Lenovo

FIFA

Official Technology Partner

Operational excellence at global scale.

Engineering the digital backbone behind the FIFA World Cup™.

Powered by

Series 3 intel CORE ULTRA

intel vPRO

That's the power of Lenovo with Intel Inside®

THE FIFA WORLD CUP™ OPERATIONAL ENVIRONMENT

A benchmark for operational excellence.

The FIFA World Cup 2026™ places extraordinary demands on IT operations. In a compressed timeframe, FIFA needs to set up more than 16 temporary offices across multiple countries, support thousands of transient users, and deploy over 10,000 devices across PCs, tablets, and mobile hardware, including Lenovo ThinkPad X1 and ThinkPad X9 AI PCs with Intel Inside®, all while maintaining uninterrupted performance during live, globally broadcast events.

When technology is designed around real people, real workflows, and real-world conditions, organizations gain resilience, scalability, and long-term stability.

What makes this environment uniquely challenging is not scale alone, but the degree of variability involved. Each stadium, media hub, and command center operates with different infrastructure maturity, security constraints, and collaboration requirements. Match operations, broadcast coordination, officiating, and media production all depend on real-time information flow and seamless collaboration across highly distributed teams. Any latency, misconfiguration, or disruption can have downstream effects on day-to-day operations.

3 countries

16 locations

10K devices

These collaboration environments are not peripheral; they are increasingly central to tournament execution. Stadium command centers, venue operations rooms, and media hubs function as highly coordinated environments where staff must communicate instantly, share live data, and adapt to rapidly changing conditions. Supporting these spaces requires more than basic connectivity; it demands purpose-built collaboration solutions like Lenovo ThinkSmart solutions, which are designed to be reliable, secure, and ready from the moment venues come online.

Operational demands naturally fluctuate throughout a tournament. Activity peaks during match windows, onboarding cycles accelerate as roles change, and devices are constantly moving between locations and users. At this scale and velocity, traditional IT models can be difficult to sustain. Manual provisioning, fragmented inventory practices, and disconnected collaboration setups increase operational risk precisely when predictability is most critical.

For FIFA, the FIFA World Cup™ environment serves as a catalyst to establish an engineered digital backbone—one designed to deliver consistent performance across devices, users, and collaboration environments, regardless of location or operational pressure. Rather than simply deploying technology, the focus is on building a repeatable operating model grounded in automation, security-by-design, and disciplined lifecycle management, ensuring that stadiums, command centers, and media operations can function without compromise.

The foundations of operational excellence.

As FIFA's official technology partner, Lenovo supports the world's most-watched event with a full-stack, AI-enabled operating model spanning devices, collaboration environments, and services. Rather than treating technology as a collection of discrete components, Lenovo Digital Workplace Solutions brings together automation, analytics, and integrated services to coordinate operations end-to-end, enabling the predictability and precision required for tournament execution on a global scale.

> **"We're thrilled with the results and look forward to introducing further innovations in partnership with Lenovo in both 2026 and 2027, as millions of fans unite for the biggest-ever editions of the FIFA World Cup™ and FIFA Women's World Cup™.[2]**
>
> Tito Suárez Díaz
> FIFA Technology Head of Products and Business Engagement

AI

Enabling automated, high-precision operations.

At the FIFA World Cup™ scale, operational excellence depends on predictability. With thousands of devices, users, and collaboration environments coming online in compressed windows, FIFA requires an operating model capable of executing with precision under pressure. AI-enabled automation supports this shift, helping operations evolve from reactive coordination to automated, high-quality execution.

AI helps operations evolve from reactive coordination to automated, high-quality execution.

Automation is being applied across the device and collaboration lifecycle, orchestrating readiness checks, configuration workflows, and deployment sequencing before systems reach stadiums, command centers, or media hubs. Pre-configured kits, standardized images, and automated lifecycle steps help reduce variability across venues, while integration with IT service management platforms provides a single system of record for intake, dispatch, returns, and redeployment. This approach is helping to minimize manual handoffs and reduces the operational burden on field teams during peak periods.

