

A female athlete with blonde hair in a ponytail is captured in a starting crouch on a red running track. She is wearing a yellow tank top with blue trim and blue shorts with yellow accents. Her right arm is extended forward, and her left arm is bent. She is wearing white sneakers with red laces. The background shows a green field and a person's legs in the distance.

**Goed
van start
met service
integratie ...**

Welkom



Welkom



Wat is de praktijkervaring van ASICS met service integratie?



Pauze



Hoe maakt u de juiste keuzes in uw service integratie strategie?



Hoe ontwikkelt u een high performance samenwerking?



Afsluiting & Borrel



Edwin Idema
Global CTO



Marien Boersma
Directeur Services



Ronald Hoogeboom
Adviseur



Edwin

- Waarom heeft Asics gekozen voor Service Integratie?
- Hoe hebben we het aangepakt?
- Waarom heeft Asics voor Avit en Toshiba gekozen?

Marien

- Waarom is AVIT in dit avontuur gestapt ?
- Wat hebben we opgebouwd?

Ronald

- Hoe ver zijn we met de realisatie van Service Integratie?
- Wat zijn onze belangrijkste lessen?

A full-page background image showing a person running across a vast, cracked salt flat under a clear blue sky. The salt flat is white with a network of dark, irregular cracks. The horizon is flat, with distant mountains visible on the right side. The sky is a deep blue, suggesting a clear day.

ASICS

FOUNDED in 1949 in JAPAN as ONITSUKA Shokai

Anima Sana In Corpore Sano

A sound mind in a sound body



VISION

Create Quality Lifestyle
Through Intelligent Sport Technology



The great history of ASICS



The great history of ASICS

- 1950 First Basketball Shoe
- 1953 First Marathon Shoe
- 1975 Onitsuka Tiger established in Germany
- 1977 Birth of ASICS Co.
- 1986 First Gel Shoe
- 2007 First ASICS Store
- 2017 Runkeeper App
- 2018 GEL-QUANTUM Shoe
- 2020 Novablast Shoe



The great history of ASICS

Values

Sportsmanship

1. Respect Rules
2. Be Courteous
3. Be persistent
4. Work as One Team
5. Be prepared
6. Learn from Failure

The background image is a wide-angle landscape photograph. It shows a vast, flat, and cracked earth, likely a salt flat or a dry lake bed, stretching towards the horizon. The ground is covered in a network of irregular, light-colored cracks. In the distance, there are dark, silhouetted mountains or hills. The sky is a gradient of colors, from a pale blue at the top to a warm, orange-yellow near the horizon, suggesting a sunrise or sunset. The overall mood is desolate and expansive.

ASICS IT

THE OVERVIEW



ASICS EMEA-R IT

- 100+ Stores across 14 countries
- Distribution Centers in France and Germany
- Offices in 14 countries
- ±300 Applications, 1100+ workstations and 100 VM's
- All connected via the European Head Office in Hoofddorp
- Small IT department of 20 people in 3 countries
- On sight support from partners in other countries

ASICS IT

- **The business**

- Stores, Franchise, Distribution Centers, Showrooms, Sales offices, Corporate offices

- **Services**

- Innovation, Implementation and Operations
- Business Applications corporate and regional
- IT Foundation layer

- **Organization**

- Global team
- Regional teams (Europe, America, Asia-Pacific, Japan)

- **Supporting the Business**

- Standardization, modernization, consolidation/centralization
- Design & Implement global apps – SAP
- Design & Implement 1 global IT Foundation layer – lead by EMEA-R IT

ASICS IT

■ The business

■ Stores, Franchise, Distribution Centers, Showrooms, Sales offices, Corporate offices

■ IT

- IT development followed the business development, country by country without a common organization- and technology blueprint.
- Meaning that ASICS is a corporate brand but needs consolidation, standardization and modernization to get the maximum benefit of their people and partners.

