

AI for Business & People:

The Future of e-commerce

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Sr Director Product Design, E-commerce & Customer Growth, Decathlon



Where we are

Why do we
care? Why
should you?



Where we are

Golden Age
of e-Commerce

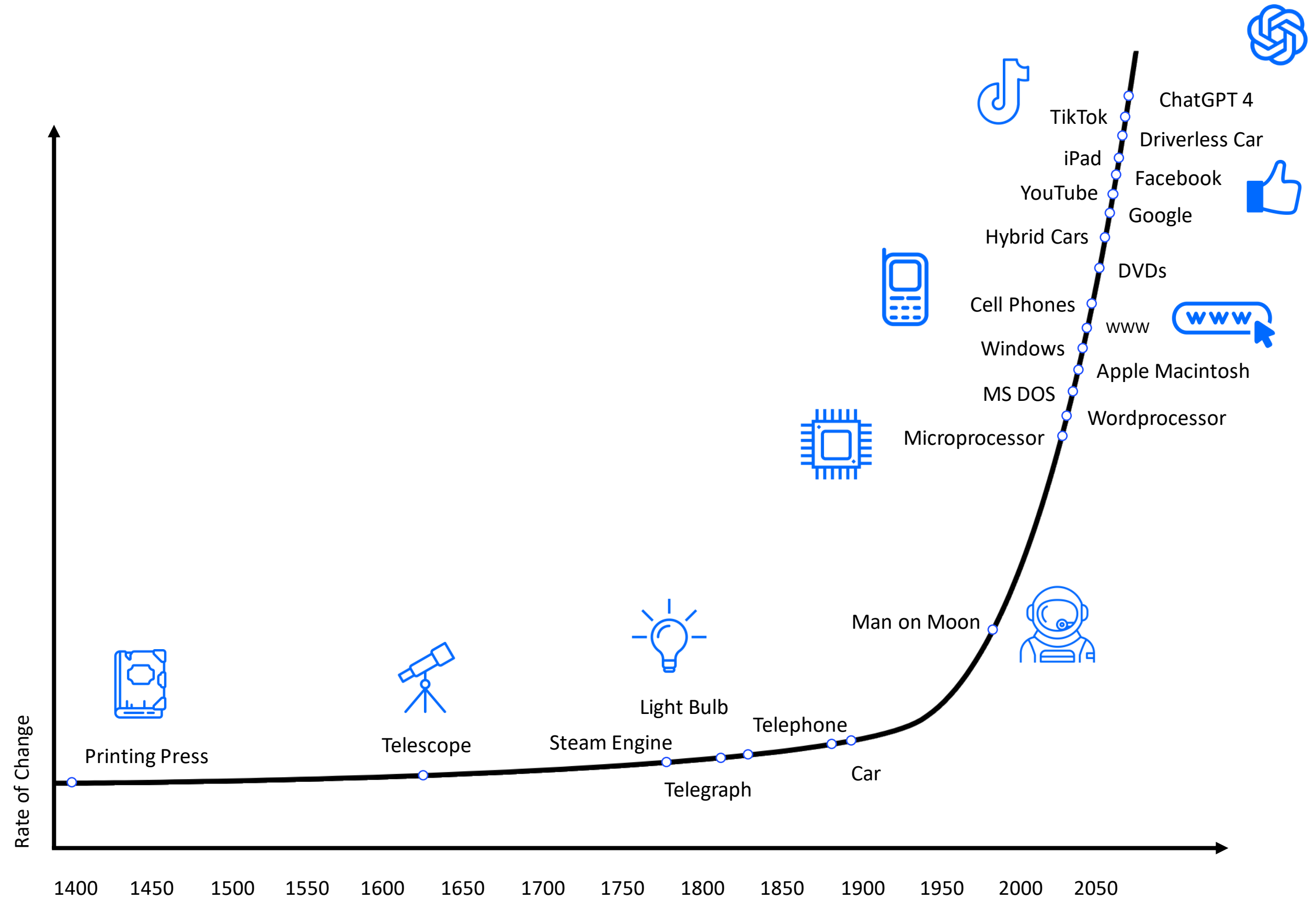
* 8.15T\$
by 2026

5.800000
000000 \$

Global
Retail
e-commerce
sales
in 2023

The Shift

Accelerating Growth in Technology

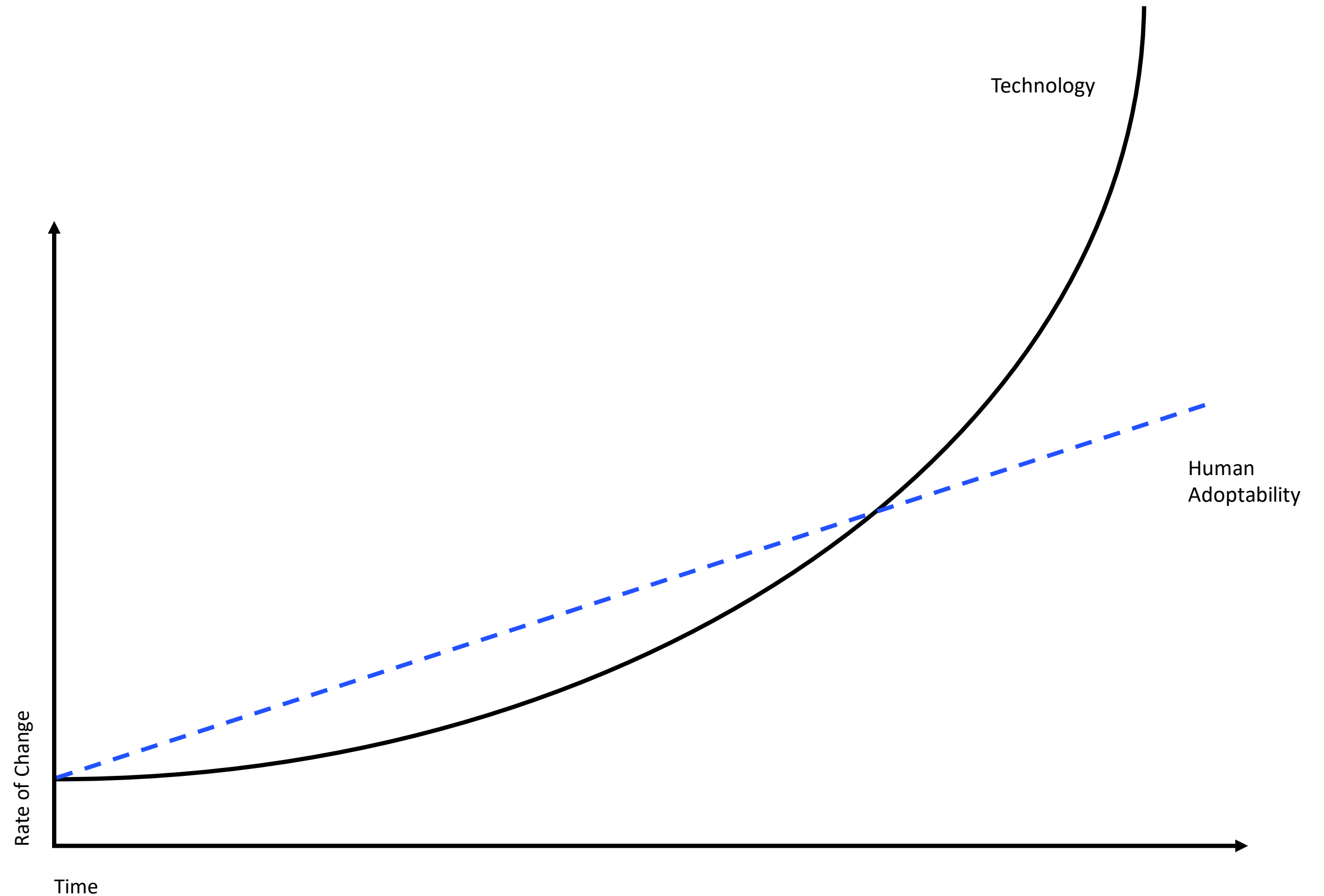


The Shift

Advancements vs Adaptability

What **appears**
to be happening

- Mobile, sensors, AI, cognitive computing
- Access to technology by consumers globally
- Technology infiltrates home and political life

