



HYPNOTECH

HypnoTech Consulting LLC

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BIS 083

Nike Digital Transformation

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Table of Contents

Executive Summary.....	3
Introduction.....	4
Current State and Opportunities.....	4
Proposal and Future State.....	5
Technologies.....	6
Mobile App Design.....	11
Use of Data.....	14
Projected Impact.....	17
Risks and Mitigations.....	22
Next Steps.....	23
Division of Work.....	25

Executive Summary

As technology continues to evolve, industry leaders must embark on the journey to maintain a competitive edge against pre-existing and new businesses. In Nike's case, they will need to pay attention to current trends and technologies to continue to grow. This digital transformation report aims to outline a path for Nike to take, outlining innovative technologies, their implementation, the use of their data, and the outcome of their launch.

The four following areas are the main focus: Integrated internet of things (IoT) sensors, 3D and 4D technologies, a monthly subscription, and a new mobile app integrating AI and AR for customers to use. Each idea supplements the consumer experience, allowing for better customization and feedback. Integrating technologies within Nike apparel allow for customers to be able to track their own fitness and health. Products will be able to adapt to the user's needs based on environmental factors. A subscription allows for a steady inflow of revenue for Nike, while letting customers stay on top of trends. An AI and AR app directly changes the interface for consumers, allowing for better recommendations and convenient use. With these areas of new technology, mass amounts of data is expected to be collected, which Nike can analyze and then use to understand their demographics and product quality. Projected impacts over a period of time showcase increased financial growth by 2028 through a steady launch of their technologies. Advertising and maintaining interest will be integral, while additionally maintaining a steady focus in research and development.

Three areas were found to be of risk: security from the new collected data, high cost of investment, and maintaining a clear focus within all areas of the business. As Nike undergoes its changes, it will be important to maintain a healthy relationship with their consumers and employees to ensure their transformation is implemented smoothly.

As Nike aims to remain as a leader, they will be embracing a new period of technology within the fashion industry. Through this, they will improve customer satisfaction, further technological advancements, and create a future as a pioneer.

■ Introduction

HypnoTech Consulting LLC is committed to the belief that we can implement and propose a significant change for Nike regarding its products, including shoes, clothes, and sporting equipment. Our proposition aims to guide Nike into a more modern-based company through a digital transformation. Adapting to this new digital era within a company like Nike, which produces both athleisure and footwear, will allow Nike to set the bar in clothing brands. Using digital transformation to remodel some of the ways Nike operates now will easily promote superior customer service, efficiency, and profit. Digital transformation has much to offer within an industry like Nike, and implementing them ensures a future in which they are a leader in the industry.

■ Current State and Opportunities

Nike has been a market leader for athletic clothing and footwear for many years. However, recent challenges to Nike's dominance have come from e-commerce, social media, and new technology. Nike must go through a digital transformation in order to be competitive, with the goal of differentiating the consumer experience through the incorporation of cutting-edge technologies.

Nike presently has limited skills in connected shoes and wearable technology. Years ago, they collaborated with Apple on the Nike+ sensor, but they haven't really grown since then. One opportunity is to integrate Internet of Things (IoT) sensors into shoes to track fitness data and provide real-time performance feedback. This will expand on earlier technologies like the Nike+ Running sensor while also advancing capabilities by obtaining precise biometric data on elements like form, gait, exhaustion, and more.

Additionally, Nike has experimented with 3D printed shoes, although conventional manufacturing techniques are still used for mass production. Their supply chain and

production procedures would change if they switched to digital printing. Nike has a large selection of personalized designs. Customers can customize shoes to their requirements and preferences by choosing colors, materials, and fit preferences. A shoe rental subscription program should also be tested by Nike. This gives consumers short-term access to luxury goods while offering Nike ongoing revenue rather than one-time sales.

Finally, Nike can add AI-powered recommendations and augmented reality try-ons to its mobile app. Customers can choose the ideal size and design by visualizing the shoes on their own feet. To make AR a core customer experience would involve improved 3D assets, algorithms, and back-end integration.

■ **Proposal and Future State**

Overview

HypnoTech Consulting LLC aims to establish a pathway for Nike, ensuring future growth for the company to remain as a leader within the sporting and athleisure wear industry. We are committed to driving change in such a way that is innovative while remaining accessible for consumers, pushing to challenge pre-existing paradigms of the fashion industry. The following proposal for a digital transformation will be a pivotal step in this journey, ushering in a new era of success for Nike. The following is

- IoT integrated sensors
- 4D and 3D technologies
- A monthly subscription plan
- AR app with AI for a personalized shopping experience.

From these, Nike can expect to receive better customer engagement, revenue growth, and take the lead in the industry by pushing the boundaries. The following section will highlight the strength of each of these additions to Nike's business, including the design of a

mobile app, newly created data and its usage, risks and mitigations, and an expected financial return for Nike. As technologies continue to improve, Nike will need to maintain a competitive edge within the fashion industry, as styles and consumer wants constantly change.

