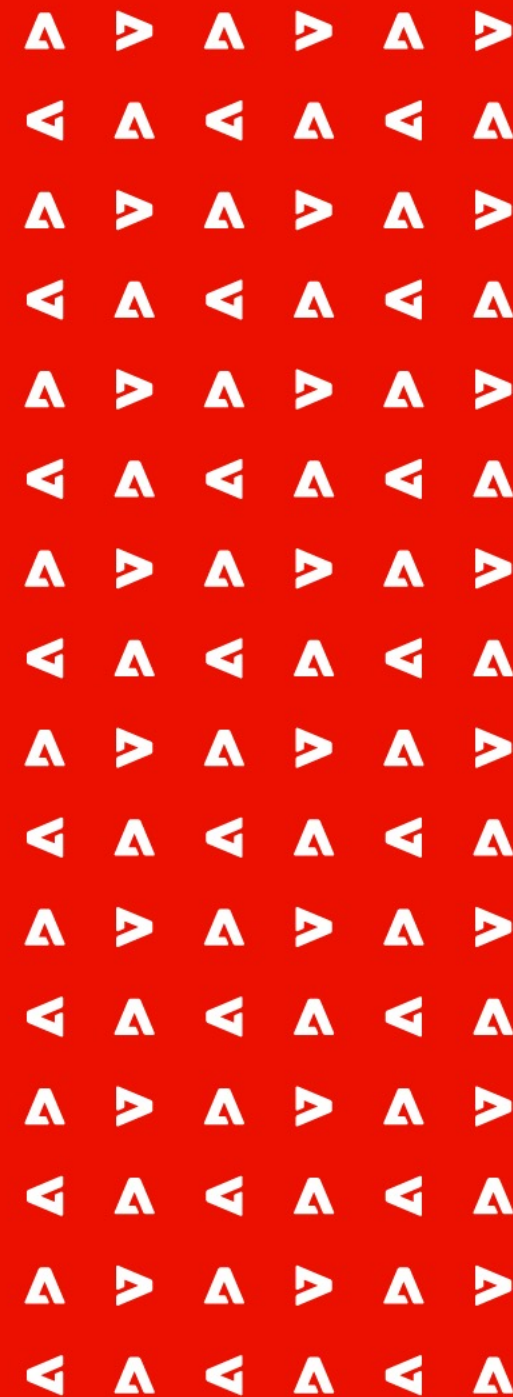




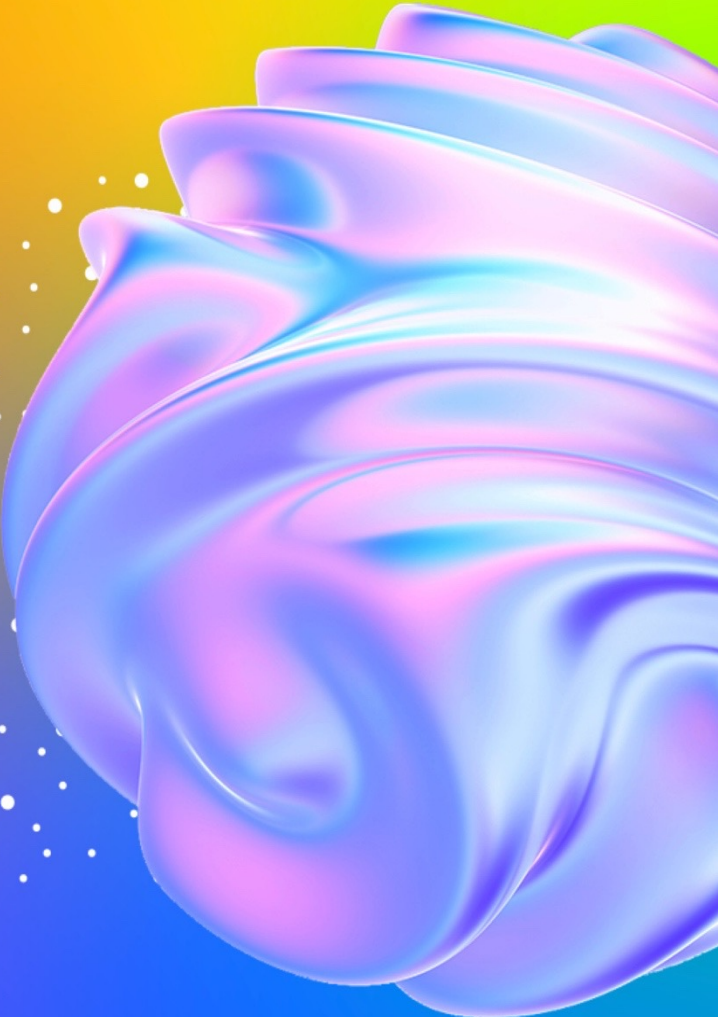
# Running Our Digital Business

John Copeland

**Vice President, Digital Strategy Group**



# Changing the world through digital experiences



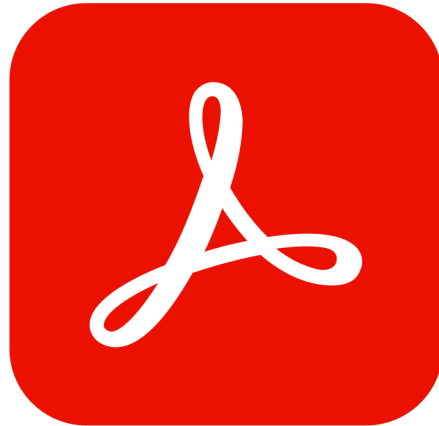
# Adobe's offerings

## Digital Media

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**Adobe Creative Cloud**



**Adobe Document Cloud**

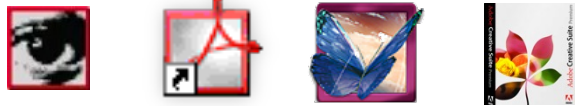
## Digital Experience

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**Adobe Experience Cloud**

