

# Adobe on AI:

## Navigating AI Adoption Across the Enterprise

**Adobe**

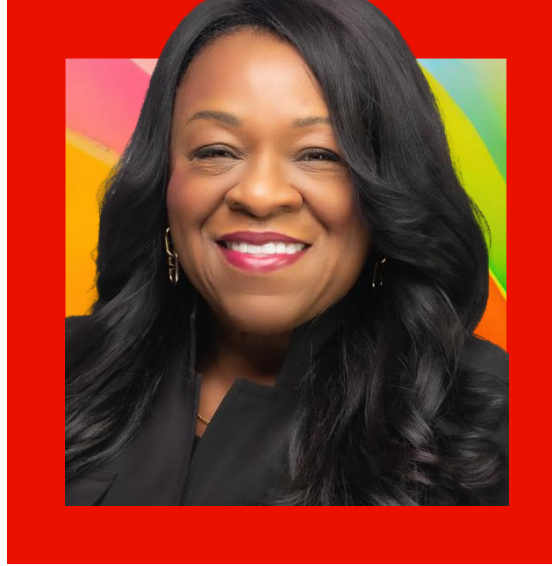


# Today's speakers



**Emily McReynolds**

Global AI Strategy,  
Digital Strategy Group,  
Adobe



**Toni Vanwinkle**

Vice President, Digital  
Employee Experience,  
Adobe



**Lindsay Morris**

Senior Content Strategist,  
Adobe

# Agenda

Trends in AI Adoption

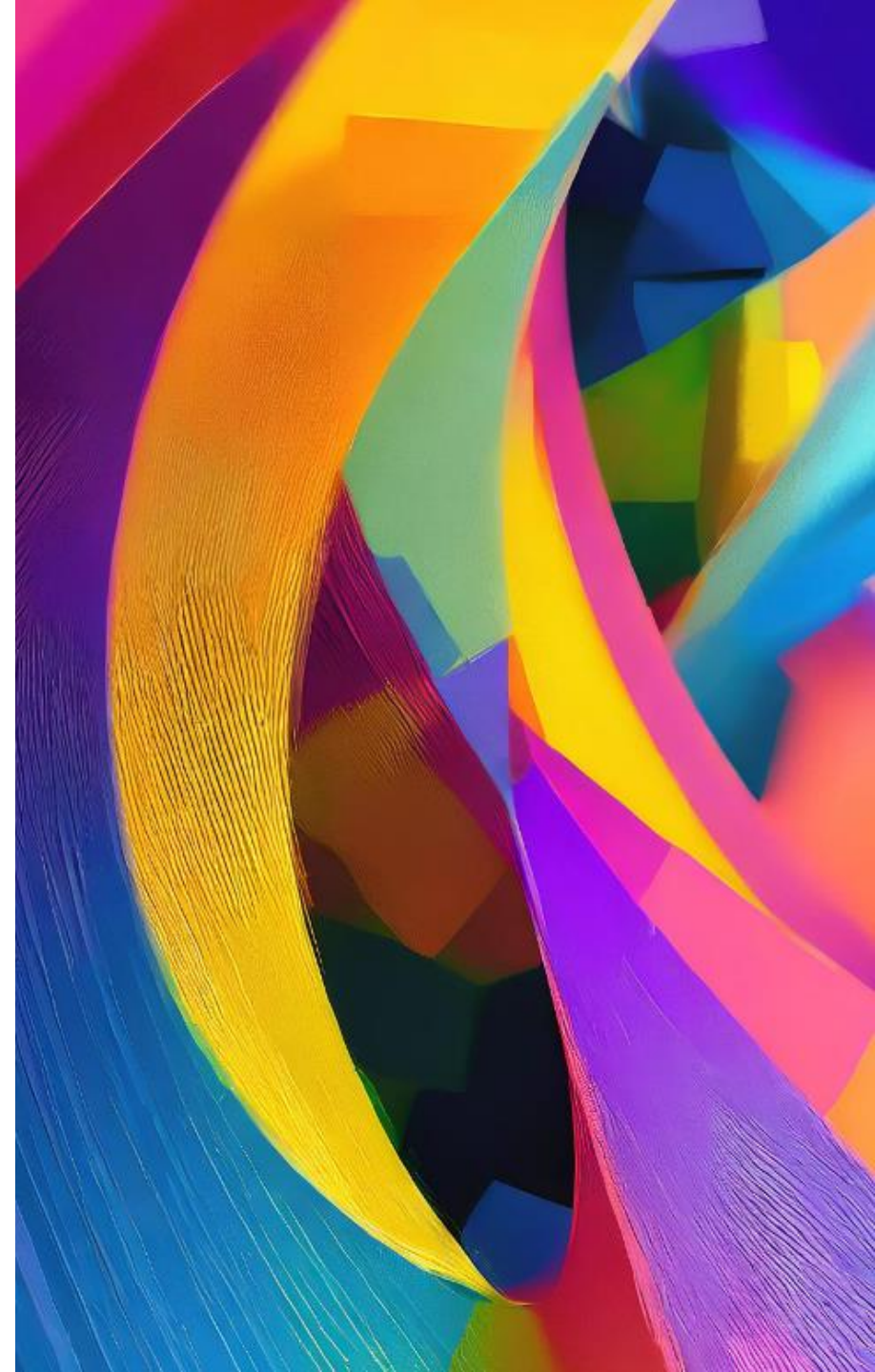
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Discussion: Navigating your organizational transformation with AI

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Q&A and Resources

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# Trends in AI Adoption



**Emily McReynolds**

Global AI Strategy, Digital Strategy Group,  
Adobe



# AI transformation is rooted in People, Process & Culture as well as technology

# Poll

What's the biggest challenge your organization faces in adopting and scaling AI?

