

A grayscale photograph of three runners in motion on a track. The runner in the foreground is a woman with dark hair tied back, wearing a dark singlet and leggings. Behind her are two other runners, one in a white singlet and the other in a dark singlet. The image is slightly blurred to convey a sense of speed.

adidas

FROM 6-EYE PRINCIPLE TO RELEASE AT SCALE

FERNANDO CORNAGO, VIKALP YADAV AND ANDREIA OTTO

ADIDAS DIGITAL TECH 2021



FERNANDO CORNAGO

VP DIGITAL TECH



VIKALP YADAV

SR.DIRECTOR DIGITAL SRE OPERATIONS

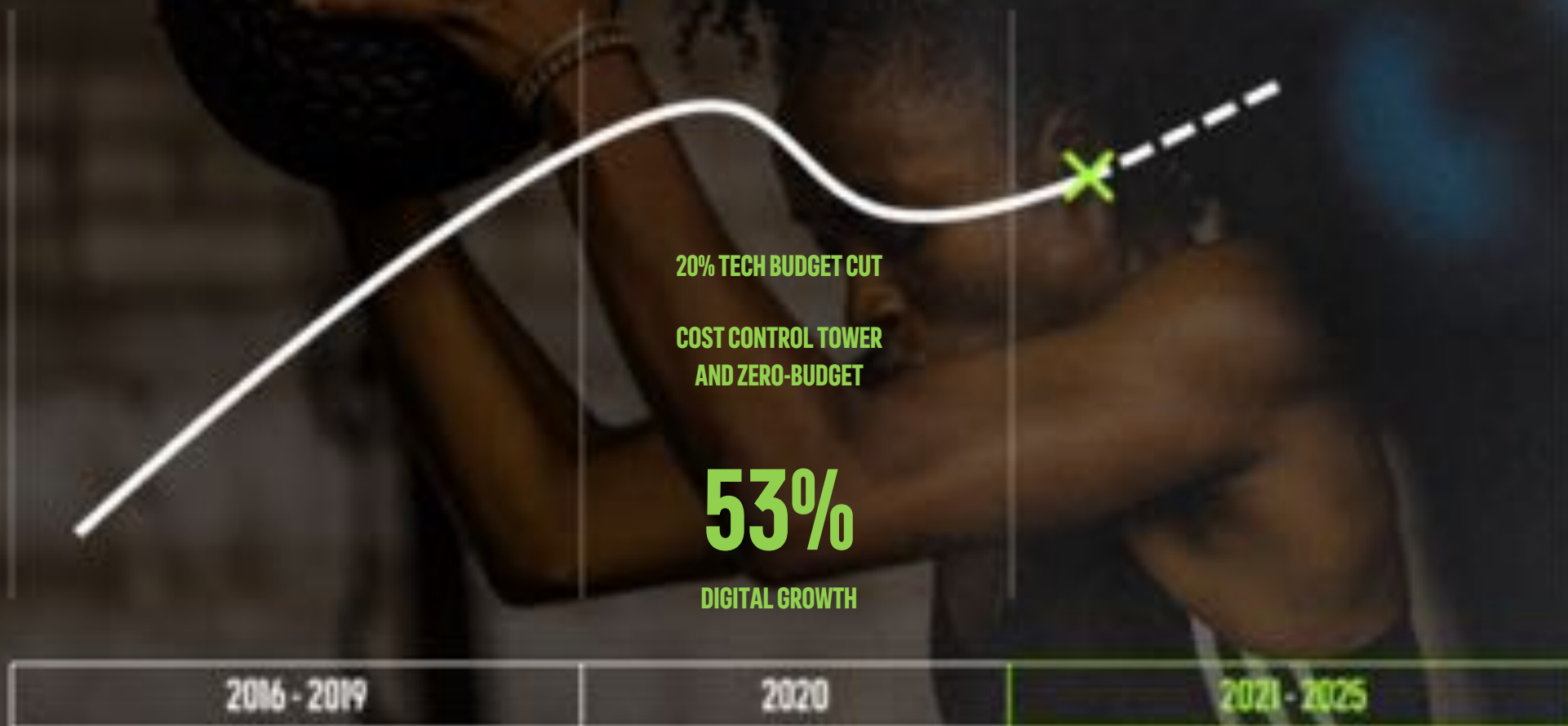


ANDREIA OTTO

SRE CHAMPION WnM SERVICES

EXCITING MOMENT ON GROWTH JOURNEY

TOP-LINE TRAJECTORY



2016 - 2019

2020

2021 - 2025

OUR PRODUCT DOMAIN MAP AS BASE OF OUR DECISIONS



TECH INVESTMENT STRATEGY



WIN

Prioritize invest to create differentiated competitive advantage by **engineering best-in-class solutions**



