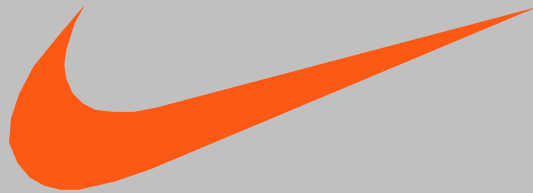


Accelerating Merchandising with the Consumer in Mind through Global Merchandising Processes

Dan Shull – Nike Retail CIO



Nike

Nike is a brand

Nike is a company

Nike is a retailer



The Global Mission: *Serve the Athlete*



Nike Multi Channel Retail



Owned Retail



Partnered Retail



Factory Stores



Digital Commerce



Nike Stores Around the World





NIKEiD.STUDIO



|
Boot Room

London



|
NikeStore

Eugene, Oregon

The Copy and Paste Concept

A common platform upon which to build a global, yet scalable, store concept requires the same thoughtful planning and contemplation as building global processes and system capabilities.



Simplify and Go



- Quickest path is each region building own processes
- Global processes take longer to build and agree upon
- Once global process is built and global foundation is laid the acceleration begins



We are on the offense, always

- Global business process alignment and standardization
- Retaining local business relevance
- Delivering extraordinary consumer experiences everywhere
- Difficult to achieve economies of scale
- Legal and statutory requirements
- Language and currency

Solving difficult challenges early is an accelerator



Setting the bar high

Global Location Hierarchy

- Different organizational models resulted in regionally specific location hierarchies
- We could not accept that making them the same was not possible. Different location hierarchies does not align with our simplify and go mantra and we dug deeper
- A relentless focus led us to a single location hierarchy (without customization) that accommodates organizational and regional nuances



Setting the bar high, continued...

Key Performance Indicators

- Each region had unique KPI definitions
- Used industry best practice as mechanism to define common KPI set
- Statutory and legal requirements are the only exceptions



Evolve Immediately

- Integrated global process is enabled by contemplating all capabilities together
- Researching and implementing all modules together allows for thoughtful planning and less re-work
- Start to finish merchandising process is more quickly established and realized



Master the Fundamentals

- Senior executive and leadership support
- Early and continuous change and transition management
- Process first, systems second
- Avoid customization
- Careful planning and execution considering logistics and time zones



Q & A