Automation is reinforced with predictive operational intelligence. Unified telemetry provides real-time visibility into device health, collaboration readiness, and environmental performance across locations. Data-driven signals surface risks ahead of match windows, enabling issues to be addressed before they impact live operations. During events, centralized dashboards supported coordinated response across teams, replacing manual status checks with more consistent situational awareness.

Automation-supported workflows enable high-precision execution at deployment scale. More than 150 engineers execute synchronized rollouts using standardized orchestration and automated validation, ensuring hardware, software, and collaboration systems meet readiness thresholds prior to cutover. Out-of-hours refreshes and overnight changes are executed through automated workflows, reducing dependency on compressed human timelines and last-minute intervention.

64%

64% of business leaders expect AI to enhance employee experience by improving productivity and streamlining workflows.[3]

SECURITY

Governance, resilience, and protection built into every layer of operation.

When it comes to an operation as grand as the FIFA World Cup™, security cannot be treated as a discrete control layer or an afterthought. The tournament's highly distributed operating model creates an expanded attack surface where operational disruption, data exposure, and physical device loss all represent material risk. For FIFA, security must be engineered into the operating model itself, with protection extending from infrastructure and networks down to the device in each user's hands.

Lenovo and FIFA are taking a governance-first approach, aligning security controls with FIFA's existing frameworks rather than introducing parallel systems. Standard operating procedures, escalation paths, and operational controls are being co-developed to support consistent execution across environments. A tiered operational model accounts for different risk profiles across users and locations, ensuring that security policies are enforced at the device level rather than just at the perimeter.

For FIFA, security must be engineered into the operating model, with protection extending from infrastructure and networks down to the device.

This device-centric approach is becoming increasingly important as the threat landscape evolves. Global sporting events attract heightened cyber activity, with adversaries leveraging AI-powered techniques to accelerate phishing, social engineering, and lateral movement. By enabling more processing to occur locally on Lenovo AI PCs with Intel Inside®, FIFA can reduce reliance on constant cloud round-trips for sensitive tasks—limiting exposure, improving response times, and strengthening control over data in high-risk, bandwidth-variable environments.

Endpoint hardening and configuration discipline reinforce this differentiation. Devices are pre-hardened based on role and environment, with validated configurations and pre-approved applications applied before deployment. Rapid reimaging workflows support secure turnover as users and roles change, while local enforcement of security controls ensures protection persists even when devices move across venues or are disconnected from central networks. In a mobile tournament environment, inventory integrity and chain-of-custody rigor are treated as both operational and security imperatives.

30%

By 2026, **30%** of enterprises will consider traditional identity verification unreliable due to deepfakes.[4]

SUSTAINABILITY

Lifecycle efficiency and operational waste reduction.

Sustainability in large-scale IT environments is ultimately a question of lifecycle efficiency: how well organizations govern, recover, and reuse technology as operational demands scale and contract. Managing thousands of devices across temporary offices, stadiums, and mobile teams requires a lifecycle model that minimizes waste, maximizes asset utilization, and reduces the need for reactive procurement. For FIFA, sustainability is not being treated as a standalone initiative, but as a byproduct of well-governed, end-to-end lifecycle management.

A core strategic benefit of this approach is participation in a circular IT economy, where devices are tracked, recovered, reused, and redeployed rather than written off at the end of an event. By maintaining visibility and control across the full lifecycle, FIFA is reducing unnecessary replacement, limiting asset loss, and ensuring that technology investments continue to deliver value beyond a single tournament cycle. This circular model supports both sustainability objectives and long-term cost efficiency.

Lenovo Asset Recovery Services plays a critical role in closing the lifecycle loop by responsibly refurbishing, repurposing, or recycling more than 6,000 devices rather than sending them to landfill.[1] Devices returning from tournament use are securely wiped, validated, and either redeployed or retired responsibly. By recovering 85% of residual value from FIFA's existing assets[1] and applying it as credit toward future technology investments, FIFA is reducing waste and reinvesting in modernized infrastructure.

