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<ADIDAS>



JOURNEY TO COMPOSABILITY

BOOSTING EFFICIENCY AND INNOVATION WITH GENAI AT ADIDAS

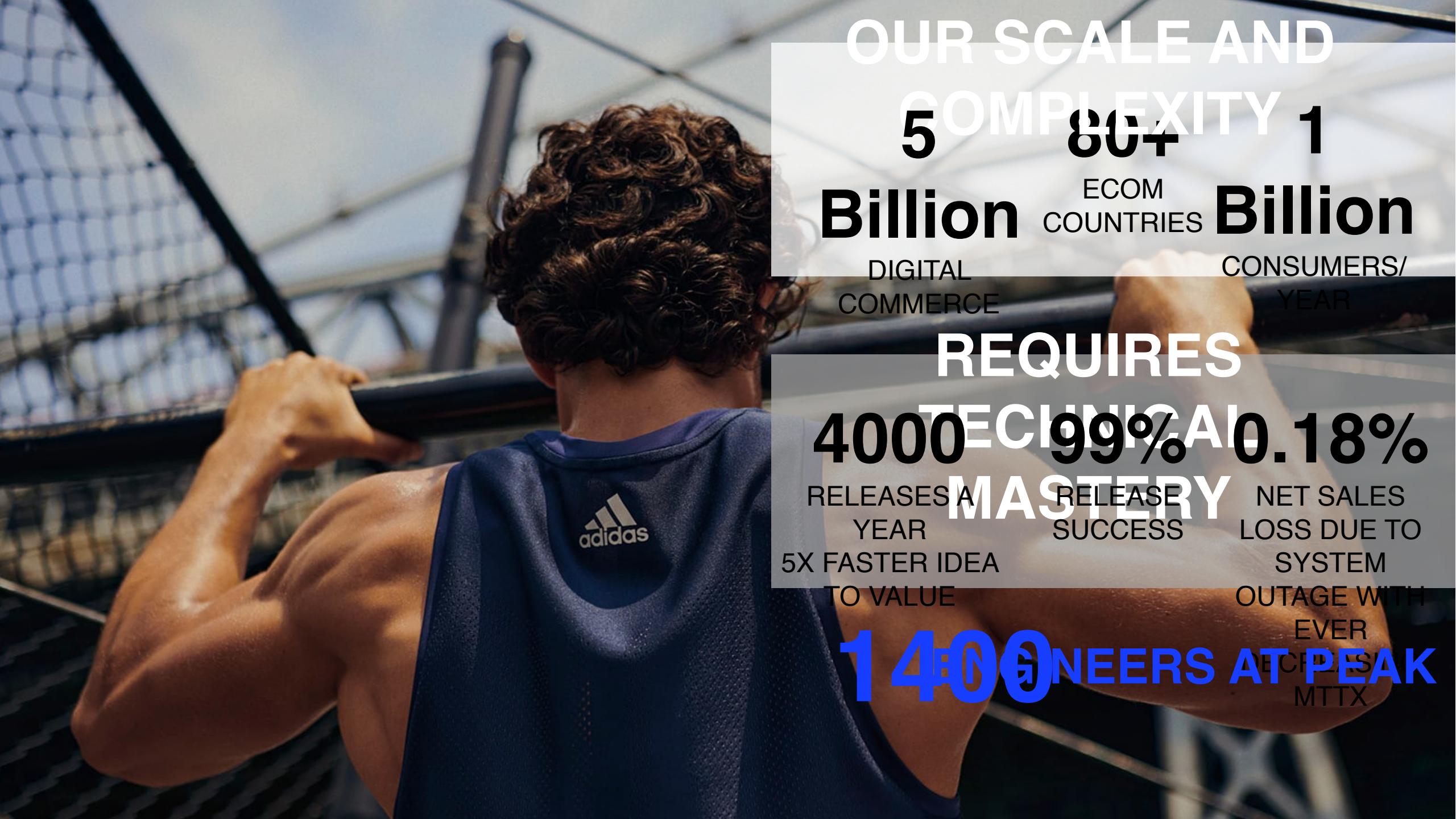
<FERNANDO CORNAGO | VP DIGITAL TECH | ETLS | VEGAS 2024>

**OUR PURPOSE
THROUGH SPORT
WE HAVE THE POWER
TO CHANGE LIVES**



**OUR MISSION
TO BE THE BEST
SPORTS BRAND IN THE
WORLD**





OUR SCALE AND
COMPLEXITY 1

5 Billion ECOM COUNTRIES 80+ Billion CONSUMERS/
DIGITAL COMMERCE YEAR

REQUIRES
TECHNICAL MASTERY
4000 99% 0.18%
RELEASES A RELEASE SUCCESS NET SALES
YEAR EVER LOSS DUE TO SYSTEM
5X FASTER IDEA OUTAGE WITH
TO VALUE RECEIVED BY MTTX
1400 ENGINEERS AT PEAK



Sasha
DiGiulian
Three-time US national
Champion and Two-
Time World Champion.

