

# The Change- Management Imperative of 21st Century Software Production.

New Product Development at  
Adobe

Hartmut König 🤴, CTO

Hartmut König , CTO

Lars Trieloff 🌲❤️, Principal



Zoom out 

2023


# The Global 2000







7.  Alphabet

10.  Apple

366.  Adobe!

Zoom in 🔍





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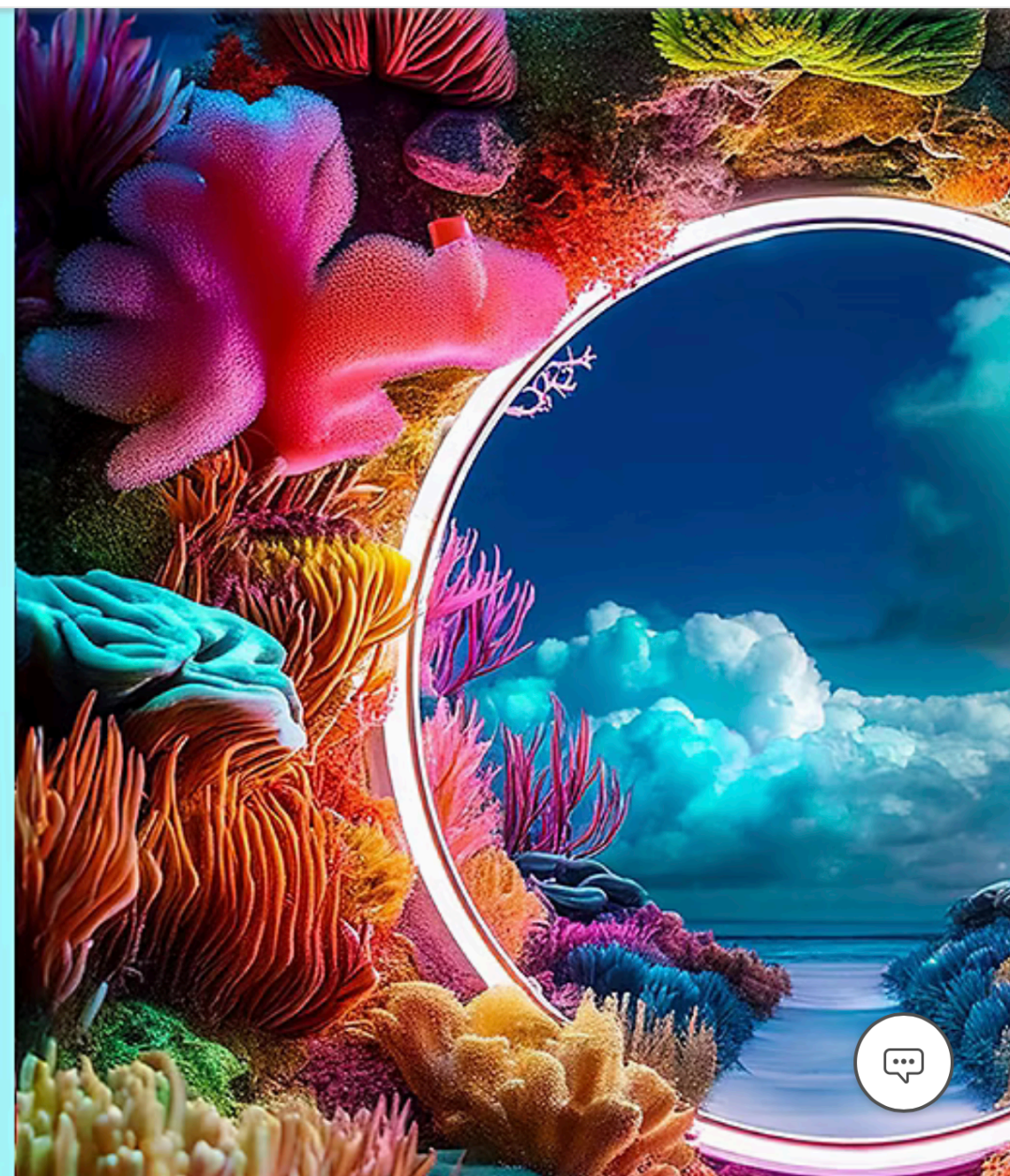
