

```
getElementById("DOES  
2023").style.display = "block";
```

<ADIDAS>



CAPABILITY DIAMOND

*HOW TO VISUALIZE AND COMPOSE THE
CAPABILITIES THAT WILL MAKE US WIN IN
THE MOST DIFFICULT COMMERCE
ENVIRONMENT IN THE LAST 30 YEARS*



<FERNANDO CORNAGO & THOMAS GIELING | DOES AMSTERDAM 2023>



Well, my friend, to win in this tough commerce game, Adidas needs to step up its technology game. First, they must have a clear vision, aligning their goals with the power of technology. Then, they gotta embrace digital transformation, making sure their infrastructure and processes are up to date. Data and analytics are key players, helping Adidas make smart moves based on insights. Next, they need to amp up their e-commerce and omnichannel game, giving customers an unforgettable online shopping experience. And let's not forget about the power of augmented reality and virtual reality. These technologies can take Adidas to the next level, allowing customers to virtually try on shoes or customize designs. Sustainability is also a vital part of the match. By using technology to reduce their environmental impact and promote transparency, Adidas can win over eco-conscious consumers. Lastly, automation and artificial intelligence are game-changers, helping Adidas optimize operations and provide personalized customer support. With these moves, Adidas can be unstoppable in this fierce commerce arena, just like I am on the football field.



Yo, listen up, Adidas fam! In this commerce arena, technology's the key to success, so let's break it down. First, we gotta envision the future, align our goals with tech's power. Next up, embrace digital transformation, upgrading our systems and processes to stay ahead. Data and analytics? They're our secret sauce, giving us insights to make game-changing moves. Now, e-commerce and omnichannel are where it's at. Let's create an online experience that blows minds, seamless and personalized. But yo, here's the real deal—augmented reality and virtual reality! We gotta bring our products to life like never before, immerse our peeps in a whole new world. Sustainability, that's our heartbeat. Use tech to reduce our footprint, be transparent across our whole supply chain. And lastly, automation and AI, they're our superpowers. Streamline our operations, give our customers that personalized touch. With these moves, Adidas will be unstoppable, a true icon in this commerce game. So let's get it, fam, let's bring the heat!



My friend, to triumph in this arduous commerce environment, Adidas must master the art of technology. First, we must envision a clear path, aligning our goals with the power of technology. Embrace digital transformation, ensuring our systems and processes are cutting-edge. Data and analytics are our secret weapons, granting us insightful moves to outsmart competitors. Enhance our e-commerce and omnichannel prowess, delivering an unforgettable online shopping experience to our loyal fans. Augmented reality and virtual reality are the new boots on the pitch, allowing customers to virtually experience our products like never before. Sustainability is in our DNA. Utilize technology to minimize our ecological footprint and promote transparency throughout our supply chain. Lastly, automation and artificial intelligence are the assists we need to optimize our operations and provide personalized support to our valued customers. By embracing these strategies, Adidas will rise to the top, just as I did in the world of sports, leaving a legacy that stands the test of time.



