

A black and white photograph of three women in athletic gear running on a track. One woman in the foreground is wearing a cap and has long hair tied back. The woman in the middle ground is wearing a white tank top and shorts. The woman in the background is wearing a dark tank top and shorts. They are all wearing athletic shoes. The background is a blurred track field.

adidas

IT'S ALL ABOUT PRODUCTS

FERNANDO CORNAGO AND DANIEL EICHEN

PLATFORM ENGINEERING & ENTERPRISE ARCHITECTURE



FERNANDO CORNAGO
VP PLATFORM ENGINEERING



DANIEL EICHEN
VP ENTERPRISE ARCHITECTURE

#adi
does
code

**BLACK
LIVES
MATTER.**

NET SALES

€23.640 BN

+6% C.N.

INCOME STATEMENT ▶

OPERATING MARGIN

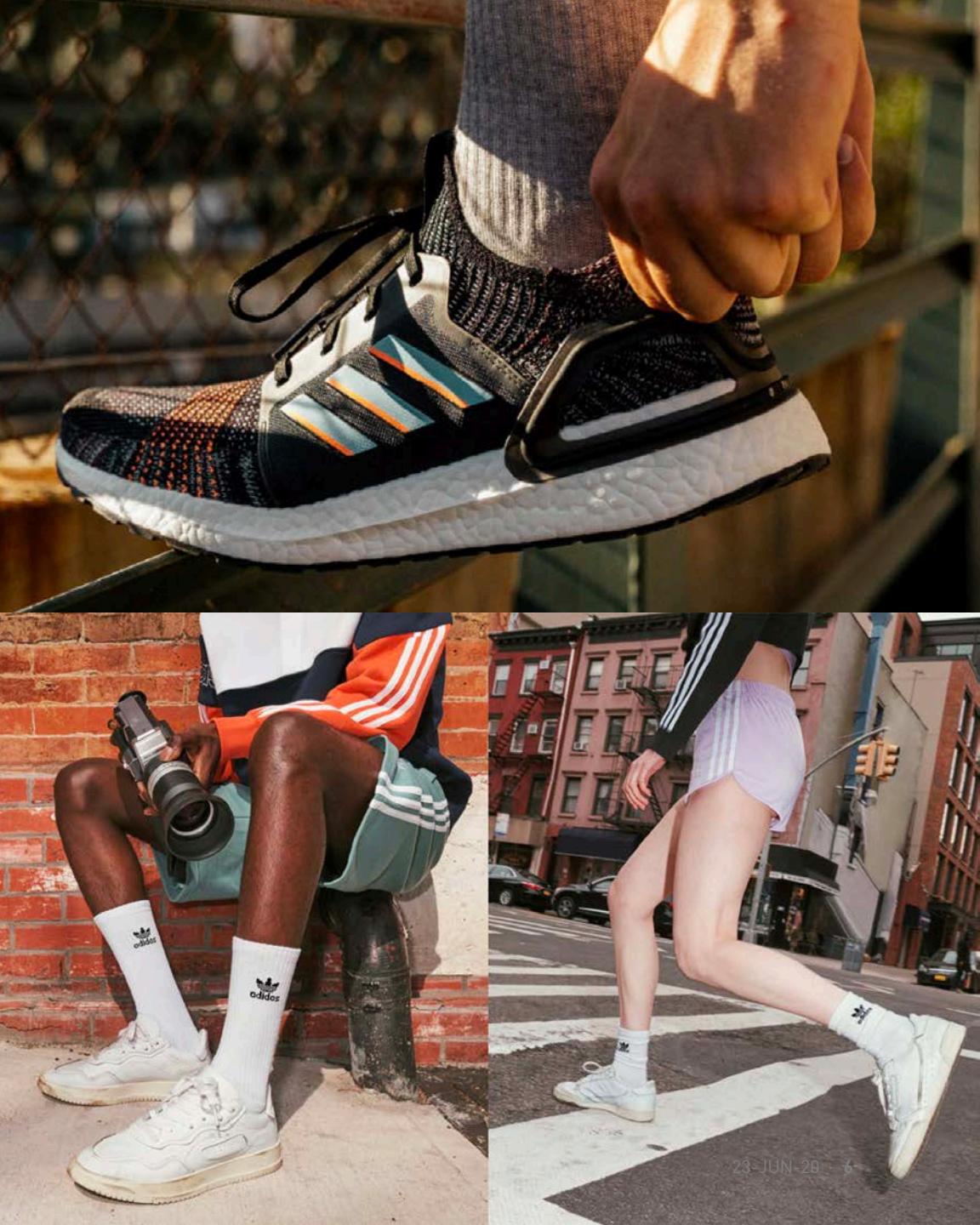
11.3%

+0.4PP

INCOME STATEMENT ▶

NET INCOME FROM CONTINUING OPERATIONS





PRODUCT DOMAIN MAP

Product Domain Product Area Sponsor

PRODUCT DOMAINS		PRODUCT AREAS															
1	CONSUMER & CUSTOMER EXPERIENCE	DIGITAL															
1.1	.com Experience	1.2	Mobile/Hype/Digital Retail Experiences	1.3	Consumer Engagement & Traffic Generation	1.8	Store Experience	1.9	B2B Customer Experience & Core								
S. Zalaznik	S. Zalaznik	S. Zalaznik	S. Zalaznik	S. Zalaznik	N. Griffith/ P. Parekh	N. Griffith/ P. Parekh	N. Griffith/ P. Parekh	N. Griffith/ P. Parekh	N. Griffith/ P. Parekh								
1.4	Web & Mobile Services	1.5	Consumer Analytics	1.6	China Digital Hub	1.7	Replatforming & Market Expansion	1.10	Omnichannel Order Management	1.11							
S. Zalaznik & N. Griffiths	S. Zalaznik	S. Zalaznik	S. Zalaznik	S. Zalaznik	S. Zalaznik	S. Zalaznik	N. Griffith/ P. Parekh	N. Griffith/ P. Parekh	N. Griffith/ P. Parekh								
2	PLAN, DESIGN & MANAGE PRODUCT	2.1	Brand Marketing	2.2	Input & Range Framework Planning	2.3	Product Management & Merchandising	2.4	Product Design	2.5	Market Range Execution	2.6	Brand & Creation Tech Foundation	2.7	Digital Asset Management		
F. Hieronimus	F. Hieronimus	F. Hieronimus	F. Hieronimus	F. Hieronimus	F. Hieronimus	F. Hieronimus	F. Hieronimus	F. Hieronimus	F. Hieronimus	F. Hieronimus	F. Hieronimus	F. Hieronimus	F. Hieronimus	F. Hieronimus			
3	CREATE PRODUCT & SUPPLY CHAIN	3.1	Product Development	3.2	Sourcing	3.3	Product Supply	3.4	Fulfilment	3.5	Logistics & Customs	3.6	Distribution				
P. Waller	M. Baumann	A. Hubert	D. Pokaluhin	D. Pokaluhin	D. Pokaluhin	D. Pokaluhin	D. Pokaluhin	D. Pokaluhin	D. Pokaluhin	D. Pokaluhin	D. Pokaluhin	D. Pokaluhin	D. Pokaluhin				
4	MANAGE BUSINESS	4.1	Integrated Planning	4.2	Core Finance	4.3	Record to Report	4.4	Order to Cash	4.5	Source to Pay (NTP)	4.6	Hire to Retire	4.7	Corporate Business Functions	4.8	CRE & GWP
B. Kretschmer	C. Thornton	B. Kretschmer	C. Heckerott	C. Heckerott	C. Heckerott	C. Heckerott	C. Heckerott	C. Heckerott	A. Ben-Ezra	K. Rosevare	C. Dzieia						
5	ENABLING	5.1 - 5.3	adidas Digital Platform	Platform Engineering I	Platform Engineering II	Platform Infrastructure	5.4 - 5.6	Commercial Platforms	SAP	Salesforce	Microsoft	5.7 - 5.9	Data & Analytics	Advanced Analytics	Big Data	Enterprise Reporting	
H. Ohlmeyer / M. Rautert	M. Rautert	M. Rautert	M. Rautert	M. Rautert	M. Rautert	M. Rautert	J. Doering										

WHAT A PRODUCT-LED ORGANIZATION MEANS



EMPOWERED TEAM



CREATE VALUE



ACCOUNTABILITY

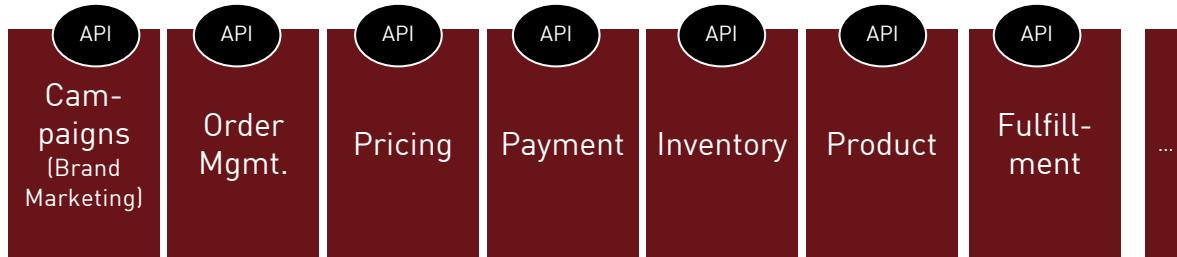
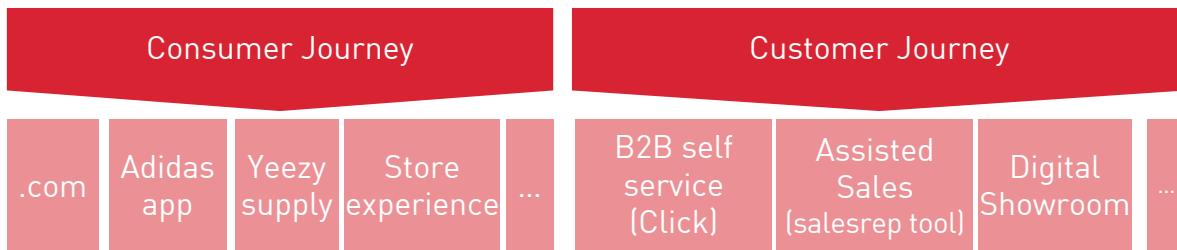


SIMPLIFY



INNOVATION

3 DIFFERENT TECH PRODUCT TYPES



1 Experience products

Speed & Value through consumer focus

- Consumer journey driven products
- Focus on **design & build consumer / customer experiences** (consumer-facing)
- Leverages API's to consume and orchestrate productized capabilities

2 Core products

Speed & Value through standardization

- Shared capability / company product along the **value chain for strong user / employee experience**
- Serves x-touchpoints
- Can have internal end-users
- Made consumable via APIs