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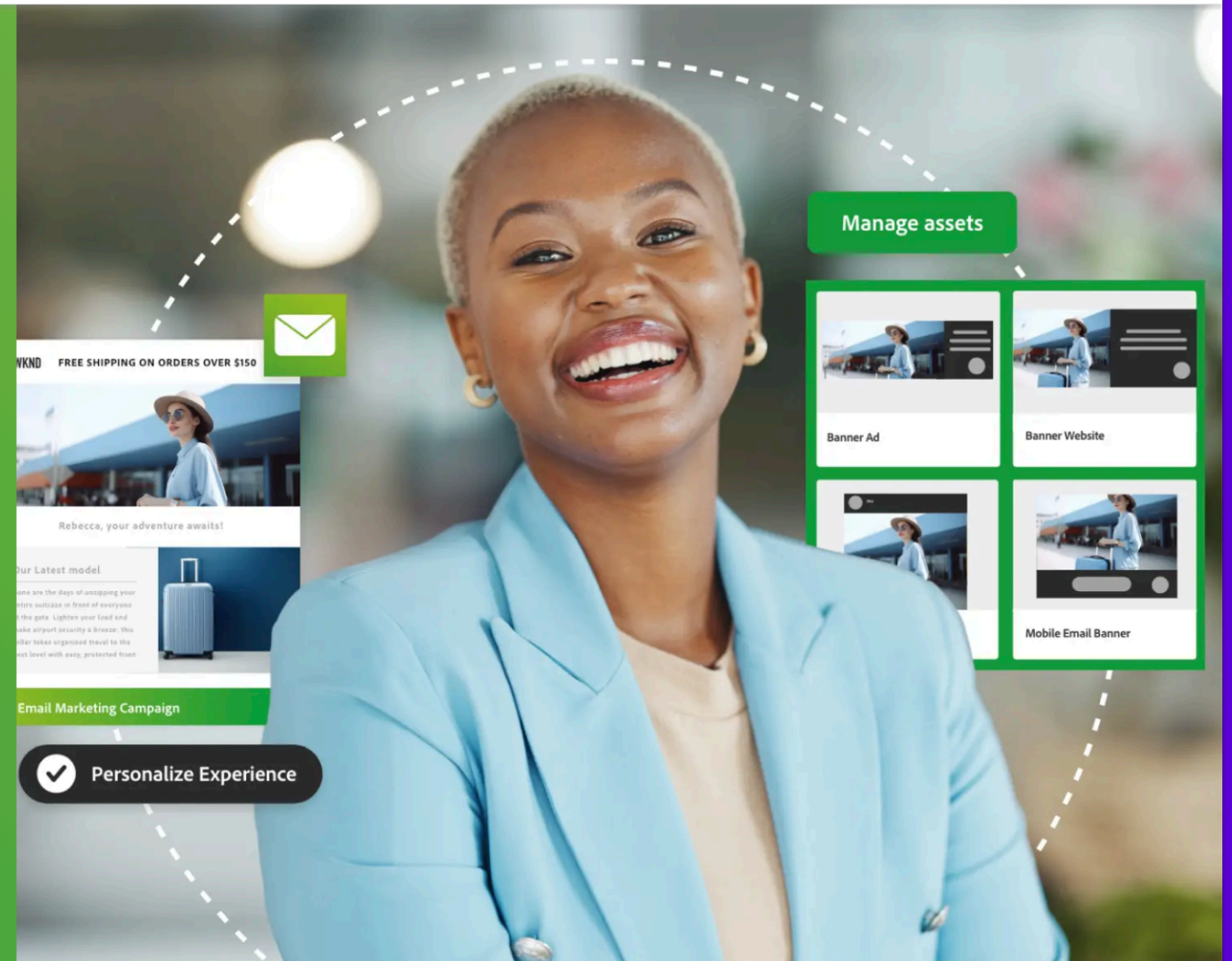


## ADOBE EXPERIENCE MANAGER

## Content management across any channel.

From content and asset management to digital forms and guides to learning management systems, Adobe can help you deliver the right content to users when and where they need it.