OUR SCALE AND
COMPLEXITY

5 Billion ECOM COUNTRIES

80+ 50M REQ/s

DIGITAL COMMERCE DURING A HYPE DROP

REQUIRES

4000 TECHNICAL RELEASES A YEAR

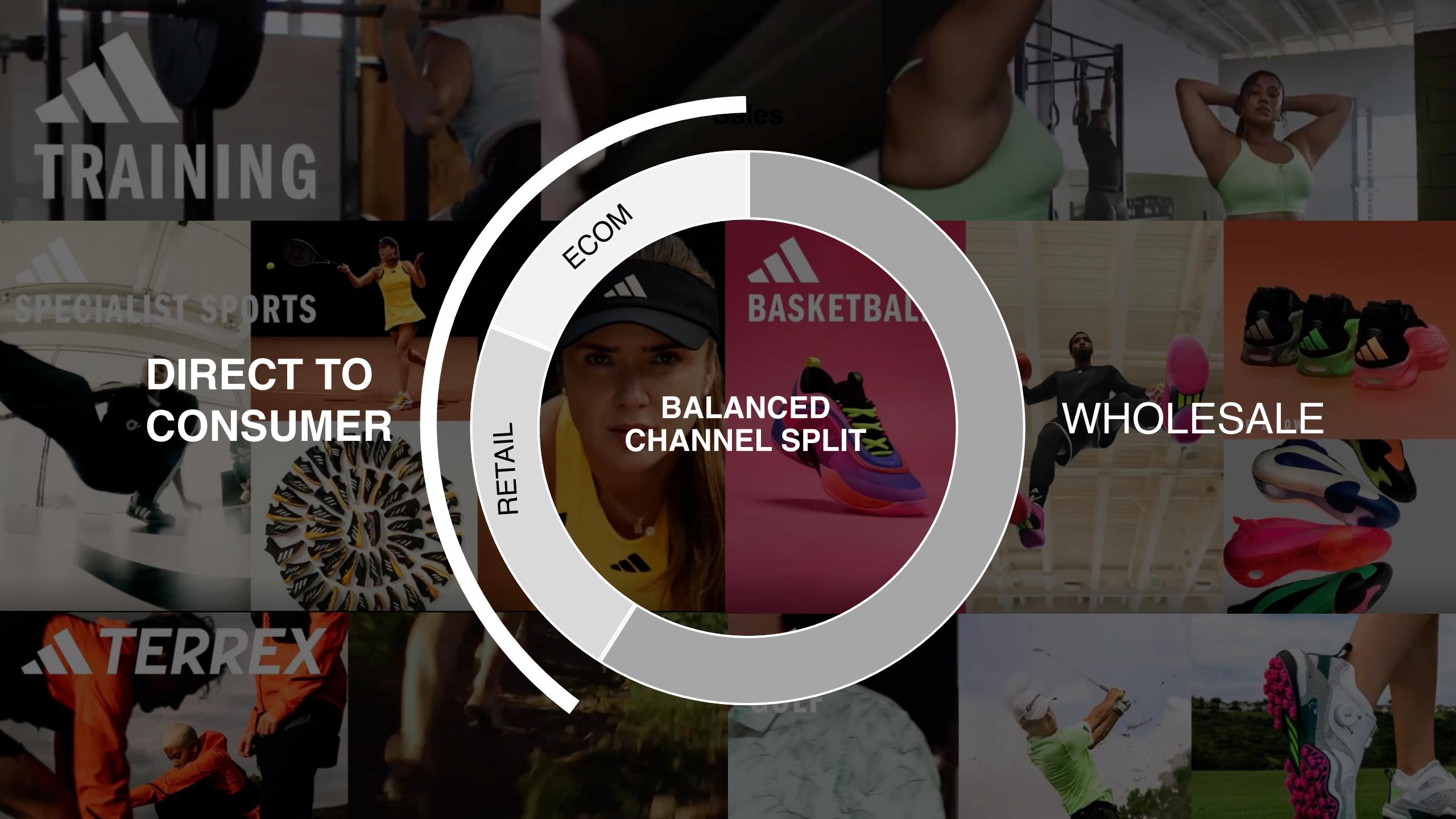
99% RELEASE SUCCESS

0.18% NET SALES LOSS DUE TO SYSTEM OUTAGE WITH EVER DECREASING MTTX

5X FASTER IDEA TO VALUE

1400 ENGINEERS AT PEAK

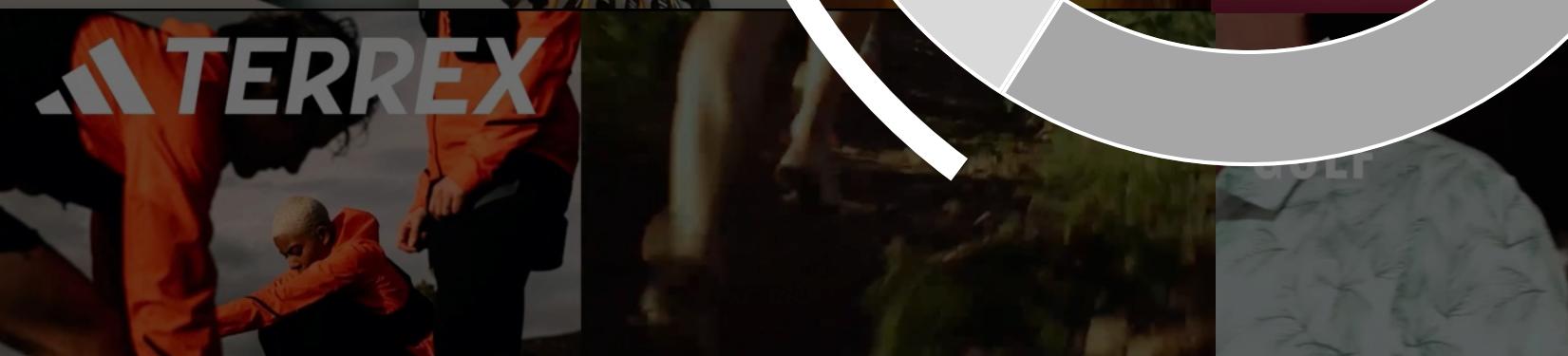
700 INTERNAL ENGINEERS WORKING SMARTER



TRAINING



DIRECT TO CONSUMER



ECOM

RETAIL

Sales

BASKETBALL

BALANCED
CHANNEL SPLIT

WHOLESALE

A dramatic photograph of a man in a red soccer jersey lying on a grassy field in the rain. He is shouting with his mouth wide open, and water is splashing around him. The background is dark and rainy.

