



YOUR IDEA HERE



**WE WANT A PLACE TO BOIL IDEAS,
WE WANT TO BE THE FIRST REACHING
THE NEXT STEP, WE WANT TO FEED
OUR INTERNAL TALENT...**

... WE WANT YOU!

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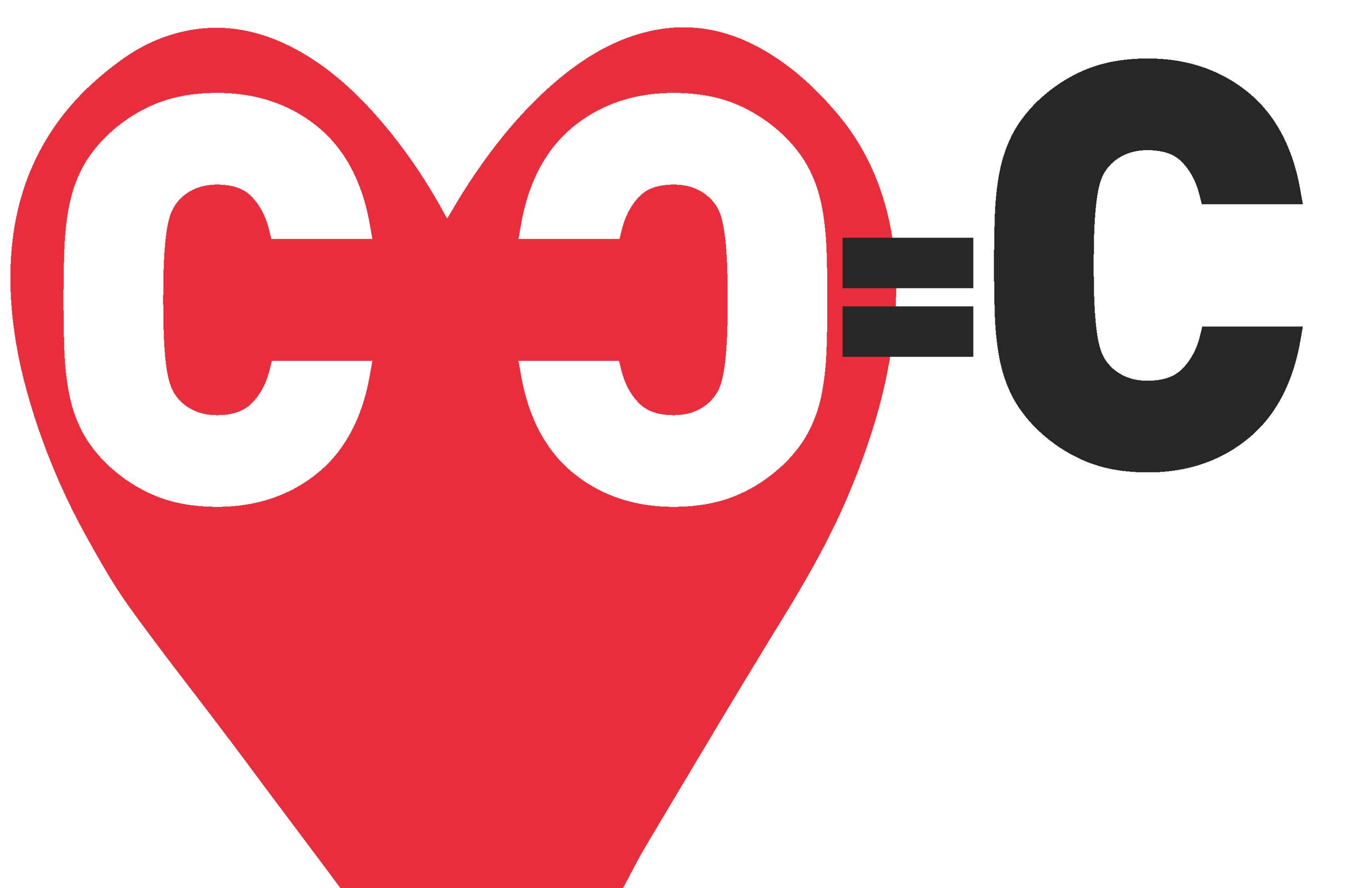
CREATIVITY

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CONFIDENCE

A large, bold, lowercase letter 'c' in a dark gray font, centered horizontally.

COLLABORATION





**INSPIRE PEOPLE TO
CREATE COMMUNITIES
AND PITCH BACK!**

AND, FROM ANOTHER ANGLE



THINKERSLAB IS SYSTEM TO HARNESS ADIDAS' INNER TALENT INTO PROJECTS THAT PROVIDE IDEAS FOR THE COMPANY'S FUTURE AND, AT THE SAME TIME, PROMOTES THE HOLISTIC THOUGHT THAT PERFECTS EFFICIENCY IN THE COMPANY.





CCP
TRAINING BU

STRENGTHEN THE BRIDGE

CCH
CORE BU
ATHLETICS BU

EFFICIENCY

FUTURE

ALIGNEMENT

REVIEW PROCESSES
CROSS TARGETS

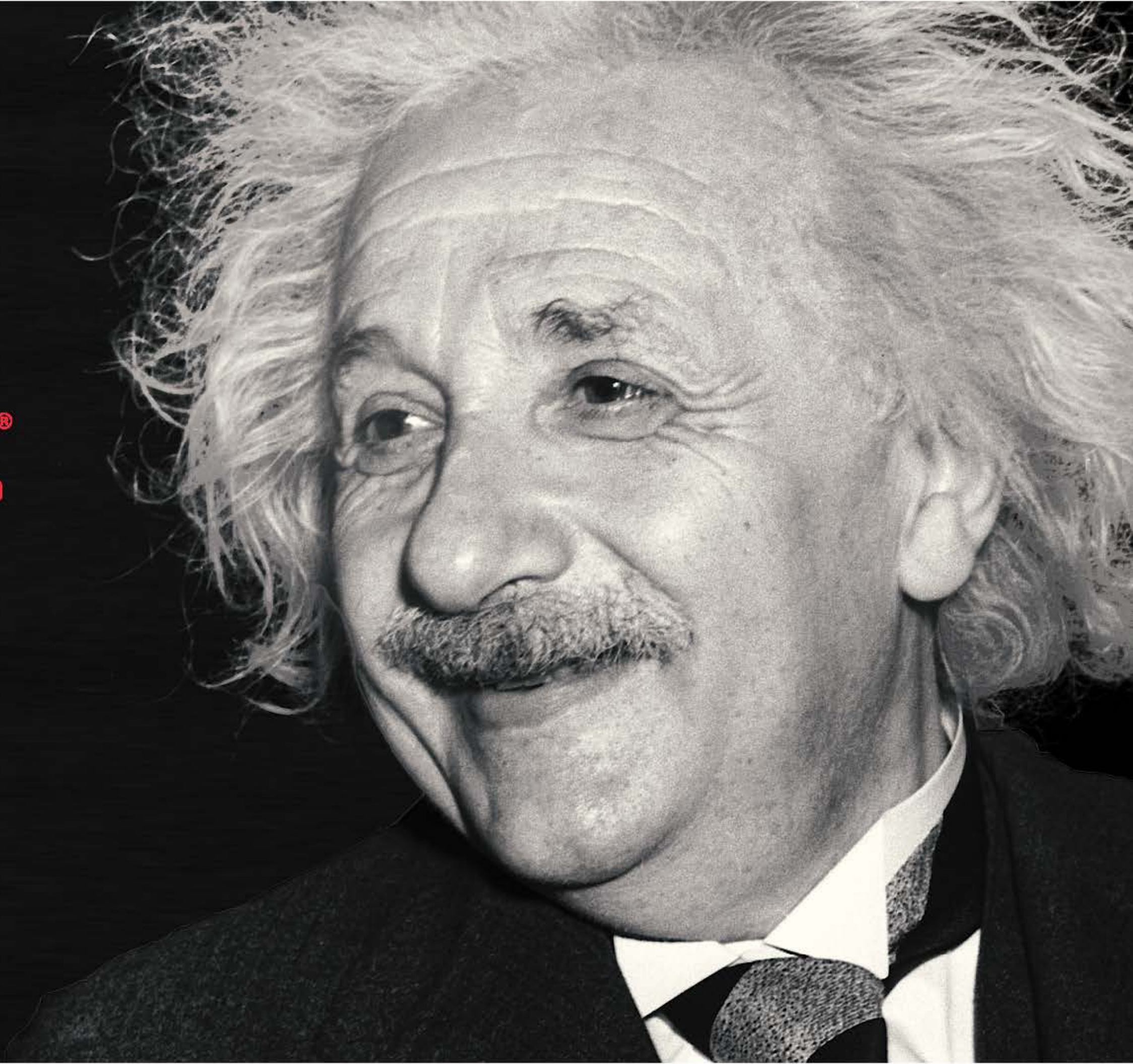
EXPLORE, DREAM
PLAN AND EXECUTE
THE FUTURE

AVOID OVERDESIGN
SHARE THOUGHTS



NOW, HOW?

T.H.N.K.[®]
TEACHING COLLEAGUES DECISION MAKING
FOR SAFE & HEALTHY CREATING





TELEPHONE

WKP 1: CONTEMPORARY DESIGN

WHAT USING INSTAGRAM STORIES WE WILL PREPARE A CONCEPT BRIEF OF ONE MINUTE AND PASS IT TO FIVE PEOPLE. THESE PEOPLE CAN HEAR IT ONLY ONCE, THEY SHOULD WRITE THE STORY DOWN AND TELL, THROUGH THE SAME SYSTEM THE STORY FOR THE NEXT PERSON.

WHY

CREATIVITY

- TO BE CREATIVE WITH THE IDEAS OF OTHERS AND SEE CONDITION AS A CREATIVITY IMPULSE

COLLABORATION

- EXERCISE LISTENING AND EVALUATING THE PROCESS OF COLLABORATION WITH EXTREME CARE DUE TO AGE DIFFERENCE

CONFIDENCE

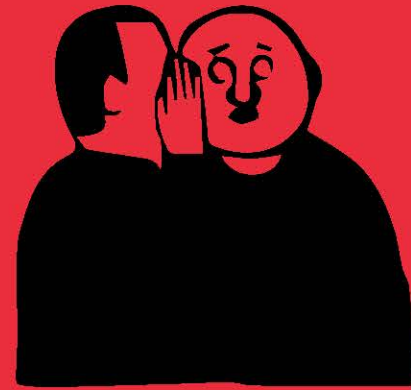
- DEFEND A COCREATIVE PROJECT IN FRONT OF THE COMPANY. MAKING A CHILD'S CREATION INTO SOMETHING THEY BELIEVE




HOW SPEND A MORNING AT THE EARL BOYLES SCHOOL AND FACILITATE KIDS TO WORK WITH THE TOOLS OF THE SCHOOL'S MAKERS LAB TO CREATE A SCULPTURE TOGETHER WITH THEIR KID COUNTERPARTS, LISTENING TO THE KIDS AS THEIR CONSUMER AND DIRECTORS AT THE SAME TIME.

