



# Adobe's Data-Driven Operating Model

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# In seeking to build customer-centric experiences, Adobe faced several challenges

## Challenge

## Example

**Difficulty understanding connection between customer experience metrics** to each other and to financial metrics

Limited view into how a **dip in traffic impacts UQFM**s (free sign ups), **conversions, and revenue** metrics

**Limited accountability over essential metrics** leading to neglect of core parts of the customer journey

Website traffic was measured, but was being **neglected in favor of actions to drive conversion**

**Inconsistent measurement** of certain metrics throughout the business

UQFM

s (free sign-ups) were **tracked differently by the product marketing and marketing** organizations

**Limited understanding of performance gaps** resulting in suboptimal experience in key parts of journey

**Underinvestment in mobile web experience**, an increasingly important channel for visitors

Adobe developed its data-driven operating model (DDOM) to address these challenges

**Data-driven operating model** (DDOM) is a new way of working designed to **align and drive the business** toward strategic objectives **across the customer journey** with **minimal business disruption** to ensure continued growth.



## DDOM Pillars



### Data

Single source of truth for metrics across business



### KPIs

Aligned to each stage of customer journey



### Process & Org

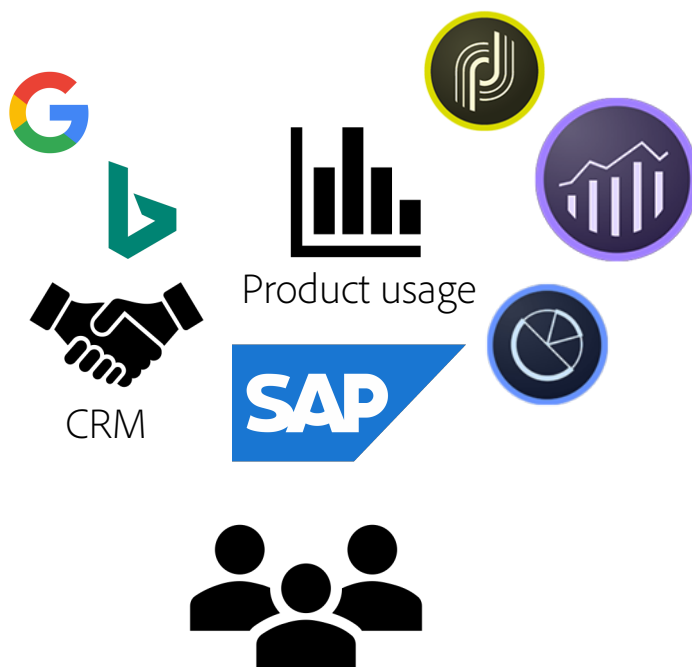
VP-level accountability and stage owners to drive action



Sponsorship from highest levels of Adobe drove DDOM adoption and success

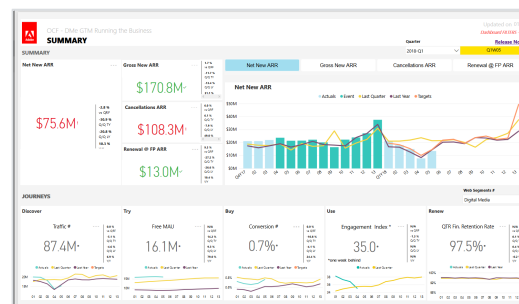
# Data is the foundation of Adobe's DDOM transformation

Aggregated data from across the company in **one location** over ~1 year

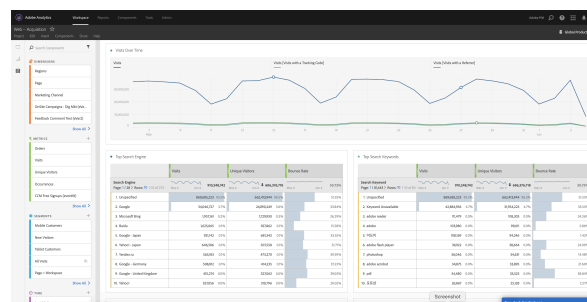


Dedicated team brought together data

Data is accessible in **real-time dashboard** for single source of truth



"RTB dashboard" for executives, marketers, and analysts



Analytics Workspace for marketing analysts & data scientists

Evangelize to **185+** unique users  
**50+** weekly active users across multiple functions

