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Some people say give the customers what they want, but that's not my approach. Our job is to figure out what they're going to want before they do. I think Henry Ford once said, "If I'd ask customers what they wanted, they would've told me a faster horse." People don't know what they want until you show it to them. That's why I never rely on market research. Our task is to read things that are not yet on the page.

[illegible]

[illegible]·[illegible]“[illegible]”[illegible]

[illegible]2[illegible]

[illegible]

We have a lot of customers, and we have a lot of research into our installed base. We also watch industry trends pretty carefully. But in the end, for something this complicated, it's really hard to design products by focus groups. A lot of times, people don't know what they want until you show it to them.

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