



Nike Digital Transformation

USC CEO Sponsors Conference

Liz Vales, VP Organization Effectiveness @ Nike

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Our Mission

Bring Inspiration and Innovation to Every Athlete* in the World

*If you have a body, you are an athlete.

— SINCE 1967 —

🏃 CONVERSE ➡ Hurley)(🏀



73,000

EMPLOYEES



4

GEOGRAPHIES

NA // APLA // EMEA // GC



1000+

RETAIL STORES

OUR MISSION IS WHAT DRIVES US TO DO EVERYTHING POSSIBLE TO EXPAND HUMAN POTENTIAL

Creating Groundbreaking Sport Innovations // Making our Products More Sustainably // Building a Creative and Diverse Global Team // Making a Positive Impact in Communities Where We Live and Work

Key shifts to transform

// FROM

- A “bumper sticker strategy”
- Stop at strategic intent
- Driving discreet projects
- Just do it all

// TO

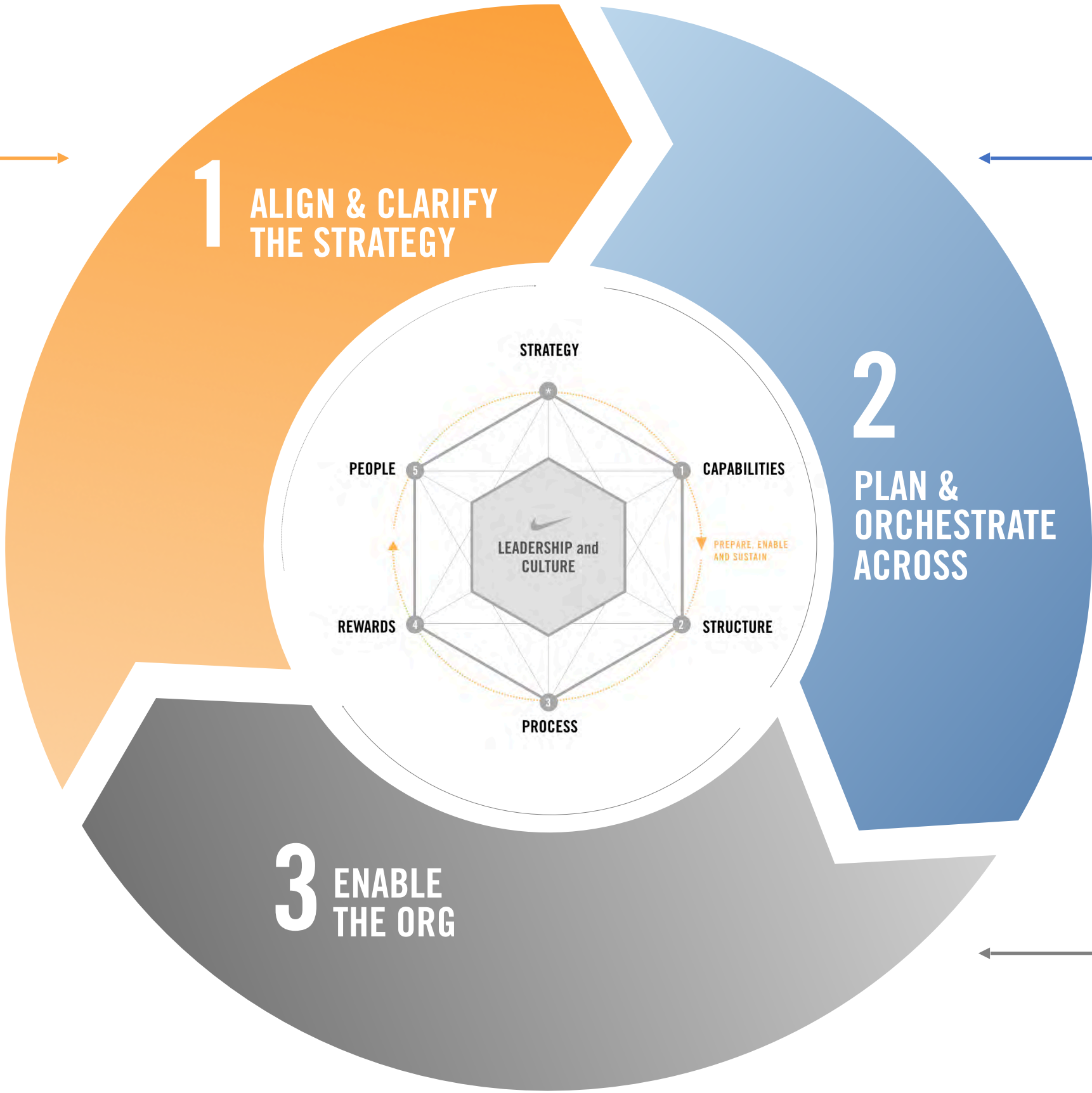
- Inspiring, clear and compelling ongoing transformation narrative
- Make concrete, coordinated plans that inform decisions
- Leading integrated transformation
- Just do the few that matter most