In this model, sustainability is not an abstract goal—it is an operational outcome. By engineering lifecycle efficiency into daily operations, FIFA is demonstrating how enterprises can simultaneously reduce environmental impact, control costs, and strengthen operational resilience. This disciplined approach helps form the foundation for operational excellence at global scale.

By maintaining visibility and control, FIFA ensures tech investments deliver value beyond a single tournament cycle.

These principles are being operationalized through disciplined inventory management and fulfillment practices. Centralized asset tracking, standardized tagging, and structured warehouse workflows enable devices to be prepared, staged, deployed, returned, and reassigned with precision. Backup device pools reduce the need for emergency purchases during peak periods, while faster turnaround improves utilization rates across the fleet.

6,000+

devices are being diverted from landfill, putting FIFA on track to recover **~85%** of residual value for reinvestment.[1]

Explore Lenovo Digital Workplace Solutions.

See how Lenovo Digital Workplace Solutions brings together global service delivery, AI-enhanced support, smart collaboration solutions, unified endpoint management, and Lenovo AI PCs with Intel Inside® to help enterprises modernize with speed and scale.

Discover how Lenovo can rearchitect your workplace operations >>

THE ENTERPRISE PLAYBOOK

How to build operational excellence anywhere.

Use this step-by-step guide to apply FIFA-level operational excellence to your enterprise.

Step 1: Map operational complexity.

- Identify high-stakes workflows with zero tolerance for downtime.
- Map distributed teams, temporary environments, and multi-location dependencies.
- Map collaboration infrastructure across offices, venues, command centers, and shared spaces.
- Identify variability in collaboration readiness, performance, and support.
- Document peak-load scenarios and handoff points where manual coordination increases risk.

Step 2: Standardize for repeatability.

- Define modular devices and collaboration kits by role and environment.
- Standardize images, configurations, and collaboration setups globally.
- Establish unified provisioning workflows across permanent and temporary sites.
- Align role-based workflows to predictable deployment and support patterns.

Step 3: Build lifecycle automation into your processes.

- Integrate IT service management tools as the system of record for lifecycle management.
- Enable automated triage, pre-configuration, and readiness validation.
- Automate deployment, return, and reassignment workflows.
- Embed lifecycle efficiency practices that reduce waste and overprovisioning.

Step 4: Engineer governance: Not just support.

- Implement chain-of-custody frameworks for devices and shared environments.
- Establish structured Standard Operating Procedures and escalation playbooks across teams and vendors.
- Maintain centralized visibility across all endpoints and collaboration systems.
- Integrate asset recovery and reuse into governance models to support circular IT outcomes.

Step 5: Design for resilience: Not just uptime.

- Define tiered support models aligned to operational criticality.
- Maintain backup device and collaboration strategies for peak periods.
- Apply venue and site-hardening principles to all distributed environments.
- Test resilience models during high-load and failure scenarios.

WHAT COMES NEXT

The future of operational excellence in an AI-driven enterprise.

