

MAGAZINE

OFFICIAL PUBLICATION OF THE WORLD FEDERATION
OF THE SPORTING GOODS INDUSTRY

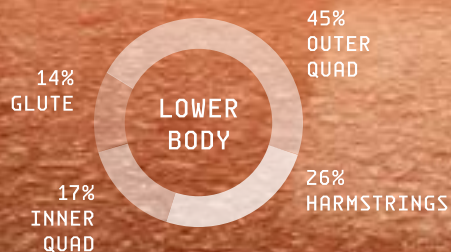
2019

THE MATCH

TRADITION VS INNOVATION



MUSCLE CONTRIBUTION



WORLD FEDERATION OF THE
SPORTING GOODS INDUSTRY

A group of diverse children are shown from the chest up, wearing blue and yellow athletic vests over white t-shirts. They are all splashing water, with their hands raised and faces expressing joy and excitement. Water droplets are frozen in mid-air around them, creating a dynamic and energetic scene. The background is a soft, out-of-focus outdoor setting.

**WE TAKE PLAY
SERIOUSLY SO
KIDS DONT
HAVE TO.**

**KIDS AREN'T MADE TO SIT STILL, THEY'RE MADE TO PLAY.
NIKE IS COMMITTED TO GETTING KIDS ACTIVE AND
STRENGTHENING COMMUNITIES AROUND THE WORLD.**

JOIN US AT [NIKE.COM/MADETOPLAY](https://nike.com/madetoplay)

Made to Play



Prologue

Chairman of the Board

In the era of digital transformation, market needs, consumer expectations and new developed behaviours influence the decision making process of short and middle term strategies. This is a challenging and continuously changing mechanism that bring companies to review their today's actions, in shorter laps, to remain updated within global industry adjustments. The goal here is clear and simple: to bring higher and exponential business performance; to acquire more positive market responses; a better understanding of own businesses and consumer developments and creating wider opportunities with higher financial rewards.

THE MATCH between companies' traditional ecosystems and market innovative tools is a reality. Both components influence today's decision making. New industry patterns are generated organically affecting company's fauna and flora. But the rules of the game, in this new era, are not defined. Nowhere is it written or mentioned how to play. It is not a simple game to play or an easy game to learn. Playing the game, **Tradition vs. Innovation**, at an elite level, could bring glory and honour or failures and losses.

The WFSGI recognize the growing necessity of understanding more about our uninterruptedly changing industry. Parallel to this perceive the strong need of support in unexplored areas and realize the industry's demand to find a driving force to global solutions. With a solid federation like ours, strength by a robust and capable committee system, a reliable and high-calibre expertise membership and a vigorous team of professionals as our supporting staff, we, The World Federation of the Sporting Goods Industry, are looking ahead to continue working committed, helping to face 2019's global challenges; to support the scope to reduce physical inactivity; to cooperate and to pitch in to help on committee demands and to work as problem-solvers to affect the evolution of the sports industry positively.



It is my honour to be part of the WFSGI family and to leverage together with all of you, WFSGI Board members, committee members, manufacturers, brands and international organization, the impact of our effort to benefit and to empower the sporting goods industry.

Sean O'Hollaren
WFSGI Chairman of the Board

SUSTAINING MEMBERS

The sustaining membership is a complimentary membership. Companies that choose to be a sustaining member demonstrate a strong identification with the WFSGI and its objectives.

GOLD

adidas



SILVER



BRONZE



SHIMANO

THE WFSGI THANKS ALL ITS SUSTAINING MEMBERS FOR THEIR CONFIDENCE AND SUPPORT!

Message

President and CEO

THE CHANGING LANDSCAPE

2018 was an intense and ultimately successful year that demonstrated the changing role of industry federations like WFSGI. While lobbying for and on behalf of our industry there is still an important role for WFSGI to play. We recognise that WFSGI's members exist in rapidly changing times and that WFSGI must evolve to meet the new challenges and opportunities being created for our industry. While our industry continued to explore different strategies to embrace new communication methods and the consumer's changing behaviour, including their approach to buying products and engaging with brands, in 2018 however, it did so in the face of stricter laws in Europe to protect consumer data and that created additional cost and required operational changes to comply with GDPR. In this fast moving world, WFSGI's commitment to its members to listen to their challenges, identify areas of common interest and develop global solutions for the sporting goods industry worldwide will continue to be our primary responsibility. It gives me great pleasure to share with you a few of my personal highlights for the year 2018.

WFSGI's role as the global industry representative to various stakeholders has grown in size and in influence. A major task for us is to ensure that our industry is both represented and listened to on topics of importance for our members. We are proud to be able to deliver positive results showing the importance of our work and effort including, for example, UCI's decision to allow disc brakes in all road competitions as of 1 July 2018 following three years of work together with WFSGI and WFSGI's leading role in organising a sport industry wide meeting on the implementation of the Global Action Plan on Physical Activity hosted by the World Health Organisation.

Internally, 2018 was a big development year for our federation with the departure of one of our longest standing employees, Stefanie Burkert, and the arrival of four new personnel. I would like to take this opportunity to express my particular thanks to Stefanie for all her hard work over the years both for me and for our industry and to wish her well in her new endeavours. I am, however, delighted with the new WFSGI team. We have four new team-players who have each worked hard to make the transition for our members as smooth as possible and who bring new experience, energy and approaches to our internal processes and subsisting and new projects. I hope you have been as pleased with the transition as I have, and we look forward to continuing to support and promote our members in 2019.

2018 was also a year when crucial milestones were achieved. For example, the long-awaited launch of The WFSGI Compliant Labelling Requirements Database, a result of the WFSGI's exclusive partnership with Compliance & Risks, took place in October. Our Physical Activity Committee also carried out an industry wide survey to increase awareness and understanding of the physical activity programmes being delivered by the WFSGI membership aimed at reducing physical inactivity levels. This crucial and unique audit will be used to set the framework for the Committee's work for Tokyo 2020. Finally,



in May 2018, WFSGI became a member of the Global Association of International Sports Federations (GAISF), a membership that allows WFSGI to build closer relations to the International Federations and to positively represent our industry to a wider group of sport stakeholders.

The 6th edition of the World Manufacturers Forum was held in December in Ho Chi Minh City, Vietnam. During the Forum, participants were, as in previous years, offered the benefit of cross-industry networking and learning from high-level keynote speakers on stimulating topics of interest and importance for our industry. We are glad and satisfied of delivering creative answers and solutions to the exponential development and introduction of new technology affecting the whole supply chain starting from material sourcing to final purchasing of products. We would like to express our special thanks to all WFSGI members who supported the World Manufacturers Forum in 2018 and who made its success possible. In 2019, we will be carrying out an analysis to determine the future format and frequency of the Forum to ensure we continue to put our efforts into projects that are essential for our membership.

Looking forward, in 2019, we will continue to strengthen the WFSGI's constructive relations with the IOC with the aim of implementing positive changes for the sporting goods industry and the athletes prior to Tokyo 2020. We will also further expand our service portfolio in legal to support our members in their daily work.

I would like to express my special thanks to all different experts from the WFSGI members, to the WFSGI Board, Committee Chairpersons, Committee Members and all the people who are continuously driving the federation and the industry to the next level through their engagement and knowledge sharing. Our motto, global solutions through international teamwork, will continue to be the backbone on which the strength and the success of our federation is built.

With best personal regards,

A handwritten signature in blue ink, consisting of stylized, overlapping loops and lines.

Robbert de Kock

WFSGI President and CEO



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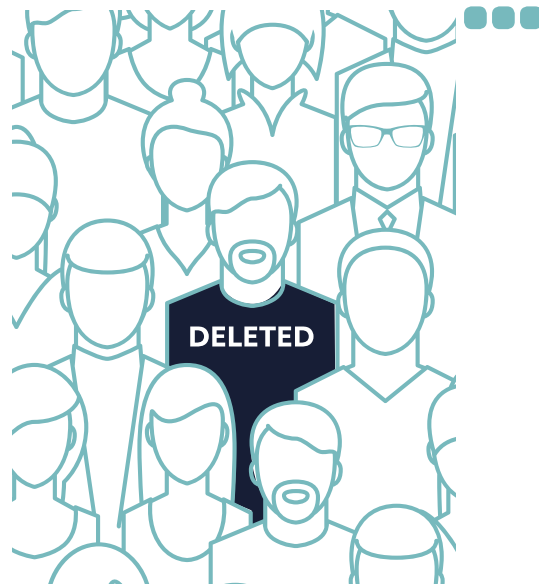




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ACTIVE KIDS = ACTIVE MINDS



According to a recent study conducted by Harvard Medical School and Massachusetts General Hospital, students who had exercised before school three times per week had almost all improved their body mass index and more children achieved a healthy weight. They also reported feeling deeper social connections to their friends and school and a greater happiness and satisfaction with life.