1

**Organizational  
resistance**

2

**Governance,  
compliance, or brand  
risk concerns**

3

**Limited time or  
resources to learn**

4

**Lack of executive  
sponsorship**

5

**It is not prioritized**

# Poll

What's the biggest challenge your organization faces in adopting and scaling AI?

1

Organizational  
resistance

**10%**

2

Governance,  
compliance, or brand  
risk concerns

**32%**

3

Limited time or  
resources to learn

**48%**

4

Lack of executive  
sponsorship

**2%**

5

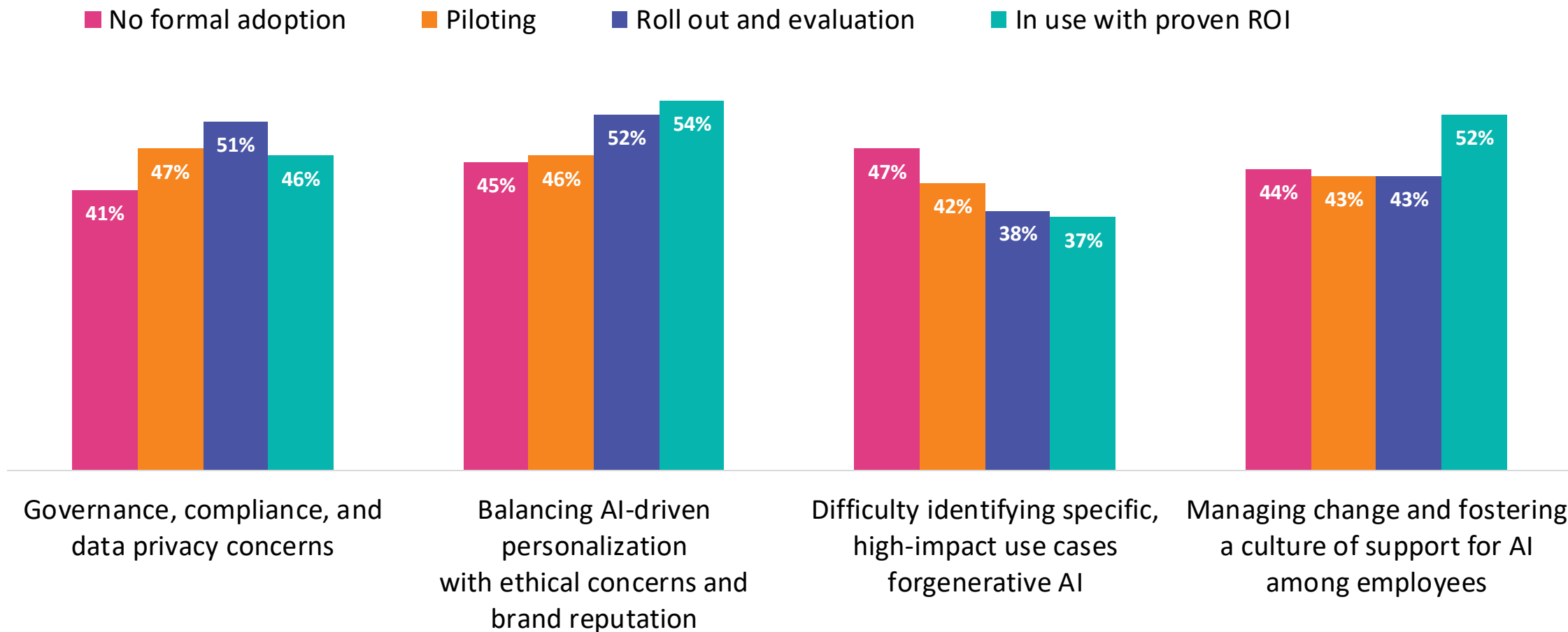
It is not prioritized

**8%**

Poll  
results

# Governance, brand reputation, and change management are top priorities

Senior executives' views on the most significant challenges in scaling generative AI by adoption level





