



Knowledge Management

Every marathon begins with the first stride.

Gregg Tate
Vice President
Human Resources & Knowledge Management
Region Asia-Pacific

Knowledge Management

Tonight's Objectives:

- Introduce the adidas Group.
- Present our adidas Knowledge Management initiative.
- Share our motivation, approach and key learning.
- Learn from the experts – you.



Who Are We?

32,000

162

7

4

6000

13

4

1



Who Are We?

GROUP:

32, 000 Employees
162 Countries
7 Brands
4 Regions

ASIA-PACIFIC:

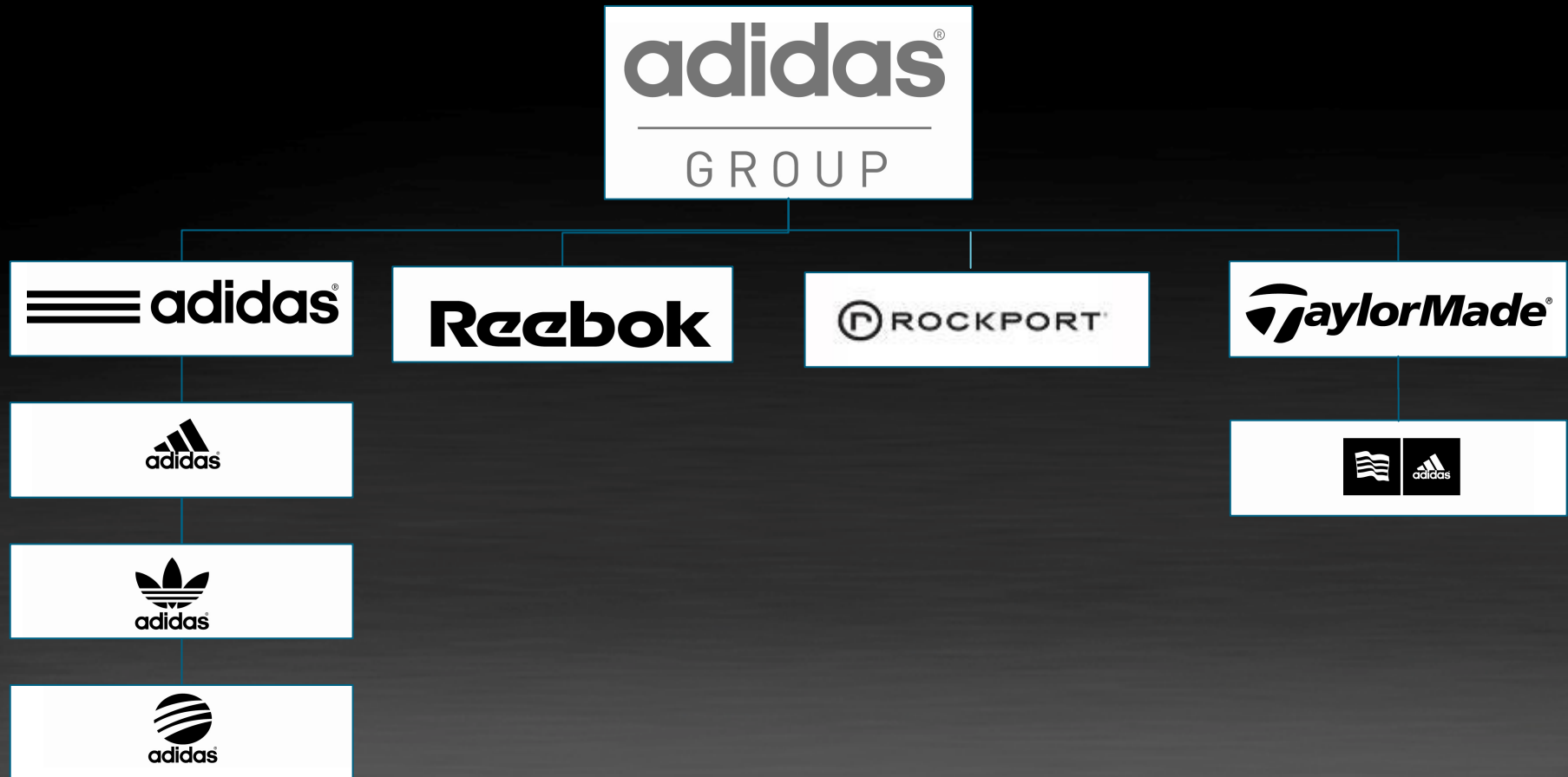
6000 Employees
13 Countries
4 Brands

GLOBALLY:

#1 SPORTS COMPANY IN THE WORLD



adidas Group – Asia-Pacific Brand Portfolio



WHY?

