

# 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

---

Discussion: Navigating your organizational transformation with AI

---

Q&A and Resources

---



# Trends in AI Adoption



**Emily McReynolds**

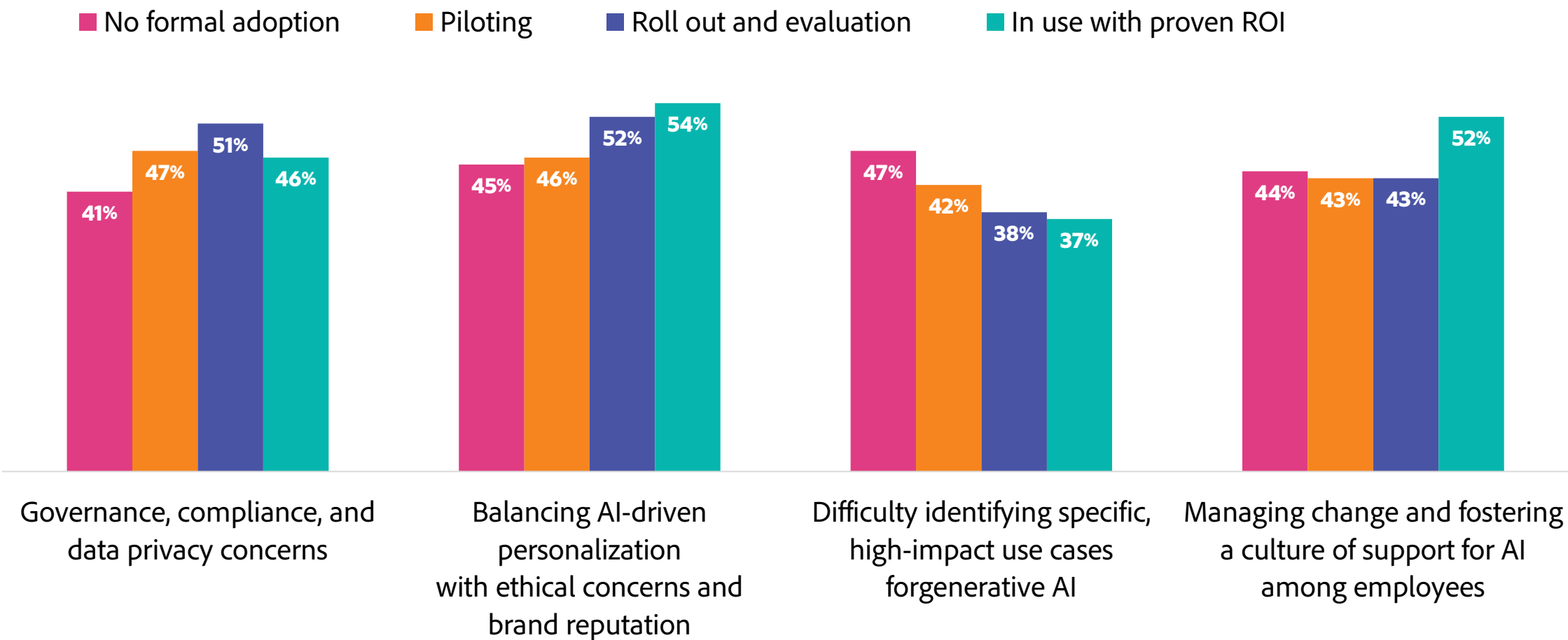
Global AI Strategy, Digital Strategy Group,  
Adobe