■ Design & implement a global IT Foundation layer – lead by EMEA IT IT

ASICS IT

■ The business

■ Stores, Franchise, Distribution Centers, Showrooms, Sales offices, Corporate offices

■ IT

- IT is a critical part of the business
- But we forgot to tell the business
- We need to learn how to lead and organize IT
- We need to learn how to collaborate internally and externally
- Get more benefits from the huge list of vendors

■ IT

sta

■ IT

them

■ Design & implement a global IT Foundation layer - lead by EMEA IT IT

In 2017...



Lack of Overview, Insight, Outlook with loads of work gulping from the business, unorganized, unstructured with a small and young team of DIY



A full-page background image showing a person running away from the viewer across a vast, cracked salt flat. The sky is a deep blue with a hint of purple and orange near the horizon, suggesting dawn or dusk. In the distance, dark mountains are visible on the right side. The overall mood is one of vastness and determination.

ASICS

SO WE NEEDED TO DEFINE AND SHARE A VISION,
STRATEGY AND ROADMAP

IT IS more than technology

I MOVE ME™

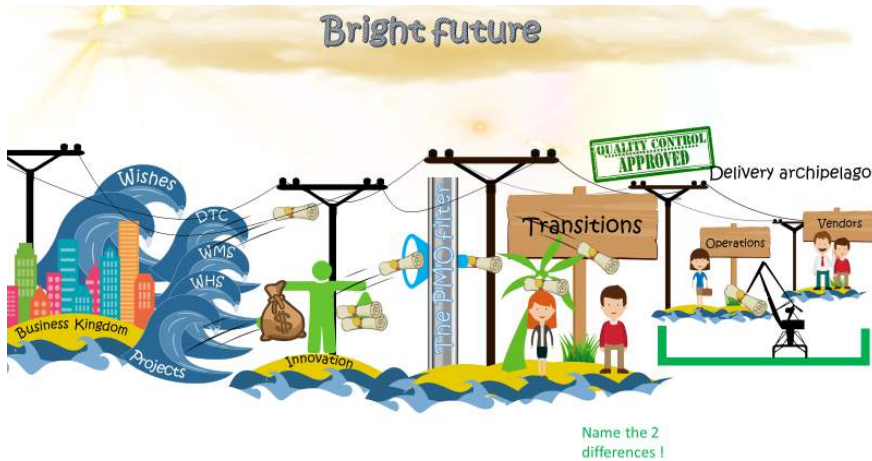
-CASEY



We like to Move *IT*

Discover Casey's story at
asics.com/imoveme

The 2020 vision...



Improved collaboration with the business, following a simple structure “the IT Value Chain” & use Service Integration to get the most value from partners & To maintain Overview, Insight and Outlook



Why outsourcing and Service Integration ?

ASICS Business more demanding towards IT

IT Foundation needs consolidation, centralization and updates

ASICS IT needs to focus on business alignment and innovation, while improving availability, continuity and service maturity

ASICS IT is a small team operationally focused and not allowed to grow

ASICS IT will structure and handle the workload via the IT Value Chain

How do we do all of the above, improve ... if we are not allowed to grow internally ?

We will outsource "commodity" IT domains to specialist partners. How do we manage these partners since that is not our key focus and strength?

We additionally choose to learn, develop and implement a Service Integration model to maximize the benefits from a multi sourced environment

Our approach

Selected those partners that match our Service and Leadership Maturity

Based on our experience we do not desire the "big" players

We want partners where we trust and have faith in their Leadership

Leadership means, do first, focus on collaboration , than contract.