COMPETE

Constrain costs by leveraging market leading **3rd-party solutions with limited customization**

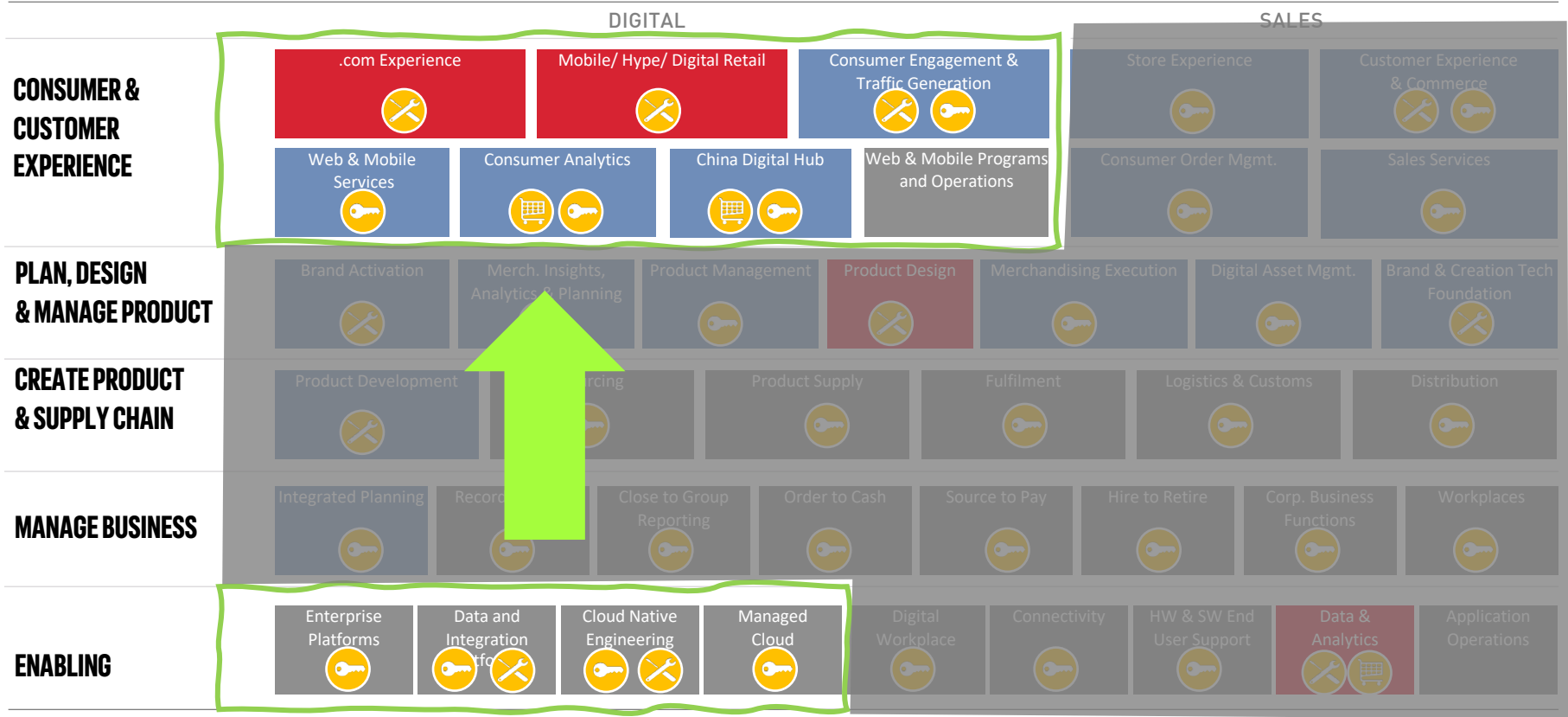


FOUNDATIONAL

Evaluate spend through lens of **maximizing business & tech cost efficiencies**

DOMAINS

PRODUCT AREAS



LEGEND:



Build: Where we must differentiate and have existing capability, accelerate internalization and utilize best of breed partners (niche specialist)



Rent: Where we want to drive efficiencies, leverage out of the box software (SAAS or COTS) and minimize customization



Buy: Where we must differentiate but lack capability, explore acquisition, acquire or JV opportunities

OWN THE GAME



SPORT

GROWTH

EXPERIENCE

FROM

A REGIONALLY FOCUSED,
LARGELY E-COM CENTRIC
LOYALTY PROGRAM,
REWARDING PURCHASES

A WHOLESALE-
DRIVEN BUSINESS

6 GLOBAL KEY CITIES WITH
TOKYO, SHANGHAI, PARIS,
LONDON, NEW YORK AND
LOS ANGELES

TO

MEMBERSHIP

OFFERING UNIQUE
EXPERIENCES AND
PRODUCTS ACROSS ALL
CONSUMER TOUCHPOINTS

DTC

A DTC-LED BUSINESS, WITH E-
COM AND OWN RETAIL AS OUR
PRIMARY CHANNELS TO
ENGAGE WITH OUR CONSUMERS

KEY CITIES

12 GLOBAL KEY CITIES,
ADDING MEXICO CITY, BERLIN,
MOSCOW, DUBAI, BEIJING AND
SEOUL



**FROM TECH AS A
SERVICE DEPARTMENT**

**TO A CORE
COMPETENCY AND
VALUE DRIVER**



DIGITAL

OUR TEAMS

Bring data and technology expertise in-house

Scale teams across seven Tech hubs around the world

Integrate Tech and Business teams to drive accountability

DIGITALIZING THE CORE

Build an end-to-end connected company from creation-to-shell

Expand our creation engine to build 3D products at scale

Harmonize data and processes via rollout of S/4HANA until 2025