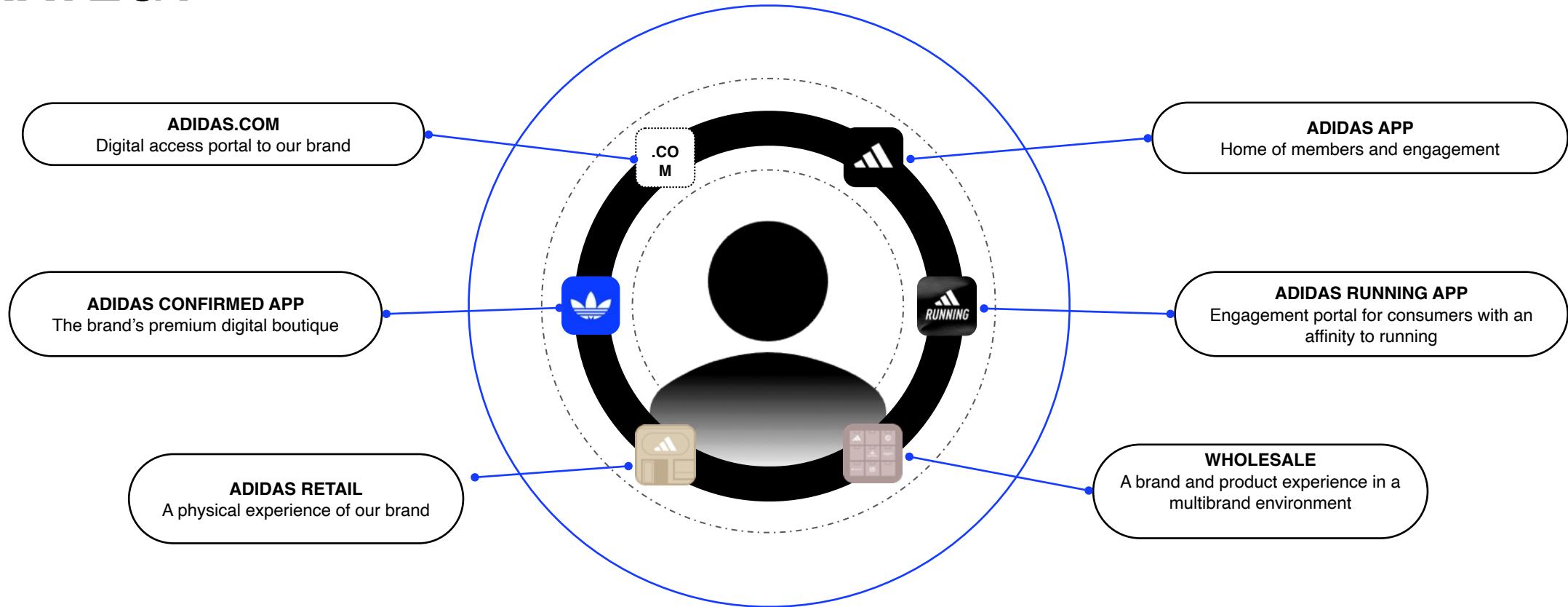
BUT HOW?