AND THEN CREATING A PRINT PATTERN WITH PICTURES OF THE SCULPTURE CREATED KEEPING THE ARTWORK TRUE TO THE ORIGINAL IDEA OF THE KIDS. PRINTING THEM AT MAKER-SLAB AND SHARING BACK THE RESULT WITH THE KIDS AS A GIFT AND THE ADIDAS COMMUNITY AS AN OPENSOURCE PRINT FOR COLLEAGUES TO USE.

OUTCOMES

WITH THIS EXERCISE WE AIM TO SHARE THE IDEA OF NOT HAVING THE CONTROL WHILST GIVING THE BEST TO THE COMMUNITY, EXPLORING THE WONDERS OF A SMALL KID'S BRAIN.



<p>EXQUISITE CORPSE 2.0 WIP 3 COLLECTIVE OWNERSHIP</p> <p>PYRAMID</p> <p>WHAT AN EXPERIENCE WITH COOPERATION TAKEN TO THE NEXT LEVEL. AN INNOVATION ONLY WORKSHOP THAT IS BASED IN SHARING A PAPER TEMPLATE FOR EACH PARTICIPANT TO INTERVENE IN IT BY CREATING A PATTERN THAT REFLECTS THEIR IDENTITY.</p> <p>WHY</p> <p>CREATIVITY - EXPLORE THE POSSIBILITY OF COLLECTIVE CREATION WITHIN COLLEAGUES</p> <p>COLLABORATION - THE RESULT IS A COLLECTIVE PICTURE THAT FORMS ONE IMAGE WITH EVERYONE WORKING PUT TOGETHER.</p> <p>CONFIDENCE - TRUST YOUR OWN WORK EVEN WHEN NOT CONTROLLING THE OUTPUT OF IT. TRAILING THE OUTPUT OF IT.</p> <p>HOW ONCE A COLLEAGUE GETS THEIR INNOVATION THEY ARE ENCOURAGED TO INVITE THE NEXT PERSON. WHEN WE GET A TOTAL OF 40 PARTICIPANTS WE HAVE OUT AN LEVEL-UP WITH A TEMPLATE FOR THEM TO EDIT AS THEY WANT. AFTER TWO WEEKS ALL TEMPLATES ARE DELIVERED TO THINKERS LAB.</p> <p>AND THEN WHEN PUT TOGETHER ALL THE TEMPLATES FORM AN IMAGE TOGETHER. THIS IMAGE IS A RECREATION OF THE MONALISA THAT IS GOING TO BE EXHIBITED AT THE MAKER LAB. THE PARTICIPANTS ARE GOING TO RECEIVE THEIR VALIDATION ON PARTICIPATING BY BEING INVITED TO JOIN THE PRIVATE GROUP OF THINKERS LAB ON YAMMER. WHERE THE FOLLOWING WORKSHOPS ARE GOING TO BE POSTED.</p> <p>OUTCOMES</p> <p>THE MAIN OBJECTIVE IS TO CREATE AN INSANE TYPE OF PARTICIPATION IN A WORKSHOP AND LET PEOPLE KNOW THAT THEY ARE FUN EXPERIENCES. WITH THE CREATION OF ONE IMAGE OF EVERY WORK WE ARE PROMOTING THE VALUE OF COLLECTIVE OWNERSHIP AND, AT THE SAME TIME, CREATING THE NETWORK OF THE NEXT FOR FUTURE WORKSHOPS.</p> <p>PARTICIPANTS ARE ENCOURAGED TO SHARE THEIR PROFILE PICTURES AND WE WILL PROVIDE THEM WITH A MONALISA FACE ONAP IMAGE THAT THEY CAN SHARE ON YAMMER AND OTHER SOCIAL MEDIA.</p>	<p>PUBLIC ART WIP 3 COLLECTIVE OWNERSHIP</p> <p>PUBLIC SPACE</p> <p>WHAT AN EXPERIENCE WITH THE CONCEPT OF EPHEMERAL ART. THE GROUP OF PARTICIPANTS IS GOING TO A PARK AND CREATING A COLLECTIVE PIECE WITH FOUND OBJECTS OF NATURE.</p> <p>WHY</p> <p>CREATIVITY - WORK CREATIVELY WITH THE RESTRICTION OF USING ONLY MATERIAL.</p> <p>COLLABORATION - COLLECTIVE DEFINING THE MESSAGE OR FORM THE GROUP WANTS TO COLLECTIVE CREATE.</p> <p>CONFIDENCE - BEING CONFIDENT ON THE COLLECTIVE CREATION AND BEING ABLE TO LET THE PRICE LIVE. BUT UNDERSTANDING ANYONE CAN PASS BY AND INTERFERE ON IT.</p> <p>HOW WE ARE ABLE TO SAY SOMETHING PUBLICLY AND TO THE WORLD. WHAT DO WE WANT TO SAY. IN THE WAY TO THE PARK THE COLLEAGUES NEED TO DEFINE THEIR MESSAGE. AFTER THAT USING ROCKS, STICKS, LEAVES AND EVERYTHING AVAILABLE AT THE PLACE WE TELL OUR MESSAGE.</p> <p>AND THEN THE MESSAGE IS TO LEAVE IT THERE. MAKING IT CLEAR THAT THE MESSAGE IS OWNED BY THE READER. IN THE LONG TERM WE WILL TAKE STILLS OF THE PLACE AND SEE HOW THE WEATHER, ANIMALS AND OTHER PEOPLE TRANFORM IT.</p> <p>OUTCOMES</p> <p>WE HEAR ABOUT PEOPLE DEFINING THE CLOTHES THEY BUY FROM AEROSOL AND OUR REACTION IS HOW TO MAKE THAT PART OF THE PRODUCT, BUT MAKE THAT'S UNCONTROLLABLE. LETTING THE WORK LIVE IT'S OWN LIFE IS IMPORTANT AND THERE'S NO WAY TO CONTROL. AFTER DELIVERY.</p> 	<p>DELEGATED SELFIE WIP 3 COLLECTIVE OWNERSHIP</p> <p>CONSUMER FOCUS</p> <p>WHAT WHO IS IN THE SCREEN WHEN YOU TAKE A SELFIE? YOU OR THE IDEA OF YOU? WHAT ABOUT WHEN YOU LET SOMEONE ELSE DO IT FOR YOU? WHO IS THAT PERSON?</p> <p>WHY</p> <p>CREATIVITY - APPLY CREATIVITY TO UNDERSTANDING THE DISTANCE AND SHOOTING ATTITUDES WITH THE CONSUMER.</p> <p>COLLABORATION - TRUST THE EYES OF COLLEAGUES ON DECISIONS ABOUT THEM.</p> <p>CONFIDENCE - BE CONFIDENT EVEN DEFINING THE OTHER VERSION OF YOURSELF WITH NO FEAR OF JUDGEMENT.</p> <p>HOW AFTER LETTING OTHER PEOPLE TAKE YOUR SELFIE LOOK AT THE SELFIE AND MAKE A STORY FOR THAT PERSON. WHERE IS HE OR HER FROM? WHAT DOES HE/SHE DO FOR A LIVING?</p> <p>AND THEN THIS MADE UP PERSON JUST GOT A PASS TO GO TO THE AEROSOL SHOP AND GET 50% DISCOUNT. WHAT ARE THEY GOING TO BUY? HOW MUCH ARE THEY SPENDING?</p> <p>OUTCOMES</p> <p>THE OBJECTIVE IS TO COME CLOSER TO THE CONSUMER AND AT THE SAME TIME HAVE THE DISTANCE TO KNOW HE OR SHE HAVE DIFFERENT PERSPECTIVE AND DIFFERENT FOCUS IN LIFE.</p> 
<p>SOUNDS ET AL LISTEN AND MAKE WIP 3 LISTENERS</p> <p>WHAT WITH A PARTNERSHIP WITH THE MUSIC LABEL SOUNDS ET AL WE AIM TO CREATE A SOUNDTRACK FOR A MARCH THAT EXPLORES THE EMOTION BEHIND MUSIC AND THE TRANSLATION OF IT IN OBJECTS.</p> <p>WHY</p> <p>CREATIVITY - TO INTERPRET FEELINGS IN SHAPES. TO USE CREATIVITY TO UNDERSTAND THE EMOTIONS THAT CAN TRAVEL WITH THE PRODUCTS.</p> <p>COLLABORATION - LET THE MUSIC DIRECTOR LEAD TO BRING THE FINAL WORK. THROUGHOUT THE PROCESS WE'LL BE LISTENING TO THE MUSIC.</p> <p>CONFIDENCE - TRUST THAT YOU DON'T HAVE TO HAVE CONTROL. TO DO YOUR BEST.</p> <p>HOW THE LOCAL COMPANY SOUNDS ET AL IS DESIGNING A PLAYLIST FOR ALL THE PARTICIPANTS TO LISTEN AND DRAW AT THE SAME TIME. RECOGNIZE PATTERNS AND TRACES AND FROM THERE BASED ON DEVELOP A COLLECTION BASELINE FOR AN SPECIFIC DAY OF THEIR CHOICE.</p> <p>AND THEN BEING ABLE TO CREATE A BRIEFING WITH VERTICAL DIRECTION AND TRUTH TO THE BRAND'S GUIDANCE.</p> <p>OUTCOMES</p> <p>UNDERSTANDING THE RESPONSIBILITY OF THE DIRECTORS AND THAT BY UNDERSTANDING THE RULES OF DIRECTION WE ARE ABLE TO CONTEST THEM. BUT WITHOUT IT, IT DOESN'T WORK IN FAVOR OF OUR COLLECTIVE FUTURE.</p> 	<p>THINK INSIDE THE BOX WIP 3 LISTENERS</p> <p>WHAT ONE PERSON HAS THEIR HEAD INSIDE OF A BOX AND MARCHES TO DESIGN WHILE THE OTHER HAS TO TELL PRESSELECTED A STORY FOR THE FIRST PERSON TO INTERPRET. THE SECOND PERSON CAN NOT SEE THE</p> <p>WHY</p> <p>CREATIVITY - HOW CAN I TAKE THE OUT OF CREATION? HOW CAN WE TAKE OUT PERSONAL COMMENTS AND BELIEFS? HOW CAN WE REALLY BE CONSUMERS? HOW CAN WE REALLY BE CONSUMERS? HOW CAN WE REALLY BE CONSUMERS?</p> <p>COLLABORATION - COLLABORATING WITH THE CONSUMER. BEING YOURSELF A TOOL OF CREATING YOUR OWN DESIGN. OF YOUR COLLABORATION/ AREA CONSUMER.</p> <p>CONFIDENCE - IN AND OUT TRUST THAT YOUR ACTIVITIES IS WHAT DEFINE PERSONAL DESIGN IS ABOUT OF MARCH. DESIGN IS NOT BEAUTIFUL OR UGLY. THIS THINGS ARE POINT OF VIEW.</p> <p>HOW BY LISTENING A POINT OF VIEW.</p> <p>AND THEN TALKING ABOUT HOW CAN THIS REALLY AFFECT THE WAY OF WORKING AND HOW WE LOOK AT DESIGNING AS A SERVICE.</p> <p>OUTCOMES</p> <p>DETACHING THE I IN THE CREATION. NOT TOSE AWAY OF THE FEELING BUT TO BE A TOOL OF KNOWLEDGE TO MAKE WELLINGS COME TRUE. UNDERSTANDING DESIGN AS A DESIGN TOOL-FORM.</p> 	