Partners that have the guts to invest in services and solutions outside their current portfolio

Partners that are willing to invest in their staff and teams

Partners that have the ability to deliver services across Europe, in the local language (with their partners if needed)

We want 2 Service Integration Partners, 1 for the Store environment (dynamics and specific knowledge) and 1 for the Wholesale and Logistic Environment

How ?

www.outsourcinghub.nl

The Learning Approach

To create and maintain overview on Innovations, Implementations and Day to Day Services we defined, learn and use:

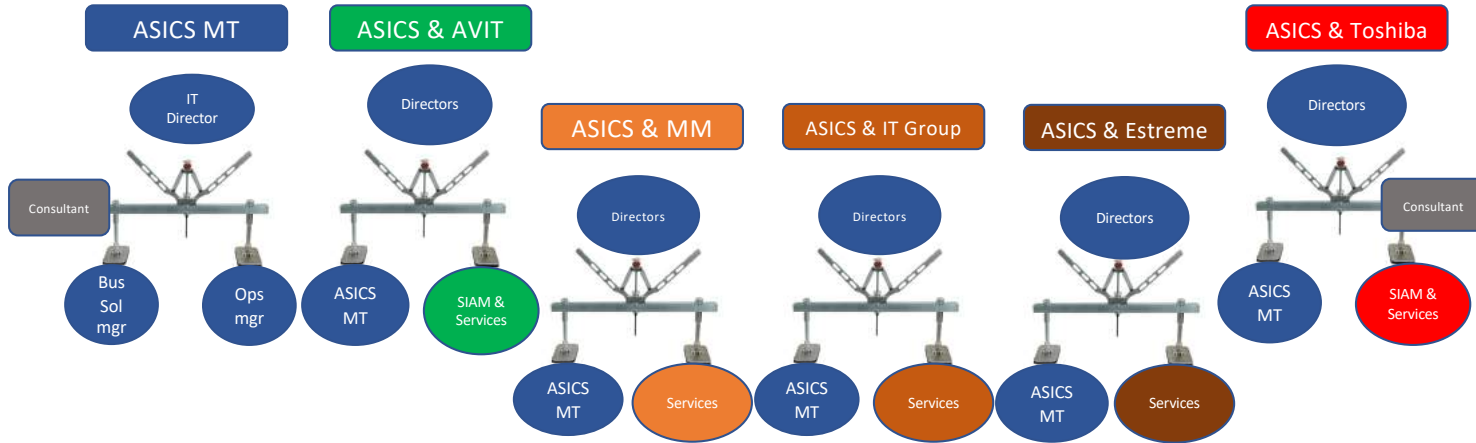
- 1) **A simple Structure : The IT Value Chain (service and process model)**
- 2) **Service Integration (based on SIAM) : how to organize overview, insight and outlook across multiple vendors with the help of partners**

And we selected partners with a certain maturity and willingness to invest.

Since the IT work still needs to be done, we created a program on top of the “normal” work. The learning speed is 1 day a week max for ASICS and the selected partners. And everybody needs to learn the same and on the same speed.

So we started a Joint EDventure

ASICS & Partners – A Joint EDventure



Together we are investing, designing, learning and developing in a safe human environment. Agreements and contracts follow in time.

A man in a bright blue jacket and black leggings is running through a field of tall, dry grass with small white flowers. The sky is overcast and grey. The text "JOINT EDVENTURE" is overlaid in the center in a bold, white, sans-serif font.

