycle



ColdFusion



Flash Media Server

APPLICATIONS



Acrobat



"Philo"



Kuler



Digital Editions

SERVICES



Acrobat
Connect



Flash
Cast



Video Remix

DELIVERY



PC



Print



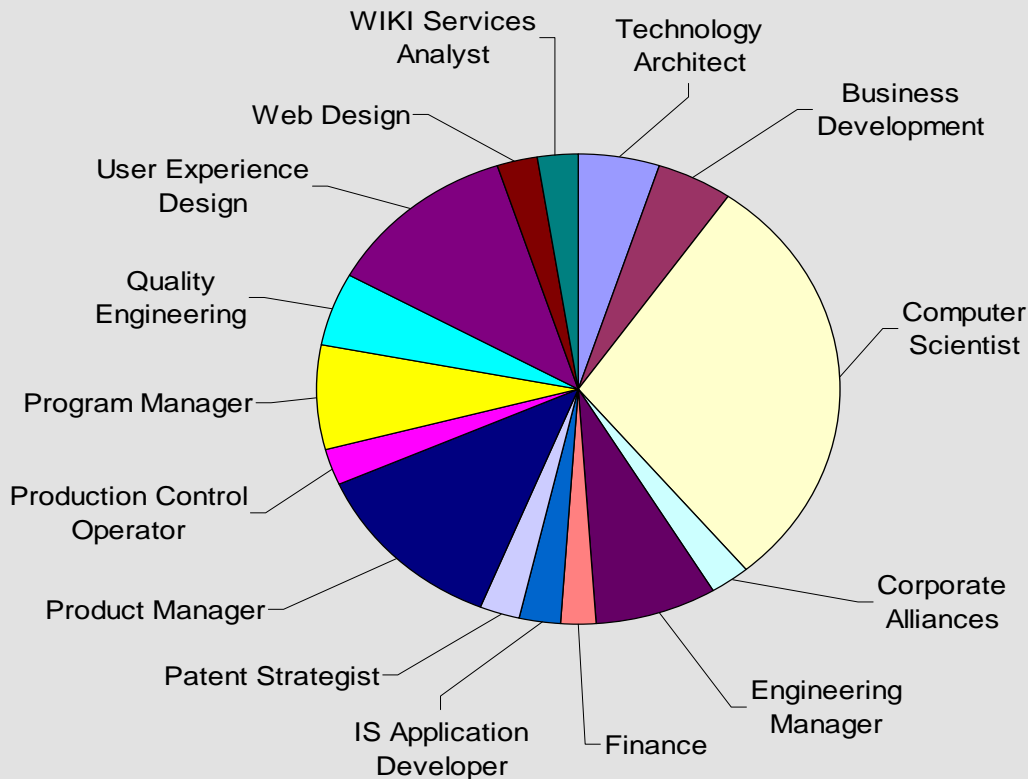
Mobile



Consumer
Electronics

Culture - Everyone Can Innovate!

Adobe Innovation Boot Camp – San Francisco, 2007



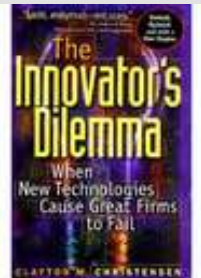
Innovative Creations

1. **Sustaining innovations** to keep products competitive
2. **Process innovations** to increase efficiency
3. **Enabling technology** innovations makes new things possible
4. **New product innovation** creates new revenue streams

