



“It’s solving for insights in the human behaviour. Insights in the human connection. We can scale process and insights from Adobe’s perspective — but when you start to go one on one with humans, this helps to inform those interactions.”

SARAH LACEY — PARTNER EXPERIENCE, ADOBE

SARAH — ON THE PROBLEM SHE OWNS

“This disjointed experience that partners have to go through — it’s really painful. Not only do they have lots of choices, we’re making it really difficult for them to even understand our value, because we’re having them go here and there and everywhere.”

Describing why she took the Partner Experience role

“I was really excited to lead the partner experience team and figure out a way in which we can have, like, one Adobe, one experience.”

Her mission, in one sentence

“Partners are our customers, so they’re not an afterthought.”

On the shift her team has driven with the product org

SARAH — ON WHAT WE BUILT

“I love this view, actually.”

The coverage graph — strongest single reaction of the call

“This is impressive.”

Closing the call

“Is this specific to Adobe? Is this transferable to other partner ecosystems? Seems like it would be.”

Asked in the first minute of the demo — she was sizing the idea, not the feature

“I love that.”

On match.com as the model for staged disclosure

“I would love to see that.”

The collaboration flows — the half we ran out of time for

“I’m just trying to understand how to message this.”

She had already moved from evaluating to selling it internally

SARAH — ON WHERE WE SIT AGAINST ACCOUNT MAPPING

“What they’re doing on the Crossbeam side is they’re going from the partner manager perspective — starting with partner managers, then trying to map out the partners they cover, and then the accounts. I like how this is customer focused. It’s customer centric.”

Unprompted. This is now our positioning, in her words

“I always love that approach — if you haven’t heard about it, then it hasn’t reached you. Might as well build it.”

On our having built for six months before discovering Crossbeam

THE EXCHANGE THAT MATTERED MOST

Sarah: “How did you get access to this information?”

Kyle: “Remember — he doesn’t have your real data. He’s just crawling the data...”

Sarah: “...which is actually, interestingly, more accurate than probably we have.”

After she left — **Kyle:** “Imagine if you actually gave him the information.”

KYLE — AFTER SHE LEFT THE CALL

“I told you she’d like this. And I think she got it. I think you got it.”

First thing he said once she dropped

“It has legs. Has legs in her mind.”

On her asking to bring other people in

“She’s not about collecting the annual cost to join the partnership. She cares about giving them value and giving them the best experience.”

Why the fit is real and not just polite

“She has the energy. She sees what the value is. Can she sell it? That’s the harder part — but that’s where you can help.”

The honest read, and the reason the next deliverable is ammunition rather than more demo

“She’s growing her organisation. She found money to build things for herself. She’s figured it out, and she continues to figure it out.”

On whether she can get something done