



Internet catch-up TV platform ignition with BBC & Microsoft platform derailment and replacement at RTL Group

(2007-2012)

Context

Adobe has built an ecosystem in which they need to drive massive software adoption of their Flash technology, to enable the consumption of web content generated with their packaged software (Creative Suite: Photoshop, Illustrator, Acrobat...). Packaged software is the #1 source of revenue for the company. Adobe headquarters created a corporate transversal team managing CxO level relationship in USA with major content providers (Disney, Time Warner, MLB, NFL...). This team is successful in driving major brands to adopt the Adobe technologies for content creation, delivery and monetization. Adobe wants to duplicate and adapt this US centric model to Europe. The VP Strategic Alliances is looking for someone to ignite and manage everything in Europe, across the full portfolio of Adobe technologies, with a single technical support based in London.

Mission

My mission is to start with the management of the relationship with BBC, who already made a choice to go with Adobe technologies, for their future TV and radio web content delivery over the open internet. In contrary, all major broadcasters in Europe already use the Microsoft Windows Media player in the frame of existing web TV and video on demand services. My responsibility is to find ways to drive the major media industry players to adopt the Adobe technologies, being video distribution, content protection/monetization, and publishing systems to deliver print content on desktop computers, tablets & smartphones.

Action

Over 5 years, I am the central point of orchestration managing the relationship with BBC at all levels (from CxO to the developers). I manage several transversal teams: BBC staff on several sites in UK, Adobe product management in California, Engineering in India, US and Romania, and regional Adobe European interfaces in charge of sales (UK), evangelization (UK) and mobile technologies (Finland). I use the same approach with the Bertelsmann Group (RTL #1 broadcaster in Europe, G&J #1 Magazine Publisher in Europe) and Publicis Groupe (#3 Communication Agency WW).

Accountability

My progress is measured by:

- The level of adoption of the Adobe solutions by key partners (core business vs side one)
- The communication outcome (industry leading example, press clips, reference for other clients...),
- The benefit for the Adobe eco-system.

In addition to the revenue generated in selling the Server Platforms, the value is in having millions of web users consuming Flash distributed video content from RTL/BBC and other major European players, resulting in massive usage of the Adobe Flash Player, eventually driving the whole eco-system success (partners, integrators, developers, content creators).

Result

- Deep understanding of clients' respective business challenges, moving Adobe from provider to partner position.
- Drive success of BBC iPlayer catchup TV video service: 12% of UK daily Internet traffic.
- Drive cross RTL Group adoption of Adobe technologies for Internet video distribution, protection and monetization (driving them to go away from the Microsoft platform they were using).
- Contribute to Publicis Groupe success by driving their usage of Adobe solutions in multiple Digital activities.
- Establish C-Level relationship with Digital Agencies, Broadcasters, Publishers and integrators in Europe.