FERNANDO CORNAGO

VP DIGITAL TECH



THOMAS GIELING

SENIOR DIRECTOR, DOMAIN ARCHITECTURE

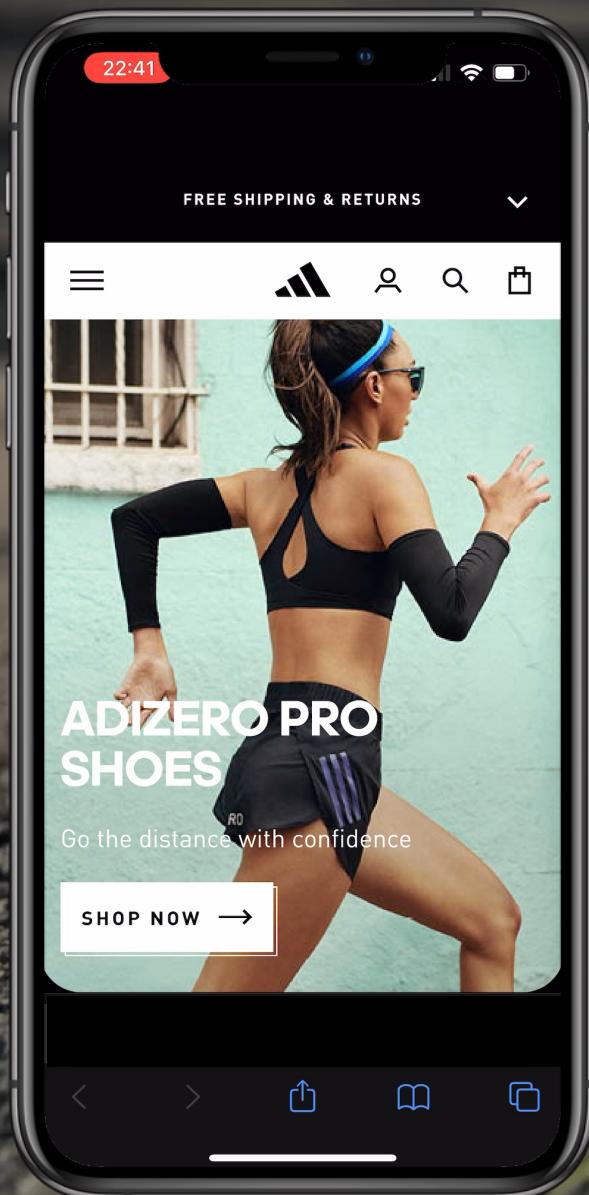
ADIDAS IS IN THE TOP 10 LARGEST MONO- BRANDED ONLINE STORE IN THE WORLD

(*) CONSUMER GOODS INDUSTRY

5 BILLION DIGITAL REVENUE

360 MILLION MEMBERS WORLDWIDE





OUR SCALE AND COMPLEXITY

50M REQ/s

DURING A HYPE DROP

60+

ECOM COUNTRIES

13K+

PRODUCTS RANGED
ACROSS CATEGORIES

REQUIRES TECHNICAL MASTERY

4000

RELEASES A YEAR
5X FASTER IDEA TO VALUE

99%

RELEASE SUCCESS

0.18%

NET SALES LOSS DUE TO
SYSTEM OUTAGE WITH EVER
DECREASING MTTX

1400 ENGINEERS AT PEAK

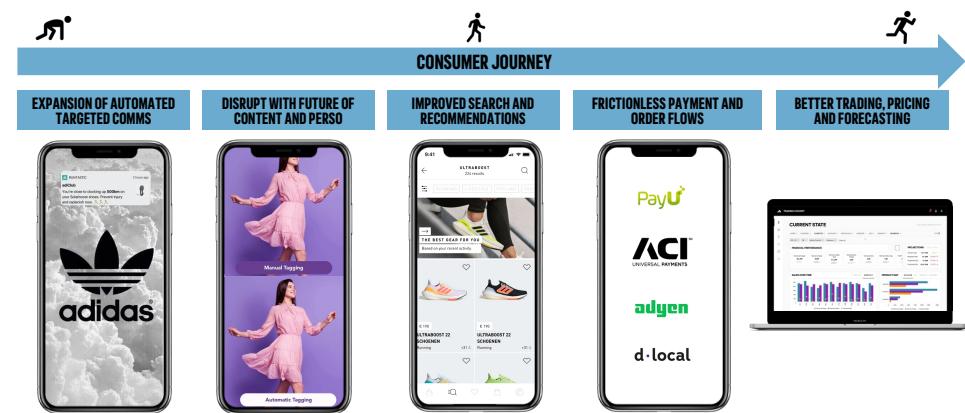
THE NON-NEGOTIABLES WAYS OF WORKING ADOPTED DURING THE YEARS

FULLY-INTEGRATED LOCATION STRATEGY

STRATEGY → OKRs → PRODUCT 1-PAGERS



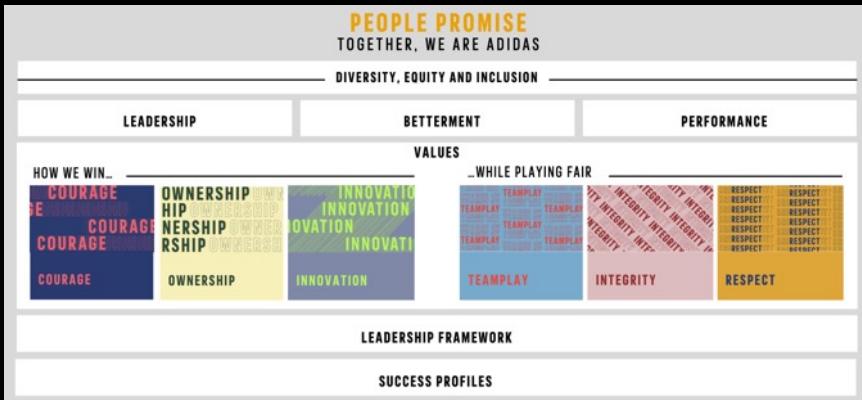
100+ CROSS-FUNCTIONAL PRODUCT TEAMS



**ORGANISED BY CONSUMER JOURNEY AND BUSINESS USERS TO
ACHIEVE DEMAND FOR SPEED**

OUR UNIQUE CULTURE MIXING THE BEST OF SPORTS AND TECHNOLOGY
A COMBINATION OF THE COMPANY AND THE COMMUNITY CULTURE

OUR ADIDAS CULTURE



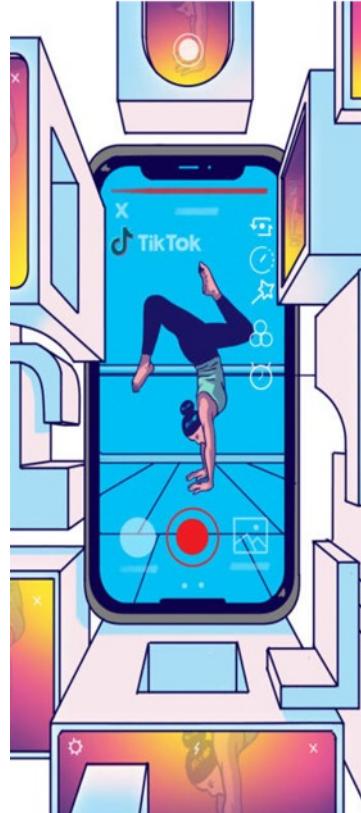
#ADI DOES CODE

OUR ENGINEER CULTURE



"CULTURE EATS STRATEGY FOR BREAKFAST" PETER DRUCKER

2020-21 EXTERNAL CHALLENGES



**PANDEMIC AND
ECOMMERCE
BOOST**

**INVENTORY
ISSUES**

**FIRST PARTY
DATA & PRIVACY
RESTRICTIONS**

**CHINA
LOCKDOWN AND
WAR IN
UKRAINE**

**INFLATION
STOCK AND VC
MARKET
DECLINE**

BE FAST, STAY FAST

ANTICIPATE THE UNKNOWN



**“WINNING MEANS BEATING
THE COMPETITION.”**

BEATING THE COMPETITION
MEANS GROWING FASTER

#SPEEDTOVALUE



28%

OF ECOM REVENUE IN
CHINA THROUGH TIKTOK
LIVE STREAMING
- A CHANNEL THAT DIDN'T
EXIST EARLY 2021

#ANTICIPATETHEUNKNOWN

ADIDAS DIGITAL VALUE DELIVERY

DRIVING AUTOMATION THROUGH CAPABILITY DEVELOPMENT, DEPLOYMENT AND ADOPTION

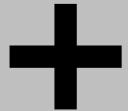
DATA-DRIVEN

AUTOMATION

BUILD-ONCE AND CONFIGURE

MACHINE OPERATED BY DEFAULT
VS BUSINESS-CASE-DRIVEN EXCEPTIONS

CAPABILITY DEVELOPMENT



CAPABILITY DEPLOYMENT



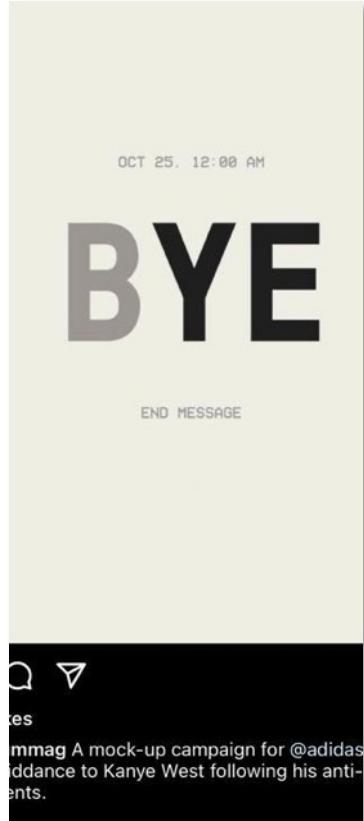
CAPABILITY ADOPTION

SMARTER THAN US

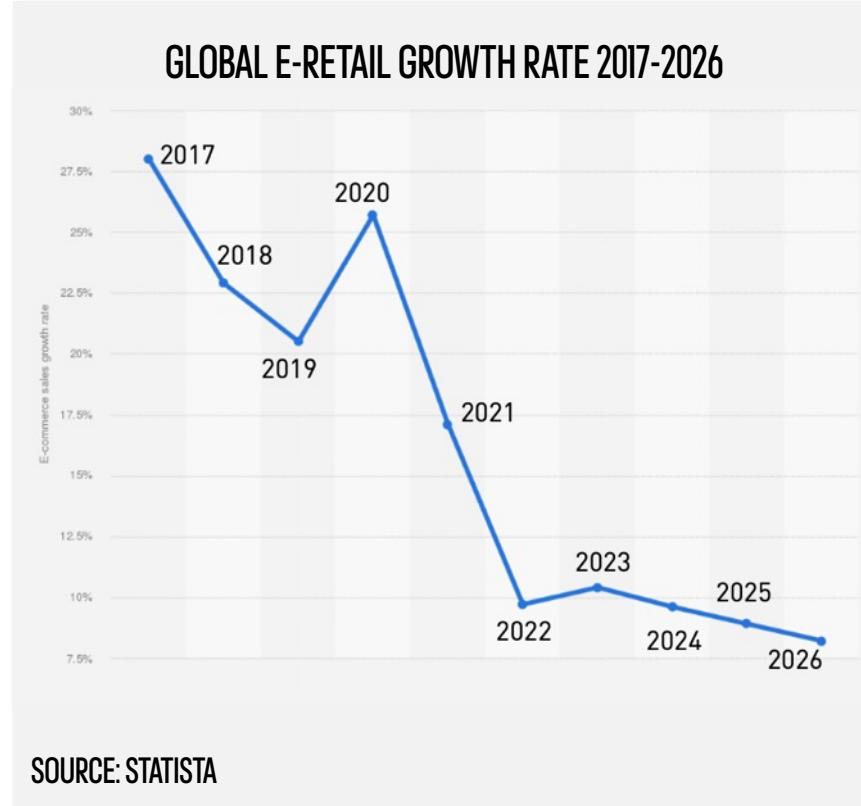
FROM 1 TO 100 IN A DAY

THE WORLD IS OUR CONSUMER

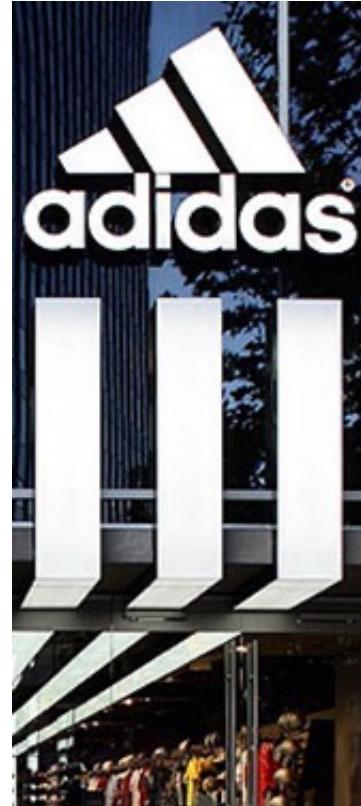
MIXED WITH 2022-23 MILESTONES CREATED A ‘PERFECT STORM’



**END OF OUR
YEEZY COLLAB**



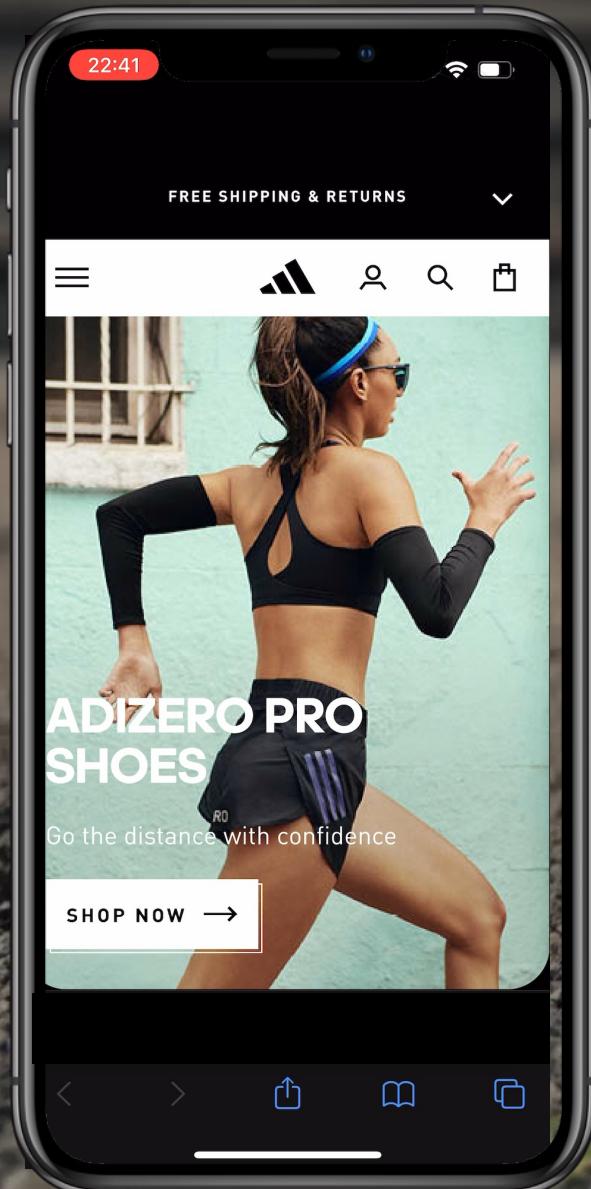
ECOMM INDUSTRY GROWTH REDUCTION



**HIGHER
OPERATING
OVERHEAD**



**“WE NEED TO BE
WHERE THE
CONSUMERS ARE”
AND WE CAN BE OURSELVES**



OUR SCALE AND COMPLEXITY

50M REQ/s

DURING A HYPE DROP

60+

ECOM COUNTRIES

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PRODUCTS RANGED
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NET SALES LOSS DUE TO
SYSTEM OUTAGE WITH EVER
DECREASING MTTX

1400 ENGINEERS AT PEAK

700 ENGINEERS

SHIFT OUR THINKING FROM SIZE TO STRENGTH FOR PURPOSE



Alex Honnold

First person to free-climb El-Capitan, Yosemite

ADIDAS DIGITAL VALUE DELIVERY

DRIVING AUTOMATION THROUGH CAPABILITY DEVELOPMENT, DEPLOYMENT AND ADOPTION

AUTOMATION

DATA-DRIVEN

BUILD-ONCE AND CONFIGURE

MACHINE OPERATED BY DEFAULT

VS BUSINESS-CASE-DRIVEN EXCEPTIONS

SPEED @ SCALE

CAPABILITY DEVELOPMENT

SMARTER THAN US

CAPABILITY DEPLOYMENT

FROM 1 TO 100 IN A DAY

CAPABILITY ADOPTION

THE WORLD IS OUR CONSUMER

TECHNOLOGY

YIELD

CAPABILITY STRATEGY

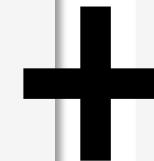
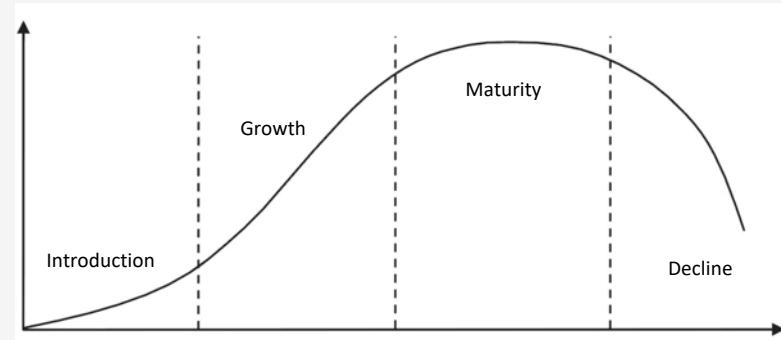
CAPACITY MANAGEMENT AND MONITORING

MAPPING OUR CAPABILITY STRATEGY AND LINKING IT TO OUR CAPACITY MANAGEMENT

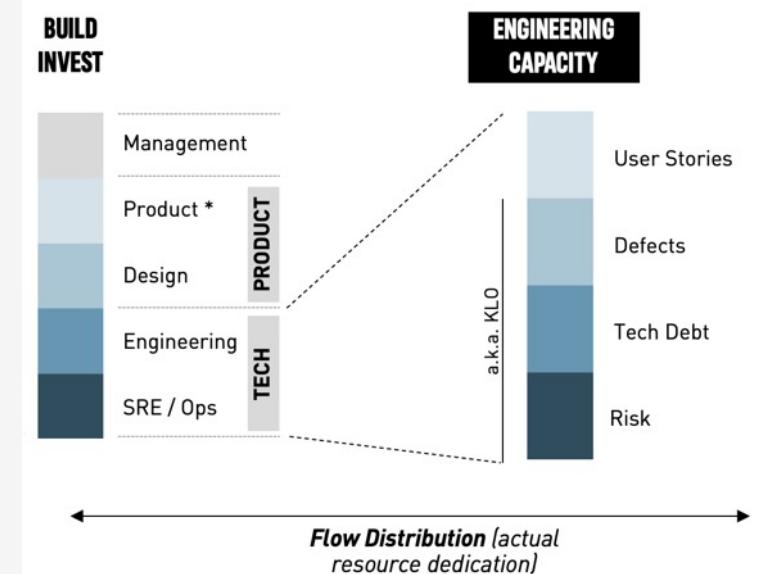
TECHNOLOGY
YIELD

CAPABILITY STRATEGY

CAPABILITY MATURITY LEVELS		CAPABILITY ROLE		CAPABILITY DEVELOPMENT TARGET		
5	WORLD CLASS	1	WINNING	2	WINNING	WORLD CLASS ABOVE MARKET AVERAGE
4	ABOVE MARKET AVERAGE	2	COMPETE	2	COMPETE	ABOVE MARKET AVERAGE MARKET AVERAGE
3	MARKET AVERAGE	3	FOUNDATION	3	FOUNDATION	MARKET AVERAGE
2	BELOW MARKET AVERAGE					
1	BASIC					