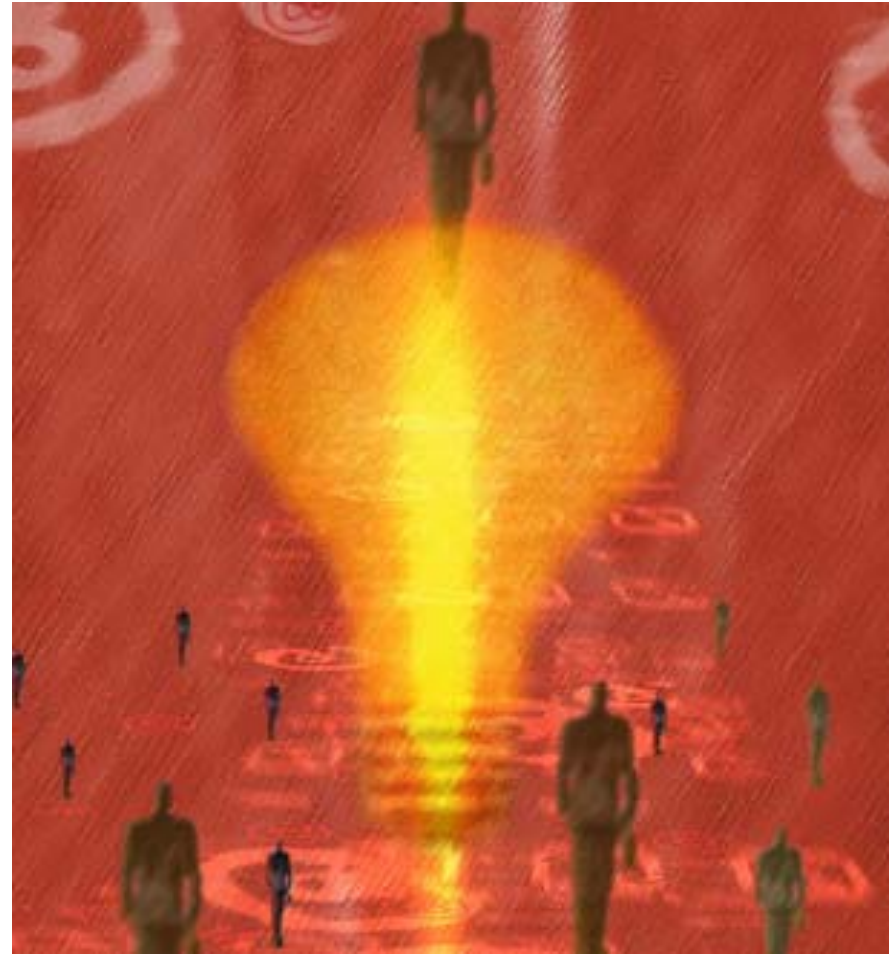


Natural Enemies of Intrapreneurs

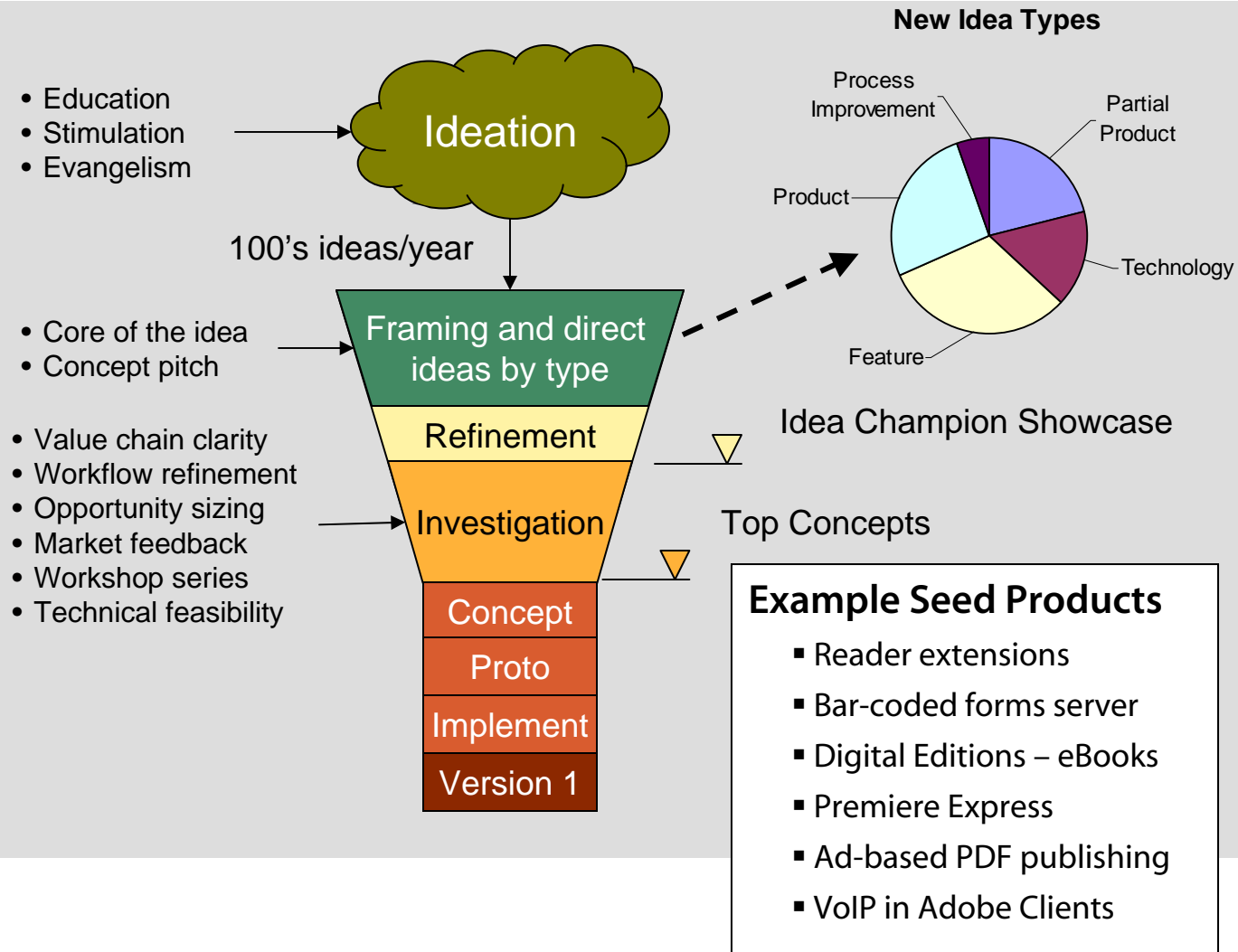
- **Strengths are Weaknesses***
 - An organization's capabilities define its disabilities
- **Size and Scale***
 - Small markets don't solve the growth needs of big companies
- **Measurement***
 - Nascent markets can't be analyzed