Our approach to transformation



WE DEVELOP A CLEAR SET OF ALIGNED PRIORITIES WITH DEFINED OUTCOMES

- Set strategic direction tied to purpose
- Establish strategic priorities
- Confirm alignment & declare to the org



WE DEFINE, DESIGN AND COORDINATE END-TO-END

- Develop initiative plans
- Integrate horizontally & design holistically
- Manage the portfolio

WE INVOLVE AND EQUIP THE ORG TO ACTIVATE TRANSFORMATION

- Apply directive & inclusive leadership
- Build transformational change capability
- Actively engage employees in the change

Digital transformation fuels the way we work and serve the consumer

Membership

Marketplace

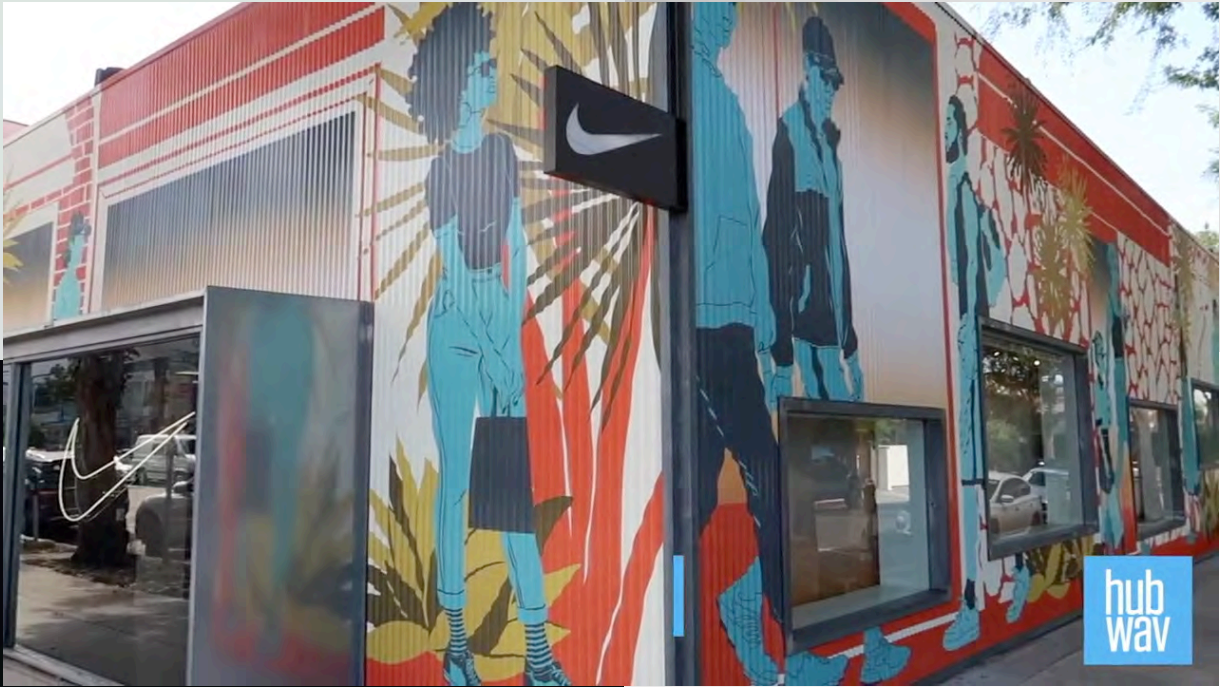
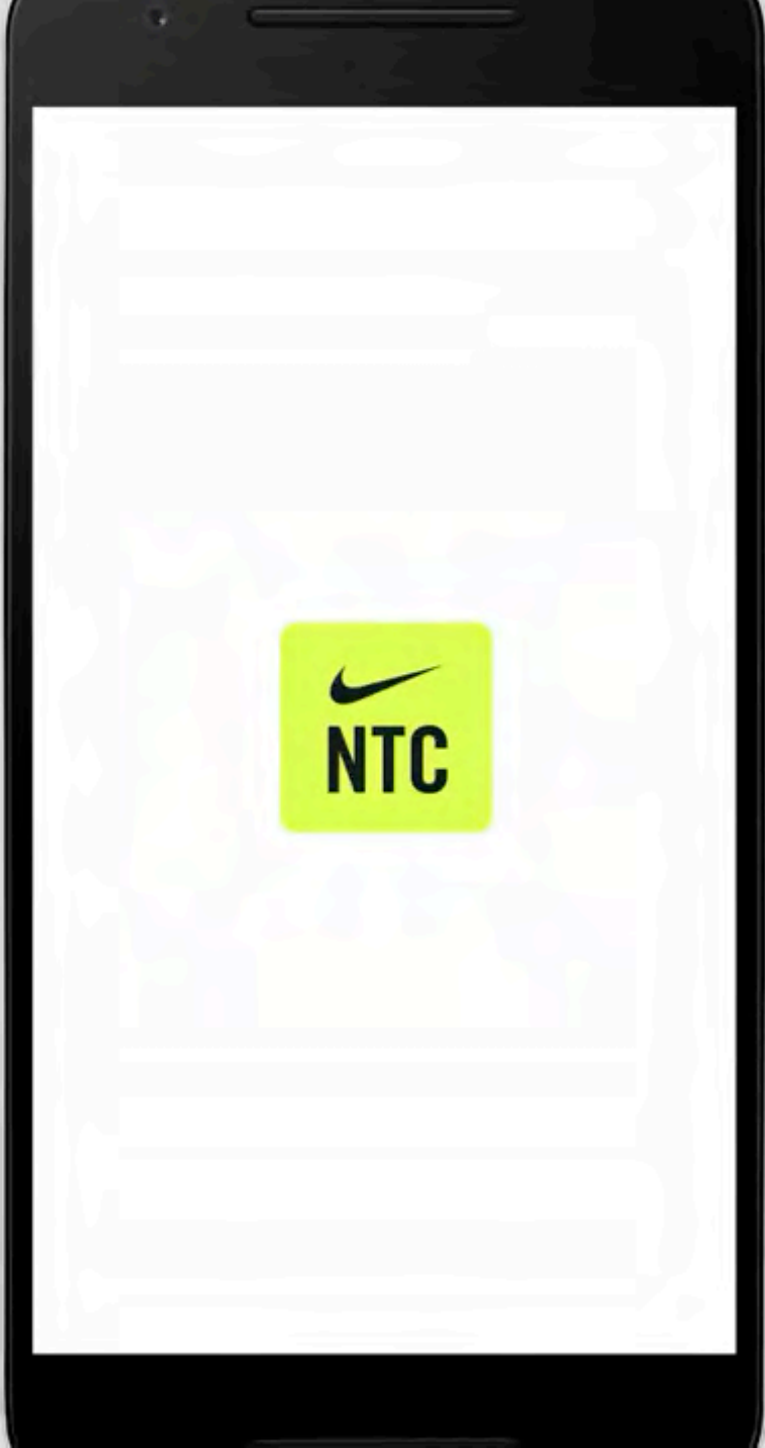
Consumer

Data & Analytics
Foundation

Product

Storytelling

Where we've been successful



THE NIKE NBA
**CONNECTED
JERSEY**



Where we are focused

ORCHESTRATION + ORGANIZATION

DIGITAL EVOLUTION + MINDSET SHIFTS

GROWTH + CAPABILITY SCALING

FUNDING MODELS

ENABLERS & UNLOCKS

LEADERSHIP // COLLECTIVE OWNERSHIP // STRATEGIC FOCUS

HOLISTIC ORG DESIGN METHODOLOGY // OPERATING MODEL // WAYS OF WORKING // UNLOCK NETWORKS // CULTURE // EMPLOYEE [DIGITAL] EXPERIENCE