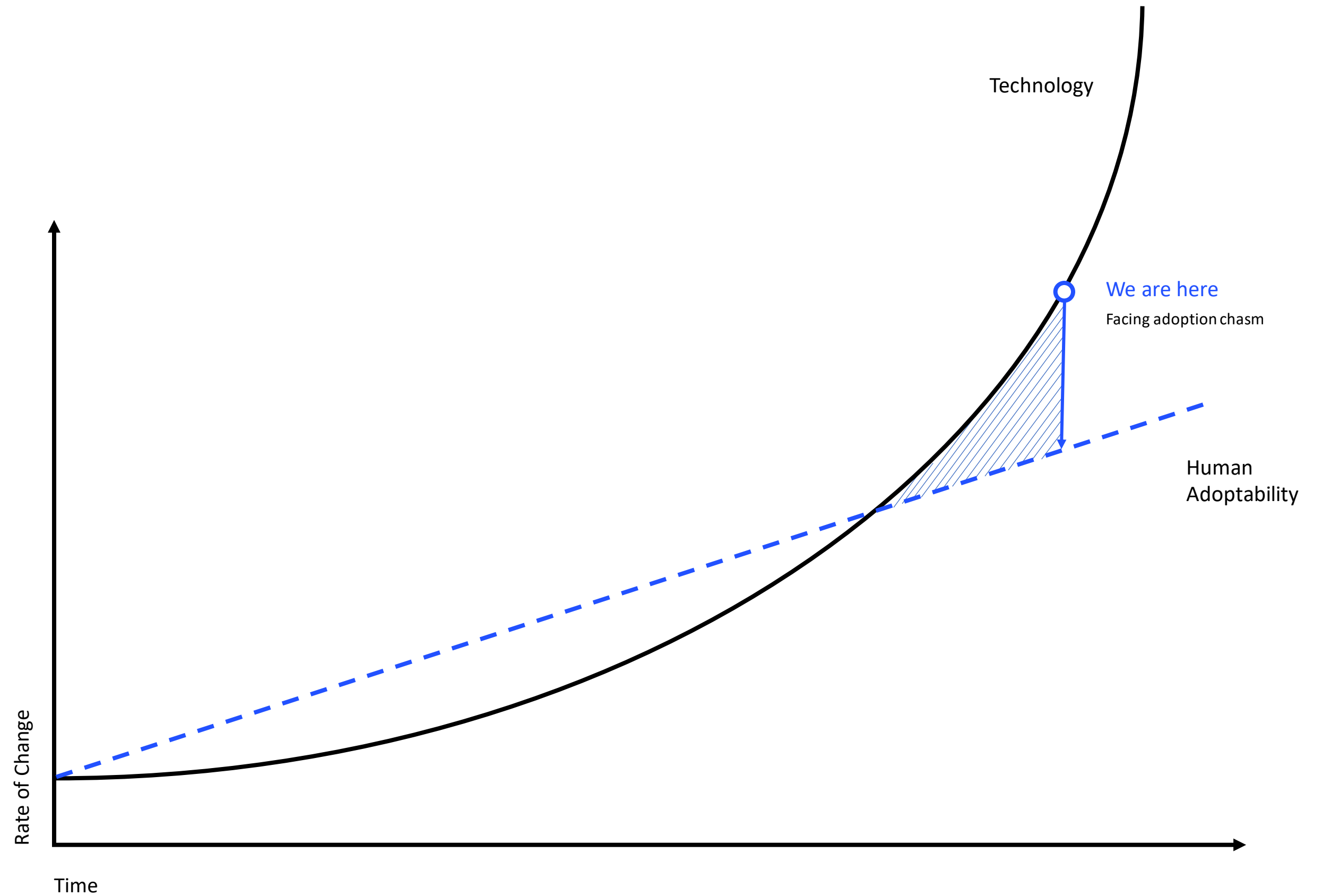


The Shift

Advancements vs Adaptability

What is **really**
happening

Opportunity to help close the gaps
among technology, individuals,
businesses, and society and
governments



Where we are

Evolution of Modern Retail

BTC

Business to Consumer



DTC

Direct to Consumer



TX

Total Experience

Single Channel Historical *(Last 100 years)*

Multichannel Ecommerce *(Last 20 years)*

Omnichannel Cross Channel *(10 years)*

Omnipresent Unified Commerce *(Next 10 years)*

Total Experience *(Next 20 Years)*

New Values

**People & long-lasting,
meaningful relationships
instead of one-time
transactions**

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People & long-lasting, meaningful relationships instead of one-time transactions

Transactional ➔ **Relevant Experience** + **Experience beyond Purchase**

- Community + Advice + Performance
- Passion Driven engagement before, during, after
- One-way communications > Two-way Conversations, Co-creation, Collaboration

20 years from now

Look into the Future Future

** Long nose of innovation
Bill Buxton*

Invention

Refinement & Augmentation

Production

Mass Adoption

The year is

2043

20 years from now

The Journey Shop for Shoes



1.

Attract &
Inspire

2.

Browse &
Decide

3.

Buy

4.

Deliver

5.

Retain &
Re-engage



What's going on 20 years

from now

1. Attract & Inspire



2. Brov Deci

- Synthetic Realities are here *(VR/AR/MR)*
- Augmented World is an Ad Space
- Instant Access & Try-on



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What'll get us there

Attract & Inspire

Wide use of Immersive Tech
for test, try-on &
entertainment

— [IKEA](#), [adidas](#)



What'll get us there

Attract & Inspire Ubiquitous Digital Assistants

- Voice enabled Homes
- AI-powered life
- Omnipresent personal assistants

50%+

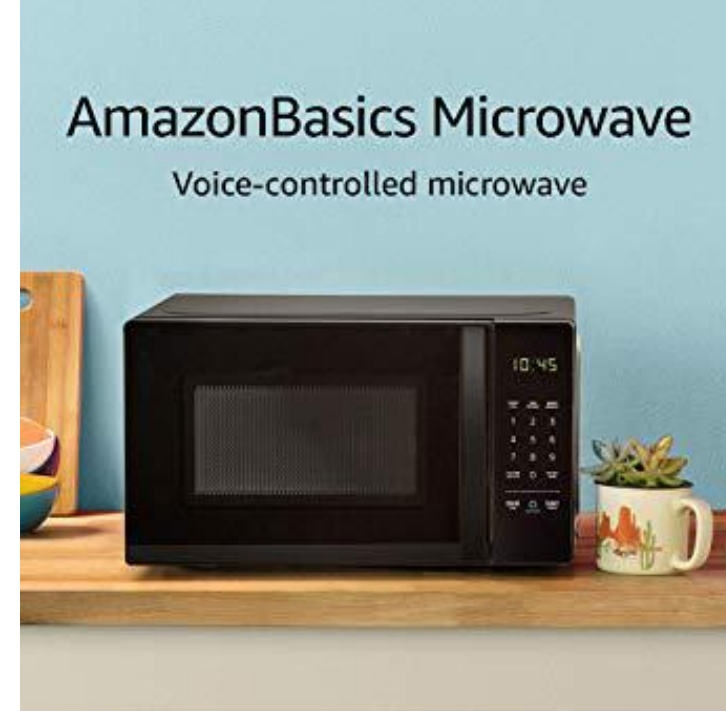
Of all adults use voice search every day