Y O U

G O T

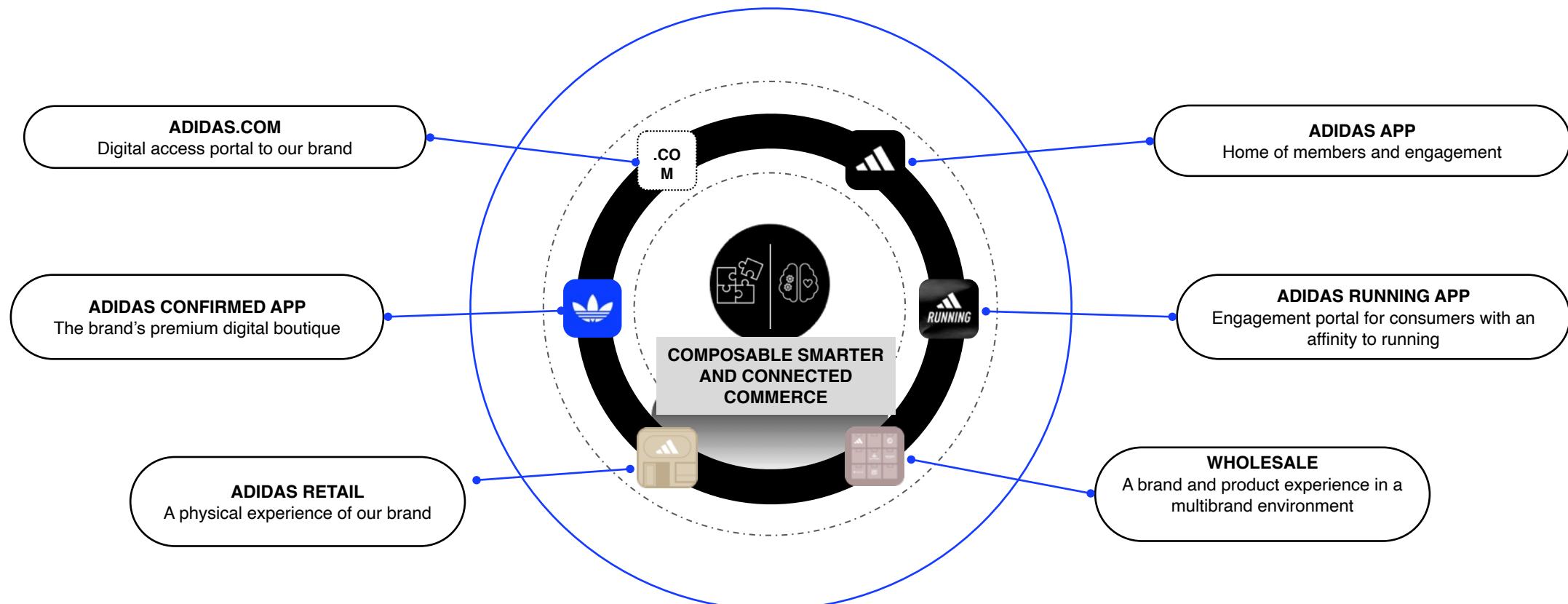
T H I S

1. FIND YOUR BUSINESS STRATEGY



OUR VISION IS TO CREATE
ONE CONNECTED ECOSYSTEM
FOR OUR CONSUMERS

2. TO ANCHOR YOUR TECHNOLOGY STRATEGY



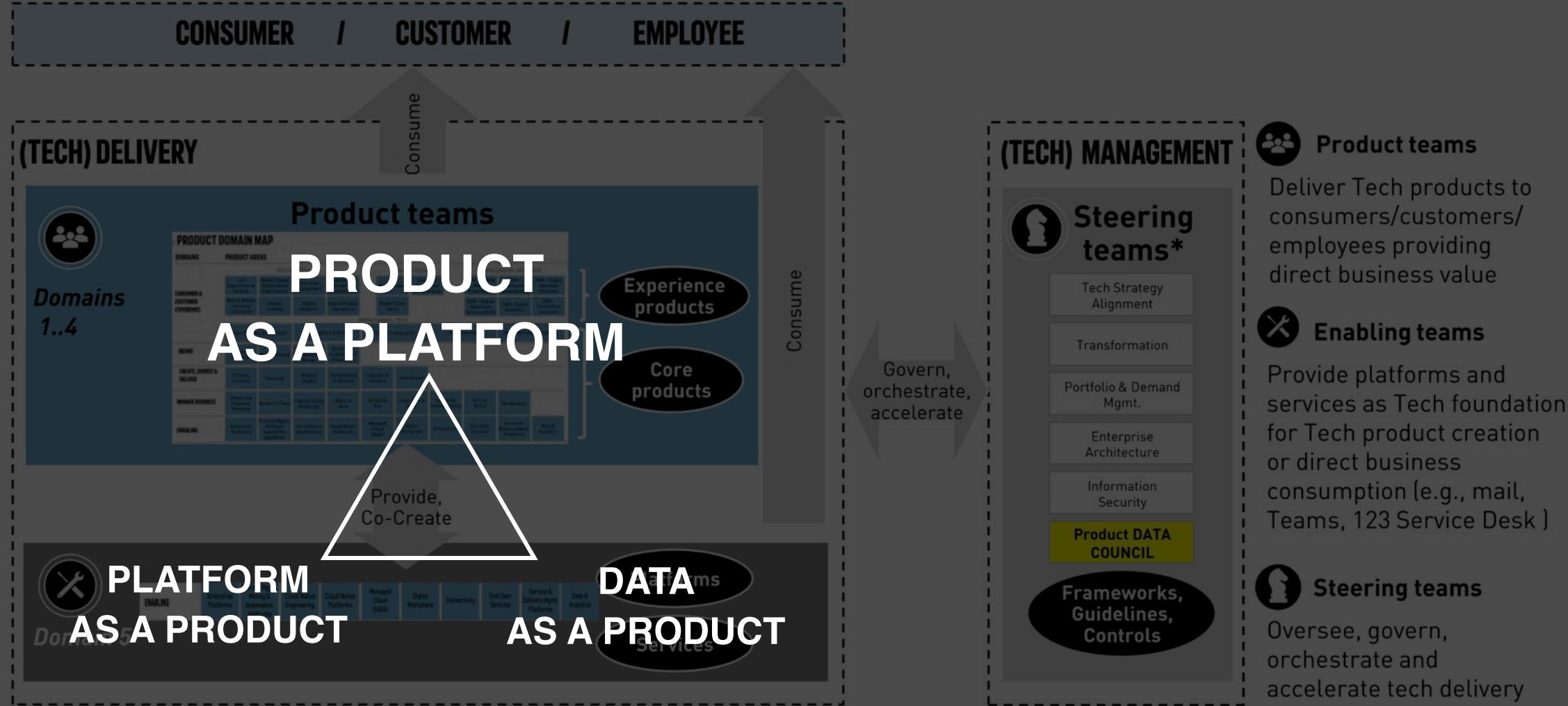
CREATE

COMPOSABLE SMARTER AND CONNECTED COMMERCE

SCALE SPEED & YIELD | SMARTEST ECOSYSTEM | DIGITAL AS AN ENABLER



3. BUILD OVER SOLID FOUNDATIONS



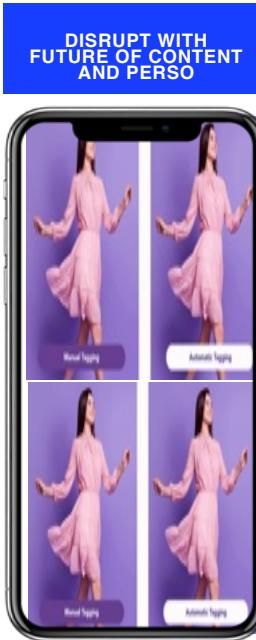


4. MAXIMIZE FOCUS AND VALUE

DELIVERING IN VALUE STREAMS



CONSUMER JOURNEY



EXPANSION OF AUTOMATED TARGETED COMMS

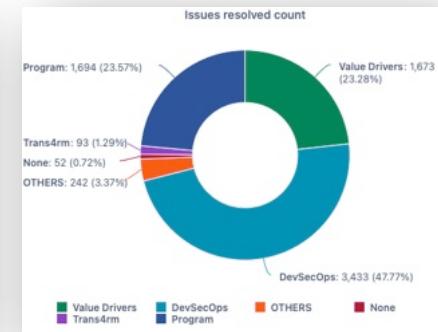
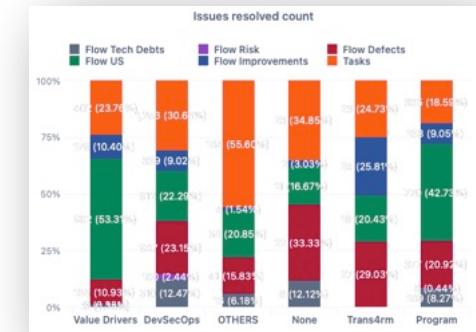
DISRUPT WITH FUTURE OF CONTENT AND PERSONALIZATION