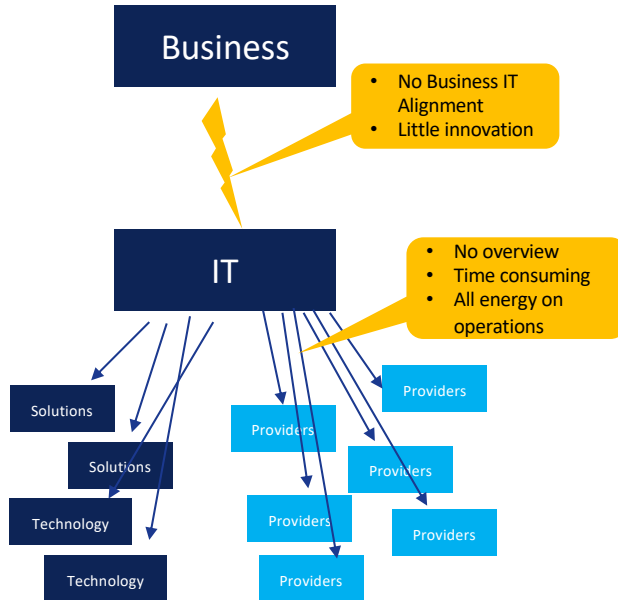
JOINT EDVENTURE

LET'S ORGANIZE IT

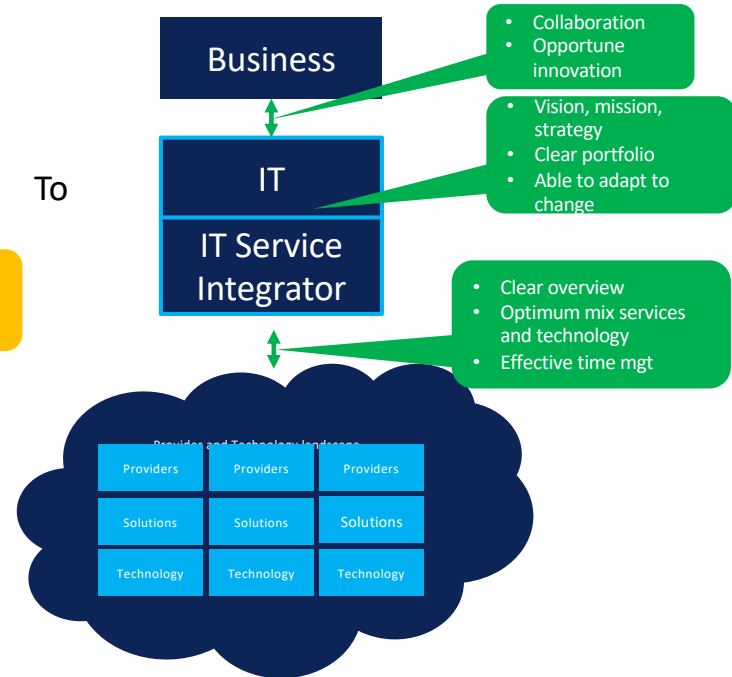
- IT VALUE CHAIN
- SERVICE INTEGRATION

This is what Integration is about

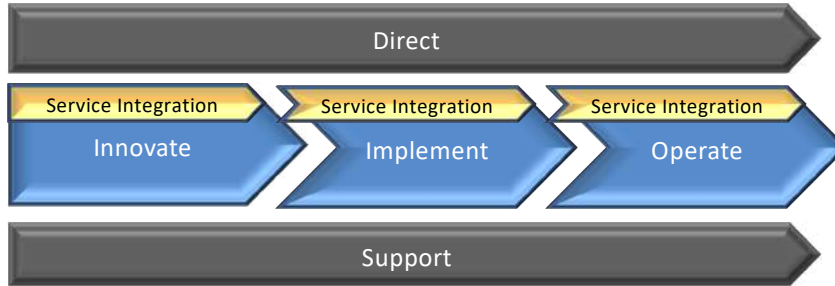
From



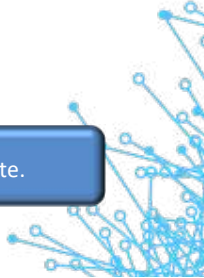