30%

Of all web browsing sessions will be done without a screen by 2023

55%

Of households are expected to own smart speaker devices by 2023

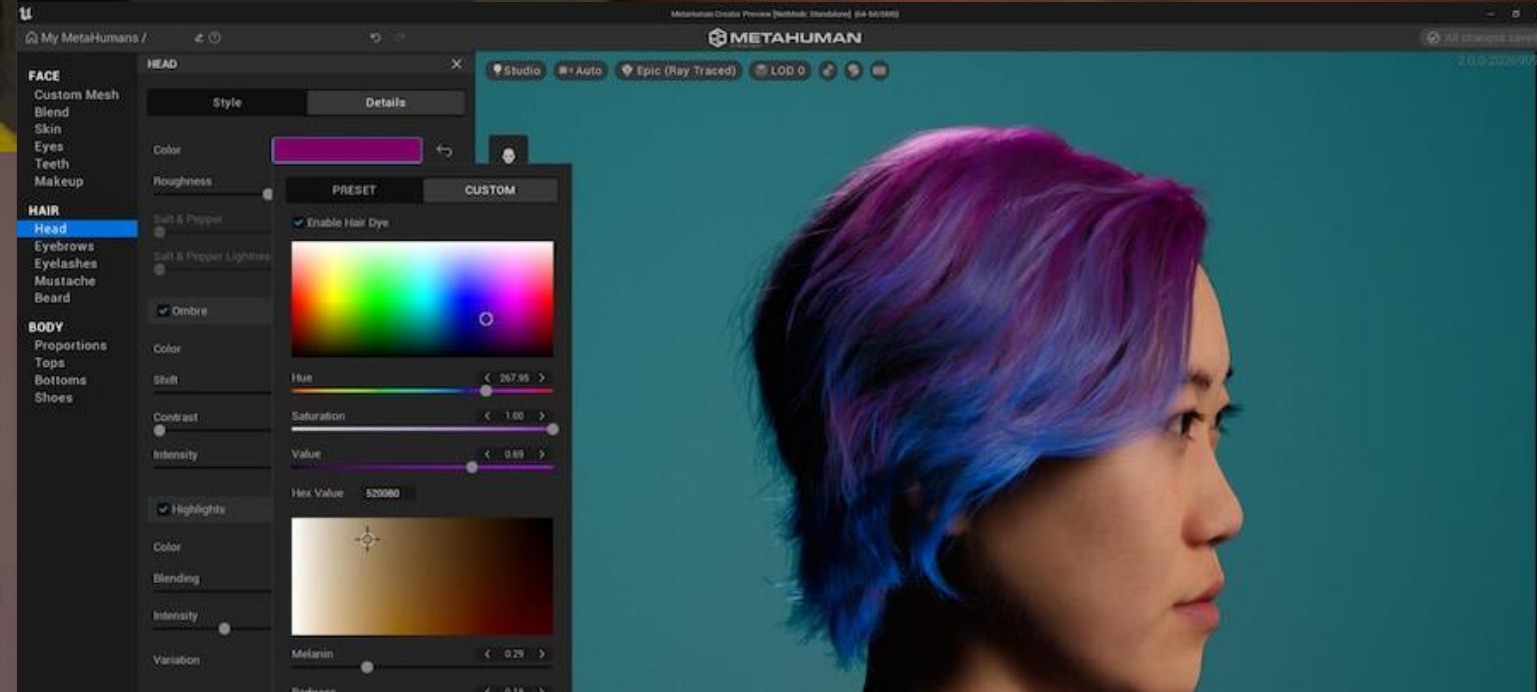


What'll get us there

Attract & Inspire

The Rise of Digital Identity

Reframing Authenticity of the World



What to do?

Attract & Inspire

1. Is your content production AI-ready and content distribution channel agnostic?

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2. Have a consumer data strategy

What to do?

Attract & Inspire

1. Is your content production AI-ready and content distribution channel agnostic?
2. Have a consumer data strategy
3. Prepare for Hyper personalization

What's going on 20 years

from now

2. Browse & Decide Personalized to you



3. Buy

- Conversational browse
- All relevant info to make it 'irresistible' (their size, favorite sport, preferred color & fit)
- Inspiring, artfully blended stories
- Going extra miles and bridging channels with running route rec's

What's going on 20 years

from now

2. Browse & Decide Personalized to you



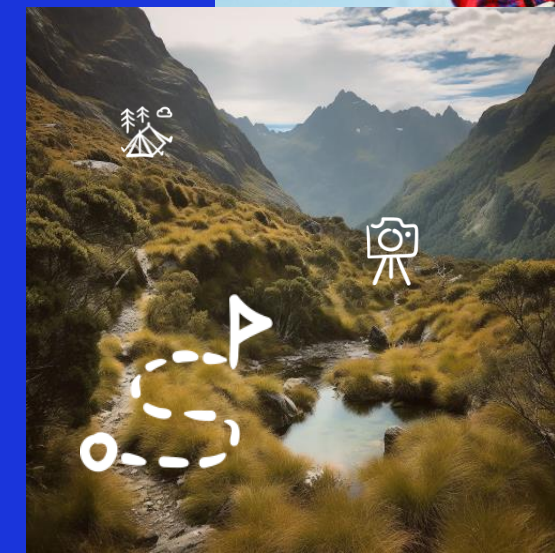
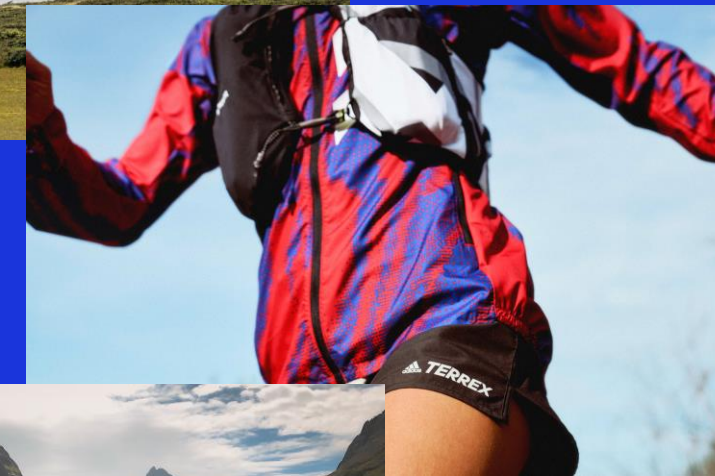
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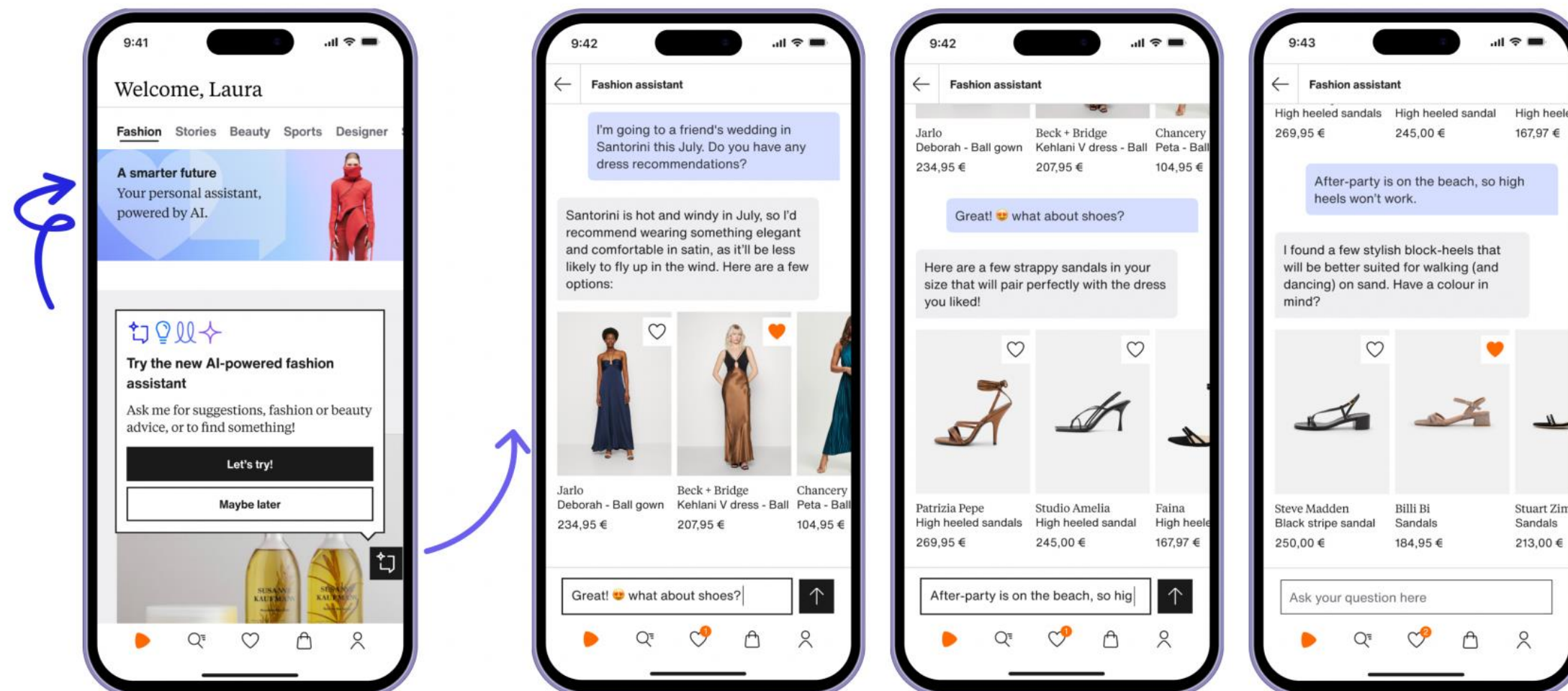
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What'll get us there