3 Platform products & services

Automation, scalability, stability and economies of scale across products

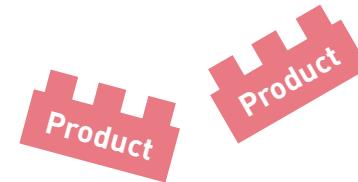
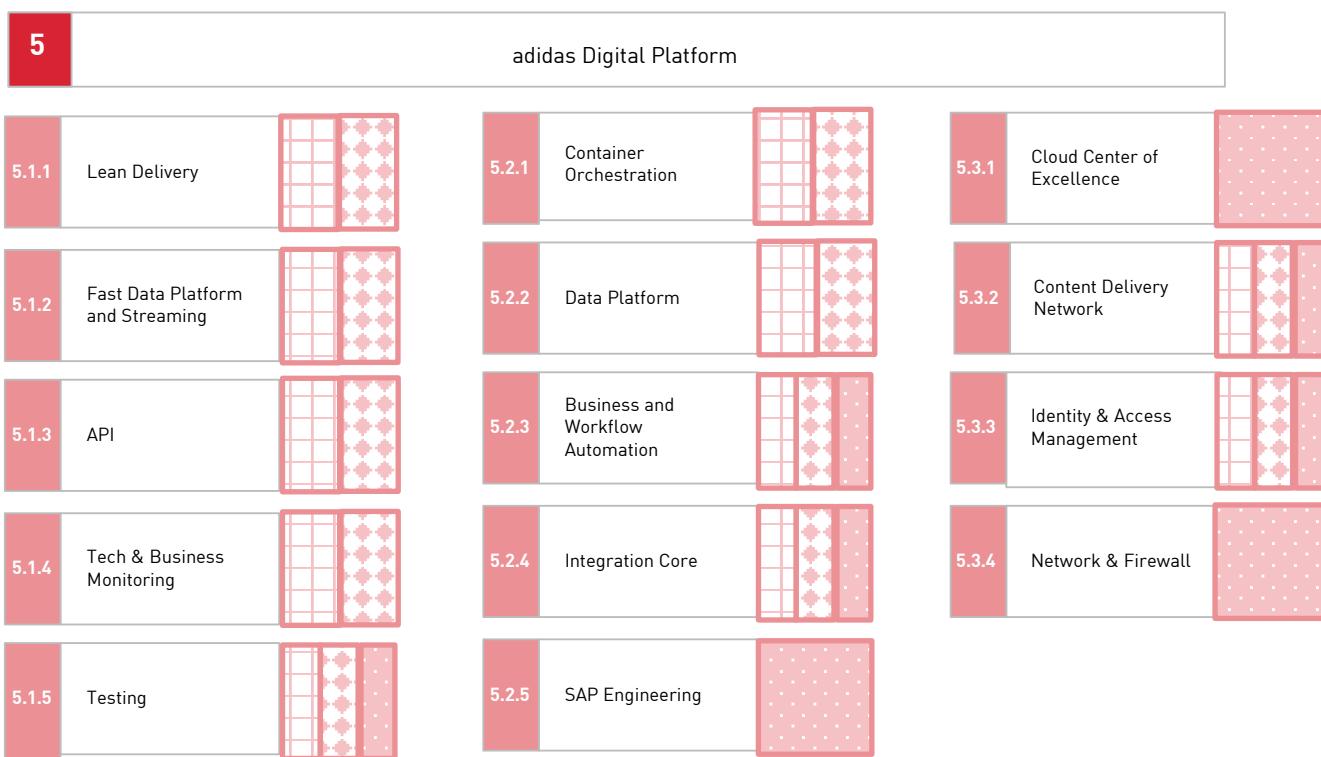
- Foundational products and services for product teams to develop and run other products on top of them
- Serves common technologies, tools, guidelines and best practices as well support of delivery / co-creation
- Mainly Tech4Tech, some for direct business consumption (e.g. robotics)



Indication for strategic importance (differentiating/competitive vs. required/non-core), user of product, make & buy decisions

PLATFORM ENGAGEMENT MODELS

5



Enabling: Continuous consultancy and helping teams to use/land a common capability

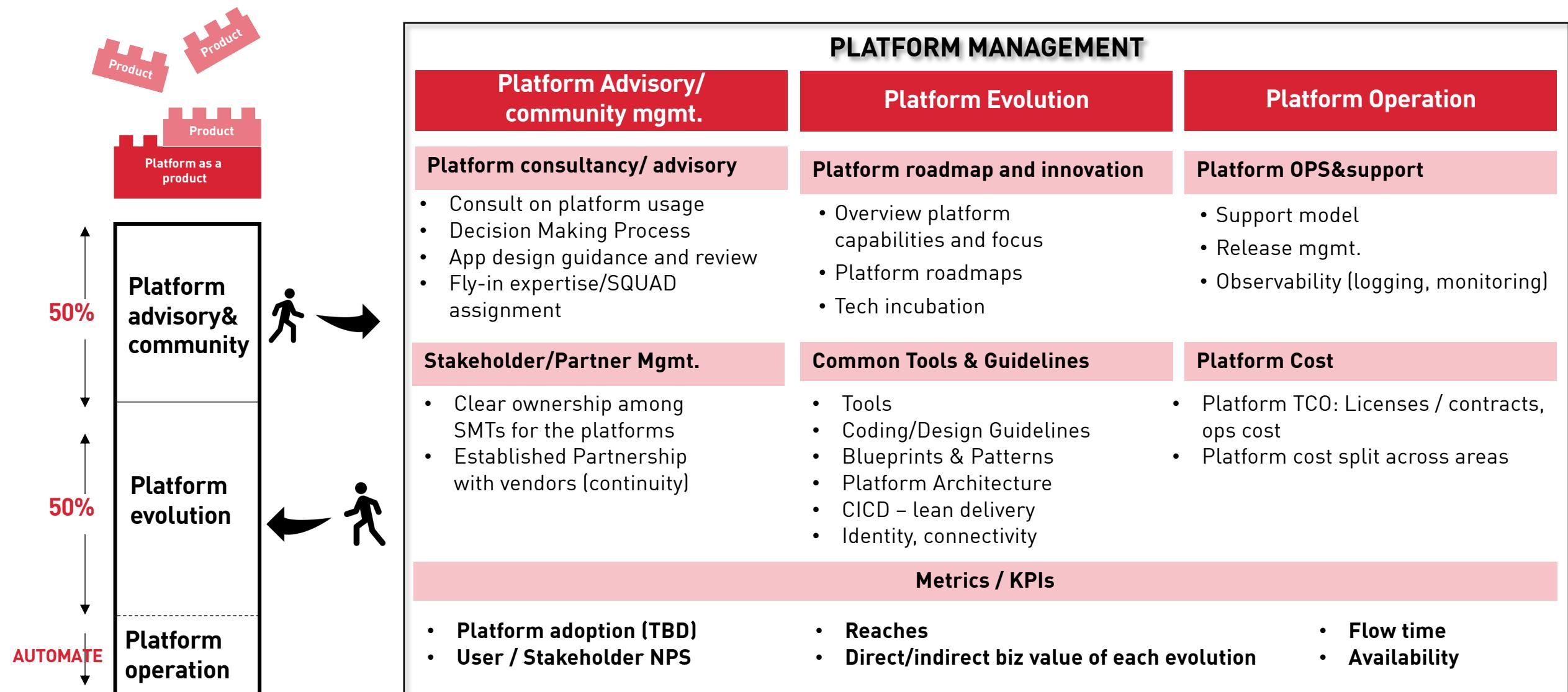


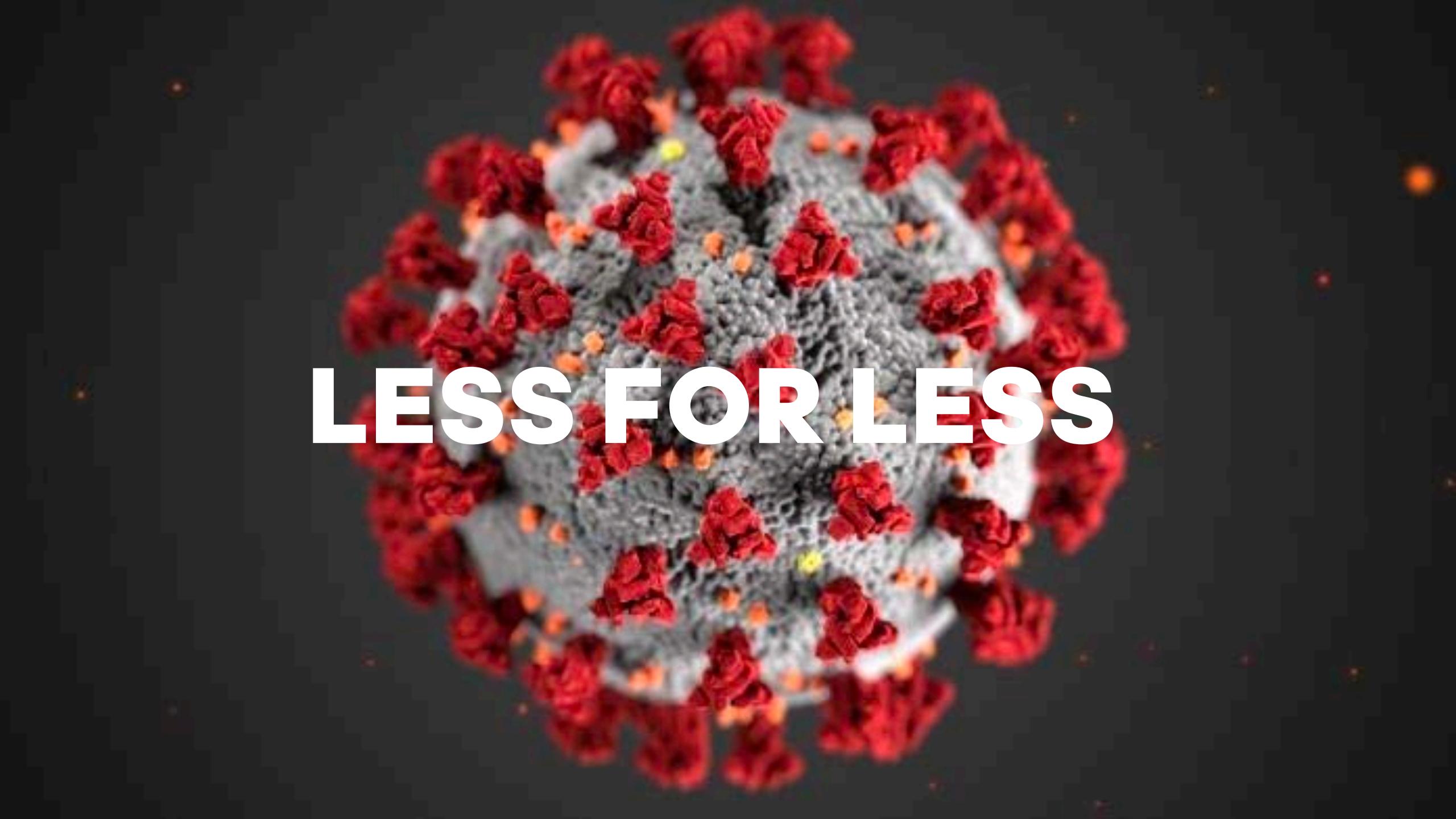
Collaborating: Co-creating new capabilities with a Product or Product Area