To



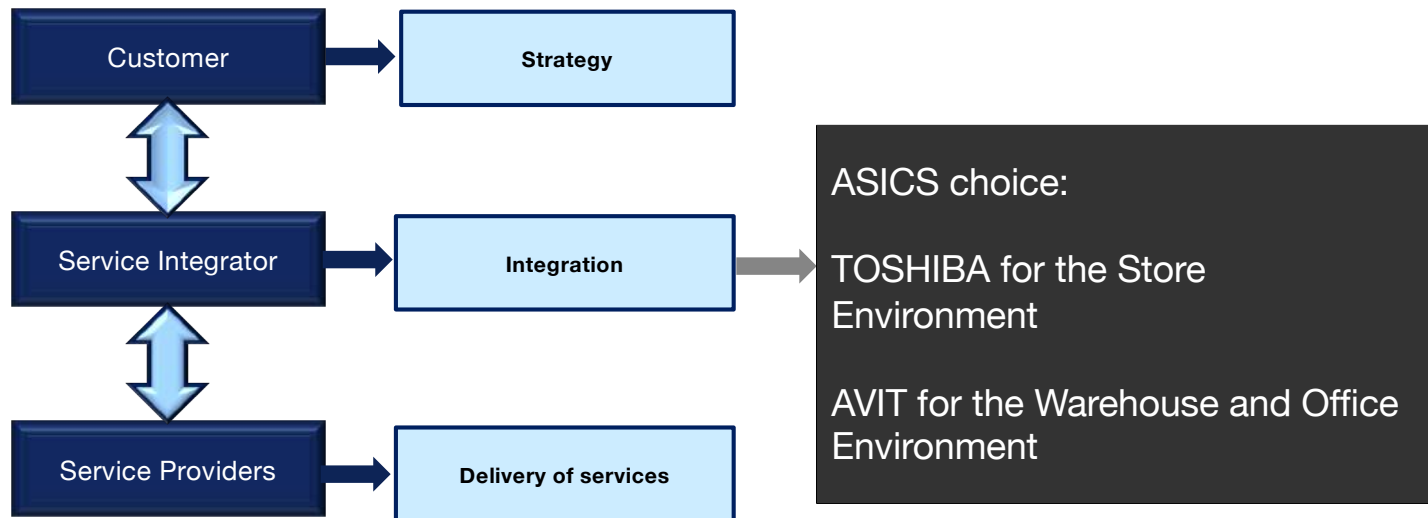
Service Integration in the IT Value Chain



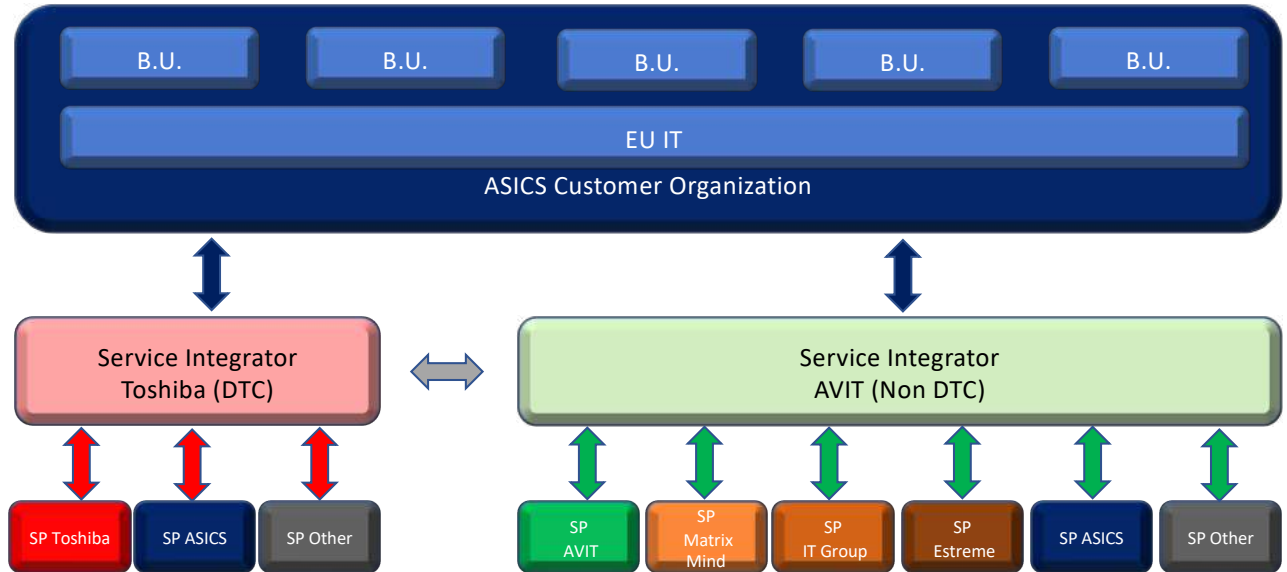
Service Integration : Direct and manage a part or all of the “excute” elements Innovatie, Implement and Operate.