DATA & ANALYTICS

Leverage in-depth, real-time insights to improve decision making

Establish standalone D&A organization

Enter into partnerships and invest in specific D&A capabilities

RIGHT SOURCING | OPERATING MODEL TAYLORED FOR ADIDAS

ORGANIZATIONS ARE LIVING CREATURES ADAPTED TO THE HUB VISION AND THE REALITY OF EACH MARKET



**BRING DATA & TECHNOLOGY
EXPERTISE IN-HOUSE**

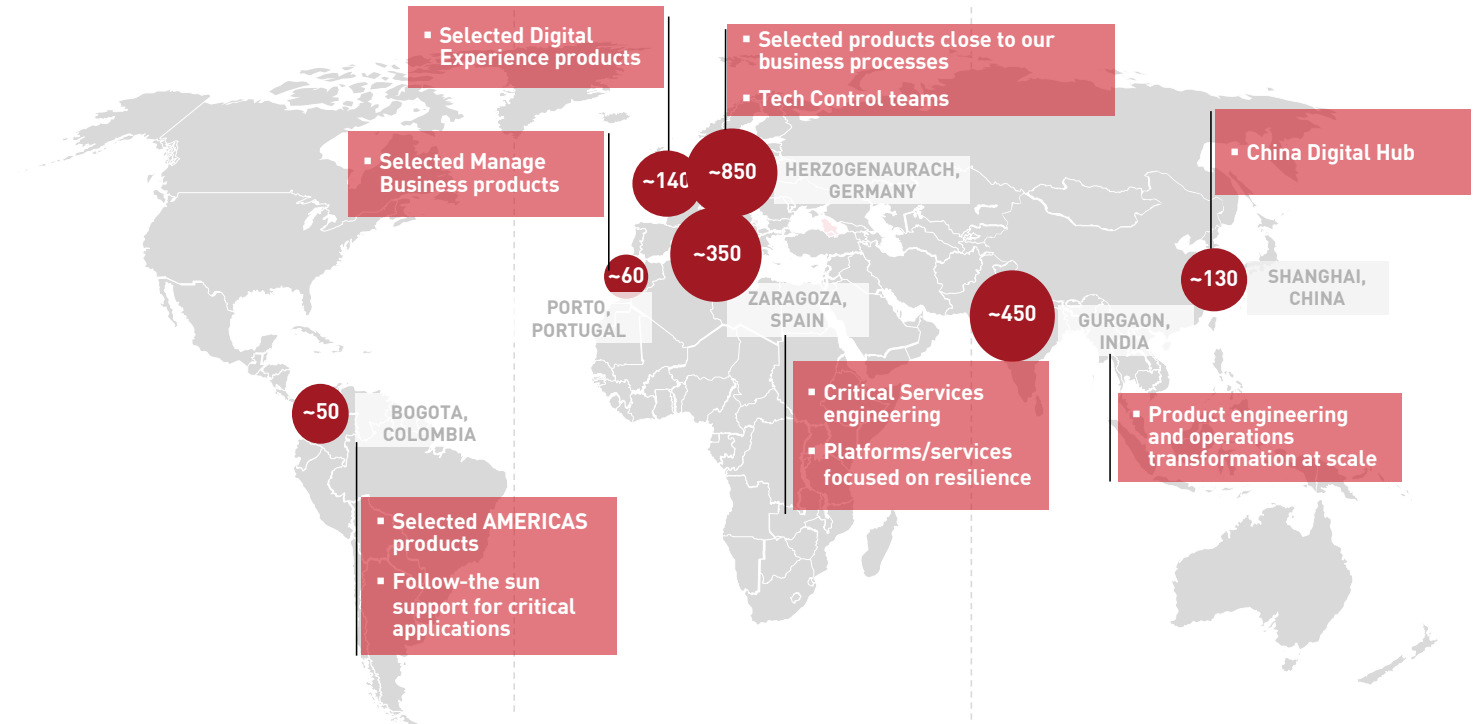
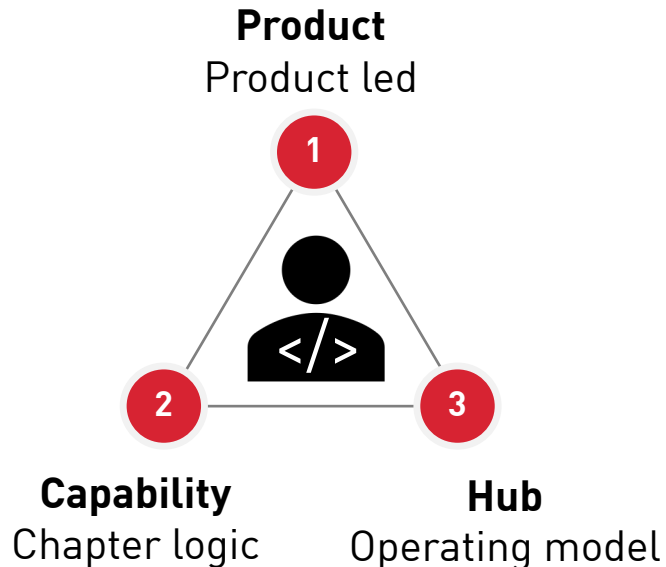


**INTEGRATING TECH AND BUSINESS TO
DRIVE END-TO-END ACCOUNTABILITY**



**EMPOWERED TO SHAPE GLOBAL
CAPABILITY**

Tech Hubs are global **strategic locations** with a significant capacity of Tech resources. Global footprint ensures access to **global talents** and diverse **skills**.



WHAT OUR BUSINESS SAYS ABOUT TECH



SCOTT ZALAZNIK, SVP DIGITAL

THANK YOU FOR DELIVERING THE **BIGGEST GROWTH IN OUR MOST DIFFICULT TIME EVER**

ADIDAS SHOULD BE THE **MOST TECHNICALLY SAVVY** AND PROGRESSIVE WITH REGARDS TO OUR WAYS OF WORKING

WE WILL ONLY WIN WITH **TECH AT OUR CORE AND DATA AS OUR CATALYST**
THERE ARE NO REPORTING LINES OR BATCHES, ENGINEERS AND ARCHITECTS SHOULD **SPEAK UP** IN PRODUCT CONVERSATIONS

NIGEL GRIFFITHS, SVP SALES

ONLY BY UNDERSTANDING **DATA ACROSS OUR ENTIRE VALUE CHAIN** WE WILL BE IN THE POSITION TO IMPROVE OUR PRODUCT DESIGN, SUPPLY CHAIN OR FORECASTING.