CAPACITY MANAGEMENT AND MONITORING





**WHAT GOT US HERE
WON'T GET US THERE**

WORK SMARTER, NOT HARDER



**WHAT WILL BE OUR
FOSBURY FLOP?**



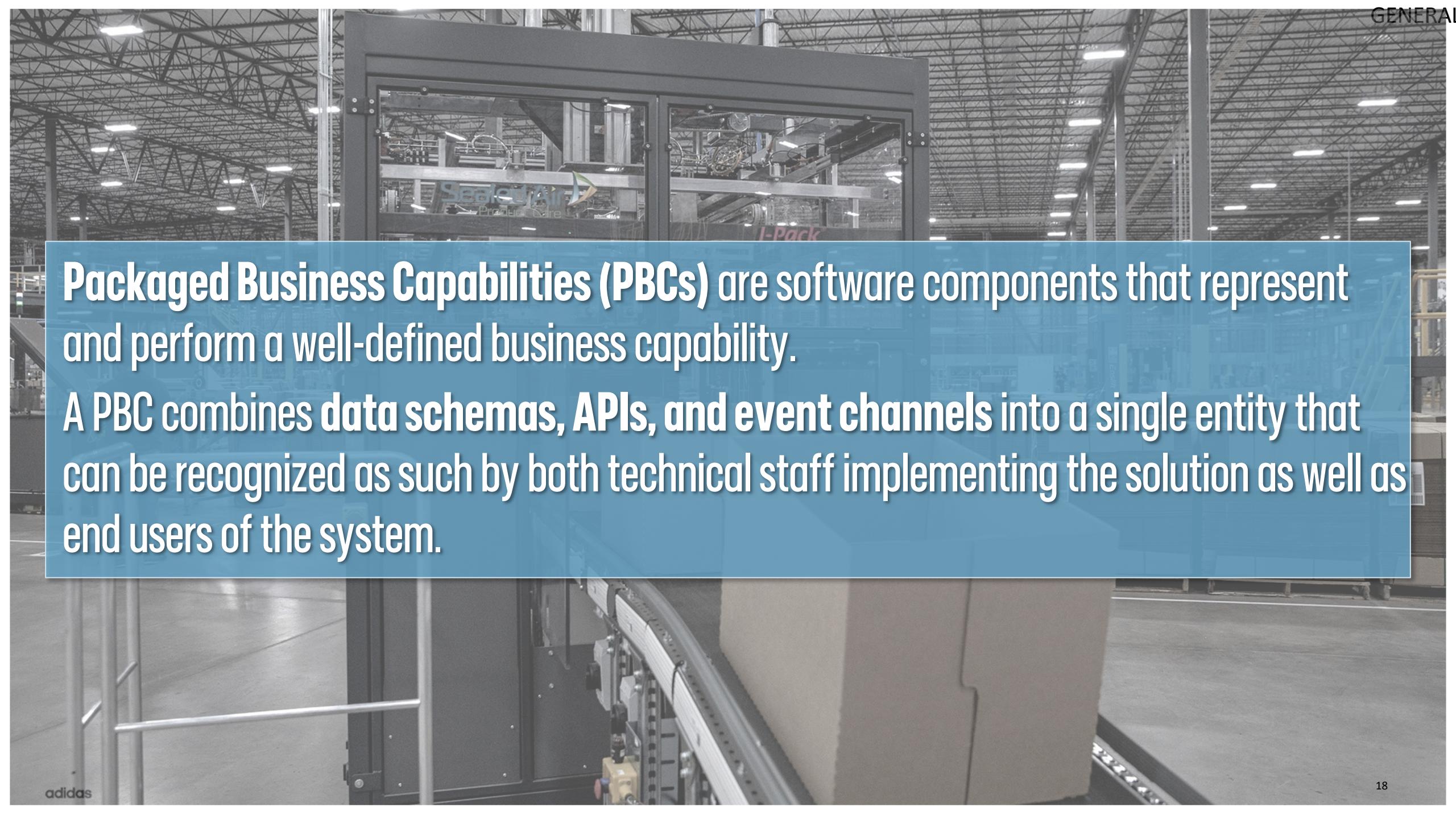
FERNANDO CORNAGO

VP DIGITAL TECH



THOMAS GIELING

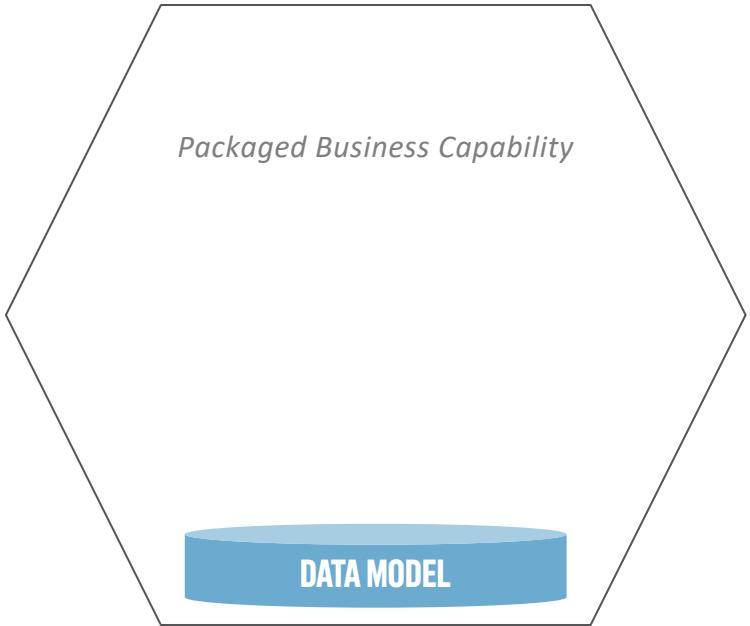
SENIOR DIRECTOR, DOMAIN ARCHITECTURE



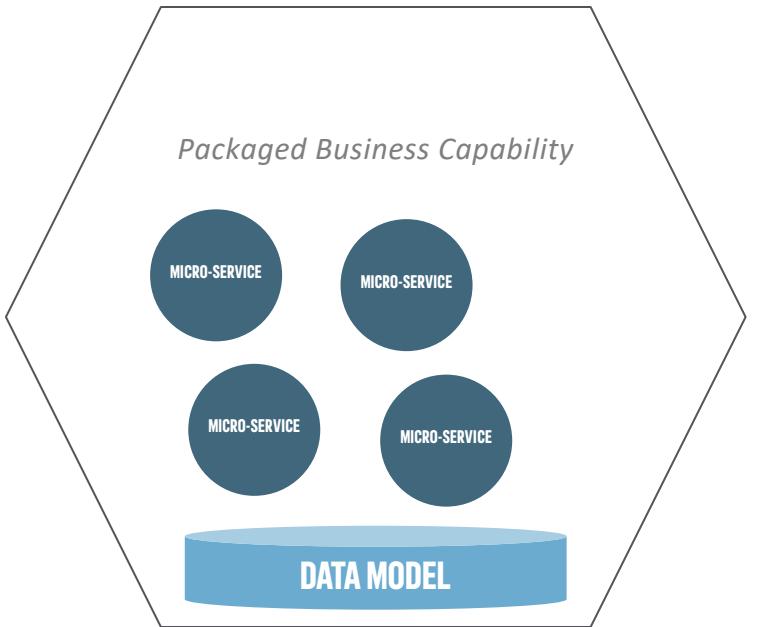
Packaged Business Capabilities (PBCs) are software components that represent and perform a well-defined business capability.

A PBC combines **data schemas, APIs, and event channels** into a single entity that can be recognized as such by both technical staff implementing the solution as well as end users of the system.