Service Integration Structure



Service Integration ASICS – Situation end of 2020



Why did we choose AVIT & Toshiba?

- Strong leadership
 - Talk and do first, contract later
 - Willingness and guts to invest in time and people
 - Long term relation commitment
 - Willingness to integrate services, solutions and partners other than their own
 - International presence and ambition
-
- TRUST in the people, their attitude and services



The background image shows a marathon event. At the top, a banner with the text 'Zevenheuvelenloop' is visible. Below it, a blue rectangular overlay box contains the title and a list of reasons. The bottom of the image shows a large, colorful floral arrangement. On the right side, a woman in a white t-shirt with 'it' on it is partially visible.

Waarom is Avit in dit **ED**venture gestapt?

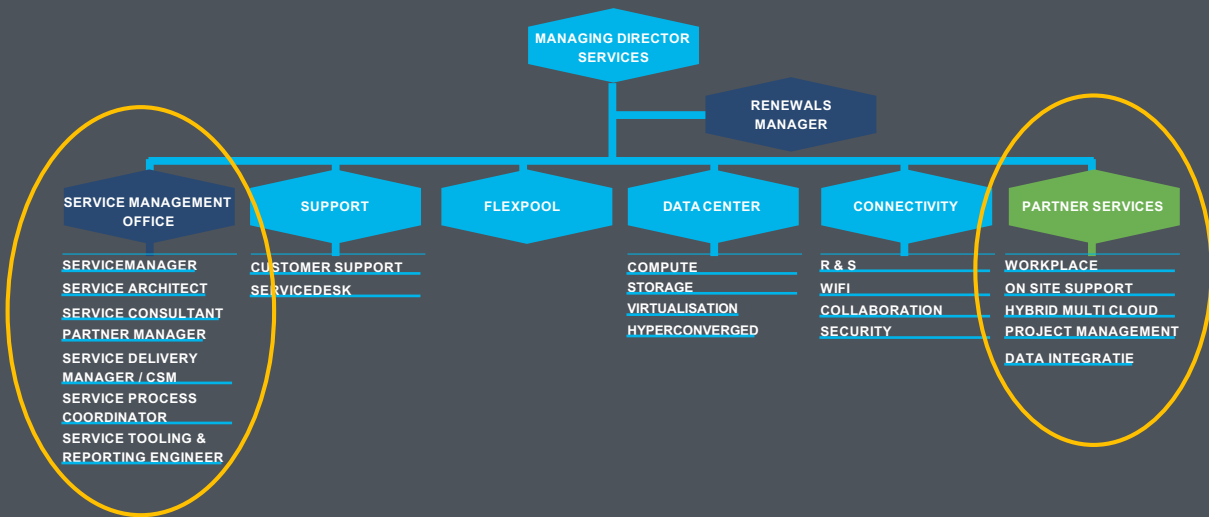
- anders kijken en doen
- klantrelatie
- rfp ASICS
- groei recurring business
- nieuw in markt
- behoefte
- innovatie serviceportfolio
- ondernemen op basis van vertrouwen
- partner eco-system
- uitbreiden facility's

LEUK! SPANNEND! ONDERNEMEND! KANS!

Wat hebben we gebouwd voor Service Integratie?



SERVICES ORGANIZATION





Service Integration

ECO systeem, hoe ver zijn
we?

Hoe ver zijn we?

