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	<ol style="list-style-type: none"> 1. Less noise, help with recommendations (=personalized experiences) 2. Improved sizing, fewer challenges/inconsistencies with size & fit 3. Consistent branding worldwide
	<p>Retail needs to add valuable experiences to compete with Online shops (increase gain).</p> <p>Retail needs to become more convenient in the check-out (reduce pain).</p> <p>Retail as a socializing platform.</p>
	<p>Convenience: offering the consumer the product they want, wherever and whenever they need in right size and color</p> <p>Speed: Consumers expectation in delivery speed are increasing</p> <p>Experience: The future of retail will be much more about the experience than the purchase itself. Consumers are looking for new ways of shopping, innovative experience to choose their style and share the moment with friends</p>
	<p>Seamless consumer experience across channels.</p> <p>Consumer patience over complexity/dead-ends in the consumer experience will further reduce.</p> <p>Importance of authentic brand expressions in bricks and mortar retail spaces will increase.</p>
	<p>I think what's old is new. The mistake is to assume that people want digital stuff thrown in their faces. That's how you lose. Digital is like electricity; it's invisible. It's now the default setting for how you get coordinate, initiate, communicate, retrieve information, etc. I think we need to reassess the most fundamental assumptions governing our conception of "retail" and determine to what extent new behaviours have contributed to challenging those assumptions. For example, shopping is often about YOU finding stuff no one else can get. And, that scarcity is essential to generating traffic and interest. See Supreme. So, imagine a store in which no one can buy anything. You walk into the store, try on clothing, and do an Instagram or Snapchat story, and then you become the seller. Decentralised affiliate marketing. I think new experiences that completely challenge the default settings of "retail" and the behaviours we've traditionally associated with "retail". It's difficult because it can't something totally ridiculous. It has to be rooted in an opportunity that creates value for a particular group of people. Those needs are having a decentralised curated set of people who filter scarcity (but it can't be the brand), always-available shipping, and finding what you want. I don't think it's about storytelling from the brand. Most of the stuff is really just the basics. People don't love Amazon because the brand has a meaningful and cosmic or existential meaning...it's just does the basic of commerce better than anyone. QED.</p>






	Which 2-3 retail technology trends are you paying most attention to and why?
	<ol style="list-style-type: none"> 1. WeChat and mini programs (China) 2. Tools and technologies that allow for better customer service 3. Tools and technologies that allow for speedier, more reliable delivery
	<p>AR experiences to lift story telling. Maximizing the adidas app for retail touchpoints. Check-out convenience technologies.</p>
	<p>Artificial Intelligence (machine learning): It can be used in many retail streams, from product availability, to offering the right product to a consumer by knowing their common behavior (eg: order sourcing to connect the consumer to products even to last unit available, showing the right recommendation in our home page according to the behavior of each consumer, etc..)</p> <p>Virtual Reality: Use this technology to provide unique and exceptional retail experiences to the consumer</p> <p>RFID: opportunity to lower costs by better controlling stocks and assets. Improve stores operations by reducing stock counting and confirmation times. Provide better consumer experience by having incomparably better stock accuracy.</p>
	<p>Voice search In-store analytics</p>
	<p>I think walled gardens are back. People made fun of Apple's walled garden for years. Now, everyone is doing this. Controlling the entire software and hardware ecosystem in order to keep people there. And, you create differentiation by having membership or subscription programs that continue to add value where others aren't created value. The controlled ecosystem keeps your data and creates a switching cost that prevents you from leaving the platform and, thus, all the data and network you've accumulated.</p> <p>I'm looking mostly to China to foresee the future of what will happen in the West. The mobile is the remote control for the world. With QR codes, people are able to check-in to physical locations, get stuff pushed to them for their visit, they can pay with their phone (so the company also gets the transaction data immediately), etc. The trend is digitising the entire ecosystem experience from mobile, .com, retail. But, you need the backend infrastructure to support this and you need to work out the benefits of mobile payments. You'd also be able to work with wholesalers. Incentivize check-ins by getting points for membership.</p> <p>Loyalty points. The name should be changed to engagement tokens. Customer Lifetime Value is a dated conceited that needs to be expanded. In today's world consumers are constantly creating value for brands with no return. It's non-transactional value and it's incredibly valuable and consumers are getting nothing. It's no different than Facebook earning billions off monetising access to our content and data. We do the same. People need to be rewarded with tokens/coins/points for the non-transactional value they create. That's why I'm paying attention to blockchains and utility token economy and crypto economic incentive structures.</p> <p>Third, I'm looking at social commerce. The linear journey of media being a reason to believe or reason to buy thrusting you to then, later, buying something is legacy. Instead, given the development of digital media, the media is the store. The linear journey is, like spacetime, bent into the same thing. The media is the store. There's not reason why the image on Instagram, or the Livestream on Instagram can't also be the store.</p>