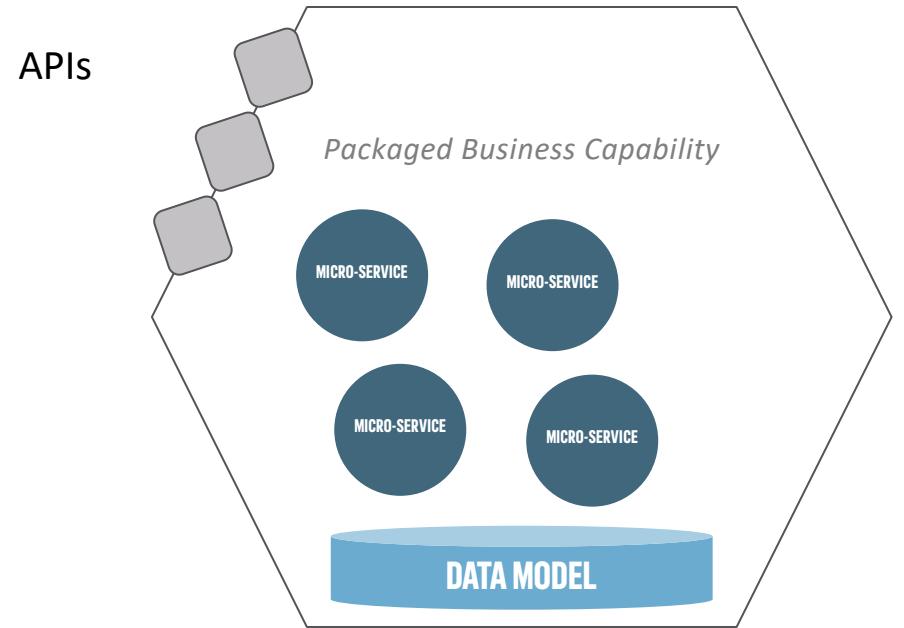
EXAMPLE OF A PACKAGED BUSINESS CAPABILITY



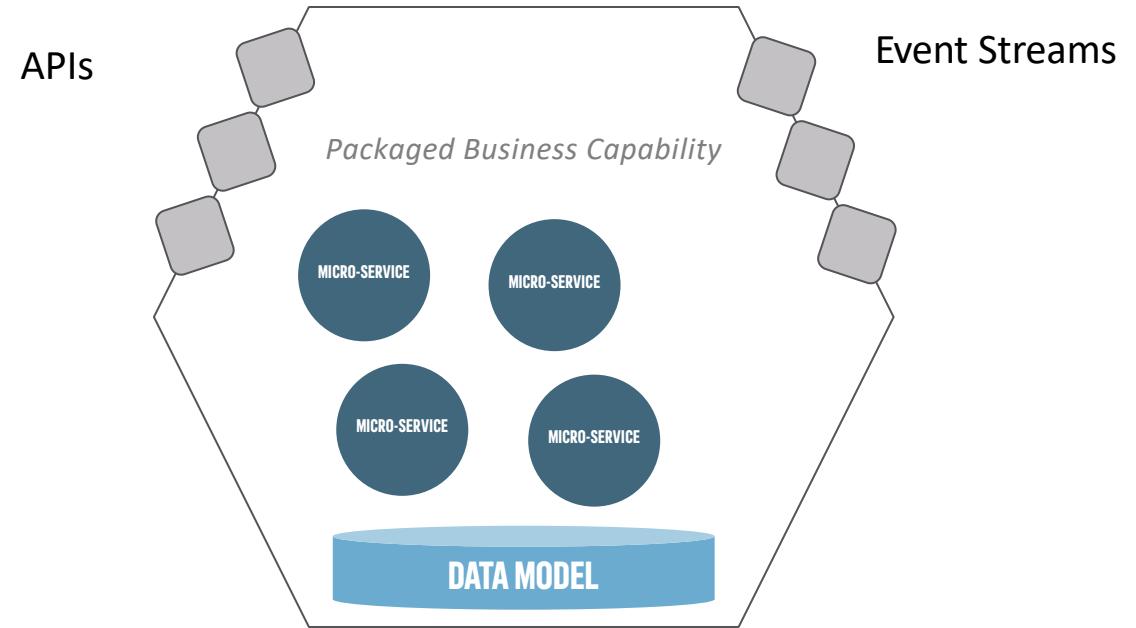
EXAMPLE OF A PACKAGED BUSINESS CAPABILITY



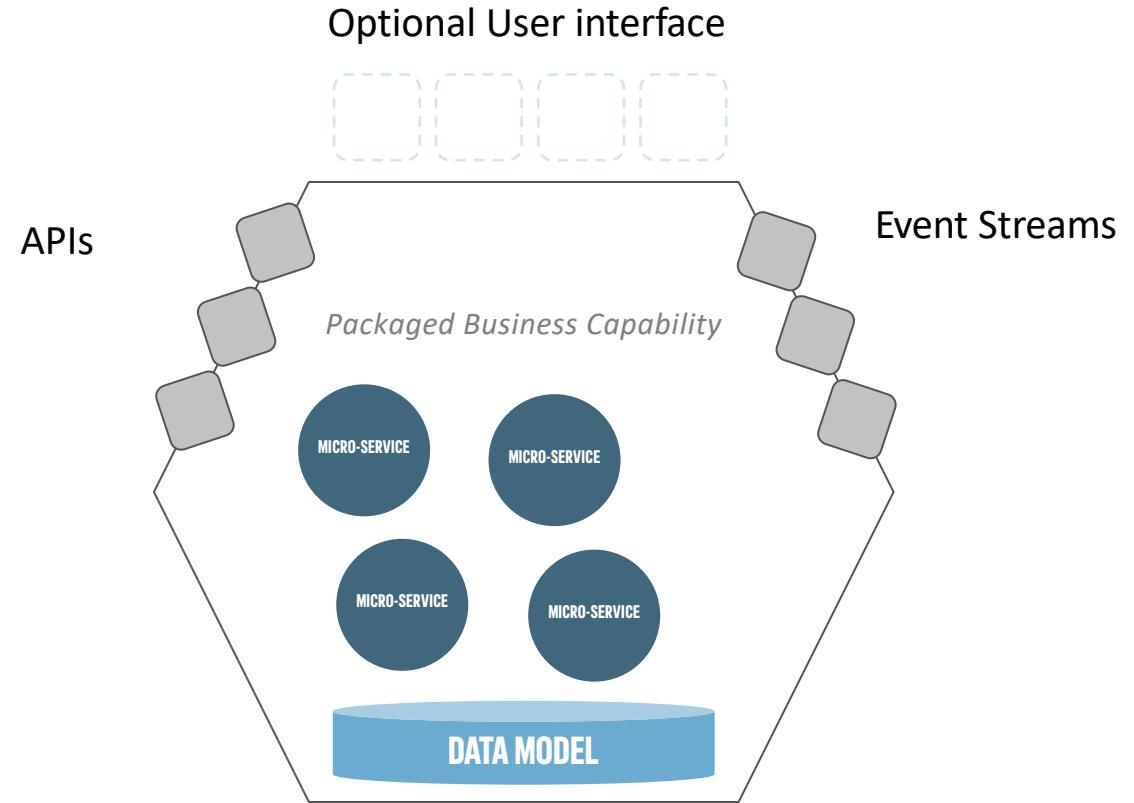
EXAMPLE OF A PACKAGED BUSINESS CAPABILITY



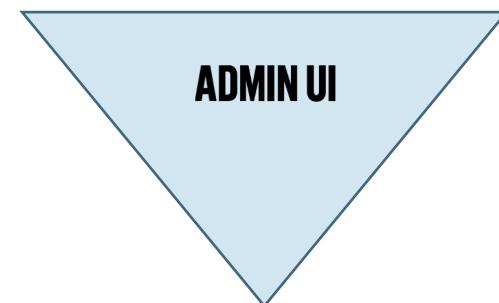
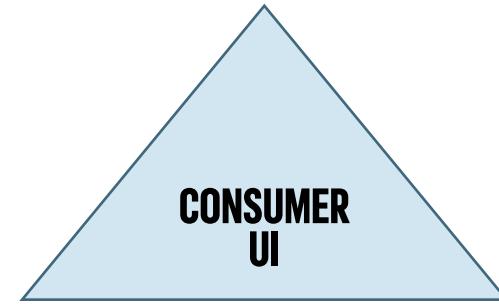
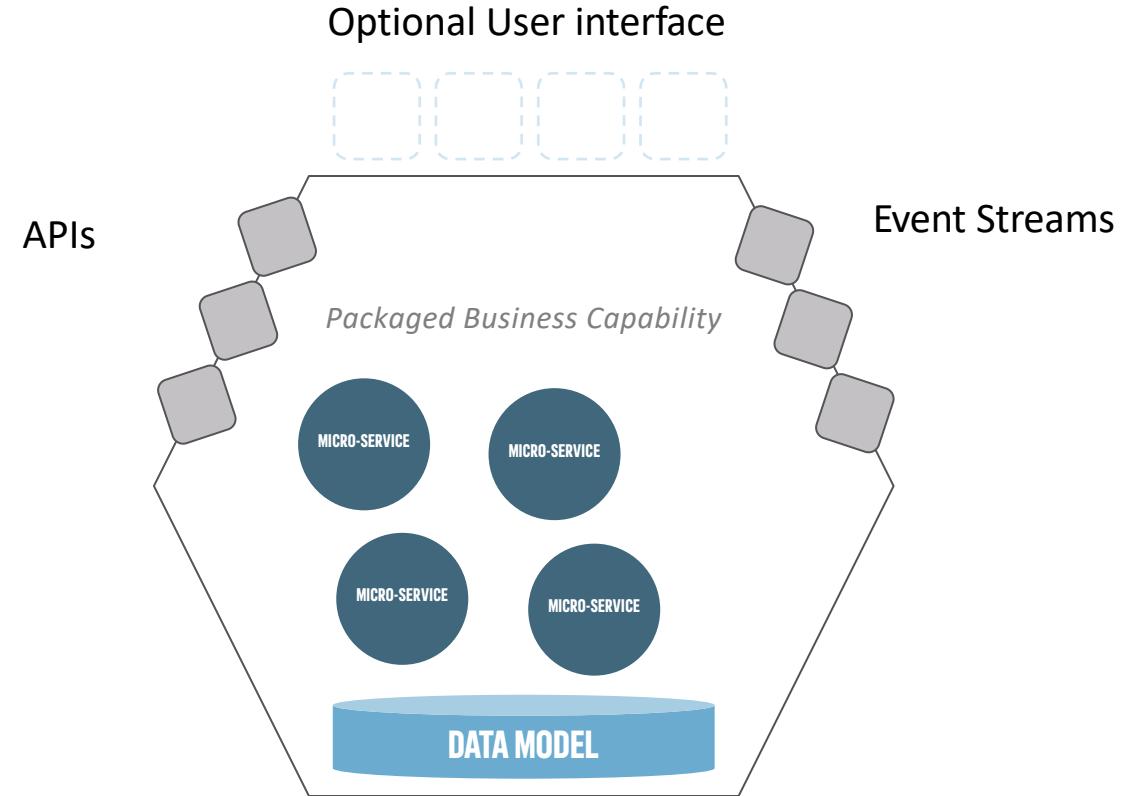
EXAMPLE OF A PACKAGED BUSINESS CAPABILITY