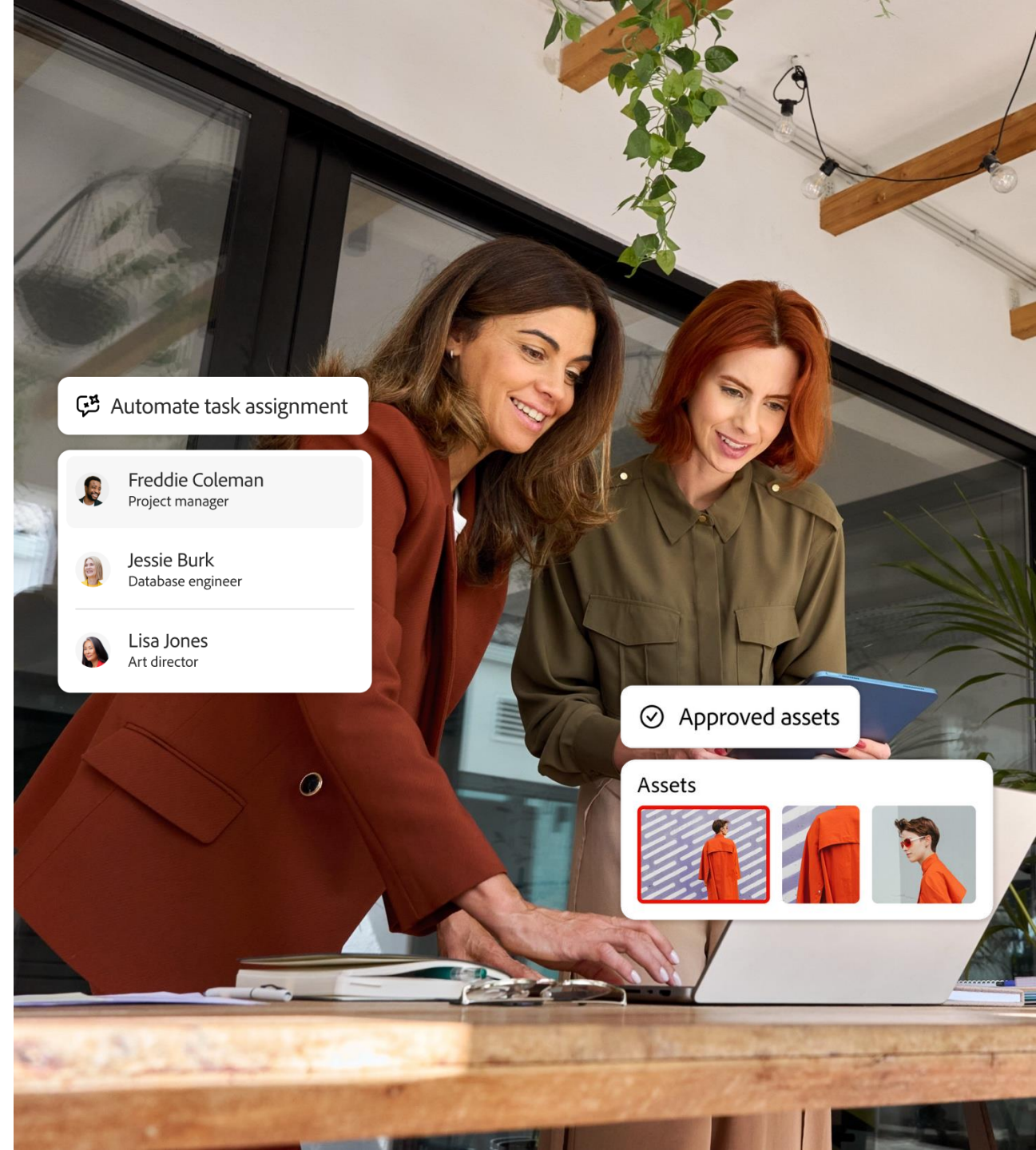
# Empower employees to reimagine new ways of working with AI



Identify the key skills and cultural shifts needed to thrive and transform an AI-driven workplace.



Analyze training approaches for the skills and behaviors that will drive business impact in the era of AI.



# GenAI impact on workforce

Role and skill transformation

## 59%

of the global workforce will need training to remain employable by 2030. (WEF)

## 39%

of the global workforce skill sets will become obsolete or require significant transformation by 2030. (WEF)



**“Generative AI in the creative and in the art space is going to augment human ingenuity, not replace it.”**

- Shantanu Narayen

# Discussion: Navigating your organizational transformation with AI



**Emily McReynolds**

Global AI Strategy,  
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Vice President, Digital  
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# Technology Adoption Cycle