- *The New York Times*

www.bokskids.org

Phil Anthony is the founder and president of Design Integrity. Over his thirty years of engineering and product design experience, Phil has managed, designed, and developed over one hundred innovative new products across industrial, medical, and consumer markets. (Phil earned his BSME from Lehigh University in 1986. He received his MSME from Northwestern University in 1991 and his MBA (Master of Management) from the Kellogg School of Management at Northwestern in 1997.) Phil has been awarded fourteen US utility patents. He is a proven innovation facilitator and program manager, and he has served as an expert witness on five cases related to product engineering design, trade secrets, trade secret misappropriation, patent prosecution, and patent litigation.



By **Philip Anthony, P.E.**,
President of Design Integrity,
Inc. in Chicago, Illinois

The Perfect Match:

Balancing Tradition and Innovation

Innovation has been a hot topic over the past 20 years, though it has been around for centuries if not eras. As today's businesses lay out their plans, managers need to determine how much to invest in innovation, how much change is needed to stay competitive, and how to balance tradition and innovation in their product mix. Innovation programs have low success rates historically, but the opportunities can be significant and management often strives for new insights into the associated risks, investment and potential rewards.

Companies that develop and sell durable products typically set a product plan each year. As plans are adjusted, managers strive to find the right mix of existing, next gen and innovative new products.

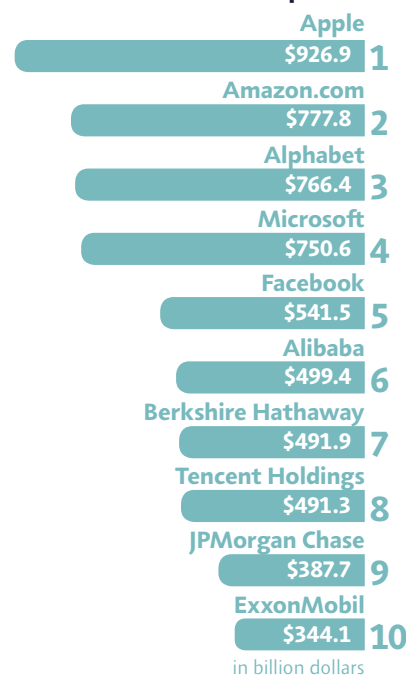
In recent decades, innovation has become a megatrend, and for good reason. Of the top 10 global companies as ranked by market cap, several grew from relatively recent launches and innovations, including Apple, Amazon, Alphabet, Facebook, Alibaba and Tencent.

While firms in industries with newer technologies in their product mix see significant changes on an ongoing basis, others manage mature lines that do not see as much change. One of the questions this issue of WFSGI Magazine is trying to help sports equipment firms to answer is how to find the balance between tradition and innovation.

Some say companies must innovate or die. This may apply to firms in certain markets. Yet, many firms have been successful for generations without a big investment in innovation. This should not prevent them from trying.

All firms, regardless of their position, should invest an appropriate amount each year developing potential innovations that could improve their performance. The key word here is "appropriate".

Global 2000: The World's Largest Public Companies



in billion dollars

www.forbes.com, June 6, 2018

Firms in dynamic markets with continuous technological advances must invest in R&D and innovation to stay competitive. In mature markets, some may survive without innovation or change, but such firms should study market conditions, competitor threats, and innovations that could fundamentally change their business in the years to come.

To find the right product mix, marketing managers conduct strategic product line planning (PLP) to optimize performance in terms of sales, profits, customer satisfaction and market share. PLP includes financial models with varying parameters that factor in prior and predicted sales data, forecasts for new products, market trends, and research data.

Product line plans typically project a majority of sales coming from products that have been in the market for more than 3 years, but managers understand that new products should make up a solid percentage of revenues. Otherwise, sales and share erode over time as older designs are surpassed with competitors refreshing lines every few years.

Companies that do not continually invest in new products or innovation tend to miss out on changing market conditions and trends. As the saying goes, you're either moving forward or you're moving backwards.

As innovation has become more common, PLP has shifted to include a mix of existing products, new products that will launch that year, and innovations developed in recent years. Innovation programs have higher risk due to lower historical success rates, and such considerations must be factored in with realistic probabilities.

Small companies and start-ups often focus on niches or innovations, as big companies tend to have dominant positions with economies of scale. Large firms may not need to innovate as much, as they can wait for innovations to be proven in the market before entering or buying emerging players. Across various categories, manufacturers often release next gen models every year or two with new features or innovations. New product plans depend on factors



There is always an opportunity to discover potential innovations across all product categories. The amount of time, effort, and investment in innovation in each category or line depends on the opportunity and the associated risks.

such as what the market is demanding, where innovations are in terms of their development (technical and market readiness), and the firm's overall PLP for the next few years.

In categories that appear mature, such as footwear, one might think that there is not much opportunity for innovation after all the R&D and design refinement over the past four decades. Yet, core product lines are being updated with evolutions in stretch fabrics, sole designs, and customization.

In various markets, technology and electronics have led to innovations that have broken new ground in categories such as fitness monitoring products, GPS, and the miniaturization and integration of music players, video cameras, communications, and personal information devices.



Nike Flyknit Innovations Have Driven Over \$1B in Revenues.



Wilson Racquet
with New Innovative
Features.

Timothy McKeown, Sr. Director of Innovation & Design, Racquet Sports at Wilson, shared some of his insights:

“Core technologies like carbon fibre used on mid-tier to premium tennis racquets were optimized over the past three decades, and a few ground-breaking products have withstood the test of time.”

To lead the industry, Wilson continually strives to innovate and refine our designs. Racquet standards have not changed much in recent years. So, our line has a high percentage of legacy products with a mix of new products with innovations and refinements such as custom materials, improvements in performance and playability, and a better fit for certain tennis players.

Our goal is to disrupt the market with “Objects of Desire” that combine performance improvements with an emotional connection to consumers and the trade through design. We’re striving to stay relevant to the next generation while being true to our brand and heritage.

Our approach is driven by design, an innovative approach, and insights on players, and it leads to products that connect with players in terms of how they feel when they see, touch and play with our products.”

This article has focused on physical products, but innovations in the sports equipment market in recent decades include advancements in performance, weight, technology, materials and fabrics as well as manufacturing, research, differentiation, distribution, finance, and all areas of operations.

Should all companies be continually looking to reinvent themselves? Change agents may say, “Yes, always!” Each firm’s situation is different, and major change usually is not a necessity.

Most firms refine their plans annually after analyzing market research, trends, new product opportunities and goals. Such efforts should include a strategic PLP, including new product introductions and an innovation plan for the next few years that includes realistic goals, the investment required, and the potential sales and earnings from the planned mix.

静水流深

ANTA



KT4
克莱·汤普森第四代战靴



By Anja Kirig, Keynote Speaker, Author, Trend Expert.
anjakirig.de

Anja Kirig has been working as a trend researcher since 2005. Since 2014 she is intensively researching the changing sports and fitness perception. Other focal points of her work are tourism and leisure, health and nutrition, sustainability and gender. Her focus lies always on socio-cultural developments and their effects on lifestyles and the resulting new structures of need. The researcher lives and works in Frankfurt/Main.



The Future of sports:

How Megatrends are redefining the industry by changing consumer behaviours

Sport is more than ever a lifestyle and one of the most important topics of the 21st century. But the way we perceive and define sport is going through enormous transformation processes. These changes are caused by megatrends like individualization, health, mobility, new work, connectivity and globalization. Megatrends not only have a global impact, but they are continuously affecting every part of our daily life. So called Zeitgeist trends develop from these megatrends. Phenomena, which have a deep impact on our society and cultural behavior.

Zeitgeist trends radically change the consumers understanding of and relationship to sport, exercise and fitness.