**▶ Watch overview**



# Adobe Experience Manager products.

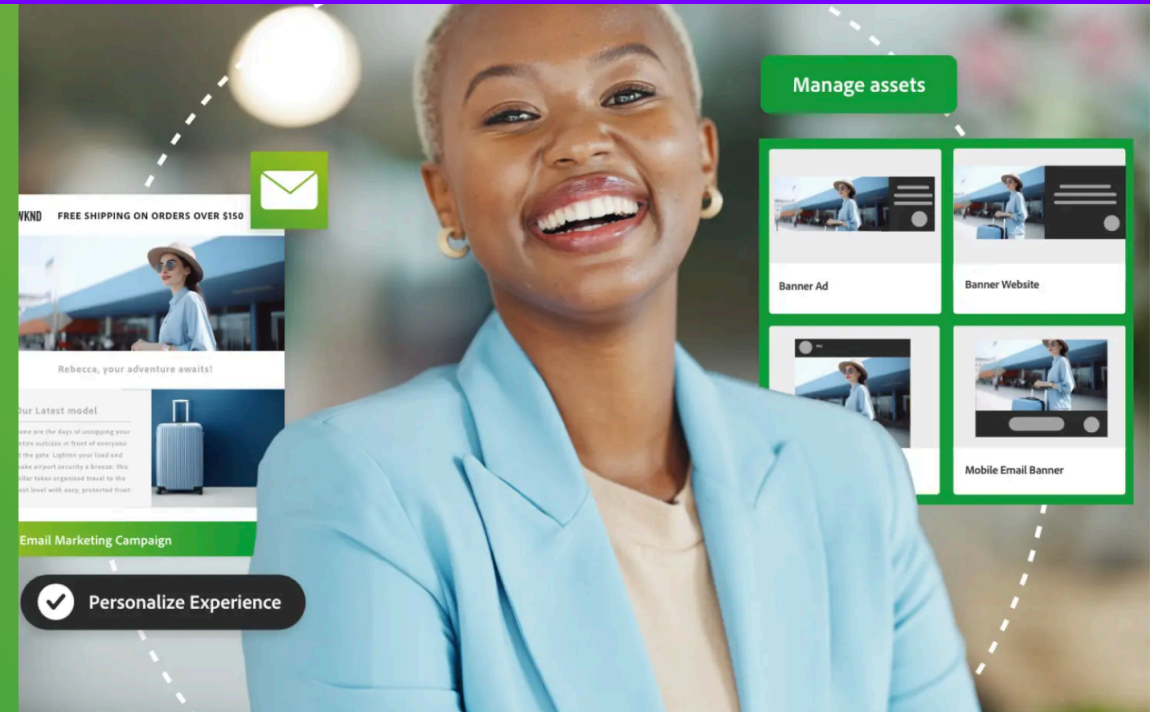


ADOBE EXPERIENCE MANAGER

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► Watch overview



# Adobe Experience Manager



# Lars Trieloff



Engineering:  
HPI



Product:  
Day Software



Marketing:  
Blue Yonder

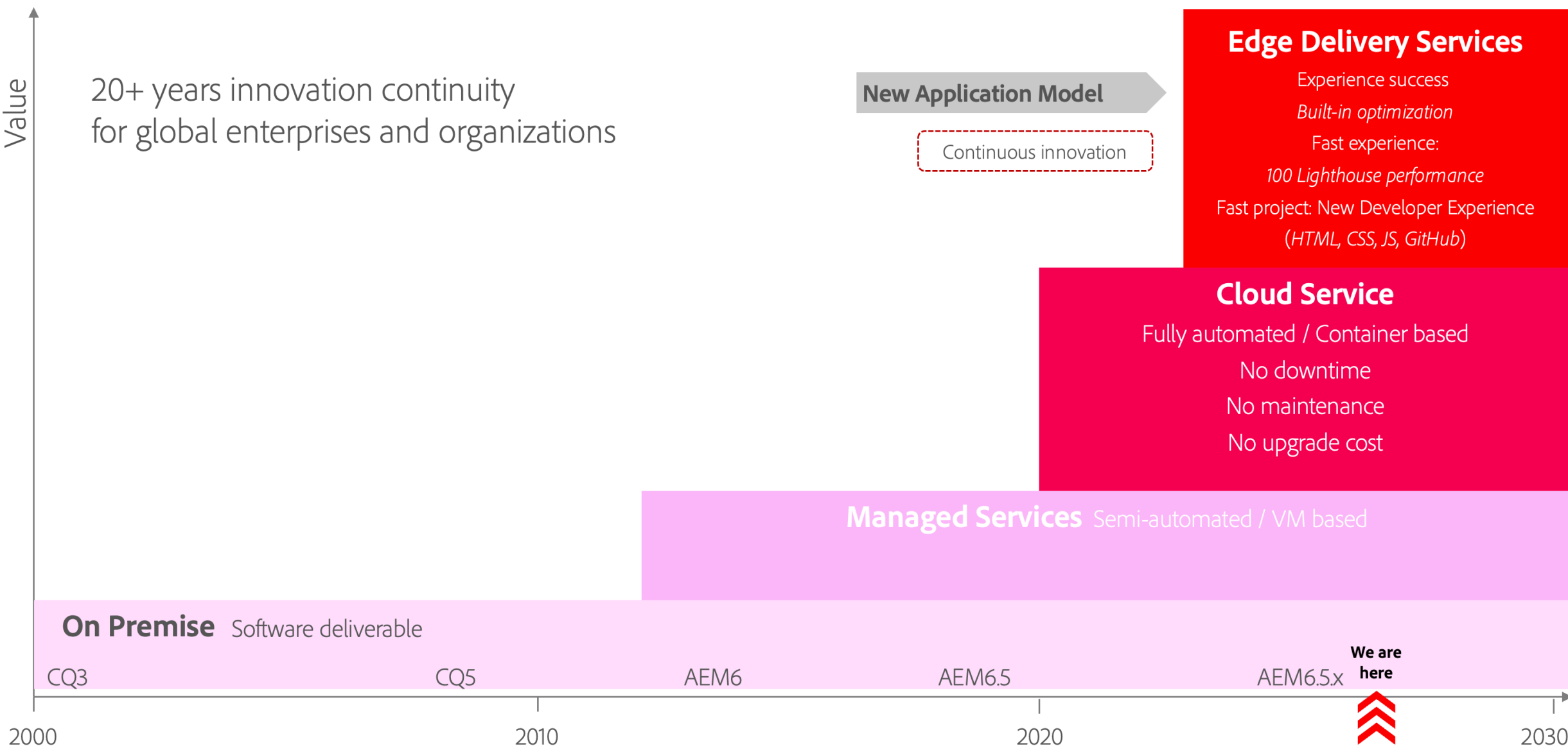
Adobe: all of the  
above



i++