*Source: The Innovators Dilemma,
Clayton Christensen



New Product Innovation Pipeline



Role - Idea Champions

- Can be any full time employee
- Number one biggest believer
- Owner to develop concept and refine idea
- Motivation is in the right place



**Open Minded
Environment For All**

Role - Idea Mentor

- **How it works...**
 - Bring ideas to the Idea Mentor
 - Feedback and next steps
- **Idea Refinement & Funding**
 - Guidance and tools
 - Connection with people
 - Find resources
 - Market research
 - Help with <fill in the blank>
 - Access to senior management



Source: Fast Company, May 2007

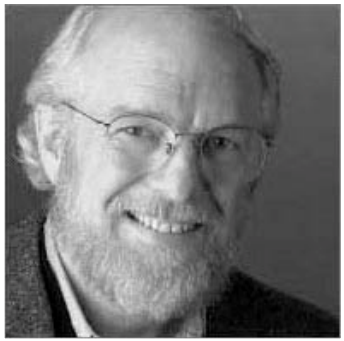


Role - Entrepreneur In Residence (EIR)

- Seed projects are start up initiatives for new products within Adobe
- EIR's lead Seed Projects
- Seed projects exist within New Business Initiatives organization and Business Units
- Seed funding is staged and based on performance



Guidance - 99 Ideas Must Die...



**John Warnock had
100 ideas per day.
99 were okay and
one was genius.**

Insights

- Fall in love with the refinement process, not the idea
- Focus on the best idea, throw away the rest
- Evolve good ideas to be better, then great, then incredible



Idea Distillation

Guidance - Evangelize Your Idea

Seek out influencers

■ Advocates

- One who speaks on behalf of another

■ Contrarians

- Reacts to ideas in a manner that differs from the conventional wisdom

■ Skeptics

- Method of suspended judgment, systematic doubt, or criticism

■ Decision Makers

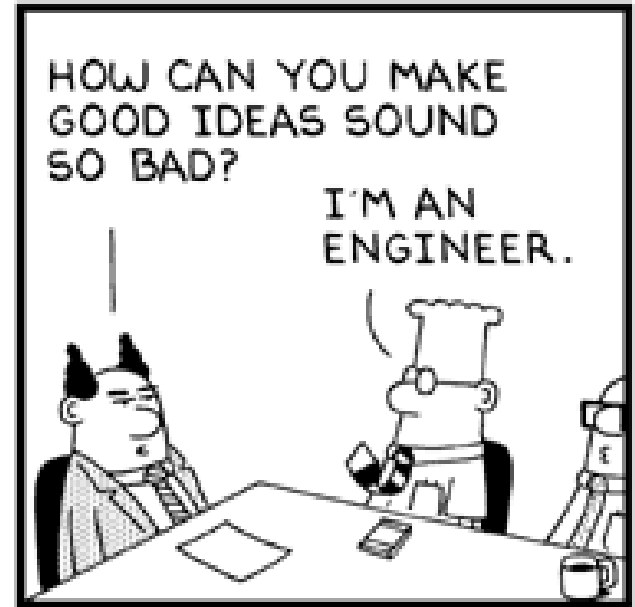
- Cognitive process leading to the selection of a course of action among variations.



**Test all assumptions
(especially your own)**

Tool - Idea Sharing Workshop

1. Experience socializing your idea with another person one on one
2. Three (3) minutes to share idea
3. Get feedback on your effort to articulate the vision



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The Best Ideas Solve
Real Problems

Tool - Core Of The Idea

1. Describe the user and customer in a way that identifies their unique characteristics to put their issue and your solution in context.