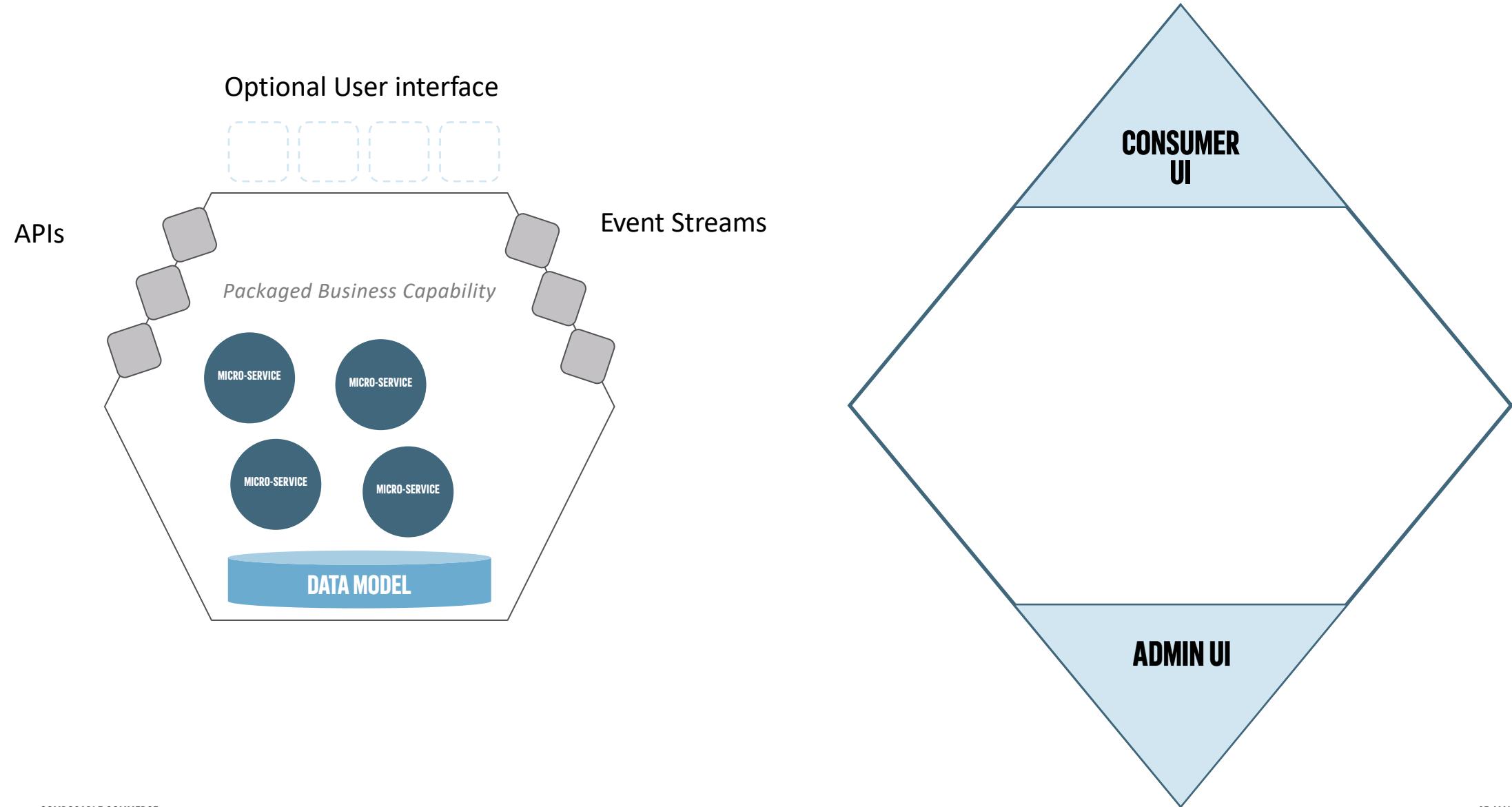
EXAMPLE OF A PACKAGED BUSINESS CAPABILITY



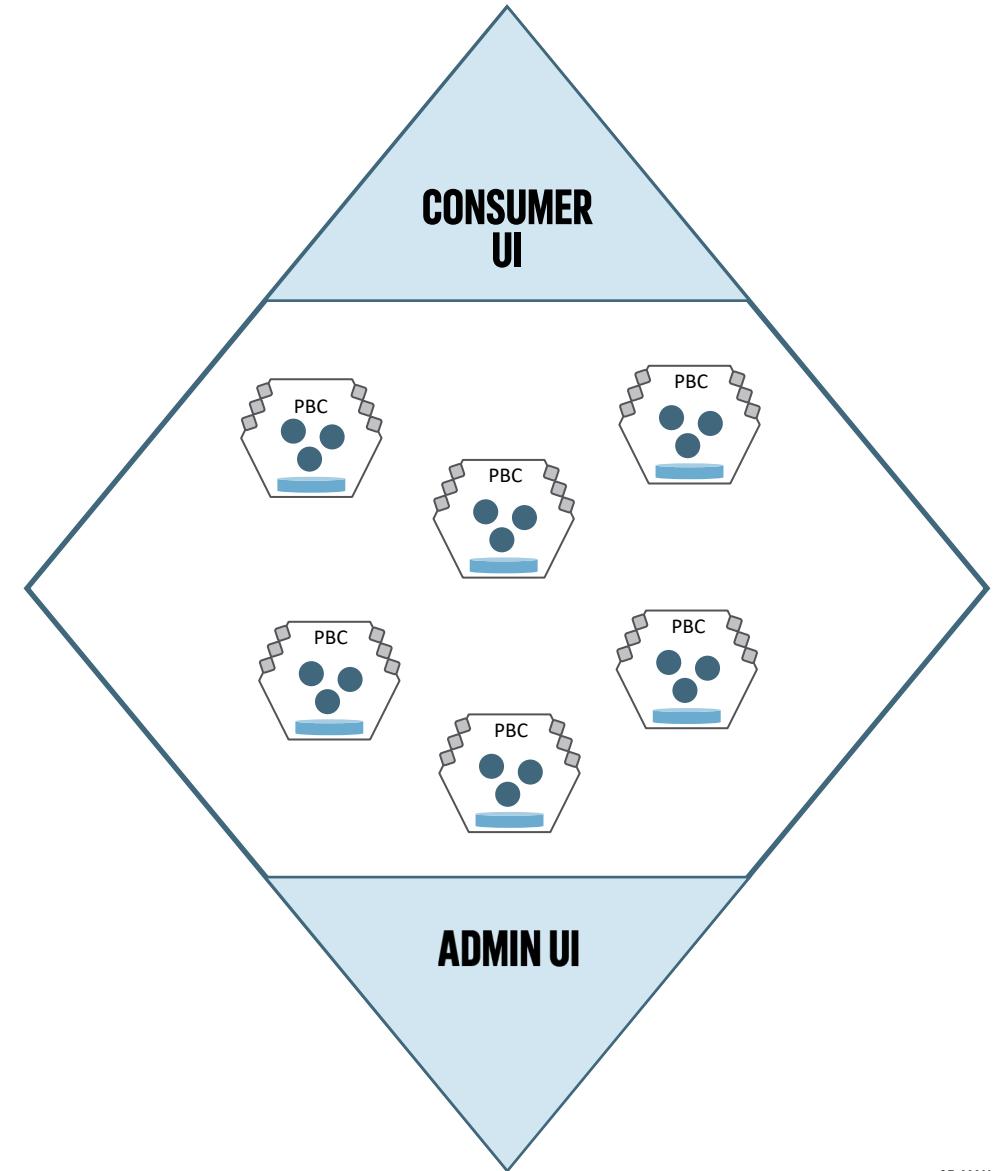
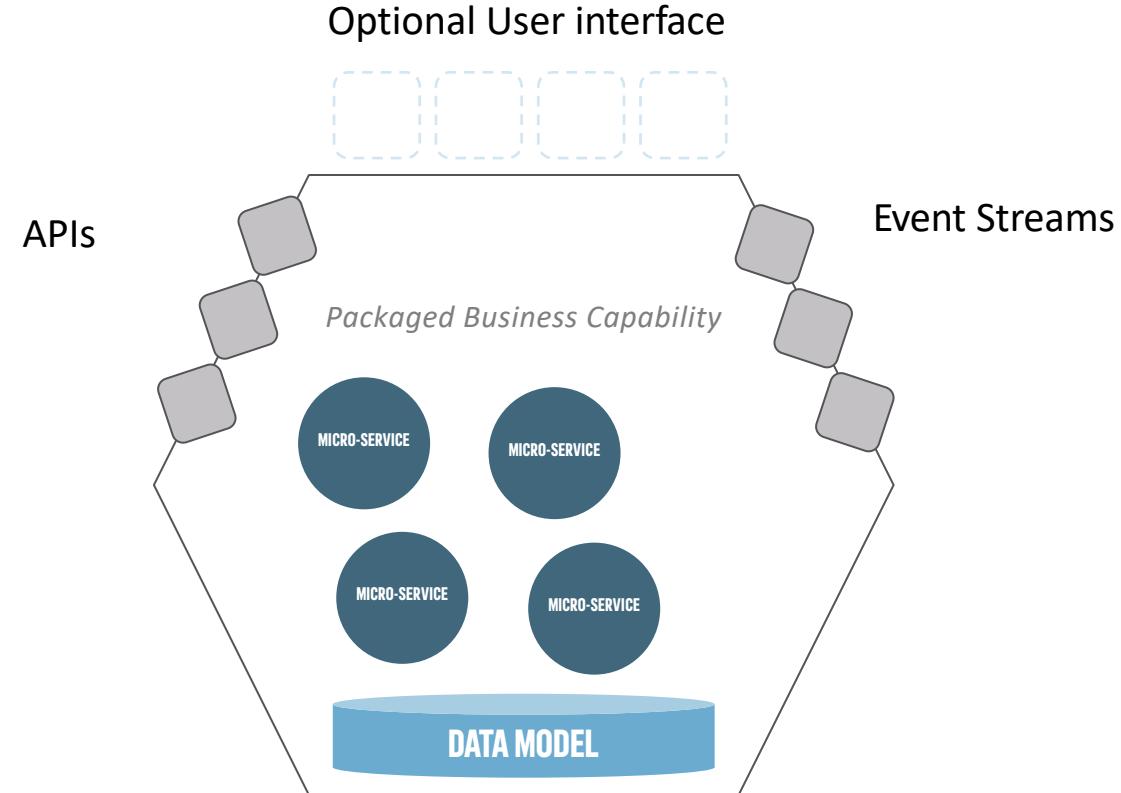
CAPABILITY DIAMOND