■ Technologies

Subscription

A monthly shoe rental subscription service would allow Nike to expand its offerings into the growing "rental economy." By providing customers access to a rotating closet of shoes, rather than just a one-time purchase, Nike could increase customer lifetime value. This helps Nike's digital transformation by creating an ongoing relationship and recurring revenue stream. The service enables customers to continuously experience new products and styles, while spending less upfront. For Nike, it provides valuable consumer data on which shoes customers prefer to wear and how often they want to update their selections. Nike could then use this data to better predict demand forecasts and optimize inventory levels.

Operationally, Nike could partner with a shoe rental startup like Feetz or StreetShoes to handle logistics like storage, cleaning, and shipping. However, Nike may want to build the platform in-house to control the customer experience end-to-end. Recommended vendors would be rental platform providers like Zipments or rental management software like Rentables. These solutions can handle scheduling, tracking, and returns of rented inventory at scale.

The rental model ultimately gives Nike a competitive edge by making their products more accessible. It transforms the customer experience from individual transactions to an ongoing branded relationship. As buying behaviors shift from ownership to access, this program future-proofs Nike's leadership.

To promote the new subscription service, Nike could run social media campaigns highlighting the ability to regularly update your shoe wardrobe. The campaigns would target fashion-forward demographics who embrace mixing up their style frequently. Nike could also partner with influencers and celebrities to showcase the shoe rental subscription as an innovative way to try out the latest product releases.

When customers sign up, Nike could offer a style profile quiz to capture preferences and suggest the optimal monthly rental package. This data would feed into Nike's customer analytics to understand emerging styles and demand trends. Customers could also receive stylist tips and recommendations powered by machine learning algorithms. For pricing, Nike could offer tiered subscription packages based on the number of pairs per month. There could also be a premium tier with access to limited edition shoes and early releases. To build loyalty, customers could earn reward points and credits for renewing their subscription term.

Overall, the rental subscription allows Nike to get products directly into the hands of consumers on an ongoing basis. This drives brand affinity while providing valuable consumer insights over time through a recurring revenue model.

3D and 4D Printing

Following IoT, 4D printing presents our next transformative step. While 3D printed shoes have marked Nike's innovation journey in recent times, we believe that the leap to 4D printing offers promise in both attracting a broader audience and enhancing profitability.

In essence, we propose that Nike experiment with 4D printed shoes made of smart materials, which can change shape or properties over time in response to external stimuli. To advance this to a higher level, the shoes could be designed with not just one material. Instead, they could feature a multi-sectional design, with each section capable of individual

transformations via different materials. For instance, thermochromic materials could change color with temperature changes, while photochromic materials respond to light. Thus, Nike can find ways to incorporate these materials into their shoes, allowing them to have different colors when exposed to varied weather or lighting conditions.

Another material that can be used is shape memory alloys or polymers, which enable the shoes to change shape in response to temperature, such as offering more grip on cold surfaces. To facilitate these changes, actuators or sensors can be embedded to communicate with an external device or app, letting users customize their shoe's appearances and save preferred settings. After use, the shoes could restore themselves into the original configuration and gradually self-heal, expanding their lifespan.

In terms of vendors, we recommend that Nike partner with Stratasys and MIT's Self-Assembly Lab – all of which are leading organizations in 4D printing exploration and solutions. MIT's Self-Assembly is a research lab at MIT, which is dedicated to self-assembly and programmable material technologies. On their home website lies two proposals specifically designed on active shoes and liquid printed shoes, making them a great fit for Nike to collaborate with in their journey to bring about 4D printed footwear. Besides, Stratasys is home to an industrial grade, best-in-class 3D printer portfolio, which can facilitate our proposed 4D printing process for Nike. This is because 4D printed products, similar to 3D, are manufactured through 3D printers. The only difference is that 4D printing requires the use of smart materials, so having the most up-to-date and efficient printers from Stratasys will bring tremendous value to the implementation of this project.

All in all, as consumer demand shifts towards more personalized, adaptable, and sustainable products, 4D printing will offer Nike a cutting-edge pathway to stay at the

forefront of these demands. This strategic move will ultimately put Nike at the heart of consumer preferences, improving their satisfaction and fostering deeper brand loyalty.