<p>PRE K COLLABORATION WIP 3 CONCEPTION AS A DESIGN DRIVER</p> <p>WHAT A COOPERATION PROJECT WITH PRE-KINDERGARTEN KIDS WHERE PARTICIPANTS ARE GUIDED BY THE KIDS WILL SCULPT TOGETHER WITH TOILET PAPER ROLLS AND THEN TURN THE IMAGE OF THE CREATION INTO A COMMERCIAL PRINT PATTERN.</p> <p>WHY</p> <p>CREATIVITY - TO BE CREATIVE WITH THE IDEAS OF OTHERS AND SEE CONCEPTION AS A CREATIVITY IMPULSE.</p> <p>COLLABORATION - EXERCISE LISTENING AND ANALYZING THE PROCESS OF COLLABORATION WITH EXTREME CARE DUE TO AGE DIFFERENCE.</p> <p>CONFIDENCE - DEFEND A COOPERATIVE PROJECT IN FRONT OF THE COMPANY. MAKING A CHALLENGE CREATION INTO SOMETHING THEY BELIEVE.</p> <p>HOW SPEND A MORNING AT THE EARL BOYLES SCHOOL AND FACILITATE KIDS TO WORK WITH THE TOOLS OF THE SCHOOLS MAKERS LAB TO CREATE A SCULPTURE TOGETHER WITH THEIR NEO COUNTERPARTS. LISTENING TO THE KIDS AS THEIR CONSUMER AND DIRECTORS AT THE SAME TIME.</p> <p>AND THEN CREATING A PRINT PATTERN WITH PICTURES OF THE SCULPTURE CREATED KEEPING THE ATTENTION TRUE TO THE ORIGINAL IDEA OF THE KIDS. PRINTING THEM AT MAKER LAB AND SHARING BACK THE RESULT WITH THE KIDS AS A GIFT AND THE AEROSOL COMMUNITY AS AN OPENSOURCE PRINT FOR COLLEAGUES TO USE.</p> <p>OUTCOMES</p> <p>WITH THIS EXERCISE WE AIM TO SHARE THE IDEA OF NOT HAVING THE CONTROL. WHILST GIVING THE BEST TO THE COMMUNITY, EXPLORING THE WONDERS OF A SMALL KID'S BRAIN.</p> 	<p>PHYSICAL DESIGN WIP 3 CONCEPTION AS A DESIGN DRIVER</p> <p>WHAT THE GROUP IS REQUESTED TO THROW WEIGHT BALLS IN A OVERSIZED COLOR CHART WITH THE SELECTED COLORS ALL PARTICIPANTS ARE THROWING ONLY ONE BALL AT A DIFFERENT TARGET THAT CONVEYING A FEELING TO BE TRANSLATED WITH THE COLOR PALETTE.</p> <p>WHY</p> <p>CREATIVITY - TO BE CREATIVE WITH THE IDEAS OF OTHERS AND SEE CONCEPTION AS A CREATIVITY IMPULSE.</p> <p>COLLABORATION - EXERCISE LISTENING AND ANALYZING THE PROCESS OF COLLABORATION WITH EXTREME CARE DUE TO AGE DIFFERENCE.</p> <p>CONFIDENCE - DEFEND A COOPERATIVE PROJECT IN FRONT OF THE COMPANY. MAKING A CHALLENGE CREATION INTO SOMETHING THEY BELIEVE.</p> <p>HOW AFTER THE FIRST EXERCISE THE PARTICIPANTS ARE GIVEN 5 LED LAMPS, AND CELEBRATING WITH THE GREEN COLORS, BY PROJECTING THEM IN THE SPACE THAT AIM TO TRANSLATE THE FEELING REQUESTED.</p> <p>AND THEN THE FINAL OBJECTIVE IS TO PRODUCE PHOTOS OF THE LIGHT PATTERN DESIGNED.</p> <p>OUTCOMES</p> <p>WITH THIS EXERCISE WE AIM TO SHARE THE IDEA OF NOT HAVING THE CONTROL. WHILST GIVING THE BEST TO THE COMMUNITY, EXPLORING THE WONDERS OF A SMALL KID'S BRAIN.</p> 	
<p>TELEPHONE WIP 3 CONCEPTORY DESIGN</p> <p>WHAT USING INSTAGRAM STORIES WE WILL PREPARE A CONCEPT BRIEF OF ONE MINUTE AND PASS IT TO FIVE PEOPLE. THESE PEOPLE CAN HEAR IT ONLY ONCE. THEY SHOULD WRITE THE STORY DOWN AND TELL THROUGH THE SAME SYSTEM THE STORY FOR THE NEXT PERSON.</p> <p>WHY</p> <p>CREATIVITY - TO BE CREATIVE WITH THE IDEAS OF OTHERS AND SEE CONCEPTION AS A CREATIVITY IMPULSE.</p> <p>COLLABORATION - EXERCISE LISTENING AND ANALYZING THE PROCESS OF COLLABORATION WITH EXTREME CARE DUE TO AGE DIFFERENCE.</p> <p>CONFIDENCE - DEFEND A COOPERATIVE PROJECT IN FRONT OF THE COMPANY. MAKING A CHALLENGE CREATION INTO SOMETHING THEY BELIEVE.</p> <p>HOW SPEND A MORNING AT THE EARL BOYLES SCHOOL AND FACILITATE KIDS TO WORK WITH THE TOOLS OF THE SCHOOLS MAKERS LAB TO CREATE A SCULPTURE TOGETHER WITH THEIR NEO COUNTERPARTS. LISTENING TO THE KIDS AS THEIR CONSUMER AND DIRECTORS AT THE SAME TIME.</p> <p>AND THEN CREATING A PRINT PATTERN WITH PICTURES OF THE SCULPTURE CREATED KEEPING THE ATTENTION TRUE TO THE ORIGINAL IDEA OF THE KIDS. PRINTING THEM AT MAKER LAB AND SHARING BACK THE RESULT WITH THE KIDS AS A GIFT AND THE AEROSOL COMMUNITY AS AN OPENSOURCE PRINT FOR COLLEAGUES TO USE.</p> <p>OUTCOMES</p> <p>WITH THIS EXERCISE WE AIM TO SHARE THE IDEA OF NOT HAVING THE CONTROL. WHILST GIVING THE BEST TO THE COMMUNITY, EXPLORING THE WONDERS OF A SMALL KID'S BRAIN.</p> 	<p>MAKE UNCOOL COOL WIP 3 MAKE UNCOOL COOL</p> <p>WHAT HOW CAN SOMETHING WORK IN FAVOR OF PRODUCTS PERCEIVED AS UNCOOL. A PHOTO-SHOOT SESSION FULL OF CROCS AND CELLPHONES ATTACHED TO BELLS TO SUBVERT THE PERCEPTION OF COOL.</p> <p>WHY</p> <p>CREATIVITY - TO BE CREATIVE WITH THE IDEAS OF OTHERS AND SEE CONCEPTION AS A CREATIVITY IMPULSE.</p> <p>COLLABORATION - EXERCISE LISTENING AND ANALYZING THE PROCESS OF COLLABORATION WITH EXTREME CARE DUE TO AGE DIFFERENCE.</p> <p>CONFIDENCE - DEFEND A COOPERATIVE PROJECT IN FRONT OF THE COMPANY. MAKING A CHALLENGE CREATION INTO SOMETHING THEY BELIEVE.</p> <p>HOW SPEND A MORNING AT THE EARL BOYLES SCHOOL AND FACILITATE KIDS TO WORK WITH THE TOOLS OF THE SCHOOLS MAKERS LAB TO CREATE A SCULPTURE TOGETHER WITH THEIR NEO COUNTERPARTS. LISTENING TO THE KIDS AS THEIR CONSUMER AND DIRECTORS AT THE SAME TIME.</p> <p>AND THEN CREATING A PRINT PATTERN WITH PICTURES OF THE SCULPTURE CREATED KEEPING THE ATTENTION TRUE TO THE ORIGINAL IDEA OF THE KIDS. PRINTING THEM AT MAKER LAB AND SHARING BACK THE RESULT WITH THE KIDS AS A GIFT AND THE AEROSOL COMMUNITY AS AN OPENSOURCE PRINT FOR COLLEAGUES TO USE.</p> <p>OUTCOMES</p> <p>WITH THIS EXERCISE WE AIM TO SHARE THE IDEA OF NOT HAVING THE CONTROL. WHILST GIVING THE BEST TO THE COMMUNITY, EXPLORING THE WONDERS OF A SMALL KID'S BRAIN.</p> 	