*“Human creativity is the ultimate economic resource.” —Richard Florida, *The Rise of the Creative Class**

Why Knowledge Management?

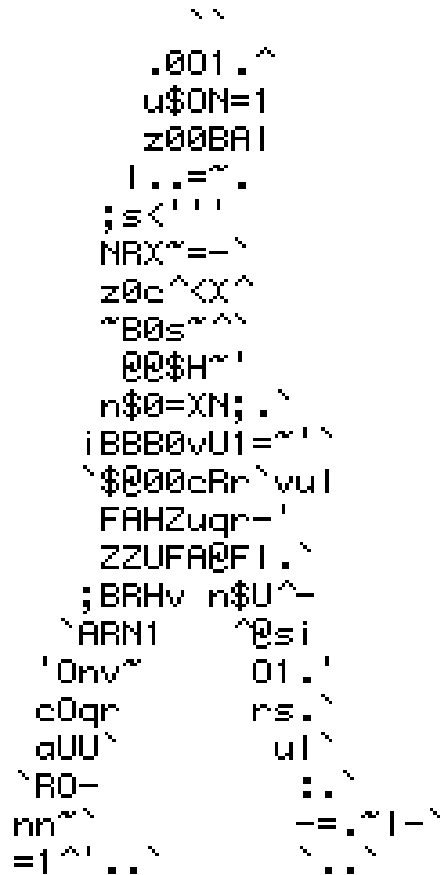
- Aggressive growth plans
- Global – Regional – Local
- Complex matrix organization
- Different levels of maturity in the country organizations/markets
- Teams working in silos
- Re-inventions in each country

- Individual small application
- Stand alone databases

- Limited shared network drives
- Paper workflows
- Full mailboxes



Our Approach



- KM added to the Vision Asia agenda in 2006 as initiative for competitive advantage.
- KM is to be a way of operating; part of our DNA.
- A journey, not a destination.
- Instill a Culture of Learning and Knowledge.
- Encourage and incentivize sharing and collaboration.
- Provide systematic platform (Knowledge Exchange – KE) to facilitate and support.

Vision Asia & Knowledge Management

KM Mission:

- Encourage operational & organizational excellence
- Facilitate best-practice sharing
- Support performance-driven organization
- Create a collective intelligence

Role in Vision Asia:

- Regional initiative
- Traverses 6 key pillars
- Enabler and facilitator
- Productivity and Efficiency

SBP Vision Asia – Six Strategic Pillars

Continue to focus on Six Strategic Pillars, strengthen by a supportive Knowledge Management Tools and Culture



Why Knowledge Management?