Internet of Things

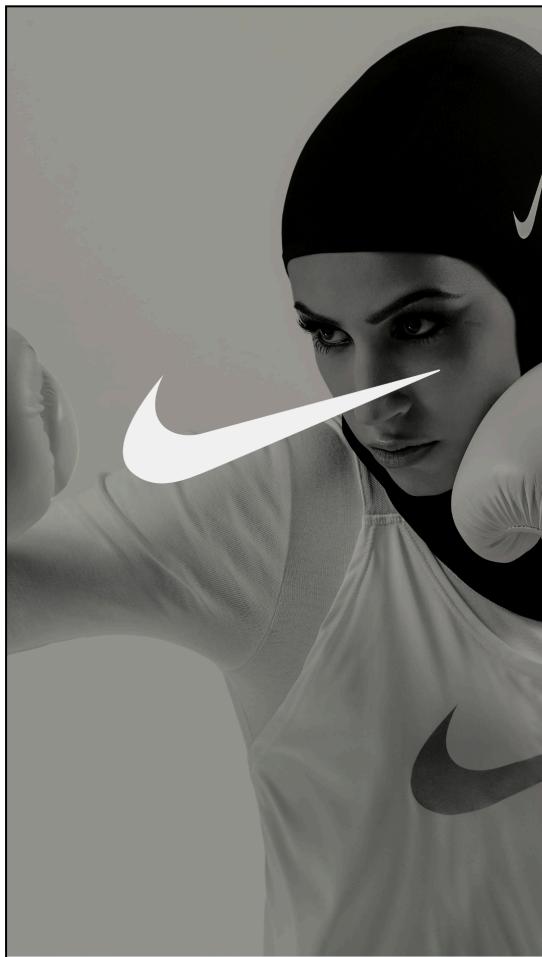
Implementing the Internet of Things (IoT) into a leading athletic footwear and apparel company like Nike could be very beneficial. Adding IoT sensors into their shoe designs to estimate heartbeat, track fitness data, and provide real-time monitoring and feedback on performance could enhance user and customer experience exponentially. Using IoT could boost the overall brand of Nike and potentially open up new revenue streams to further expand its already successful brand. With the addition of heart rate monitoring into the Nike shoes, it could become extremely valuable for athletes, fitness enthusiasts, or even those with specific health goals. Having a shoe that tracks detailed data like this becomes a two-in-one deal for customers.

Often, runners or athletes use other devices like a fitness watch to track specific data like distance and heart rate. However, having a shoe that did it for you could allow many to switch from watches to just using the Nike shoe. Furthermore, the IoT sensors would track various fitness metrics such as steps, calories burned, and activity intensity. This information could be synced with the user's smartphone, which provides an overview and summary of their physical activity. With the summary given, the IoT connected app could offer feedback or recommendations on the user's performance. For example, the app could suggest adjustments to a running stride or provide guidance on optimal training intensities. Overall, the use of IoT and what it offers for Nike could be a complete game changer for the industry. Leveraging IoT could set Nike apart from many other brands and allow for next-level fitness.

After gathering what we would like to be incorporated into our Nike shoes, finding a technology company that can put these ideas into place is our next step. We believe that we can work with and propose an idea to MyZone. MyZone is a company that works with wireless and cloud technology to monitor heart rates and physical activity. Working with MyZone and their IoT vendors, we could come up with the product we would want within the Nike shoes.

