

North Star: GC FY23 OKR Key Targets & Priorities

Ignite Business To Achieve Ultimate Resurgence And Sustain Leading Position In GC

1. Recover to growth market by 1H end and unlock potential with operation agility to achieve ultimate resurgence in 2H. Aspire to hit DD net revenue and DD RSV growth in FY23.
2. Proactively manage inventory health as our uncompromising priority. Clear all excessive inventory by FY23 1H (WOS 17 by Q2 end) and maintain inventory health in 2H (WOS 16 by Q4 end).
3. Shape FY23 topline growth in strategic priorities: Prioritize performance, amplify Jordan portfolio, lead with Nike digital and member growth powered by C4C tech implementation

Lead The Sport Revolution In China by deploying FY23-25 E2E Strategic Priorities

1. Fully restore corporate reputation and brand strength (assessed by key indicators e.g., BSM, brand volume) to pre-BCI level
2. Advance market share across running, basketball, fitness and street dance
3. Strengthen Nike digital portfolio by accelerating O2O penetration and piloting social commerce to serve consumer at scale; Achieve 100% CDP transformation to supercharge our concept transformation and enable O2O journey

Invest In 4 No-regret China For China Capability Building And Deliver Year 1 Plan

1. Strategize and build org capabilities of Icon Shanghai, China Right Product, and China Responsiveness
2. Advance our digital transformation by delivering China For China Tech FY23 value drops
3. Establish agile ways of working to enable 4 China for China initiatives (e.g., Integrate org capability across product development and tech development)

W's FY23 OKR

Shape FY23 topline growth in strategic priorities: Prioritize Sport Dimension (Product x Channel Growth lens)

1. Deliver Performance FTW key franchises growth (MW6, Free Metcon, Momentum). High double-digit Revenue Growth of MW6 with G to E ST with ST unit growth over-indexed by Peg, Invincible & Infinity as well as grow digital and key city share. Recommend bra/leggings inventory actions to maintain healthy status @ WOS 16 by end of FY23.
2. Deliver Performance Apparel key franchises growth (Bra and Legging new construct, Nike One Top). 100% of perf. Apparel Rev Growth contribute by New launch Bra & Leggings (Alate, Indy, Swoosh, Go, Zenvy) & Nike One Top with G to E ST as well as grow digital and key city share. Recommend bra/leggings inventory actions to maintain healthy status @ WOS 16 by end of FY23.
3. Deliver Dance Pack growth incl. Style Innovations (Novelty collection, Dancified key APP classifications) & GEL co-creation pack. 8X REV Growth of Dance Pack key styles with G to E ST with ST.

Advance market share across Running, Future Fitness and Street Dance (W CSR – Future of Fitness / Street Dance)

1. Build clear Running MW6 product construct positioning and provide product marketing year round focus on MW6, especially Peg39 in FA22 and Peg40 launch in SU23. Build 365 engagement for Seg 2 consumers, on and offline, and scale during key running moments. Grow Running FTW market share in >\$100 zone (Tmall data), Social buzz of MW6 and key Running campaign.
2. Launch Future of the Fitness in SP23 leading to IWD, expand our brand voice from achievement to joy, progression and wellness, build O2O Bra and Legging destination for her (400+ in Greater China), and product marketing for Bra & legging innovations (Alate from FA22, Go & Zenvy from SP23). Grow Bra & Legging share (Tmall data), Social buzz of Alate, Go & Zenvy, Momentum and key Future Fitness campaign.
3. Amplify our Street Dance voice of athletes with Nike's POV in SU23, focused on community co-creation on content, experience and gel product collection/insights. Pilot Nike Nike Street Dance program and scale 4K participants. Power up Street Dance Culture in Sneaker launch (1 high heat launch//Year) . Street Dance market share growth led by Dance Pack key styles - Bra/Jogger/Pullover/AF1/Dunk (Tmall data), elevate Social buzz of key Street Dance product.

