DEPARTMENT OF APPLIED PHYSICS

FUNDAMENTAL OF MANAGEMENT

PROJECT TOPIC : Fundamentals of management in multinational computer software company (Adobe)

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INTRODUCTION

Adobe Inc is an American multinational COMPUTER SOFTWARE company. Incorporated in Delaware and headquartered in San Jose, California, it has historically focused upon the creation of multimedia and creativity software products, with a more recent foray towards digital marketing software. Adobe is best known for its Adobe Flash web software ecosystem, Photoshop image editing software, Adobe Illustrator vector graphics editor, Acrobat Reader, the Portable Document Format (PDF), and Adobe Creative Suite, as well as its successor Adobe Creative Cloud.

Adobe was founded in December 1982 by John Warnock and Charles Geschke, who established the company after leaving Xerox PARC to develop and sell the PostScript page description language. In 1985, Apple Computer licensed PostScript for use in its LaserWriter printers, which helped spark the desktop publishing revolution.

As of 2019, Adobe has more than 21,000 employees worldwide, about 40% of whom work in San Jose. Adobe also has major development operations in the United States in Newton, New York City, Minneapolis, Lehi, Seattle, and San Francisco. It also has major development operations in Noida and Bangalore in India.

COMPANY HISTORY

Founded in 1982 by Charles Geschkle and John Warnock who left Xerox to form a new company that they called Adobe.

Revenue for the company in 1982 was $0. Charles and John were the only two employees .

By 1984 the company was bringing in 2.2 million dollars. As of the end of 2011, Adobe's revenue was 4.2 billion dollars (History of Adobe, ND).

Adobe systems went public in 1986 with an open stock price of $11 Adobe has created popular programs and file types such as PDF, Flash, and the award winning Photoshop software(History of Adobe, ND).

Since then, Adobe has expanded to acquire other companies that assist Adobe is meeting the global needs of their customers.

Adobe's Business Model

Adobe's business model has shifted recently from focusing only on software development to add the Creative Cloud. A unique feature that allows users to use all of Adobe's products as long as they stay subscribed.

Product Strategy:

Adobe develops leading software programs to empower the individual to produce high quality work in a small amount of time. Adobe increases its market share by providing software solutions to companies and individual (Business Model Analysis - Adobe Systems Inc., 2012).

Adobe's growth strategy revolves around dramatically expanding its target market to roughly $128 billion by 2022 largely by riding the shift to digital business and experiences.

Getting to this $128 billion total addressable market has some interesting plot twists.

At the company's investor meeting, Adobe CEO Shantanu Narayen said the growth strategy is "to unleash creativity, accelerate document productivity and

power digital businesses." Digital business and the customer experience market is expected to drive the bulk of Adobe's growth.

Narayen said:

Every single business is going through the same digital transformation that we were lucky enough to go through almost a decade ago. And if a company cannot engage digitally with the customer, understand how the funnel, all the way from acquiring customers to renewing them, can be done digitally, they're going to be disadvantaged. And so we believe that this opportunity around the digital experience space, which is to enable a company to digitally engage with customers, is one of the largest addressable markets that we have.
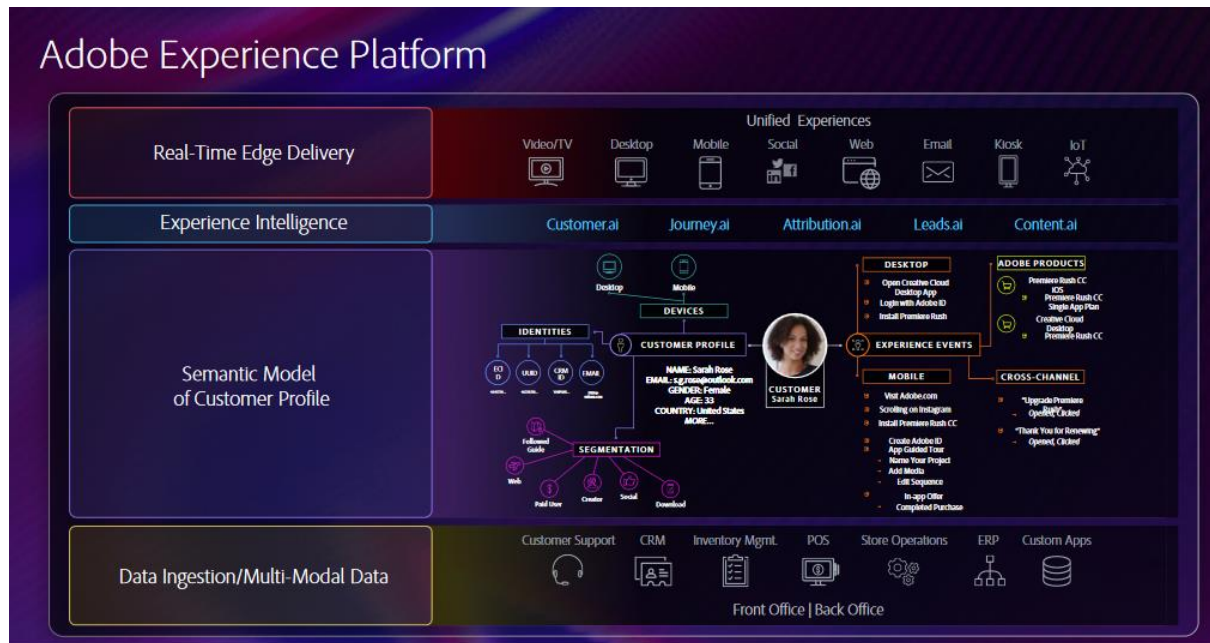
Challenges :

Perhaps the biggest challenge for Adobe's Experience Cloud is that the company will compete with Salesforce, SAP, Oracle and others looking to be the customer profile connective tissue to all applications.

Here's how Adobe sees the Experience Cloud architected for digital business.

Adobe's other pillar of its master plan is to expand the market for Creative Cloud, which is projected to have an addressable market of $31 billion by 2022. The general idea is that Creative Cloud can tap into students, enthusiasts, consumers as well as core creative pros. To Adobe, we're all creative pros and the bet is that shift will drive results in the future
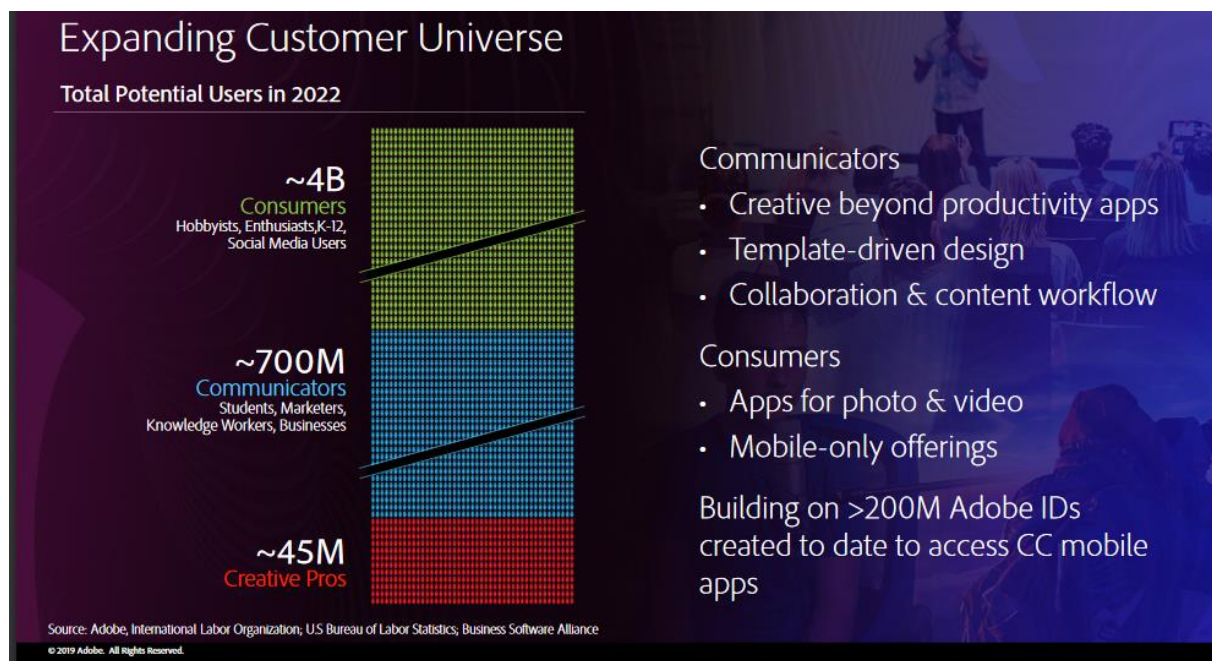
Distribution And Revenue:

Adobe sells its products via its website, as well as through a network of distributors, value added resellers (VARs), system integrators, independent software vendors (ISVs), and original equipment manufacturers (OEMs).
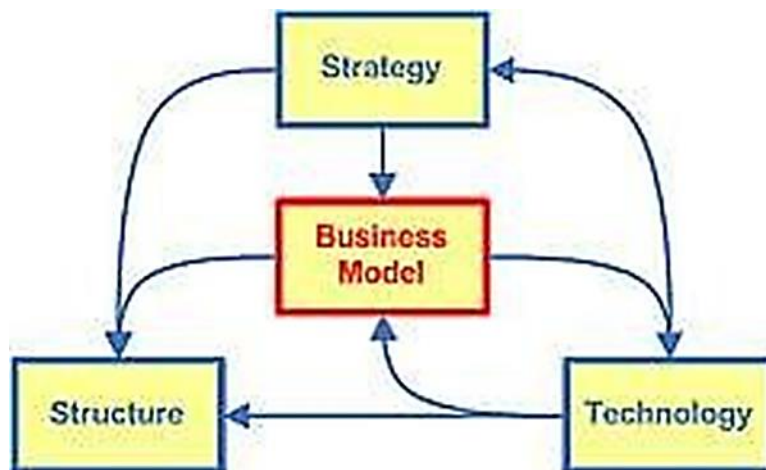
Adobe's primary revenue comes from its software licensing and will continue to be so until Creative Cloud has more time to develop in the market (Business Model Analysis - Adobe Systems Inc., 2012).

At the end of 2011, Adobe's revenue was over 4 billion dollars (Adobe Fast Facts, 2012).

Adobe achieved record quarterly revenue of $3.23 billion in its third quarter of fiscal year 2020, which represents 14 percent year-over-year growth. Diluted earnings per share was $1.97 on a GAAP basis, representing 22 percent year-over-year growth, and $2.57 on a non-GAAP basis, representing 25 percent year-over-year growth.

Total revenue	~$3.35 billion	
Digital Media segment revenue	~18 percent year-over-year growth	
Digital media annualized recurring revenue (ARR)	~$540 million of net new ARR	
Digital Experience segment revenue	~ Flat year-over-year	
Digital Experience subscription revenue	~1 percent year-over-year growth	~12 percent year-over-year growth (excluding Advertising Cloud)
Tax rate	GAAP: ~(90) percent	Non-GAAP: ~10 percent
Share count	~485 million shares	
Earnings per share	GAAP: ~$4.29	Non-GAAP: ~$2.64

Planning :

When managing projects you need to plan appropriate schedules and manage time. Some guidelines to successfully track projects, both individually and in team, include:

Design documents:

• Consistently uses design documents to guide the design and development process.

• Identify purpose, audience, and goals of your project, especially when working with clients.

• Identify the necessary project steps by creating a project plan.