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

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

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



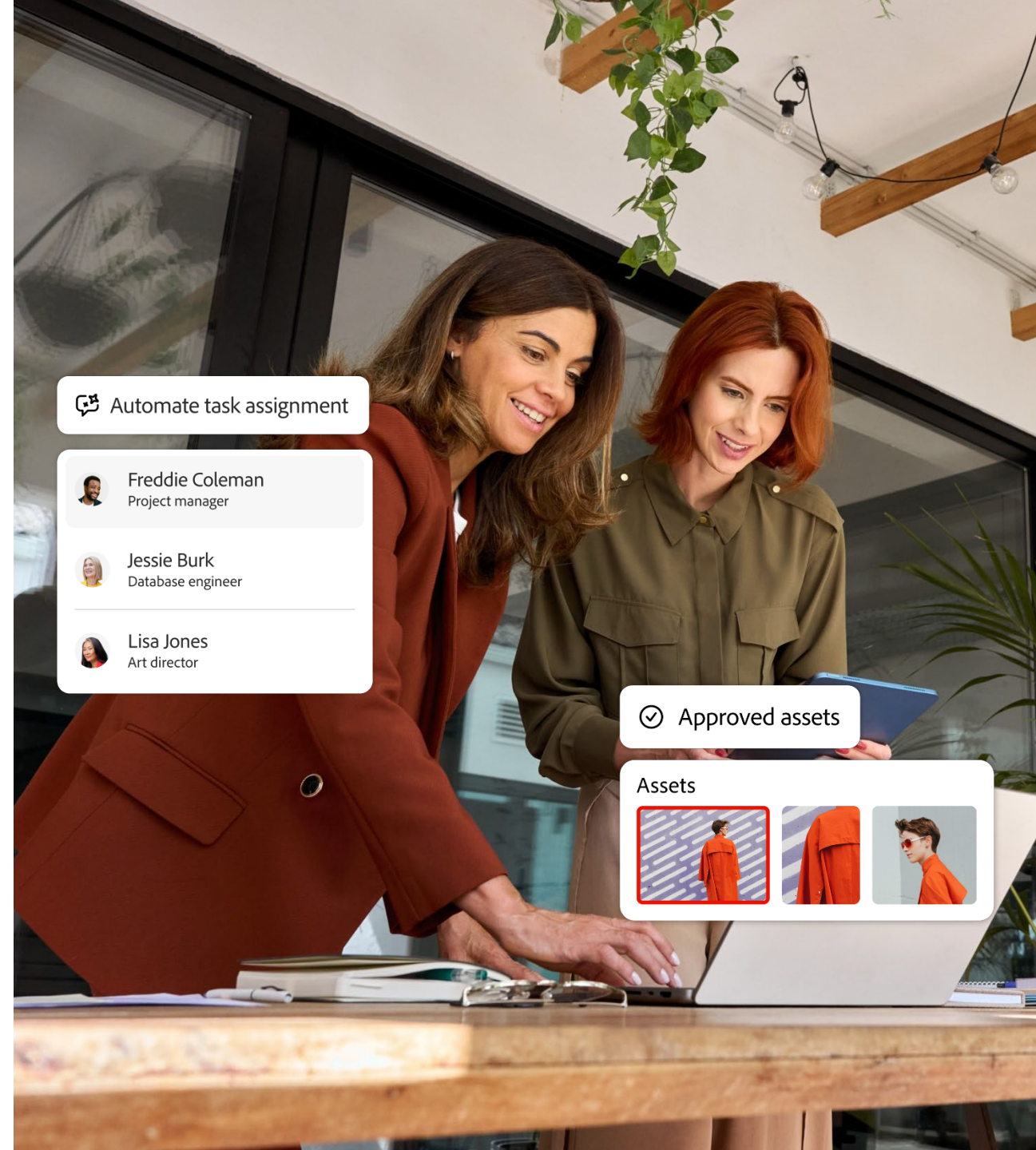
# Empower employees to reimagine new ways of working with AI



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,  
Digital Strategy Group,  
Adobe