# Adobe Experience Manager Journey



# 1. Start Small




**“A complex system that works is invariably found to have evolved from a simple system that worked.”**

**Gall's Law**

2. Honor thy elders 🧓

**...but don't be bound by them**



3. Use > Users 

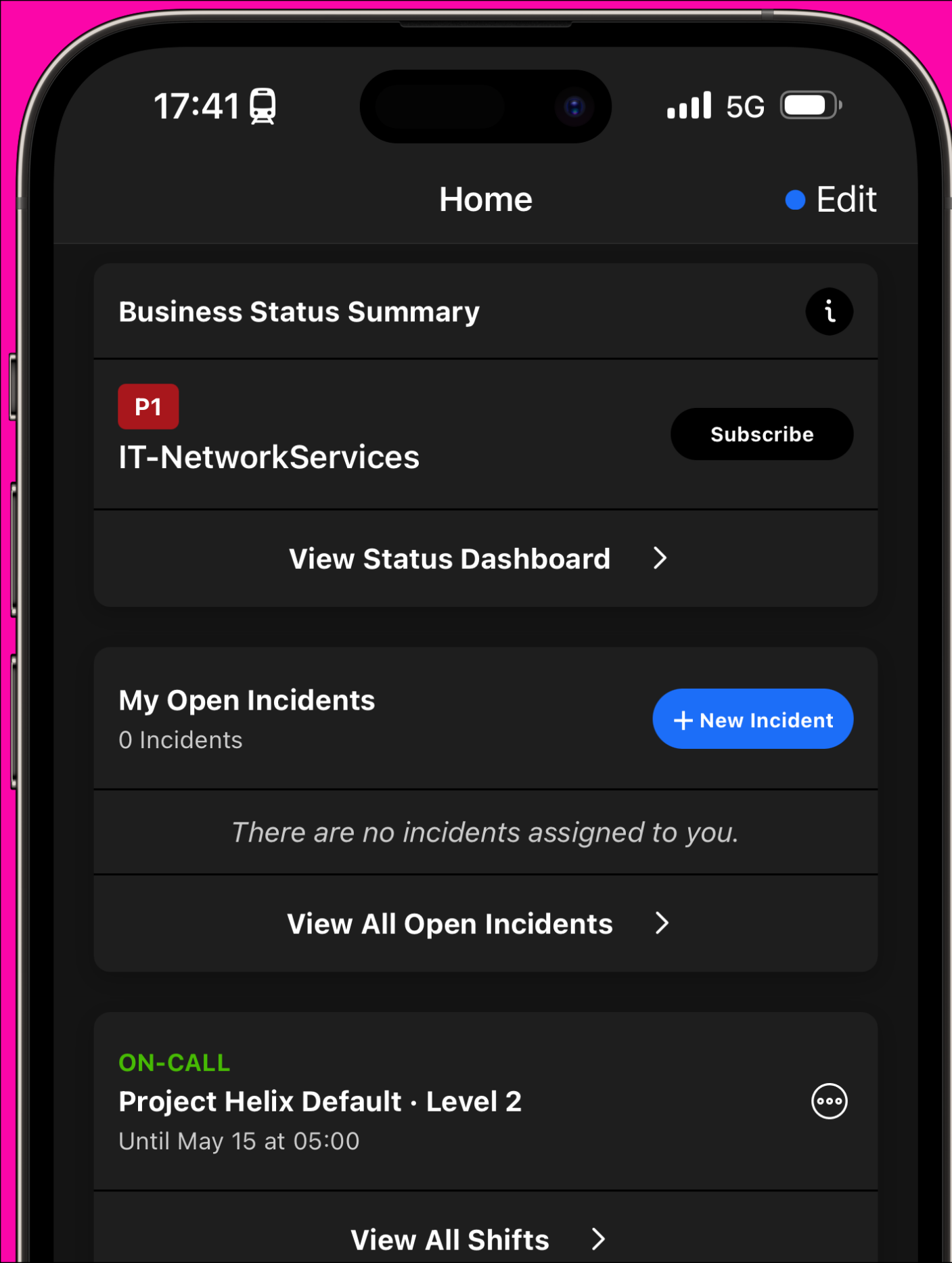
**Users > Customers**

**Customers > Developers**

# 4. Disintermediation



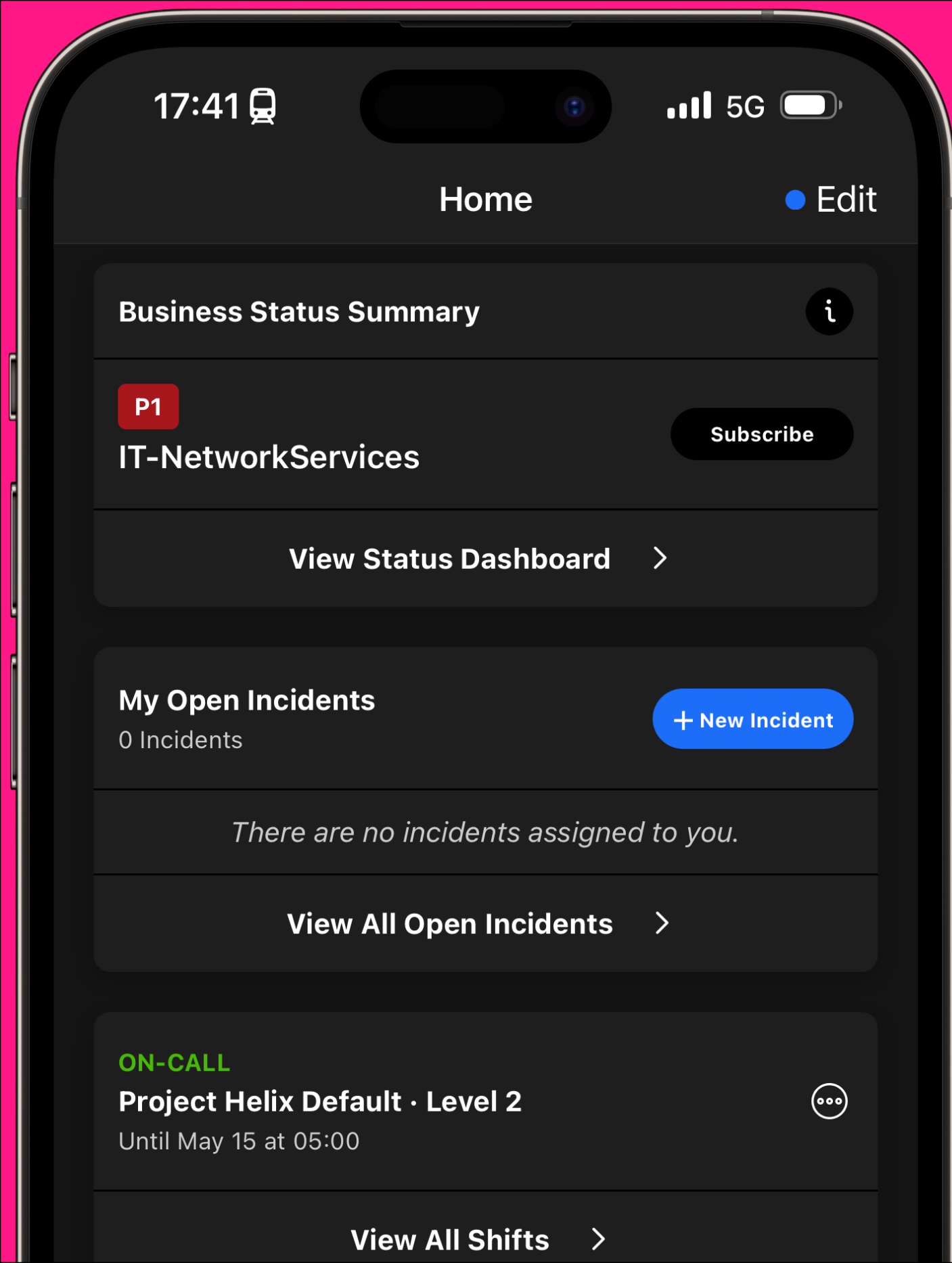
Shift left, again 



Build, Test,  
Deploy,  
Observe,  
Operate,  
Respond,  
Support  
(you're on call)

# 5. Autonomy

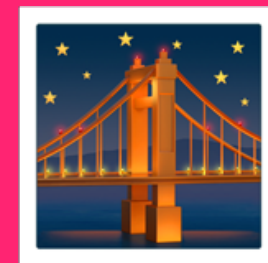




Build, Test,  
~~Deploy,~~  
Observe,  
~~Operate,~~  
~~Respond,~~  
Support

(engineer the pain  
away)

# 6. Architecture follows Culturetecture





**Any organization that designs  
a system (defined broadly)  
will produce a design whose  
structure is a copy of the  
organization's communication  
structure**

**Conway's law**

# 7. Mind your Innovation Budget



How many *new*  
and interesting  
things do you want  
to work on?

How many new  
and *interesting*  
things do you want  
to be on call for?

# 8. Pick Powertools

**“When you lose a tool,  
replace it with one half as  
expensive. When you  
break a tool, replace it with  
one twice as expensive.”**