FRICTIONLESS PAYMENT AND ORDER FLOWS

BETTER TRADING, PRICING AND FORECASTING

VISUALIZE (AND ACTIONIZE) FLOW

FLOW DISTRIBUTION FOR CAPACITY ALLOCATION AND FINANCIAL RUN/BUILD CAPITALIZATION



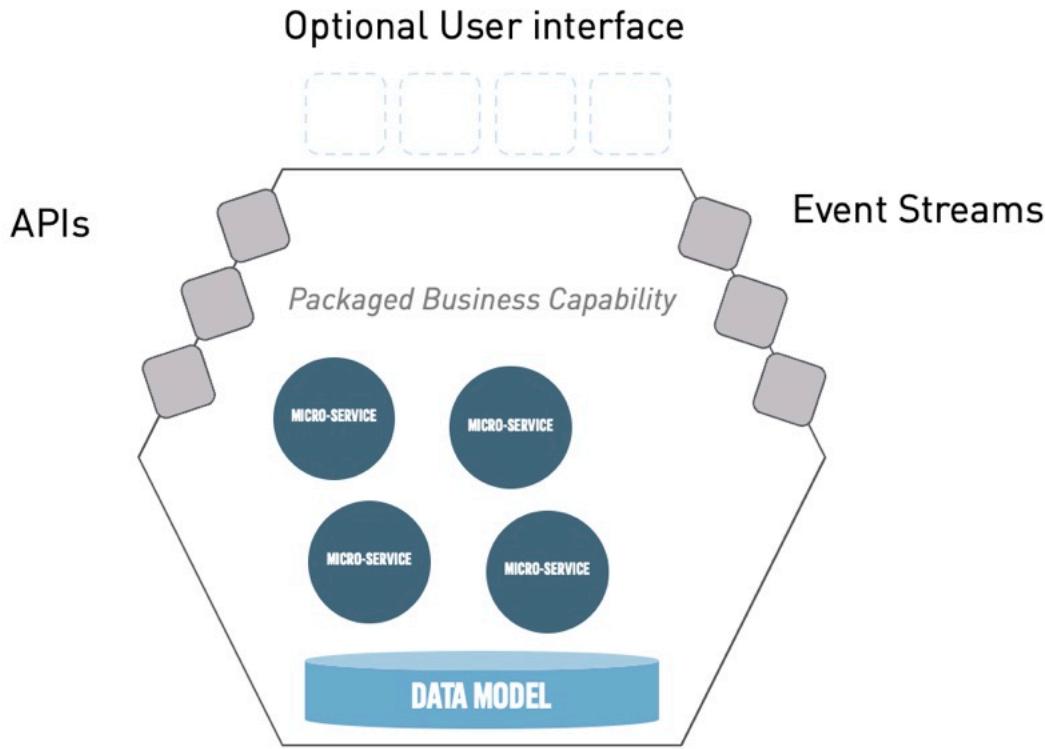
FLOW EFFICIENCY TO KEEP IMPROVING WoW

	Issue status	Working Days in transition status till now						Work days Discovery&Design	WorkDays Imp&QA	Total Working days
		Open	Reopened	In Progress	In Review	Resolved	Closed			
CCI-17 [LAM] Baseline Configurations	(none)	In Progress	4	145	79	0	145	145	145	145
CCI-44 [LAM] ID Validation	(none)	Resolved	16	83	0	73	16	156	171	171
CCI-54 [LAM] Restrict Shipping/cost by region	(none)	Closed	0	0	10	25	113	25	10	35
CCI-56 [LAM] Environment setup	(none)	Resolved	2	75	71	2	145	147	147	147
CCI-60 [LAM] PayU - Baseline setup	(none)	Resolved	1	96	49	1	145	146	146	146
CCI-61 [LAM] Offline Payments - Cash	(none)	In Progress	9	136	9	9	136	9	136	136