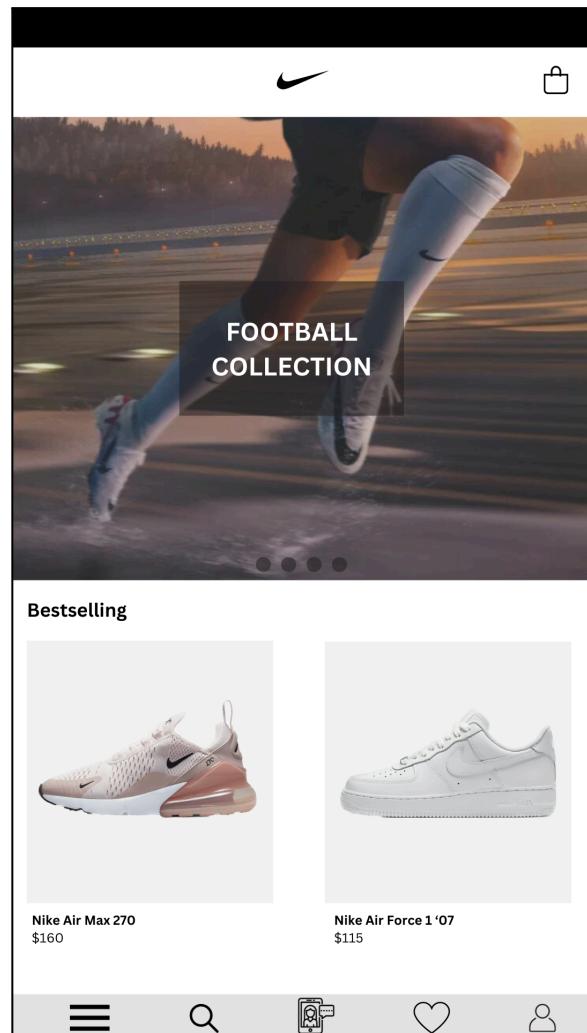
■ Mobile App Design

Made with Canva



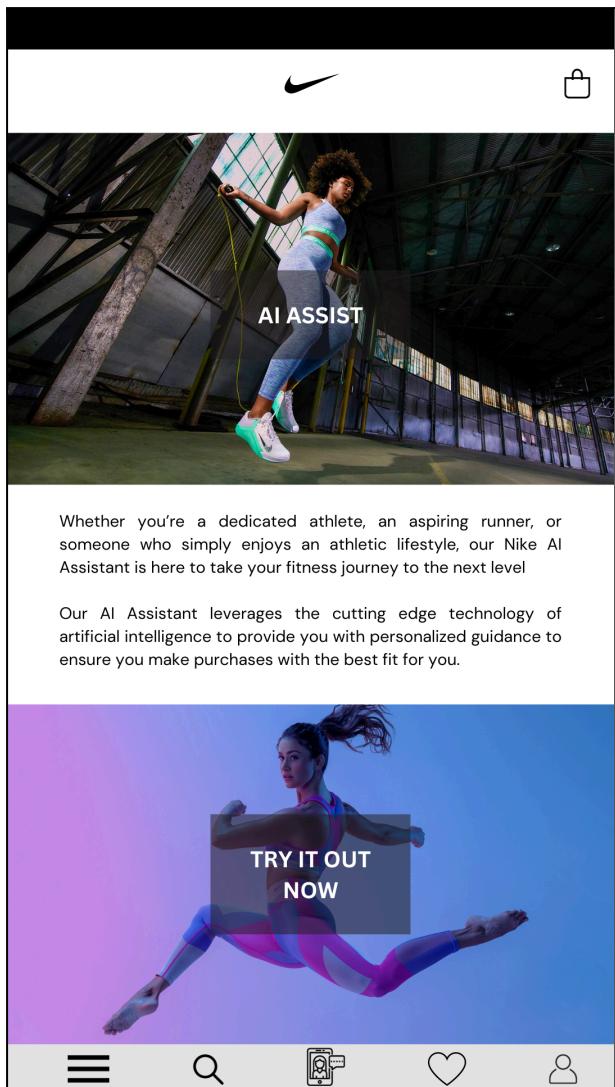
Opening Page:

When customers open the Nike App, this will be the first thing they see. The Nike logo and image together establish a connection to the brand in its relation to sports apparel.



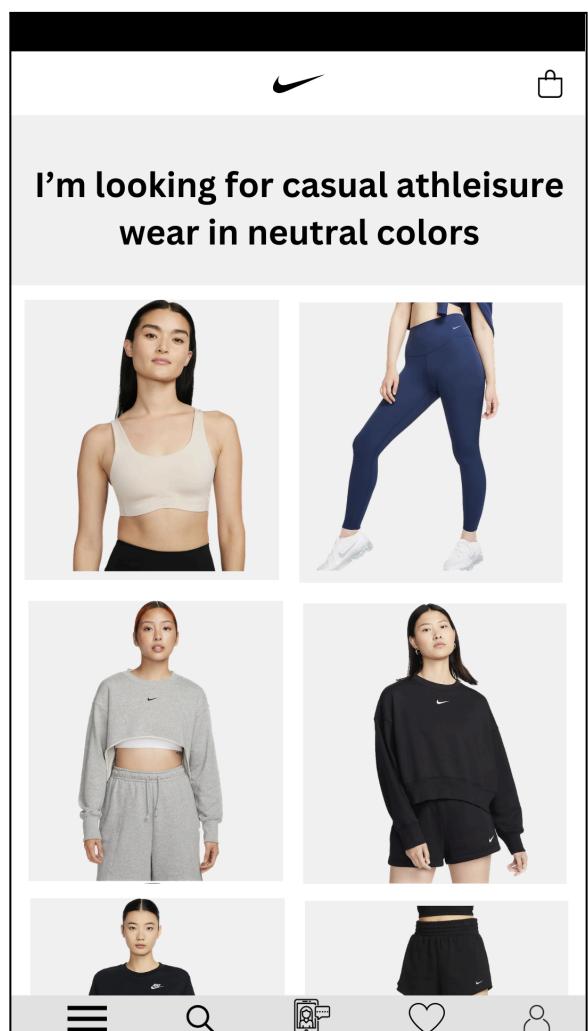
Home Page:

This will be the page customers see when they open the app. The central image will showcase a variety of collections that Nike is pushing, fitting either with current trends or exclusive content. Below will showcase some of the bestselling products from Nike, enabling users to be able to easily view favorites from customers. In addition, this app can push particular styles and/or products that will best suit the taste of the user.



AI Assist:

Along the bottom navigation pane, the central icon takes customers to a new interactive element for Nike's app. This page introduces customers to their AI Assistant, which will be one of the next big steps that Nike is undertaking as it progresses through its digital transformation.



AI Assist Search:

Demonstrated here is an example of a question a customer might ask the AI Assist. Searching only for a selection of colors will give them an open result list of various products that match their specifications. Nike AI Assist will best match products based on what the customer wants and their previous purchases.

The screenshot shows the Nike Perks mobile application interface. At the top, there is a navigation bar with the Nike logo and a shopping cart icon. Below the navigation is a large promotional image featuring two women sitting on a bench in a neon-lit urban setting. A dark overlay with the text "NIKE PERKS" is centered over the image. The main content area contains a text box explaining the service: "Nike Perks provides our customers to have the best experience for their needs. Being a member gives you access to apparel for a month, allowing you to stay on top of trends and try out new styles. Create your personal style board and receive top recommendations today!". Below this text is a large blue button with the white text "SUBSCRIBE NOW". At the bottom of the screen is a grey footer bar with icons for a menu, search, VR camera, heart, and user profile.

Nike Perks

Nike Perks is the new subscription service made available by Nike, allowing for better customization and a regular rotational period for customers to try styles. This will allow for customers to be able to stay on top of trends and keep engagement with Nike.