5 thesis to be taken into account for the successful future of the sport industry

MT Mobility: Sport must be brought to the people and not the people to sport

It's a result of the megatrend mobility that we prospectively will live more than ever in a „in transit society“. Whole parts of formal fixed located, everyday routines happen already between two places, from phone calls to eating habits, from meetings to work sessions. People are continuously on the go. And time is luxury. Being active must blend in with the mobile and flexible lifestyle. Sport and fitness must address the people where they are: On the go. Sportspeople are thankful for every in-transit-service, which enables them to be physically active and train wherever they are and whenever they have time. It might be on a journey, between two appointments or at their accommodation.



MT New Work: Informal sport communities will replace sport clubs culture

New ways of communication and a new approach to a mobile and flexible lifestyle is challenging classic sport clubs and fitness centers. People can no longer commit to a long-term relationship or a contract. They like to be social, but on their conditions. They even like to engage voluntarily, but just on temporary projects. They connect more often in informal sport communities, which they can join whenever their daily life allows it. And wherever they happen to be at that moment. This is especially relevant for everybody between twenty-something and fifty-plus. The so called middle-ager wish to be more physically active, but work and life limits their capacities. The convenience factor plays an ever-increasing role for them. Especially in an era when mobility and flexibility are omnipresent.

MT Health: Technology is the new co-trainer

New healthy lifestyles do not exclude the enthusiasm for consumption, technology, new media – and new types of buying or shopping. Fitbit, Garmin and Apple Watch are already common health tools. They have changed our way of exercising and how we track our daily life. But future smartwatches, activity trackers and wearables will be able to do a lot more than just track, motivate and remind: Next generation wearables will give the individual hobby athlete advice on how to train and exercise correctly. Woven in textures of sportswear from sole to cap and even in sporting tools like balls and paddles, they will be able to take over the role of a trainer and coach. Future wearables can monitor whether movements are done properly and will give specific feedbacks. So they are both able to improve the individual performance and also prevent possible injuries from training without an actual coach.

MT Connectivity: Sports are happening in a real-digital world

From Alex, Sire & Co. to daily life communications and networking with digital tools: Already today we live in a world where the gap between analog and digital life decreases. Innovations like virtual and – maybe even more – augmented reality are pushing this development. The 2 year old phenomena of chasing Pokémons with smartphones might be one of the most popular examples how physical activity and digitalization were nearly naturally combined. Also new connected wearables, sport gadgets and fitness machines close the gap between online-offline. But it's not only the new network between human beings and machines which will shape future real-digital sport experiences. Technology has given people enormous potential to get in touch with each other. Non-organised sport communities are rising all over the world. It is important to get in touch with these sport lifestyles through their current channels.

MT Individualization: Sport is lifestyle and needs redefining

More than ever before, today's society offers the possibility to overcome social and cultural limitations. People can choose their own lifestyle, adapt and change it if necessary. This mindset is also influencing terms like sport, fitness and exercising. Every individual may have a different understanding of physical activity and a different motive to get active. For the sport industry it's therefore absolutely necessary to know and address the different needs and mindsets of future customers. Motives range from pro-active fandom to creative, geeky exercise ideas. Some people might just need some slow form of physical activity like walking or Tai Chi, whilst others use sport products to be stylish and for show. Other motives are health reasons, desire for community, a better performance or an adrenaline boost. And the same customer might have different motives in different situations, so it's always important to know their current, moment by moment situation. Individualization will continue. For producers, retailers and service providers, this development implies a stronger focus on services and products which are tailored to specific situations.

David Katz is a dynamic, inspirational speaker described by many as “the best in the sustainability industry.” He is globally renowned for The Plastic Bank’s solution to make plastic waste a currency that transcends poverty while stopping the flow of plastic into our oceans. Salt Magazine’s list of The World’s Top 100 Compassionate Business Leaders recognized David as #4 between Dr. Muhammad Yunus and Elon Musk.



By David Katz, Founder and CEO, Plastic Bank



How the Social Power of Sport Can Stop Ocean Plastic

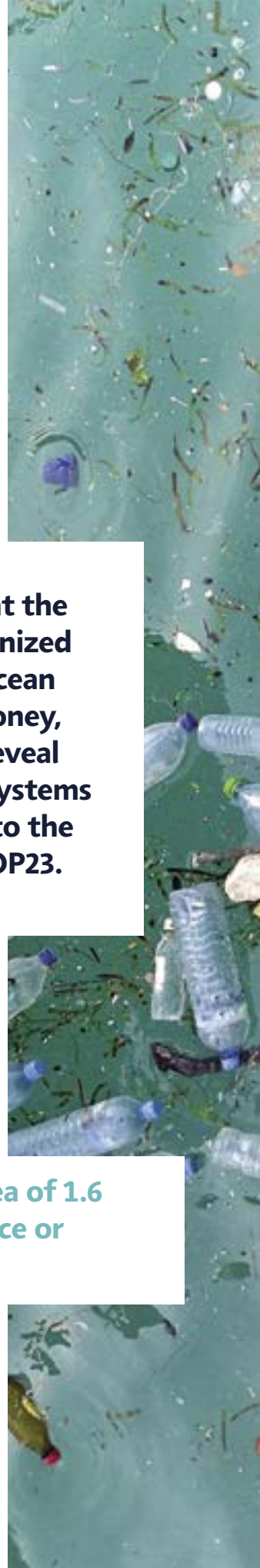
The Plastic Bank is a root cause solution to prevent the flow of plastic into our oceans. It is globally recognized as one of the most important solutions to stop Ocean plastic. By enabling the exchange of plastic for money, items or Blockchain secured digital tokens, they reveal the value in plastic. This empowers recycling ecosystems around the world and stops the flow of plastic into the ocean. Winner of the United Nations Award at COP23.

“Haiti is special in the way that’s... it’s a beautiful country, but the amount of plastic that flows into the ocean is huge. It’s just insane.” – Dorian van Rijsselberghe, windsurfer.

The Ocean Plastic Problem Every year, eight million metric tonnes of plastic flow into the ocean —that’s the equivalent of 2,903 Olympic-size swimming pools, 56 million NFL offensive linemen, or 25 billion tennis rackets. Ocean currents carry plastic waste towards one of five major gyres, which are now characterized by their massive “garbage patches.”

The Great Pacific Garbage Patch, for example, has a surface area of 1.6 million square kilometres, which is three times the size of France or roughly 300 million American football fields.

Ocean plastic pollution is not just an ungainly sight. Plastic in the ocean is estimated to be directly responsible for over 1,000,000 seabird deaths and 100,000 marine animal deaths per year, usually by accidental ingestion or entrapment. Not included in these estimates are biodiversity losses caused by the destruction of habitats and breeding grounds.





© SHUTTERSTOCK



Plastics take centuries to biodegrade but can immediately begin breaking down into microplastics—miniscule threads that are imperceptible to our eye. Microplastics are a hotbed for toxins and quickly enter both the marine food chain and land-based water sources, effectively harming every living being on Earth. Recently, microplastics have been found as remotely as the Arctic Central Basin, illustrating the ubiquity of the ocean plastic problem [source].

While we work to end this catastrophic phenomenon, our plastic consumption must be reconsidered—beginning with one of the world's most vital markets.

Sport and Plastic: As plastic use grows across most industries, its role in the sporting goods market is similarly ballooning. Composite materials, made from carbon fibre and plastic, can now be found in 80% of sports equipment, thanks to their relatively light weight and incredible shock absorption capacity. Sport is a major driver of other plastic consumption, too: a major sporting event can generate up to 750,000 water bottles' worth of plastic waste.

To counteract this increased consumption of plastic, sporting goods manufacturers, teams, and leagues must find inventive ways to reduce their environmental impact. At Plastic Bank, this is referred to as neutralizing a plastic footprint.

Take the Miami Hurricanes for example, who collaborated with adidas and Parley For The Oceans to create the first-ever football uniforms manufactured from upcycled plastic materials. The Hurricanes used fishing nets and other nylon waste to make their jerseys, gloves, and cleats, and debuted their new equipment in the 2018 season. All 23 clubs in the MLS are also shifting towards recycled-material kits.

Tottenham Hotspur, another sustainability champion, is phasing out single-use plastics from its new stadium, following the lead of eight major sporting bodies (International Olympic Committee, World Sailing, International Association of Athletics Federations, World Rugby, International Golf Federation, International Triathlon Union, International Ice Hockey Federation, and International Surfing Association) who have promised to back the UN Environment's #BeatPlasticPollution campaign.