	What are the main challenges that adidas might face within the retail environment in the next 5 years?
	<ul style="list-style-type: none"> - We need to become faster - We need to get better at delivering two-way communications and "talk at" the consumer less about our products and key brand moments - We need to get better at eCom
	<p>First, we need to differentiate what flagships/Community stores/Concept stores/outlets need to do for us and the target consumer.</p> <p>Then we need to define the retail environment accordingly: showcase vs commercial space.</p> <p>We need to adjust our profitability expectations to the role of these touchpoints and define the right KPIs for the different store formats (portfolio strategy).</p>
	<p>Consumer behavior changes. World changes. Speed up decisions and changes to adapt the fast-moving industry.</p> <p>Shift to a more digital experience. Use digital to be more cost efficiency</p> <p>Big "etailers" such as amazon, zalando, etc rising as a consumer preference. Need to find the right strategy to provide and communicate our products with these partners</p>
	Internal complexity and speed to market.
	<p>I think we're incredibly slow in a world that's incredibly fast. I think we're too rational in our storytelling. We focus on performance, specs, etc. Look at Speedfactory or Carbon. It's about the technology. And, that fine when you're going after early adopters who geek out about that stuff. But, when you're trying to close a financial gap, rationality isn't the way to achieve revenue scale. We need to 100x our storytelling and create meaningful stories for people.</p> <p>Adidas very rarely places innovative initiative in the context of communities and network effects. We create experiences that are valuable for ONE person. But, the fastest growing companies are those that leverage network effects. A network effect is an experience designed to multiply value. So, WhatsApp is less valuable the fewer uses on the platform. It's value is 0 when I'm the only user. It's value is near infinite when there are nearly a billion people on it. How does the value of the experience increase for ONE person in proportion with the number of people using the service. We have very passionate groups and we should be looking to them for inspiration: Adidas Running, Yeezy, Parley, etc. When you start working with communities, you can tap into their passion, and when you do that you get free marketing, vitality, and network effects.</p> <p>Let's start designing and innovating around our communities and creating the means for our community members to attract new customers into the three stripes life.</p>

	How would you summarise your team's strategy for advancing the adidas retail experience?
	Contributing to delivering great digital content in store and helping to facilitate the use of new technologies to facilitate great shopping experiences (while also collecting as much relevant data+info as possible).
	Originals flagships: Build a community around our pinnacle streetwear consumer. Become a platform for authentic cultural dialogue with the streetwear scene and foster brand loyalty.
	<p>We are a sales team focused on digital innovation. Our strategy is to digitally bridge our channels and provide seamless premium sales moments that matter.</p> <p>We create solutions to convert brand desire into profitable sustainable business growth across channels.</p> <p>We focus on young digital natives who are always aware of the most innovative ways of digitally shopping and want a connected experience across all sales channel (digital or physical, owned by Adidas or by partners).</p>
	We are setting the global standard for store clustering and product segmentations that will create foundation for strategies along the 5 retail "P"s (People, Premises, Processes, Product, Profit) to get implemented where relevant with speed and scale.