Deploy FY23-25 W's Marketplace Priorities And Deliver Year 1 Plan

1. Monthly/Weekly E2E Tracking of the Priority Product Franchises (Bra/Legging/Nike One/Pullover/Jogger/MW6/Momentum/Free Metcon) and deliver E2E process of Franchise management; Intentionally manage a healthy portfolio and sustainable lifecycle for AF1, Dunk & AM Scorpion in FY23
2. Develop & align women's marketplace strategy and establish & pilot Nike Fitness/Nike Style concept shift in FY23
3. Complete & align consumers engagement 3-year plan on Future of Fitness & Street Dance (digital app, communities), work model with external partners & FY23 roadmap

GC KIDS FY23 OKR

Realize healthy growth and achieve ultimate resurgence

1. Delivery inventory target focusing on kids key franchises (GC & Kids key franchises WOH target)
2. Deliver key sport dimensions' FTW & AP leading growth driven by innovation & performance franchises including RN: Omni, Zoom Arcadia; BB: Hustle D, Ja; Dancified AF1/Dunk; Performance Apparel (DD% growth, G iST/FPR)

Advance market share in kids sport dimension focusing on running/playing, basketball, and street dance

1. Complete & align 3-year GC kids-right product strategy in each focused sport dimension and develop share-win kids apparel strategy, deliver strong seasonal plans & execution results in GEO & Global Cities (FY23 & FY24 on) to advance share gain (market share% interim KPIs: share @TMALL, social buzz of identified innovation including BTS campaign, Ease/RN/BB/Dance models and Performance Ap key classifications/packs)
2. Build product marketing capability and process in Kids team with Geo & Global across functions for kid-right innovations/key styles, pilot from SP/SU23 (identified innovation/key style/SKU conversion rate increase @NDDC)
3. Develop Kids Basketball 3yr plan and activate the E2E execution from Q2 (E2E plan for FY24 market share% growth)

Innovate to lead & shape the future of kids sports & marketplace

1. Complete & align 3-year Play LTCC strategy focusing on Innovation (Ease, RN/BB/Dance, dry fit) and BTS, deliver year1 execution (LTCC & BTS target)
2. Complete kids L1 concept and develop MP2025 B&M strategy (fleet) and digital engagement (social & O2O) strategy via partnering with ONM
3. Leverage GC kids segmentation & other insight work to build up team capability, incubate future of kids sport (product, brand, and retail/experience)

GC TS&L FY23 OKR

Innovate to lead & shape the future of team sports & licensed business

1. Complete and align team sport & licensed biz strategy 3-year roadmap with GEO and Global
2. Test & learn grassroots of consumer journey-supply & operation-GTM thru Minimal Variable Product & partnership starting from basketball /high schools leveraging CHBL assets and connections
3. Deliver elites promo (CSL SP24) commitment via new GSA-ZELUS partnership model



GC Marketing FY23 OKR

Reclaim Nike Brand Leadership position and in key sports

1. Fully restore brand strength and volume/value of brand buzz to pre-BCI level. Keep leading positions on BSM across mens, womens, teens and young adults in China, Beijing and Shanghai. Advance on Social Buzz Tracking.
2. Strengthen leadership position on running and basketball through market share tracking, Tmall sharing tracking and Sport Dimension highlight tracking via social buzz.
3. Advance on fitness and street through market share tracking, Tmall sharing tracking and Sport Dimension highlight tracking via social buzz.

Strengthen business growth and marketplace transformation

1. Supercharge consumer engagement through digital platforms. Accelerate new member recruitment through seasonal and daily marketing and member programs (17m new member, +20%),
2. Refresh social strategy to align with social buzz and key sport dimension focus. Explore new opportunities through ONM 2.0.
3. Support retail concept door transformation. 365 capabilities with proven uplift to consumer engagement and business.

Build capabilities for long term China for China

1. Land CSR plans around creative network and production network with team formation
2. Finalize strategy and scope for Icon Shanghai
3. Create shared values / one team culture and build marketing talent strategy (high performing and engaged team for today + robust talent bench for leaders of tomorrow)

Women's Brand FY23 OKR

Elevate and strengthen our Brand for Women's

1. Become the #1 Sport Brand of Choice for HER, through prioritized sports dimension. Build long term emotional relationship with Seg 1 and Seg 2, thru relatable storytell, social, 365 service & experience, and community connection. (+XX pts of Nike's reach and affinity in sport social buzz and key metrics in BSM)
2. Demonstrate Nike's long-term commitment on GC female athletes, thru identifying and delivering programs with BAPE/SM to increase awareness of Nike's values, in key sports moment, with w-led innovation (motherhood, bra, leggings, FTW). (+XXX pts on positive sentiment on brand social buzz, # of key influencers, media coverage)
3. Enhance local relevancy of Nike brand thru extended brand voice to Seg1& 2, constant education Global for relevant W's creative brand expression. Bra/Leggings product launch and Future Fitness in SP23. Peg 40 in Su23. (+XX pts on social engagement, social buzz)