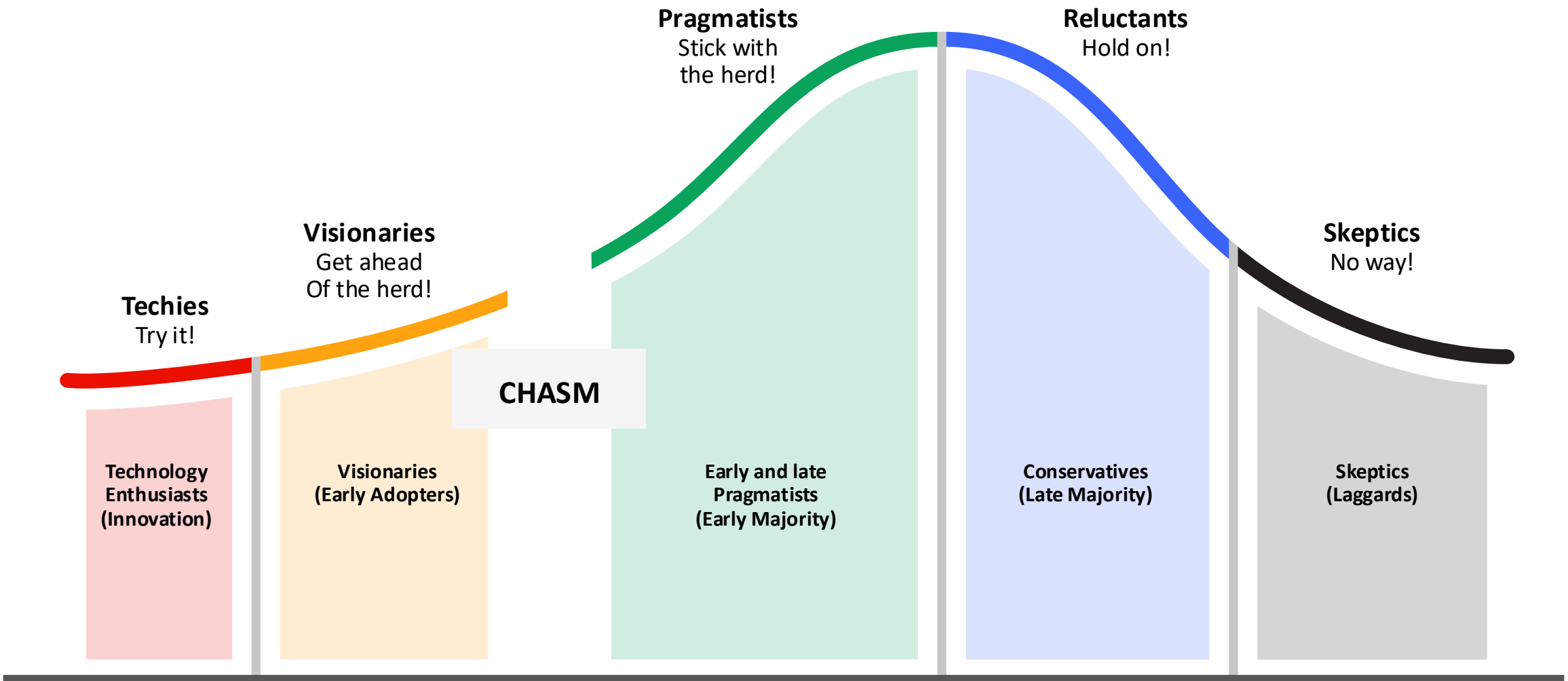


Figure adapted from a book by the author of this paper: Geoffrey Moore, Crossing the Chasm: Marketing and Selling Disruptive Products to Mainstream Customers (HarperBusiness, revised edition, August 20, 2002).



# Pillars of Success

1

## Sponsorship

Strong executive sponsorship and ownership from the top

2

## Partnership

Cross-functional partnership and collaboration between teams

3

## KPIs & Incentives

Alignment on harmonized and measurable KPIs and rewards

4

## Upskilling

Investment in capability building and leveraging domain expertise

5

## Governance

Transparent decision making and constant communication

# Adobe's approach to AI is rooted in amplifying human potential

*As a company, we are focused on reimagining the way we work – empowering us to be more productive, focus on what's important, and accomplish more.*

**Adobe**



# “AI at Adobe”

A cross-functional working group with the mission to **elevate the impact of individuals, teams, and Adobe** by leveraging Generative AI to reimagine ways of working.