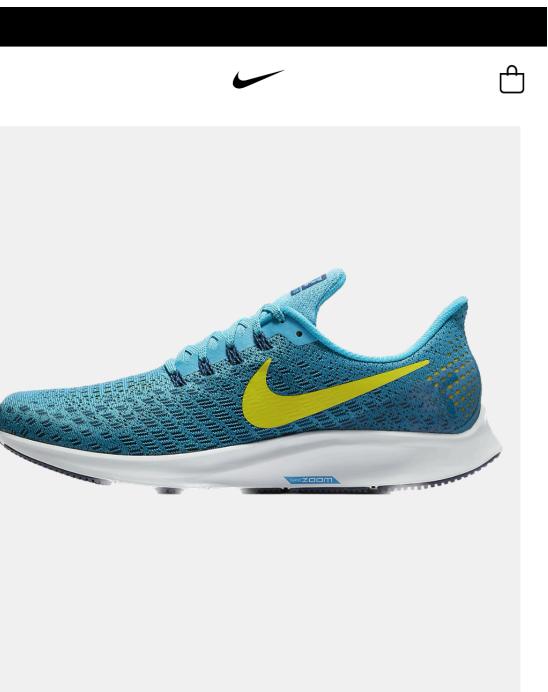
Nike Perks provides our customers to have the best experience for their needs. Being a member gives you access to apparel for a month, allowing you to stay on top of trends and try out new styles. Create your personal style board and receive top recommendations today!

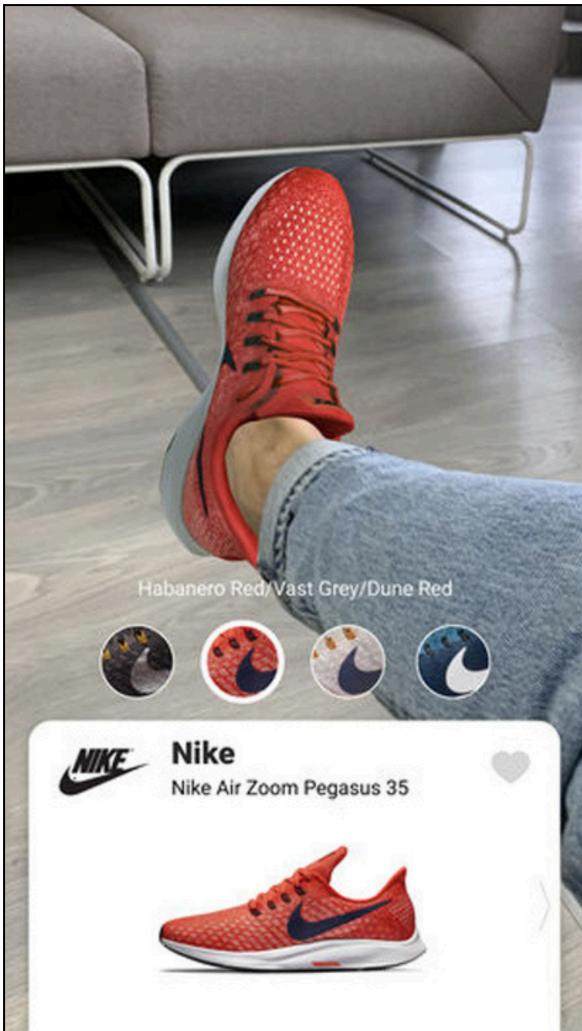
SUBSCRIBE NOW

FAQ

Product Page:

This is an example of a product page for Nike's app, with a particular change. Customers will now have the ability to try on styles in VR from the comfort of their own home, making it convenient and easy to try new styles.





AR Try On:

This is an example of what it would look like when customers try on products in AR. They have the option of trying various colors from the page, and can easily add products to their cart or save them for later.

■ Use of Data

As Nike continues pushing for innovation within its field, undergoing the changes thus illustrated in this report, new avenues for possibility will flourish. Its digital transformation is not an end goal, but a step towards maintaining a competitive edge as new data will be crafted for further analytics as consumers utilize the new technologies. In order to keep ahead, Nike will need to ensure that it collects and analyzes its data for processing. Illustrated below are examples of the new data that Nike will be able to collect as they release updates and new products, entailing an exciting future for the company.

With each of these new avenues, it's important that Nike maintains trust with its customer base, as processing data regarding the activity of their consumers is something that

needs to be kept protected. New data offers a multitude of ways for Nike to continue growing, and in order to maintain it it's important to keep a good relationship with their customer base.

IoT Wearable Technology

With integrated wearable technology in fashion, i.e. shoes or watches, new data that is invaluable about their customer base will be created. Real-time data about the fitness habits of their consumers will showcase athletic performance, health, and personal schedules, creating an overall image for each individual customer that will be stored for future processing. This data can then be used later on for Nike to push products that fit each consumer, creating better engagement and returned buyers. Nike will also be able to receive feedback on a variety of aspects regarding the products, which can lead to better durability, which can lead to better product design for better satisfaction; customization, creating products to better suit needs of their buyers; and supply chain management, focusing on products with higher demand and satisfaction rates.

