



CASE STUDY

# adidas transforms supply chain across 400 factories to improve operational efficiency by 60%

## adidas

**Customer:**

adidas

**Industry:**

Manufacturing & Retail

**Location:**

Germany

Start small, think big, scale fast was the underlying approach at Adidas. They needed to connect their silos across multiple departments, making their platform user friendly and more efficient.

Using Bizagi and an agile methodology meant less development, more efficiency, and cost reduction. Adidas standardized processes and made them reusable to deliver automation across various departments including supply chain, marketing, finance, retail and eCommerce. The highly successful initiative reduced the time to market by two thirds when compared with the traditional in-house development.

**60% reduction** In operational supply chain costs

**87% faster** Contract approval cycle

**3 days** To deliver new workflows with reusable assets

**50% reduction** In factory onboarding time

*"We connect a lot of systems together with Bizagi... it's important to model the process first and then the online platform makes it more user friendly for our customers."*

**Martin Mertins**

Senior Process Automation Manager

## Objectives

- 🎯 Glue process gaps across the corporation: ecommerce, operations, marketing, finance and retail
- 🎯 Address lengthy, untraceable factory on-off boarding processes
- 🎯 Eliminate manual and inefficient coordination of PO change discussions
- 🎯 Centralize and improve the quality of supplier data
- 🎯 Reduce endless email chains for resolving support requests
- 🎯 Shorten authorization cycles for Sports Assets Contracts

## Achievements

- ✅ Factory onboarding time reduced by 50%
- ✅ 3 days to deliver new approval workflows by assembling reusable assets
- ✅ 23 workflow projects in delivered in 2 years, with 12 triggered and 9 live
- ✅ Operational cost of supply chain reduced by 60%, eliminating 1 million emails per year through integration
- ✅ Sports asset contract approval cycle reduced by 87.5% from 1-2 months to just one week
- ✅ "Dual Portal" integrates Bizagi with SharePoint, bringing together social and processes under collaborative DPA umbrella

## BPM Selection

adidas began its search for a BPM solution in 2010 after recognizing the need to automate the manual workflows supporting daily operations in numerous parts of the global business.

The selection process that included a proof of concept evaluated nine vendors and shortlisted three. Bizagi solution was selected as it met the key requirements that included: BPMN support, SharePoint integration, agile development and ease of use at a competitive price.

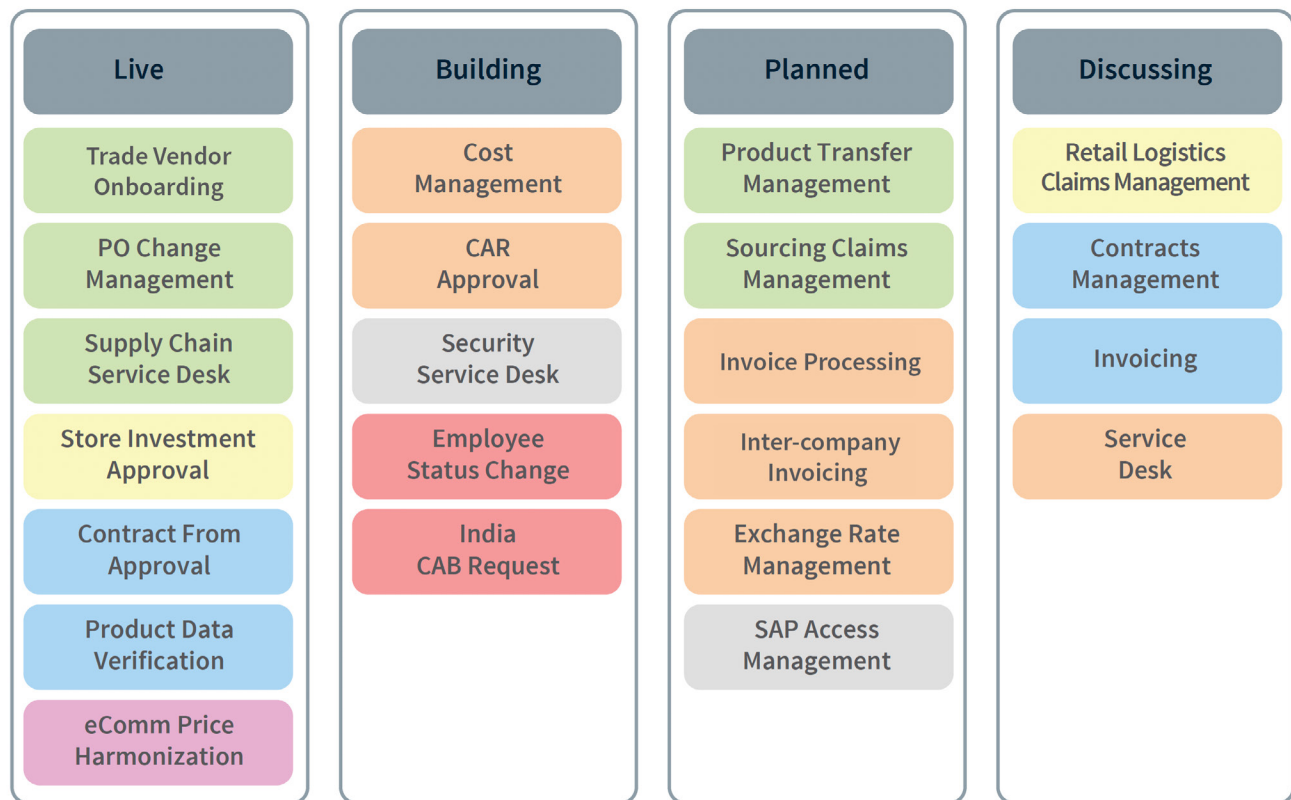
In addition, the adidas team found Bizagi's entity

