



**Nike EMEA Brand Digital Wholesale.com
department leverages
SO DIGITAL GLOBAL BRAND OPERATIONS
EXCELLENCE PLATFORM
to simplify, speed up and scale up
centralized digital brand campaign
execution within the 14 WE markets'
e-retail network.**

Background

Wholesale or partner retail has historically been a major revenue driver for Nike. Among, today **more than 30,000**, retail partners which generate around **70% of Nike's business**, there are just a handful of accounts that make in a lion share of the wholesale business and as such are considered as strategic accounts. The Pareto rule or the "80-20" applies in Nike's case as well, so 20% of partners generate about 80% of the business in each territory (North America, EMEA, APAC).

In a very brand driven business and organization like Nike, brand function, brand strategy and branding execution has a prominent position that permeates all aspects of business operations. Given the importance of brand and branding and importance of wholesale as a channel – it is not surprising that Nike established a dedicated (digital) brand team and department solely focused on brand support of wholesale (.com) partners.



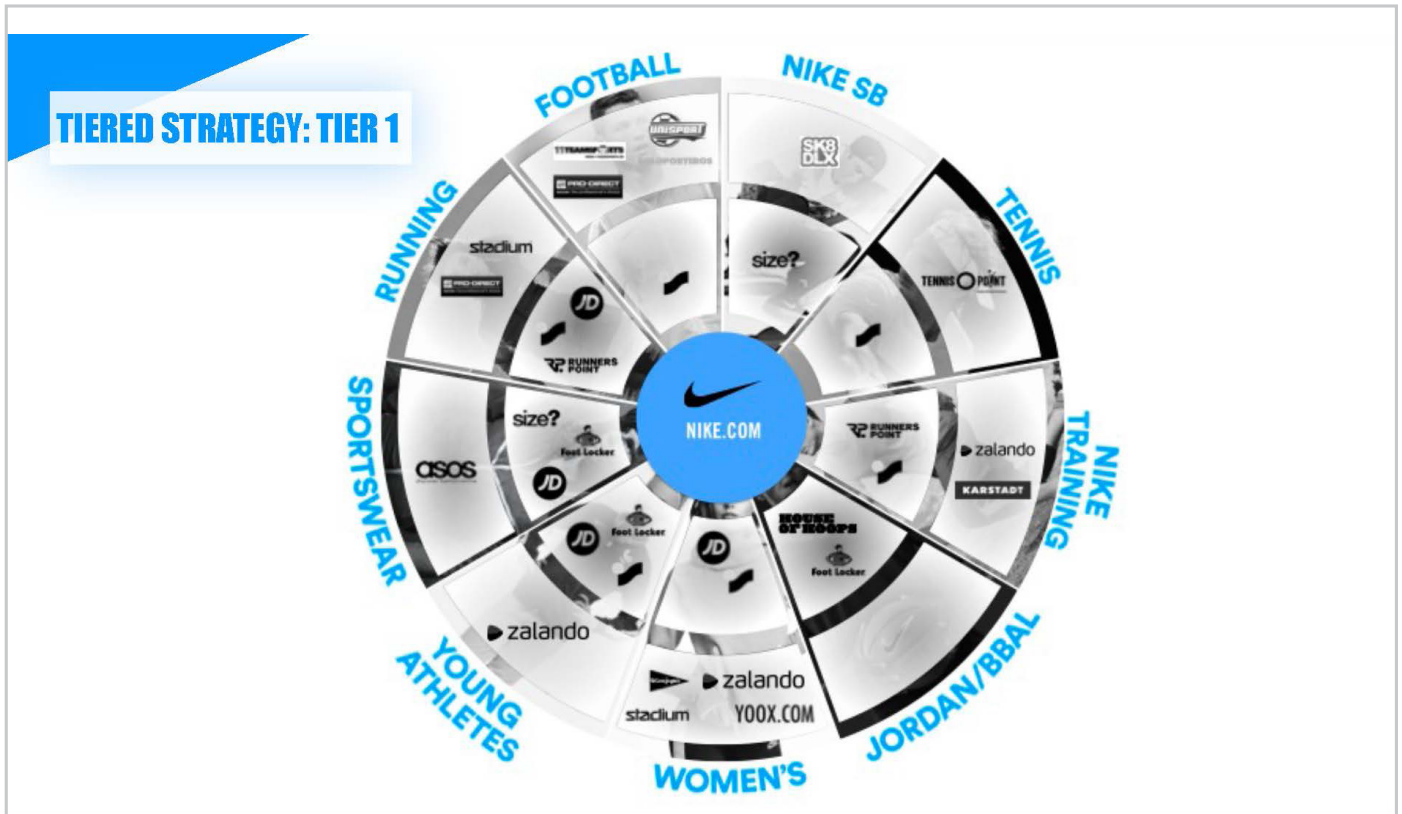
**MILLIONS OF
CONSUMERS INTERACT
WITH NIKE THROUGH
WS.COM PLATFORMS**

In 2013, being early to recognize the growth promise of e-commerce sales and being on the forefront of trends, Nike organizes an EMEA level digital brand support department for whoelsale.com partners. The department's single mission was driving digital brand business growth of wholesale partners with nascent e-commerce capabilities and partnering with, then only emerging, today, sport and fashion online retail powerhouses. This newly formed, almost start-up like, team was tasked with continuous digital brand enablement of category's growth and sales targets with individual and group accounts across Western Europe.