3D and 4D

3D and 4D technologies, similarly to IoT technology, will allow Nike to understand the durability of their products. Testing and feedback will be instrumental when rolling designs out in order to make sure that products match a high quality standard fitting for Nike. Nike can analyze how products are being used to then improve designs for better customer satisfaction, as the amount of wear and location can have an affect on how the product lasts. Environmental factors can be a massive way to understand how customers are using their apparel (i.e. the gym, wet activities, cold environments) which Nike can then use to further curate and create better products that fit the habits of their consumers based on their patterns.

In the long run, this will also enable Nike to be more sustainable, allocating resources based on usage to minimize waste and optimize production.

Subscription

Implementing a subscription based service will drastically demonstrate the effects of Nike's understanding of their customer base. Customers will be able to personally curate their profiles, allowing them to find items specified to their preferences. Utilizing consumer habits, Nike can then analyze and push products based on previous shopping habits or favorite styles. Styles, fit, colors, and materials can all be noted for better curation, tuned to each specific individual. Nike will also be able to analyze trends based on popular styles, and manage their supply chain to match with popular styles or seasons. Nike can also understand the return base for their customers with the subscription model. They can see what brings customers back and what might push them away, allowing them to better optimize their brand to maintain a steady inflow of consumers returning each month.

Mobile App

Creating a mobile app opens a wide variety of opportunities to collect data that Nike can then use to better their business. Nike can analyze which areas of the app receive the most traction versus the least, and from there focus on building areas in such a way to continue garnering attention from customers. Nike can also see which items are clicked the most, allowing them to push particular items more, and push products they want to sell on their homepage where it is easily accessible and viewable. With the integration of AI in the mobile app, Nike will be able to even further understand its consumer base with AI being able to analyze every search and click, building a profile for each customer based on their views. Products will be highlighted that fit best with each consumer, allowing more sales.

Projected Impact

Before going into this section, it is worth noting that the projections we will make are based on the understanding that the implementation of all four digital transformation aspects will be phased in gradually, as detailed in the accompanying Risks and Mitigations section. To optimize resource utilization, we recommend a progressive approach to implementing each feature as follows:

- **2024** - Experimentation with IoT devices and mobile app with AR and AI assistant capabilities.
- **2025** - Continued development and refinement of IoT devices and mobile app, focusing on revenue stabilization, customer base identification, and stakeholder feedback acquisition.
- **2026** - Introduction of subscription models and initial 4D printing trials. Release of 4D printed shoes and monthly subscription features by the end of the year.
- **2027** - Continued enhancement of subscription models and 4D printing, emphasizing revenue, customer base, and stakeholder feedback integration.
- **2028** - Assuming successful execution and high adaptability rates of all digital transformation initiatives, they are anticipated to reach full stride in 2028, driving substantial revenue growth for Nike.

Tableau Dashboard 1

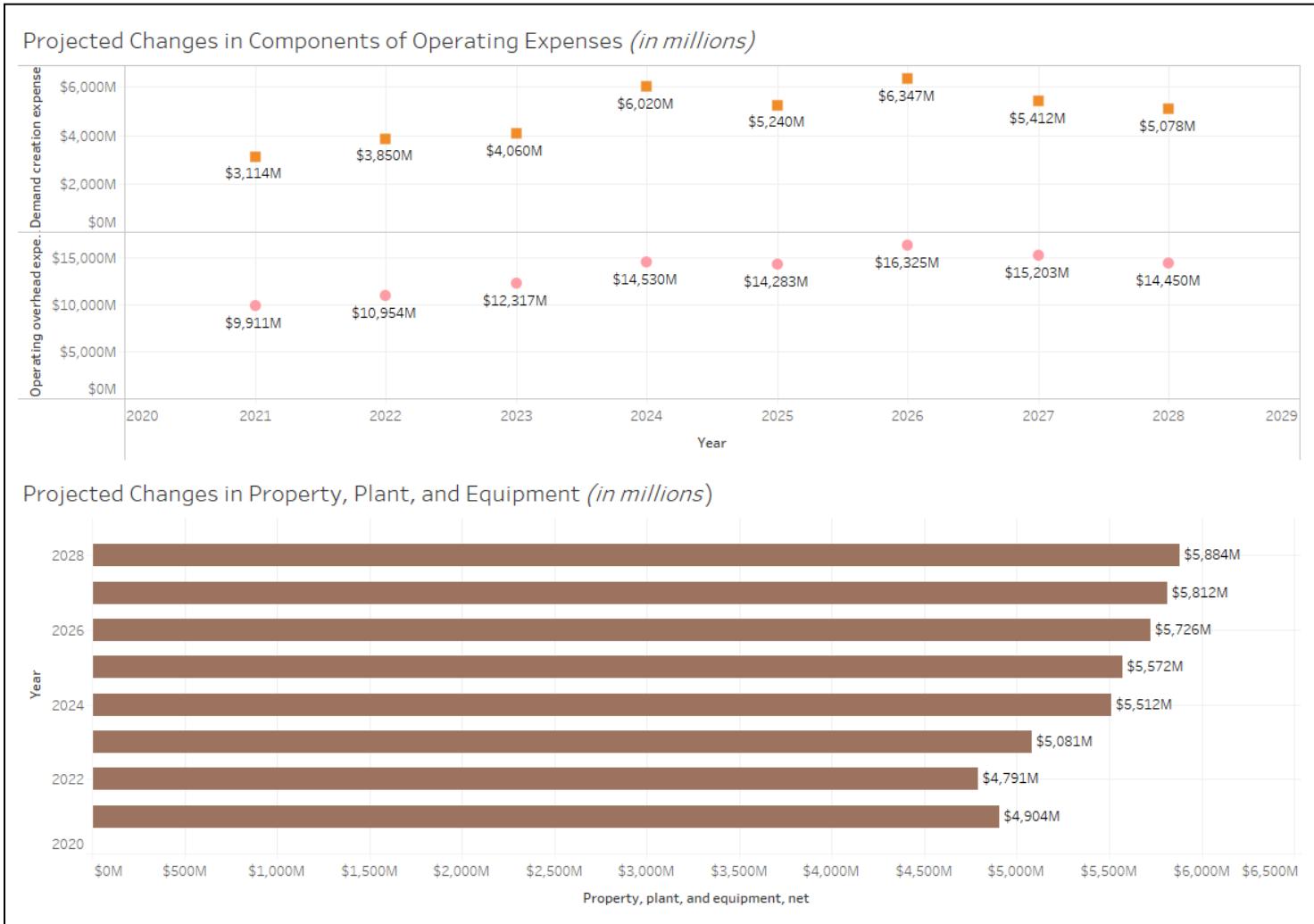
Projected Changes in Revenues, Cost of Sales, and Gross Profit (*in millions*)