virtualization and strong data modeling capabilities of special interest.

The team was also impressed with how simple the Bizagi process was – so impressed that they re-ordered their priorities. Initially, the SharePoint integration was the key driver and the BPMN notation support was a nice-to-have. The way Bizagi developed the proof of concept gave adidas an insight into how powerful BPMN could be, so BPMN support gained higher importance than the SharePoint integration.

## The BPM Solution

Over a two year period, 7 processes have been automated, 5 are in development, 6 are planned and a further 5 are at the discussion stage. The Bizagi system has proven its ability to address varying and cross-functional business needs, reusing both technology and process functionality across the organization.



■ Global Ops
 ■ Retail
 ■ Marketing
 ■ eCommerce
 ■ Finance
 ■ Global IT
 ■ Local

**adidas**  
GROUP

## Strategic Foundation

In 2011, the Workflow Solutions Team was formed to encourage quality improvements in terms of best practice sharing, stronger IT/business collaboration and re-use. Bizagi's system has become the underlying model-driven development platform and selected as the core process orchestration technology across all heterogeneous systems.

adidas' dual-portal architecture (Bizagi and SharePoint) allows for easy and straightforward integration of both solutions; the eliciting of requirements along the explicit modeling of business processes involving business and IT, facilitated by the ease of use of the modeling environment, all contributed largely to achieving fast results.

*"I am very satisfied with Bizagi. The tool is fast and gives us opportunity to integrate with other systems within our company, creating an efficient business network plus reducing workload for regions."*

Manager of Finance Consumer Direct

---

## Best Practice

- ✓ Select the tool that meets your specific needs rather than providing too many 'bells and whistles'.
- ✓ Introducing BPM to the business requires education to create the mindshare, so enlist support. Be prepared to handle objections.
- ✓ Get CIO on your side. IT may be concerned about it replacing ERP and other core applications. Clearly explain why and how the technology will be used, namely to fill in the gaps and to address the leftover processes. Sooner or later you'll end up working with the main ones.
- ✓ Start with small projects alleviating the often invisible operational burden of many people so others can see the results and quickly grasp the power of BPM.
- ✓ Encourage stakeholders to begin modeling from within the tool early, rather than using alternatives. The requirement discussions should happen around a process model—a kind of agile methodology.
- ✓ Address several small-medium size projects in parallel to be delivered in short time cycles, bringing higher and faster success visibility.
- ✓ Avoid too much complexity at the early stages and too long implementation cycles (more than 6 months) as this may discourage skeptics.
- ✓ Don't do projects in isolation; share and re-use, if possible by establishing a central team to provide BPM cross-functional service within the organization.