SO DIGITAL
Global Brand Excellence Solutions

Executive summary

As a part of a broader global growth targets agenda, which placed strong bets on e-commerce revenue growth, where e-retail (wholesale.com) accounts for an outsized share, elevating digital brand expressions and ensuring digital brand consistency across partners' online properties in Western Europe markets was one of the key strategy goals. To be able to operationalize brand strategy execution in a context of a complex global organization implementing centralized global branding towards diverse and extensive network of wholesale partner network, there were two significant structural transformations to be made.



First, centralization of digital brand management and execution and, second, tiering of wholesale partner's branding support. In 2014 Nike centralized digital brand management and execution within its EMEA headquarters in Hilversum near Amsterdam. Transferring positions, talent, decision-making and brand implementation capabilities from individual countries to headquarters, was envisioned to enable digital brand growth within wholesale.com (e-retail) network in EMEA region.

This move was supposed to ensure executional brand consistency across the heterogeneous retail partner network's rising tide of digital touchpoints.

About the client

NIKE, Inc., named for the Greek goddess of victory, is the world's leading designer, marketer, and distributor of authentic athletic footwear, apparel, equipment, and accessories for a wide variety of sports and fitness activities. In 2015, Nike released a bold statement that it would reach \$50 billion in annual revenue by 2020. In order to reach this target, Nike had to grow at an approximate 10.3% compounded annual rate. It planned on achieving this through growth in e-commerce, women's, and its Jordan brand. E-commerce is a large part of Nike's growth strategy. The target required compounded annual growth of 42% for eCommerce sales across both wholesale and direct-to-consumer channels. Even though long-term strategy favored nike.com (direct-to-consumer) the reality was that in short-term majority of revenue & growth could only come through wholesale.com partners business growth.

The challenge

Such aggressive growth targets could only be achieved by Nike simultaneously elevating multiple brands and categories across entire partner e-commerce network, creating more dynamic online brand shopping experiences, in which the common conventions of e-commerce are adapted to the unique character of the Nike brand.

HOW THE EXECUTION LOOKED LIKE?



Taking over previous responsibilities of country teams for management and execution of local campaigns, especially in part of centralized production and distribution of brand assets, while being digitally disabled - using excel sheets to keep track of brand execution, customer journeys, assets, dimensions, copy etc. meant one thing - email chaos, asset chases, and late nights at the office.

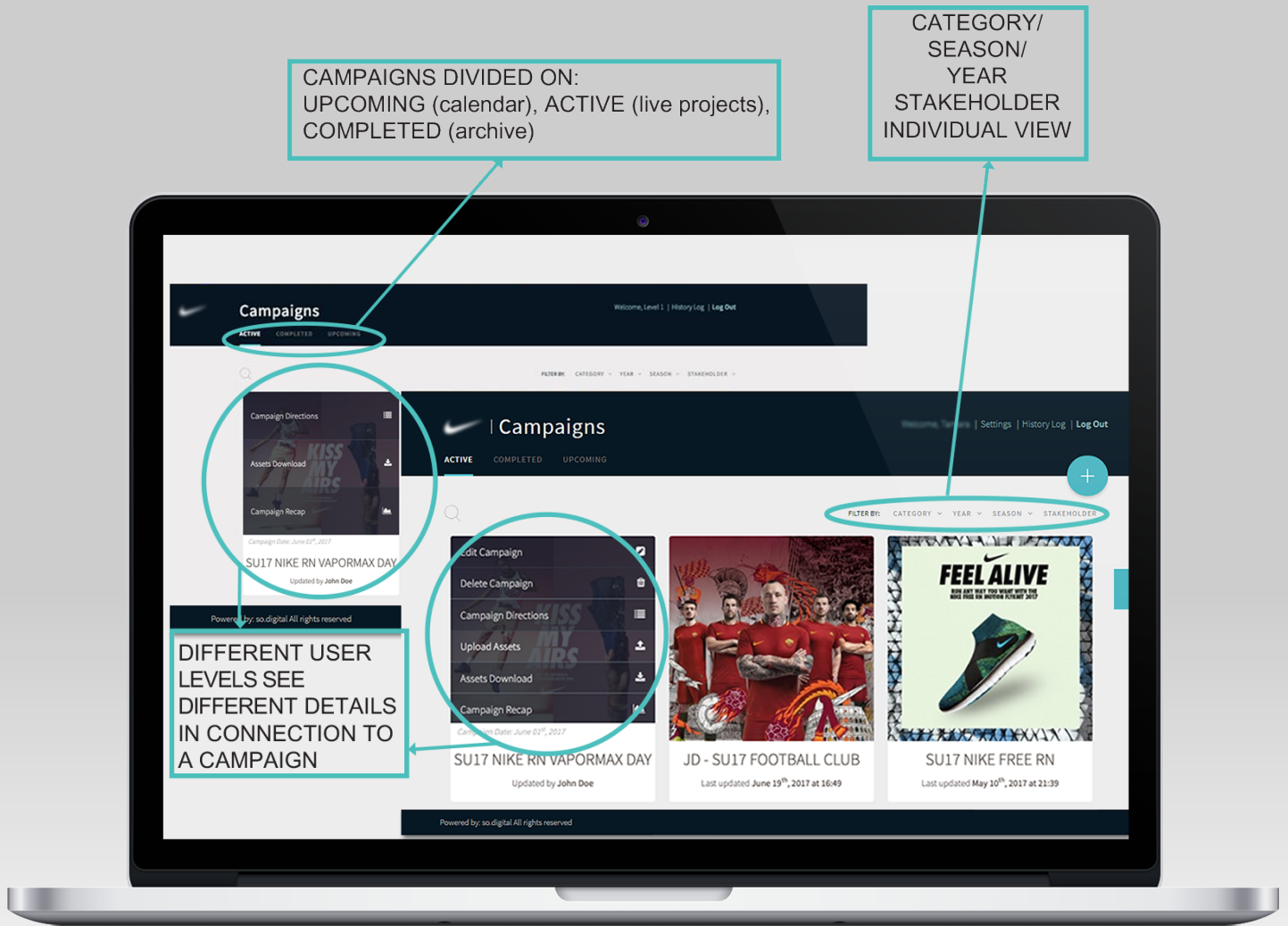
As the formula for creating, executing and managing digital brand expressions became exponential [Countries x Partners x Languages x Devices x Dimensions = Digital Brand Consistency] brand managers started to gasp for air.

