

15.905 Technology Strategy (Spring 2007)

Professor Michael A M Davies

Case # 6: Adobe Systems Incorporated

Please note that you are *not* required to submit a write-up. However, writing down your thoughts may help you during class discussion.

Adobe has been involved in a long-running standards battle, primarily against Microsoft. It is the leading supplier of software for the graphics arts and publishing industries, and its initial success came through establishing and exploiting Postscript.

It has a strong presence in web development and is now focusing on the eBook market.

Please give some thought to the following questions:

- what have been the key episodes and eras in electronic publishing formats?
- what is the innovation trajectory for the enabling technologies?
- what is the structure of the demand opportunity, and how is it evolving, what is the pattern of diffusion and adoption of these technologies?
- which are the key customer groups and applications that Adobe should be focusing on: commercial; general consumers; eBook users; a subset of eBook users; desktop or PDAs?
- what should Adobe be offering, and how should it be pricing its offer and bringing it to market?
- who are the key players within the business ecosystem?
- what alliances should Adobe be pursuing?
- how can Adobe capture value if and when it is successful in establishing PDF as the *de facto* standard?