The Ocean Plastic Problem Every year, eight million metric tonnes of plastic flow into the ocean —that's the equivalent of 2,903 Olympic-size swimming pools, 56 million NFL offensive linemen, or 25 billion tennis rackets.





1
PLASTIC WASTE
IN COASTAL AREAS
SUCH AS THE
MALDIVES...



2
...IS COLLECTED
BY PARLEY
PARTNER
ORGANIZATIONS...



3
...BALED AND
SENT TO PARLEY
SUPPLY CHAIN
PARTNERS...



FROM
PLASTIC
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TO
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THE JOURNEY
OF AN
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...WHICH IS
USED TO CREATE
ADIDAS X PARLEY
PRODUCTS.

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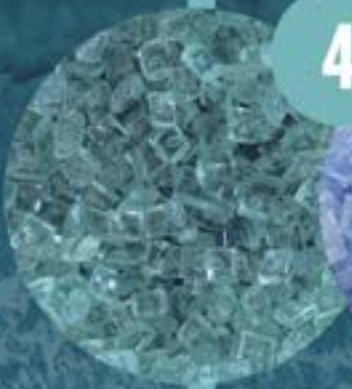


5



...TO BECOME A
HIGH PERFORMANCE
POLYESTER YARN:
PARLEY OCEAN
PLASTIC™ ...

4



...WHERE THEY
ARE SHREDDED
AND REWORKED...

FROM
PLASTIC
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TO
PRODUCT
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PRODUCT

PARLEY

ADIDAS.COM/PARLEY

The powerful leadership of these organizations cannot be understated; creating a plastic-neutral future for sports is an important step towards protecting our oceans. However, the real power of sport rests in its ability to influence global social change—if mobilized properly, the sporting world can raise awareness of ocean plastic pollution and push plastic neutral practices to billions of sports participants and viewers. Interestingly, this effort is also aligned with improving the bottom line of the industry.

Social Change Through Sport: According to Nielsen's research of global sports trends, "what's good for society is good for the sports business." Brands seeking to sponsor athletes or teams now demand impeccable ethics, and sponsorship spending is expected to increase for campaigns that exhibit positive impact in sustainability and other social issues.

To connect with the Millennial generation of conscious consumers, brands need to communicate (and prove) their social purpose more than ever. Moving forward, sport organizations that cannot demonstrate their social usefulness will lose business to those that can.

Many athletes are already finding inventive ways to incite progress. Ben Lecomte, who will soon attempt a world-record swim of 8,900km from Tokyo to San Francisco, is using his platform to raise awareness of ocean plastic and contribute to microplastics research. Directed by 12 research organizations, Ben will collect marine microplastics from the Great Pacific Garbage Patch along his journey to help us understand the toxic effects of ocean plastic.

But not every effort to fight ocean plastic has to be as courageous as Ben's. In fact, among the variety of political and environmental activism from players and teams, plastic neutrality might be the least complicated.



A Plastic Neutral World: Plastic Bank is revolutionizing our relationship with plastic by converting plastic pollution into wealth for the impoverished. After building recycling infrastructures in the region's most adversely affected by pollution, Plastic Bank empowers local citizens to redeem ocean-bound plastic for life necessities and digital currency.

The result? Plastic becomes too valuable to throw away. Through this blockchain-secured, fully transparent, and closed-loop economy, Plastic Bank vastly improves thousands of livelihoods while stopping millions of kilograms of plastic from reaching the ocean.

Using Plastic Bank's model, any athlete, team, or company can 'go plastic neutral' by funding the collection and recycling of plastic waste equal to or exceeding their plastic footprint. Surprisingly, this amounts to only a few US cents per kilogram, making plastic neutrality an easily attainable target for any organization who seeks to make an impact.

With the sport sector outpacing the GDP of most countries (\$600-700 billion annually) and still growing steadily, its shift to plastic neutrality would be a huge step forward in stopping ocean plastic.

As plastic neutrality becomes a commonly included factor in consumer buying choices, helmed by the magnitudinous leadership of the sports world, other industries will be quick to follow suit, creating an exponential path towards saving our oceans and uplifting the world's most impoverished communities.

Since the dawn of modern society, sport has inspired human connection and led us toward a common purpose. In the modern era, that purpose can no longer end at fun and games. Let's use the tastemaking power of sport to stop ocean plastic for good.



WE
INNOVATE
FOR LOVE,
NOT
FOR LIKES.



BRENDA MARTINEZ

TEAM NB ATHLETE SINCE 2010 | 2013 WORLD BRONZE MEDALIST

2015 US INDOOR CHAMPION 1500M | 2016 OLYMPIAN

Professor Hosoi is the Neil and Jane Pappalardo Professor of Mechanical Engineering at MIT and co-founder of the MIT Sports Lab. Her research contributions lie at the junction of nonlinear hydrodynamics, biomechanics, and bio-inspired design. She has received numerous awards including the Stanley Corrsin Award, the Bose Award for Excellence in Teaching, and the Jacob P. Den Hartog Distinguished Educator Award. She is a Fellow of the American Physical Society, a Radcliffe Institute Fellow, and a MacVicar Faculty Fellow. More recently, she has turned her attention to problems that lie intersection of biomechanics, applied mathematics, and sports.



By Prof Anette (Peko) Hosoi, Professor of Mechanical Engineering.

Christina Chase is the co-founder and Managing Director of the MIT Sports Lab, which helps professional teams, global brands, the sports-tech industry & organizations tackle key issues in sports and engineering. Christina a Lecturer at MIT in the Department of Electrical Engineering and Computer Science with a focus on innovation and entrepreneurship.. Christina was the first Entrepreneur in Residence at MIT where she helped hundreds of teams go from concept to company. She has been named one of the 25 Most Influential Women in the Boston Tech Community and one of the 15 People Shaping Boston's Tech Scene.



By Christina Chase, Lecturer, MIT Electrical Engineering and Computer Science

Disruptive Innovation in Sports and Human Performance

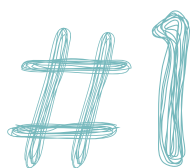
At the MIT Sports Lab we spend our days at the intersection of academia, startups and the sports industry. We are privileged to sit in one of the world's great research and educational institutions, the Massachusetts Institute of Technology. We see how our collaborating teams, players and companies are thinking about the world ahead. At the same time, we are tied into the world of academic research and education, and the world of startups that launch from this fertile ground.

In this environment, we constantly hear about the challenges of innovating in today's modern sports organizations -- the desire for disruptive change, disruptive thinking, disruptive innovation, and immediate results, revenue and global impact. Unfortunately, this way of thinking is self-contradictory >

The term disruptive innovation was first coined by Clayton Christensen in 1995. In this description, he notes: "The term "disruptive innovation" is misleading when it is used to refer to a product or service at one fixed point, rather than to the evolution of that product or service over time. The first minicomputers were disruptive not merely because they were low-end upstarts when they appeared on the scene, nor because they were later heralded as superior to mainframes in many markets; they were disruptive by virtue of the path they followed from the fringe to the mainstream."

This pathway is essential in implementing disruptive innovation. It is important to keep in mind that disruptive innovation is going to take time; the right people and culture need to be cultivated and given the ability to experiment; and working with the partners in academia and startups can lower risk, helping to bring disruption to fruition.

> **disruptive innovation is not immediate. It takes time and requires the right people, culture, and an incentive structure that is aligned to the stage of the work.**



Disruptive innovation takes time: The power meter pathway

The PowerTap Story

“I didn’t even know how to use the information [from the bike power meter] initially. There had to be a leap of faith that if I collected enough data, I could tell you what it means... I just knew measuring it might be important.”

Allen Lim, Skratch Labs founder

Allen Lim is the founder of Skratch Labs and has worked many years in pro-cycling as the team’s sports scientist. But in 1998, Allen Lim went back to school to get his PhD in Integrative Physiology at the University of Colorado-Boulder, after finishing a stint as a registered coach for USA Cycling. His doctoral thesis was on exercise data analysis systems using data from the newly minted PowerTap hub which converts strain measurements to athlete power output data.

The PowerTap is now prolific and seen as a must-have training tool. Today it is well-understood that, owing to constrained geometries and low mechanical losses, bicycles provide an ideal platform for obtaining high accuracy power measurements for all types of athletes. But at the time of Allen’s PhD, the hardware was unreliable and the software was nonexistent. It took 20 years since the first prototype of the hub-mounted power meter was invented in 1997 for PowerTap to become ubiquitous.

