



Lego

www.lego.com

Country: Denmark

Industry: Manufacturing

Key Statistics

- LEGO group had total revenue of DKK 9,526 mio (EUR) ¹
- LEGO group has group workforce of close to 5,000 people ²
- 60,000 incidents per year
- 5,500 changes per year
- 16,000 assets
- 5,000 end-users

¹ 1 DKK = 0.134 EUR

² data for 2008

Key Challenge

- Combine four separate applications into one system to reduce TCO
- Create a consolidated Service Desk for pro-active service provision worldwide
- Increase visibility of assets, reduce asset support costs and improve financial planning

Key Strategy

- Implement a flexible, ITIL aligned solution without increasing IT headcount that would offer a transparent view across all ITIL processes
- Implement a federated CMDB to control assets and improve costs

Key Benefits / Results

- A single, consolidated Service Desk created to serve all corporate offices globally
- CMDB provides comprehensive visibility of more than 16,000 IT assets
- Improved license portfolio management and financial planning
- SAP team equipped with an effective tool to manage changes
- Local Service Desk implemented for Facilities and HR
- Four different systems gathered into one single application, providing improved transparency on a global level

assyst makes Service Management child's play for LEGO

Global toy manufacturer now has control of IT assets and non-IT service offerings.

The name LEGO is an abbreviation of two Danish words - "leg" and "godt", meaning "play well". The LEGO Group, founded in 1932 by Ole Kirk Christiansen, was passed from father to son and is now owned by Kjeld Kirk Kristiansen, a grandchild of the founder. It has grown from a small carpenter's workshop to a modern, global enterprise that is now the world's 5th largest manufacturer of toys and largest manufacturer of construction toys.

The Challenge – automate processes in order to streamline operational efficiency

LEGO was one of the first organizations in Denmark to implement a Help Desk solution in 2002. Prior to **assyst**, there were four systems in use to automate different processes for:

- Changes in development
- Changes in IT infrastructure
- Asset Management
- The general Help Desks.

In 2004, a strategic decision was made to combine the 4 systems into one application, and ITIL was seen as an ideal framework to do this effectively.

Lene Dueholm, Director of Project & Administration Support at LEGO, who initiated the project and introduced ITIL to the organization in order to streamline operational efficiency and service availability, commented:

"We wanted to consolidate these 4 applications into one to reduce our maintenance costs and Total Cost of Ownership (TCO). Integration between the 4 systems was already costing us too much time and, with the business rapidly growing internationally, it was becoming increasingly difficult to import data from one system to another. Besides, we wanted to enforce ITIL processes, and thereby common procedures, throughout the company".

Another challenge was to consolidate the multiple Help Desks, located in Denmark, Mexico, USA, Czech Republic, Hungary and the UK, which offered support locally, into one single Service Desk in order to ensure an improved and more transparent overview of all incidents.

Additionally, in order to further develop their Asset Management, a comprehensive, federated CMDB had to be put in place as the in-house CMDB that integrated with the LEGO Help Desk did not meet

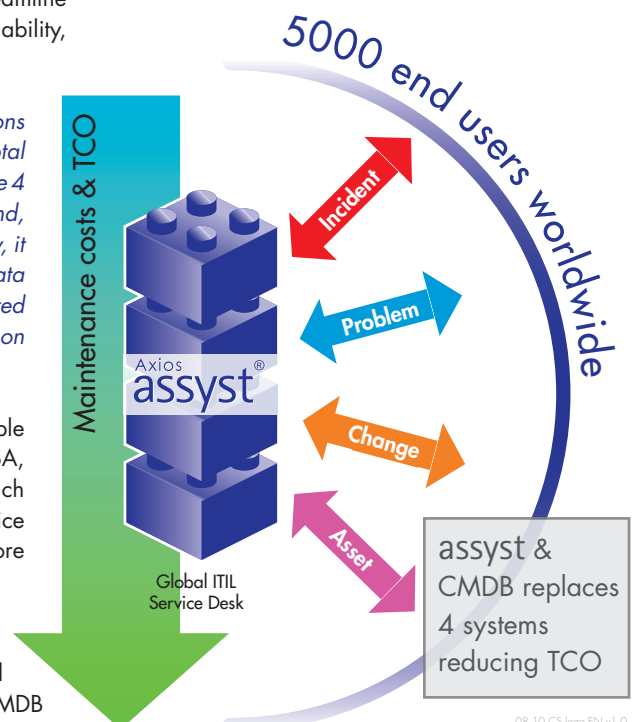
the scalable needs of the business and did not provide the required visibility of assets. Through implementing a consolidated CMDB, LEGO also planned to reduce asset support costs and improve financial planning.

Strategy – Create central nervous system for IT and consolidate all global processes into a single system

"To avoid favoring one of the existing systems, we kick-started a project to choose one system that would best serve all of our requirements". Lene continues, "We needed to consolidate the four systems without losing the benefits each of them offered. The solution had to be flexible enough to be maintained without increasing the IT headcount, and at the same time be aligned with ITIL in order to offer effective control of all the processes."