Benefits

Reduce duplication of effort

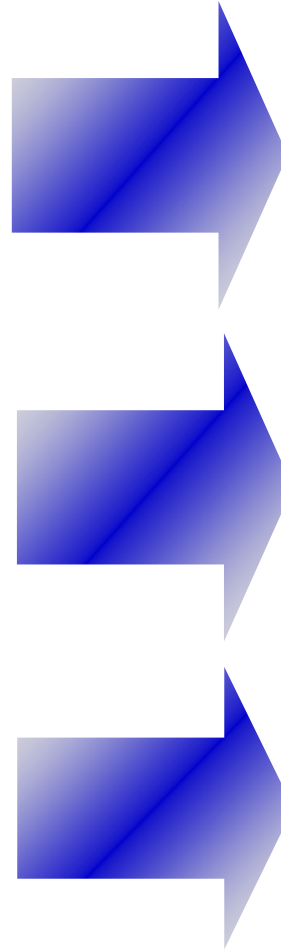
Less time looking for information

Encourage consistency and improve quality

Collective knowledge, skills and experiences across departments, brands, regions

Ideas, innovations and lessons-learned collectively captured, shared and applied

Better managed relations with clients and co-workers



Results

Efficiency

Productivity

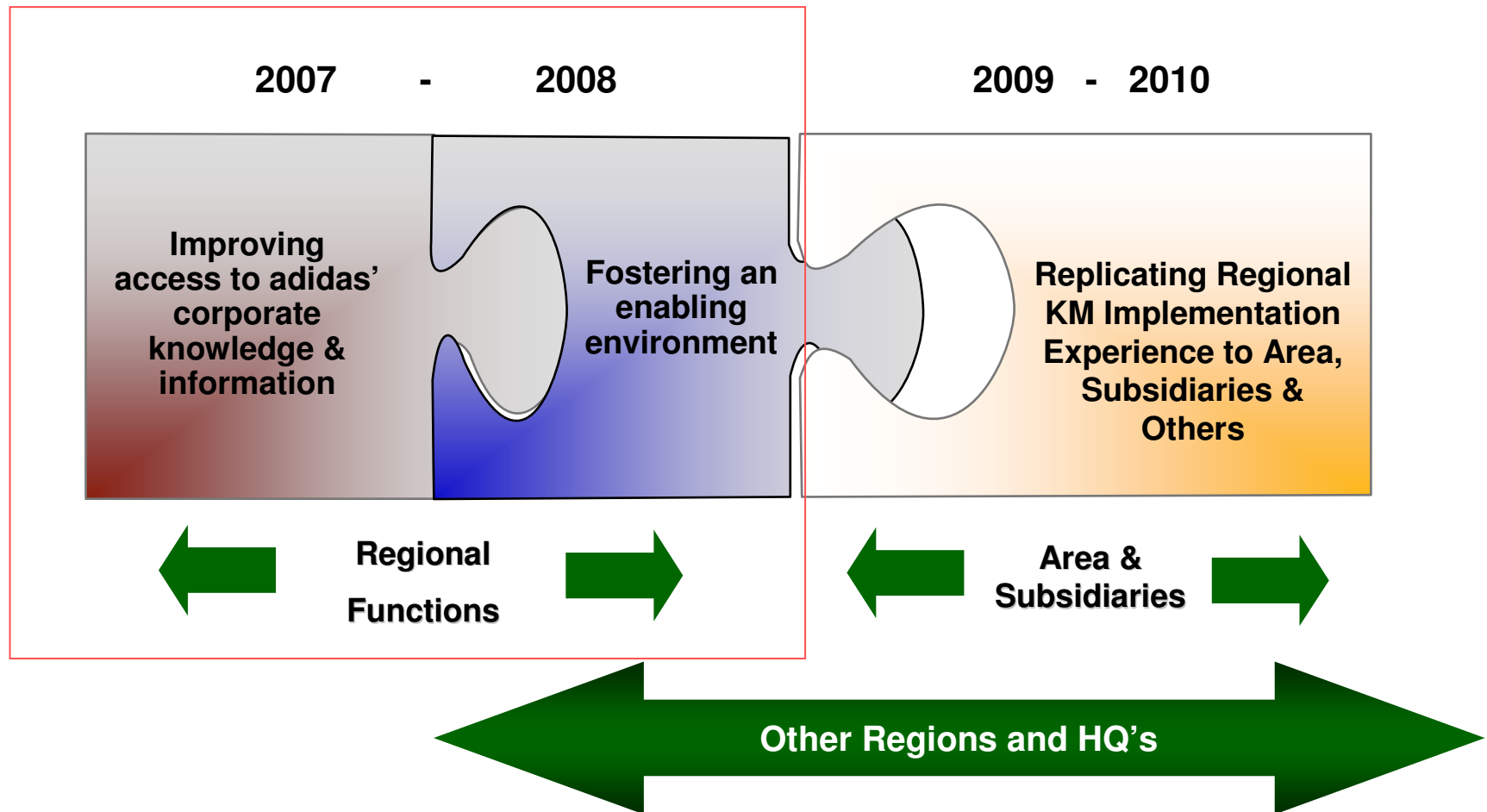
Proficiency

Innovation

Growth

Asia-Pacific Knowledge Management Strategy

**KM is a long-term strategic initiative:
COMPETITIVE ADVANTAGE**



Key Success Factors



- Senior management commitment and support.
 - User-friendly system.
 - Business and IT devoted resources forms ONE team.
 - Vision and roadmap for long- range direction.
 - Clear return on personal investment.
 - Focus, and dedicated resources, on change management and building KM communities.
-
- **Rather than thinking into a new way of acting, act into a new way of thinking.** (Larry Bossidy, *Execution, The Discipline of Getting Things Done*)

Communities of Practice – Internal Branding



Thank You