as a Service: Provide an end-to-end delivery on niche capabilities

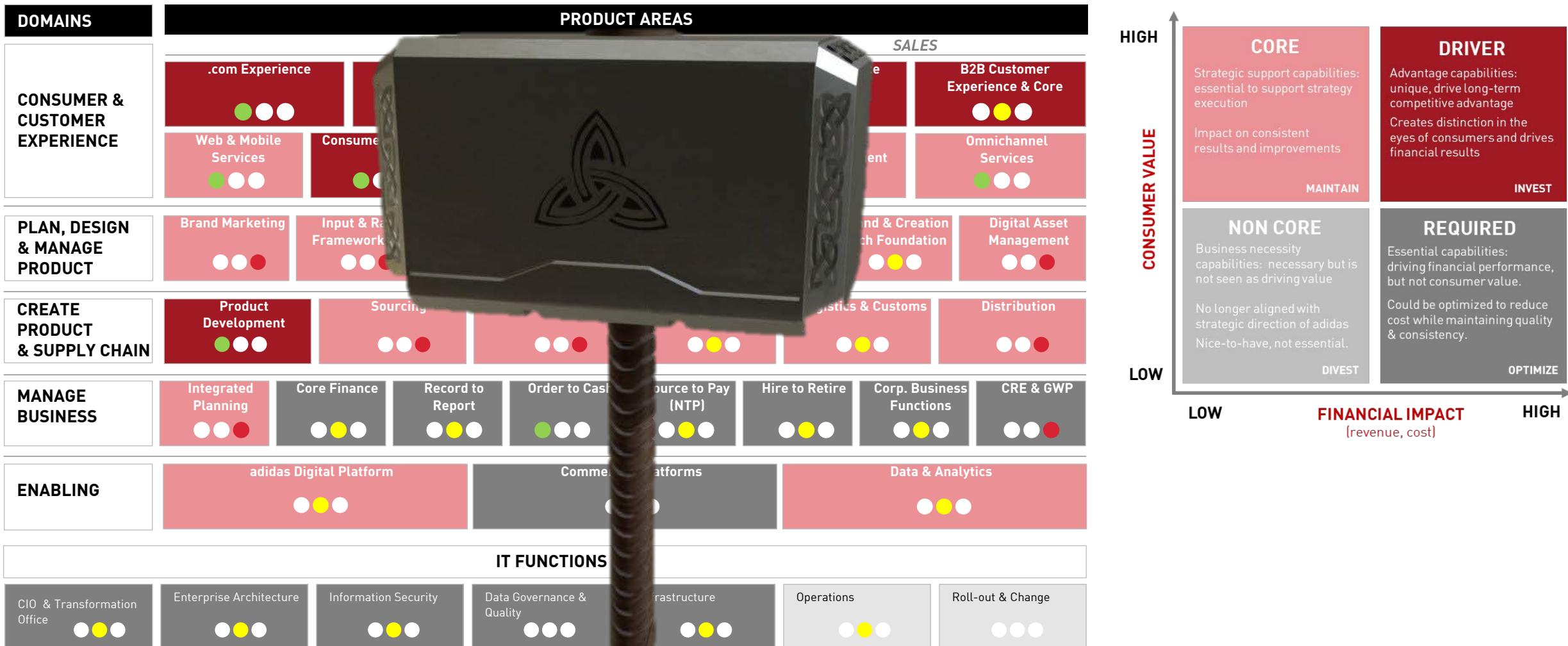
PLATFORM MANAGEMENT & GOVERNANCE (ACTIVITIES)





LESS FOR LESS

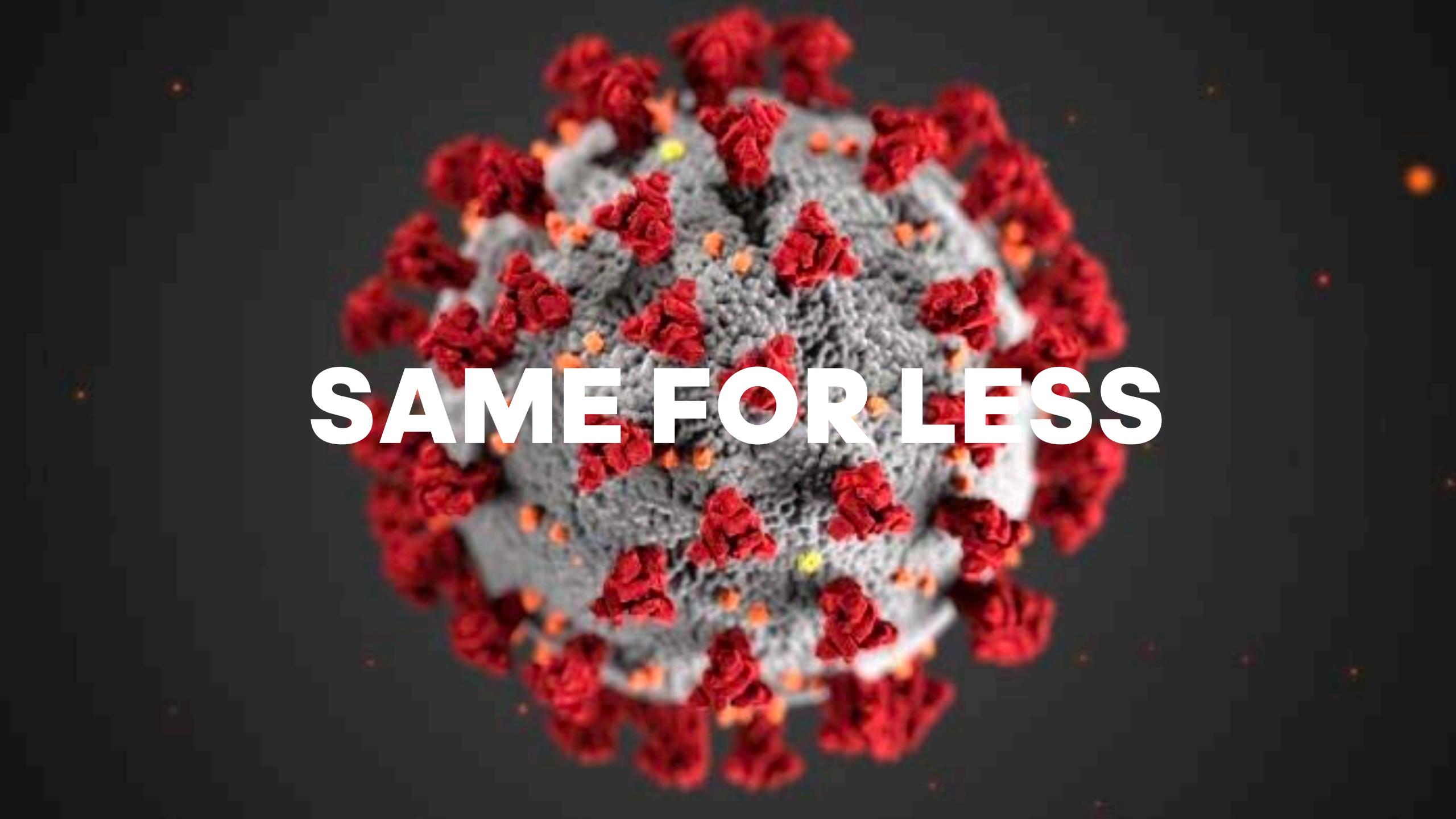
STRATEGIC CLASSIFICATION OF PRODUCT AREAS / PRODUCTS HELPS PRIORITIZING INVESTMENTS IN TECHNOLOGY (DEMAND)



Portfolio/Funding baseline
after April 2020:

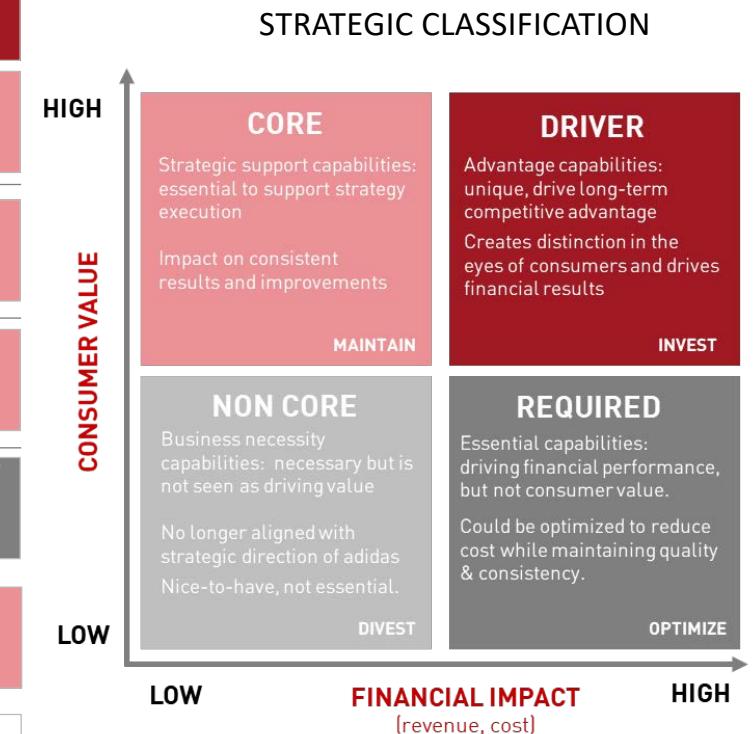
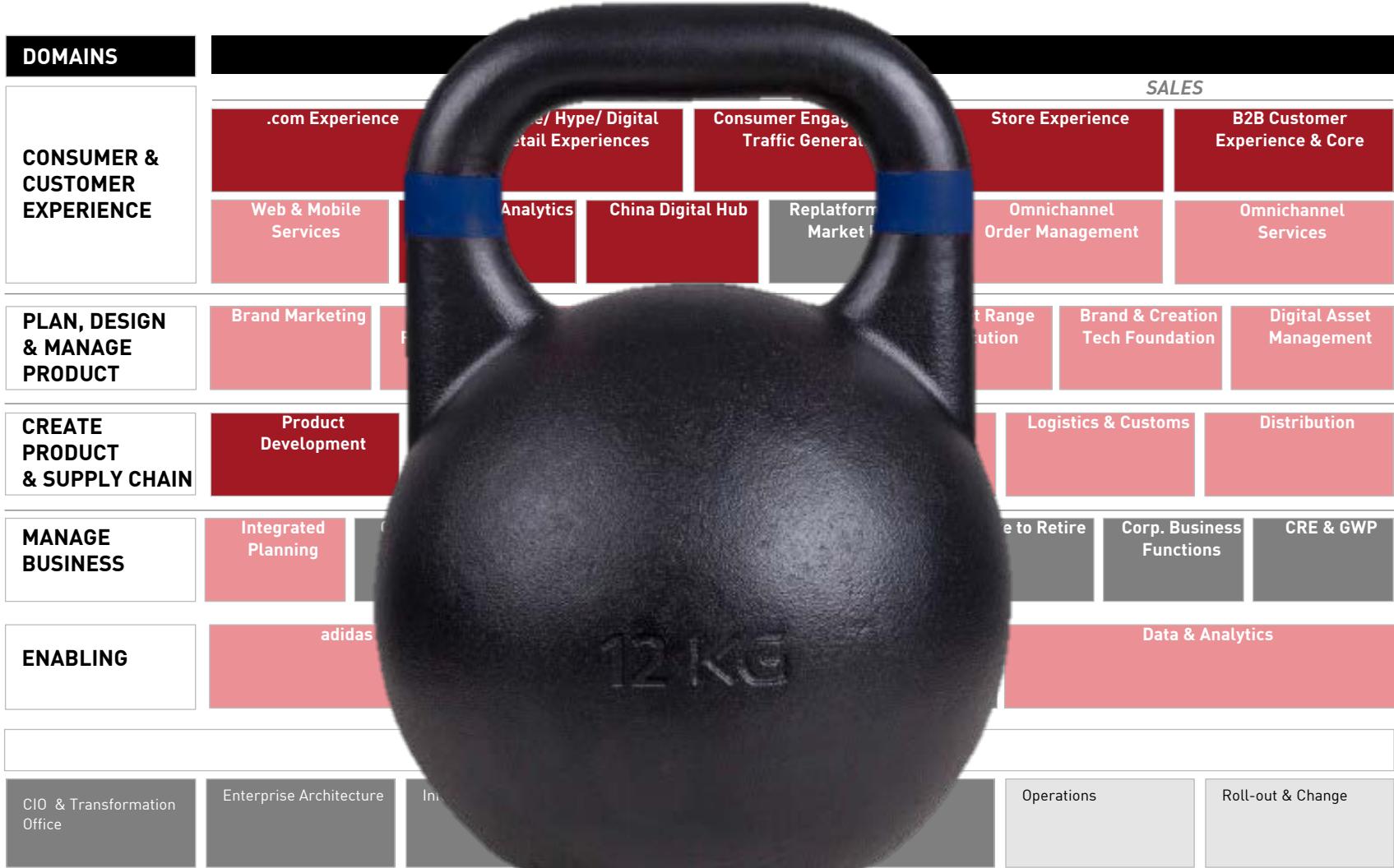