Digital Media

CT

Marketing

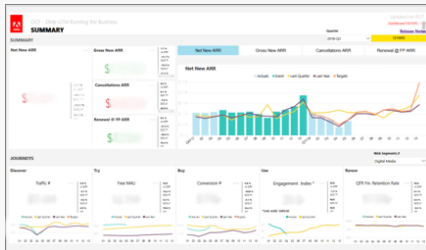
CEX

Finance

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

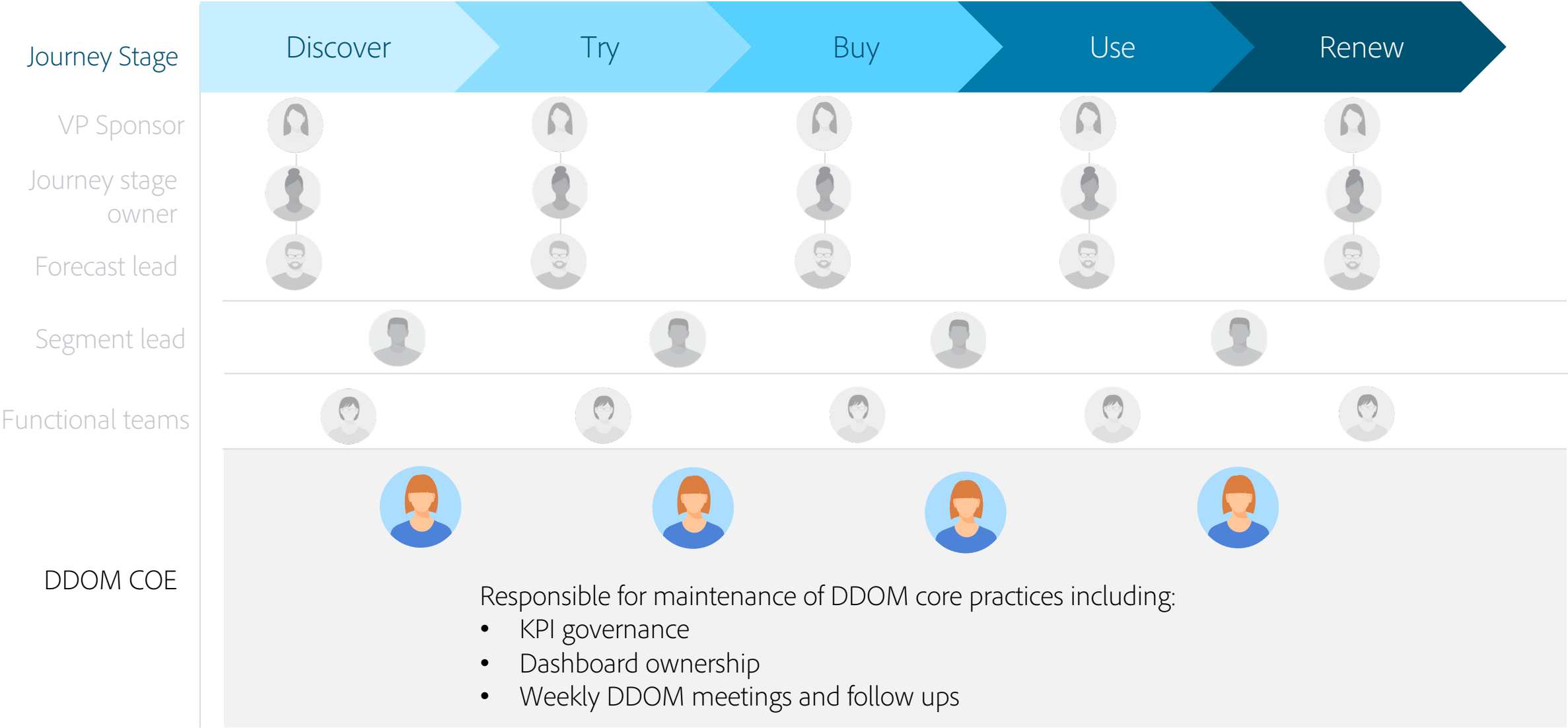
# DDOM uses KPI alignment to drive the business

Journey Stage	Discover	Try	Buy	Use	Renew
Example KPIs	Paid & organic traffic New UQFM's	UQFM/QFM conversion	Conversion	Week 0 return rate Week 4 return rate	User initiated cancel rate
KPI owners	VP Marketing	VP BU	VP BU	VP BU	VP BU



- **50+ KPIs** (~12 core KPIs) across journey stages identified
- **KPIs are given equal weight** and are tracked in the real-time dashboards.
- **Relationships between metrics** are established to understand how one might impact another
- **Weekly meetings to review KPI progress** are attended by >100 people, sometimes including C-level executives.

# The DDOM Center of Excellence (COE) drives governance of process



# The new DDOM model results in tight alignment that drives and ties revenue and customer experience for Adobe's Digital Media business

*Before*

*After*

**Difficulty understanding connection between customer experience metrics** to each other and to financial metrics

Documented **understanding of how metrics impact each other** and continued growth in learning what levers to pull to influence them

**Limited accountability over essential metrics** leading to neglect of core parts of the customer journey

**VPs across business own metrics** for journey stages with quarterly forecast targets; **real-time dashboards** increase accountability and visibility

**Inconsistent measurement** of certain metrics throughout the business

**Single source of truth** via dashboards and practitioners cube allow for **common understanding of the journey**

**Limited understanding of performance gaps** resulting in suboptimal experience in key parts of journey

Clear view of journey allows for **data-driven justification** to prioritize key customer experiences (e.g. mobile web)

# DDOM will continue to evolve moving forward



Data



KPIs



Process & Org

- Add more data to OCF to **grow holistic understanding** of customer
- Evolve KPIs as we continue to **learn which KPIs matter** to the business
- Add more granular metrics to **support enhanced decision making**
- Regions and BUs invest in dedicated analysts for journey stages to **expand Journey stage lead capacity and influence**
- **Enhance collaboration** between journey managers and journey stage owners
- Expansion to **Digital Experience and Enterprise Digital Media** businesses

# Key takeaways from Adobe's DDOM journey



**Digital capabilities** and a strong data foundation are a **pre-requisite to operationalize** around customer data



**Alignment, sponsorship, and ownership from** every level of the company, **beginning with the executive team,** is critical to succeed



**Develop governance structure and culture that** continuously encourages stakeholders across the business to **generate data-driven insights to build strategy and drive toward KPI targets**



**Adobe**