Browse & Decide **New Browsing Paradigms**

More than dotcoms and apps, consumers are searching and transacting through Natural UIs



What'll get us there

Browse & Decide **New Browsing Paradigms**

Understanding of full consumer profile (from previous transactions to their affinities, price preferences, even biometric data) will define time, place and offer



What'll get us there

Browse & Decide **New Browsing** **Browsing Paradigms**

New business models emerging because of climate emergency and loyalty patterns (rental & subscriptions, circular items, repairs, etc.)



All our Second-Life products are:



checked by our experts



cheaper than original price



365 days return policy



warranty period as for new one

What'll get us there

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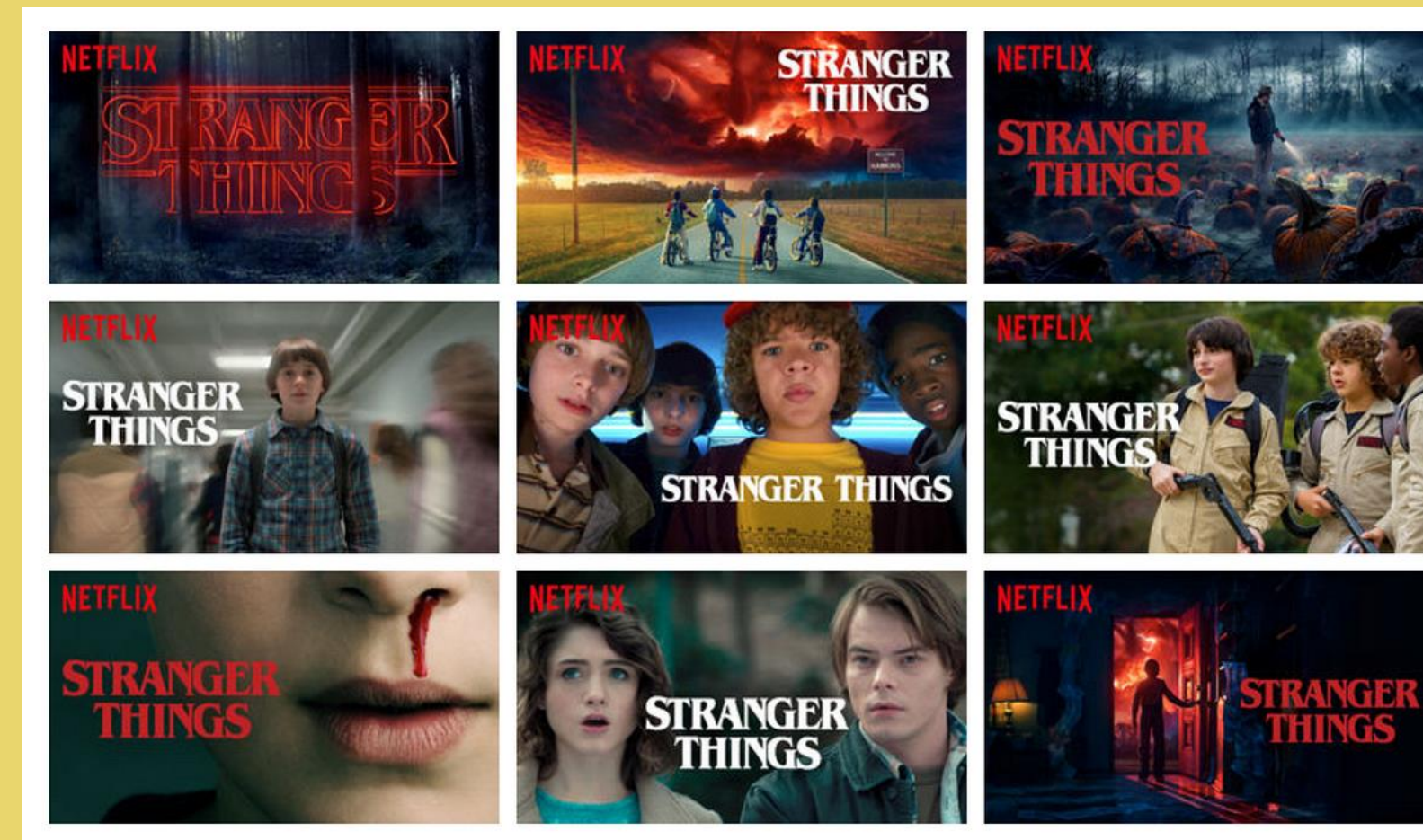


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What to do?