• Within the project plan, create a timeline with specific deliverables and due dates.

• Consistently track your milestones in order to produce deliverables and meet deadlines.

• Assign roles when working in teams and define and prioritize tasks for you and all teammates.

• Make sure you and all teammates are following up and following through on roles and responsibilities.

Time management:

• Allot time for each phase of the design and development process.

• Review your project plan daily and give brief daily status reports within your team, to a project manager, or to an instructor, of how you and your teammates are doing on time per task.

• Make sure to use contingency planning for any unforeseen delays and reprioritize and update the tasks and deliverables in your project plans when needed.

Display professional attitudes and skills, such as the following:

• Punctuality

• Dressing well when interviewing peers and clients

• Promptly replying to peers and clients

• Listening to suggestions and working well in groups

Communication:

• Respond to feedback and offer feedback.

• Decide which feedback improves the content and design of the project and incorporate this feedback into the redesign.

• When critiquing each other's work be sensitive to the feelings of others and use constructive comments and words.

Staffing and Directing

Most design projects are completed while working as a team, especially when working within a design firm. Follow these best practices when working within a team to achieve success in communication, collaboration, and delivery:

• Identify roles when working in teams. Clearly designate and be clear who is responsible for managing the tasks that fall under their assigned role.

• Potential roles in design projects:

• Writers - responsible for writing all content

• Editors - responsible for editing all content

• Photographers - responsible for all digital photography

• Videographer - responsible for shooting all digital video

• Director - responsible to making rough and final cuts of video production projects

• Designers - responsible for designing elements of layout and look and feel of project

• Developers - responsible for the technical production of web-based projects

• Project managers - responsible for keeping all members on task for a project. Usually the person who interfaces with the client.

Team communication:

• Decide how the team will communicate. You might want to spend some time brainstorming with your team to identify constructive comments and words. This team-generated list can be posted as a reminder for everyone when giving a critique of a fellow teammates work.

• Determine if one person will be the project manager overseeing all tasks and deliverables.

• If working with a client, elect a person who will communicate directly with the client to understand and clarify any client expectations; Decide how information will be relayed back to the group from the client; and use email, web conferencing

(such as Adobe Connect), Adobe Acrobat and Acrobat.com, and other online collaborative tools to review designs with a client.

Team collaboration:

• Make sure to collaborate with your teammates as required to provide feedback or assistance.

• All team members should fulfill assigned team roles and contribute equally to project work.

• Working collaboratively means you will consult with other team members on major project decisions.

• Teammates should make an effort to help each other succeed and build skills.

• Remember when working in a team, you need make sure you are doing a good job individually while also contributing to team goals, working to solve any team conflicts, and collaborating with teammate to adopt successful practices.

Conclusion

Adobe has done well as a corporation for the past thirty years. The company has developed amazing products during the past years which have had an impact on millions of people internationally and has added value to their lives and work. Adobe is able to understand what it customers' needs and wants are and has catered to them with its excellent solutions and easy to use products; this has made the company become successful over the years. Adobe's culture is open and encouraging and its leadership is supporting and inspiring. These factors are indicative for creativity in the company. Successful acquisitions have made the Adobe evolve with combined technologies and talent, which has led to new technologies and products for its customers.

Adobe's impact on the software industry has made it a powerful and well established corporation, here are some lessons we learned from adobe :

Manager capabilities and development will make or break your success.

Communicate early and often : We engaged our employees in a dialogue before we made the move and regularly communicated progress.

Build a shared services model : Introduction of an Employee Resource Center allowed the Check-in process to scale effectively by providing adequate help and resources.

Keep your global lens : Internationally, there can be legal entities such as work councils or cultural differences Vet those concerns early.

Radically changing a long-held process such as performance reviews carries risk, and it is likely not the best choice for every company. But it has had tremendous impact at Adobe and encourage us to look at other process through the same critical light, looking for opportunities to disrupt the status quo.