I DON'T GO ANYWHERE WITHOUT **TECH ON THE TABLE**



A black and white photograph of a male sprinter in mid-stride during a race. The athlete is wearing a light-colored singlet and dark shorts with a light-colored stripe down the side. He is looking forward with a focused expression. The background is a blurred crowd of spectators.

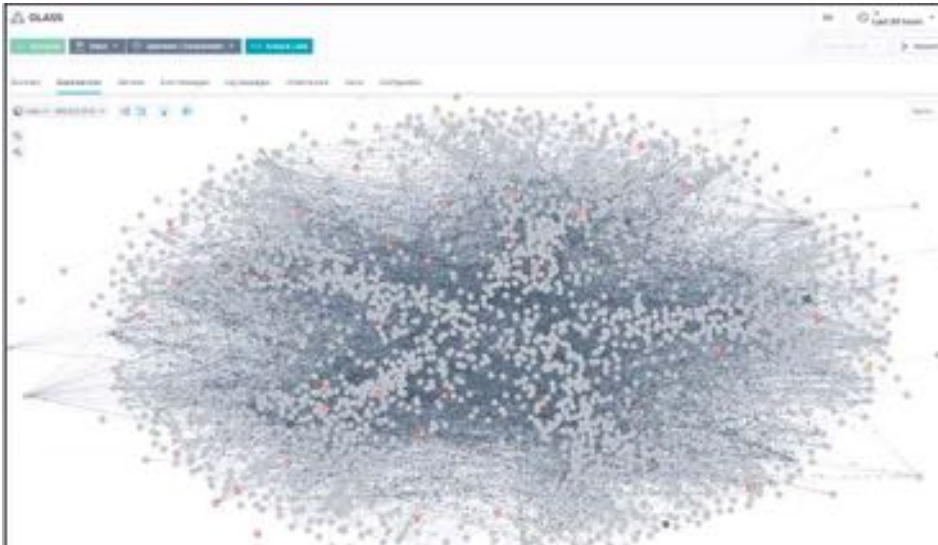
A REAL STORY ABOUT VOLUMES





10X | GROWTH MINDSET

TECHNICAL, PROCESS AND TEAM DEPENDENCIES NEED TO BE TREATED AS LIVING COMPONENTS OF YOUR ECOSYSTEM



22000 K8S SERVICES
450 MILLION LOC
1.5 MILLION REQUESTS PER SECOND
3 BILLION LOGS PER DAY



59 DIGITAL PRODUCTS
150-200 FEATURE TEAMS
1500 ENGINEERS





NOVEMBER 2020

A VERY
EXPENSIVE 6-EYE
PRINCIPLE

**CONSUMER
EXPERIENCE ON
OUR BIGGEST
SHOP HAS TO BE
AS RELIABLE AS
OUR PRODUCTS**



10X MINDSET
IS NEEDED TO RUN
A 9 BILLION SHOP AT THIS
MIND BOGGLING SCALE



PEAK ORDER RATE

**3000
ORDERS/MIN**



CONSUMER COMMS

11 B
168 M MEMBERS



HYPE DROP VISITS

1.5 M/SEC
OVER 200 HYPE DROPS IN
2020

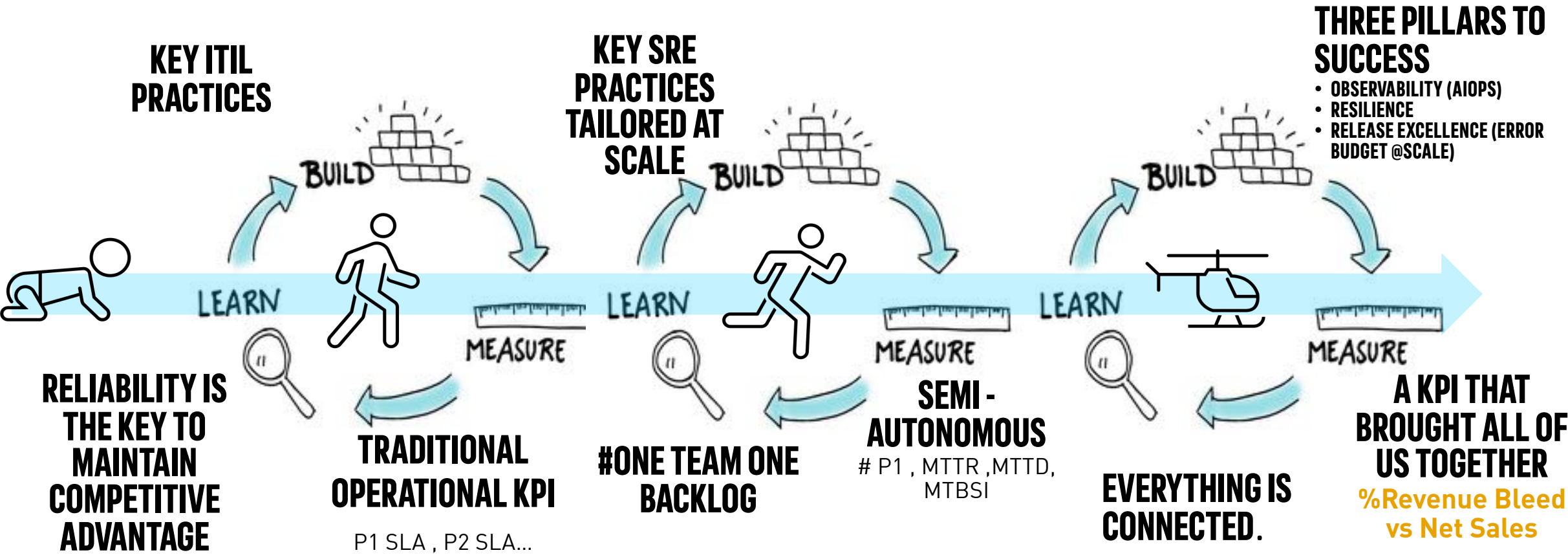


**PRODUCTION
DEPLOYMENTS**

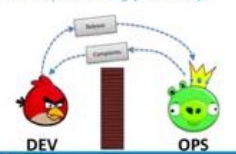