- Objective: **Clarity**

2. Identify and quantify the problem or opportunity from the user/customer's viewpoint

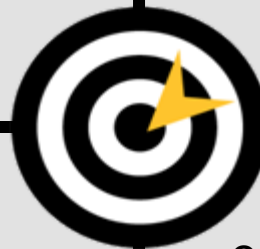
- Objective: **Quantify**
- How strongly do they want address the issue?

4. Identify how this business opportunity will Fit at Adobe

- Objective: **Disclosure**
- Existing or new BU, Product Line, Channel, Price, Margin, etc.

3. Describe your idea and how it addresses the users issue

- Objective: **Compelling**
- Value to the user?



Tool - Innovation Boot Camp

- Curriculum delivered by innovation veterans with experience developing new products.
- Addresses innovation process, resources, skills training, and war stories.
- Interactive workshops to help Idea Champions formulate, shape and articulate ideas.



 **2007**
INNOVATION
BOOT CAMP

**Educational and
Motivation Outreach**

Tool - Idea Champion Showcase

Objectives:

- Provide candid feedback
- Inform Intrepreneur community

Rules of Engagement

- Idea Champions - 10 min to pitch
- EIR Panel Q&A - 10 min of feedback
- Audience - Observe and learn only
- VP's not allowed in the room

Fast Track for Top Ideas

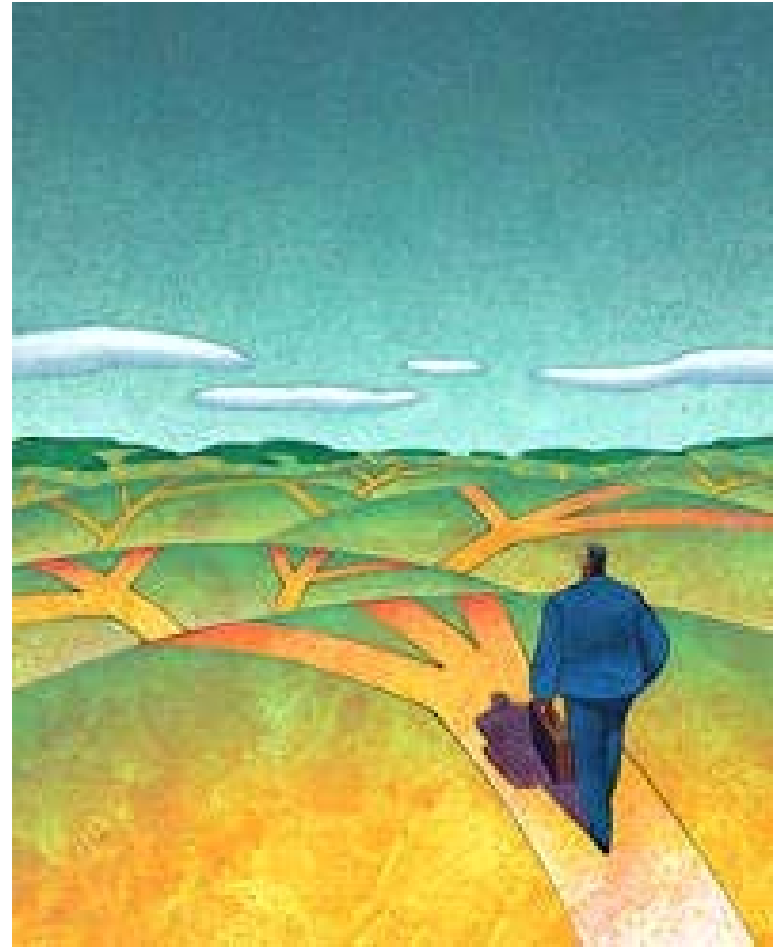
- Escalate to SVP briefing
- Move into the investigation phase



Idea Sharing Forum For
New Business Concepts

Summary: Innovation at Adobe

- **Innovative culture**
- **Allow Idea Champions to pursue their own ideas**
- **Stay customer focused**
- **Provide innovation resources and initiatives**
- **Celebrate innovation whether successful or not**



Rick's Favorite Discussion Topics

- **Course corrections**
- **Prototypes**
- **Fail fast, fail forward**
- **Create your own weather**
- **Divide time 50% - 50% - 50%**
- **Franken Funding**
- **26 year olds**



Innovation @ Adobe

**Adobe revolutionizes how the world
engages with ideas and information**