Browse & Decide

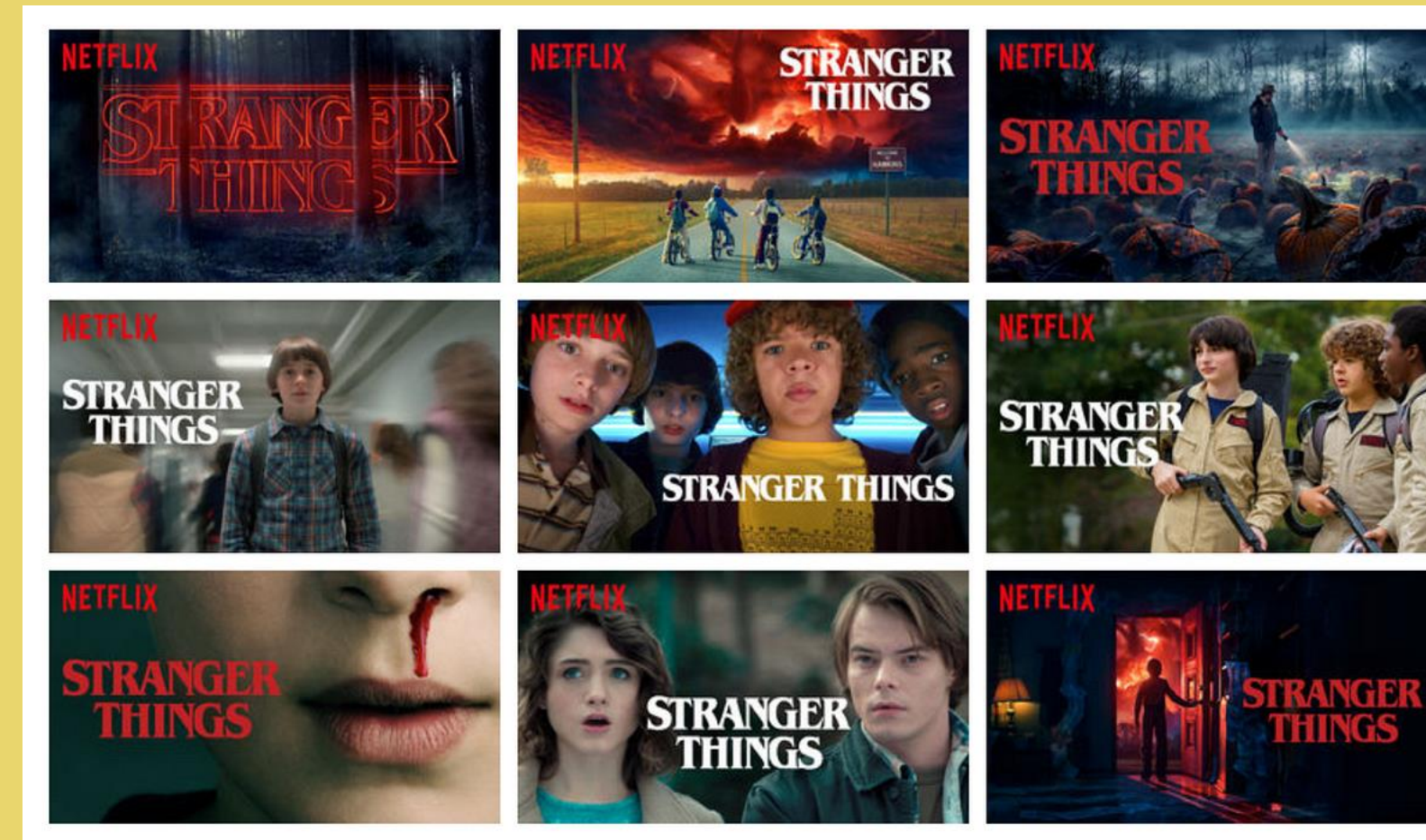
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2. Play with conversational AI **NOW**



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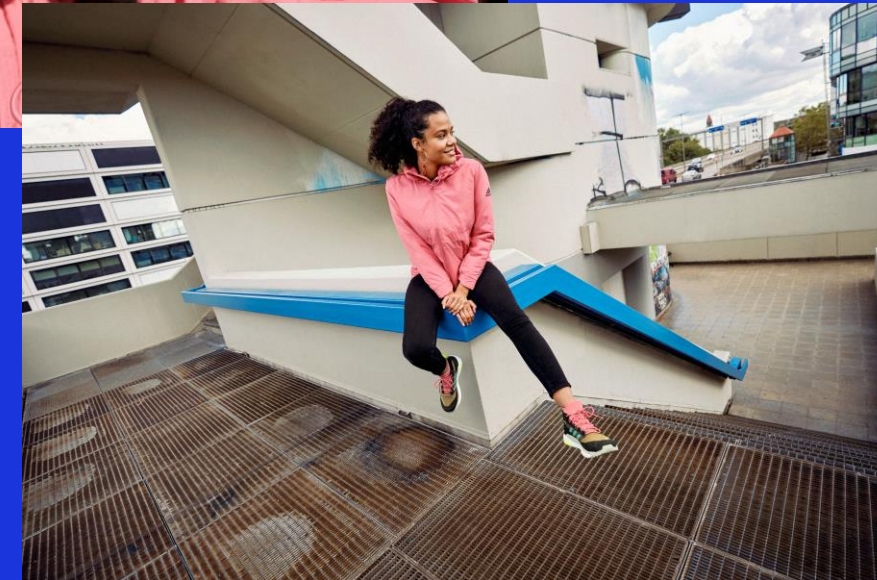


What's going on 20 years

from now

3. Buy

- Seamless & secure process triggered on a simple intent
- Payment processing & further arrangements happen in a background
- Intelligent Payment Suggestions tailored to habits & context



4. Deliv

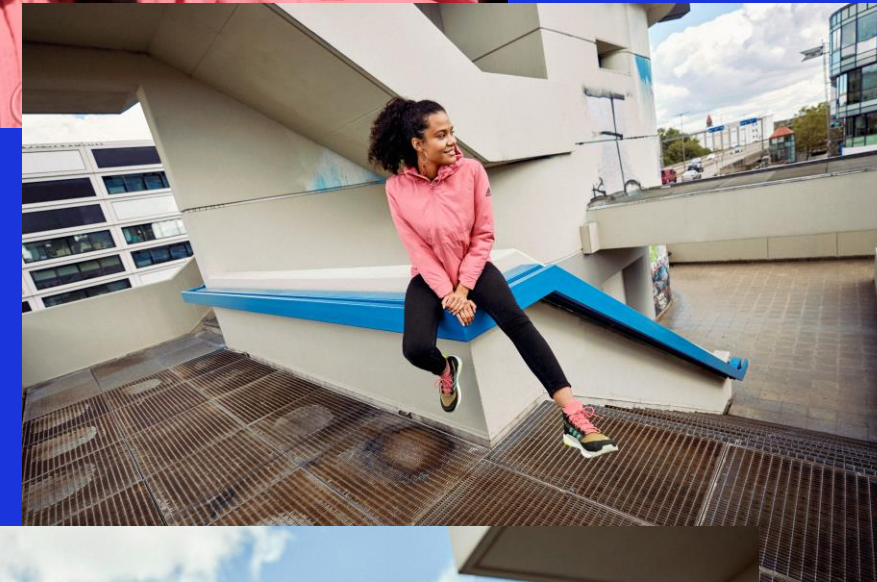


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What'll get us there

Buy **Invisible Checkout** Back to Zero

User Interface — the means by which the user and a computer system interact

The goal — to allow effective operation & control from the human end

4-7

Amount of touch points in
avg shopping journey

40+

Number of screens and
interactions



What'll get us there

Buy Invisible Checkout

Back to Zero

NUI = Natural UI (also known as Zero-UI and Ambient UI)

is intuitive at its core and therefore seamless, more enjoyable and able to do more for us with fewer direct actions

NUI examples:

Gestures / Haptics

Computer Vision

Eye Tracking

Voice Control

Now:

- Chat GPT (*Voice Enabled*)
- Ubiquitous Digital Assistants (*Siri, Alexa, Google, Bixby*)
- Eye-Tracking in Wearables

Tomorrow:

- BCI (*Brain-Computer Interface*)

