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# HOW NIKE SHATTERED THE 2 HOUR MARATHON

...and changed the footwear market forever

SEAN McDOWELL





VIDEO





**NIKE**

**BORN IN INNOVATION**





ROI

BALANCING LONG TERM & SHORT TERM GOALS



HISTORY

# 4 MIN MILE

ROGER BANNISTER: 1954





## CASE STUDY 5



# SUB 2 MARATHON

**DENNIS KIMETTO - WORLD RECORD HOLDER**



A background image of a male marathon runner, Eliud Kipchoge, crossing a finish line. He is wearing a white singlet with a Nike logo and a bib that reads 'KIPCHOGE'. His arms are raised in a 'V' shape, and he is running on a paved road. In the background, there are spectators and a red banner with 'L' and 'CON' visible.

**Nike set a big, hairy, audacious goal of breaking a**

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# **2 HOUR MARATHON**

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**That pure, numerical goal drove insights and innovation.**



GOAL

**1%**

**FOOTWEAR**

**1%**

**APPAREL**

**1%**

**COURSE**

**1%**

**ATHLETE**

**4% IMPROVEMENT**

**ALL SMALL DECISIONS ADD UP TO LARGER IMPACT**



A yellow 1/4 inch Stride ruler is shown diagonally across the frame. The ruler has black markings for inches and centimeters, with red markings for fractions of an inch. The number '4' is visible on the ruler. The background is a solid blue color.