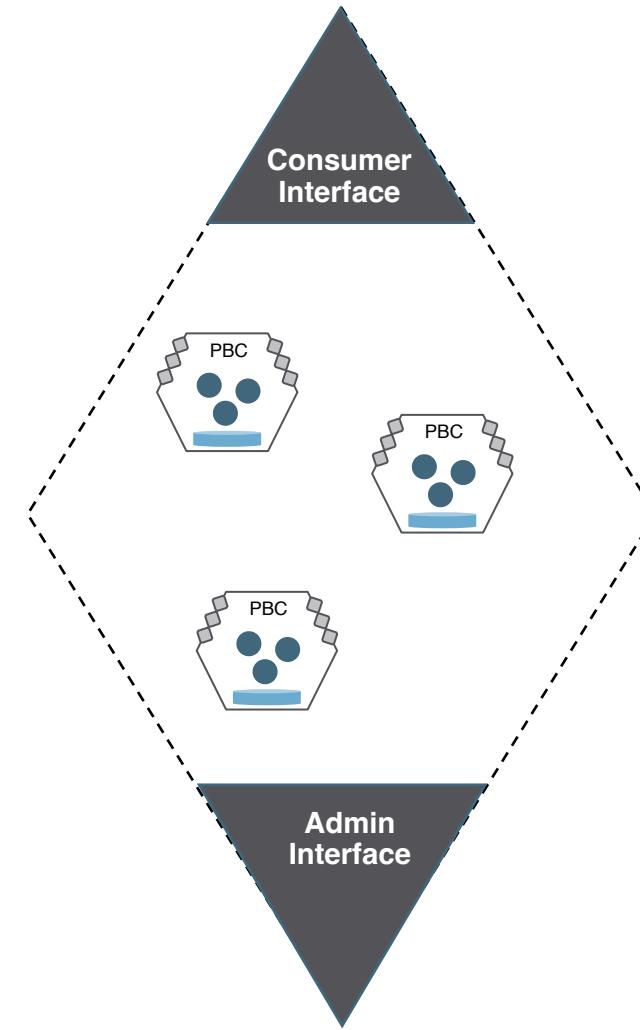


5. VISUALIZE YOUR ARCHITECTURE

PACKAGED BUSINESS CAPABILITIES



THE CAPABILITY DIAMOND

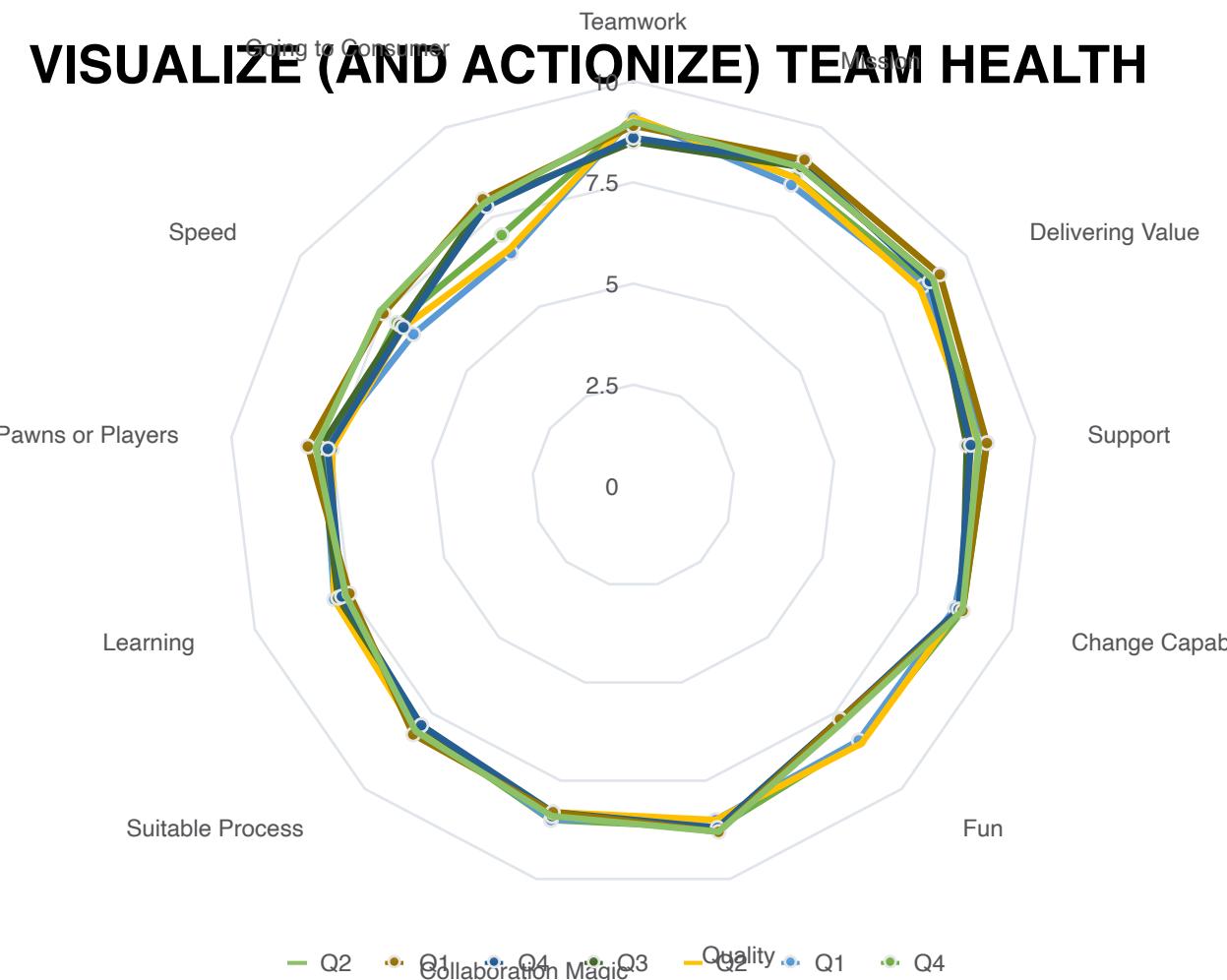


6. ALWAYS WITH YOUR PEOPLE

EMBRACE CHANGE



VISUALIZE (AND ACTIONIZE) TEAM HEALTH



A close-up, low-angle shot of a soccer player in a red and white striped jersey. He is lying on his back on a grassy field, looking upwards with his mouth open as if shouting or crying. His arms are raised above his head. The background shows a dark, rainy sky with raindrops falling. The image has a dramatic, emotional feel.

HOW DID IT GO?

Y O U

G O T

T H I S

BUT HOW?

LEANER

-700

External Engineers
working in our Digital
Ecosystem

-27%

Software costs since 2020
thanks to our Composable
Commerce

1-2%

Software and Ops Cost
increase for any further
10% NetSales Growth

FASTER

4000

Releases per year at
99% success(vs 1000 in
2020)

3 weeks

To add a payment method
across touchpoints, coming
from Quarters

1 year

To release our new
Commerce Platform
across the Globe

SMARTER

+3-5%

Conversion uplift due to
Personalised Homepage

+400%

Engagement in US

+100Mn

NS/Year uplift estimated
due to new trading
analytics capabilities



HOW GENERATIVE AI IS CHANGING THE WORLD OF ADIDAS COMMERCE



HOW **GENERATIVE AI** IS CHANGING THE WORLD OF ADIDAS COMMERCE



HOW WE LEVERAGE INFLUENCERS

HOW WE CONSTANTLY LEARN



HOW WE GET DESIG



HOW WE CHANGE OUR PRODUCT EXPERIENCE



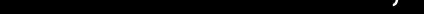
HOW WE EVOLVE CONSUMER SERVICES



DISRUPT HOW WE WORK VIA TECHNOLOGY



CONTENT GENERATION, PERSONALIZATION AI



ZAPATILLA ULTRABOGST 1.8 266,00 € X

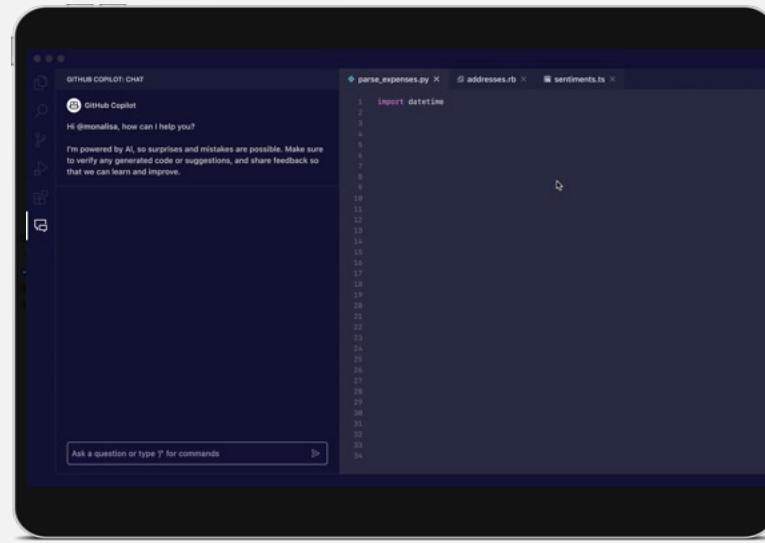


GENAI TO INCREASE ENGINEERING EFFECTIVENESS

COPILOT

500

participants



USAGE

- 82 % use copilot for **everyday coding work** with familiar languages
- 59 % use copilot to **create repetitive code** with familiar languages
- 62 % use copilot to **write tests** with familiar languages