VALUES

COLLECTIVE OWNERSHIP

LISTENING

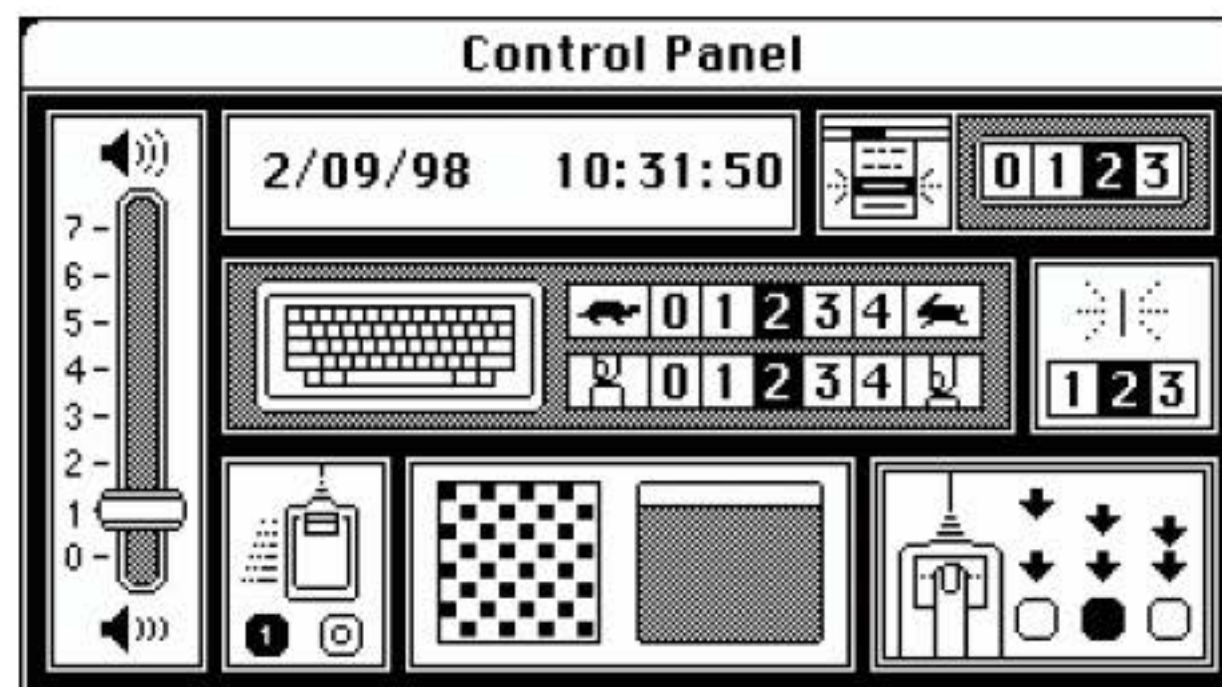
CONTEMPORARY DESIGN

CONDITION AS A DESIGN DRIVER

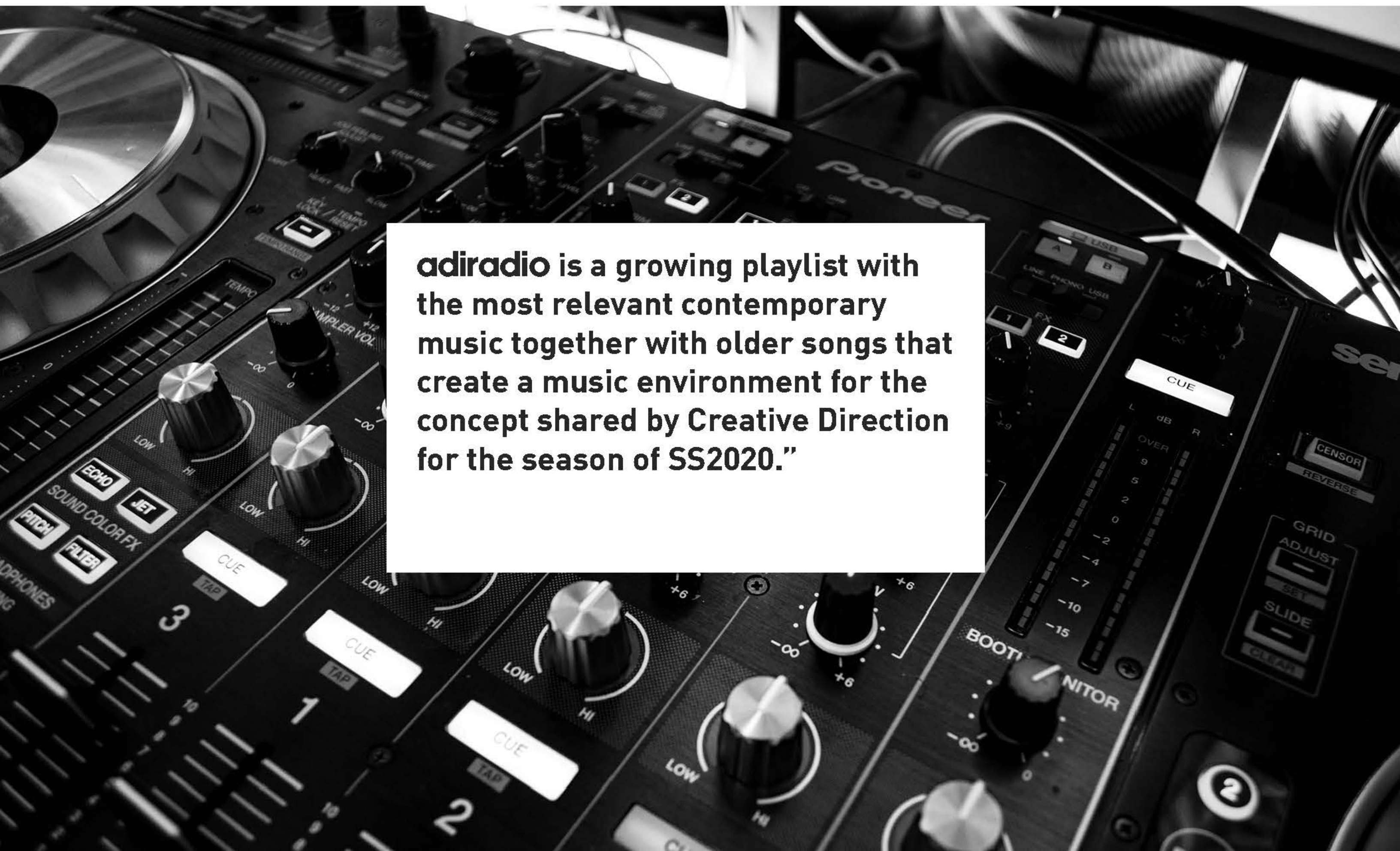
MARKETING AS A HORIZONTAL CONCEPT

UNDERSTANDING EMOTIONS

MASTER WKP

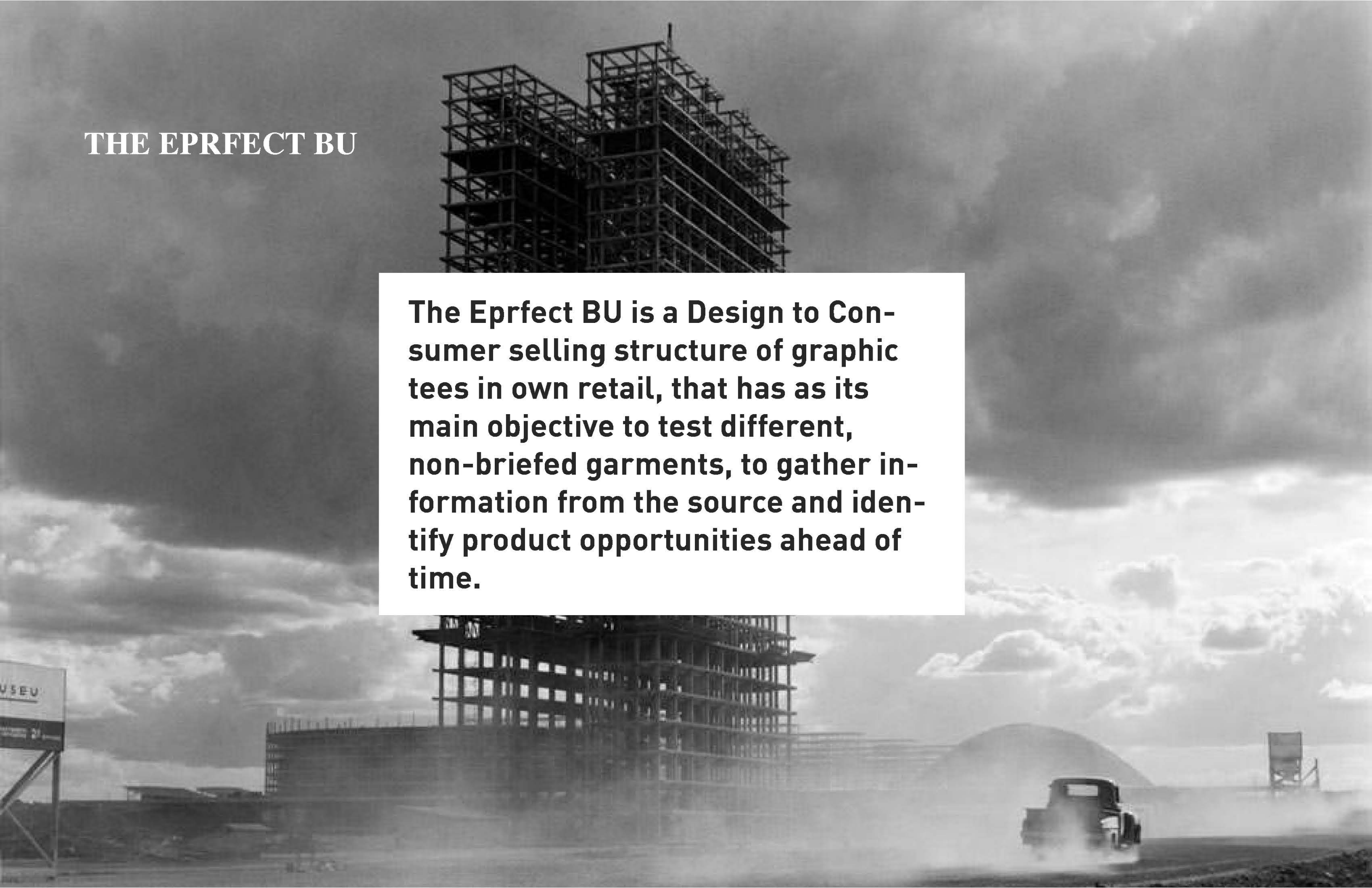


adiradio is a growing playlist with the most relevant contemporary music together with older songs that create a music environment for the concept shared by Creative Direction for the season of SS2020.”



THE EPRFECT BU

The Eprfect BU is a Design to Consumer selling structure of graphic tees in own retail, that has as its main objective to test different, non-briefed garments, to gather information from the source and identify product opportunities ahead of time.

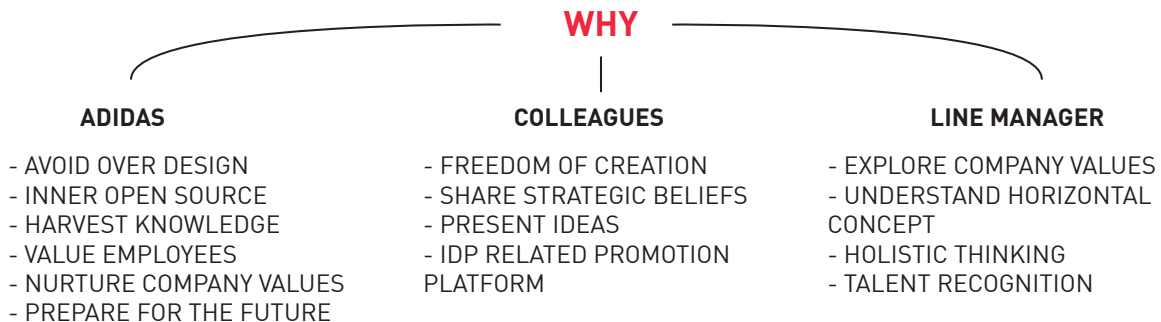




Thinkers Lab is a platform that transforms our colleagues' talents into projects to increase NPS and efficiency while developing creative data for the future.

THINKERS LAB ONE PAGER

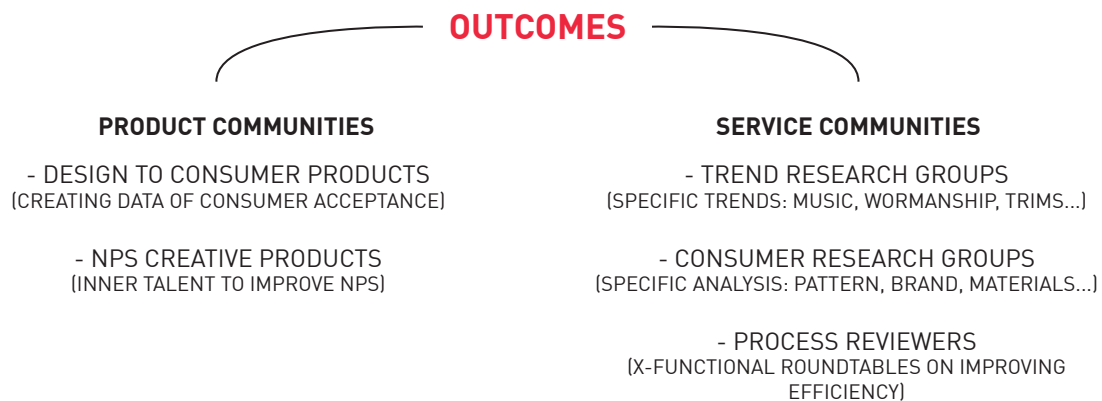
WHAT A SYSTEM TO HARNESS ADIDAS' INNER TALENT INTO PROJECTS THAT PROVIDE IDEAS FOR THE COMPANY'S FUTURE AND, AT THE SAME TIME, PROMOTES THE HOLISTIC THOUGHT THAT PERFECTS EFFICIENCY IN THE COMPANY.