# 1/4" / STRIDE

**NEW CHEMICAL FORMULA - GREAT ENERGY RETURN**





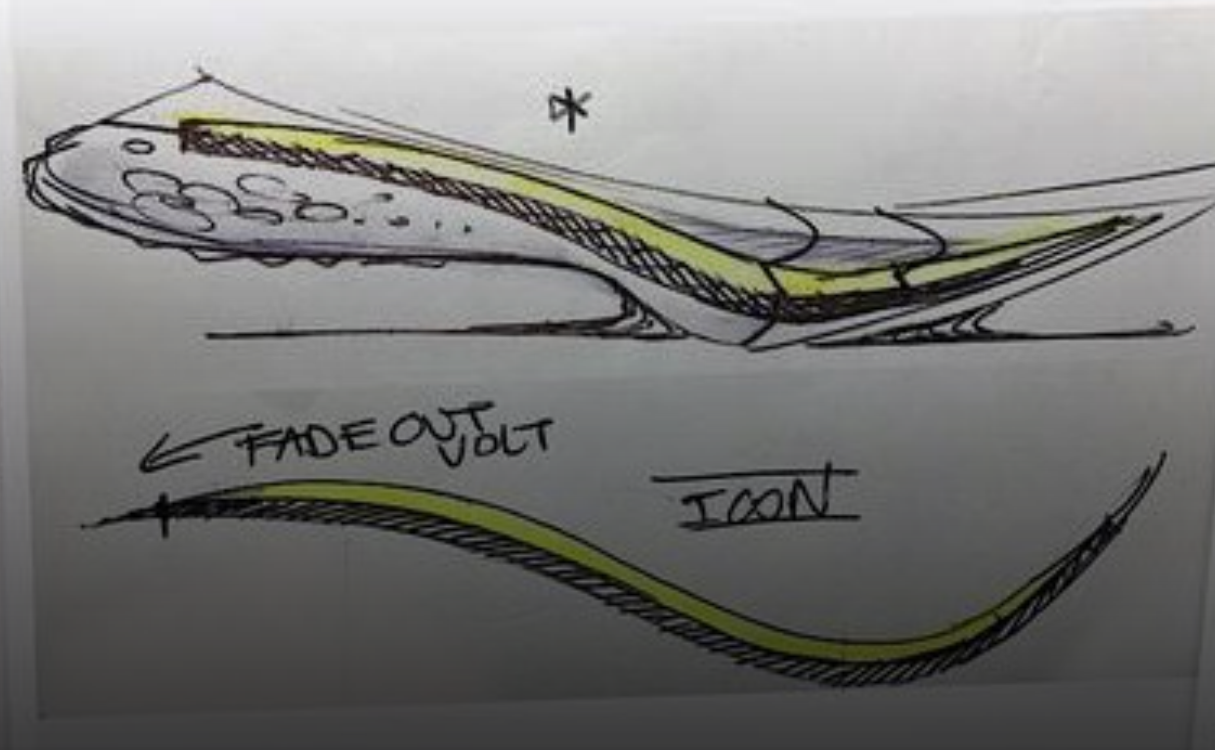