This two decades long wait arose despite favorable conditions in which the original inventors knew exactly what problem they were trying to fix -- develop a less expensive, portable power meter -- and SRM’s crank power meter was the only other market entrant.

The PowerTap story begins in the late 1990’s. After several prototypes by the original inventors, the first PowerTap wired hubs and computers were released to the market in 1997 by the young startup, eTune. The initial hub-based unit was unreliable, couldn’t get wet and had no software or analysis tools to support it.

Around the same time, Allen, from being a resident coach with USA Cycling at the US Olympic Training Center, decided to go back to get his PhD at the University of Colorado-Boulder. Having met the hub power meter inventors - Jesse Ambrosina and Gerhard Pawelka - at Interbike, he convinced them and others that he could raise funds to support a women’s pro-cycling team. The team would use the new hub technology developed by Ambrosina and Pawelka; meanwhile Allen would conduct research to determine how PowerTap hub’s validity, accuracy and reliability could improve athlete training strategies and aerodynamic efficiency.

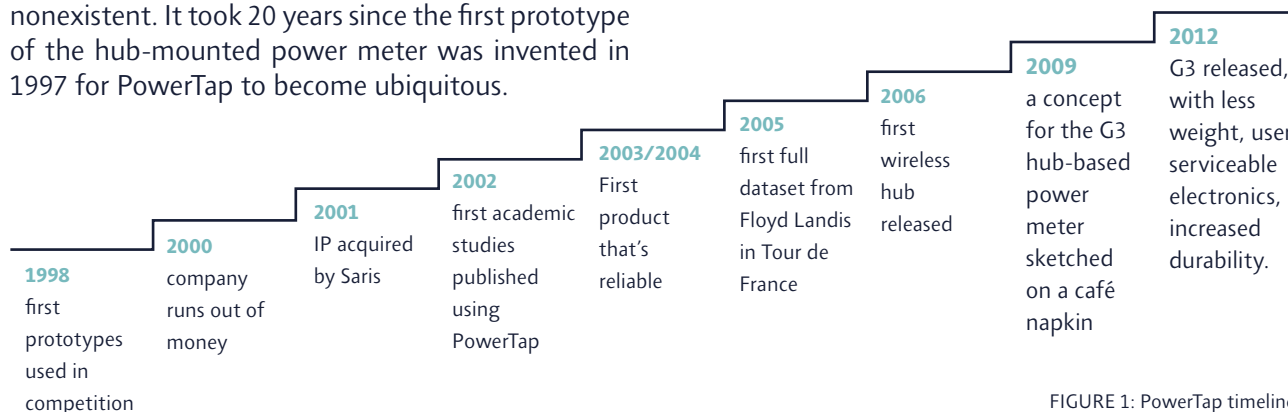


FIGURE 1: PowerTap timeline

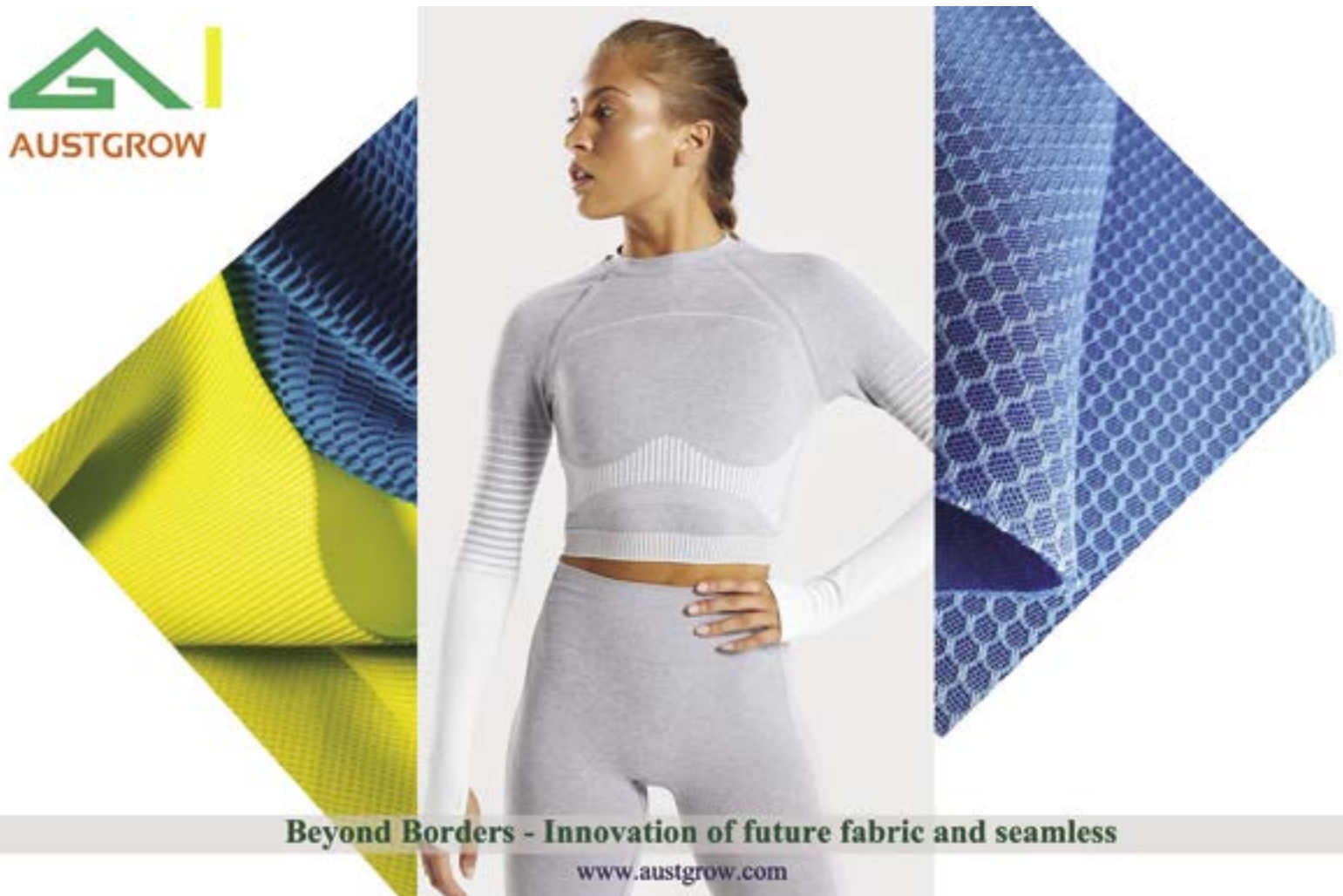
Disruption is a process. Most every innovation —disruptive or not— begins life as a small-scale experiment.

Clayton Christensen

Allen successfully raised funds to support the team, however, the startup quickly ran out of money due to the cost of creating a new hardware product. This could easily have been the end of the PowerTap story, but the Saris Cycling Group saw promise in the technology and acquired the IP of the small startup in 2001. As part of this acquisition, Saris continued to fund Allen's research which yielded its first publications in 2002. Over the next two years, Saris continued to improve reliability of the hardware which was successfully demonstrated on Floyd Landis's bike in the 2005 Tour de France.

This demonstration was essential to restore consumer confidence in the product and raise awareness of the value of power measurements in athletic training. The final piece of the puzzle was to spread the findings of Allen's PhD research to the community; cyclists needed to understand how to leverage the value of power measurements in their training. Software packages such as Strava served as an essential amplifier to this process when they began incorporating the data captured by PowerTap hubs.

The PowerTap story is an excellent example of how long disruptive innovation takes even when underlying technology exists, and the market and the need is clearly defined. It was a difficult adoption process littered with numerous prototypes and failed experiments. This is the pathway for disruption.



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#2

Don't undervalue the importance of team and culture

The rise of the Battlefield Airmen Training Group

"I realized innovation is in the organization, advocacy, culture and climate created by community...not the idea."

- Col. Ron Stenger

Colonel Ron Stenger needed "autonomous pipe hitters" -- people who were self-driven, were going to do exceptional work with a broad roadmap, and no specific instructions except "go do great things" and "think differently".

He was building the team that was going to completely change how the Air Force assessed, selected and trained their Special Operations unit, the Battlefield Airmen. The Battlefield Airmen are the Air Force's elite ground force. They often accompany Navy SEALs, Special Forces, and Army Rangers to conduct the toughest missions around the globe, and their intensive training program typically had an attrition rate of around ninety-percent.