**Toni Vanwinkle**

Vice President, Digital  
Employee Experience,  
Adobe

# Technology Adoption Cycle

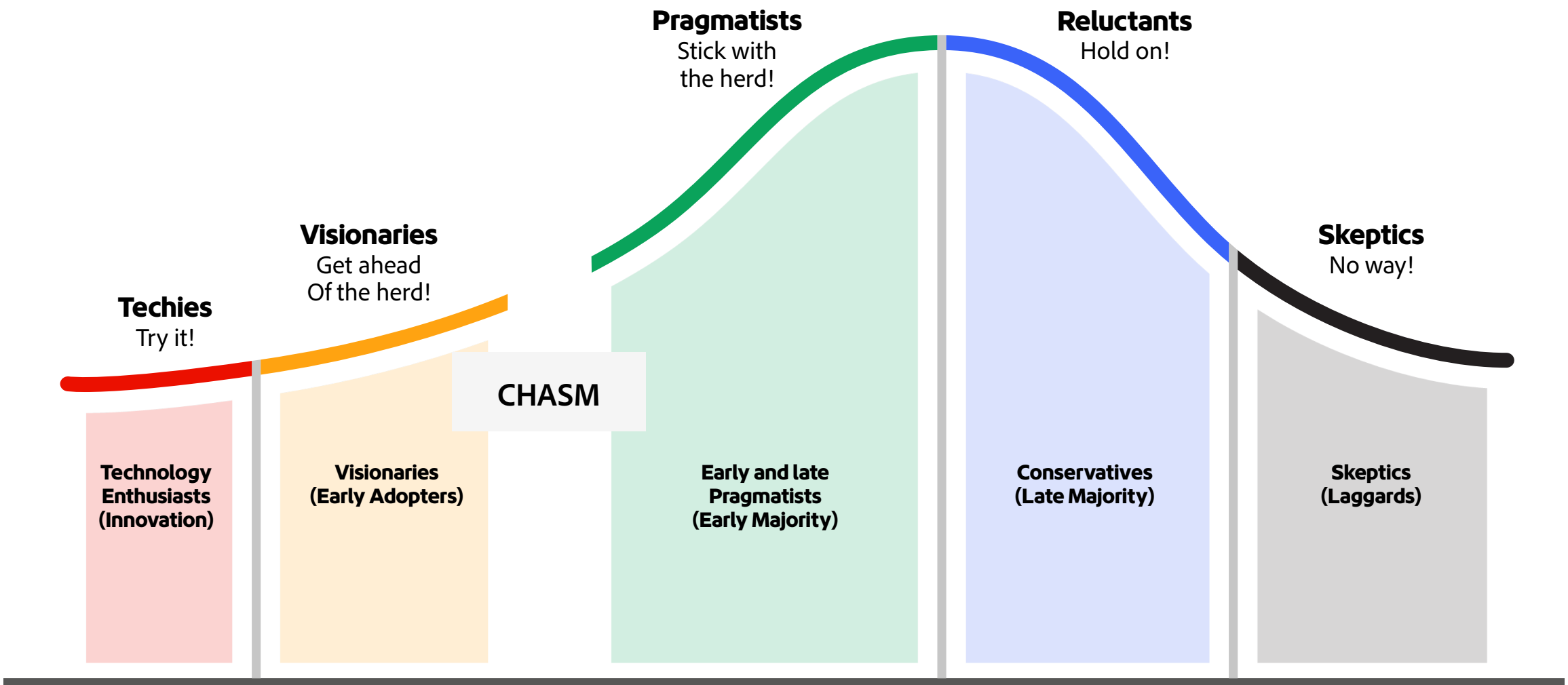


Figure adapted from a book by the author of this paper: Geoffrey Moore, Crossing the Chasm: Marketing and Selling Disruptive Products to Mainstream Customers (HarperBusiness, revised edition, August 20, 2002).

# 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

**CEO / CSO**

**CIO**

**CHRO**

**CFO**

**CMO**



Corporate Strategy



Legal



Enterprise Operations



Security



Privacy



Technology Services



AI Ethics



Change Management



Employee Experience



Communications & PR

# 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



## Builder

Engineers, Architects,  
Creatives, Designers



## Customer Facing

Sales, Customer Support,  
Customer Success  
Managers



## Enterprise Catalysts

Marketing, Finance, Legal,  
Security, Privacy, IT, HR,  
Admins



## General Productivity

All Adobe

Experiment Examples

### CODE ASSISTANTS

Using AI code for inspection,  
completion, maintenance,  
and test writing

### SALES BUSINESS CASE

Automated creation of ROI  
calculation to showcase  
value to potential customers

