


## The Journey – Creating “One Avid”

Chris Gahagan  
SVP Products & Solutions



# A Little Background...

- Joined Avid in July 2009
- Company was ~14 months into a significant transformation
  - Operating model changing from “Holding Companies” to “Functional Integration”
  - Avid, Digidesign, M-Audio, Sibelius, Pinnacle
  - Single Product Organization for the first time
  - Proliferation license management and anti-piracy technologies
    - Using more than 18 home grown and commercial technologies
- Objective – “One Avid”
  - Brand 
  - Customer Experience
  - Go-to-Market

Avid – What we do...

***Helping people make the most listened to  
most watched  
most loved  
media in the world***



So what does that mean?

***A picture is worth a thousand words...***

***a video – way more!***

## Avid users... just to list a few

reporters  
directors  
teachers  
writers  
editors  
DJs  
publishers  
storytellers  
song writers  
movie makers  
musicians  
engineers  
news directors  
artists  
students  
memory keepers  
producers  
industry experts

# Market Segments

From the Consumer to the Enterprise



**Creative Enthusiast**



**Post And Professional**

Indie Pro  
Education  
Live Systems



**Media Enterprise**

Broadcast  
Government

# What does this mean all for software licensing?

One licensing approach does not work for Avid's significantly varied users and market segments...

...however, a Unified Licensing Framework will.

# Why does Unified Licensing even matter?

- “One Avid” is all about the customer – not internally focused
- Unified Licensing improving the customer experience
  - Single way to interact with Avid for license activities
  - Enables license choice for customer (when business appropriate)
  - Foundation for enhanced service and interaction capabilities
- Advantages for Avid are a plus but not the catalyst
  - Cost reduction (development, support, back-office, operational)
  - Better understanding of installed base
  - Supports move to sell-thru business model for retail channel
  - React quickly to changing business and customer needs
- Because its FUN!

# Licensing Framework Requirements

- Make the customer's licensing experience easier
- Simplify product development tasks related to licensing
- Flexibility for multiple licensing methodologies and metrics
- Pure software as well as embedded products
- Cost impact directly proportional to product software value
- Enables additional value added customer capabilities
- Old systems will need to run in parallel for long into the future
- Licensing not an Avid core competency

# Phases of this journey...

- Getting started
- Getting smart
- Getting validation
- Getting committed
- Getting busy
- Going live

# Getting started...

- Chose an Avid-wide program manager
  - Single most important decision to get right
  - Make or breaks the success of entire licensing initiative
- Assembled the technical experts within Avid regarding licensing
  - What do we already have
  - How are they the same, how are they different
  - Find the “right” super-set
- Starting with technical assessment was biggest mistake
- Wrote the RFP from results of technical experts
  - Should we build or buy
- Waited for the responses

# Getting smart...

- This was the unexpected phase
  - We thought we knew what we needed, but we found many holes
  - Missed many issues related to implementation with internal systems
- Got help from the experts
  - Consulting engagement helped get the necessary detail
  - Identified the dependencies of existing back-end systems
- Updated the RFP
  - Detailed use-cases and work flows
  - More comprehensive on back-office interaction
  - Included implementation timing and operational requirements
  - Any notion of “building it” was out
- Waited for second round of responses
  - Vendor list had be greatly reduced

# Getting validation...

- Software node locked
- Hardware node locked ( the dreaded dongle )
  - Critically important to one customer type and one eco-system
- Commuter
- Floating
- Disconnected
- Demo

# Getting committed...

- Business justification can't just be financial
- Making the single vendor choice
  - We selected two
  - Customer still needs a single licensing experience
- Writing the check made it real
- Getting inserted into the roadmap was not optional
  - Any good Product Manager would see other features as far more important
  - “Easy licensing” is rarely (if ever) a customer requirement
- Getting the other impacted functional areas aligned
- Using the carrot as a stick
  - Tying compensation to the successful implementation
  - Making it work as a team sport
- Burned the boats

## Getting busy...

- Deployment of development, staging and production systems
- IT & Customer-Ops teams begin work
  - Integrations to back-office systems
  - Customer Portal designed and implemented
  - Entitlement data migrated from legacy systems
- Virtual development team implements licensing “wrapper”
  - Provides simple API for developers to use to validate entitlement
  - Unified Licensing Platform a black box for software applications
- Creative Applications teams begin implementation
  - Use Case Design of in-app activation process
  - Legacy license code removal
  - Licensing “wrapper” added for entitlement activation and enforcement
- Monthly executive reviews keeps program on-track

# Going live...

- Conducted User Acceptance Testing of Licensing
  - Final two Beta Drops included licensing
  - Formal UAT conducted at customer events
  - Made improvements as a result
- Formally documented the 26 business processes impacted
- October 20<sup>th</sup> delivered first enabled product Pro Tools 10
- The business flexibility is already paying off
  - Within 5 weeks of Pro Tools launch added tiered upgrades
  - Introduced “Activation Cards” into program mid-summer
- Remaining Core “creative applications” ship this year
- Roadmap for 2012 has all products completing journey

## Takeaways after more than 2 years...

- Requires real executive directive and on-going attention
- Significant effort far beyond my product organization
- Significant time required as lots of stuff needs to change
- Product owners will never choose to do this on their own
- Insights into the business have been invaluable
- Benefits are being realized already
- Need to have a strong, fearless, persistent, committed PM
- Yes, we *would* do it again!