Although high attrition rates are to be expected for any elite training program, Col. Stenger believed they could do better. He noted that the Air Force has a culture in which data collection from planes is highly valued; every piece of data that can be collected during a flight training exercise or mission is downloaded and analyzed. In light of this deeply held belief -- that data is valuable and improves performance -- one might ask: If this process is valuable for the planes, why not do the same for people? To first order, the Department of Defense spends tens of billions per year on aircraft and over a hundred billion per year on military personnel.



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DoD's investment in people is larger than their investment in aircraft. Concurrently, advancing sensor technology has made it cheap and easy to collect biometric information. Col. Stegner's vision was to use biometric data to optimize the training and performance of Airmen the same way the Air Force uses data to optimize the performance of their planes.



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Creating the right culture

The rise of the Battlefield Airmen Training Group

“A lot of people get hung up on innovation being a widget or a thing, we were very deliberate at innovating the organization.”

- Col. Ron Stenger

Many studies talk about how important team and culture is for innovation to take place, but they also call out that this importance is often overlooked. The speed at which the Battlefield Airman Training Group team implemented change in a historically bureaucratic organization, demonstrates the power of the right leadership, people, and processes. Col. Stenger knew that they had to be laser focused on creating the right organization to think differently. He knew that he needed a team that, no matter what the task, they would figure it out without leaning on legacy approaches.

The first essential ingredient in the plan was to create an environment and culture where people felt empowered to experiment, to try things that might fail.

Col. Stenger wanted his people to feel unconstrained and to continuously ask, “If we started with a clean slate, what would that look like?” The philosophy of the leadership was to establish a foundation of advocacy and trust that allowed people to “fail forward.” In the words on Command Chief Doug Isaacks the “lack of constraint has allowed for creativity.”

The second challenge for the leadership team was to provide direction without obstructing creativity.

This was achieved by being “stubborn on the big vision and flexible on the details.” Col. Stenger and his incoming commanders took a very deliberate approach to articulate their values and then relentlessly echoed these at every opportunity, verbally, in presentations, and in their actions. These values served a North Star to keep everyone in the organization pointed in the right direction but critically did not dictate how the values and objectives should be achieved.

The third element to creating a new culture was to recognize that changing culture is hard.

Human beings do not like change hence new elements were strategically metered out: “We needed to be very deliberate about how much to change at one time. We knew we couldn’t change too much at once.” - Col. Ron Stenger

#3 Academia and Startups are natural partners in disruptive innovation

Not many organizations or teams can tackle disruptive innovation on their own. Incentives and pressures to produce immediate results often discourage investment into answering basic questions and deter risk and failure. However, these incentives vary dramatically across academia, industry, sport and startups and, under the right circumstances, these variations can be leveraged to spur disruptive innovation.

Academic breakthroughs have no road map. Scientists ask interesting questions and seek to understand how the world works. The X-Ray is amazing, and so is penicillin, and yet neither were discovered with a practical objective in mind. When the electron was discovered in 1897, what was it for? Yet now we have a world run by electronics.

Scientific discovery is only part of the puzzle. The next step, innovation, is the process of commercializing invention.

Startups are one path to innovation and complementary to disruptive innovation. This paradigm is well-known to MIT; over 30,000 companies have been founded by MIT alums and researchers which combined have annual revenues of \$1.9 trillion (Roberts and Eesley 2009).

Startup incentives are uniquely additive. Startups bring the desire to make things real, quickly, at scale. This ameliorates the fact that disruptive innovation takes time, and access to risk capital enters the picture. Investors seek risk because that's how they achieve investment return. They know some of their investments will fail but they are risk seeking and accept failure, trying things out knowing they're not going to work the first time. Often there are many attempts before you have an eventual success. It is fine to run failed but well-crafted experiments, there could be significant financial returns if it does work.

Those inventions started with hard, even uncomfortable questions being asked. Those questions that didn't have easy answers, and then doing small experiments to understand if the right question was even being asked. The simple act of inquiry promotes new ways of thinking, asking the hard-unanswered question, which can also prevent early conclusions.

Partnering with academia and startups whose incentives align with the invention or innovation timescale that your organization is exploring can be a powerful complement to your innovation strategy. (More information on implementing these types of partnerships is available in the MIT Sloan Management Review article on Developing Successful Strategic Partnerships With Universities.)

What comes out at the end is disruptive innovation that solves a problem in the real world. Disruptive innovation takes time, the right people and culture matter, and academia and startups bring the spice and energy to make it real.



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THE DYNAMISM IS IN THE DETAIL



By Jakob Hager,
Founder,
on2performance.com



Jakob Hager is a book author and Facebook marketing expert, who previously ran Facebook ads for an NBA and Premier League team. With his performance marketing agency on2performance, he and his team focus on consulting brands, developing comprehensive online marketing strategies and running Facebook as well as Google ads for clients. Jakob also developed a special program for brands to build inhouse performance marketing experience with Jakob's team as external supporting specialists. He likes to teach startups how to quickly become profitable.

Effectively using Social Media to increase Sales

While everybody agrees that social media is an important part in any marketing strategy, I dare say that most companies are wasting most of their budgets and are not driving enough sales. I set up and optimized Facebook and Google marketing ads for an NBA basketball team and a Premier League football team and was lucky enough to be able to test what works and what does not.

In this article you will learn three key factors you must consider in order to effectively use social media in your company. Executives will get an overview of what their teams need to do and what goals they should set for their employees.



Tracking is key.

If you run TV or newspaper ads, you have no way of knowing how many people really buy your products as a result, especially if you employ a broader marketing mix. You are basically throwing money into various channels, hoping that the final marketing mix will yield more revenue.

Facebook and Google are the only two companies which are able to effectively track which pages users visit, what they do and how to get them to buy your products (Yes, this still works legally and reliably even with GDPR in place). Yet most companies lack the inhouse skills or do not yet understand how important a solid tracking setup is. Many marketing departments simply report reach and sales separately, without making a connection ("We reached 7.5m people on social media this month and our revenue grew by 3%"). If your marketing team cannot tell you how reach and clicks translate into sales, you must improve your tracking setup.



Google
searches
per day

♥ Goals, targeting, content.

Defining your goals, setting up targeting and creating your content need to be done in this order. Firstly, you need to set your goals, both in terms of reach (how many people see your ads on Facebook and Google) and in terms of sales resulting from it. Secondly, you need to define target groups on Facebook and Google.

The Facebook algorithm is becoming so smart, that the social network does most of the work for you. It will find the users with the highest probability to buy your products and show them your ads until they purchase. Thirdly, you need to have the right content for each step along the purchasing process.

New potential customers, who do not know your brand and have not yet bought anything, need to be engaged by influencers and non-sales content. Users who know your brand need to be given short period incentives such as vouchers and limited editions in order to drive sales. The right goals make it easy to define target groups, which in terms makes it simple to develop and produce great content.

Facebook
searches
per day



Smart influencer strategy.

The fastest and easiest way for an established brand to get a foothold in social media is to work with influencers. However, there are a lot of pitfalls along the way. Do not blindly waste money on “likes” and “views” without being able to track the sales generated by influencer campaigns. When I consult brands, I generally advise them to carefully select influencers and prefer the ones with slightly fewer fans and followers, but a better fit to your brand. Instead of paying just for creating an influencer video, set up a deal with a minimum fixed payment to the influencer and a variable part based on affiliate sales (e.g. through vouchers and tracking). This generally works best and ensures that you get value for your investment.

I see a positive trend in more and more brands going towards performance marketing rather than only seeing social media as a tool for branding. The two biggest obstacles for companies are the struggle to attract the right talent and often the difficulty to define what “the right talent” means. Performance marketing on social media is still relatively young and not even taught at universities. If you talk to agencies, make sure to demand detailed reporting (which requires a tracking setup), and clear a clear goals-, targeting- and content-strategy before starting your ads.

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Compliance & Risks has appointed Jim Costello as their new Chairman of the Board. He succeeds Damien McGovern, who is also founder of the company and is stepping down as Chairman after 13 successful years in the role. Jim is also non-executive Chairman at SouthWestern, having stepped down earlier this year as CEO. There he was the driving force behind the growth and sale of the business in a deal worth €35m to UK based outsourcing group, Capita in 2014. Before his 12 years in SouthWestern, Jim was Finance Director for Unisys Corporation in Europe, General Manager of Managed Services in France and Global Managing Director of the Unisys/Dell Managed Services Alliance, a \$120m managed services business.



