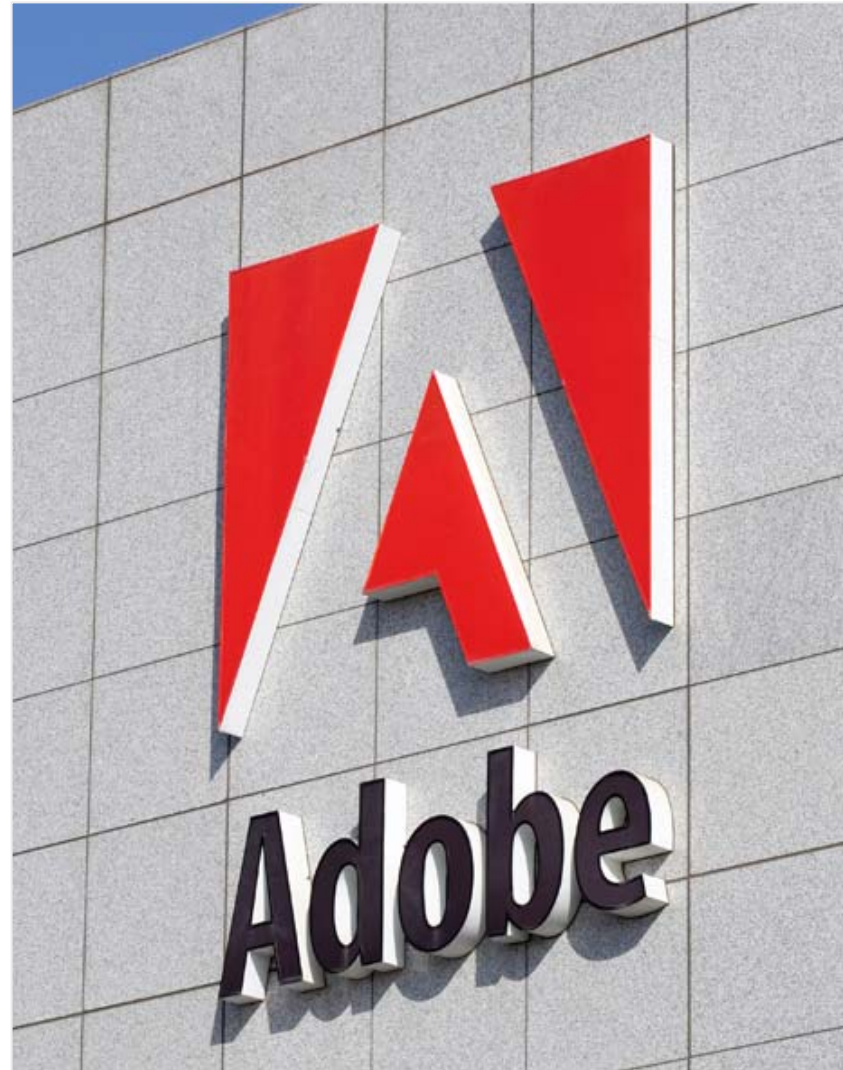


Adobe Acrobat: Creating a Billion Dollar Product

Sarah Rosenbaum

Director of Product Management

July 12, 2006



Products Begin as Ideas

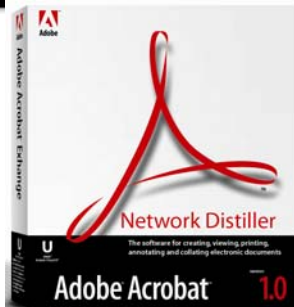
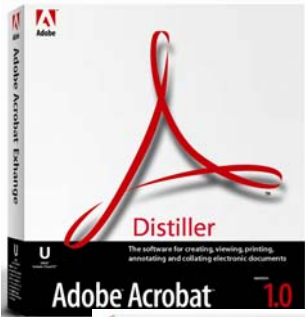
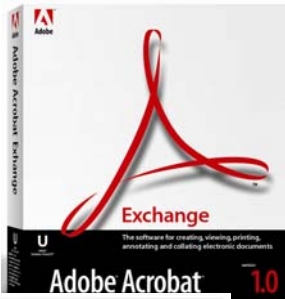


- Ideas can take a **while** to reach market
- Acrobat history:
 - “Camelot” idea paper published in 1991 by John Warnock
 - Version 1.0 shipped in 1993
- What’s your window of opportunity?