USEFULNESS – 91 % FIND COPILOT USEFUL

- 79 % use Copilot to **create new code**
- 62 % use copilot to **change existing code**
- 61 % find copilot useful when **documenting code**

SATISFACTION

81 %

SPEND LESS TIME
SEARCHING FOR
INFORMATION

65 %

COMPLETE
REPETITIVE
TASKS FASTER

61 %

COMPLETE ANY
TASK FASTER
WITH COPILOT

TELEMETRY (AFTER 1 QUARTER)

- 484k suggestions **shown**
- 18.5 % suggestions **accepted**
- 142k lines of code **accepted**

CODING METRICS

- ~ 69 % of participants **created more Pull Requests** with Copilot during Q1 than without Copilot during Q4
- ~ 58 % of participants **contributed with more Commits** with Copilot during Q1 than without Copilot during Q4

GENAI TO INCREASE ENGINEERING EFFECTIVENESS

BUT WHEN IT COMES TO EFFICIENCIES, HOW MUCH TIME ARE WE SAVING???

Our Engineers reported an overall improvement of 15-20% of their time coding and testing”

participants

GARTNER REPORTS
ONLY 25% TIME OF
AN ENGINEER ON IDE
CODING/TESTING!!!

USAGE

- 82 % use copilot for everyday coding work with familiar languages
- 59 % use copilot to create repetitive code with familiar languages
- 62 % use copilot to review/test existing code with familiar languages

USEFULNESS

- 79 % use Copilot to create new code
- 62 % use copilot to change existing code
- 61 % find copilot useful when documenting code

SATISFACTION

- 81 % less time spent on repetitive tasks
- 65 % less time spent searching for information
- 61 % faster completion of repetitive tasks

COMPLETE ANY TASK FASTER WITH COPILOT

- 60 % of participants created more Pull Requests with Copilot during Q1 than without Copilot during Q4
- 58 % of participants contributed with more Commits with Copilot during Q1 than without Copilot during Q4

IS OUR ENVIRONMENT PRODUCTIVE?

1 MONTH

70 PEOPLE

7 TEAMS

4 DOMAINS

Training and Context	Product team ceremonies	Product execution / time on keyboard
Meeting with line manager/ direct reports / <u>MyBest</u> sessions Company All-Hands / Huddles Engineering Tech Talks / Communities / Hour of Power/Creators Club Training / Orientation / Team Building activities Travel / Conference / etc OKRs sessions / Quarter planning sessions Company/Domain/Product area sharing Others: non-product related sessions	Sprint planning preparation Sprint planning session Daily standups Backlog Grooming preparation Backlog Grooming session Sprint Demo Sprint Retrospective	Technical work: coding, testing, debugging, PR reviews, release management... Analysys and Design Documentation: Product documentation, diagrams, Jira ticket management Troubleshooting: issue troubleshooting, RCA analysis, etc Others (technical) Meeting with other teams/KT sessions/Meetings with product & team members/Product knowledge sharing sessions

OUR BENCHMARK

25%

CODING
TIME

(Gartner
benchmark.
Inc., CA)

47%

TIME ON
KEYBOARD
(adidas 2018)

OUR RESULTS

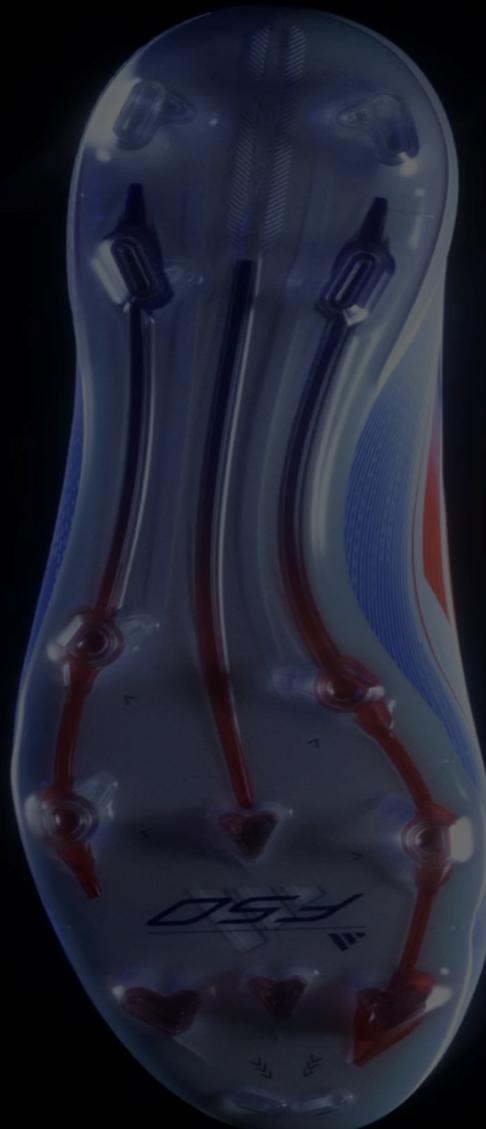
36%

CODING
TIME

(adidas 2024)

65%

TIME ON
KEYBOARD
(adidas 2024)