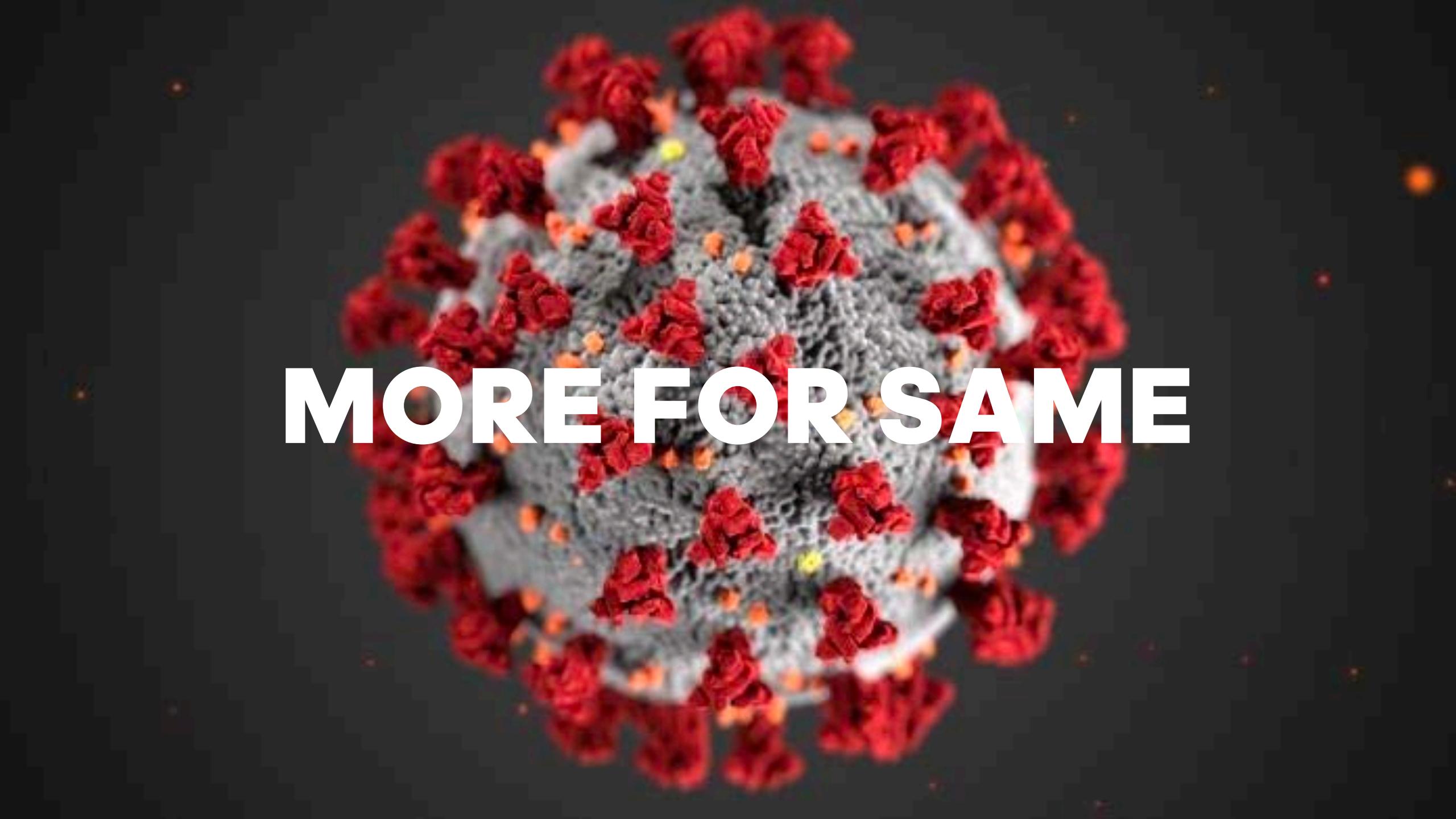
(Keep/increase, reduced, stopped)



SAME FOR LESS

STRATEGIC CLASSIFICATION OF PRODUCT AREAS / PRODUCTS HELPS VISUALIZING TOTAL COST OF OWNERSHIP





MORE FOR SAME



2020 DIGITAL STRATEGY

DOUBLE-DOWN ON ECOM

CONSUMER EXPECTATIONS TODAY ARE WE READY?

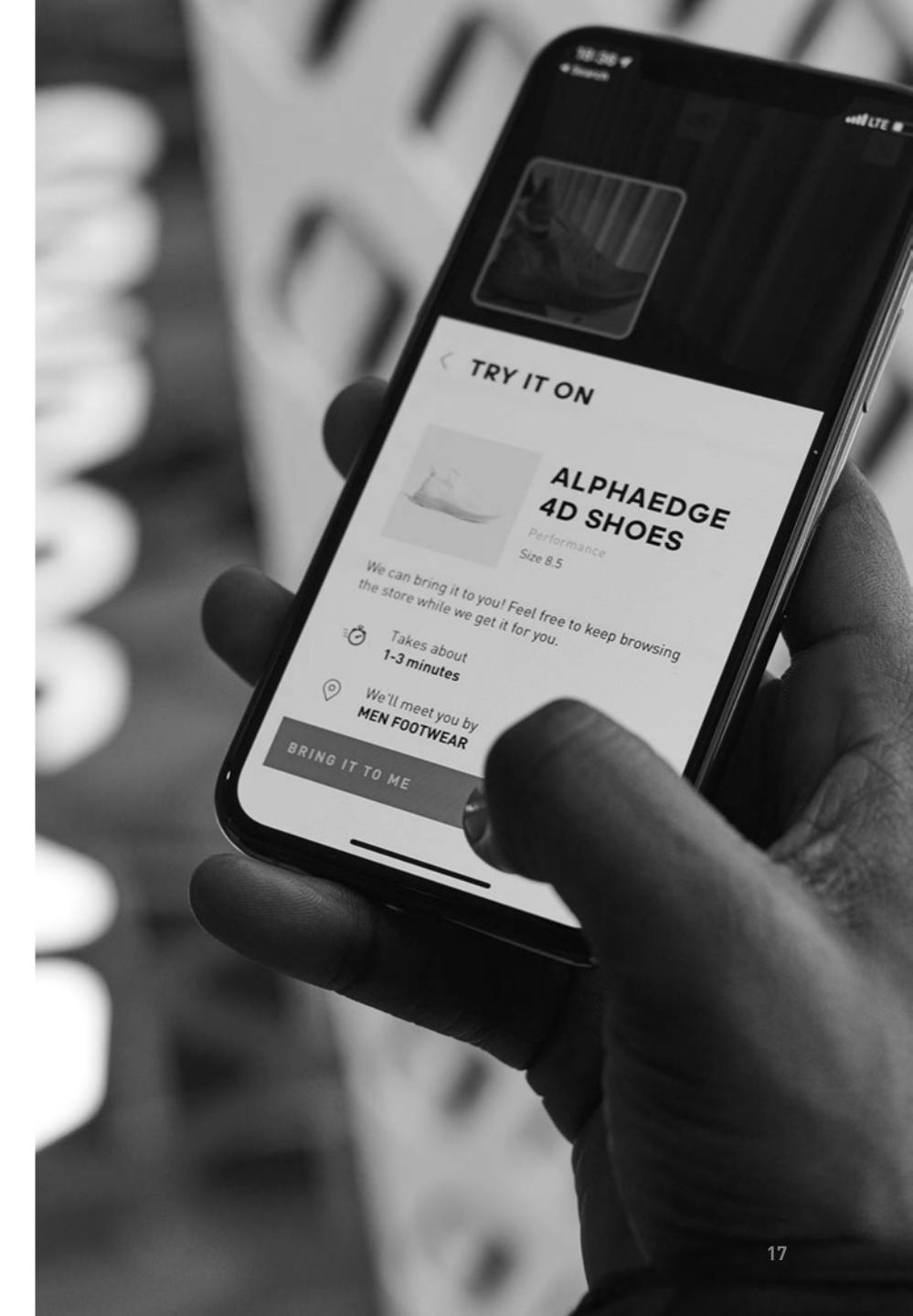
CONSUMERS ARE NOT READY TO COMPROMISE ...

With increased demand for flawless digital experiences, system **outages cause**:

- revenue losses
- decreased NPS
- brand damage, driving customer to competitors' channels

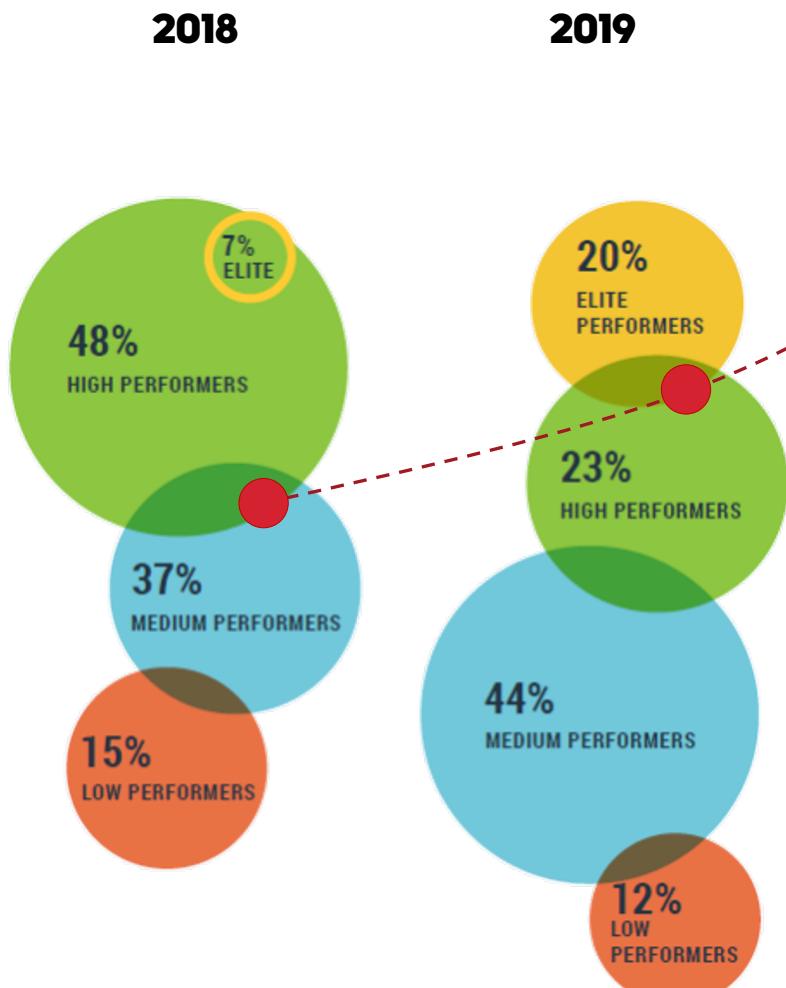
TOP-LEVEL OKRS – OUR KILLER KPIS

1. Reduction of potential **net sales loss** due to service interruption
2. Reduction of **% of defects leaked** to production affecting consumer experience