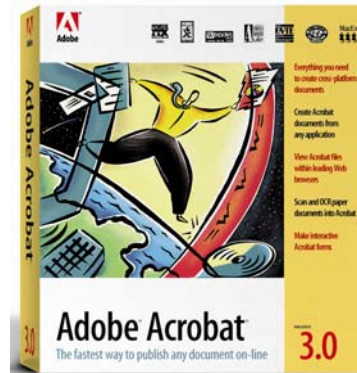
Understand and Evaluate Business Dynamics: Packaging

- Packaging

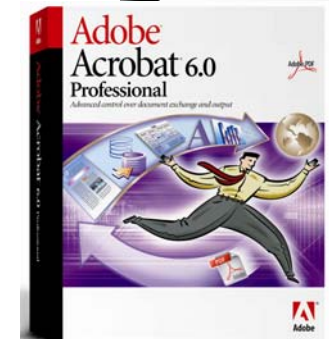
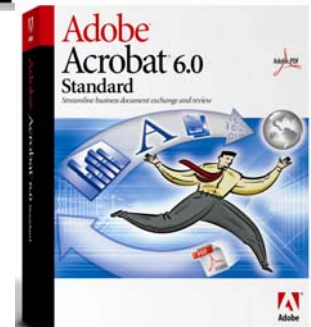
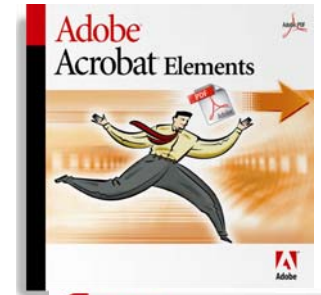
- Make it easy for customers to understand and purchase
- Separate components or bundled?
- Where is the market maturity?



1993



1996



2003

Understand and Evaluate Business Dynamics: Pricing

- Business model: per unit, volume licensing, subscription, etc.
- Integrator, end-user, other
- Revenue mix you're targeting
- Competitive landscape



[SOLUTIONS](#) | [PRODUCTS](#) | [SUPPORT](#) | [COMMUNITIES](#) | [COMPANY](#) | [DOCUMENTATION](#)

[Home](#) / [About Adobe](#) /

Adobe Open Options 4.5

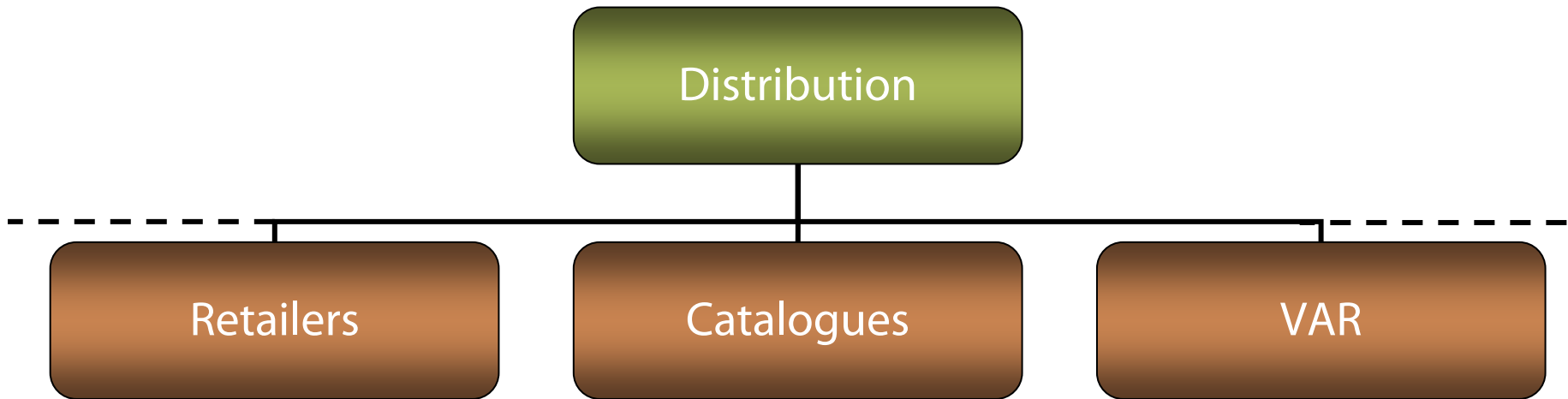
Volume software licensing programs

Special notice

With the acquisition of Macromedia, Inc., Adobe is making some important changes to the Adobe Open Options (AOO) licensing

Understand and Evaluate Business Dynamics: Placement

- What channels are most available and appropriate?
- 2-Tier distribution, Direct sales force
- Value Added Reseller (VAR)
- Systems Integrator (SI)
- Original Equipment Manufacturer (OEM)