HOW BY A SERIES OF WORKSHOPS, THINKERSLAB AIMS TO EXPLORE VALUES THAT ARE GOING TO UNITE PEOPLE FROM DIFFERENT AREAS OF EXPERTISE IN COMMUNITIES TO USE THEIR COMPLIMENTARY IDEAS AND REALIZE PROJECTS.

[CREATIVITY + CONFIDENCE + COLLABORATION] + COMMUNITY = PROJECTS

AND THEN THINKERS LAB ISUPPORTS THE DEFINITION A COMMON GOAL AND IN THE PROCESS TO ACHIEVE IT (BUSINESS PLAN, CALENDAR AND KEY CONNECTIONS)



Thinkers Lab Concept

Thinkers Lab is a tool for the company and for the employee. In reaction to the *Model and Article Reduction*, *Franchise Focus* and the concept of *Mean More by Doing Less*; Thinkers Lab proposes to harness adidas' inner talent into projects providing ideas for the company's future and, at the same time, promoting the holistic thought that perfects efficiency throughout the company.

We are part of a maze of talent. A mega structure that drives millions of dollars, millions of consumers, millions of fans. It's clear that we are living great times at adidas, but there's no such thing as perfection, perfectibility is the game. Society has evolved in an escalating pace in the latest decades; truth is not static anymore, it shifts. By understanding it, keeping up with these changes, adidas has been able to manage not only dealing with society, but being a part of it.

From its artisanal birth around craftsmanship and the exercise of product mechanical perfectionism, to explorations beyond technology; from being a family business to evolving into a marketing base structure; from having an early awakening on sustainability, to pioneering the concept of collective creation with Open Source. The brand lived through the years of high consumerism and economic crises. adidas interpreted society and let society interpret the brand. adidas was and is contemporary.

The most popular theory of the contemporary world is Liquid Modernity, a concept created by the Polish philosopher and sociologist Zygmunt Bauman. It explores the rise of the non-palpable reality we live nowadays. Our truth is not set in stone anymore, our values are not solid; they are liquid.

This theory marks the generation switch. We are slowly getting closer to the Socratic thought, "the only true wisdom is in knowing you know nothing." The overload of information is helping individuals feel comfortable in their own lack of knowledge. This is a growing concept and adidas has been keen to it, especially through the 3Cs. *Creativity*, *Collaboration* and *Confidence* are the values to cope with our current reality.

Prior to the strategy of 2020, we were aiming at numbers; the big switch was to take out the numbers and aim for a philosophy: *Calling All Creators!* A fixed target restrains action and amplifies insecurity, it's too visual and too narrow. A philosophy, in the other hand, empowers and gives energy to action. It enhances and values the individual in the company and together with the communication of the 3Cs this philosophy becomes reality:

- **Creativity** - It's such an embracing concept because it goes beyond design; creativity is (and must be) everywhere.
- **Collaboration** - Emphasizes the power of the collective over the power of the self. Lidewij Edelkoort, the trend forecaster behind brands like Coca-Cola, Nissan, Estée Lauder and Gucci, has addressed the need of collective creation in her Fashion

Manifesto published in 2015. This manifesto has already had a great impact on the industry.

- **Confidence** - Tightens the love to make it better to the eagerness to fearlessly talk in favor of the brand, of the collective.

These targets, feelings, or philosophies have played a major part in the latest years of adidas, and it is upon the idea of enhancing them and transforming them into visceral values that we came up with Thinkers Lab.

In the book: *Management in a Liquid Modern World*, Bauman and his co-authors debate the idea of suggested values versus grown values. Although the 3Cs have played a major part in the game so far, what can we expect for the future? Inside our offices different generations cohabitate, encapsulating tens of nationalities and thousands of individuals. How can we make sure the 3Cs are intrinsic? How can we make people *feel* these values instead of follow them?

It's difficult to create co-ownership with different base values. For example, by not having the global network while they were growing up, Baby Boomers is a generation raised to thrive. In the other hand, millennials built their micro communities through the internet, people that they have so much in common with, making them live in between the sensation of not feeling unique and the comfort of not being alone. *Collaboration* is only effective when ownership is not glorified. Furthermore, the hire and fire structure in the U.S. market is much more feverish than in Germany, and this directly affects *Confidence*; stability plays a major part in the audacity of expressing an idea. Even *Creativity* can be a challenge, as it's not amongst everyone's area of study and execution plays a bigger part in some fields than the exercise of problem solving.

With this in mind, Thinkers Lab aspires to act. Offering a fourth *C* to the count which is *Community*. Our goal is not to impose a community, but rather build it from within. *Community* is the *C* that can ignite the 3Cs, it is the concept of collective ownership and creation that drives us to the future. By collectively creating a safe ground, the structure that is built upon it will be solid.

Communities

Within the brand we have many talents and many, of what we call, parallel talents: a designer can be a DJ, a product manager can be an illustrator, a developer can be a researcher, and so on. adidas is a hub of the most diverse and unexpected talents. Nursing these parallel talents can open the door to explore more *Creativity* that our own assets can provide the brand. It gives validation and makes the brand grow; it's the best of both worlds.

With the complexity of the individual and of the world we live in, it seems unrealistic to propose one mega community with all colleagues, at least not with the purpose to drive change. By gathering together small groups of people with real commonalities, empathy of values will provide the environment and excitement of producing together.

By developing a series of value directed workshops – open to multiple objectives – Thinkers Lab aims to offer trust in the process, like an Open Source project. The workshops are not teaching structures; on the contrary, their intent is to share as much as to absorb.

For instance, in the series of workshops, **Listening**, we are exploring the word with a 360° approach. Storytelling vs Storylistening, Sound Experience, Collaboration and Respect, and Stop and Listen, are just a few of the workshops that we foresee as part of this theme. These sessions can generate all kinds questions:

- Brands are trying to talk louder than people. Why don't we focus on *listening* to consumer posts and let them be our communicators?
- "Consumer analysis sounds so far from my job description". Can we develop a specific feedback structure for me and my colleagues in workmanship?
- Our main competitor hires musicians to make playlists for running. Can we create mixtapes for training, running, ourselves?
- How can consumer comments become products quickly?

Opportunities are endless.

Analyzing the examples above we can harvest solutions that we often outsource. We will be able to have an inside perspective in cross department issues and a fresh eye that can bring a new approach to the process. These questions can generate all kinds of talent-finding and community starters:

- We can expect to raise our NPS by promoting Thinkers Lab as a creative hub, seeing our colleagues as micro influencers, proud to share the image/product/service they are creating for adidas. We can connect through social media while promoting adidas as a great place to work.
- We can gather specific data on consumers by the perspective of a developer or a materials specialist.
- Not to mention that by exploring concepts with a holistic perspective we can also use the communities to identify future leaders.

Opportunities are endless.

Together with the pillar of **Listening**, Thinkers Lab will also approach concepts like the **Collective Ownership**, **Condition as a Design Driver** and **Contemporary Design**. Generating conversation on key subjects for the future.

We are in the age of holistic thought; entrepreneurship is a lifestyle and it draws our attention. Just think of the latest speakers invited to any adidas event. The generations working together don't limit themselves to execution and linear thinking; they have their eyes open to the process and are excited to solve problems. Millennials are the first generation to create a job-hop culture, they want to love what they do and be challenged, even in areas out of their action span. This way the workplace becomes the thrilling experience they look for.

The Thinkers Lab Communities will address this. It's about looking at adidas as a living structure, understanding the changes that are happening. It's about hearing "Mean more by doing less", knowing the efficiency plan and taking advantage of the model and article reduction that will eventually mean less workload and prevent the overdesign of items. By engaging colleagues to think, we will give people something to give back to the company and to themselves.

Our goal is simple: create a place where ideas can ferment as communities, value the talent network inside the company, and promote people to make **Product** or **Service Communities** with personal and collective growth in mind. Our goal is to keep adidas contemporary!

Phase ONE – THE WORKSHOPS

Thinkers Lab works in cycles. In the first phase of every cycle we are focused on creating a solid ground for the colleagues. In a series of workshops, we are exploring the following pillars:

Collective Ownership, Listening, Condition As A Design Driver and **Contemporary Design**:

- **Collective Ownership:** The Genius is a figure of the past, the next great thing doesn't lay on a man's shoulder, the world is too complex for that. How can we put ego aside and make great things together?
- **Listening:** In a world of speakers, how can we learn how to listen and turn listening in to products and communication?
- **Condition as a Design Driver:** Condition is key to product creation, paraphrasing Lidewij Edelkoort in her manifesto: "Designers are now able to understand marketing strategies, analyze consumers and come up with solutions with profit in mind." The same goes for Developers, Pattern Makers, etc. Let's make marketing part of our way of thinking, let's make it horizontal concept!
- **Contemporary Design:** Design is divided in three pillars, Classical Design (there's a right way to make what is perfect, crafted and complete), Design Thinking (because execution has outpaced innovation and experience matters), and Computation Design (designing for billions of people and in real time, at scale and TBD) - John Maeda. Design is not a designer's job. Design is a way of doing things.

Through these pillars we explore values for the best functionality of the Community: **Listening** is more important than talking; Marketing must be a horizontal feature, raising the level of responsibility across all roles instigating entrepreneurship and improving product creation - **Condition as a Design Driver; Collective Ownership** is the only way to be innovative, collective thinking puts us ahead; and design should be constantly rethought as a field - **Contemporary Design**. These pillars are only the starting point. It is important that the base constructed is not imposed and that the workshops are a place to speak and listen.

These workshops should be available for everyone in CCP and will work in transmitting selected values, while at the same time Thinkers Lab will learn complementary values. New absorbed values in the process are going to be interpreted into workshops for the following cycle, organically improving.

When the values are explored, the colleagues with commonalities are encouraged to build a community through the Master Workshop. This Workshop works as a slow paced Design Thinking classical workshop from Stanford university. This workshop will ignite several different communities and the phase will take approximately 4 Months.

EXQUISITE CORPSE 2.0

WKP 1: COLLECTIVE OWNERSHIP

PYRAMID

WHAT AN EXPERIENCE WITH COCREATION TAKEN TO THE NEXT LEVEL. AN INVITATION ONLY WORKSHOP THAT IS BASED IN SHARING A PAPER TEMPLATE FOR EACH PARTICIPANT TO INTERVEIN IN IT BY CREATING A PATTERN THAT REFLECTS THEIR IDENTITY.