By Jim Costello, Executive Chairman, Compliance & Risks

Turning Compliance Labelling into a Cost Saver:

WFSGI CLR Database Brings Significant ROI to Companies and Innovation

The WFSGI Compliant Labelling Requirements (CLR) Database was launched in 2018 to provide you with actionable information on labelling requirements across the world. This initiative is the result of a collaborative and pioneering effort among sporting goods companies. Under the umbrella of the World Federation of the Sporting Goods Industry (WFSGI), they approached Compliance & Risks with the challenge of developing a platform that could deliver up-to-date labelling requirements.

Worldwide Labelling Requirements in Just 3 Clicks

Compliance & Risks has created an innovative database that allows you to generate a report on up-to-date labelling requirements by country in just 3 clicks, transforming the way companies manage their labelling processes. Serving the sporting goods industry, product categories include apparel and textiles, footwear, consumer electronics (wearables), personal protective equipment, sporting equipment and bikes.

The Real Cost of Compliance

When trying to determine labelling requirements companies often forget the cost and man hours it takes to generate up-to-date information. Businesses also have many cost centers with no 'global visibility' on their overall cost of compliance. A company may ring its distributor in Turkey for example, who then contacts their local lawyer to get the relevant information.



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The CLR Database ensures companies avoid potential costly re-work, stop ships and product recalls, which ultimately results in lost revenue and brand damage.

In addition, the cost of being non-compliant is not measured on a balance sheet. What was the actual cost of that stop-ship? How much selling time did we lose this season? If we move that excess stock from Australia to Canada are we still compliant?

The volume of regulations across the world continues to grow exponentially. Keeping on top of this is a massive challenge for any business. When do you stop searching? Is this the most up-to-date requirement? Is there a new requirement on country of origin? Do I need to get this regulation translated? The efficiency of being compliant and the return on investment it brings, is something that companies can benefit hugely from, but is often overlooked.

Benefits of the CLR Database

- Subscription to the CLR Database brings significant economies of scale with both time and cost savings
- The regulatory team behind the Database serves as your watchdog, ensuring you always have the most up-to-date requirements at your fingertips
- If you need more detail or clarification behind any requirement, the Subject Matter Experts will answer your questions for free
- When a requirement changes, you will receive email alerts and can set tasks for your team members to action as necessary
- All requirements are provided in English, avoiding translation costs

How the CLR Database Supports Workflows

The CLR Database was developed with an understanding of the challenges companies in the sporting goods industry face. Let's look at how some of these are supported in more detail.

1) Determine the product labelling requirements in a specific country: When developing a product for a specific country, you can filter the labelling requirements by product and country, for example footwear in Brazil. In just 3 clicks you can view the relevant requirements, with both text and images required for the label. Written in clear, simple English, these can also then easily be exported to a PDF.

2) Determine if stock can be transferred from one country to another: This feature allows you to produce an excel report that can preview requirements for different countries side by side. This allows you to easily determine which requirement is stricter, and whether this should be adopted on the labels.

3) Determine what existing label I can use: Similar to the previous example, in this scenario you can take an existing label and compare it to the requirements for a label in the prospective country you wish to sell in.

4) Capture implementation decisions: Preserving your corporate memory, the CLR Database allows you to capture decisions taken at the company level so that it can be permanently visible to others.

5) Inform management of critical compliance issues: This functionality is the method of informing people at various levels of the company of compliance issues. You can enter a note and tag the relevant person who needs to be notified.



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David Wawrzinek: Prior to joining SMAB Education, David worked as program manager, research and teaching assistant, and PR manager. He is working on a doctorate in the field of higher education. He is responsible for operations for the study programs.

Dr. Guido Schafmeister: Managing partner and founder of SMAB. He served as a professor, vice dean, academic director, lecturer, research fellow, and member of decision making bodies at public and private universities in Germany and abroad, including accreditations. As a senior consultant, he worked on strategic marketing projects for global enterprises. Scientific activities in the field of sport management in countries such as USA, Canada, Australia, and many European Countries.



By David Wawrzinek, M.A.,
Head of Study Programmes,
SMAB | Group



By Dr. Guido Schafmeister,
CEO & Founding Partner,
SMAB | Group.



Sports Management: **Educational challenges. Mindset-to-go**

**King Knowledge is dead -
Long live King Self-Fulfilment!**

In the age of digitalization, an informational advantage is no longer a reliable success factor. Information is accessible always and everywhere and the professional world's demands are changing rapidly. In the training and education of sports managers advanced knowledge is no longer the only priority. Rather, it has become increasingly important to identify the right information and to give it appropriate meaning. This gives the well-educated person a competitive advantage as "sense-maker", understood as someone who creates meaning.

In one of our ongoing research projects, numerous MBA sports management students from the University of Bayreuth were asked about the reasons and motives for starting their studies by means of focus group interviews. An extra-occupational course of studies for which the students sacrifice numerous extended weekends, partially travel long distances to attend on-site classes and willingly accept compromises in their leisure and private lives. Time for family and friends often becomes subordinated in order to manage the workload of in total four semesters. Under these conditions it is necessary to show high commitment, motivation and perseverance.

Evidently, we received numerous answers to our question. These were, among others, more income, hoping for better career opportunities, or the status increase through getting an MBA title from a renowned German university. However, one particular answer was surprising, as it was given strikingly often and reflects an essential social phenomenon that will significantly shape the future of education and work: the desire for self-realization. In other words, the creation of meaning and the awareness of self-esteem.

It is important to do something fulfilling, which makes you happy and is fun - higher education should act as the entrance card into a professional world in which all of this is possible. Compared to other industries, the sports industry's members are characterized by an above-average degree of identification and have a special spirit. Sport connects, welds together, sport is community, integration, passion. This appears as an attractive work environment in which people, as social beings, enjoy being a part of. Therefore, money and status often play a subordinate role.

The increasing wish for self-fulfillment

In general, it can be stated that the number of available options continues to increase - both in the professional world and in private life. Consequently, people are increasingly concerned with the meaning of their existence, their job or their way of life and strive for something exceptional and unique.

As the basic needs are met in more and more industrial nations, people's desire for self-fulfillment becomes increasingly important. Symbolical and exemplary for this development of a more complex and digitalized world of work is the internal slogan of the internet giant Google. Especially, as their business model has made a significant contribution to the fact that information is available always and everywhere. The slogan states "Do cool things that matter". The dictum "Knowledge is power" is outdated, because today anyone who has internet access can use a search engine making knowledge just a click away. The future's success factor is about the creation of meaning, self-realization and awareness of self-worth?

1. see Donavan, D. T./Carlson, B. D./Zimmermann, M. (2005): The Influence of Personality Traits on Sports Fan Identification; in: Sport-Marketing Quarterly, 14(1), pp. 31-42.

A strong sense of self-worth activates high performance

How does a high level of self-worth develop? Here we can learn from the sports fans. Research has shown that self-esteem is the result of individual and social identification¹. While individual identification can be described by the question of whether one's own talents and abilities correspond to one's own expectations, social identification implies the question of belonging to a desired social group. Individual success and social affiliation form the sense of self-worth and this, in turn, leads to increased activity and job performance. Thus, the creation of meaning is the initial spark for activities in the future of the super-performer.





The challenge for Sports Management education: preparing people for the “Sense Making Economy”

The sports industry has been growing faster than many other industries, i.e. because of the high degree of identification of its members described above. Therefore, qualified experts with sense-making skills are highly sought after. The sports managers of the future will have an excellent education, extensive experience and the expertise to deal with information appropriately.

That is exactly where the greatest challenge for education providers lies: To what extent does an offer meet the requirements of potential students that consider individual success and social affiliation as crucial in choosing a career? And in which way are students trained to appropriately deal with information that is available abundantly and giving it meaning and significance?

How to support Sense-Making in Sports Management Education: Enabling the perfect match

Education providers can support sense-making with engagement platforms to develop individual and social identification and thus increase self-esteem. Thereby creating social groups and giving them social identification. Practiced group affiliation functions as a self-esteem turbo and provides a strong drive among the participants. Obviously, the lecturers and various other actors in the higher education institution's network also significantly contribute to this.