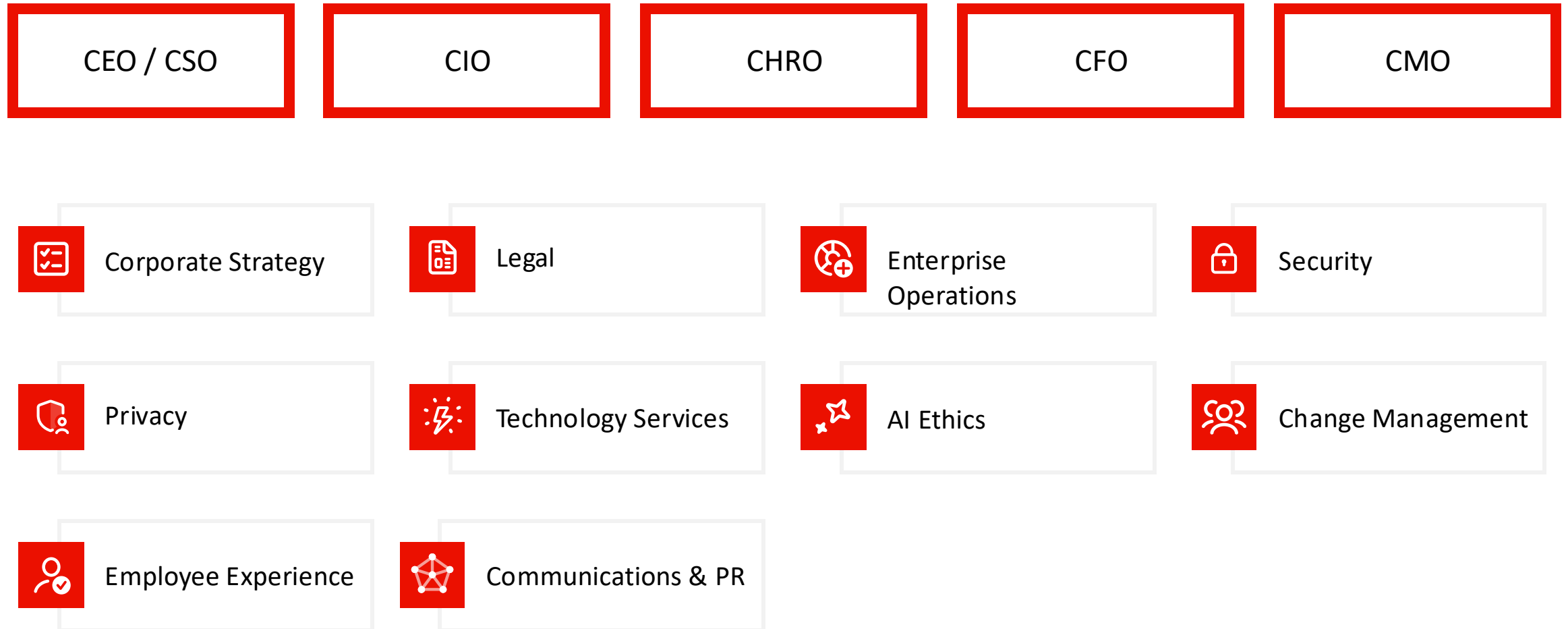
Enable Experiments  
& Velocity

Provide Strategic  
Framing & Visibility

Foster a Learning  
Community

Translate Insights  
Into Action

# C-suite sponsored cross-functional leadership team





# AI at Adobe is built on a structured operating model

**Executive Steering Committee**

**AI at Adobe Core Team**

## Working Groups & Leads

**Builders**

**Customer Facing**

**Enterprise Catalysts**

**General Productivity**

**Guidelines, Process and Enablement**





**Education**

**OKR Champions**

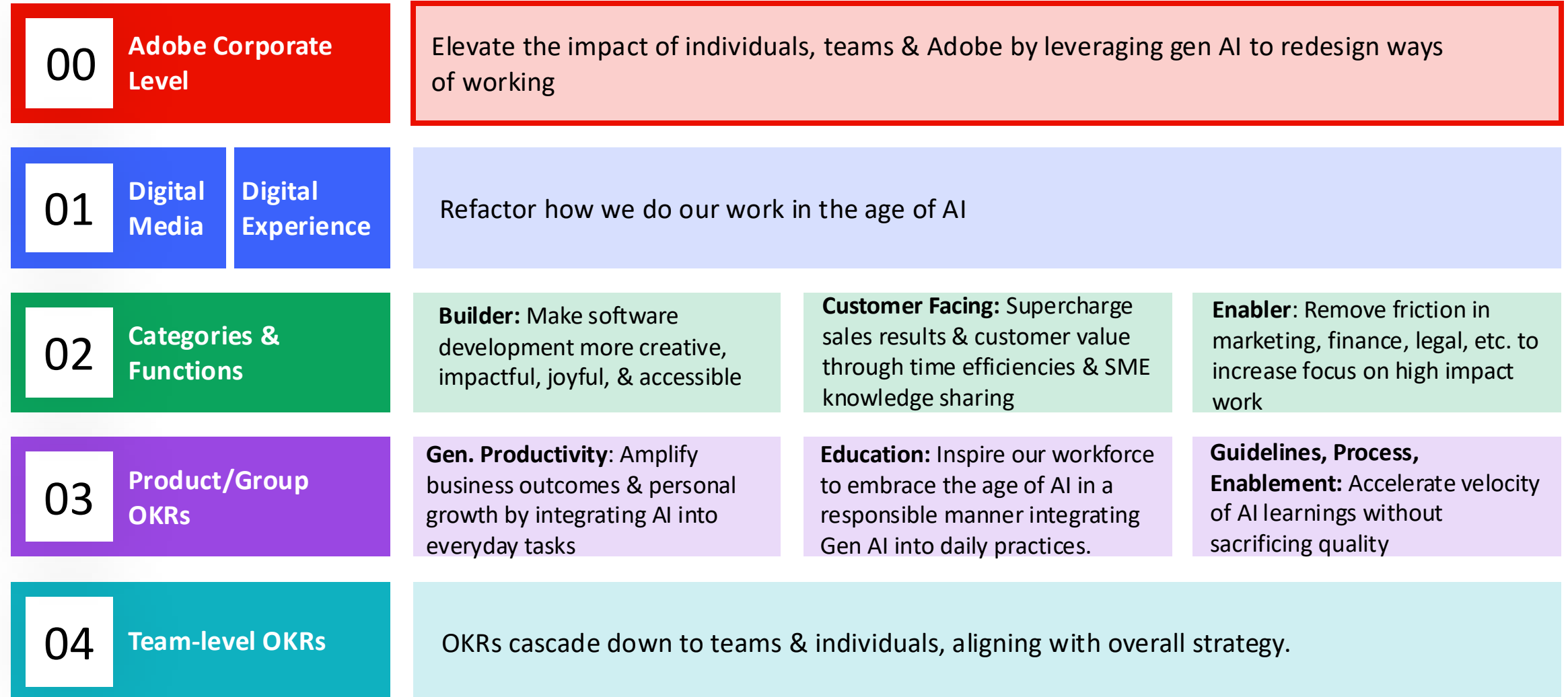
**Other Working Group Communities**

# Four persona-based working groups across Adobe

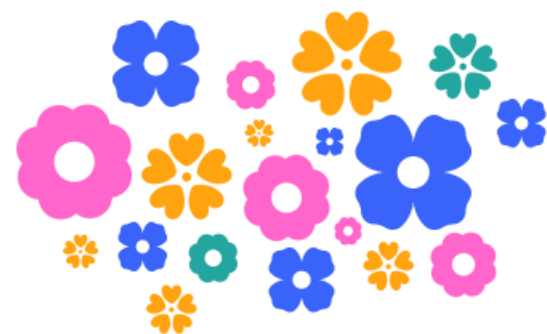
**300+ experiments** across the Adobe ecosystem as of April 2025

Working Group Personas	 <b>Builder</b> Engineers, Architects, Creatives, Designers	 <b>Customer Facing</b> Sales, Customer Support, Customer Success Managers	 <b>Enterprise Catalysts</b> Marketing, Finance, Legal, Security, Privacy, IT, HR, Admins	 <b>General Productivity</b> All Adobe
	<b>CODE ASSISTANTS</b>  Using AI code for inspection, completion, maintenance, and test writing	<b>SALES BUSINESS CASE</b>  Automated creation of ROI calculation to showcase value to potential customers	<b>FINANCE ASSISTANT</b>  Helps answer routine employee inquiries so the team can focus on more strategic problems	<b>COLLABORATION TOOLS</b>  All employees have access to MSFT Copilot, Acrobat AI, Adobe Express, & Firefly

# We use cascading OKRs to build strategy and measure success



# Our AI journey



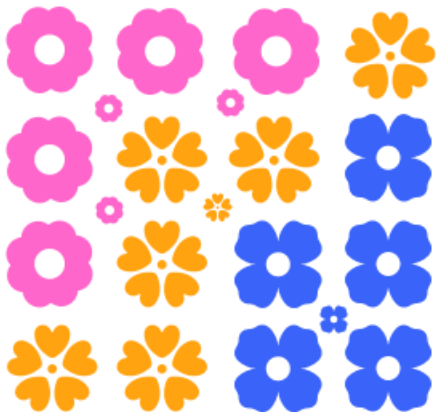
“Bloom 1000 flowers”

Experimentation