**MULTIPLE
DEPLOYMENTS
PER DAY**

OUR JOURNEY FROM A RELIABLE TO A STABLE AND RESILIENT CONSUMER EXPERIENCE

EVOLUTION OF STABILITY AND RESILIENCE KPIS TO MORE BUSINESS FOCUSED



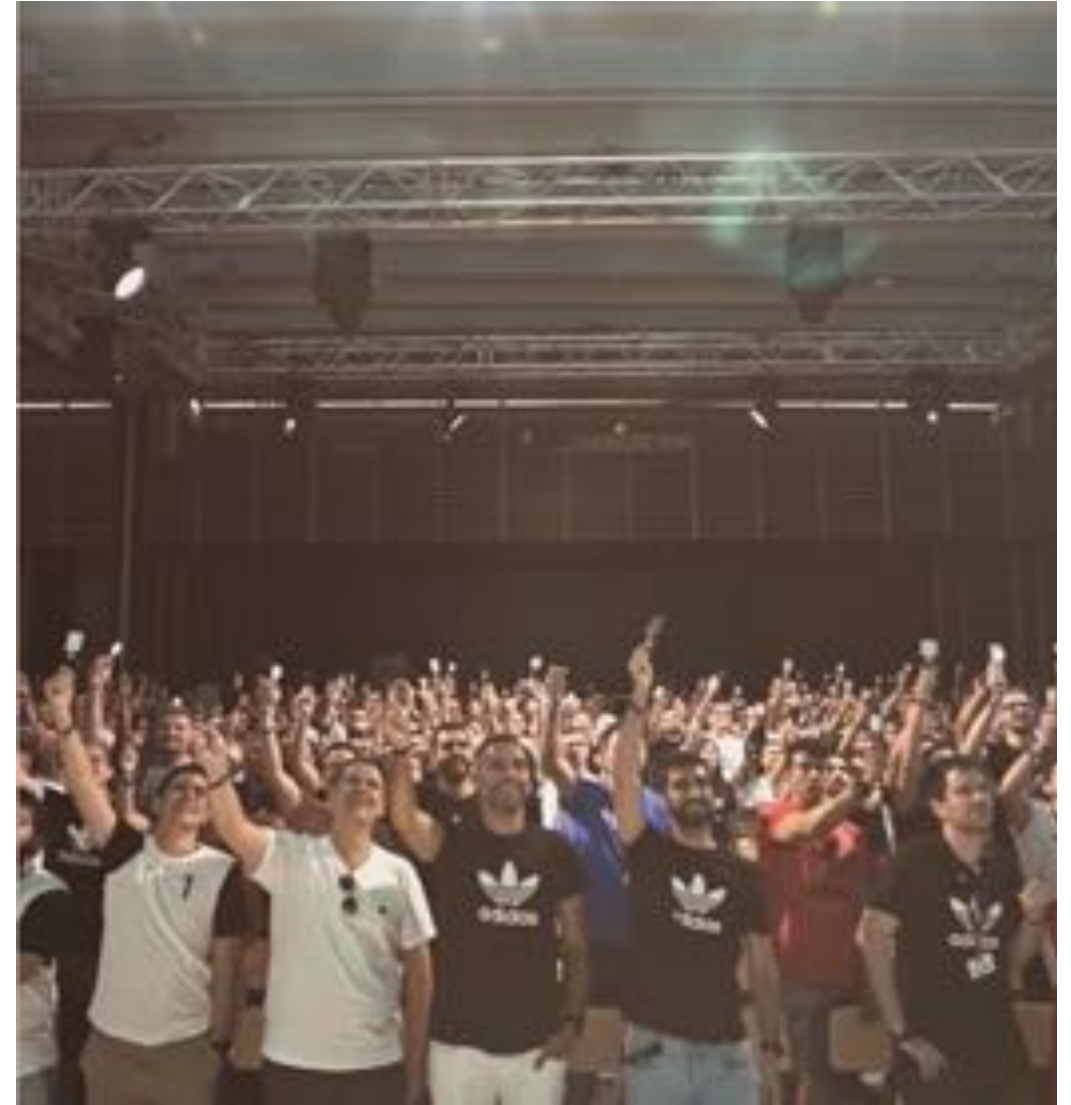
Non-stop Battle: Angry Dev vs Ops



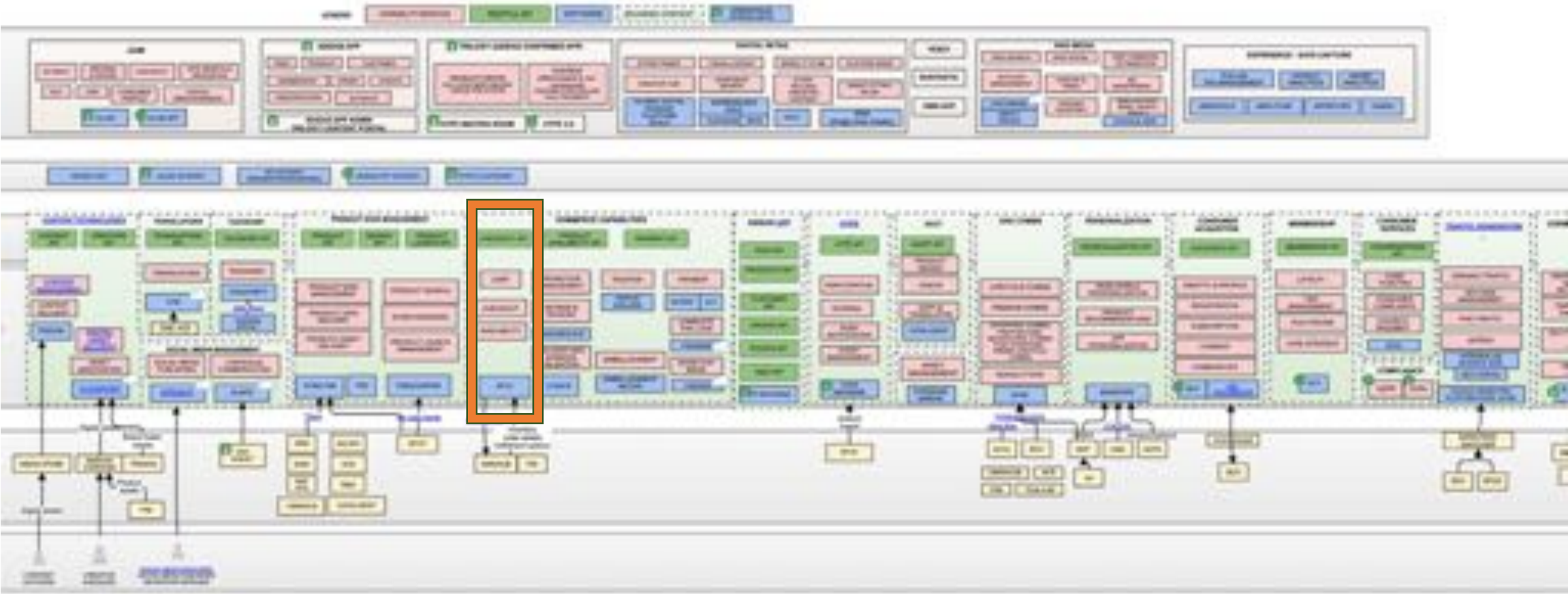
RELEASE FITNESS

“BUY FREEDOM FOR THE PRODUCT TEAMS”

THROUGH
AFFORDABLE GOVERNANCE
AND FOCUS ON
VALUE STREAM STABILITY



ADIDAS WEB AND MOBILE



Challenges

FROM COUPLE OF SERVICES IN PRODUCTION TO
DEVELOPING DIGITAL PRODUCTS AT SCALE

- **3 VPs in a room to approve releases**
- **Release process with manual input**



Release Go/No-Go Self Assessment Form - Step 1 Define Artifacts

Release Go/No-Go Self Assessment Form - Step 1 Define Artifacts												
Component	Category	Release	Asset Strategy	Asset Management	Release Management	Asset Data	Asset Metadata	Asset Lifecycle	Asset Integration	Asset Security	Asset Compliance	Asset Governance
Asset Strategy	Asset Strategy	Asset Strategy	Asset Strategy	Asset Strategy	Asset Strategy	Asset Strategy	Asset Strategy	Asset Strategy	Asset Strategy	Asset Strategy	Asset Strategy	Asset Strategy