Contribute and drive FY23 topline growth in strategic priorities: Prioritize Sport Dimension

1. Accelerate product marketing implementation with simple sharp RTBs, design and innovation storytelling for key performance franchises growth (MW6, Free Metcon, Momentum, Bra and Legging, Nike One Top, Dance Pack growth) (+XX pts Conversion%, G to E ST%)
2. Drive elevated W's ONLINE navigation for bra and leggings. Partner with Social team to crack Red Book, with Tmall digital platform to elevate women-friendly digital experience (social engagement, social buzz, conversion %, G to E ST%)
3. Drive elevated W's OFFLINE store experience for key franchises (bra/leggings and MW6 momentum, dance pack). Partner with CDMS and EKIN teams to offer unexpected experience to inspire, educate and serve her, via knowledgeable store athletes, clear navigation on FW/App wall, + in-store trialing services. Start with Nike Live, Nike Style and focus on key stores. (Any existing store experience tracking metric? # of trialing, conversion %, G to E ST%)

Advance market share across Running, Future Fitness and Street Dance (W CSR – Future of Fitness / Street Dance)

1. Strengthen leading position on Running, keep Seg1 grow Seg 2, thru RunnerHelpsRunner program, innovation storytelling and product marketing. Excellent go-to-market Peg 39 in FA22, Peg 40, Infinity 4 and Momentum launch in Su23. Build 365 engagement for Seg 2 consumers with community, by scaling offline NRC Run to recruit new and enrich online social content, particularly during key running moments. (+XX new member, sport dimension social buzz, market share by sport)
2. Launch Future of Fitness in SP23 leading to IWD, expand our brand voice from achievement to joy, progression and wellness, build O2O Bra and Legging destination for her (400+ in Greater China), and product marketing for Bra & legging innovations (Alate from FA22, Go & Zenvy from SP23). Grow Bra & Legging share (Tmall data), Social buzz of Alate, Go & Zenvy, Momentum and key Future Fitness campaign. (sports dimension social buzz and sentiment, market share by sport)
3. Amplify our Street Dance voice of athletes with Nike's POV in SU23, focused on community co-creation on content, experience and gel product collection/insights. Pilot Nike Street Dance program and scale 4K participants. Power up Street Dance Culture in Sneaker launch (1 high heat launch/Year) . Street Dance market share growth led by Dance Pack key styles - Bra/Jogger/Pullover/AF1/Dunk (Tmall data), elevate Social buzz of key Street Dance product.

CDM FY23 OKR

Reclaim our no.1 brand buzz volume and impact as the most inspirational and innovative brand in GC

1. Win in Must Win stories– creating the most meaningful and impactful consumer/member engagement to serve and retain – xx member conversion; xx member on-platform engagement; xx member retention; xx member demand
2. Operationalize Marketing CSR Pillar 2 In FY23
 - Social : activate distinctive yet complimentary platform strategy: (i) LRB – win with her & products (ii) DY – win with hoops & engagement; (iii) Wechat – maximize brand and o2o impact
 - Livestream: (i) Nike APP as Nike TV with weekly programming in Xx member retention at Xx value (HVM?), (ii) Tmall as effective and efficient store follower and conversion driver, at Xx store follow and Xx ROI and XX SOB (iii) scale store livestream from nso to xx doors – xx store followers, xx demand % and traffic back to store
 - 365 & Member Mktg – depend our relationship with our communities in Global Cities with focus on priority dimensions // XX member retention rate for owned ecosystem through campaign (member days/wildwood), member lifecycle management and PODs
3. Optimize product marketing in spsu23 to drive higher engagement and conversion on NDDC platform – xx uplift in conversion and xx uplift in engagement

Accelerate Nike Sports Marketplace transformation – (to be aligned with MPUs)