- Stages:



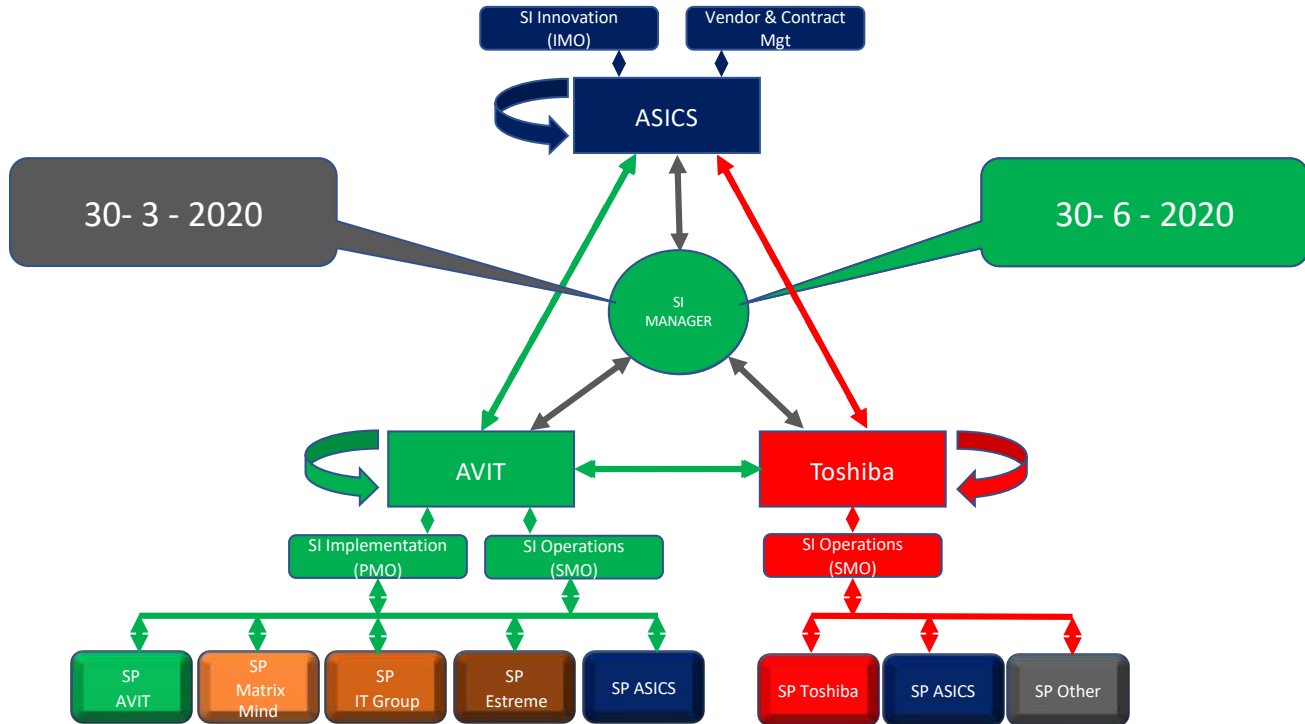
- Major timelines



- 3 Streams:



Bouwen aan een sterke verbinding



Wat hebben we geleerd?

Anders Kijken
Denken Doen

Je gaat het
pas willen als
je het ziet

Weinig
referenties op
de markt

SIAM methode
aangevuld tot Service
Integration Blueprint op
IT Value Chain

Blijf het verschil
uitleggen tussen
SI en Delivery

Nieuw "bloed"
nodig bij alle
partijen

De verandering van
klant leverancier naar
partner partner
gedrag goed
begeleiden

Een
onafhankelijke
consultant... helpt

SI partners hebben lef
getoond door andere
partners, services &
solutions op te nemen
in portfolio

Alleen mogelijk door getoonde Leiderschap,
ondernemingslef, vertrouwen in langdurige
samenwerking en unieke manier van samen
ontwikkelen en leren



Namens ASICS & SI Partners Bedankt voor het luisteren. Vragen ?