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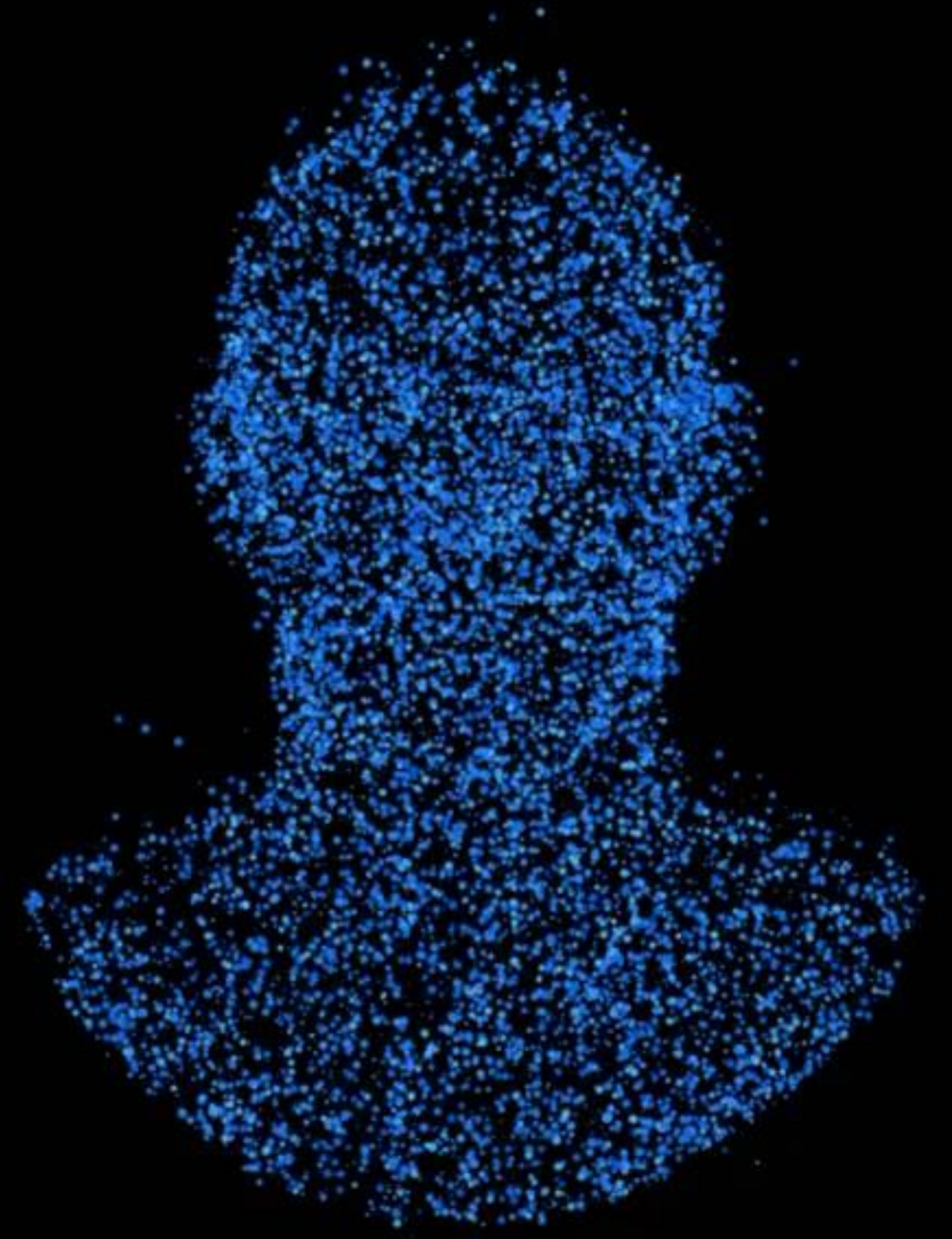
Buy **Transparent & Secure** **Payments**

Tokenization — replaces sensitive payment info with a unique identifier (token)

Smart Risk Assessment — trustworthiness analysis in real time

Secret sauce:

Identity Graph + Network Effects + Decision Engine



What'll get us there

Buy Personalized Financing Financial Inclusion (intelligent payment suggestions)

Blockchain Payments as means of
empowering unbanked and
underbanked populations



What to do?

Buy

- Take advantage of users' existing skills
- Plan content & VSO strategy on all channels
- Pay attention to Ethical & Privacy compliance

What's going on 20 years

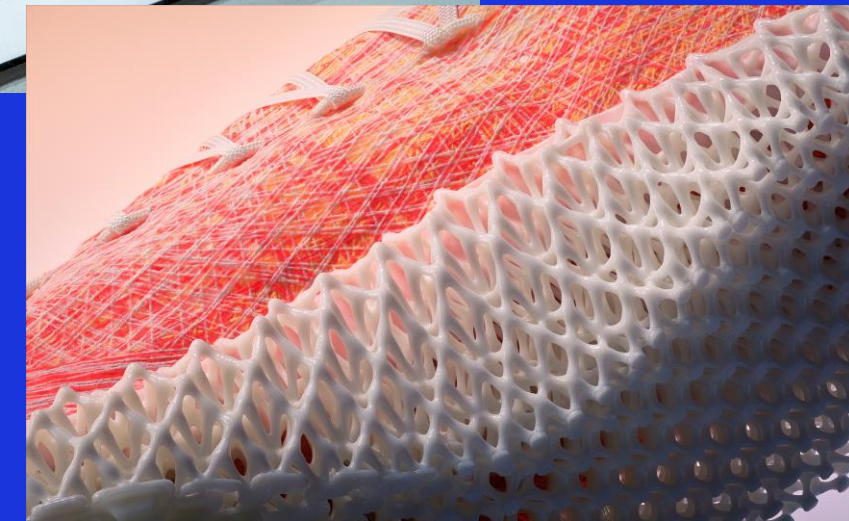
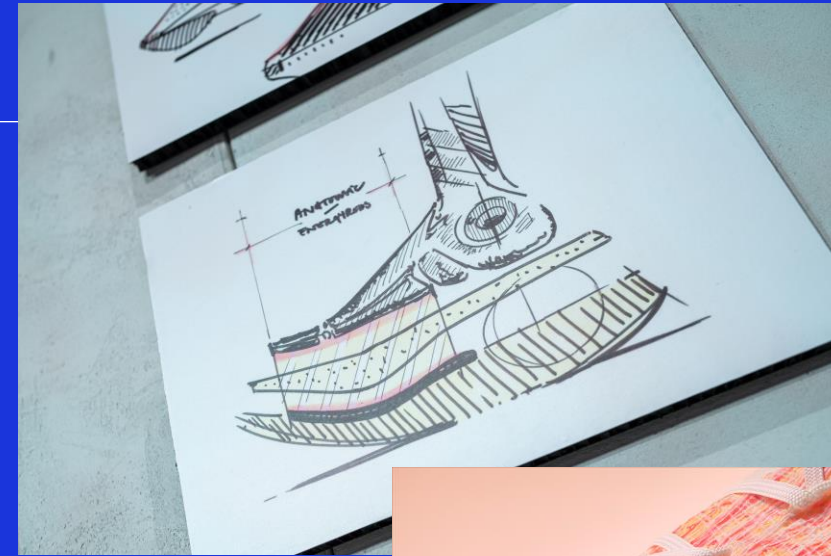
from now