INDUSTRY BENCHMARK - SOFTWARE DELIVERY PERFORMANCE

IN 2019, THE % OF ELITE PERFORMERS IN THE MARKET HAS ALMOST TRIPLED,
DRIVING FURTHER INCREASE OF CONSUMER EXPECTATIONS

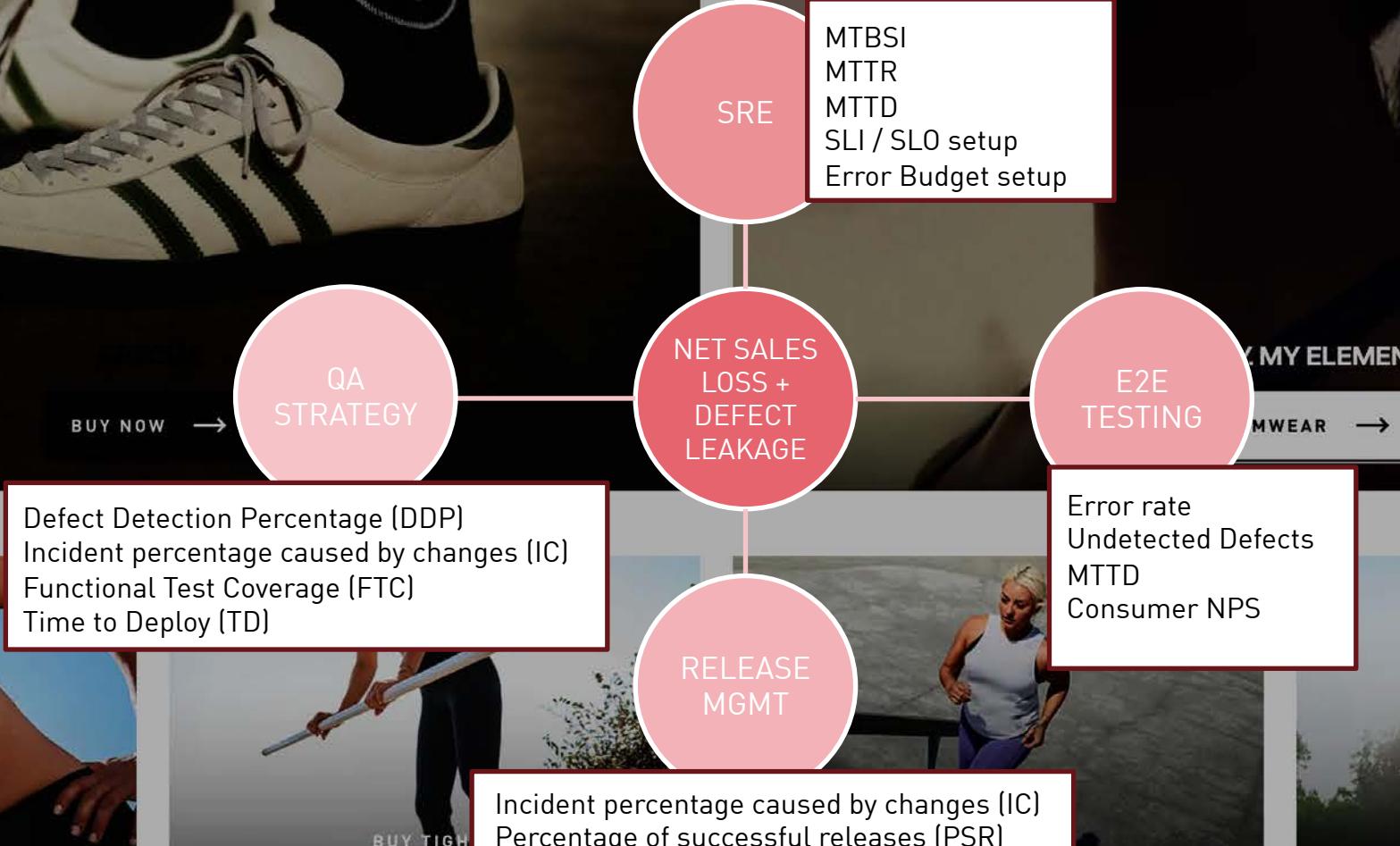


Aspect of Software Delivery Performance*	Elite	High	Medium	Low
Deployment frequency For the primary application or service you work on, how often does your organization deploy code to production or release it to end users?	On-demand (multiple deploys per day)	Between once per day and once per week	Between once per week and once per month	Between once per month and once every six months
Lead time for changes For the primary application or service you work on, what is your lead time for changes (i.e., how long does it take to go from code committed to code successfully running in production)?	Less than one day	Between one day and one week	Between one week and one month	Between one month and six months
Time to restore service For the primary application or service you work on, how long does it generally take to restore service when a service incident or a defect that impacts users occurs (e.g., unplanned outage or service impairment)?	Less than one hour	Less than one day ^a	Less than one day ^a	Between one week and one month
Change failure rate For the primary application or service you work on, what percentage of changes to production or released to users result in degraded service (e.g., lead to service impairment or service outage) and subsequently require remediation (e.g., require a hotfix, rollback, fix forward, patch)?	0-15% ^{b,c}	0-15% ^{b,d}	0-15% ^{c,d}	46-60%