**Ancient DIY Wisdom**

**HTTP, Fastly CDN,  
GitHub, Cloudflare  
Workers, Coralogix,  
S3, JavaScript**

**(in no particular order)**

# 9. Build the Diamond Stack

common materials 

 hardened under  
pressure

small in scale 

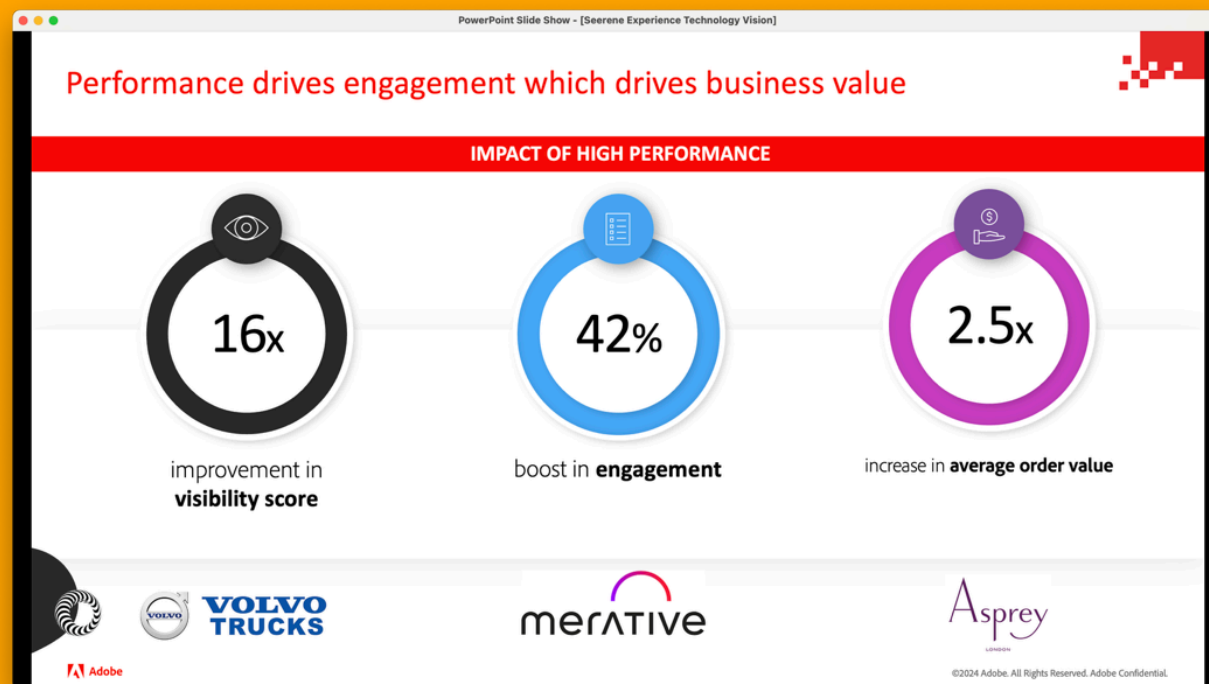