HOW ONCE A COLLEAGUE GETS THEIR INVITATION THEY ARE ENCOURAGED TO INVITE THE NEXT PERSON, WHEN WE HIT A TOTAL OF 40 PARTICIPANTS WE HAND OUT AN ENVELOPE WITH A TEMPLATE FOR THEM TO EDIT AS THEY WANT. AFTER TWO WEEKS ALL TEMPLATES ARE DELIVERED TO THINKERS LAB.

AND THEN WHEN PUT TOGETHER, ALL THE TEMPLATES FORM AN IMAGE TOGETHER, THIS IMAGE IS A RECREATION OF THE MONA LISA THAT IS GOING TO BE EXHIBITED AT THE MAKER LAB. THE PARTICIPANTS ARE GOING TO RECEIVE THEIR VALIDATION ON PARTICIPATING BY BEING INVITED TO JOINING THE PRIVATE GROUP OF THINKERS LAB ON YAMMER. WHERE THE FOLLOWING WORKSHOPS ARE GOING TO BE POSTED.

OUTCOMES

THE MAIN OBJECTIVE IS TO CREATE AN ORGANIC TYPE OF PARTICIPATION IN A WORKSHOP AND LET PEOPLE KNOW THAT THEY ARE FUN EXPERIENCES. WITH THE CREATION OF ONE IMAGE OF EVERY WORK WE ARE PROMOTING THE VALUE OF COLLECTIVE OWNERSHIP AND, AT THE SAME TIME CREATING THE NETWORK OF TALENT FOR FUTURE WORKSHOPS.

PARTICIPANTS ARE ENCOURAGED TO SHARE THEIR PROFILE PICTURES AND WE WILL PROVIDE THEM WITH A MONA LISA FACE SWAP IMAGE THAT THEY CAN SHARE ON YAMMER AND OTHER SOCIAL MEDIAS.

PUBLIC ART

WKP 2: COLLECTIVE OWNERSHIP

PUBLIC SPACE

WHAT AN EXPERIENCE WITH THE CONCEPT OF EPHEMERAL ART. THE GROUP OF PARTICIPANTS IS GOING TO A PUBLIC SPACE TO CREATE A COLLECTIVE PIECE WITH FOUND OBJECTS ALREADY IN THE AREA.

WHY

CREATIVITY

- WORK CREATIVELY WITH THE RESTRICTION OF TOOLS AND MATERIALS.

COLLABORATION

- COLLECTIVELY DEFINING THE MESSAGE OR SHAPE THAT THE GROUP WANTS TO CREATE.

CONFIDENCE

- BEING ABLE TO LET THE PIECE LIVE BY UNDERSTANDING THAT ANYONE CAN PASS BY AND INTERVEIN ON IT.

HOW WE ARE ABLE TO SAY SOMETHING PUBLICLY AND TO THE WORLD. WHAT DO WE WANT TO SAY. ON THE WAY TO THE PARK THE COLLEAGUES NEED TO DEFINE THEIR MOTO. AFTER THAT, USING ROCKS, STICKS, LEAVES AND EVERYTHING AVAILABLE AT THE PLACE WE TELL OUR STORY.

AND THEN THE OBJECTIVE IS TO LEAVE IT THERE, MAKING IT CLEAR THAT THE MESSAGE IS OWNED BY THE READER. COLLECTIVELY WE WILL DEFINE AN ANGLE OF READ AND IN THE LONG TERM WE WILL TAKE STILLS OF THE PIECE AND SEE HOW THE WEATHER, ANIMALS AND OTHER PEOPLE TRANSFORM IT.

OUTCOMES

WE HEAR ABOUT PEOPLE EDITING THE CLOTHES THEY BUY FROM ADIDAS AND OUR REACTION IS HOW TO MAKE THAT PART OF THE PRODUCT. BUT MAYBE THAT'S UNCONTROLABLE. LETTING THE WORK LIVE IT'S OWN LIFE IS IMPORTANT AND THERE'S NO WAY TO CONTROL AFTER DELIVERY.



DELEGATED SELFIE

WKP 3: COLLECTIVE OWNERSHIP

CONSUMER FOCUS

WHAT WHO IS IN THE SCREEN WHEN YOU TAKE A SELFIE? YOU OR THE IDEA OF YOU? WHAT ABOUT WHEN YOU LET SOMEONE ELSE DO IT FOR YOU? WHO IS THAT PERSON?

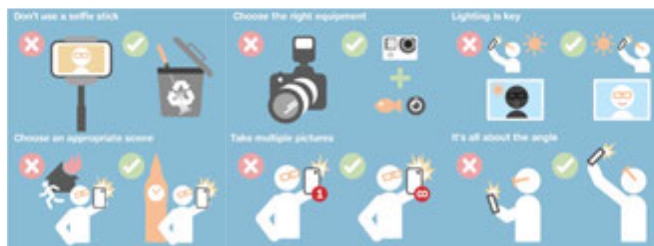


HOW AFTER LETTING OTHER PEOPLE TAKE YOUR SELFIE THE PARTICIPANT SHOULD LOOK AT THE SELFIE AND MAKE A STORY FOR THAT PERSON. WHERE IS HE/SHE FROM? WHAT DOES HE/SHE DO FOR A LIVING...

AND THEN THIS CREATED PERSONA JUST GOT A PASS TO GO TO THE ADIDAS STORE AND GET 50% DISCOUNT, WHAT ARE THEY GOING TO BUY? HOW MUCH ARE THEY SPENDING?

OUTCOMES

THE OBJECTIVE IS TO COME CLOSER TO THE CONSUMER AND AT THE SAME TIME HAVE THE DISTANCE TO KNOW THAT HE OR SHE HAVE DIFFERENT PERSPECTIVE AND DIFFERENT FOCUS IN LIFE. WE ARE ALL THE SAME YET DIFFERENT

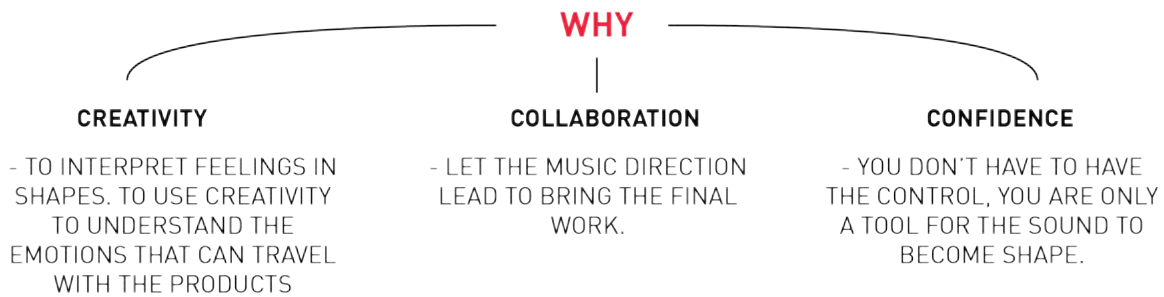


SOUNDS ET AL LISTEN AND MAKE

WKP 1: LISTENING

EMOTIONS

WHAT WITH A PARTNERSHIP WITH THE MUSIC LABEL *SOUNDS ET AL*, WE AIM TO CREATE A SOUNDTRACK FOR THE MAKING PROCESS THAT EXPLORES THE EMOTIONS BEHIND MUSIC AND ITS TRANSLATION INTO OBJECTS

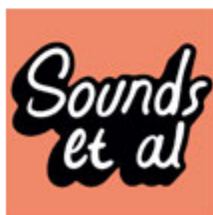


HOW THE LOCAL COMPANY SOUNDS ET AL IS DESIGNING A PLAYLIST FOR ALL THE PARTICIPANTS TO LISTEN AND MAKE AT THE SAME TIME. THE EXERCISE IS TO RECOGNIZE SOUND PATTERNS AND EMOTIONS AND TRANSLATE THEM IN DRAWING IN A WHITE PAPER WITH PEN.

AND THEN AFTER THAT PARTICIPANTS SHOULD BE ABLE TO READ AND COMPARE THE FEELINGS TRANSCRIPTED.

OUTCOMES

UNDERSTANDING THE RESPONSIBILITY AND RULES OF THE DIRECTION AND BY DOING THAT BE ABLE TO READ IN BETWEEN THE LINES, SUBVERT CONCEPTS IN A COLLABORATIVE WAY. EMOTIONS ARE A BIG DIRECTION FOR THE COMPANY AND THE PARTICIPANT SHOULD LEARN EMOTION INTERPRETATION AFTER THIS WORKSHOP.



THINK INSIDE THE BOX

WKP 2: LISTENING

INTERPRATATION

WHAT ONE PERSON HAS THEIR HEAD INSIDE OF A BOX AND MARKERS TO DESIGN WHILE THE OTHER HAS TO TELL PRESELECTED A STORY FOR THE FIRST PERSON TO DESIGN. THE SECOND PERSON CAN NOT SEE THE FIRST ONE, ONLY HEAR.



AND THEN WHEN TURNING THE BOX INSIDE OUT PARTICIPANTS ARE ABLE TO RECOGNIZE COMMUNICATION FLAWS AND OPPORTUNITIES IN COMMUNICATION GAPS.

OUTCOMES

BY THE END OF THIS WORKSHOP THE PARTICIPANTS ARE GOING TO BE ABLE TO UNDERSTAND BETTER THE COMMUNICATION EXPERIENCE TOWARD WORKING ON A PROJECT AND REVIEW THE STATUS QUO OF OUR WAY OF DOING IT.



PRE K COLLABORATION

WKP 1: CONDITION AS A DESIGN DRIVER

DESIGN THINKING

WHAT A COCREATION PROJECT WITH PRE KINDERGARDEN KIDS, WHERE PARTICIPANTS ARE GUIDED BY THE KIDS TO SCULP TOGETHER WITH TOILET PAPER ROLLS.



HOW SPEND A MORNING AT THE *EARL BOYLES* SCHOOL AND FACILITATE KIDS TO WORK WITH THE TOOLS OF THE SCHOOL'S MAKERS LAB IN ORDER TO CREATE A SCULPTURE TOGETHER WITH THEIR KID COUNTERPARTS.

AND THEN CREATING A PRINT PATTERN WITH PICTURES OF THE SCULPTURE CREATED TOGETHER KEEPING THE ARTWORK TRUE TO THE ORIGINAL IDEA OF THE KID. PRINTING THE FINAL PATTERN IN SUBLIMATION PAPER AT THEMAKERSLAB AND SHARING BACK THE RESULT WITH THE KIDS AS A GIFT AND THE ADIDAS COMMUNITY.

OUTCOMES

WITH THIS EXERCISE WE AIM TO SHARE THE IDEA OF EXPLORING THE WONDERS OF A SMALL KID'S BRAIN WHILST GIVING BACK TO THE COMMUNITY. THE CHALLENGE TO MAKE SOMETHING BEAUTIFUL OUT OF SOMETHING THAT IS OUT OF YOUR CONTROL.



PHYSICAL DESIGN

WKP 2: CONDITION AS A DESIGN DRIVER

EMOTIONS

WHAT THE GROUP IS REQUESTED TO THROW 5 WEIGHT BALLS IN A GIGANTIC COLOR CHART. WHERE THE BALL STAYS SIGNS THE COLORS THEY HAVE TO USE. THEN, THE PARTICIPANTS THROW ONE BALL AT A DIFFERENT TARGET OF EMOTIONS TO BE TRANSLATED WITH THE PREVIOUS COLOR PALETTE.