We are here

← 4,5h

DIGITAL EXPERIENCE EXCELLENCE KPIS



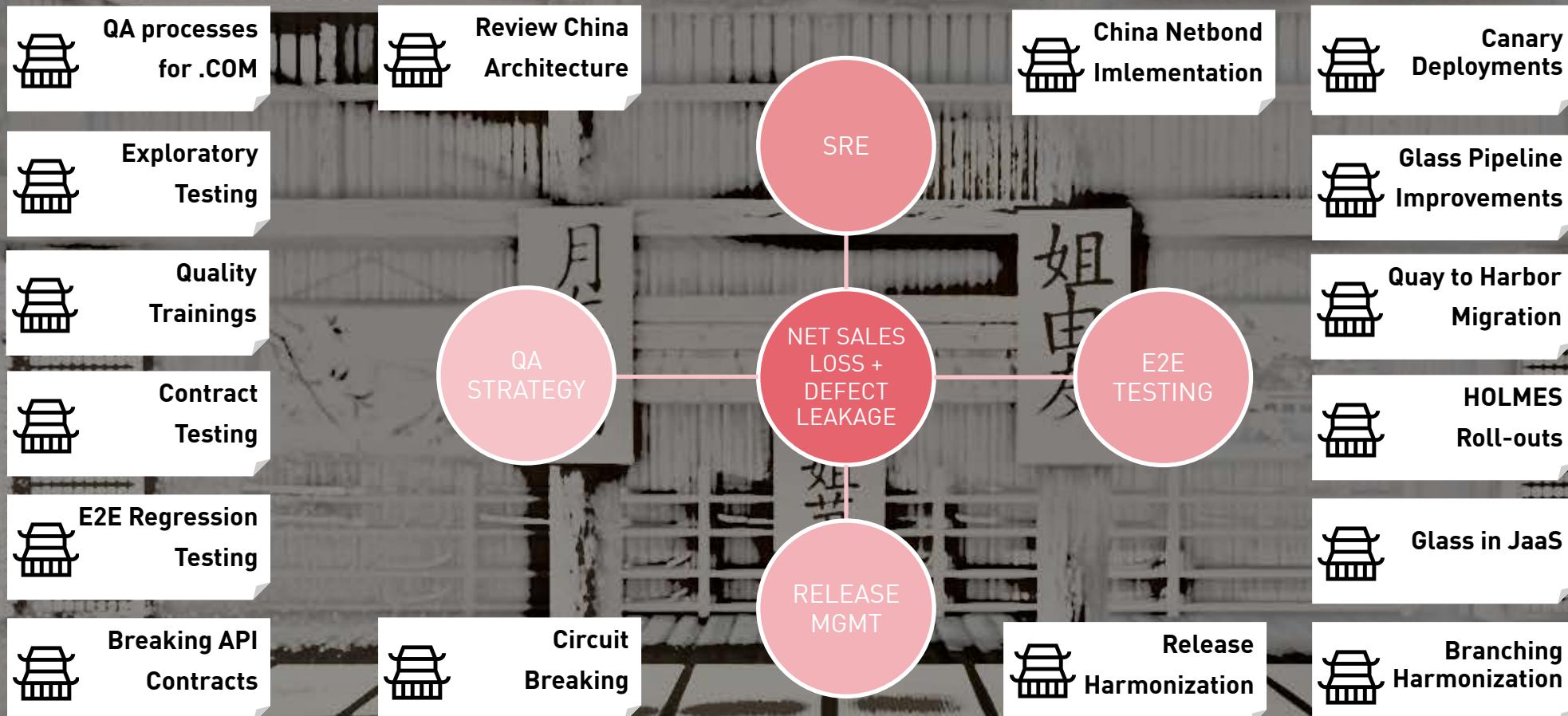
BUY SPORTS BRA

BUY TIGH

EVERYTHING FOR TRAINING



DOJO - NEW INTERACTION MODEL FOR COLLABORATION ENGAGEMENTS



PEERS-GAME

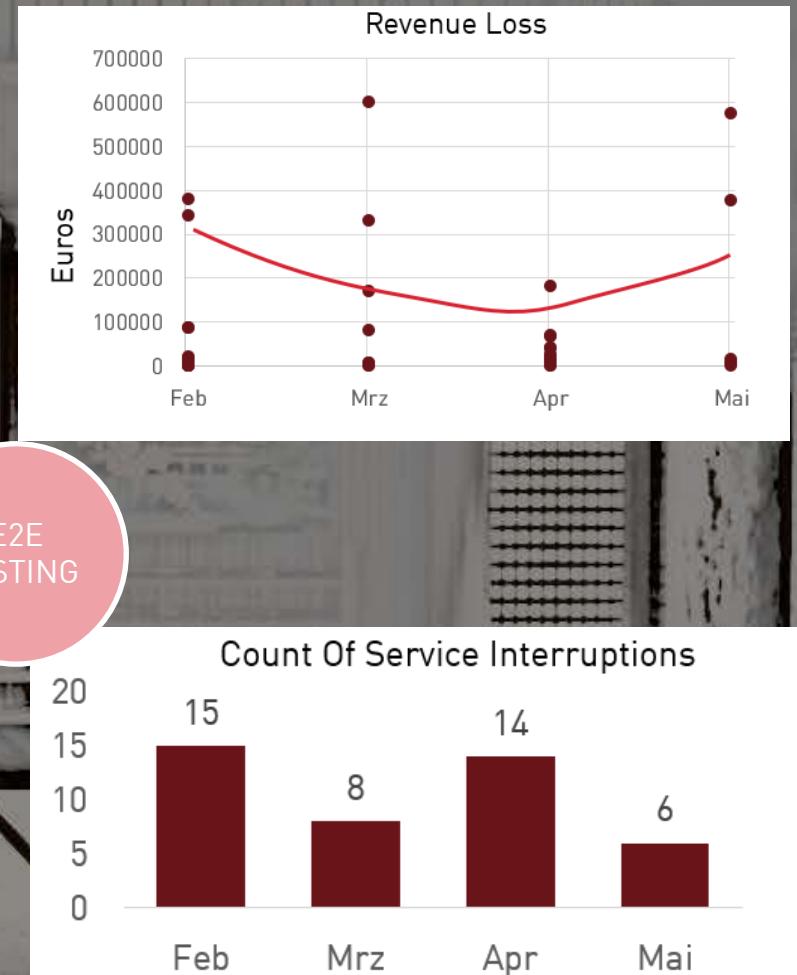
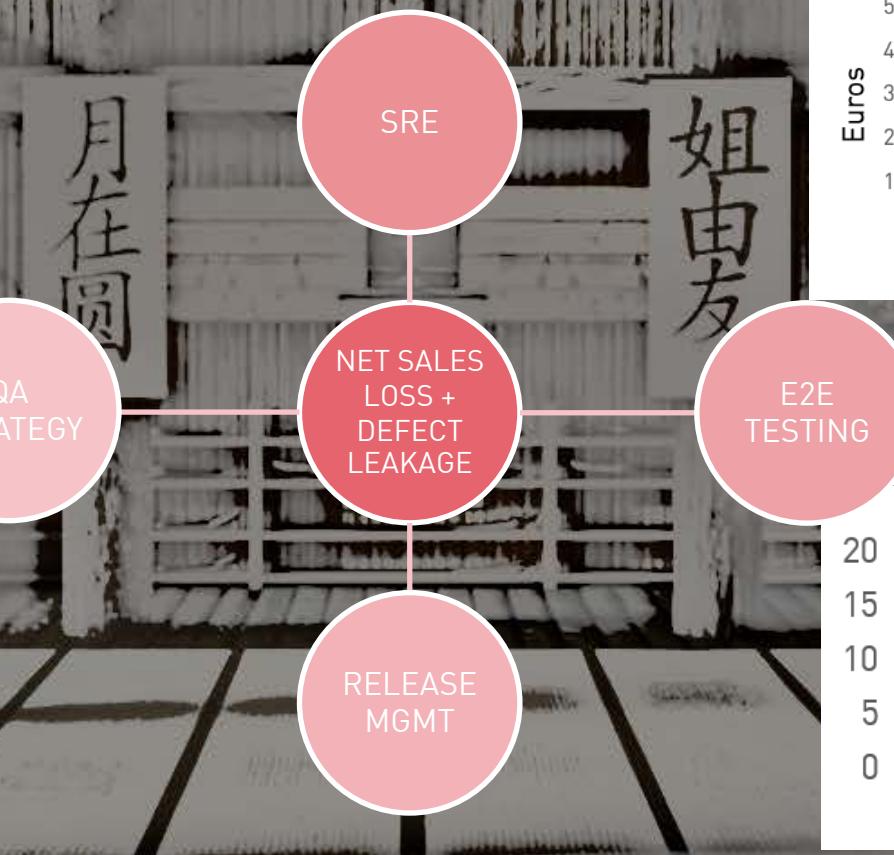
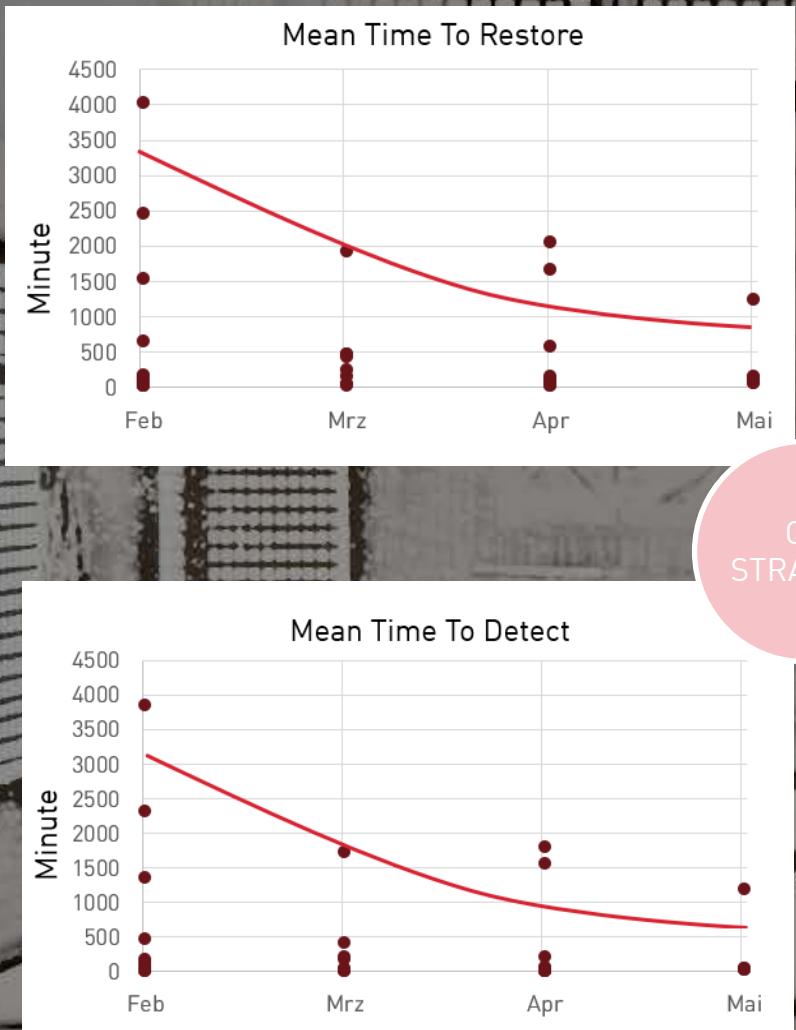