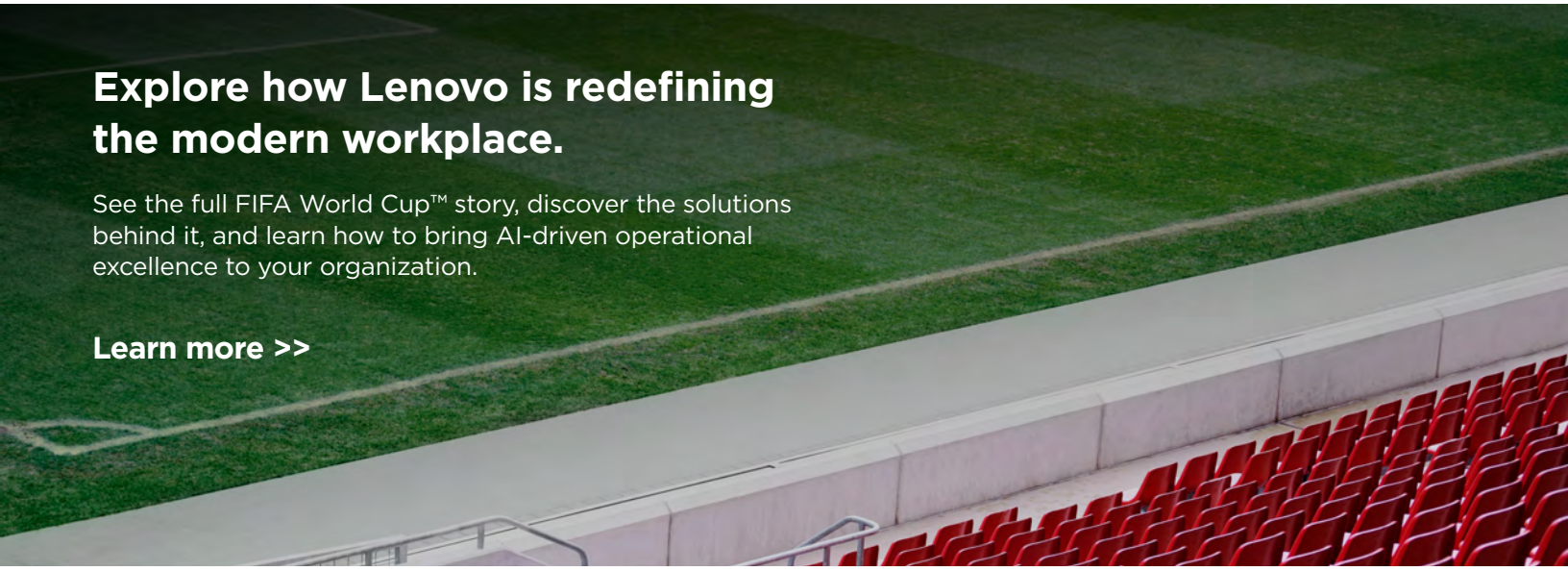
The FIFA World Cup™ demonstrates what operational excellence looks like when technology, governance, and execution are engineered to perform under extreme pressure. In an environment defined by scale, volatility, and zero tolerance for failure, success depends on more than individual tools; it requires a disciplined operating model built for predictability, resilience, and control.

Across AI-driven automation, security-by-design, and lifecycle discipline, FIFA is establishing a digital workplace foundation capable of supporting global operations without compromise. AI helps reduce variability and manual intervention, enabling high-precision execution at scale. Security is embedded directly into devices, workflows, and governance models to protect against evolving, AI-powered threats. Lifecycle efficiency helps ensure that sustainability, cost control, and operational readiness reinforce one another rather than competing for priority.

FIFA established a digital workplace foundation capable of supporting global operations without compromise.

These challenges are not unique to global sporting events. Enterprises across industries face similar pressures as they scale distributed workforces, adopt AI-powered technologies, modernize security postures, and balance sustainability commitments with operational demands. The difference lies in how intentionally operations are designed.

Lenovo Digital Workplace Solutions, including Lenovo AI PCs with Intel Inside®, bring this operational discipline to enterprises worldwide by combining AI-enabled orchestration, secure-by-design infrastructure, and end-to-end lifecycle management into a single, integrated model. If Lenovo can help FIFA orchestrate one of the world's most complex operational environments, it can help any enterprise build a smarter, more secure, and more sustainable digital workplace.



Explore how Lenovo is redefining the modern workplace.

See the full FIFA World Cup™ story, discover the solutions behind it, and learn how to bring AI-driven operational excellence to your organization.

Learn more >>

[1]Based on Lenovo internal data.
[2]Lenovo, The World's Gone Football™, 2025.
[3]Forbes, How Businesses Are Using Artificial Intelligence, 2023.
[4]Gartner®, Predicts 30% of Enterprises Will Consider Identity Verification and Authentication Solutions Unreliable in Isolation Due to AI-Generated Deepfakes by 2026, 2024. GARTNER is a registered trademark and service mark and IT Symposium/Xpo is a trademark of Gartner, Inc. and/or its affiliates in the U.S. and internationally and are used herein with permission. All rights reserved.