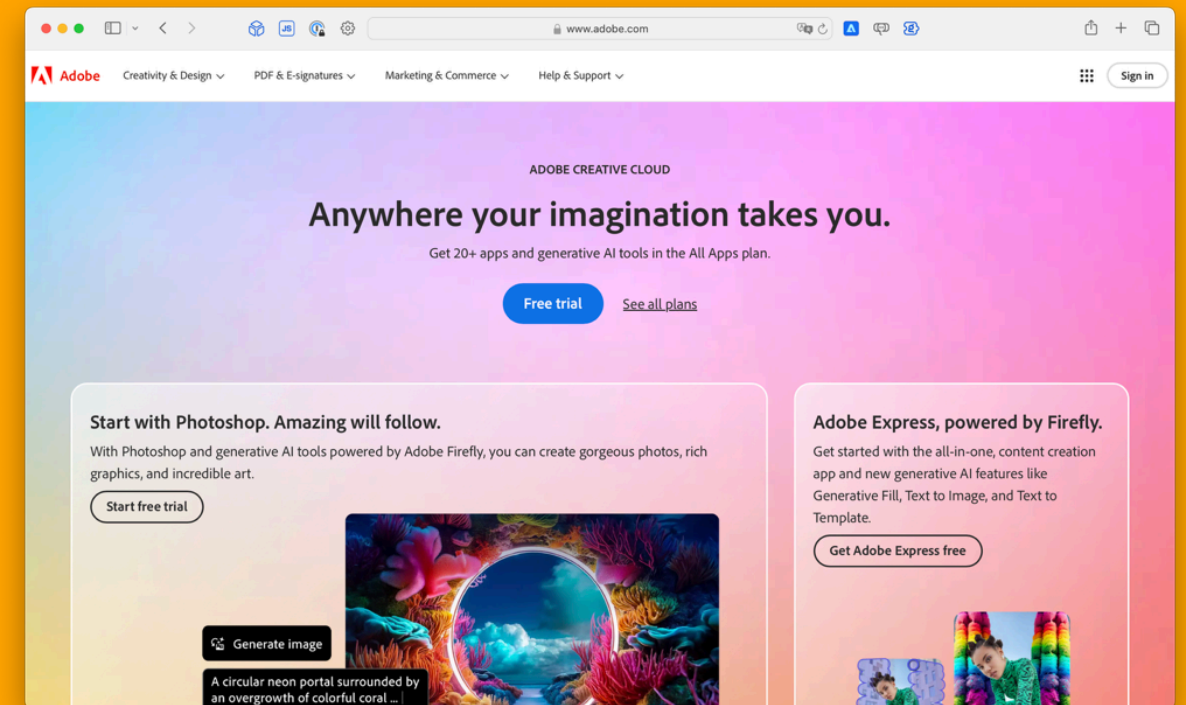
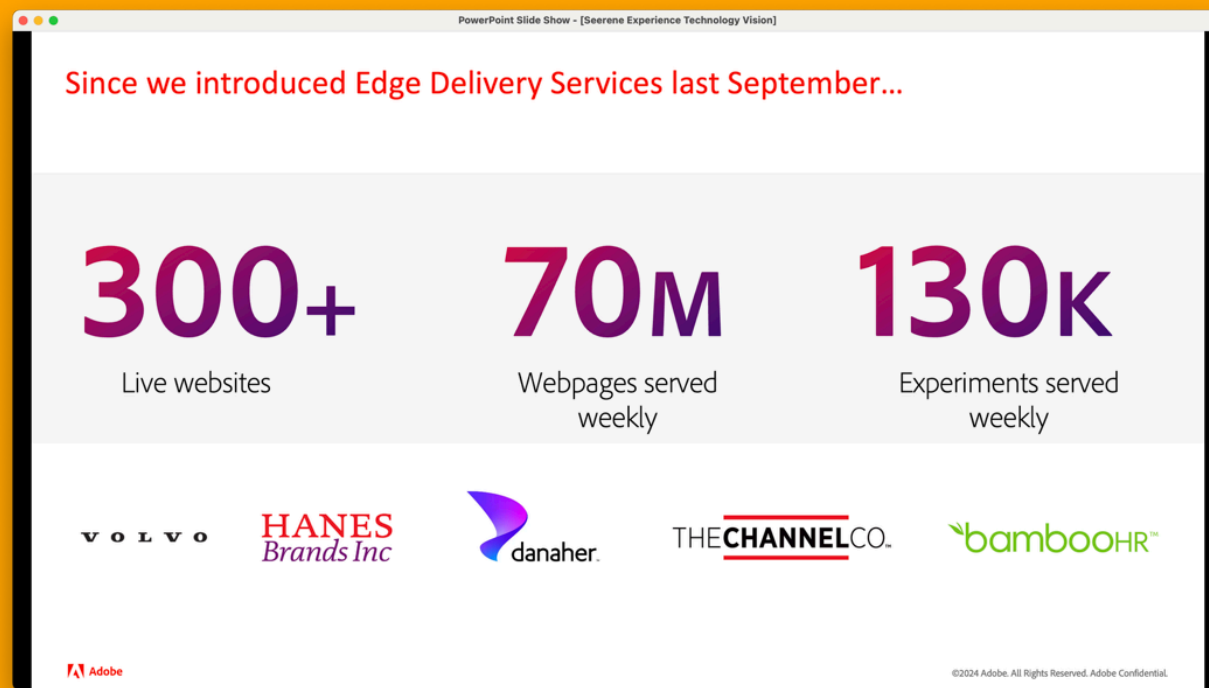
 immense value



**10. i-it-iter-iterate**

i++

**11. Don't forget to  
launch**



Edge Delivery Services in  
Adobe Experience  
Manager Sites as a Cloud  
Service with document-  
based authoring