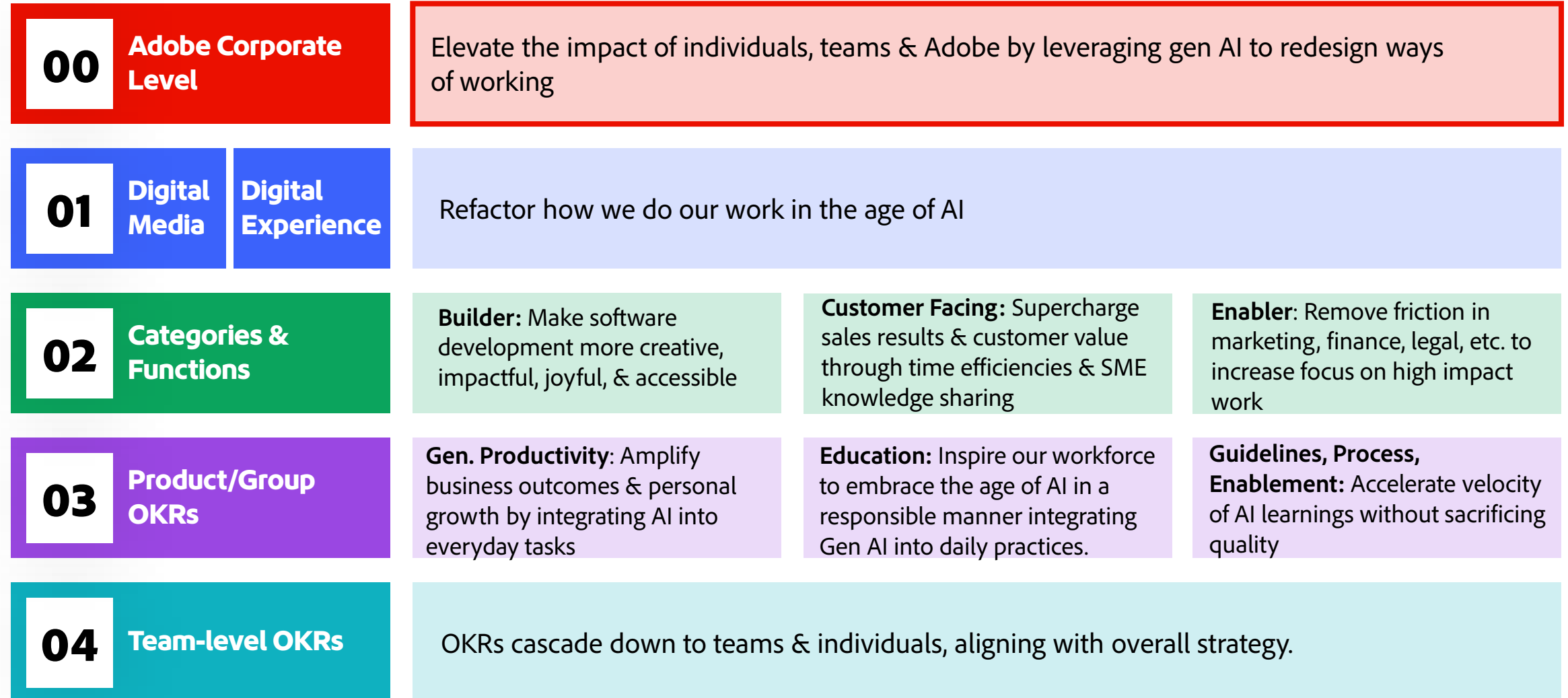
### FINANCE ASSISTANT

Helps answer routine  
employee inquiries so the  
team can focus on more  
strategic problems

### COLLABORATION TOOLS

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



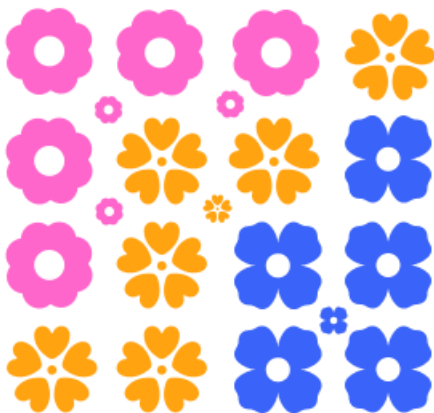
“Bloom 1000 flowers”