“Planting intentional gardens”

Standardization and Governance



“Designed ecosystem”

Coordinated Orchestration

Value & Scale



# Technology choices that companies face

## Leverage existing systems

Ask AI Assistant

Imagine and express ideas

Create content and apps

Personalize & orchestrate experience

Microsoft Copilot

Google Gemini

Organization has a system(s) already, where this is a decision point to turn on associated AI capabilities e.g. Google Gemini, Microsoft Copilot

## Buy

New work request

☒ Create brand video

☐ Creative review round 1

☐ Stakeholder review



Looks great! Approved



Adding a supplemental solution, which comes into organizations tech stack and vendor landscape to do something specific

## Build

+ Customize agent



Audience health monitoring



Stakeholder weekly updater



Intelligent reporting



Fraud detection assistant

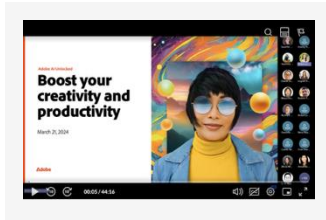


Integrate my chatbot with Bodea Customer AI.

For organizations with expert roles, building their own solution is a possibility. Beyond organizations, with a future of democratized agent building, control structures will be critical.

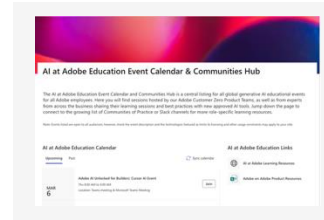
# AI literacy training & enablement is essential to success

## Enterprise-wide Learning & Enablement



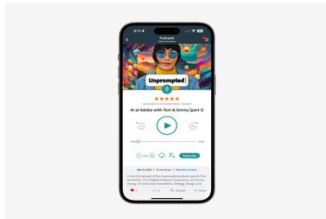
### Global Live Learning Sessions

Featuring internal and external speakers and new product enablement.



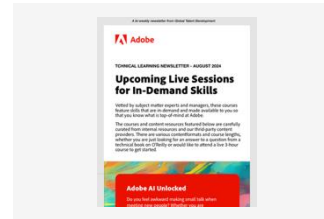
### AI at Adobe Education Calendar & Hub

A central calendar for all AI education sessions, a place to view past recordings, and connect to Communities of Practice.