4. Deliver

Reliable ordering

& fulfilment 

Is ~~expected standard~~
reality



5. Retail Re-e enga



What's going on 20 years

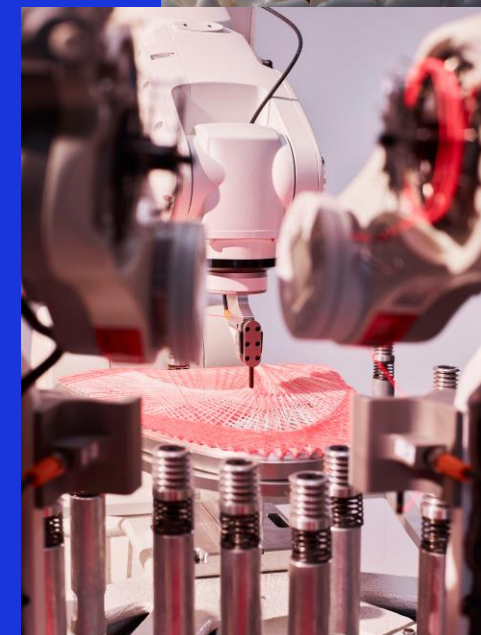
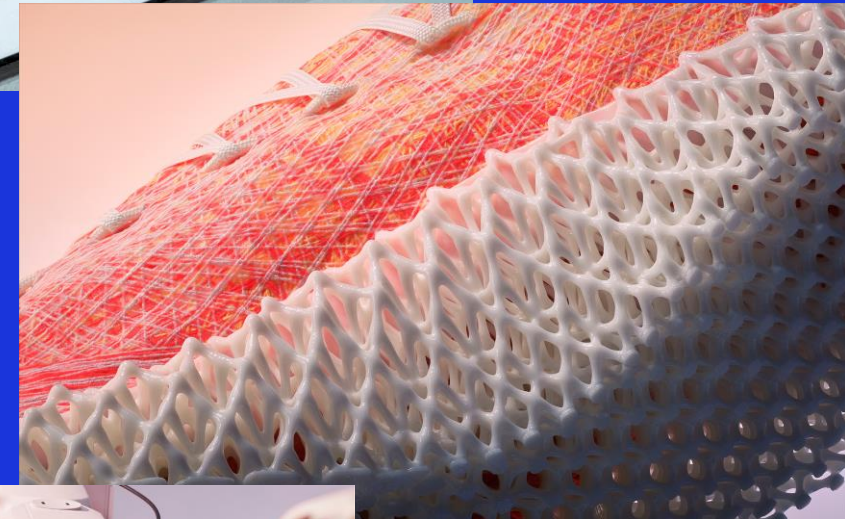
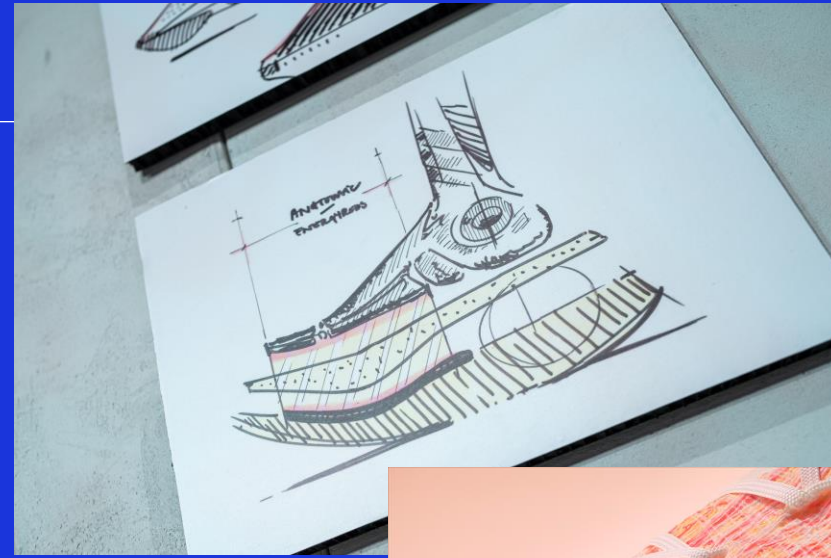
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What'll get us there

3. **Deliver Immediate Availability**

- Digital Fashion
- Overall Physical Product Design shift toward 3D toolset and outcome
- Interoperability, Smart Contracts & NFT



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THE FABRICANT STUDIO

What'll get us there

3. **Deliver Instant Customization** Modular & 3D Printed Future

Advancements in physical product design and materials science tapping into 3D printed products, that enable extra tailoring.

Modular products solve an issue with varied durability of parts and stylistic preferences.

What'll get us there

3. **Deliver Autonomous
Zero-Emissions,
Contextual Delivery**

Perfect Last Mile — Thanks to advanced demand analysis, alternative delivery methods (bikes, delivery robots, drones), and further automation in the space



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What to do?

3. **Deliver**

1. Focus on big three: Speed, Convenience and Precision
2. Consider what products can feasibly be delivered by bikes, robots, drones?

What to do?

3. **Deliver**

1. Focus on big three: Speed, Convenience and Precision
2. Consider what products can feasibly be delivered by bikes, robots, drones?
3. Commit to a shift to 3D design toolset for apparel and footwear
4. Understand how to be present and have distribution strategy for extended realities (*Gaming, AR, Streaming*)

What's going on 20 years

from now

5. Retain & Re-engage

Continuous value delivery

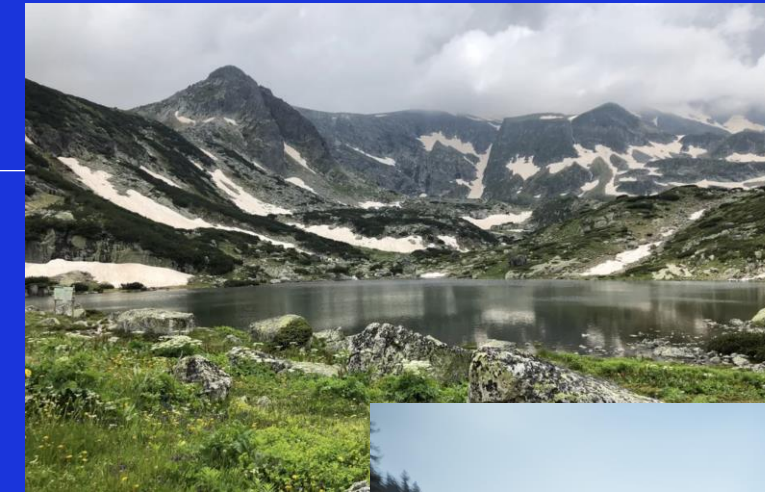


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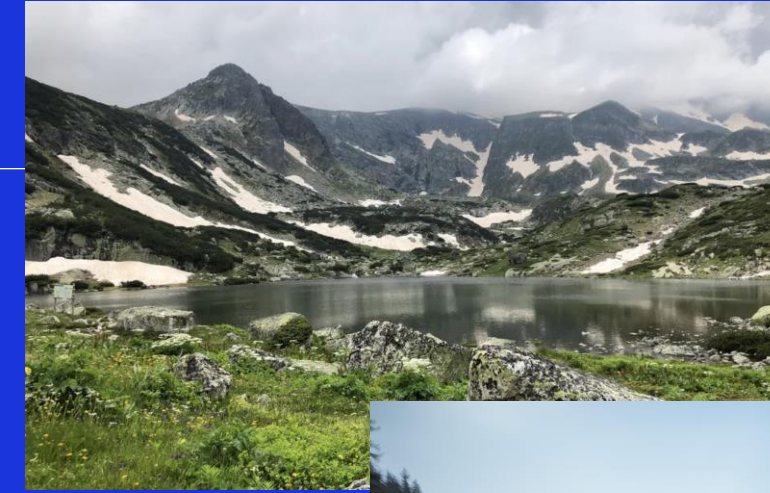