TIME-BOUNDED



VALUE/KPI BASED

DIGITAL EXPERIENCE EXCELLENCE RESULTS



CLOUD STRATEGY 2.0



CLOUD STRATEGY 2.1.4



LOCK-IN



SECRET KEY TO AVOID LOCK-IN



LOCK-INS WE LOVE



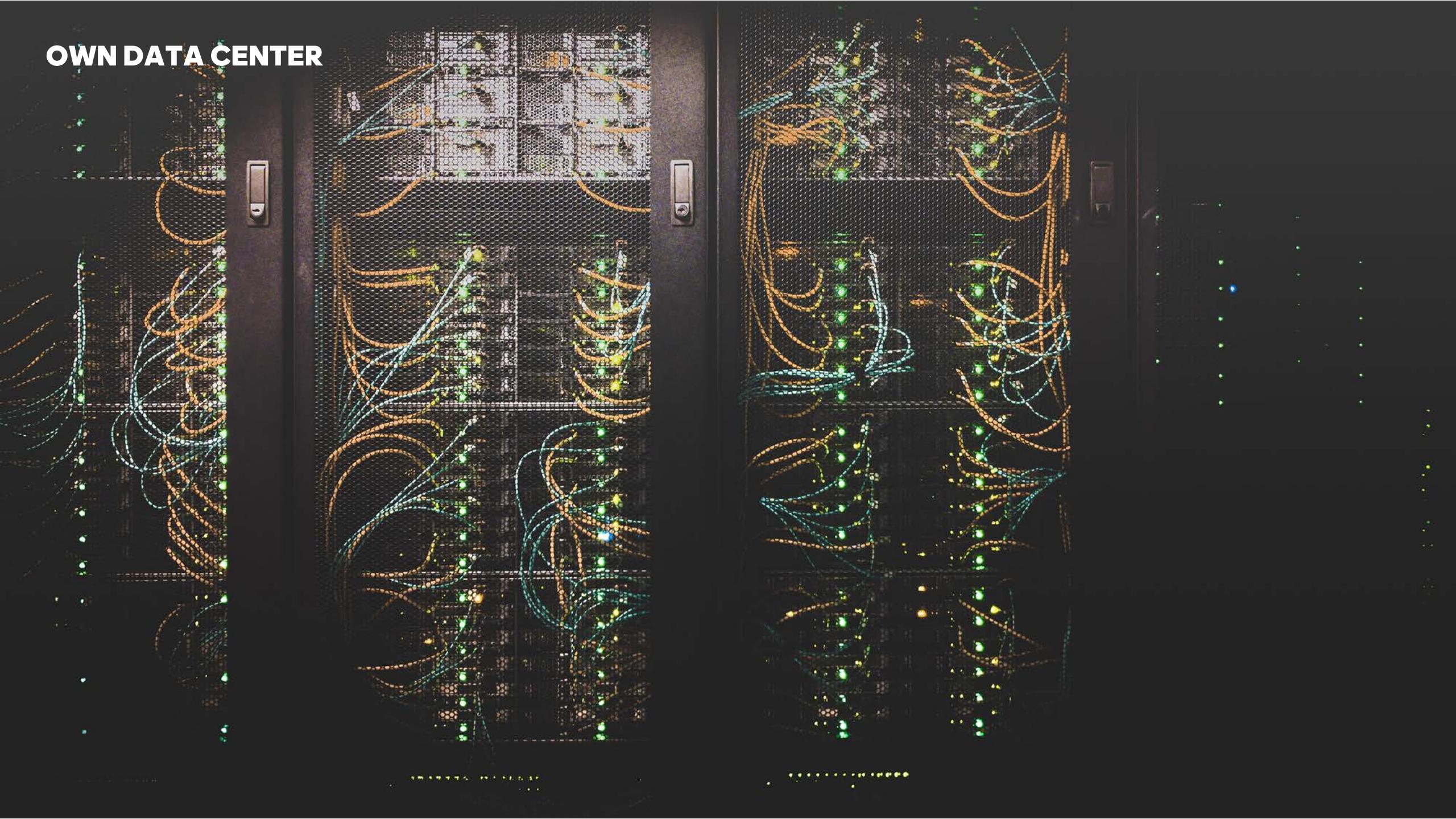
EXIT STRATEGY



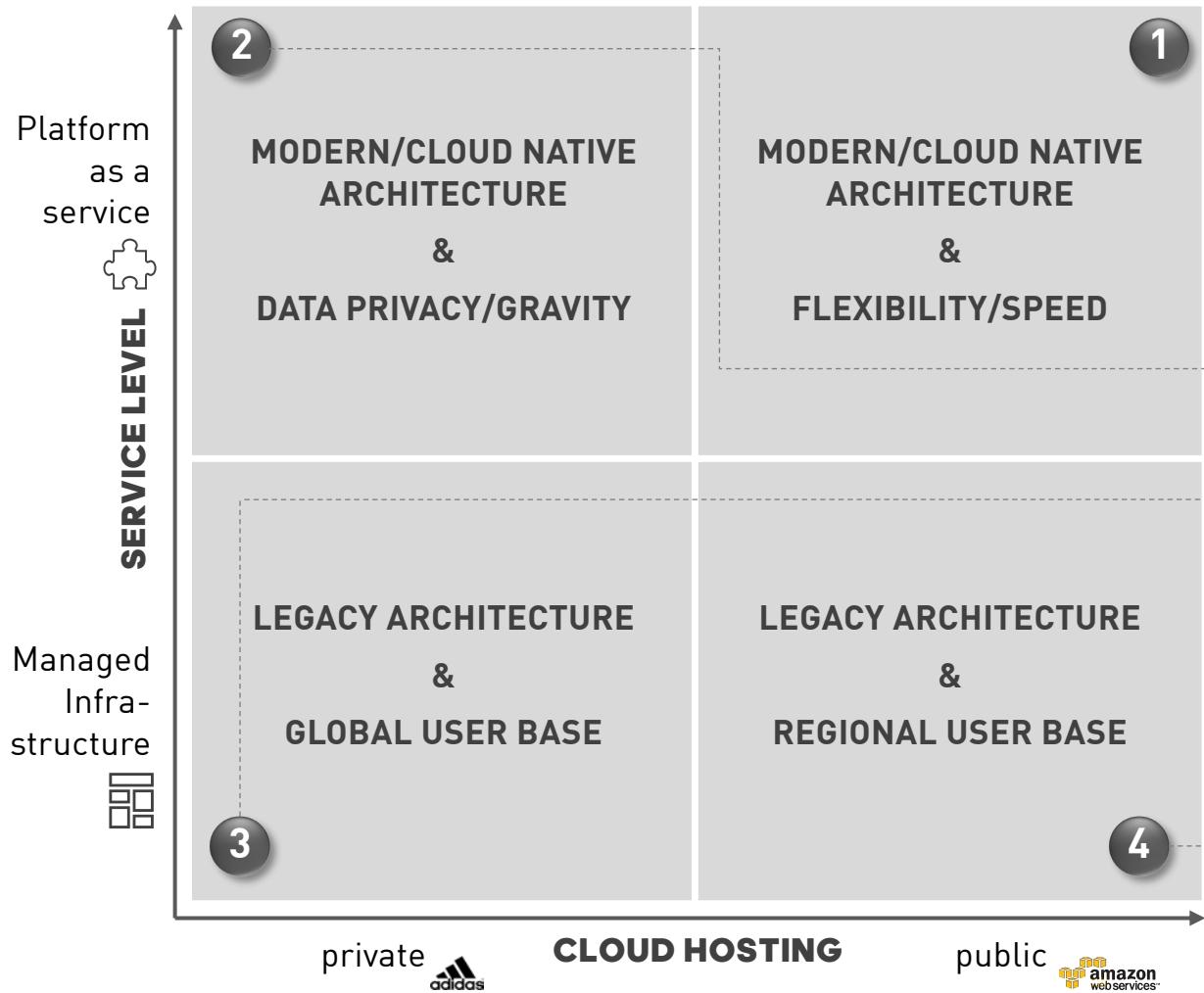
HYPERSCALER WE WORK WITH



OWN DATA CENTER



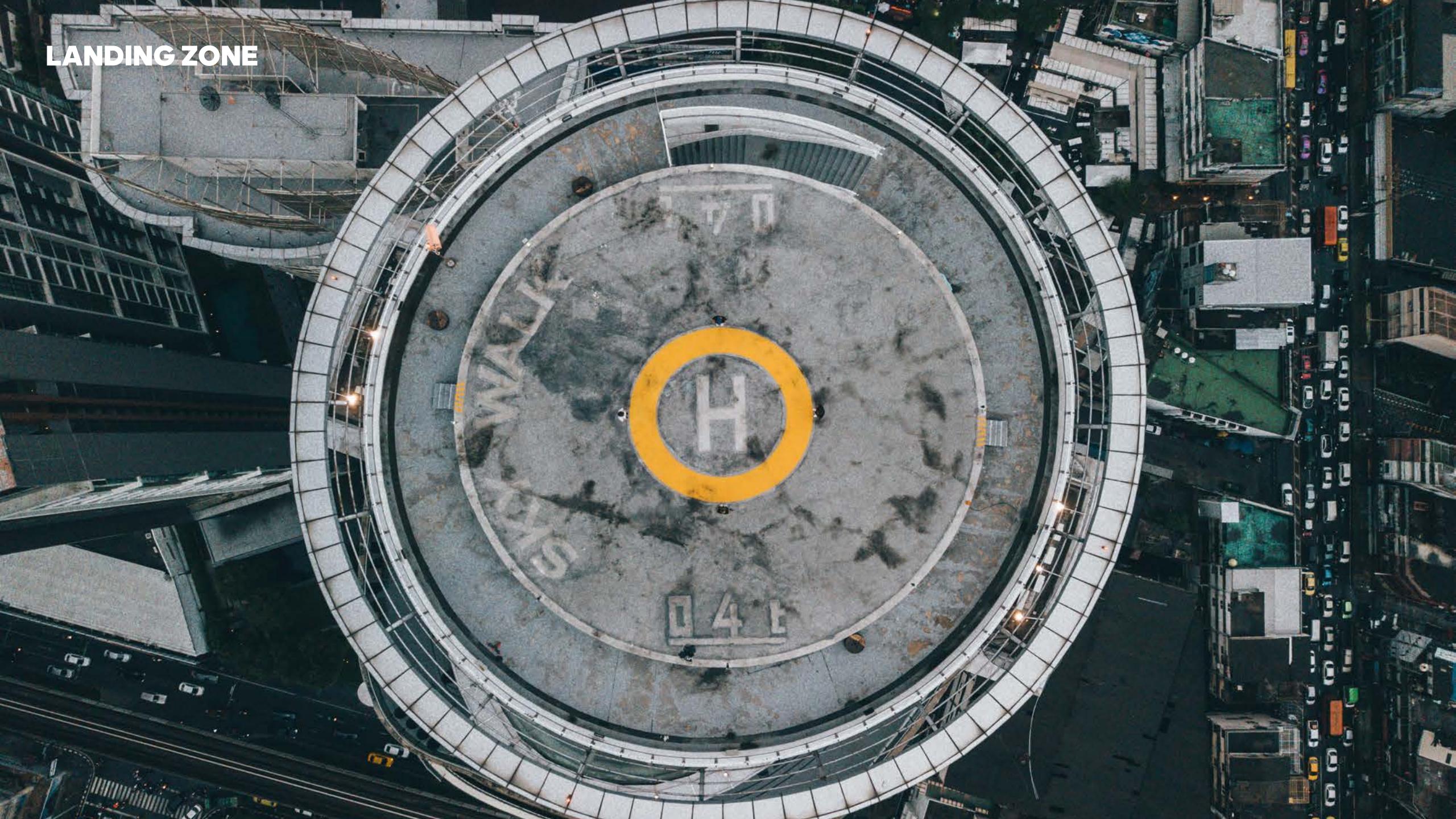
OUR CLOUD QUADRANT



EXPLANATIONS

- 1 The sweet-spot for the digital differentiation by leveraging the benefits customization, scalability and flexible cost models ~25%
Examples: eCom, Big Data
- 2 Highly customizable systems, ready to leverage the cloud benefits but staying on-prem prevents them from full flexibility ~ 10%
Examples: Digital Creation, BI
- 3 Commercial and Legacy Products hosted on traditional always-on infrastructure, where private provides more value for the money ~ 40%
Examples: Warehouse Management, Retail
- 4 Commercial and Legacy Products hosted on public cloud due to lack of own DC. Valid at small scale ~ 25%
Examples: Korea eCom, China CRM