1. Owned platform successful migration and GTM, (1) Nike APP - xx downloads, xx existing member migration, xx new member acquisition, (2) SNKRS APP - xx downloads, xx existing member migration, xx new member acquisition
2. Land OM2.0 – Pillar 3 (NTC/NXP/Wechat O2O) future engagement vision for FY26 and feature roadmap for FY23-24
3. Deliver Fleet transformation – xx new concepts opened, xx doors transformed
4. Scale retail 365 experience to xx doors – xx CR% xx retention

Build a winning team for One Marketing & One Marketplace

1. Improved CDM AES score : 5% uplift for “Inspiration”, 10% improvement for “Change enablers” and 5% uplift on “The Basics”
2. Build future CDM leaders focusing on S and E bands and strengthen our talent bench for E/S band
3. Continue to build strong CDM team/community through CDM LT monthly, CDM Quarterly Townhall, Brownbag lunch Leaders (targeting U/L), CDM Sports & Fun committee

GC Insights FY23-24 OKR

Unify one brand equity truth, with drivers and segmentation applied across functions

1. Integrate 1 Nike brand equity/health measurement from divergent parameters, with drivers identified across functions, along with key city perspective
2. Unify 1 segmentation approach applicable across multiple consumer touchpoints
3. Provide quantified attribution analytics for brand assets elevation across functions for GC GM and CC GMs

Provide insights and analytics for supporting brand strength and buzz resurgence to pre-BCI level

1. Identify high priority drivers for brand equity and social buzz volume/value resurgence for Chinese consumers and identify key trends and changes in GC consumers
2. Prioritize key consumer segments for brand communications
3. Provide insights and analytics that offer inspiration for new narratives to more effectively inspire and engage with high priority GC consumers in key sports dimensions (Kids requires a 2nd project on a similar scale, on a second phase), aiming to boost brand health to highest levels in key cities

Trailblaze the path for a data-driven approach to elevate GC sports dimensions and merchandise

1. Build internal and external tracking and analytics infrastructure for sports dimension market sizing, share tracking, social listening and analytics across high priority dimensions focusing on running, bb, training, street dance, yoga
2. Build trend sensing and future looking analytics input to CC and Merchandise team across both core and emerging sports dimensions
3. Launch 1 innovation pilot in collaboration with and support to merchandise function, potentially in apparel, (extend into next FY due to product cycle), with the objective of building a successful product in GC

GCLT FY23 OKR – DSM

Ignite Business To Achieve Ultimate Resurgence By Delivering Double Digit In RSV With Healthy Inventory @16 WOS

1. Clean excess inventory to achieve WOS 17 & Partner MOS 4.0 by 1H, maintain WOS 16 & <25% C/O mix and Partner MOS 4.0 in 2H.
2. Drive business recovery and unlock potential with operational agility. Target to have seasonal supply flex up (+15%) / flex down (-30%), with 2.5 months delayed buy decision points. Establish agile way of working on Responsive Business Model thru 2H Apparel Pilot. Expend GEL fulfillment SoB% from 6% to 10%.
3. Shape and secure the right consumer demand with aligned products portfolio investment principle cross consumer and marketplace. Target to deliver both Key franchise* @ aligned ST* and overall portfolio @ 65% ST tracking from FY23 2H till future seasons.

Stand Up Modern Planning Capabilities To Be The Backbone Of Planning Ecosystem

1. Establish one consumer-led MFP down to sport dimension that guides, connects, and reconciles the demand/inventory plan from Week 52 to -13. Put in place the right team, implement new processes, and launch MVP in O9 platform.
2. Activate one Consumer X Marketplace automated ladder plan (AF1, AJ1, DUNK, Pegasus), focusing on alignment on KPI, inventory and sales forecast.
3. Enable Responsive Operational Model by launching NDDC E2E DDS capabilities from pre-season to multi-season based on local solution, and short-term supply planning solutions based on existing system.