WHY

CREATIVITY

- TO BE CREATIVE WITH THE IDEAS OF OTHERS AND SEE CONDITION AS A CREATIVITY IMPULSE

COLLABORATION

- EXERCISE COMMUNICATION IN PROBLEM SOLVING

CONFIDENCE

- WORK WITH DIFFERENT MEDIAS AND EXPLORE WITHOUT FEAR.

HOW AFTER THE FIRST EXERCISE THE PARTICIPANTS ARE GIVEN 5 LED LAMPS AND COLOR CELOPHANE WITH THE GIVEN COLORS, BY PROJECTING THE LAMPS IN THE SPACE THEY AIM TO TRANSLATE THE FEELING REQUESTED.

AND THEN THE FINAL OBJECTIVE IS TO PRODUCE PHOTOS OF THE LIGHT PLAN IN THE DEFINED PLACE.

OUTCOMES

WITH THIS EXERCISE WE AIM TO SHARE THE IDEA OF EXPLORING CREATIVITY IN DIFFERENT CONDITIONS. COLORS, WHEN PLAYED WITH CAN TELL DIFFERENT STORIES. ALSO, BY THE END OF THE WORKSHOP PARTICIPANTS ARE ABLE TO APPROACH EMOTIONS WITH MORE DEPTH.



TELEPHONE

WKP 1: CONTEMPORARY DESIGN

STORY TELLING

WHAT USING INSTAGRAM STORIES, WE WILL PREPARE A CONCEPT BRIEF OF ONE MINUTE AND PASS IT TO FIVE PEOPLE. THESE PEOPLE CAN HEAR IT ONLY ONCE AND THEY SHOULD WRITE THE STORY DOWN AND TELL IT, THROUGH THE SAME SYSTEM THE STORY FOR THE NEXT PERSON.

WHY

CREATIVITY

- EXPLORE CREATIVITY IN MISINTERPRETATION AND INTERPREATION

COLLABORATION

- THERE'S NO RIGHT STORY. THE BEST OF EVERYONE'S VERSION IS THE FINAL STORY

CONFIDENCE

- EXPLORE THE IDEA OF FAST PACE AND UNDERSTAND CIRCUMSTANCES AFFECT THE LEVEL OF ACCURACY, NOT THE LEVEL OF CONFIDENCE

HOW AFTER REVIEWING EVERYONE'S VERSION OF THE STORY WE AIM TO COME UP WITH A COLLECTIVE STORY THAT IS MADE OF THE BEST BITS OF INTERPRETATION AND MISINTERPRETATION THROUGHOUT THE WORKSHOP.

OUTCOMES

EXPLORE THE CONCEPT OF FAIL AS OPPORTUNITY AND LETTING GO ON THE STORY THAT HAS BEEN ALREADY TOLD AT THE SAME TIME APPROPRIATING STORYTELLING TECHNIQUES TO AVOID MISCOMMUNICATION.



MAKE UNCOOL COOL

WKP 2: CONTEMPORARY DESIGN

SUBVERSION

WHAT HOW CAN STYLING WORK IN FAVOR OF PRODUCTS PERCEIVED AS UNCOOL. A PHOTO-SHOOT SESSION FULL OF CROCS AND CELLPHONES ATTACHED TO BELTS THAT AIMS TO SUBVERT THE PERCEPTION OF COOL.



HOW PHOTOSHOOT WITH SECOND HAND "UNCOOL" ITEM AND ADIDAS PRODUCTS AT PHOTOGRAPHY STUDIO IN THE MAKERLAB.

AND THEN USING PHOTOSHOP TO EDIT THE FINAL PICTURES TO BE SHARED.

OUTCOMES

WITH THIS EXERCISE WE AIM TO EXERCISE THE HOLISTIC THINKING AND UNDERSTAND THAT THE COLLECTIVE IS THE MAIN OWNER OF THE PRODUCT UNTIL IT'S SOLD, THEN IT BELNGS TO THE CONSUMER AND IT IVES A DIFFERENT LIFE.

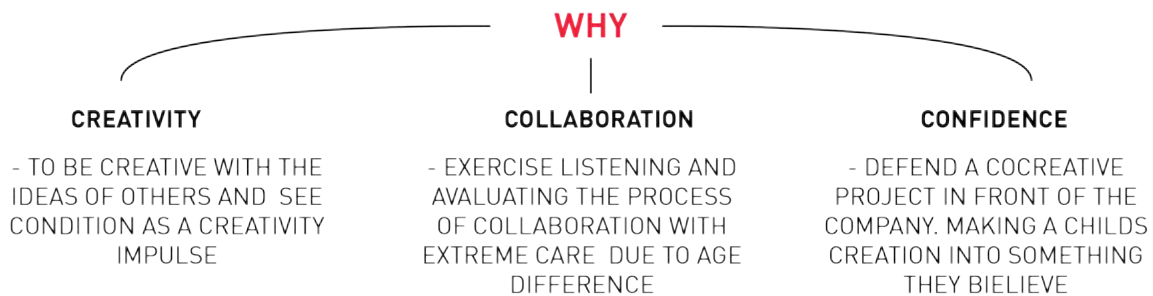


MASTER WORKSHOP

FINAL WORKSHOP

PLAN THE COMMUNITY

WHAT WITH A DESIGN THINKING STRATEGY WE PROPOSE TO THE PARTICIPANTS TO RECOGNIZE PROBLEMS AND OPPORTUNITIES WITHIN THE COMPANY AND PROPOSE SOLUTIONS AND PROJECTS TO SOLVE IT

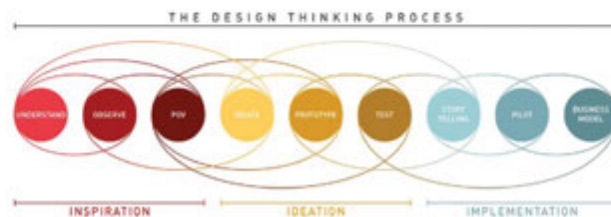


HOW WE START WITH AN ORGANIC DIVISION OF THE GROUP BY COMMONALITIES, WHEN THE GROUPS ARE MADE WE START A PERSPECTIVE EXERCISE WITHIN THE GROUP AND THE COMPANY, ASSOCIATING VALUES AND OPPORTUNITIES THAT MATCH BOTH

AND THEN THE GROUPS SHOULD PROPOSE BACK A COMMUNITY WITH THEIR VALUES, COLLECTIVE AND PERSONAL GOALS. WITH THIS IN MIND THEY ARE ENCOURAGED TO MAKE A QUICK DESIGN THINKING PROCESS THAT REFLECTS THE LONGER TERM PROJECT THEY WANT TO INVEST IN.

OUTCOMES

WITH THIS EXERCISE WE AIM TO SEED THE IDEA OF COMMUNITIES AND PROJECTS, ALL PARTICIPANTS SHOULD HAVE A PRODUCT OR SERVICE PROJECT IN MIND BY THE CONCLUSION OF THE WORKSHOP, ENTERING THE SECOND PHASE OF THINKERSLAB.



Workflow Base for Product Community

After the Master Workshop, the *Communities* come up with Product or Service projects. The creation of a Product *Community* is longer and more complex than a Service *community*. With it we are analyzing previous structures while harnessing parallel talents. We are not pointing fingers and we are definitely not suggesting that our perspective can upgrade any existing structure. On the contrary, the new *Community* is about creating a structure that aims to grow organically from their own values. These values are going to create a workflow that reflects on its way of working, step by step, while sharing our challenges and learnings. These shares, being outside points, are the ones that can actually influence other structures in the company.

At the beginning of our search with colleagues we came across several complaints and ideas on how things could be done differently. When doing one-to-ones, people were more comfortable talking about the processes in the company:

- We heard questions about the structure of pattern research, that begins with high end workmanship and later gets simplified, losing the core of its own purpose by the end of the season. Why not creating a bottom up pattern strategy?
- We heard that it was important to review the efficiency of material tests and relate the complexity of these tests to their planned life cycle. If we are offering new products to schools next year, why are we providing products that can last for two years?
- We also heard that we should revisit the linear workflow, as the current process doesn't check back in during the season. People are concerned by the lack of communication beyond the established workflow, because an information in the Communication Department could make a product more accurate.

New Communities should have this thinking in their Core, it's not a direct solution maker for other structures. We understand that it is counter-productive to revisit a fully engineered process of creation, execution and communication from one new angle. Behind SOPs there are mannerisms, agreements and remarks that stood over years of execution. It would be in the hands of every person of the line to validate possible changes with other colleagues and upgrade any process. This is why the creation of a new *Product Community* starts with the search of the values of the community (Phase **ONE – THE WORKSHOPS** shown previously) concluding with the Master Workshop and following with the creation of the structure (Phases **TWO** and **THREE**) and then the product goes out on the market (Phases **FOUR** and **FIVE**).

Phase TWO

At this phase, it is important to combine the planning knowledge of the **Master Workshop** with the values acquired in **Phase One**, as well as selecting the necessary key contacts to join the *Community*. With the values in mind and a common goal, the selection should come naturally. To start, the pre available key contacts will be:

- **Maker Lab** (Thinkers Lab partner): To offer support through Product and Project creation.
- **Digital Creation** (Thinkers Lab partner): To offer support in the exploration and usage of the Digital Tools.
- **GamePlan-A** (Thinkers Lab partner): To help create minutes of the meetings and outcomes from communication to provide them openly to the adidas community.
- Mentors within adidas to provide information on following areas: CTC, Legal, Finance, Marketing, Creative Direction, Project Management...
- Contacts on the selected channel of distribution: Own Retail, Franchises, Online, etc.

With regards to the internal structure, understanding that the whole process is an innovation project, we will lean on the concept of the *10 Faces of Innovation* by Tom. The author believes in a complementary structure where the profiling of people reflects their way of contributing to an innovation process. Not all of the following are obligatory and some profile can overlap. These characters are:

The Learning Personas:

- **The Anthropologist:** Students of the environment and human behavior, they complete research in the field and see where change is needed. Presents findings that set the stage for the rest of the design team.
- **The Experimenter:** A calculated risk taker and critical thinker. They work through projects by trial and error engaging prototyping implement developing models.
- **The Cross-Pollinator:** They have a wide range of experience and a depth of knowledge and are able to make connections others can't see. Reworking challenges in order to meet the needs of a specific demand.

The Organization Personas:

- **The Hurdler:** Any project is bound to encounter obstacles. This person is able to persevere through hardships and remain focused on the goal in a positive way. The hurdler keeps innovation alive during times of doubt.
- **The Collaborator:** This social person is able to pull others from their silos of expertise in order to work together. Much like a coach, this person fosters relationships in order to improve the design process.
- **The Director:** This person remains focused on the larger picture but is still attentive to details. They have the fluent understanding of the design process and use their resources and knowledge in order to motivate team members.