Projected Changes in Components of Revenues (*in millions*)



Tableau Dashboard 2



Explanation:

The Tableau dashboard 1 demonstrates the projected financial impacts that our proposal will have on total Nike Brand revenues, cost of sales, and gross profits between 2024 and 2028. The Tableau dashboard 2 depicts anticipated changes in components of operating expenses and Property, Plant, and Equipment during this period.

To begin with, we believe that when the IoT devices and mobile app are first introduced in 2024, footwear revenues will increase by approximately 13% from 33,135 millions to 37,428 millions. This is due to the fact that IoT and mobile apps with AI and AR

are concepts still new to the markets, so customers will be attracted to try them out. With the AR feature in mobile apps, Nike can also attempt a new source of revenue which is service revenue. The AR try-on itself or IoT can be classified as a service, and we project that it can bring about \$525 millions more for the company in 2024. What's more, the AR feature cannot only work with shoes but also clothes, so Nike's apparels can also benefit from this and generate revenues. Therefore, in 2024, total Nike Brand net sales and gross profit of the company are expected to see a significant growth of \$7,545 millions and \$4,079 millions respectively. Meanwhile, we predict that cost of sales will rise by \$3,310 millions as IoT devices can lead to increases in inventory costs and warehousing costs, as well as labor, shipping, and handling costs. From Tableau Dashboard 2, both demand creation expense and operating overhead expense are also expected to see remarkable increases to \$6,020 millions and \$14,530 million consecutively (by 48% and 18%). This is because the introduction of IoT devices and mobile app to the market will require higher advertising media costs and more brand events and retail brand presentation to drive customers' engagement to these new transformations. Research and development costs - included in the operating overhead expense - will also be much larger as research and experimentation with these digital concepts are needed, along with a cybersecurity team that is specifically dedicated to monitoring these digital concepts. Lastly, we anticipate that the PP&E component such as warehouses and technology devices will also rise by \$290 millions to accommodate these proposed changes.

The following year of 2025 is when Nike should focus on following up with both IoT devices and the mobile app with AI assistant and AR try-on features. This includes stabilizing revenues, understanding and identifying customer preferences, and getting feedback from stakeholders. While revenues, gross profit, cost of sales, and PP&E are still expected to grow but at a lower rate than 2024, both the two components of operating expenses may drop as

marketing and researching expenses are less needed to drive new customers than in the previous year.

2026 is when we expect the other two transformations to take place: subscription to rent shoes and 4D printing. These are huge changes that, similarly to 2024, are anticipated to lead to significant growth in revenues and gross profit. Most notably, service revenue of subscription models can potentially go up to \$3,423 millions, almost 2.7 times that of 2025. Because other aspects of revenue, including apparel, footwear, equipment, service, are also estimated to rise, total Nike Brand revenues can experience an upward trend from \$56,308 millions to \$61,409 millions. At the same time, cost of sales essential to generate these sales will also increase by \$3435 millions as more labor and warehouse will be allocated to manage subscription and 4D printing. In addition, we project a more substantial number of operating expenses – with demand creation and operating overhead needing about \$1107 millions and \$2042 millions more, respectively. This is for the same reason as when we first bring IoT and AR to light in the year of 2024. Since subscription and 4D printed shoes are innovative and unprecedented, investments in brand strategies and research and development costs should be planned carefully to ensure profitable outcomes. 4D printing also requires modern 4D printers and buildings designated to store them, which explains the projected increase of \$154 millions to over \$5700 millions in property, plant, and equipment as observed in the bar chart of Tableau Dashboard 2.