	Can you outline some of the more innovative retail pilots you've undertaken recently - what were your learnings and what were your success stories?
	We are constantly working with retail to bring new digital content to life! Unsure yet, however, if there is a measurable impact of these efforts.
	<p>Building up the flagship concept for Originals since 2014. Now 14 stores are live.</p> <ul style="list-style-type: none"> - Installing Activation experts in the Originals flagships. - Investing 10% of net sales in Originals flagships as MWB. <p>Launching the London Shoreditch store as a test store for Originals and a higher focus on community building.</p> <p>Originals Flagship 2.0 initiative to strengthen the community building and define a new retail identity for Originals.</p>
	<p>Click & Collect (C&C) - enabling consumer to buy online and collect in the store of his preference.</p> <p>Ship from Store (SFS) - shipping eCom orders from store to improve our digital distribution, reduce shipment costs and delivery days</p> <p>Availability to Product (ATP) - buy making transition articles available online that otherwise could only be bought in-store we recognized a gain in margin versus selling the product through the FO. The product is bought online and shipped from store.</p> <p>Glitch App - Developed the Glitch football boot app in collaboration with the football BU. The app offered fast delivery (Same day and 2/3hs delivery) and chosen time slots for delivery. The app also provided GPS tracking of the order to the consumer.</p>
	<p>Home Kiosk range for brand Flagships.</p> <p>Store Clustering concept: pilot data collection and algorithm building.</p>
	<p>I've consulted with startups who're moving into the retail space. Yeay and Yun are good examples, both Berlin-based startups. I've learned that the retail experience should be a transformation experience. It's really about a person feeling like they've left the space with something new...a piece of information, a new product, a new friend, motivated for the rest of the day, etc.</p> <p>I call it SHIT. Super Heroes in Training. If you're consumers doesn't feel like they've been transformed from Peter Parker into Spiderman, or Clark Kent into Superman, then you've got problems. Perhaps this is a very American view. But, I think there's something to it that we're not taking very seriously. Originals is about standing out, creating culture, being a Creator. But, this is n't too far off from the life of a super. hero.</p>

	Retail is a balance between experience and commerce - what do you think that balance should look like for adidas?
	I think that experience, brand and commerce need to always be considered, but at different moments, different things/topics/outcomes/KPIs will have priority - naturally.
	Depends on the store format...We need a portfolio strategy and the whole portfolio needs to deliver the profit not every single store.
	Currently Adidas is much more focused on commerce than on the experience. I believe the future is to create a better balance between both by increasing the quality of the consumer experience both in digital and physical world.
	The key is not to approach it as a trade-off. Understanding each location, the consumer and the services and consumer journeys that need to be offered will help strike that balance. It should be clear that every location has a role to play and cannot be all things to all people, but as a global and inclusive brand we should be ready to channel consumers in the right way across all touch points.
	I think the way forward is to stop thinking there's a difference. The question assumes a "balance" which presumes a difference between the two concepts. It's binary thinking. Just like "online" and "offline". Ask someone aged 20 how much time they spend online. The question is literally senseless. It's like asking them what 13 smells like. We don't live online; we don't live offline. We live OnLife. Similarly there's no "experience" and then "commerce". China shows the way forward here by combining in a compelling way (for their culture) media, entertainment, experience, and commerce. We need to find out what works for us. Commerce is part of an experience, and commerce can also be the experience. The winners will be those companies who can best create that transformative experience.

	What is the one priority to focus on and what would the future of retail at adidas look like as result?
	Find ways to make every consumer experience / point of interaction count in terms of brand and commerce - only once we do not see these topics as binary, will we be able to truly best serve our consumers and get into a more modern and sustainable way of doing business!
	Sharpen the portfolio strategy! Outlets need to deliver the profits, flagships and community stores need to deliver the right experience. Use digital tools to increase convenience and relevant additional consumer experiences.
	<p>Build a connected seamless experience to consumer across all channels. Some internal processes, mindset and organization structure would need to change in order to fully provide this to the consumer. In order to win we need to create cross-channel collaboration to drive the best consumer experience.</p> <p>Adidas will become a true consumer obsessed company thus offering the best possible consumer experience both digitally and physically. The result will be an uplift in sales and consumer NPS.</p>
	Omni-channel retail
	We need completely to reconsider and attack our assumptions about how retail works, how behaviours change, and plan for this next chapter. Looking at trends at the fringes, talking to these people, and start experimenting with concepts and retail spaces that are more marketplace than owned.