LANDING ZONE



“STEALING” IDEAS



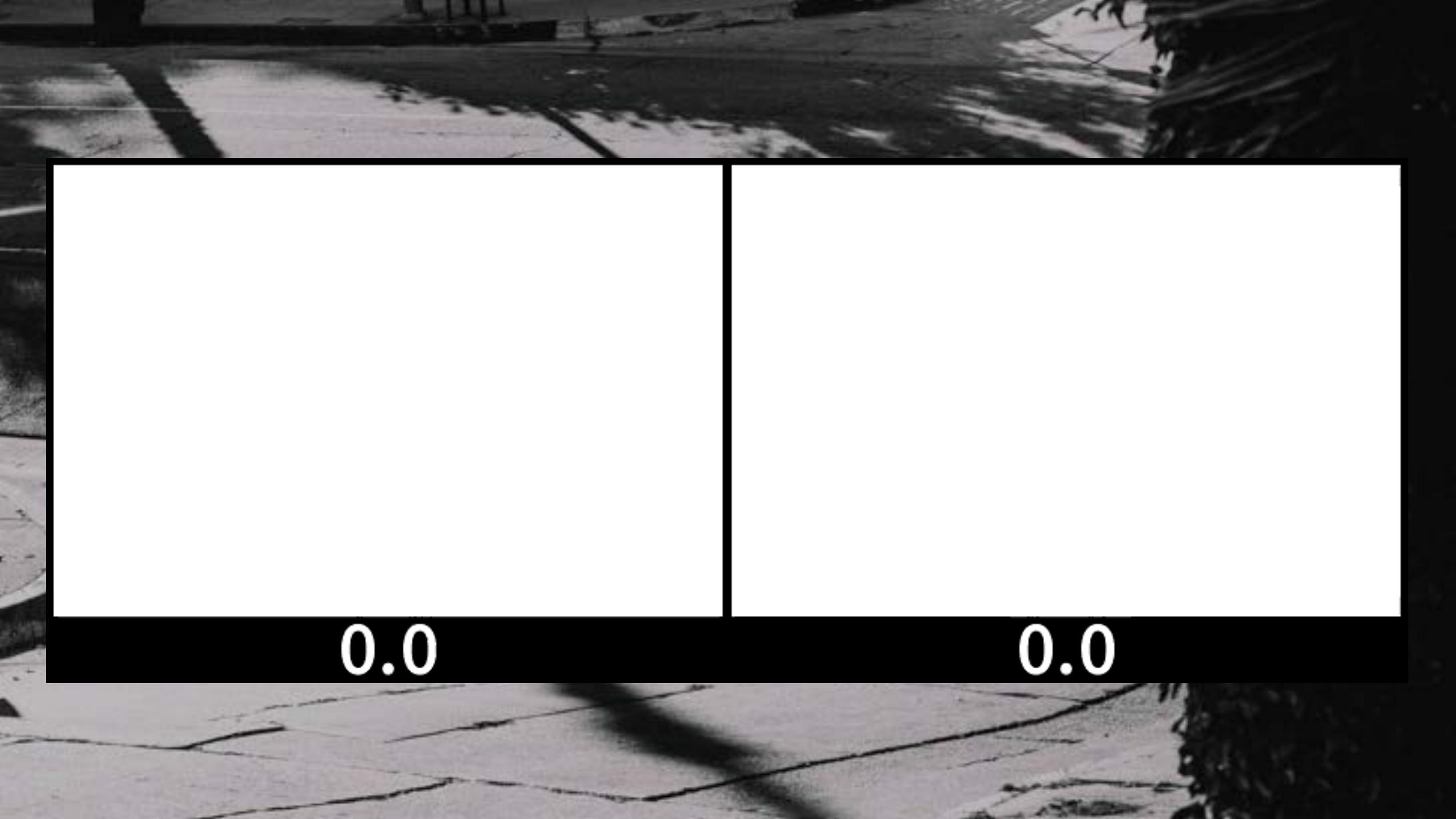
OPEN





ARCHITECTURAL FITNESS FUNCTIONS





0.0

0.0

FAILURES



FINANCIALS



DASHBOARD



DATA LAKE



FILLING WITH A GARDEN HOSE



DATA BUCKETS



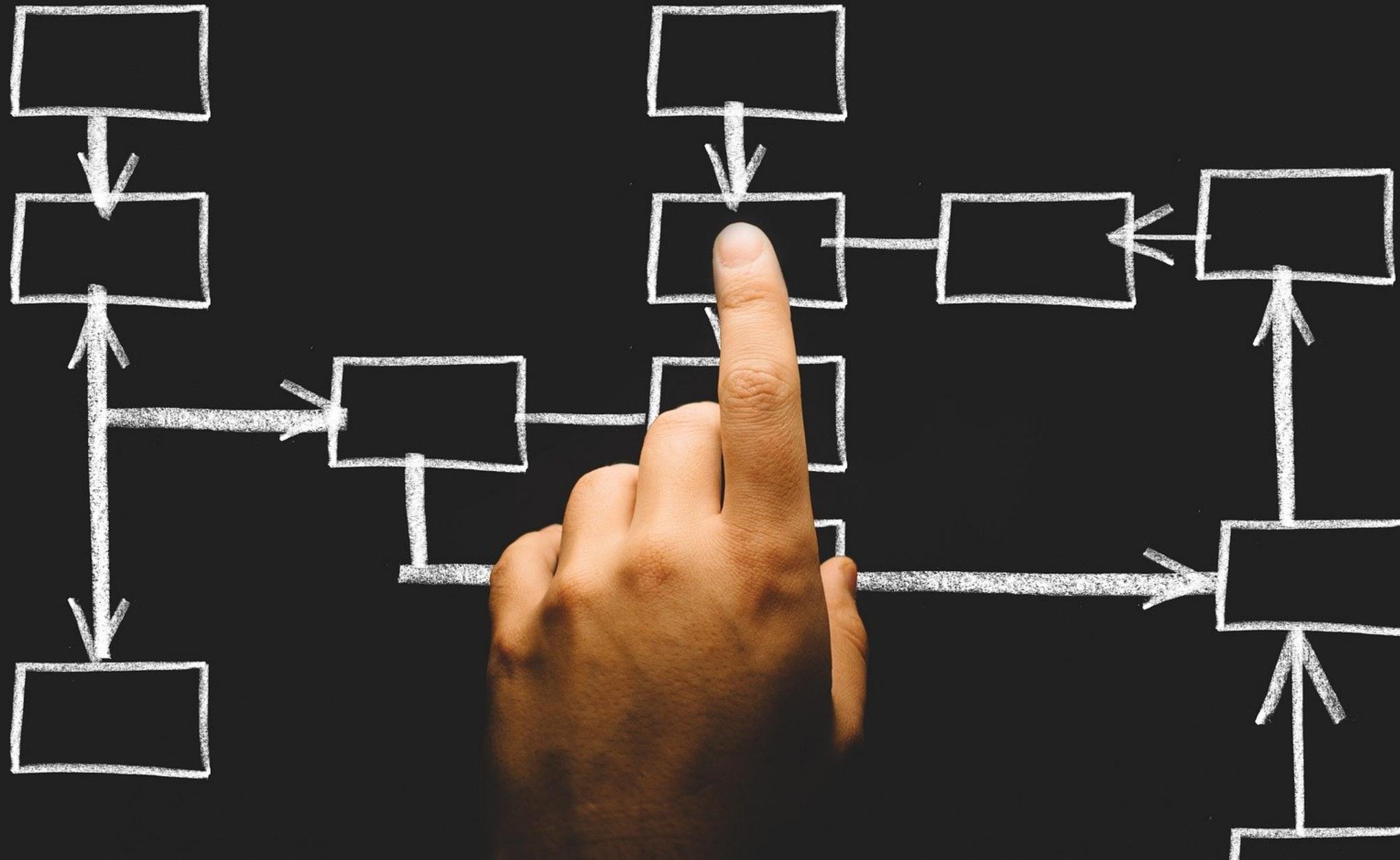
DATA PUDDLES



DATA MESH



ORGANIZATIONAL DESIGN



CHANGE IS A TEAM SPORT



CASHISQUEEN - HOW TO MAKE EFFICIENCIES FUN

¶ Tech Community

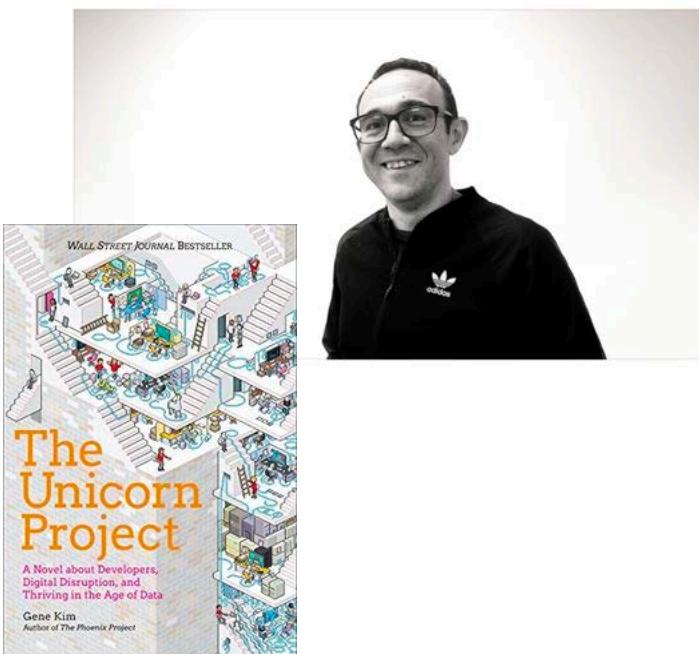
Silvero, Teresa1 – April 17 at 01:53 PM
ANNOUNCEMENT: #casisqueen

QUEEN CASH -AKA #casisqueen first accolade ceremony is taking place right now, she has decided that the first winner of the Quest, Lopez, Rafael will be appointed as "Knight of the Order of the Nite Jogger"

#casisqueen decision was not taken lightly, Rafa has shown his dedication since the very beginning of the venture, showing nothing but full commitment to the requested tasks and expectations.

He has also complied with the three foundations she was looki... [expand >](#)

cc: Cormago, Fernando, Maria Viyuela, Daniel Fraile, Helmut Frankenbach, Sebastian Huber, Jover, Virginia, Lucas De Souza, Blas, Diana, Florian Zschetsche, Kirsten Sons, Burne, Darren, Adrian Crespo, Fraj, Laura, Nestor Tomas, and 25 others



¶ Tech Community

Silvero, Teresa1 – April 24 at 11:47 AM – Edited
ANNOUNCEMENT: #casisqueen

The troubadour is singing "Life on Mars?" by David Bowie upon the arrival of our QUEEN CASH (#casisqueen) to one of our most secluded and remote Islands in the adidas Tech Kingdom.

Island of "The Watchers" holds many myths and stories, did you know most of them are descendants of the first Pirates that decided to settle down at our shore years and years ago? Oldest tales even link them to mythical creatures like *mermaids, warlocks and tritons* living amongst them a... [expand >](#)

cc: Cormago, Fernando, Alfred Dresslein, Harrison, Stephen, Dominik Meier, Ignacio Alzorriz, Cesar Somalo, Fragstein, Conrad, Martin Bernau, Branden Newman, Mario Redón, Shah, Vivek, Florian Zschetsche, Janet Kart, Matthias Diemer, and 33 others



Amazon.com: The Unicorn Project: A Novel about Developers, Digital Disruption, and Thriving in the Age of Data
www.amazon.com
...

[UNLIKE](#) [REPLY](#) [SHARE](#) ...

¶ Tech Community

Silvero, Teresa1 – May 8 at 11:17 AM
ANNOUNCEMENT: #casisqueen

I remember when he first arrived to the "Tech Enablement Borough", and thinking: "he is surrounded by some very particular fellows, let's see how that works out in our Tech Community Kingdom!"

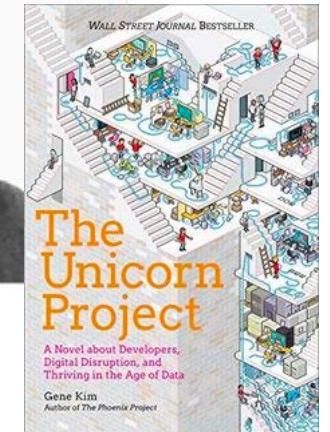
Later on, he was kind enough to introduce me to, what he named his crew: "Robots"...and by then I was already mesmerized by most of them; the different personalities, the things they could achieve, all those stories they were able to tell me...hypnotizing.

And then, I realized Ghadban, Moh... [expand >](#)

cc: Cormago, Fernando, Martin Bernau, Amzani, Samir, Carolina Cruz, Matthias Diemer, Alfred Dresslein, Dominik Meier, Janet Kart, Liviu Fodor, Johannes Haendler, Ibrahim Guenes, Philipp Merz, Robert Lenz, Umar Saeed, and 17 others

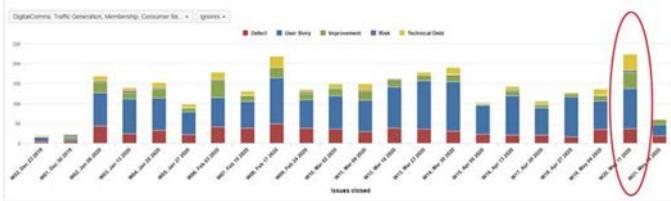


[UNLIKE](#) [REPLY](#) [SHARE](#) ...



DEVOPS AND GAMIFICATION EVERYWHERE

GAME OF TECHNICAL DEBT



OPERATIONAL ANALYTICS

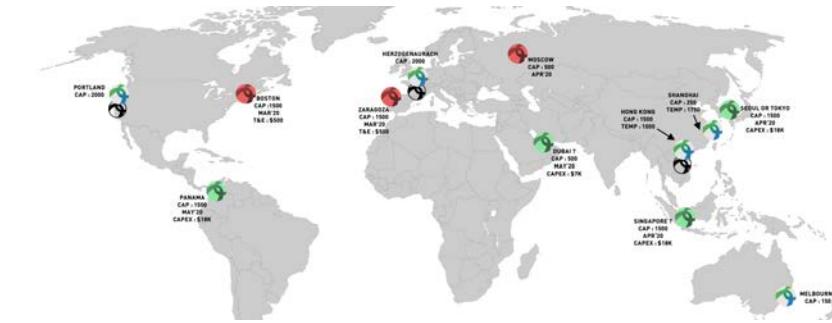
Local ownership	Layer	Population & X-domain complexity	Concepts and tools	Learning & intro curves	Onboarding
Central ownership	Spoke/ module content - data models, ETLs, etc.		DWH: ++++++++ ETL: +++++++ SQL: +++++++ CI: + git: +		
	QA framework - testing consistency, etc.		DWH: ++++++++ Testing: ++++ CI: +++ git: +++ python: +		
	Architecture, templates, deployment mechanics, technical tools		Architecture: ++++++++ CI/DevOps: +++++++ git: +++++++ python: +++++++ docker: ++++++		

Consumer Engagement
Teams gamifying the
velocity improvements
thanks to Flow Framework

Applying step-by-step guidelines
from Accelerate for decentralizing
Operational Analytics into the
markets



NETWORK AND IDENTITY



More and more, teams closer
to the infrastructure stack
applying DevSecOps
Principles, visualizing their
backlog and celebrating
success

008

LICENSE TO AUTOMATE





THANK YOU!