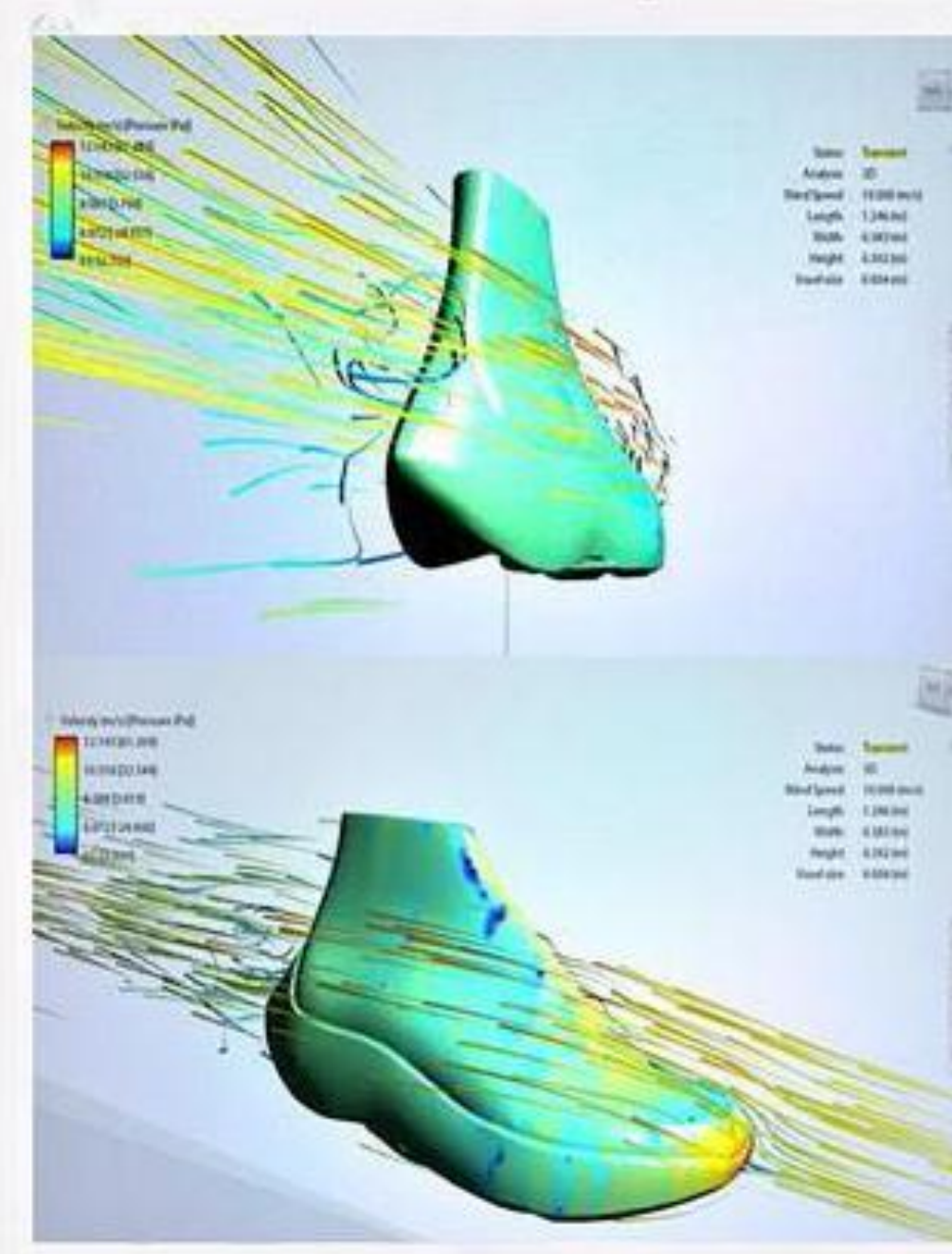
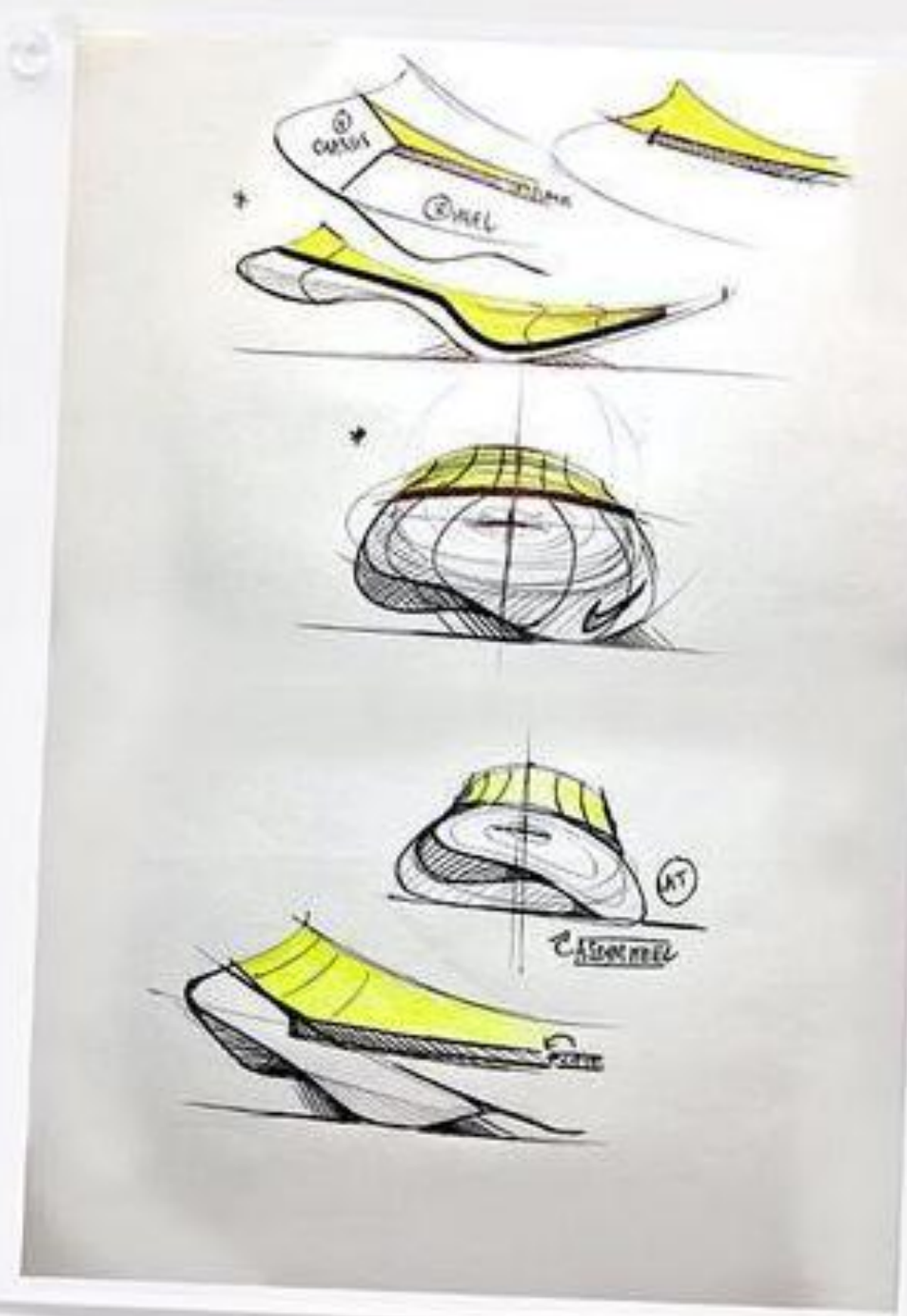
# KENYA