Asset Management	Asset Management	Asset Management	Asset Management	Asset Management	Asset Management	Asset Management	Asset Management	Asset Management	Asset Management	Asset Management	Asset Management	Asset Management
Release Management	Release Management	Release Management	Release Management	Release Management	Release Management	Release Management	Release Management	Release Management	Release Management	Release Management	Release Management	Release Management
Asset Data	Asset Data	Asset Data	Asset Data	Asset Data	Asset Data	Asset Data	Asset Data	Asset Data	Asset Data	Asset Data	Asset Data	Asset Data
Asset Metadata	Asset Metadata	Asset Metadata	Asset Metadata	Asset Metadata	Asset Metadata	Asset Metadata	Asset Metadata	Asset Metadata	Asset Metadata	Asset Metadata	Asset Metadata	Asset Metadata
Asset Lifecycle	Asset Lifecycle	Asset Lifecycle	Asset Lifecycle	Asset Lifecycle	Asset Lifecycle	Asset Lifecycle	Asset Lifecycle	Asset Lifecycle	Asset Lifecycle	Asset Lifecycle	Asset Lifecycle	Asset Lifecycle
Asset Integration	Asset Integration	Asset Integration	Asset Integration	Asset Integration	Asset Integration	Asset Integration	Asset Integration	Asset Integration	Asset Integration	Asset Integration	Asset Integration	Asset Integration
Asset Security	Asset Security	Asset Security	Asset Security	Asset Security	Asset Security	Asset Security	Asset Security	Asset Security	Asset Security	Asset Security	Asset Security	Asset Security
Asset Compliance	Asset Compliance	Asset Compliance	Asset Compliance	Asset Compliance	Asset Compliance	Asset Compliance	Asset Compliance	Asset Compliance	Asset Compliance	Asset Compliance	Asset Compliance	Asset Compliance
Asset Governance	Asset Governance	Asset Governance	Asset Governance	Asset Governance	Asset Governance	Asset Governance	Asset Governance	Asset Governance	Asset Governance	Asset Governance	Asset Governance	Asset Governance

or Sheet Step-1 Define Artifacts Step-2 Build Release Step-3 Exit Release Post Release Credit Score

Release fitness

RELEASE BASED ON KPIS

Unique signal based on set of KPIs

Product level

- Error Budget, CI/CD, QA, blocker issues

Value Stream

- Dependencies

Environment

- Platforms
- Releases of the day



WHY KEEP
COMING EVERY
YEAR





THANK YOU!