Elevate Organization Effectiveness And Accelerate Talents Development

1. Strengthen LT effectiveness through quarterly team coaching program. Increase work efficiency by improved processes and clarified principles, target to uplift 10pts of AES “Change enablers” session (FY22 49%).
2. Accelerate talent development with internal movement reaching to 20%, 100% IDP and E band leadership program.
3. Catalyze DSM culture through transparent communications, spotlighting excellent contributions, in effort to motivate and value the team. Aspiring to improve 5pts for AES “Engagement” (FY22 71%) and “The Basics” (72%)

* Key Franchise and ST target: DUNK 80%, AF1 SSNL 75%/ WW 85%, AJ1 HI OG 90%/ REST 80%

GCLT FY23 OKR – FINANCE

Ignite Business To Achieve Ultimate Resurgence And Sustain Leading Position In GC

1. Recover to growth market by 1H end and unlock potential with operation agility to achieve ultimate resurgence in 2H. Aspire to hit DD net revenue and RSV growth in FY23, EBIT growth outperforming Net Rev
2. Shape FY23 topline growth in strategic priorities: Establish E2E seasonal targeting and tracking process to drive right shape of the growth by CC throughout Consumer Code process starting SU23; Drive alignment on member economics approach and benefit with cross functional teams
3. Revamp Unit based forecast process to unlock SEC new capability and drive consistent approach from RSV, Buy, Demand, Net Rev, Inventory to Margin to deliver financial and operational goals

FY23-25 E2E Strategic Priorities To Lead The Sport Revolution In China

1. Secure sufficient investment above budget to support strategic initiatives (Brand, Concept, CDP etc) – aspire to align a consistent funding relief approach with Global by Q1 end and secure funding commitment 90D ahead of the season/quarter to meet business execution needs
2. Kick off FY24-FY26 CSR planning from CC marketplace capacity assessment (refresh industry opportunity, acquire market share data, conduct competitive analysis, strategic pricing and innovation/product offering), followed by MPU
3. Re-evaluate digital game theory to drive strategic Nike digital portfolio strategy (1H end); Align success metrics for the new concept pilot projects to ensure feasibility of financial payback through scale

Optimize resource to invest in capability building

1. Strategize and establish resource planning to support Icon Shanghai, China Right Product, and China Responsiveness with quantifiable and measurable value
2. Align and drive reporting solution to provide decision-driven information leveraging SEC new capability (pricing realization from MSRP, unit economy, MPU channel profitability etc)
3. Continue to drive finance transformation through L&D program and Lean and automation initiatives (improve +3 points of engagement survey Change Enablers score)

GCLT FY23 OKR – HR

Build an agile organization based on CSR, and findings from Org Capability Assessment

1. Every GCLT member has OKR lined up with GC business ambitions and signed off by GM in Q1, GCLT OKR quarterly review from Q2.
2. Dynamic resource management to improve productivity in BAU and create investment capacity for building the org capabilities in China Right Content (Icon Shanghai and F23 transition plan), China Right Product, and China Responsive.
3. Activate Sports Dimensions in Q2 and enable a smooth transition. Org activation on 10/1, Sports Dimensions fully embedded in Code.

Implement the first-year plan of GC Talent Guarantee

1. Build a first-rate team focusing on the local talent pipeline: move from market mapping to recruitment in Marketing and Merchandising, focusing on local talent; Improve assessment and development of local talent, focusing on achievements; expand early career program.
2. Improve training and career development for field athletes.
3. Improve talent risk management, especially E and U band, Merch, Marketing and Field, etc.

Elevate Employee Experience

1. Drive simplification in WOW, pulse survey results xx%
2. DE&I 2.0, employee networks, GC diversity measurements. Inclusion index xx%
3. Establish a wonderful employee wellness program, program sign-off by Q1, and launch in Q2. GC overall engagement xx%



GC STRATEGY FY23 OKR

Quarterback The Offense: Lead And Create Content For Key Planning And Review Moments

1. Communicate our road to resurgence with clarity, consistency and sharpness through key review gates (MBR, QBR)
2. Support GCLT's final alignment on seasonal planning and deliver ELT review with high quality
3. Partner with GM to ensure team stay focused on priorities to deliver the business

Write The Future: Help Develop, Evolve And Execute GC CSR Strategic Priorities

1. Support GM in pushing the GC FY23-25 CSR from plan to year 1 execution
2. Help evolve and push forward the execution of the 4 China For China initiatives
3. Lead the development of GC's three year (FY24-26) strategic vision and FY24 one year operating plan

Develop Next-gen Talents: Create A Strong And Engaging Team

1. Summarize AES insights and align on plan to address improvement areas
2. Offer timely coaching to team to support their professional progression in Nike
3. Build talent strategy and enable a fair playfield for all. Develop a robust talent bench for E and U band.