# Proven track record of transformation



## From Applications to Suites

Graphics & publishing

Acrobat & PDF  
franchise

Creative pro desktop

## Move to the Cloud



Subscriptions & recurring revenue

New users & new services

Digital Marketing leadership

## Platforms & Intelligence

Creativity for All

Platform for Digital Documents

Reimagining Customer Experience  
Management (CXM)

1982 1985 1986 1987 1990 1995 1999 2000 2002 2004 2005 2007 2008 2009 2010 2011 2012 2014 2016 2018 2021

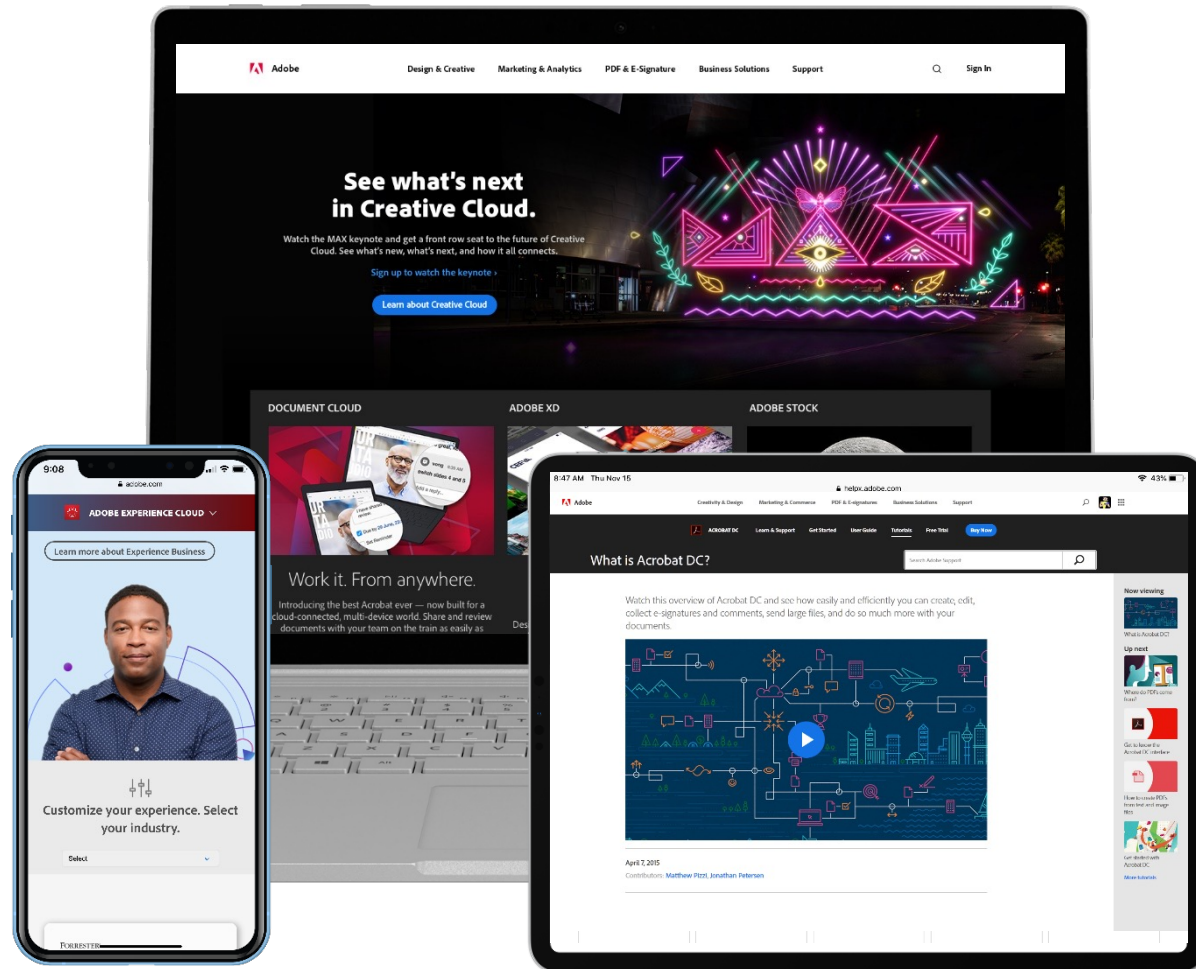
We went from an arms-length  
relationship with customers to  
24/7 interaction