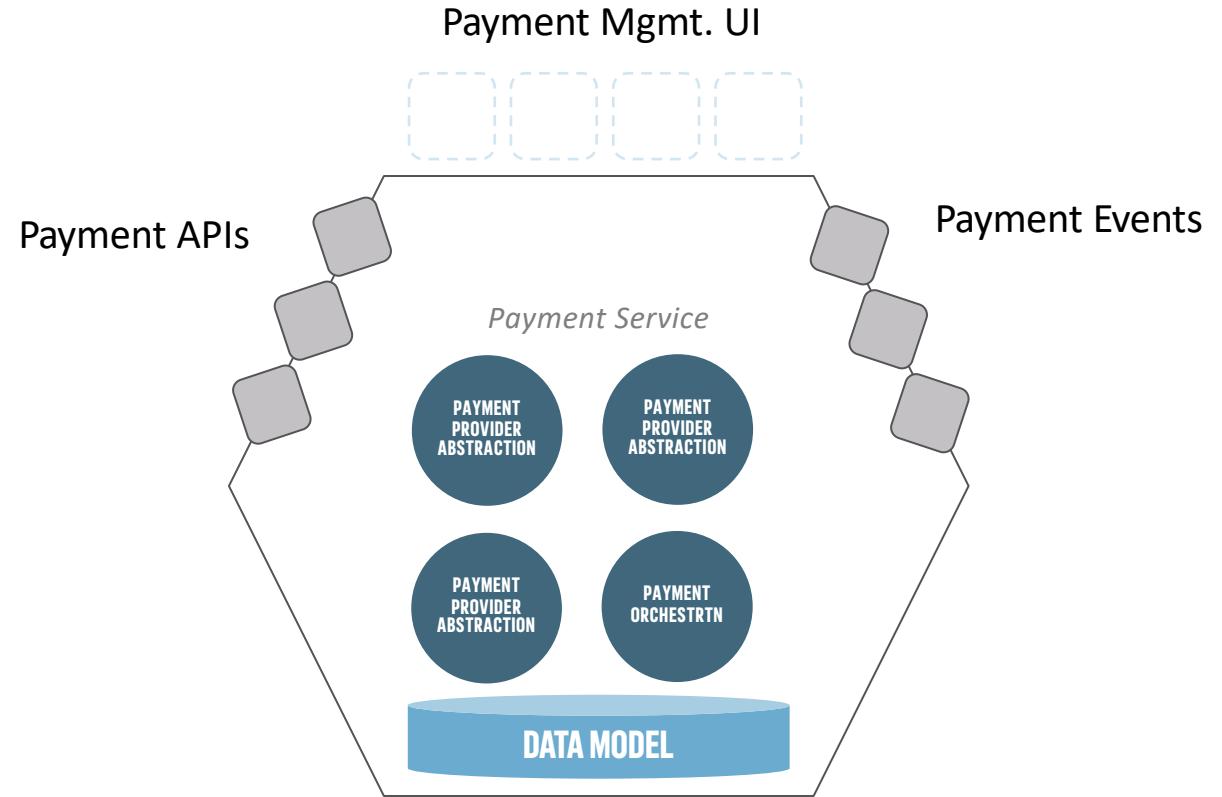
CAPABILITY DIAMOND



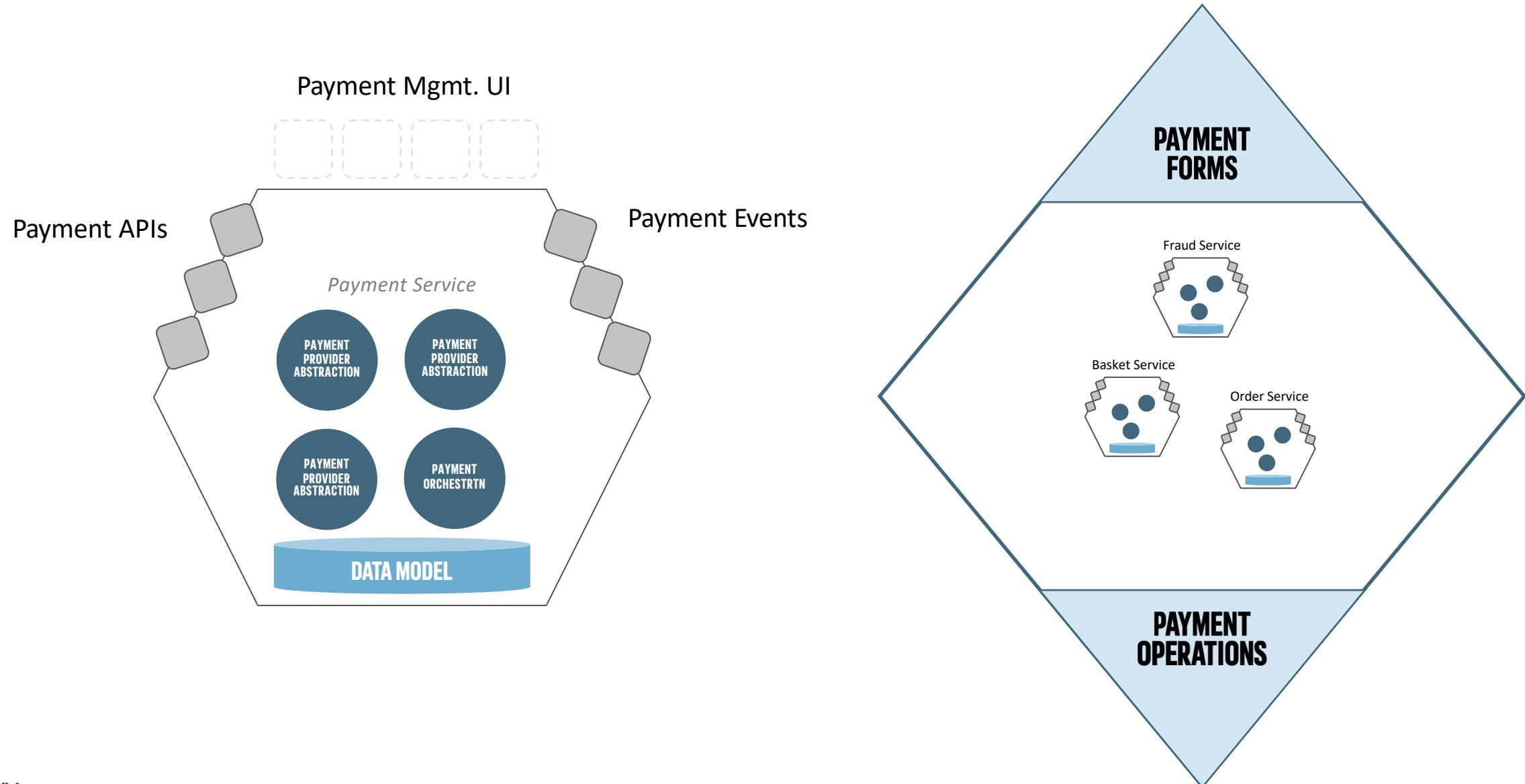
CAPABILITY DIAMOND



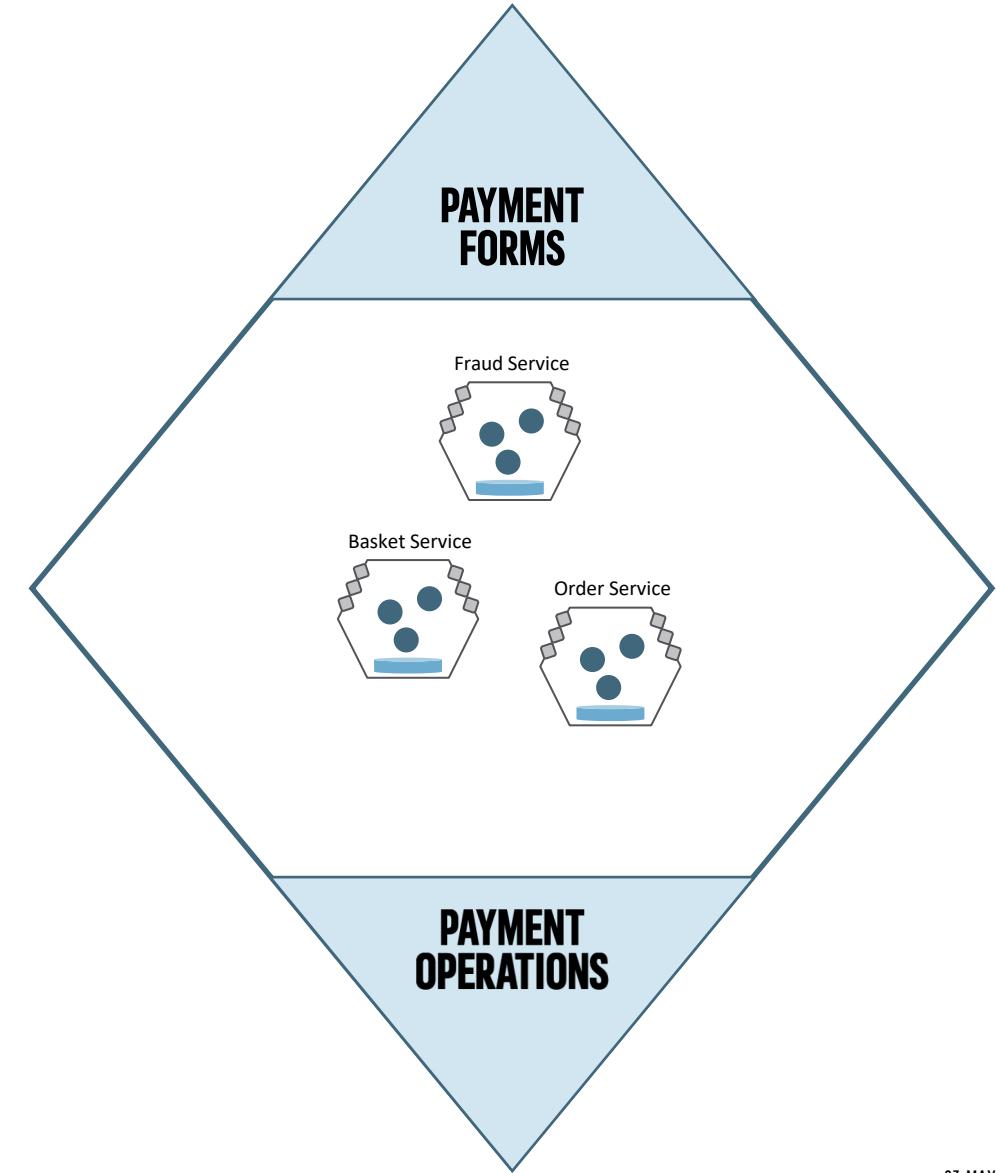
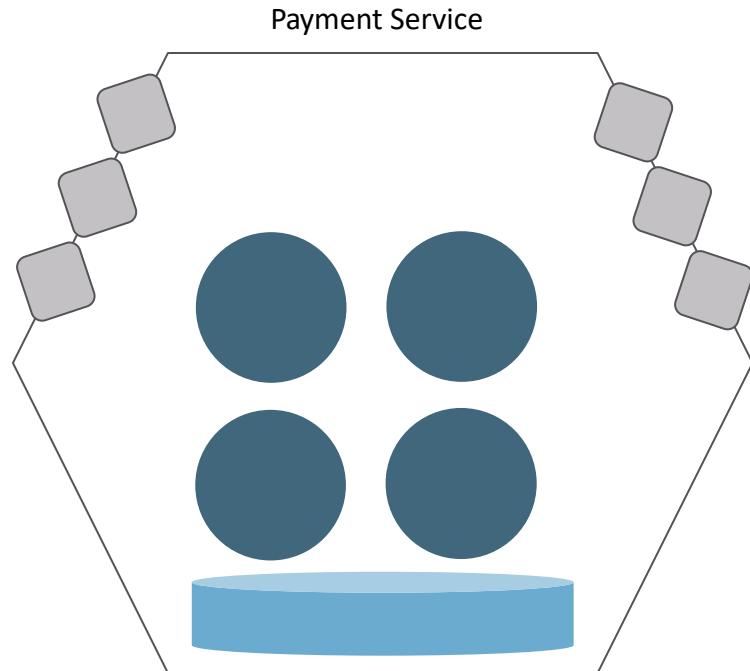
CAPABILITY DIAMOND



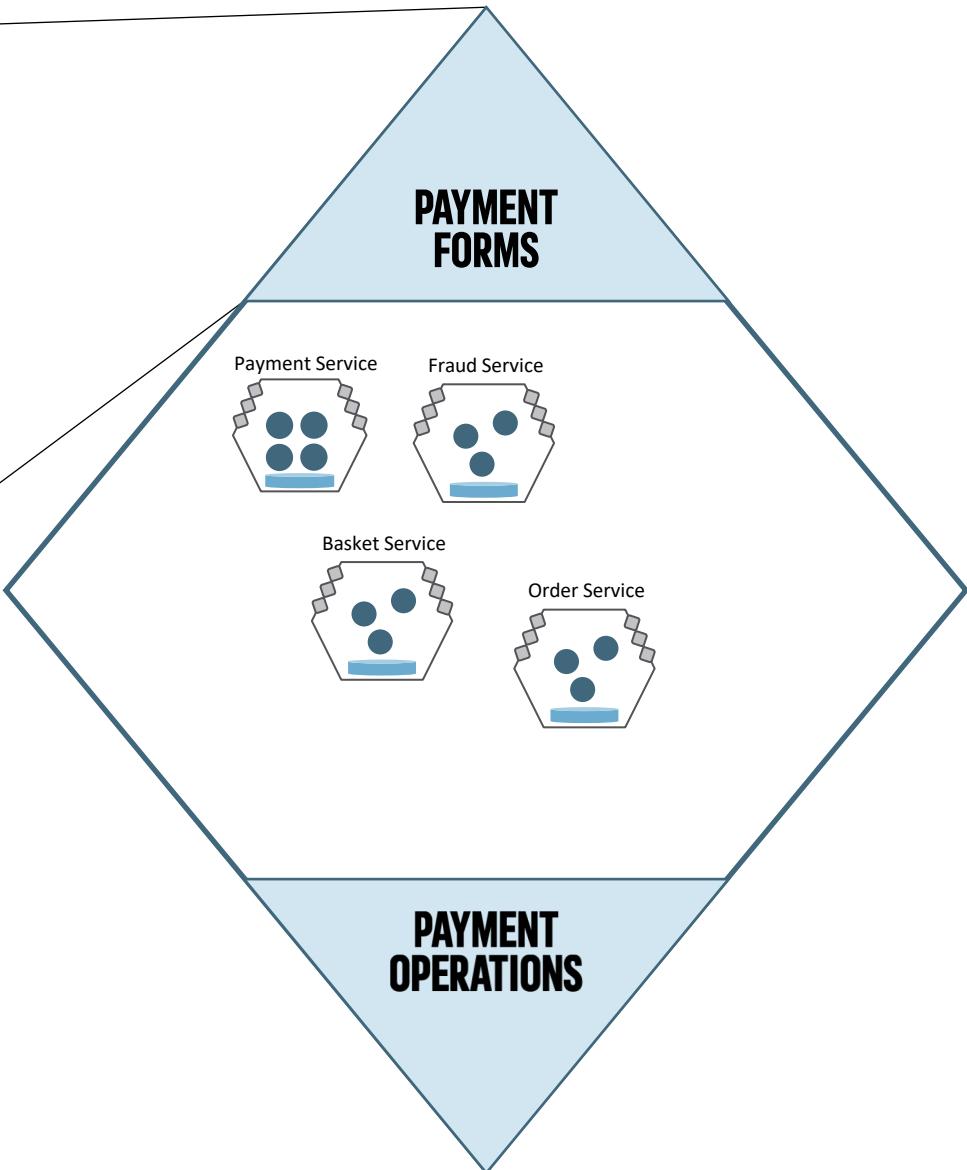
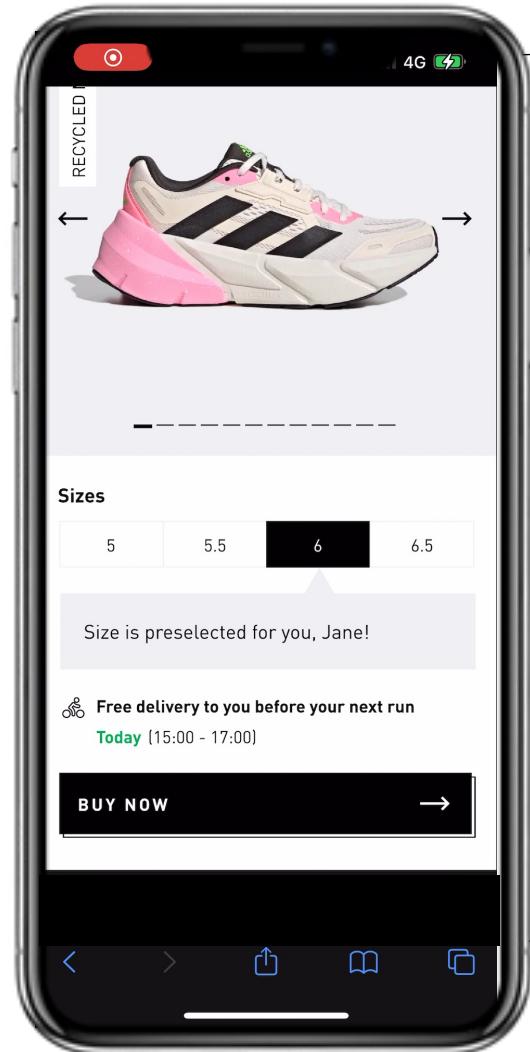
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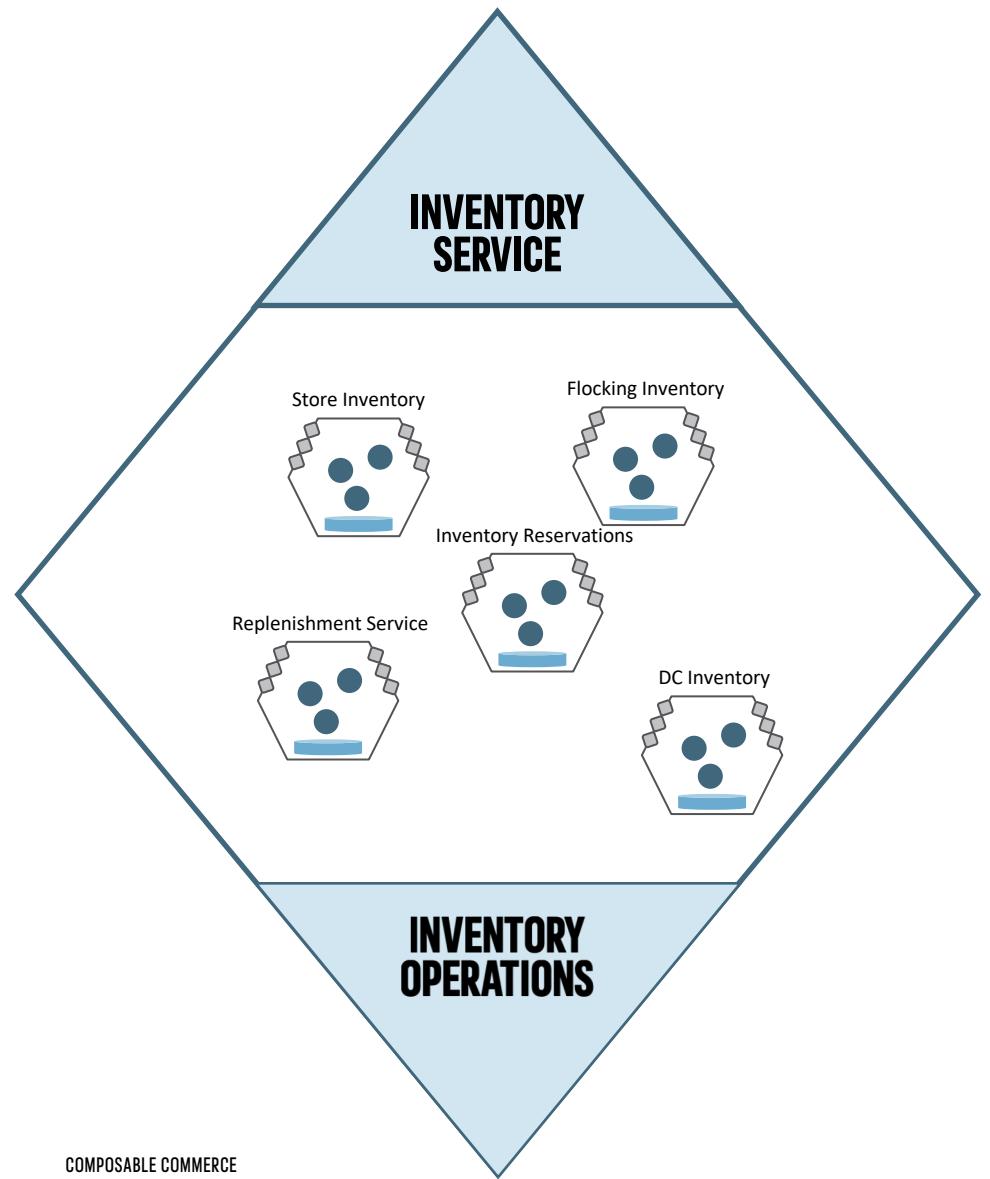
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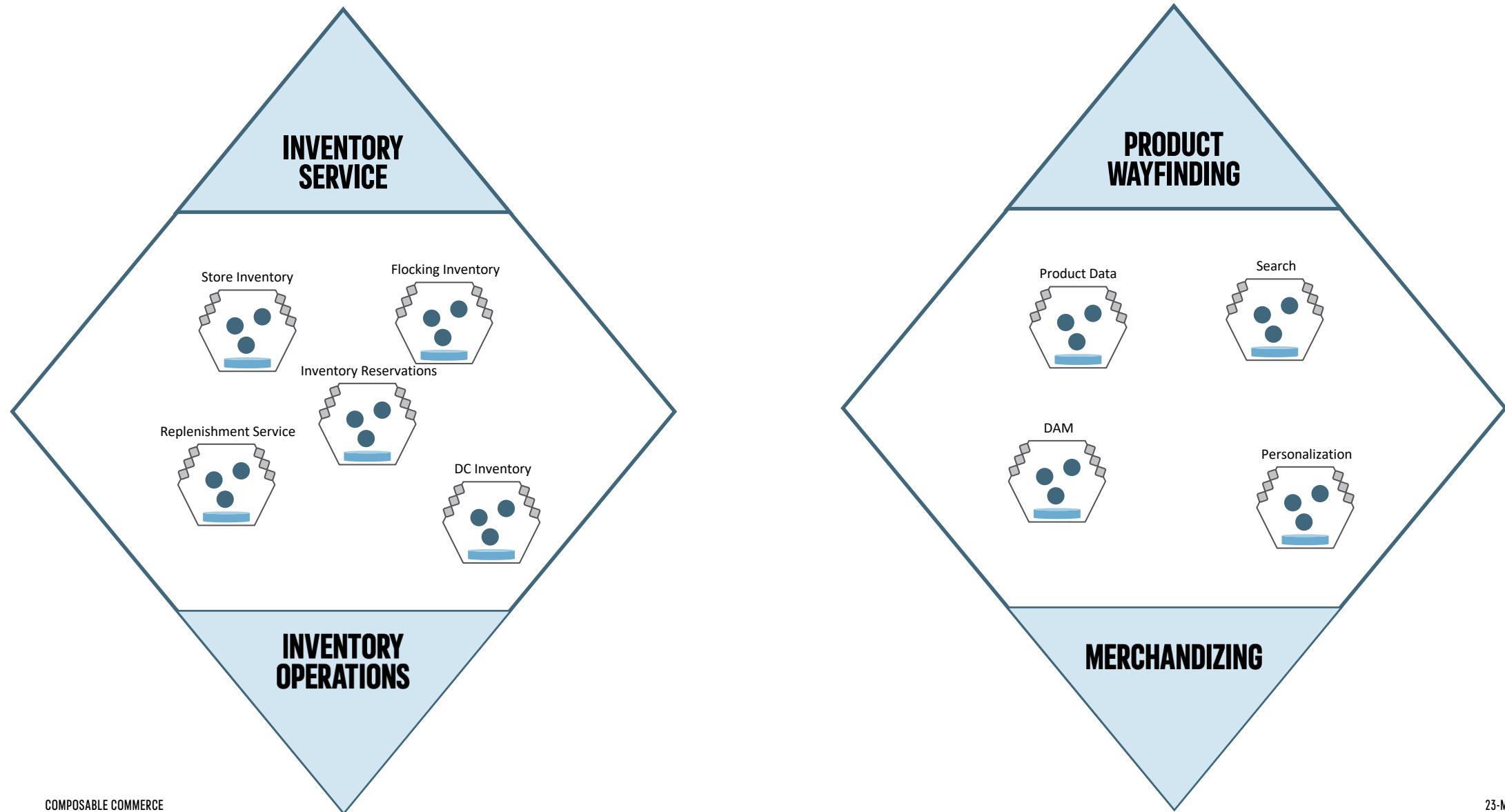
CAPABILITY DIAMOND