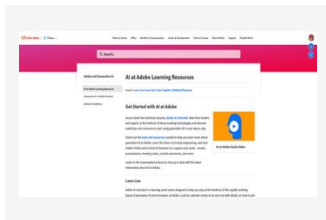
### AI at Adobe Podcast

Short-format interviews with Adobe AI experts and leaders from across the business.



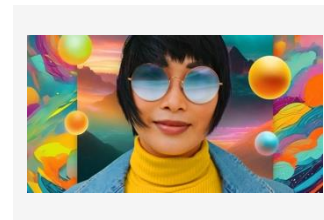
### Communications & Enablement

Company-wide newsletters and digital learning mailing lists.



### AI at Adobe Learning Resources

Adobe on Adobe learning resources and third-party vendor learning content.



### AI at Adobe Onboarding

Information about the AI at Adobe movement, connecting new hires to generative AI tools and learning resources.

## Role-based Learning & Enablement



### Communities of Practice

Persona-based Communities of Practice sharing of best practices and learning resources.



### Ambassador Program

Persona-based AI at Adobe Ambassadors sharing learnings and helping others in their role with best practices and support.



### Role-Based Generative AI learning

Role-specific enablement supporting business outcomes by role and organization.

# Enterprise-wide guardrails structure our experimentation



Risk Management



Ethical AI Foundational Principles



Experiment Review Process



Accountability

We are committed to taking ownership for the impacts of our work by having processes and resources dedicated to respond to internal and external concerns.



Responsibility

We are being responsible during every phase of designing, deploying and maintaining our AI systems through thoughtful evaluation and careful due diligence.



Transparency

We will be open about, and explain our use of AI to our customers so they have a clear understanding of our AI systems and their application.

## Key takeaways

**Elevate business outcomes and personal growth by integrating AI into daily work**



**Change management is fundamentally human-centered. AI is best driven by *people*.**



**Create community: Make space, bring stories, activate change champions, and create a circle of learning.**



**In the face of many options, you need a process for technology governance.**



# Q&A



**Emily McReynolds**

Global AI Strategy,  
Digital Strategy Group,  
Adobe



**Toni Vanwinkle**

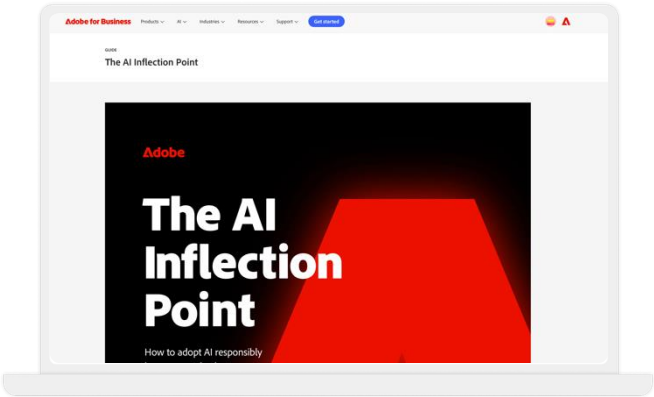
Vice President, Digital  
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Adobe



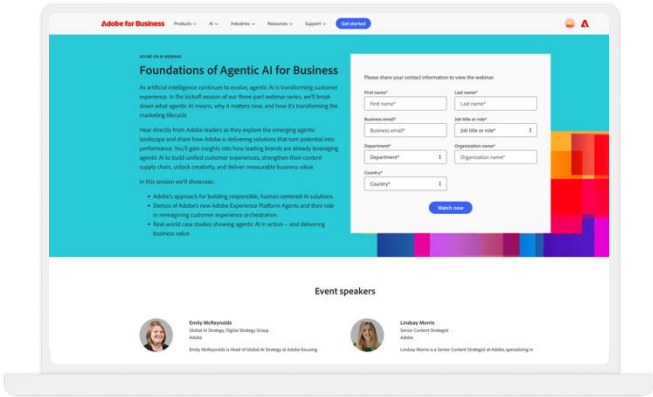
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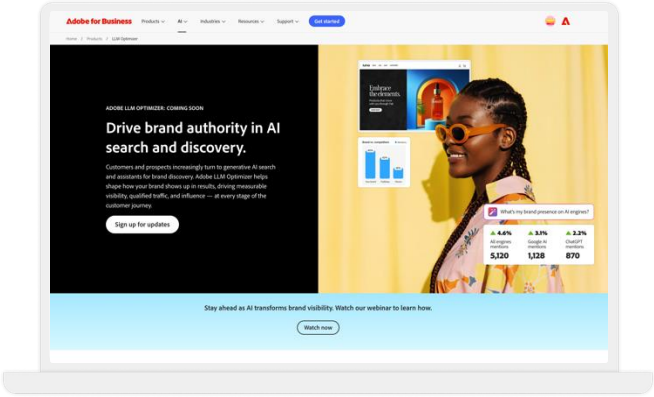
# Related resources