OTHER LEARNINGS – CRITERIA FOR HIGH PERFORMERS

Category	AVERAGE	Team1	Team2	Team3	Team4	Team5	Team6	Team7
1-Company/Area	11,63%	6,07%	5,88%	31,14%	8,50%	11,07%	10,56%	4,87%
2-Product team ceremonies	8,46%	6,47%	5,33%	8,10%	6,28%	12,25%	11,52%	8,72%
Analysys and Design	7,44%	6,44%	1,74%	6,41%	6,70%	8,05%	9,43%	12,48%
Documentation	4,88%	4,26%	4,01%	0,63%	6,52%	5,75%	7,41%	5,86%
Others (technical)	2,29%	2,42%	1,05%	0,33%	1,76%	5,07%	4,40%	1,56%
Technical work	35,66%	48,13%	69,26%	37,85%	27,50%	16,17%	24,63%	30,08%
Technical meetings	9,15%	8,31%	5,18%	4,20%	10,25%	9,09%	10,19%	16,13%
Troubleshooting	7,63%	6,71%	3,32%	2,68%	11,21%	11,82%	8,01%	9,67%
4-Others (personal)	12,86%	11,20%	4,22%	8,66%	21,28%	20,73%	13,84%	10,63%

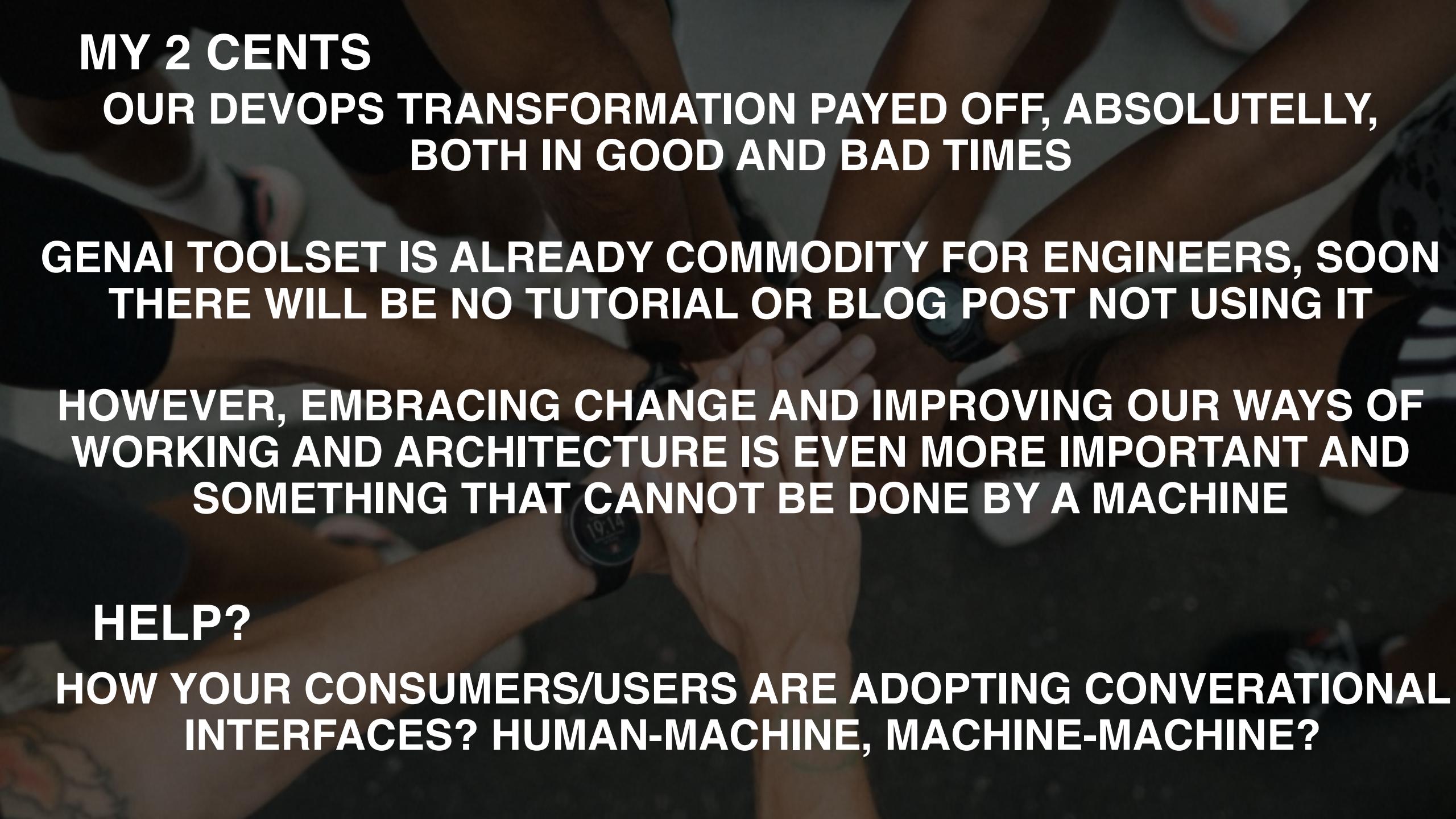
High productivity

Up to 80% productive time and 70% coding

Rest

With Much Lower productive time and high troubleshooting

Clear correlation with Maturity, Open Technologies, Low Dependencies and lack of Legacy/Technical Debt



MY 2 CENTS

OUR DEVOPS TRANSFORMATION PAYED OFF, ABSOLUTELY,
BOTH IN GOOD AND BAD TIMES

GENAI TOOLSET IS ALREADY COMMODITY FOR ENGINEERS, SOON
THERE WILL BE NO TUTORIAL OR BLOG POST NOT USING IT

HOWEVER, EMBRACING CHANGE AND IMPROVING OUR WAYS OF
WORKING AND ARCHITECTURE IS EVEN MORE IMPORTANT AND
SOMETHING THAT CANNOT BE DONE BY A MACHINE

HELP?

HOW YOUR CONSUMERS/USERS ARE ADOPTING CONVERSATIONAL
INTERFACES? HUMAN-MACHINE, MACHINE-MACHINE?

Y O U

G O T

T H I S