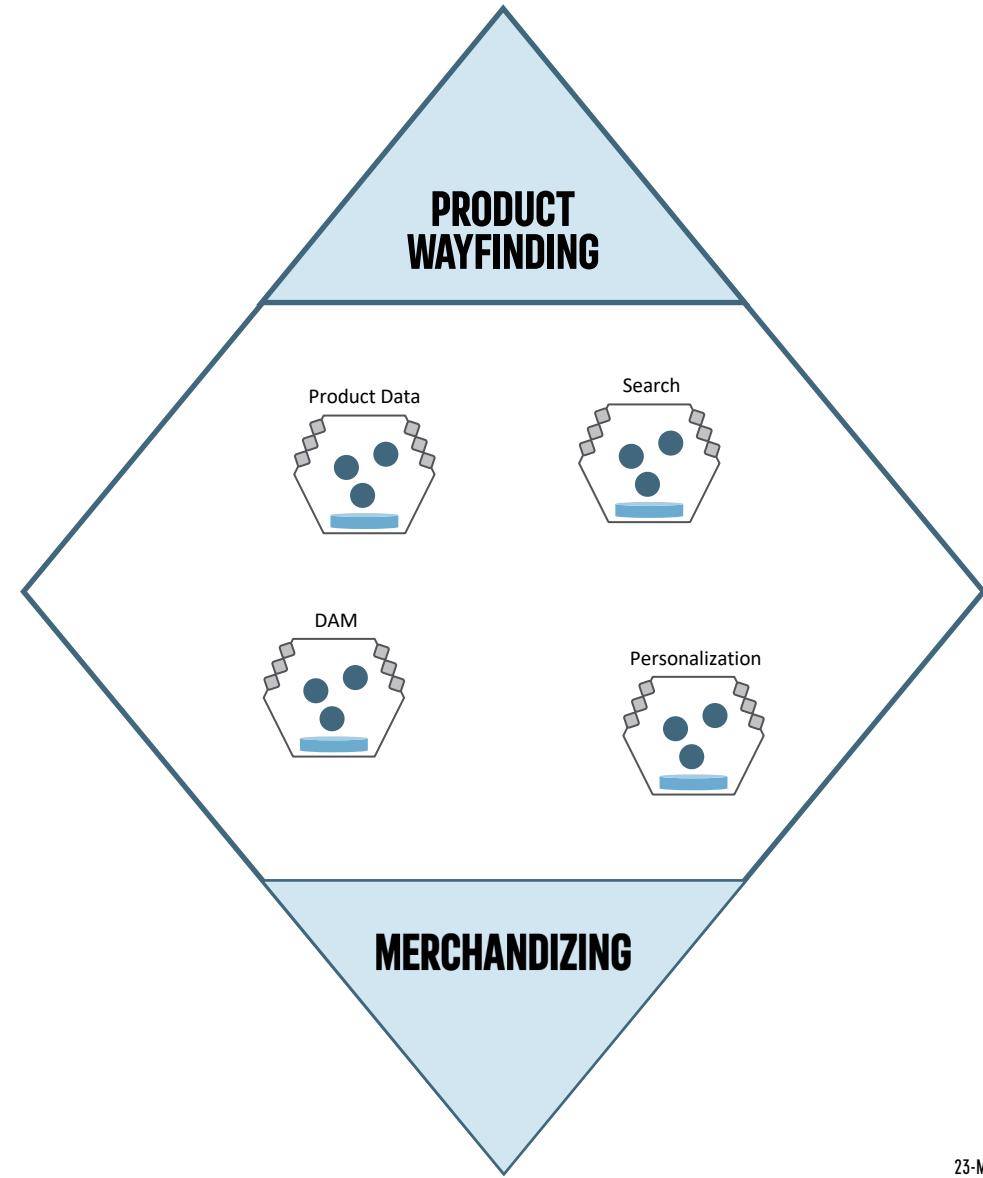
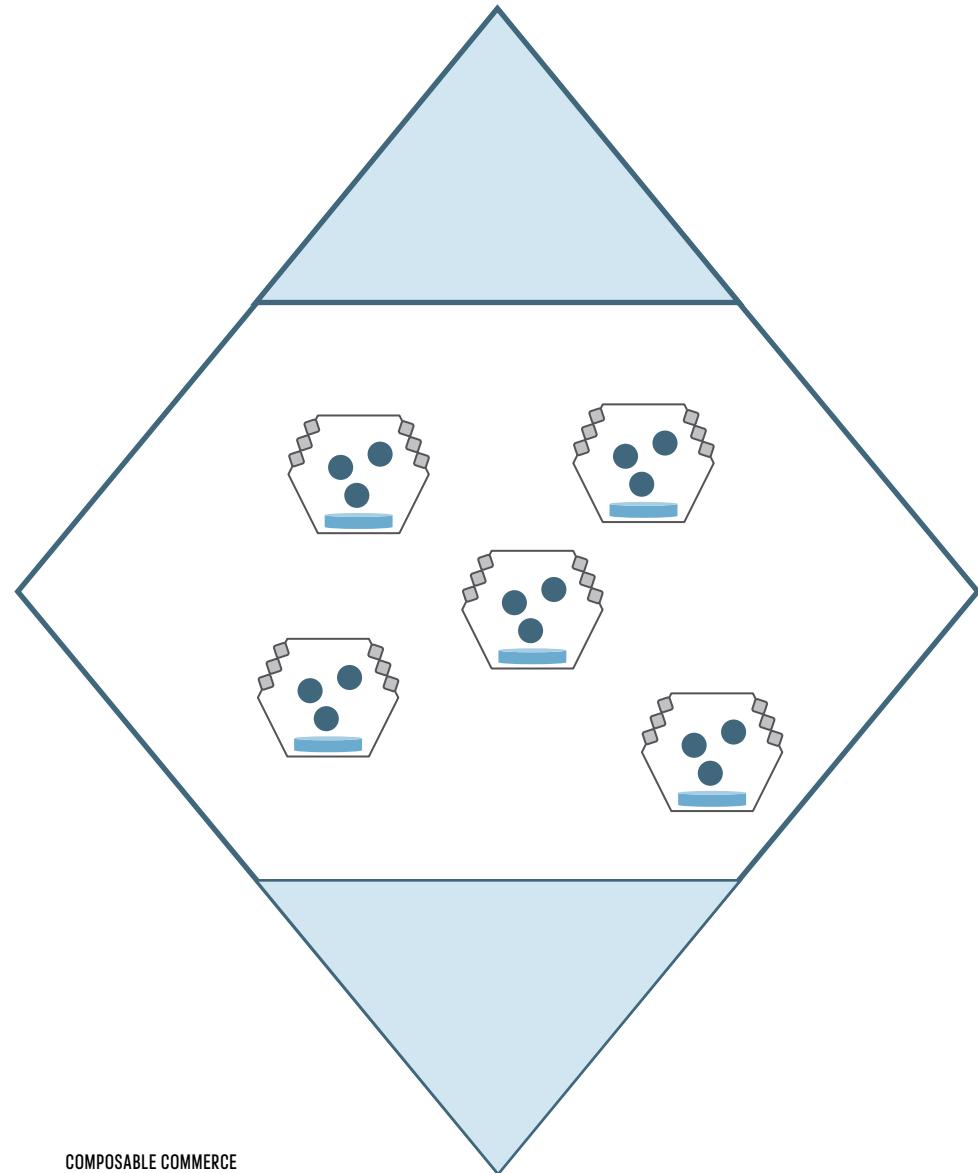
INVENTORY MANAGEMENT