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

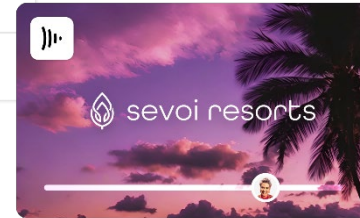
## Buy

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

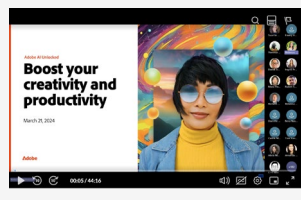
Fraud detection assistant

Integrate my chatbot with Bodea Customer AI.

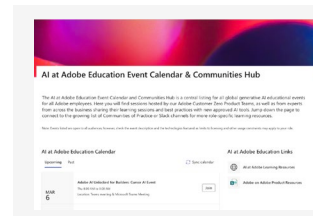
For organizations with expert roles, building their own solution is a possibility. Beyond organizations, with a future of democratized agent building, control structures will be critical.

# AI literacy training & enablement is essential to success

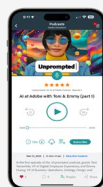
## Enterprise-wide Learning & Enablement



**Global Live Learning Sessions**  
Featuring internal and external speakers and new product enablement.



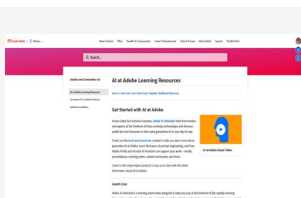
**AI at Adobe Education Calendar & Hub**  
A central calendar for all AI education sessions, a place to view past recordings, and connect to Communities of Practice.



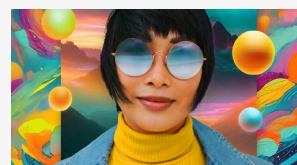
**AI at Adobe Podcast**  
Short-format interviews with Adobe AI experts and leaders from across the business.



**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**

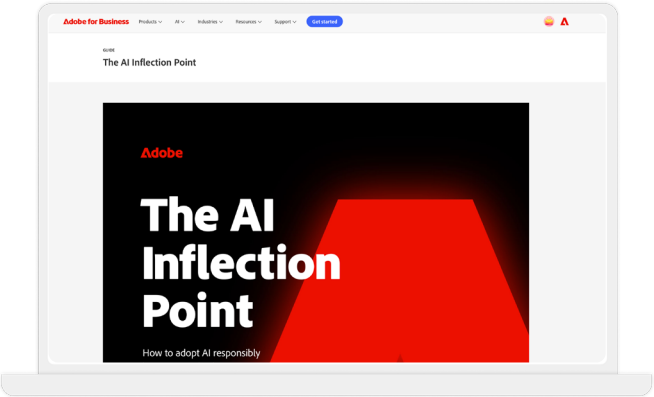
Vice President, Digital  
Employee Experience,  
Adobe