The solution

Centralized digital brand management and execution creates at least two types of problems : lack of capacity at headquarters - for example in digital production or digital brand content creation, implementation and adaptation and lack of process - ways of working both within headquarters but more importantly with countries and markets that these central teams are supposed to serve.

Operationalizing the centralized execution of digital brand strategy through tiered production support of Nike's wholesale.com partner accounts across Western Europe markets **was the main role of SO DIGITAL.**

Brand Ops Excellence Platform is at **the heart of our SO DIGITAL GLOBAL BRAND IMPLEMENTATION EXCELLENCE SOLUTION** which helps headquarter brand marketing teams set up, operate and continuously improve a scalable centralized digital brand execution support system that efficiently manages heterogenous brand content demands from stakeholders across countries.



Our service merges technology that creates structure both on supply and demand side of brand content relationship between headquarters, countries and country level retailers with scalable and cost-efficient digital brand production resources. Together they compose a support system that is able to effectively handle wide range of heterogeneous digital brand content needs while optimizing operations to save time, money and data across all organizational levels.



Platform architecture represents a tiered digitalized brand content supply chain system that resides on predefined user level roles and needs, assigned platform and campaign process phase views, mapped out stakeholder/partner brand touchpoint specs, brand directives and 3rd party productivity tools. It divides brand execution on planning, execution and reporting phases providing complete visibility and transparency into progress across the organizational levels (HQ-country-retailer) thus optimizing and aligning execution time.

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Results

PROCES STANDARDIZATION, DIGITIZATION & OPTIMIZATION VIA PLATFORM EXECUTION

100+

STAKEHOLDERS ALIGNED
VIA THE PLATFORM

120+

WHOLESALE PARTNERS

270+

BRAND CAMPAIGN PRODUCT
LAUNCHES SUPPORTED

50K

HOURS SAVED IN PERIOD
2015 – 2018

3

ORGANIZATIONAL
LEVELS CONNECTED
(EMEA – COUNTRY – RETAILER)

7

MONTHS START-UP
IMPLEMENTATION

9

CATEGORIES
SUPPORTED

14

WE COUNTRIES

0

"MISUSED"
CREATIVES

"ALWAYS ON" DIGITAL BRAND CONTENT PRODUCTION SUPPORT

100%

ON TIME CAMPAIGN DIRECTIVE &
ASSET PRODUCTION AND DELIVERY

30+

STORIES PER SEASON SUPPORTED

20+

BRAND CAMPAIGN LANDING PAGES
CREATED & IMPLEMENTED ON
PARTNER SITES

10+

CATEGORY BRAND PAGES CREATED &
IMPLEMENTED ON PARTNER SITES

10k

ASSETS PRODUCED & SEAMLESSLY
DELIVERED "ON BRAND" AND "ON
TIME"

1

ONLINE FLAGSHIP STORE
(JORDAN BRAND)

DISCOVER MORE WORKS IN OUR ONLINE PORTFOLIO

Jordan Online Flagship Store
on Footlocker.eu



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