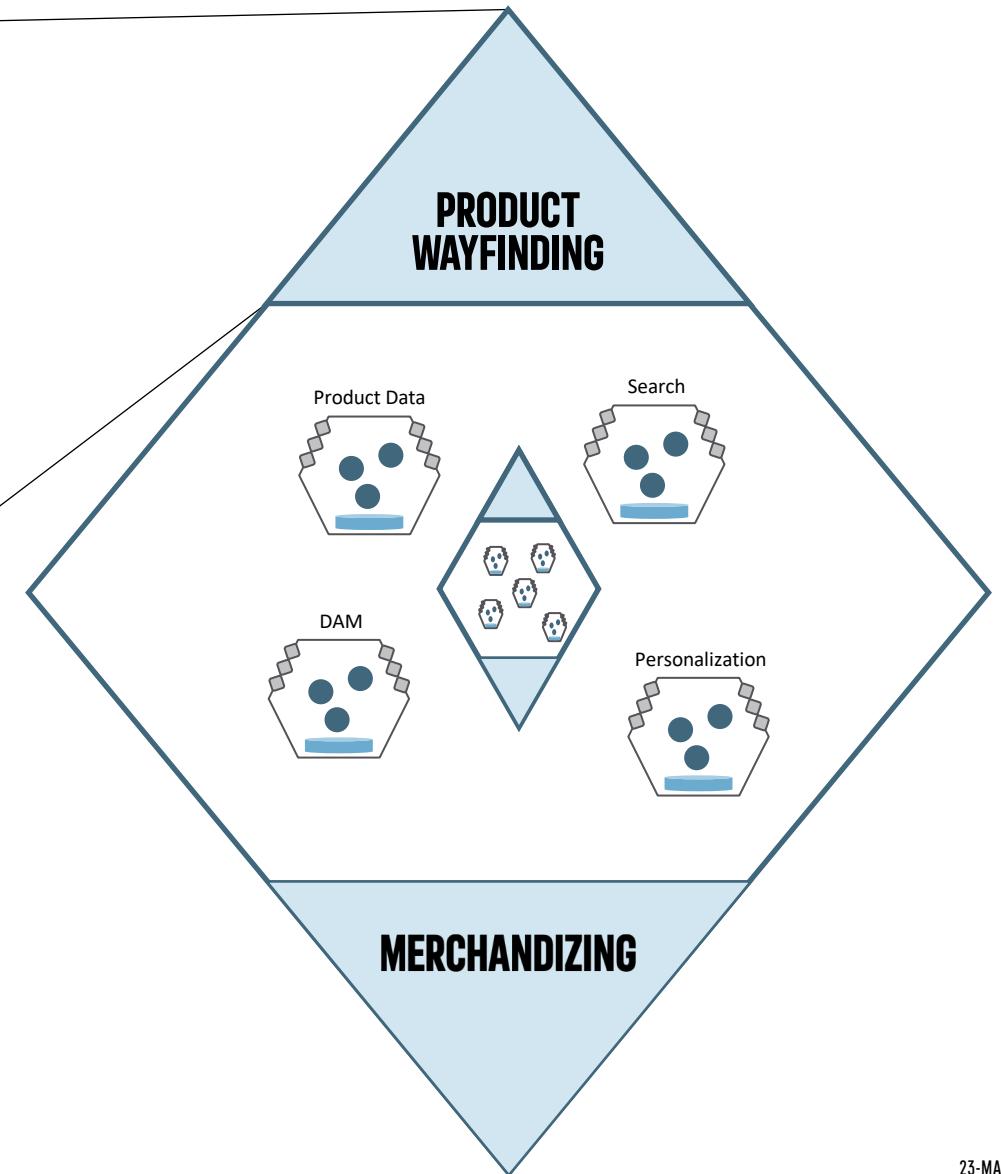
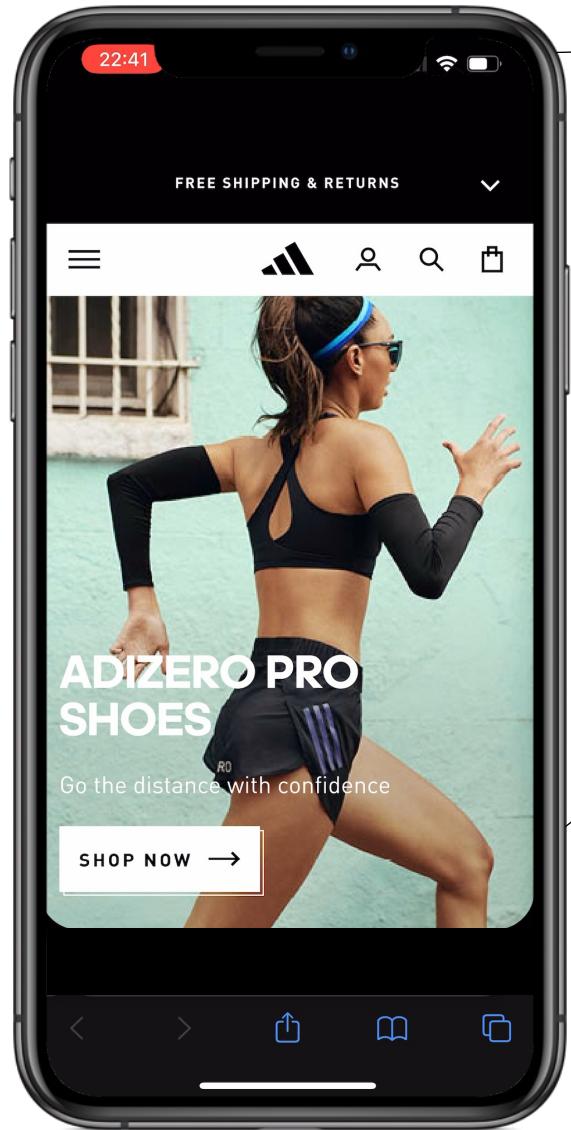
INVENTORY MANAGEMENT



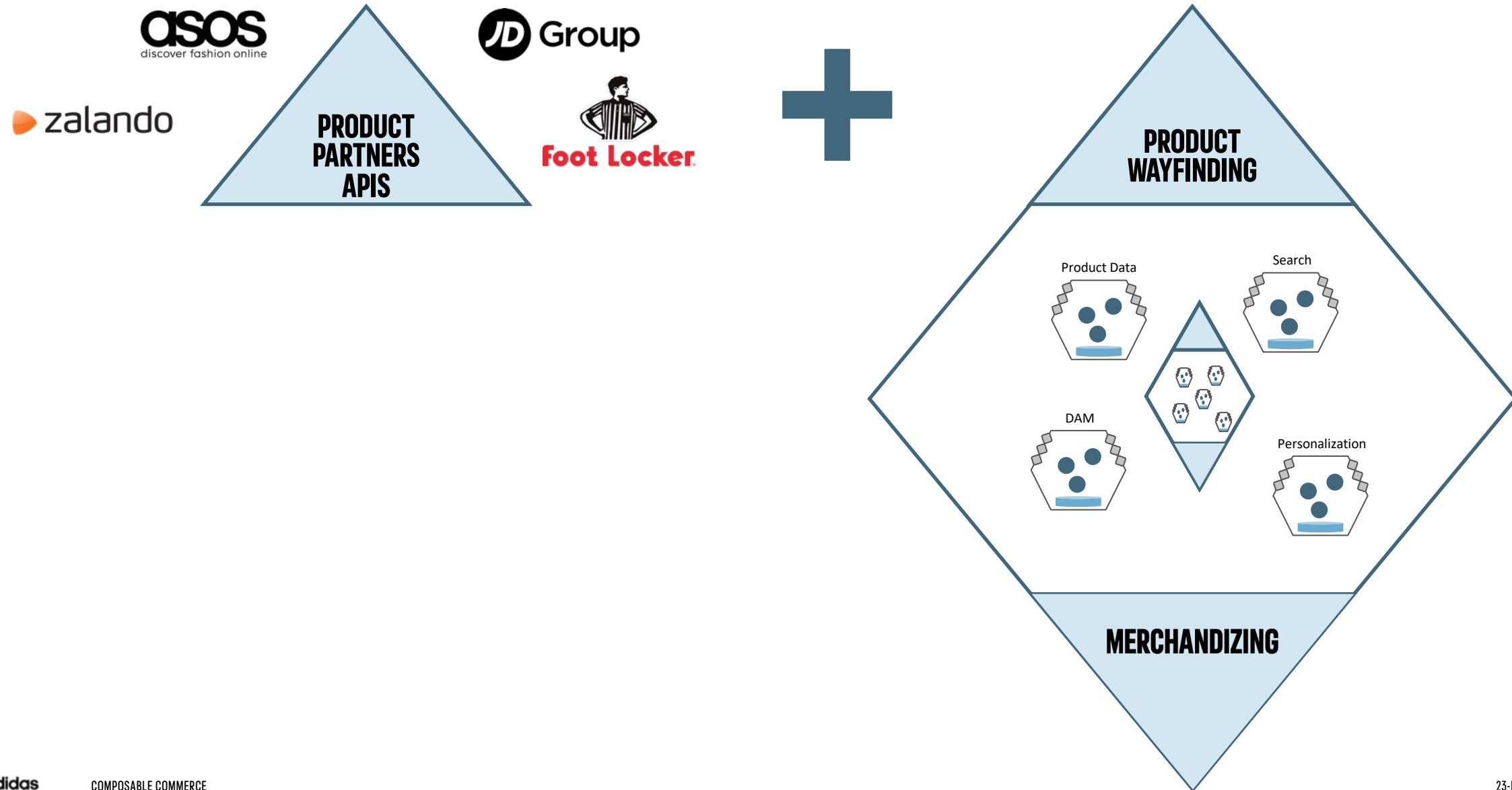
PRODUCT WAYFINDING



PRODUCT WAYFINDING



PRODUCT WAYFINDING FOR OUR PARTNER NETWORK



CAPABILITY DIAMONDS & PACKAGED BUSINESS CAPABILITIES HELP US

BRING STRUCTURE IN A MICRO-SERVICE ARCHITECTURE

ALLOWS US TO HAVE DISCUSSIONS ABOUT THE COMPLEXITY OF NEW FEATURES VERY EARLY ON

CREATES A COMMON GROUND BETWEEN BUSINESS AND TECH

AVOID DUPLICATION AND ENCOURAGE RE-USE



FERNANDO CORNAGO

VP DIGITAL TECH



THOMAS GIELING

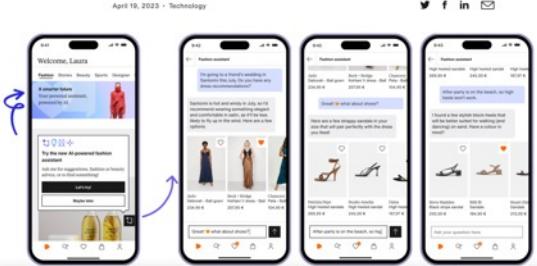
SENIOR DIRECTOR, DOMAIN ARCHITECTURE

HOW GENERATIVE AI WILL CHANGE THE WORLD OF ADIDAS COMMERCE

SHOPPING ASSISTANT

Zalando to launch a fashion assistant powered by ChatGPT

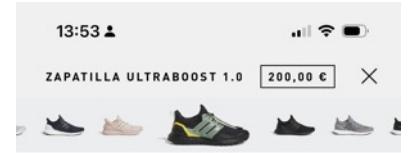
April 19, 2023 · Technology



PRODUCT DESIGN INSPIRATION



CONTENT GENERATION, PERSONALIZATION AND STORYTELLING



UNA SENSACIÓN LEGENDARIA

Demasiado genial como para limitarse a la pista de atletismo. Esta zapatilla de running adidas Ultraboost luce una discreta paleta de colores que combina tanto con unos vaqueros como con un pantalón corto de running. Presenta una parte superior de tejido adidas PRIMEKNIT transpirable que se adapta al pie como un guante y una mediasuela con amortiguación BOOST que te proporciona un retorno de energía increíble. Incorpora una suela Stretchweb que acompaña el movimiento natural del pie. El compuesto de caucho Continental™ garantiza un agarre excelente en todo tipo de terrenos.

Esta zapatilla presenta una parte superior fabricada con un hilo de alto rendimiento creado con al menos un 50% de Parley Ocean Plastic, un material reciclado a partir de residuos plásticos recogidos en zonas costeras para evitar que contaminen nuestros océanos. El otro 50% del hilo es poliéster reciclado.

ESPECIFICACIONES

COMPARTE COMO LO LLEVAS

#adi
does
code

adidas