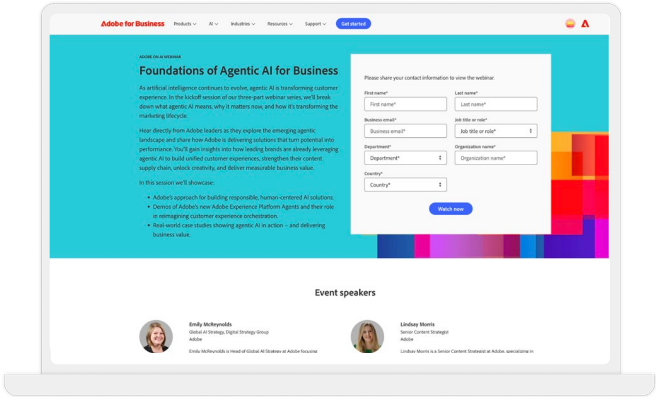
**Lindsay Morris**

Senior Content Strategist,  
Adobe

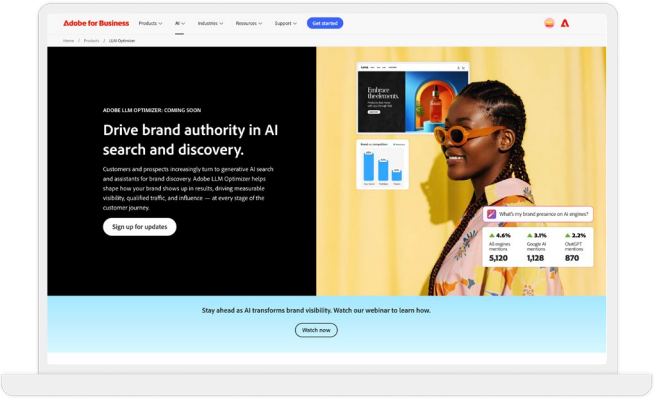
# Related resources



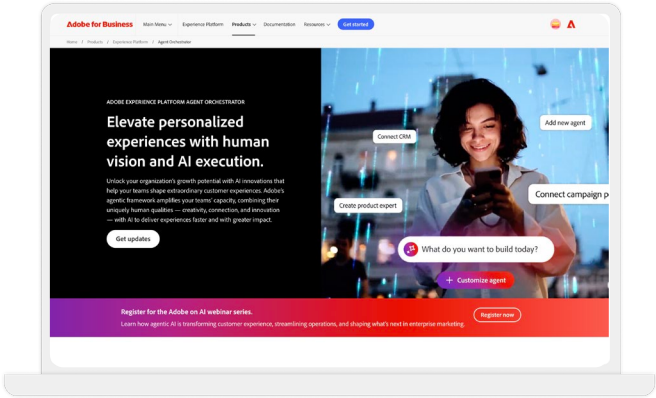
The AI Inflection Point



Foundations of Agentic AI for Business



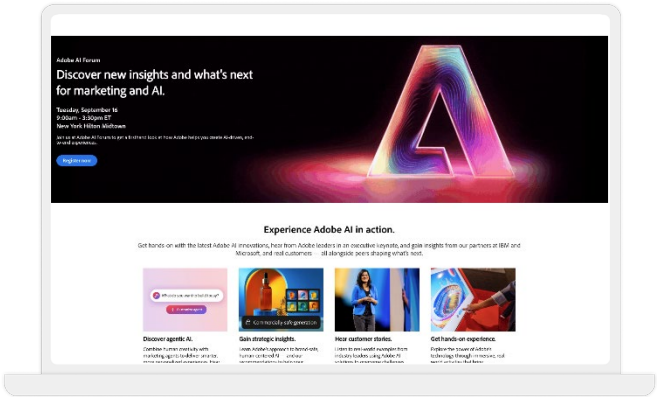
Drive brand authority in AI search and discovery.



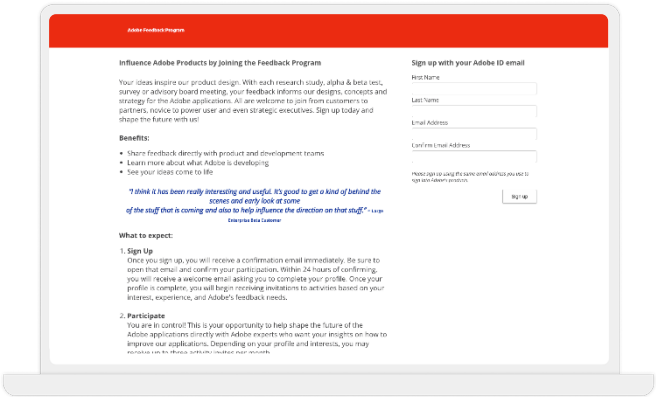
Elevate personalized experiences with human vision and AI execution.



# Related resources



Upcoming event on 9/16: Join us at Adobe AI Forum to get a firsthand look at how Adobe helps you create AI-driven, end-to-end experiences.