Creating a global Service Desk was seen as the necessary means to provide the rapidly growing business with a pro-active service. This involved creating a single, central point of contact between the end-users and IT department to achieve a consolidated view across Incident, Problem, Change, Asset and Configuration Management processes.

After extensive research of various vendors, **assyst** by Axios Systems was chosen as the most flexible and configurable platform with the lowest TCO.



Benefits – Consolidated global Service Desk with transparent view of over 16,000 assets

Consolidated Service Desk

One of the main aims of this implementation was for LEGO to create a single global Service Desk to serve 5,000 end-users in their corporate offices worldwide. Currently LEGO has offices in 34 countries, all of which are served by 6 local first line support centers. Local support specialists register the calls in the same system and have access to a single knowledge base. There are 2 Global Support Centers, located in the US and Denmark, which handle calls from territories where LEGO has no local support, and are also responsible for escalations and major changes. Second and third line support is managed by the team in Denmark.

As a result of this consolidation, incident resolution times have been reduced significantly, and the first line resolution rate has increased. By using Axios' **assystNET** self-service portal, LEGO gave its business users the ability to log their own incidents and track the progress of their resolution, thus reducing the workload of the Service Desk. The web interface is available to users in their local language. By offering a single point of contact, LEGO simplified the interactions between the end-users with the IT department, which in turn improved communication, business productivity and overall customer satisfaction.

For the IT staff, the consolidation reduced the number of routine calls they received, thus providing them with a more varied and interesting work environment, and creating further opportunities for career development. Team work and communication have improved and staff retention has increased, which for LEGO has resulted in a higher Return On Investment (ROI) for staff training.

Asset Management

Implementing a comprehensive CMDB provided LEGO with excellent visibility of more than 16,000 IT assets and all software licenses globally. In order to keep the database up-to-date, auto-discovery is run twice a day and the information is imported into the **assyst** CMDB through the CMDB gateway. This provides LEGO with accurate information on all IT assets, which has led to significant cost savings through improved equipment utilization and license portfolio management.

The **assyst** CMDB is also widely used by the Finance department for financial planning and managing costs. All costs relating to Configuration Items (CIs) are registered in the **assyst** CMDB – including the employees' mobile phone bills, which are logged manually in the system against the corresponding telephone. As a result, Finance has a comprehensive overview of all equipment-related costs, providing them with a solid foundation to forecast future costs.

In addition, LEGO has the opportunity to reduce costs through more efficient use of technology and resources.

Application – LEGO also uses **assyst** to manage changes within their SAP application.

*"With **assyst**, we can provide our business customer, in this case the SAP team, with stability and required availability levels of the SAP application. All changes to our SAP solution are handled by **assyst**," explains Lene Dueholm, "We manage the full lifecycle of changes from request, through to approval, implementation and review. This has provided us with better visibility and control over changes and has reduced the timescales for implementing changes."*

Multi-level workflows have been developed in **assyst** to manage the change process, providing LEGO with a proactive, automated and integrated approach to minimize business risks. They also enable better assessment of costs for proposed changes before they are incurred.

Applying ITIL Principles to Facilities Management and HR Lene Dueholm continues,

*"We have also implemented Service Desks for Facilities Management and HR, using exactly the same **assyst** application as IT. Now Facilities are equipped with a system which helps them manage the building maintenance."*

Local Service Desks for the Facilities functions in Denmark, Mexico, US, Hungary and the Czech Republic all use **assyst**, which has been configured to manage maintenance requests. The requests are registered in the system and assigned

to the relevant department. All maintenance activities carried out are logged against the request, enabling the Facilities team to track the progress and run reports on all activities related to a specific request or building.

The HR Service Desks that serve LEGO employees globally are located in Denmark and the US. Any questions that an employee might have, from allowances to holidays and company cars, can now be logged through the self-service portal or over the phone. The questions are routed to the corresponding department and answered by the local HR team. The employees are then able to track feedback and current status of their requests. All of this is managed within the **assyst** system.

Providing Improved Transparency Lene Dueholm continues, *"The aim of our project was to consolidate 4 different systems into one single application, in order to gain more control and have a clearer view of all IT processes. For us, it is extremely beneficial to have Incident, Asset, Configuration and Change Management consolidated into one tool – it saves a lot of time and money."*

Another important benefit we have achieved is transparency. Having one single system in place provides us with an overview of our IT infrastructure and environment. We now all speak the same language and feel that we have chosen the right solution to achieve all of these goals", Lene concludes.



Local First line support centers employ localized versions of **assystNET** to enable users to log their own incidents.

Axios in Manufacturing

Axios Systems has been providing ITSM solutions to the manufacturing industry for more than 20 years. Our focus on helping companies deliver top-line value by managing effective operations, optimizing efficiency and driving business transformation has been well demonstrated in the manufacturing sector with customers including Sonae Industria, Nucor Steel, Clinphone and Leaf International.