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— Daniel Witherspoon, Senior Service Manager at adidas AG

adidas®

Customer

adidas

Highlights

Global sports lifestyle brand creates a consumer-style shop to deliver a ton of value-added services to its international workforce.

Headquarters

Herzogenaurach, Germany

Geographies

Global

Employees

60,000

Business

Sporting goods

Challenges

- Internal service delivery satisfaction and user experience needed to be improved using more effective processes
- Multiple legacy IT services spread across disparate systems with a lack of overall transparency into activities

Simple, Lean, and Fast Global Service Delivery Enables Digital Transformation

Employing more than 60,000 people in over 160 countries, adidas is one of the world’s biggest sporting goods brands, producing more than 840 million product units every year and generating sales over €19 billion.

The company’s mission is to be the best sports company in the world. The global IT department contributes to this through its ambition to “power our digital tomorrow by creating the best IT, best product, best service, and best experience; to win every moment with the consumer.” It is also an approach that sits at the heart of the IT Service Management operation. However, the initiation of a company-wide programme quickly identified that the existing tools and systems were not capable of supporting the ambition of the Service Management team.

Daniel Witherspoon, Senior Service Manager at adidas, explained, “We wanted to engage the entire organisation with a modern approach to service delivery, but our old system simply couldn’t deliver on this vision. Overall transparency of service delivery was below expectation, only partially considering best practices, and many applications/tools lived in disparate environments. We had no capability to conduct end-to-end reporting or fully analyse our activities.”

The Global Service Management team operates from a key philosophy: “effective IT creates business success.” The business not only needed a platform to enable IT service delivery, but “an enterprise-level platform with the power to drive transformation right across the business.”

Consolidation of all IT services onto a single, cloud-based platform

Following a comprehensive selection process, involving 16 vendors, ServiceNow was selected as the platform of choice by adidas.

The team had an ambitious set of requirements and ServiceNow sat head and shoulders above the competition. “Our Service Management platform had to deliver across an extensive range of features and functionality. Usability was a critical factor and the new solution had to integrate easily with our existing environment. ServiceNow gave us a best-of-breed, enterprise-grade platform that ensured we didn’t have to compromise on any aspect of our requirements,” said Witherspoon.

The roll-out of the Now Platform™ was strategically planned by the Global Service Management team for minimum disruption and maximum positive effect. The move away from on-premises systems to the ServiceNow cloud-delivery model supported the implementation approach.

Solution

- IT Service Management
- Change Management
- Incident Management
- Configuration Management (CMDB)
- IT Hardware Asset Management
- HR Service Management
- Social IT
- Knowledge Management
- Financial Service Management
- Problem Management
- Service Catalog

Results

- Intuitive, consumer-like Service Shop experience has encouraged 70% of employees to self-serve, with millions of requests, orders and searches every year
- Service Management extended across multiple business functions due to the success of the IT initiative
- IT staff can now resolve 40% of tickets in less than a day
- IT staff have moved 30% of their time to non-support-related work, as mean time to resolution has reduced from 36 to six hours

In 2015, the organisation went live with its ASPEN Service Shop—a portal for its global workforce to request and order services, software, and hardware. Incident/Problem Management and Request Fulfilment were added in early 2016 and, more recently, Change Management, to minimise change-related incidents/problems and to ensure a sophisticated and efficient Global Change Management approach, including a tight integration with SAP TRACE (change transport authentication).

“At adidas, we’re all about making an impact and we didn’t want to be running multiple instances and systems at any time,” said Witherspoon. “ServiceNow’s cloud-delivery approach enabled us to easily and rapidly migrate tens of thousands of users onto a single platform.”

A global, one-stop Service Shop

The ASPEN Service Shop sits at the heart of the organisation’s service delivery. Through this one-stop shop, adidas employees have access to a full range of services, including:

- Requesting account access to ordering software and hardware
- Submitting incidents to searching for information in the comprehensive knowledge base
- Performing all approvals related to the mentioned components

Creating the kind of “shopping experience” that internal customers expect in their personal lives was key. “adidas employees are passionate about creating an exceptional brand experience for the consumer. We knew we had to emulate that approach for them, providing our internal customers with an intuitive, consumer-like experience when interacting with IT and other business functions,” said Witherspoon.

A dedicated user experience team worked with the Now Platform to design and build the interface, apply intuitive navigation, and bring the adidas branding to the forefront, without compromising on functionality.

“We wanted to engage the entire organisation with a modern approach to service delivery. Like our customers, our employees expect sexy products—even from an IT platform,” said Witherspoon. “ServiceNow creates a highly usable and cool way for employees to engage with IT.”

The Now Platform fit perfectly with adidas’ mobile-first IT focus. Witherspoon describes ServiceNow as an “out-of-the-box responsive platform” for smartphones and tablets, but additional coding has enhanced the Service Shop experience with an app-like feel for both the internal customer and service delivery teams.

Delivering a ton of services worldwide

The adoption and continuous use of ASPEN Service Shop is a clear indication of the success of the ServiceNow implementation. Every month the platform processes around 4,000 requests for access to SAP, and approximately 90,000 incidents.

“Our internal customers manage millions of requests, incidents, searches, and orders through our global ASPEN Service Shop every year,” said Witherspoon. “ServiceNow provides adidas with an incredibly powerful platform that is capable of underpinning our entire Global Service Management operation for tens of thousands of users.”

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Despite the huge volume of requests and incidents running across the Now Platform, the Service Management team has complete visibility into Service Shop activity, through sophisticated dashboards. The team can analyse key data around utilisation of the portal to prioritise improvements, such as traffic levels, the most popular requests, navigation paths, and where users drop off.

The results have been impressive. The mean time to resolution of incidents has reduced from 36 hours to six hours and 40% of tickets are resolved in less than a day. Additionally, 70% of adidas employees use self-serve rather than contact the IT department, which has enabled IT staff to move 30% of their time to non-support-related work. And satisfaction with the new self-service portal is on the rise as well. The Net Promoter Score rating is now 89.1% based on experience surveys.

A catalyst for enterprise transformation

The introduction of ASPEN Service Shop by the adidas Global Service Management team has also initiated wider change right across the organisation.

“The ASPEN Service Shop is visible to every person in the business and they see how easy it is to use. People are inspired about what ServiceNow can do in their department and are knocking on our door to be part of the platform,” said Witherspoon.

The Service Management team at adidas is already engaging with multiple functions across the global business to empower service delivery. Critical business functions including Finance and HR are already making use of ServiceNow to drive efficiencies in workflows and internal processes. The roll-out of the platform is being planned for Facilities, Legal, Project and Portfolio Management, Governance/Risk/Compliance, Security Operations, and Vendor Performance Management.

For Witherspoon, ServiceNow is playing a fundamental role in helping the adidas Global Service Management team deliver on and fulfill the global IT ambition to power its digital tomorrow by creating the best IT, best product, best service, and best experience—to win every moment with the consumer.

“Before ServiceNow, IT Service Management was often and widely viewed as another cumbersome process causing an unnecessary overhead to the organisation,” said Witherspoon. “I always believed that with the right partner we could create an enterprise-wide platform for the delivery of all business processes and today, because of a terrific collaboration with ServiceNow, IT Service Management is viewed as a catalyst for transformation.”