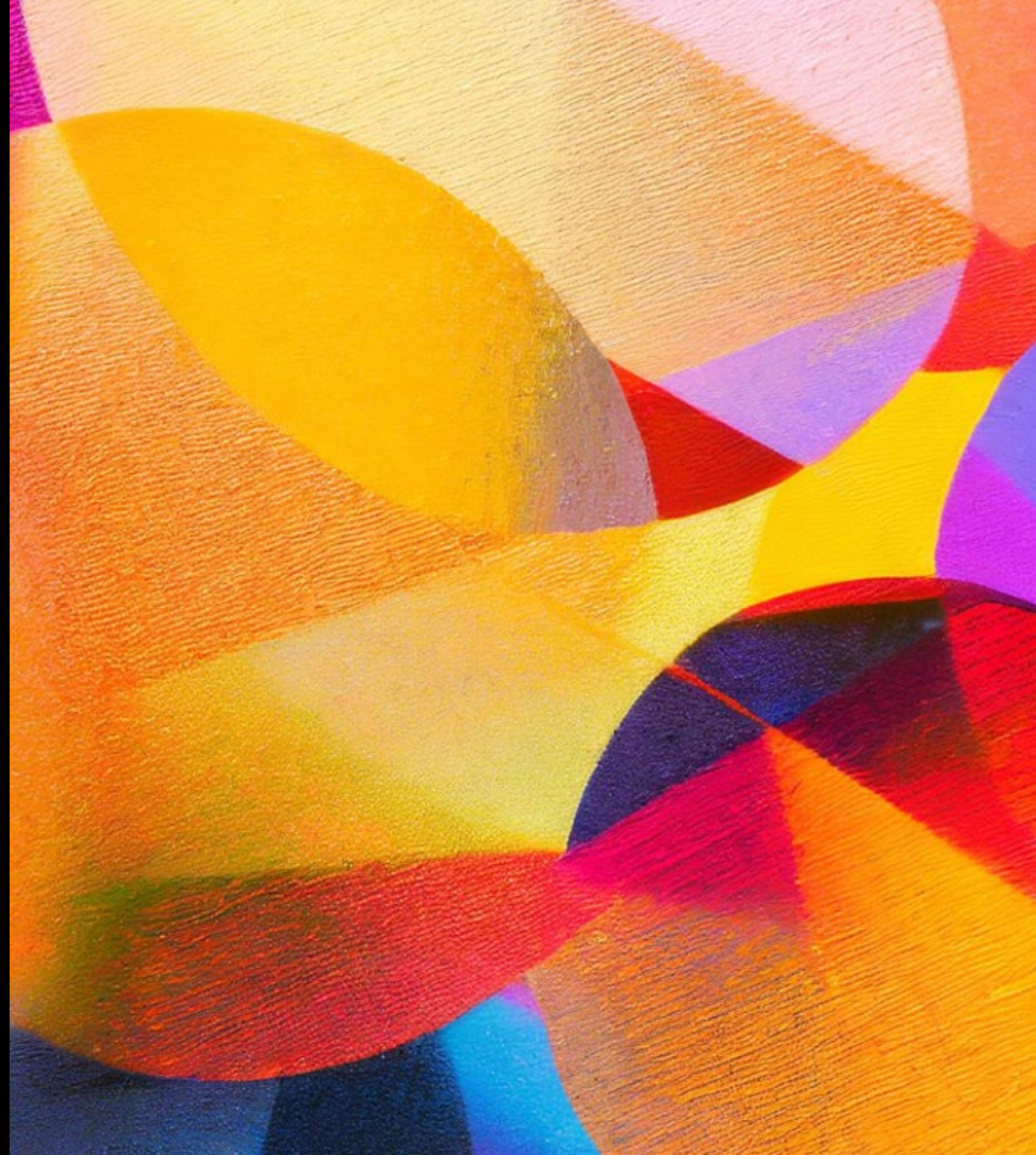


Join the Adobe Feedback Program to partner with our product teams to help shape Adobe products.



# Q&A

Adobe



**Adobe**