The next period between 2027 and 2028 is when all 4 digital transformations are expected to have been announced and familiarized among our customers and stakeholders in the previous years. Thus, we call this the “adaptation and improvement” phase in which we proactively refine our strategies and operations by solidifying our income streams, evaluating customer trends, and incorporating valuable insights from stakeholders feedback. Overall, we anticipate that these digital changes will reach full stride in 2028, driving up to \$74,954

millions in revenues and \$37,066 millions in gross profit. While cost of sale and property, plant and equipment may also rise, they are predicted to do so at a much lower rate than revenues and gross profit. Furthermore, operating expenses are anticipated to gradually decline after 2026, as the reduced need for extensive marketing and research – having already established a strong customer base in previous years – leads to more efficient spending in these areas. As a result, when our proposal is fully implemented and embraced according to this financial outlay, Nike can capitalize on a 57% increase in total Nike Brand revenues and 66% growth in gross profit by the end of 2028.

Risks and Mitigations

In terms of this digital transformation proposal we have identified 3 risks that Nike could encounter: vulnerability to cybercrime, the need for significant financial investment, and low adaptability.

First, the integration of IoT devices and mobile apps means that Nike will store vast amounts of data, making them an appealing target for cybercriminals. The safety and privacy of customers can be at stake if data breaches occur, so it is important that Nike be mindful of cyber attacks and take precautionary measures. To do so, Nike should develop a custom multi-layered security system – encompassing advanced firewalls, two-factor authentication, and end-to-end encryption – to block unauthorized access and protect user's fitness data from being tracked and stolen. In the meantime, a separate cybersecurity team should be specifically assigned to follow and monitor the implementation of this project, dedicated to predicting security issues that may emerge and finding ways to improve them.

Second, the financial investment needed for all digital aspects of the proposal (namely IoT, 4D technology, subscription models, and AR app with AI) could be substantial. In this case, we suggest not going for every technology at once, but rather experiment with one or

two at a time. By doing so, Nike can spread out the financial outlay over time, allowing for adjustments in investment based on early successes or challenges. This progressive strategy also provides Nike with a practical idea of how employees or customers would respond and adapt to changes, which they can later base on to further refine the original DX proposal.

Third, when faced with new concepts, not everyone can be on the same page. If the proposal is carried out immediately, employees can find it hard to understand it and thus hesitate to contribute to its long-term goals. Without reaching a consensus about the project, it may be hard to ensure that it will achieve the expected outcomes. Thus, comprehensive information sessions and training programs are necessary to give each individual insights into new technologies and objectives. A similar thing can happen on customers' end, particularly when there is skepticism towards the functionality and practicality of IoT and 4D-adaptive footwear. To mitigate this potential resistance, Nike should make sure that its marketing department is ready to craft compelling advertising campaigns, which can highlight the benefits, ease of use, and added value of these innovations. For instance, engaging videos, interactive webinars, and customer testimonials can be leveraged to enhance trust and willingness of people to try the products out.

■ Next Steps

As Nike begins to move forward, it is crucial that they maintain momentum while also laying the proper groundwork to ensure the proposal's success. The first recommendation is that Nike expands research efforts in order to thoroughly explore the viability and potential challenges of the plan. While the initial proposal put forth a vision and framework, comprehensively vetting the details and feasibility will enhance the final outcome. Market research, competitive analysis, risk assessment, surveying target users, and running financial models will all help refine and strengthen the proposal.

Additionally, piloting select aspects of the proposal can provide Nike with valuable real-world data. Starting small allows testing key assumptions and working out any issues before full implementation. The ideal pilot balances useful feedback with minimum expenditure of resources. For the proposed software or app-based solutions, releasing a minimal viable product to a sample of users often provides these insights. When piloting a new product, service, or process, limiting the test to a single region or department reduces risk. Objectively evaluating the qualitative and quantitative results of the pilot provides learnings to optimize the overall roll-out.

With research and piloting underway, Nike should begin detailed planning for company-wide delivery. A cross-functional team representing all stakeholders creates a comprehensive roadmap, delineating concrete milestones, assigning responsibilities, establishing success metrics, and modeling financials. This detailed plan is the blueprint guiding the proposal's execution. It should include mitigation strategies for identified risks. Planning should also involve selecting best-in-class vendors if third-party solutions are required.

Finally, clear and consistent internal communication remains paramount. Nike leadership must spotlight the proposal as a strategic priority. Developments should be provided with transparent progress updates to sustain engagement and manage expectations. Change management is also critical, as any organizational shift faces resistance. The path forward entails thoughtful preparation, diligent planning, and robust communications to turn proposals into successful reality.

End of Proposal

Division of Work

- Introduction: Grace Stern
- Current State and Opportunities: Reid Johnson
- Proposal and Future State Overview: Jennifer Campbell
- Proposal and Future State Technologies
 - IoT: Grace Stern
 - Subscription: Reid Johnson
 - 3D and 4D: Anna Do
- Mobile App Design: Jennifer Campbell
- Use of Data: Jennifer Campbell
- Projected Impact: Anna Do
- Risks and Mitigations: Anna Do
- Next Steps: Reid Johnson

SIGNED AGREEMENT TO THE ABOVE

1	JC
2	AD
3	RJ
4	GS