**LISTEN TO THE VOICE OF THE ATHLETE**



# DESIGN

CHALLENGE THE STATUS QUO AND SACRED COWS







# LAB TESTING

**DATA DRIVES DECISIONS**

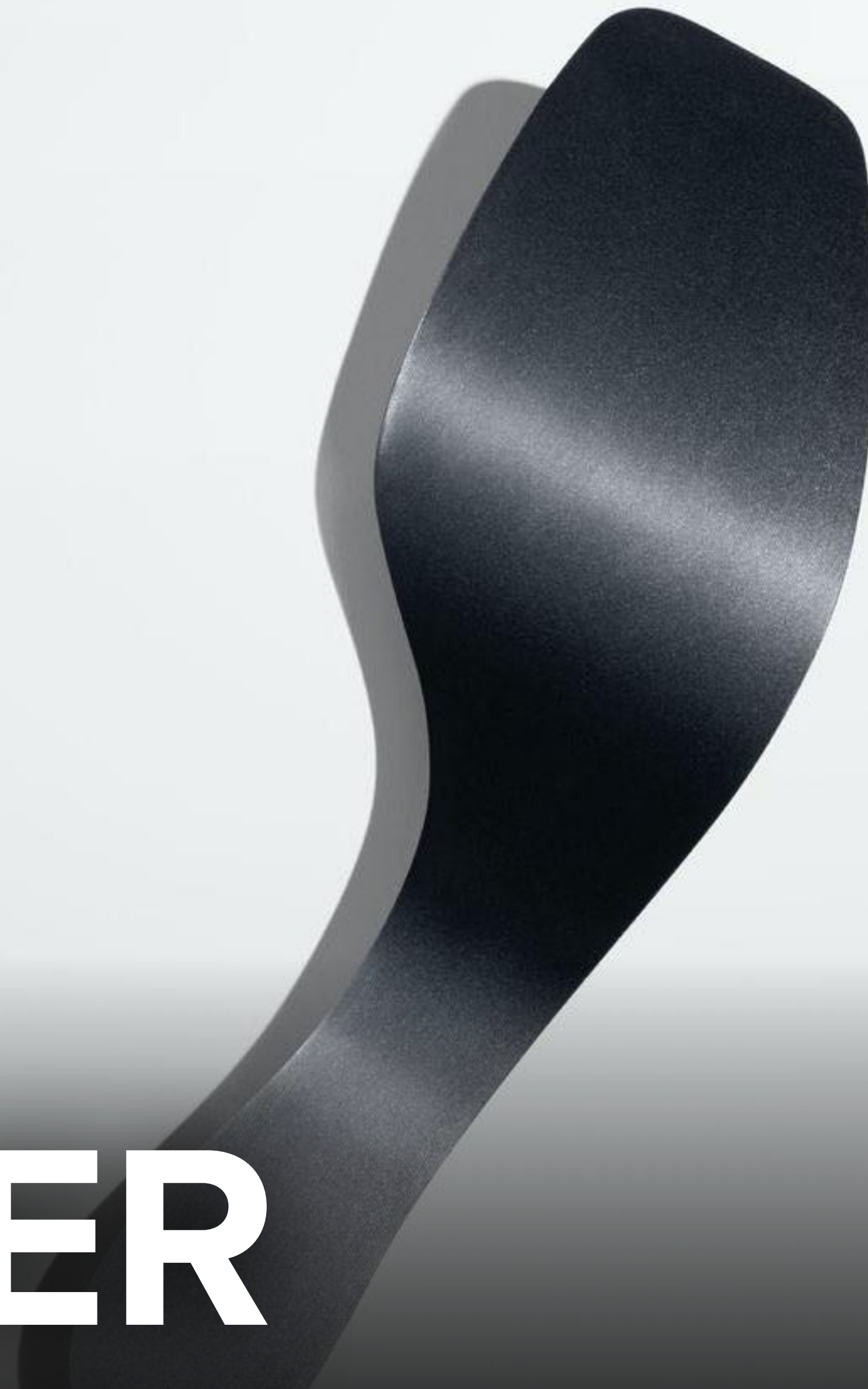
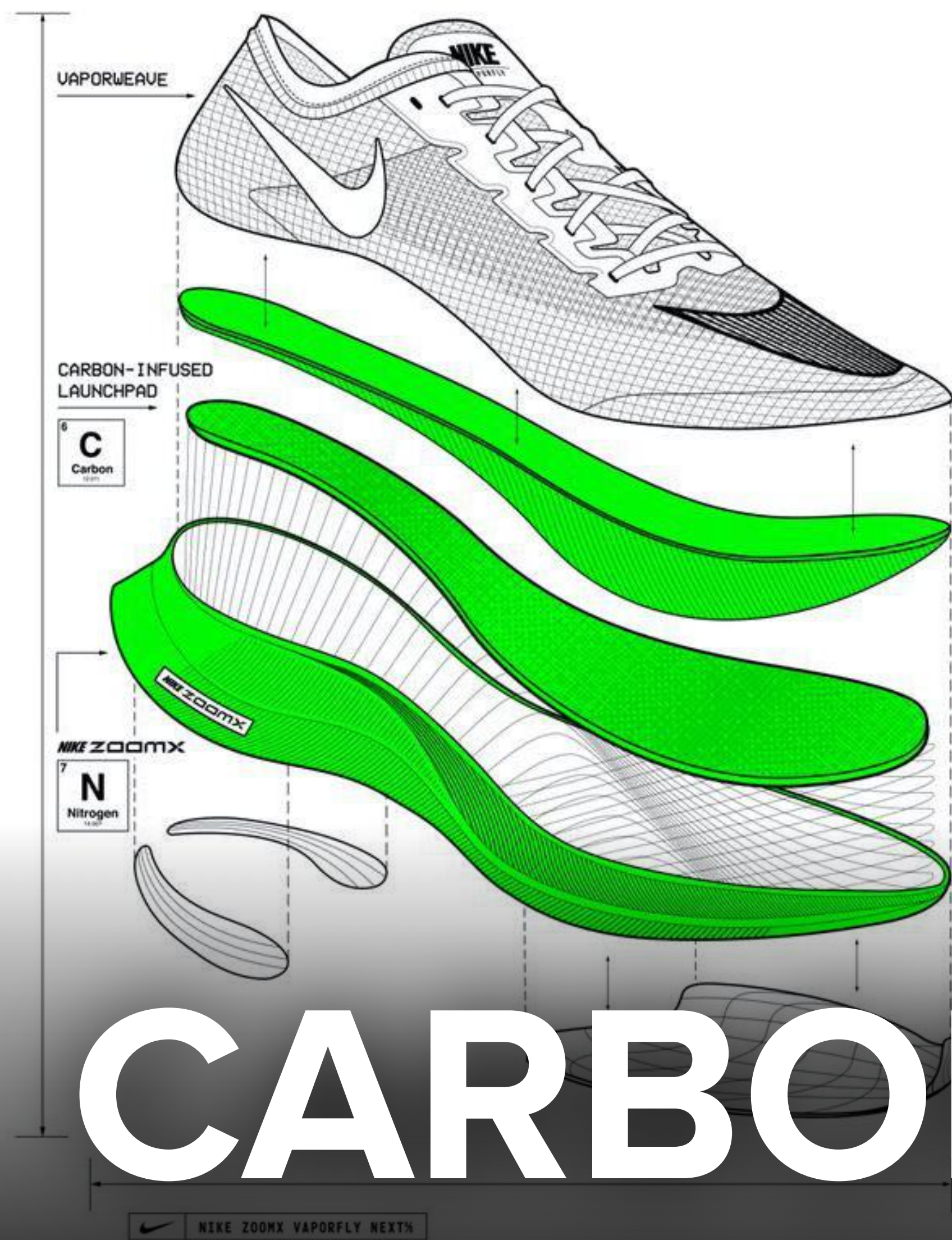