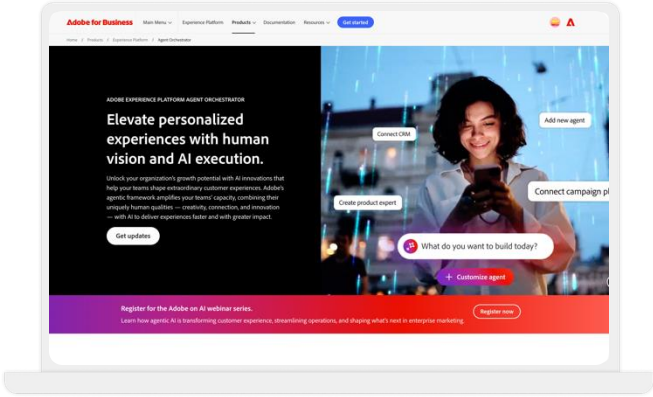
The AI Inflection Point



Foundations of Agentic AI for Business



Drive brand authority in AI search and discovery.



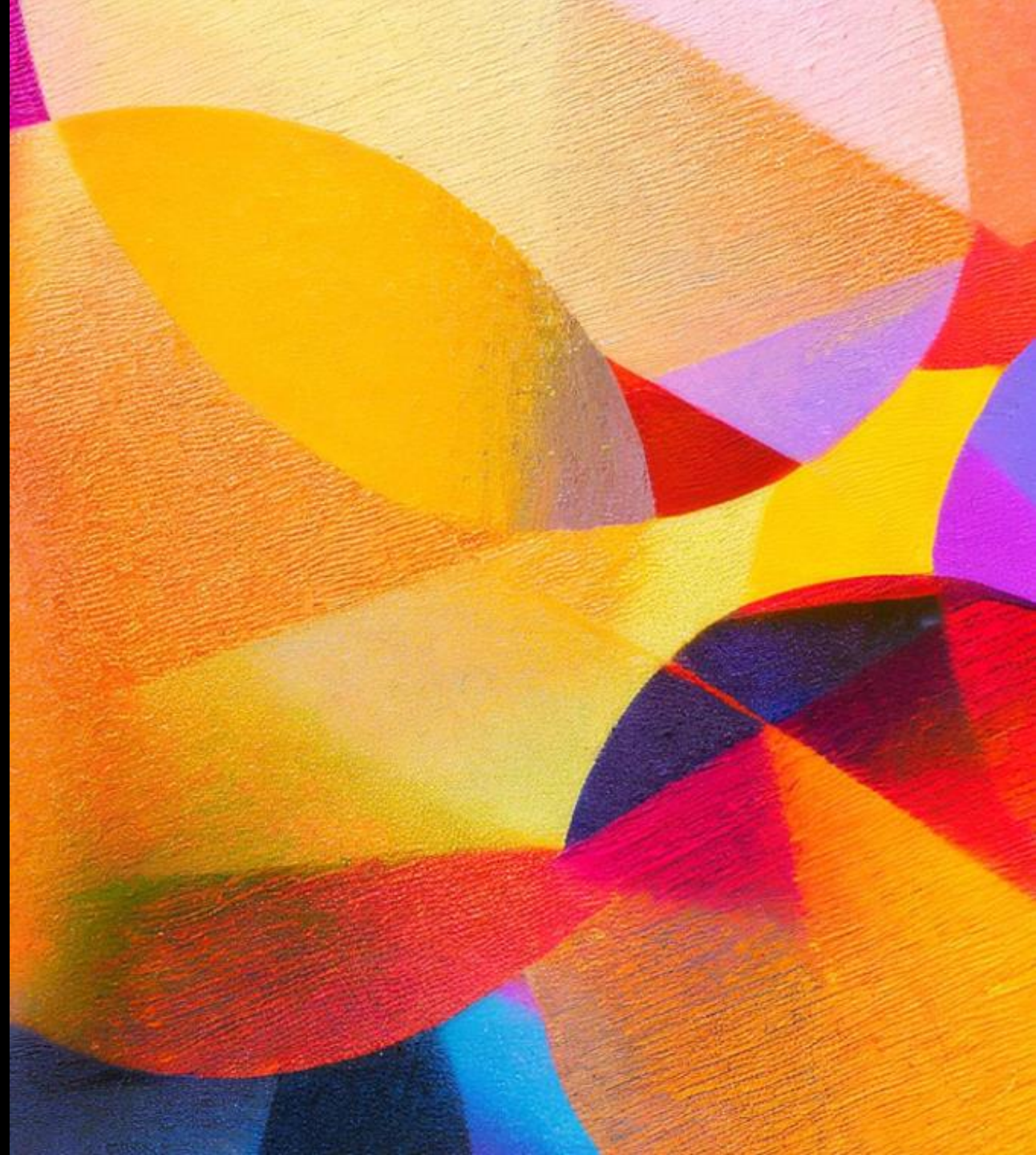
Elevate personalized experiences with human vision and AI execution.





# Q&A

**Adobe**



**Adobe**