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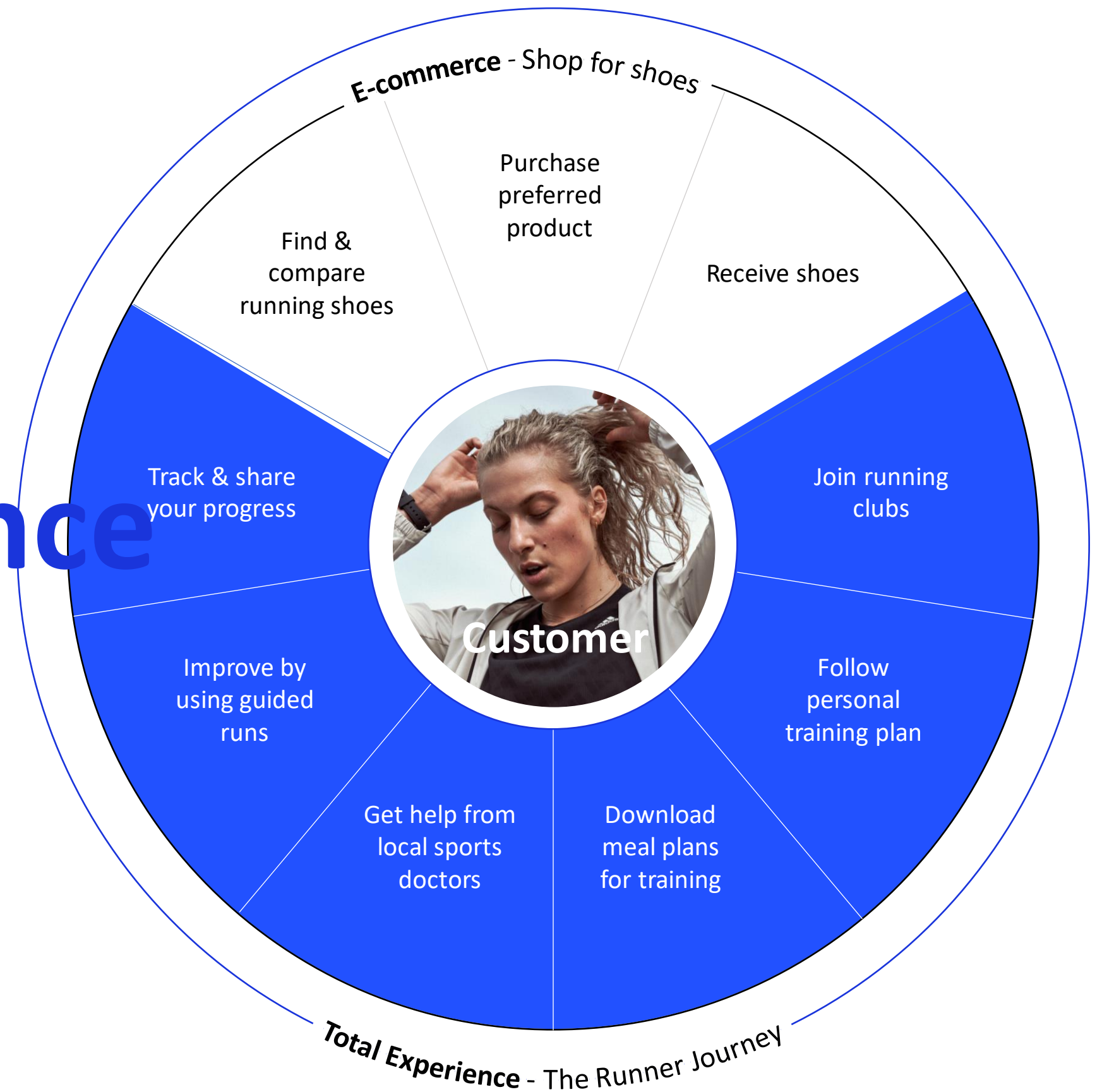
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What'll get us there

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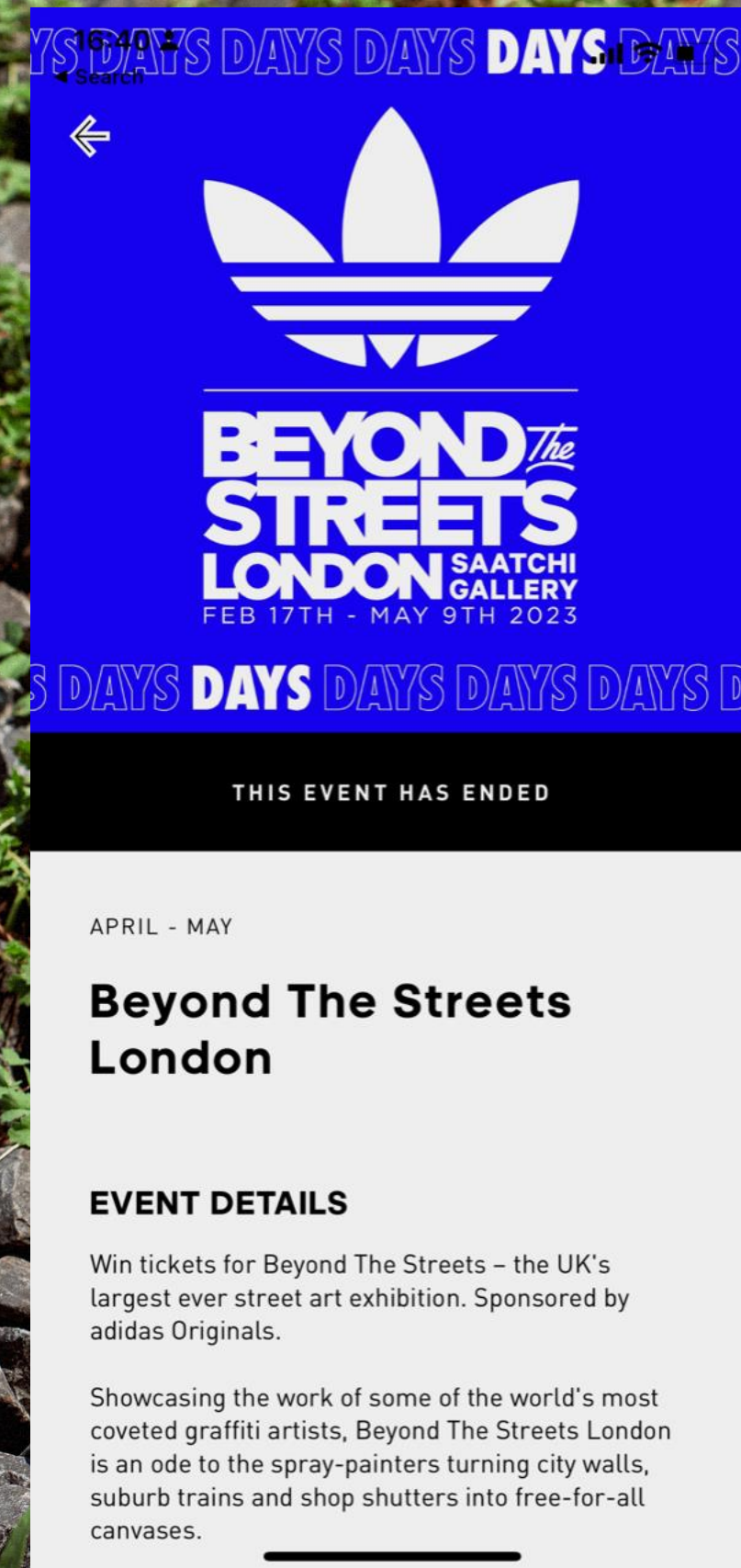
The Journey ~~Shop for Shoes~~ Runners Experience Experience



What'll get us there

Retain & Re-engage Loyalty. Next

1. Experiences unique to your brand, like sports gear or styling advice
2. Added value through partnerships, like financing options or Mindfulness offering



What to do?

Retain & Re-engage

1. Rethink how we deliver value to consumer
2. Shift from selling sports goods, to helping people becoming better athletes
3. Get from Omnichannel to Omnipresent

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Is that it?

Positive vs Negative

Plausible Scenarios



Is that it?

Positive vs Negative

Plausible Scenarios



Is that it?

Positive vs Negative

Plausible Scenarios



Approach

Continuous Innovation

What

Focus

on what you can change & skip what you cannot

How

Isolate

signal from noise

+

Approach

it as a continuous process, that generates a living dynamic plan



Approach

5 Fundamental Questions

5 questions to ask:

1. What connections can we draw between mega & emerging trends and our strategic planning?
2. How does this trend impact our industry?
3. How will the wants, needs and expectations of our customers change as a result of this trend?
4. How are the brands in adjacent spaces addressing this trend? What can we learn from their failures and best practices?
5. How does this trend inspire us to think about the future?

Thank you!

Questions?

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