# ZOOM X FOAM

**NEW CHEMICAL FORMULA - GREAT ENERGY RETURN**





# CARBON FIBER

**PROPULSION PLATE**





# VAPORFLY

**TALLER MIDSOLE - AERODYNAMIC - FLYKNIT UPPER**





# AEROFINS

**VORTEX GENERATORS THAT ARE FASTER THAN SKIN**





# PACERS

**REVERSE “V” FORMATION FOR THE PACERS TO BLOCK THE WIND**



0:01:30



BREAKING2

BREAKING2



# INSTANT FEEDBACK

A TESLA PROJECTED AN EXACT PACE OF 2 HOURS





# HYDRATION

**EXTENSIVE LAB TESTING**





1:58:34





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MISSION ACCOMPLISHED





# ZOOM STREAK

**PREVIOUS RECORD HOLDING MARATHON SHOE**





# ALPHAFLY

**3 CARBON FIBER PLATES - ZOOM AIR - PRINTED UPPER**



REVOLUTION



RADICAL NEW PRODUCTS



82% of THE MAJOR MARATHONS WON WITH THE 4% SHOES





HALO

**VaporFly 4% \$250**

20k units



**Pegasus Turbo \$180**

500k units



**Pegasus \$110**

2M units



## BRING THE INSPIRATION TO THE MASSES COMMERCIALIZATION

The project has been a huge success. Not only did we help Eluid Kipchoge set the world record, we invented new technologies that are transforming sports.

We also found simple ways to bring those technologies and insights into every day shoes for every day runners. We call it the halo strategy. Define the high ground of inspiration and innovation. Then use the same visual language to connect at more accessible price points so everyone can have a slice of the magic.





## KEY TAKE AWAYS

1. It's difficult to innovate with the pressure of delivering results every quarter.
2. By setting Big, Hairy, Audacious Goals - it will drive radical thinking that will challenge the status quo.
3. Bury sacred cows. Many times the past is holding you back from generating new break through ideas.
4. The big ideas help align teams, so that every small decision adds up to larger impact.
5. Use science and data to drive decision making.
6. All BHAG's should be aligned with the core values of the company or else they will fail.
7. Great long term decisions will eventually reset any quarterly targets and help drive growth for the brand.



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THANK YOU!

MARCH 24, 2020