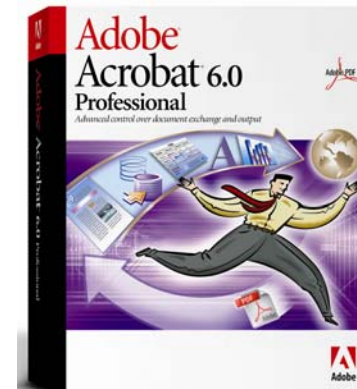
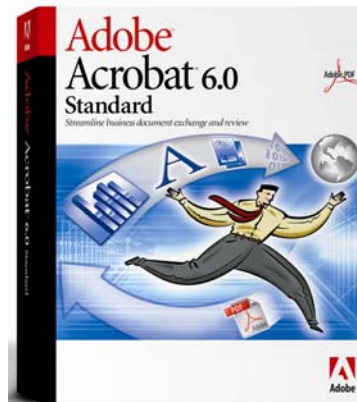
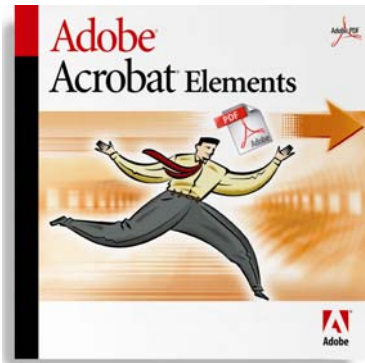
Understand and Evaluate Business Dynamics: Promotion

- Brand
- Channels – how/what?
- Word of mouth? Web?
- Direct sales force
- Advertising



Understand and Evaluate Technology: Product Definition

- For whom?
- What problem does it solve?
- How critical is the pain?
- Is it usable?



Understand and Evaluate Technology: Features

- Transforming: new, major capabilities that transform the uses of the product
- Tuning: improving functionality that already exists

		Digital Signatures		AutoCAD, MS Visio, MS Project integration
	WWW integration	MS Office integration		
	Print-publishing capabilities	Web Capture pages		Prepress features
	Fillable forms	Enhanced commenting tools		Layers
	Paper Capture	Additional Print-publishing	eBooks support	Take comments back to Word
Plug-in arch.	Native Japanese support	New UI	R & C workflow creation, monitoring	Enhanced security
Full-text search				
Acrobat 2.0	Acrobat 3.0	Acrobat 4.0	Acrobat 5.0	Acrobat 6.0

Understand and Evaluate Technology: Market Changes

- Birth of World Wide Web and Acrobat 3
- Applications of your technology –
 - Did you foresee them?
 - What can you do to improve them?



Understand and Evaluate Technology: Build, Buy, or Both?

- NIH syndrome – where is your engineering group?
- Quickest path to execution – can you tolerate the cost of licensing other technology?
- Is the technology so fundamental that you **MUST** own it?

Built

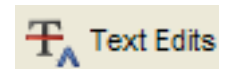
- Web Capture
- Sticky notes
- Microsoft Office integration
- AutoCAD integration