# Adobe Today: We Connect with Customers across Multiple Channels



# Adobe.com is the Hub for Customer Engagement

Top 100 Most Visited Website; 29 Billion Annual Page Views



Over 11 Billion  
Visits Last Year

Content  
1.5+ Million Pages  
61 Sites  
31 Languages

# We Use our Products Across the Customer Journey

Activities	Products	Customer Journey		
		ACQUIRE	CONVERT	RETAIN
Advertising		→	→	
Analytics		→	→	→
Audience Segmentation		→	→	→
Commerce			→	→
Content Creation, Measurement & Optimization		→	→	→
Marketing Automation		→	→	
Multichannel Campaign Orchestration		→	→	→
Personalization		→	→	→
Testing and Optimization			→	→



# Data-driven Best Practices, AI & Business Intelligence Enable Action



Media planning  
and real-time  
performance  
attribution

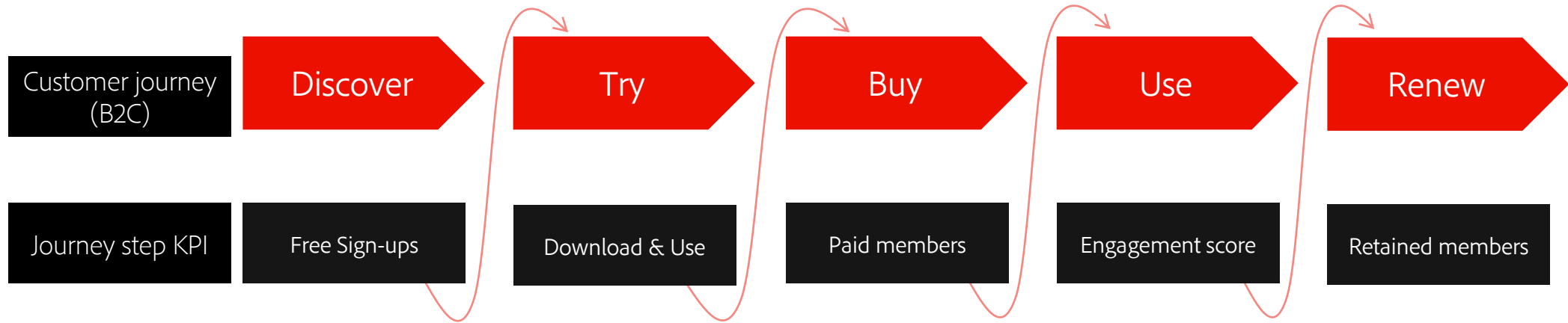


Optimizing  
engagement  
across customer  
touchpoints



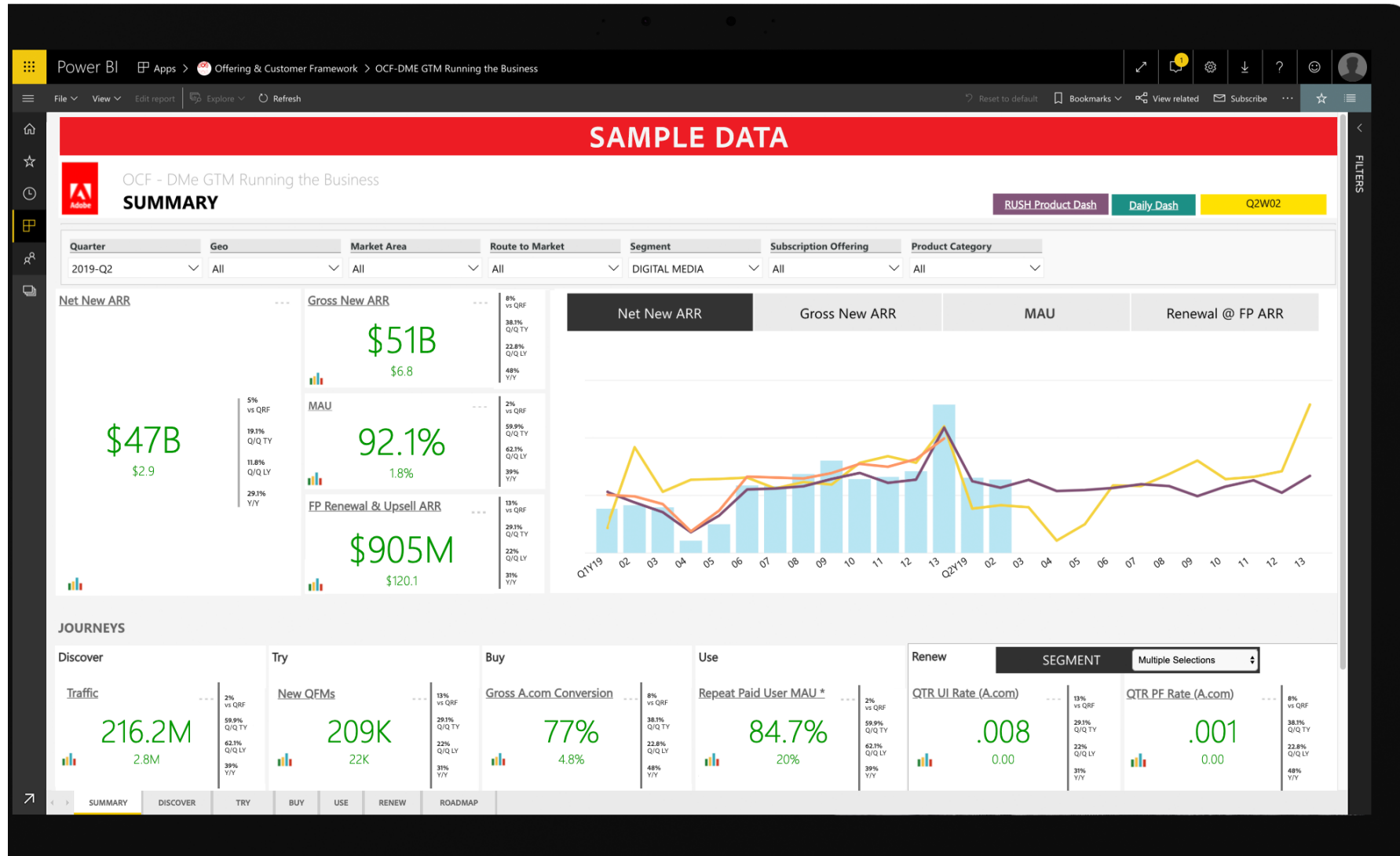
Data-driven  
operating model

# Customer Journey Intelligence Underpins Business Results: Data-Driven Operating Model (DDOM)



- Single source of truth aligning multiple stakeholders
- Weekly meetings to discuss performance to specific KPIs
- Quarterly run-the-business meetings
- Disciplined process & accountability

# Data-Driven Operating Model Dashboard



- Shared window into 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

Note: The data and dashboard are for illustrative purposes only; no actuals are provided.

The customer experience  
is always right