The Building Personas:

- **The Experience Architect:** This person is focused in creating a memorable experience for costumers. They are detail oriented and work tirelessly to shape the interaction aspect of a product or a service.
- **The Set Designer:** Is energetic and versatile. They focus in improving the physical environment in order to make using a product or a service more enjoyable.
- **The Storyteller:** This person is in charge of creating a narrative to captivate users. They can spark emotion through the use of words, images, or videos.

- **The Caregiver:** This person is focused on developing a relationship with costumers, they understand that loyalty is far more than a surface emotion. They use empathy to connect with costumers to provide a human base experience.

The structure of the *10 Faces* should be mixed with an interpretation of the classic structure of a Business Unit, reevaluating the necessity of each participant inside the *Community*. From concept to commercialization we can count on the following players:

- Merchandiser
- Product Manager
- Marketing Operator
- Apparel Designer
- Graphic Designer
- Materials
- Developer
- Liaison Officer
- Brand Communicator

These key contacts are the foreseen ones, the organic growth of the project will direct the necessities of specific roles inside and outside of the structure.

Phase THREE

In this final phase of the construction of the Business Unit, the *Community* is able to work on their business plan. With the material generated by the Master Workshop, Thinkers Lab will guide them through the process of defining the following steps:

- **Business Overview:** It should explain in one paragraph the purpose of their plan.
- **Business Details:** The six questions - **Who** is the target consumer? **What** are you offering? **Why** are you offering it? **How** are you going to market it? And at last. **Where** are you going to sell it? **How much**?
- **Business Workflow:** Determine the speed calendar to follow and specify details about the Roles and Responsibilities of every position, inside and outside of the *Community*.
- **Financial Plan:** Does this project need financial support? If so, how much is it going to cost, how can we compensate it with the outcome of the *Community*.

Phase FOUR

On this phase, the practical creation process starts. The community must develop and select the products that they want to put in the market as well as the projected performance and lifespan of each product. Narrowing down the product selection is key for a more accurate project. Milestones like Concept Gut Check and Product Gut Check are welcome but not obligatory. After the selection, starts the phase of production followed by the plan of delivery at the store. Always supported by the Key Contacts previously selected.

Phase FIVE

Phase Five is the conclusion. The idea is to revisit the goal set and create a document that support the info around the achievement or not of its goal. The evaluation of the process in a clear and sharable format both for Thinkers Lab and for the company.

Some projects might endure for more than one drop, every drop should be concluded with data on the experience to move on to the creation of the next drop and, also, creating data for the archives of Thinkers Lab. This is a strong step in the collective ownership and learning process, every project can create information for future communities and for the company.

For example:

THE ~~EPR~~FECT BU

PHASE TWO:

Community Participants:

Graphic Designer

Developer

Product Manager

Business Overview:

"The Eprfect BU is a Design to Consumer selling structure of graphic tees in own retail, that has as its main objective to test different, non-briefed garments, to gather information from the source and identify product opportunities ahead of time."

PHASE TREE:

Business Details:

Who: Male Runners in New York City

What: Experimental Graphic Tees

Why: To identify product opportunities ahead of time

How: Seeding information to key clients

Where: New York City, 5th Avenue Flagship Store

How Much: \$35. Same price as tech graphic tees in the store

Business Workflow:

Mini collection of 5 t-shirts to be produced in a 3-month* speed calendar, through iteration of House of Blanks models (colors in stock) and the production minimums of AdilIndy (144 units).

*Calendar to be created in partnership with Thinkers Lab

Financial Plan:

The community will need 400 blanks for season, using the overstock colors, and AdilIndy should support with the capability of printing them. The sending of the items to the 5th Avenue store have to be on count and the sales data should be achievable (we might need a touch point at the store).

PHASE FOUR

Development of the Designs in house. The community needs development support on the capabilities of AdilIndy and follow up in development and delivery.

PHASE FIVE

How much of each piece was sold and how and where was it placed at the store? With that, what can we improve for the next drop?

Workflow Base for Service Community

Service *Communities* are, in general, a shorter-term assignment. Understanding that colleagues might have less time to deliver to projects we propose to them to make a Service *Community*. This *Communities* share **Phase ONE and the Master Workshop** with the Product Communities but from Phase three is their last phase.

Phase TWO

While there is such a complex necessity on having the necessary personas and job descriptions in Product Communities, on the Service side the focus is on the Key contacts. For example: a service community can have as a goal trend research, done with a focus and by a group of people with specialized knowledge. That will create a need of support by key contacts on the CTC area (asking for a list of important competitors and relevant trend setters) Legal (on guidelines of dos and don'ts while in field) and Thinkers Lab (helping to structure goals and how to expose the specific data in an easy to read file). After defining these points, the service community can already work on the results of the plan they proposed to themselves.

Another example could be the creation of the AdiRadio, a playlist system to inspire designer colleagues with music that embraces and translates the concept of the season and also introduces new and relevant music to the group. It requires support from Creative Direction (in understanding and meeting the aesthetic proposed for the season), Legal (in learning the correct way to use of music and handle rights for this specific porpoise) and Thinkers Lab (on sharing the results and keeping record of the learning process for creating season soundtracks for future similar projects).

Phase THREE

Such as the Product Community, a clear plan is a solid structure that facilitates the community to achieve it's goals and also makes it easy to catalogue every project in the Thinkers Lab archive. Thinkers Lab will guide the participants through this process in order to define the Community better:

- **Business Overview:** It should explain in one paragraph the purpose of their plan.
- **Business Details:** The five questions - **Who** is the target consumer? **What** are you offering? **Why** are you offering it? **How** are you going to make it? And at last. **Where** are you going to share?
- **Business Workflow:** Determine the steps to follow and specify details about the Roles and Responsibilities of each one inside and outside of the *Community*.
- **Financial Plan:** Does this project need financial support?

For example:
ADIRADIO SS20

Community Participants:

2 Apparel Product Managers

Business Overview:

“ADIRADIO SS20 is a growing playlist with the most relevant contemporary music together with older songs that are relevant for the concept shared by Creative Direction for the season of SS2020.”

Business Details:

Who: Designers in adidas

What: Inspirational Playlist

Why: To support a different media and tighten the universe of creation through the design departments in the company

How: By sharing an editable playlist to the design Dist list.

Where: CCP CCH CCS and CCT (via Yammer)

Business Workflow:

After getting access to all images and concepts that form the creative direction of the season, propose a round table with the creative direction team that aims to translate the concept into sound, validating the references together. In parallel a conversation is held with the legal department to assure the right usage of the songs and software support.

COMMUNICATION

The Thinkers Lab communication is based in a client/consumer selling structure. While selling the project for the clients: Line Managers; and to the consumer: Colleagues; in two different ways and with two different expectations.

The focus for the client must meet the company guidelines and explore the possibility of revisiting the processes within for upgrading it. It should be focus in recognizing and exploring talent in the teams that can be of used inside their department. The communication plan for Line Managers is based in sharing the workshops one pagers with a clear view on each process and major focus in the outcome generated each workshop. For the final workshop, understanding that it can request more availability of the colleagues Thinkers Lab is going to support the community in creating a healthy and organized workflow that is shared with the line managers for approval.

In the other hand, when talking to colleagues (in CCP) our focus is personal growth (idp), giving them a voice and at the same time promoting a joyful experience in every step. It is important to focus on a more aggressive campaign that rises the interest of participation and evolves into curiosity amongst other colleagues.

We start with a guerrilla action in spreading the T.H.N.K. logo, a subversion of the famous D.A.R.E. logo, a recognizable and fun approach to the logo that was immensely spread in the 80's. The logo is going to be printed in vinyl at large scale and around the company without further explanation in order to rise a buzz about it.



Within 3 days of the logo exposure we are launching with the first workshop in pyramidal system of invitation only. The participants are invited to intervene in a square of paper and invite another colleague to do the same. Without knowing, they are already participating in a Collective Ownership workshop. Our goal here is to communicate the easiness of the process of learning and lead them into the private group on Yammer, where the answers of what is Thinkers Lab are going to be replied.

By creating this idea of a club, we aim to raise interest amongst other colleagues and we will be taking applications to join the private group. The workshops are going to be released one by one in this group, the workshop conclusions and process pictures are going to be shared in the open page of Thinkers Lab in the same platform.



THINKERSLAB / COMMUNICATION

TARGET CONSUMER: COLLEAGUES SEARCHING FOR CREATIVE OPORTUNITIES

TARGET CLIENT: BOARD (ADIDAS) + LINE MANAGER



HOW

I: SHARE TEXT AND ONE PAGER FOR ADIDAS / BOARD APPROVAL

II: RELEASE GUERRILLA ACTIVATION WITH THE T.H.N.K. LOGO THROUGH CAMPUS ORIGINATING CURIOSITY AMONGST COLLEAGUES. JUST LOGO AND SLOGAN.

AND THEN

ORGANIC WORKSHOP WITH PARTICIPATION BY INVITATION. WITHOUT THE PERCEPTION THAT THIS IS A WORKSHOP ON ITSELF, WE START A INVITATION ONLY CHAIN, WHERE EVERY PERSON GETS A SQUARE OF PAPER TO INTERVEIN HOW THEY WANT AND INVITE THE NEXT PERSON TO DO IT TOO. AT THE END OF TWO WEEKS THEY RETURN IT TO THINKERSLAB.

THE WORKSHOP IS A TAKE ON THE EXQUISITE CORPSE FROM THE SURREALISM ERA AND IN THE END IT FORMS A COLLECTIVE IMAGE THAT IS GOING TO BE PRESENTED IN THE MAKERSLAB AS A VALIDATION OF THEIR PARTICIPATION.

THIS FIRST GROUP IS INVITED TO JOIN THE PRIVATE COMMUNITY OF THINKERSLAB ON YAMMER. AT THE SAME TIME THAT WE ARE CREATING A NETWORK OF CREATIVE PEOPLE TO INVITE FOR THE FUTURE WORKSHOPS, WE ARE NARROWING OUR TARGET AND CREATING DESIRE TO JOIN AMONGST COLLEAGUES. WE WILL ALSO ACCEPT REQUESTS.

AND FORTH

REALEASE BROCHURE FOR LINE MANAGERS WITH ONE PAGER EXPLAINED THE TURNS OF THE TIME INVESTMENT (CONTINUOUS IMPROVEMENT); FOR COLLEAGUES THE FOCUS IS CREATIVITY AND PERSONAL GROWTH (IDP).

EXPANSION

We count with the support of MakerLab to raise awareness and curiosity around the process and conclusions of the workshops and each community created. Also, the participants of every community are encouraged to share their process and experience with their colleagues. With this we keep on the curiosity base communication and aim to expand to colleagues in Herzo.

We will seek support in this two platforms to share the experience we had in every phase of the project making them able to apply the strategy in their universe. The idea is to have an organic growth to the project itself. While in Portland we started with beta version of every workshop in Herzo, six months later, the team can take advantage of our learnings and present an upgraded version of every step. This should work as a spiral of learning that is constantly improving itself with the coworking of the two poles, cycle after cycle.

As for the expansion to Brooklyn Farm we aim higher, Product Communities that are focused in Win the U.S. Consumer or directly related to the flagship store are going to work as an artist residence at this facility.