Licensed



- Encryption libraries
- Search engines
- Fonts
- Prepress capabilities

Bought

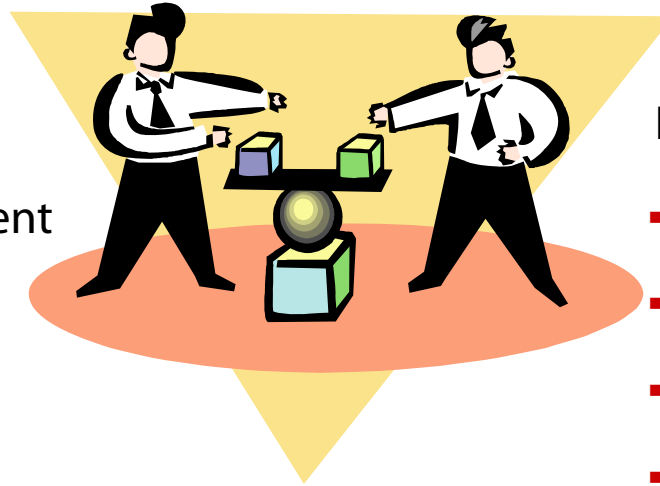


- Enhanced commenting capabilities
- OCR engine

Considerations – it's a Balancing Act

Internal Drivers

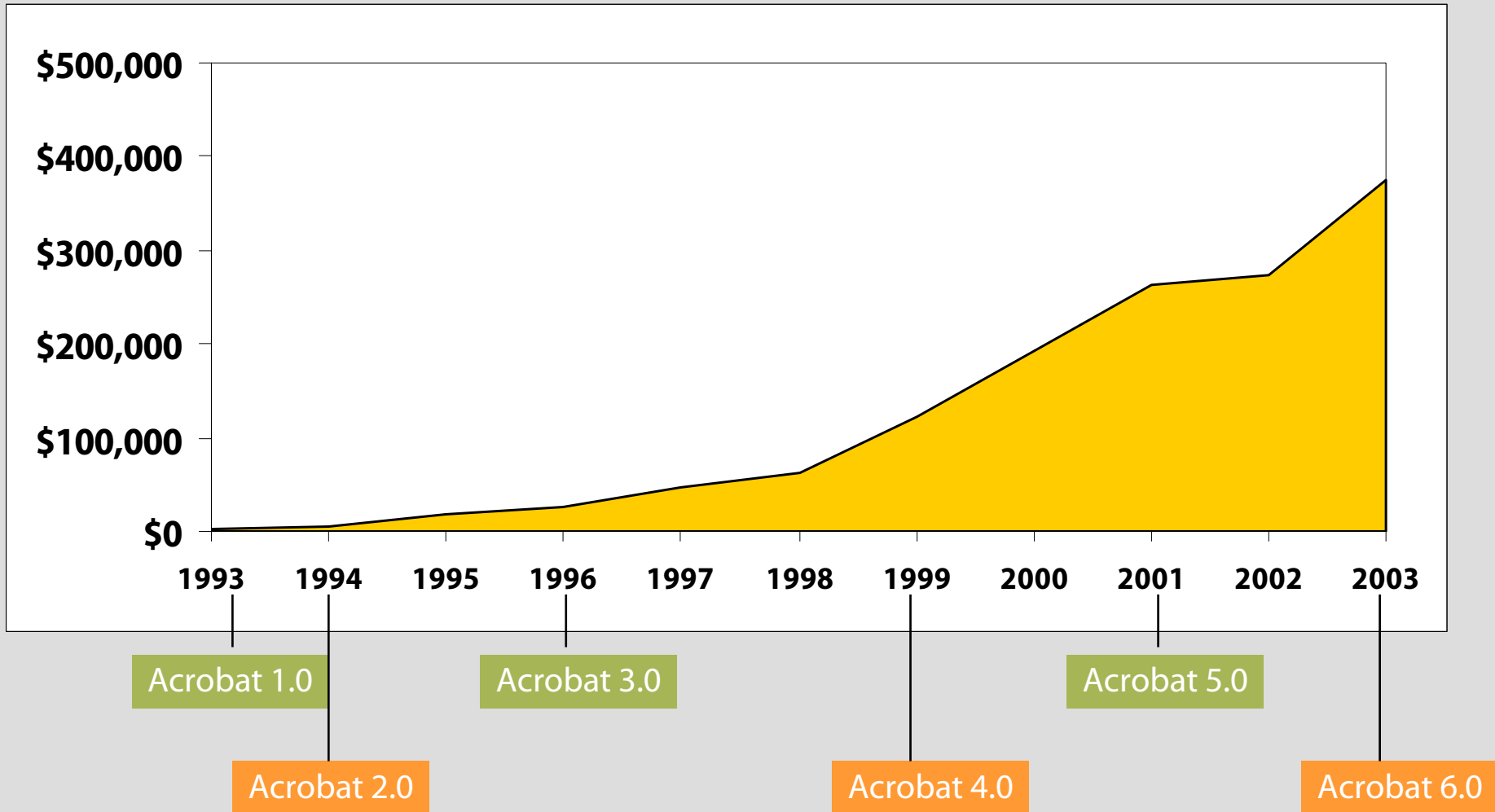
- Revenue achievement and timing
- Personalities
- Available resources
- Company direction
- Organizational changes
- Gross margin achievement
- Customer demands



External Drivers

- Competitive landscape
- Competitors' actions
- Customer demands
- Channel partners
- Technology developments
- Analyst/Press reviews

Acrobat Revenue and Release History



Note: Revenue numbers are approximate and not exact

What Product Management Can Do

- Know your competition
 - Monitor their actions, announcements, press/analyst coverage
 - Complete regular SWOT analyses
 - Include all functions of the company who contribute to your product
- Talk to customers
- Talk to potential customers – they're your growth opportunity
- Research the market developments and changes
- Research and understand technology developments and trends
- Read, search, attend appropriate conferences and meetings
- Maintain a holistic view of the business
 - Don't limit yourself to your authority area; get to know all aspects
- Don't be afraid to try and fail and change what you're doing. Nothing is exactly right the first time.

Better by Adobe.™