Does this work solely in a digital way? "Of course!" the digital apologists would confirm. However, in the daily life of further education we experience precisely the opposite. We see that digital learning opportunities are nice to have, acting as "add-on" to gain knowledge. Nevertheless, in practice they are used to get more scope for valuable "face-to-face" time.

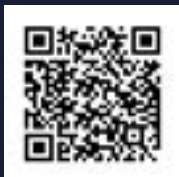
Based on our extensive experience in sports management education, we are convinced that the need for sense-making can best be met "live" through exchange on appropriate engagement platforms. That may seem trivial today. In a digital future, however, it will be all the more important to experience education together and on site. Only through a well-balanced and meaningful interaction of live and digital learning opportunities, can the theme of this magazine's issue be met: a "perfect match".



WFSGI SERVICES & EVENTS TO BENEFIT THE SPORTING GOODS INDUSTRY

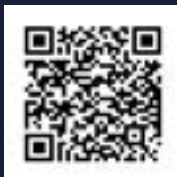
CR Position Papers

A series of 13 papers outlining the WFSGI's position on a range of corporate responsibility topics like chemical management along supply chains, working hours, raw material sustainability, factory closures, and climate change, among others.



The Global Labelling Database

This online tool provides worldwide information on labelling requirements for the sporting goods industry, as well as other sectors facing the same challenges. Product categories include apparel and textile, footwear, consumer electronics (wearables), personal protective equipment, sporting equipment and bikes (including e-bikes).



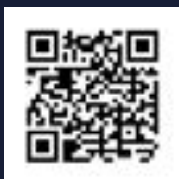
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A centrally administrated and coordinated social auditing tool based on a commonly held set of standards & protocols to cultivate a culture of collaboration and continuous improvement within the bicycle industry.



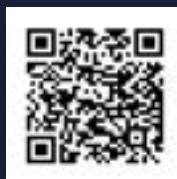
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Christian Stammel is founder and CEO of WT Wearable Technologies Group and Navispace AG. Born in 1969, he successfully enables innovation and cooperation in the Internet of Things and wearables sector. Christian had already founded his first IT company during his university years, which went public in 2000. He is one of the digital pioneers with a track record of over 20 years in IoT and has created some of the world's firsts including an ECG shirt in 2002. He advises some of the biggest tech companies and organizes with his teams important networking platforms in the US, Europe, Asia and Australia, with his teams.



By **Christian Stammel**, CEO
Wearable Technologies AG

Collaboration is King for Innovative Wearable Technologies in the Sporting Goods Industry

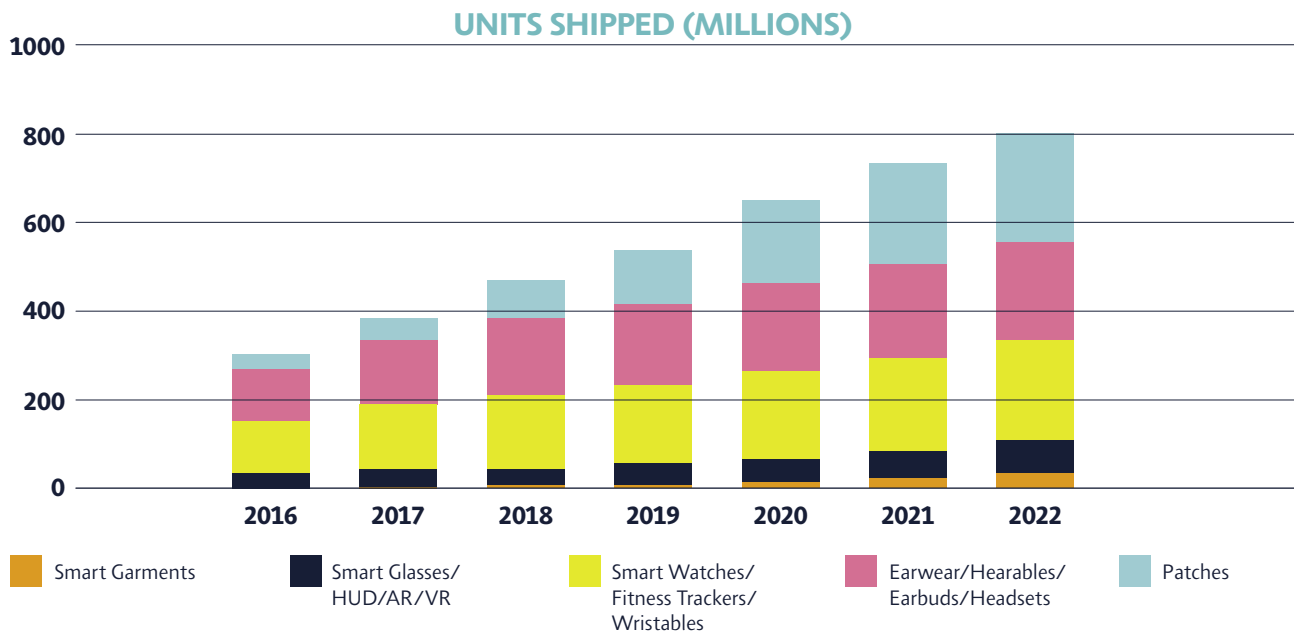
The market for Wearable Technologies has gone through multiple cycles of hypergrowth, but will mature to a more predictable and consistent growth pattern. There are numerous types of devices with a multitude of applications and many of them are now hitting the consumer mass-market.

Wearable Technologies can provide highly beneficial use cases such as monitoring and improving athlete's performance as well as health. Retailers are also given new ways to interact with consumers. For business development purposes it is critical to identify the right collaboration partners from different industries in order to drive digitalization. However, digitalization is not exclusively related to wearable technology components, but should rather be a key element of every digital brand strategy.

How to find the right partner for this important step?

Definition of Wearables and Market Figures

Wearable Technologies can be defined as connected electronics and technologies which are worn close to, on, or even inside the body. It is estimated that in 2019 around 550 million Wearables will be sold p.a. across all industry sectors with rising numbers in the coming years (Figure 1). Wearables can have different form-factors ranging from Smartwatches to Smart Garments, head-worn Wearables such as Smart Glasses, Hearables or Helmets, and Smart Patches. It is estimated that in the near future Smart Patches will make up to 30 % of the overall wearable market.



In 2017 more than 140 million. Smartwatches and Fitness Trackers were sold worldwide and the market continues to grow with + 15% Cagr. Most of those devices are still being sold online and in consumer electronic stores, up to now only a small percentage of devices are hitting the classical sports retail market. Notably most of those devices should be sold via well trained sales people in order to leverage the opportunity for upselling, cross selling as well as entering into a repetitive sales cycle (aftersales). This opportunity has not been fully recognized by many retailers in the industry with the exception of some fast moving and forward-thinking organizations within the sporting goods industry.

No digitalization strategy without collaboration

As previously mentioned collaboration is a critical element in any digitalization process, but should not be underestimated in the context of Wearable Technologies applications and product solutions. As such collaboration should be fully embedded in the entire value chain planning process.

WT products need to be developed with an 'identity' in mind that goes beyond a simple set of data. This 'identity' or to apply a slightly different term 'personality' will evolve from individualization and optimization of each user's habits and preferred activities. A clear understanding of your company's target group will create a holistic product by translating customer knowledge into a variety of applications. Applying WT products in such a manner will unearth a unique set of unexpected data enriching the customers with information they previously have never had access to.

For WT products you need more than just a well branded device and the related app. You need to partner / collaborate with a set of specialized companies like cloud analytics provider such as IBM Watson, Microsoft Azure, Google Cloud or Alibaba Cloud and with some network carriers which enable your device / application with connectivity or the dedicated private cloud environment (e.g. Telefonica, Vodafone, Telstra, ...).

For a sports brand it could even be beneficial to analyze the market in search of a partnership with a healthcare provider, a biotech company or a traditional medtech company in order to accelerate time to market, create a bigger ecosystem and subsequently gain access to the so called "Healthstyle"* market. (* Healthstyle was first used by ISPO group in 2011)

Looking more closely into POS, it is very important to analyze and recognize all potential benefits along the value chain related to WT products.

In a first step, a WT product could be an enabler for profitable aftersales business, for instance a customer could consult the retailer for new accessories or assistance with a new firmware update or any other type of maintenance service. Historically those opportunities have only been available for sporting goods retailers in the skiing or cycling categories.

However, establishing an idea such as a WT service station with one or two well-trained employees could now create an USP for a future concept store/ department for any sporting goods retailer.

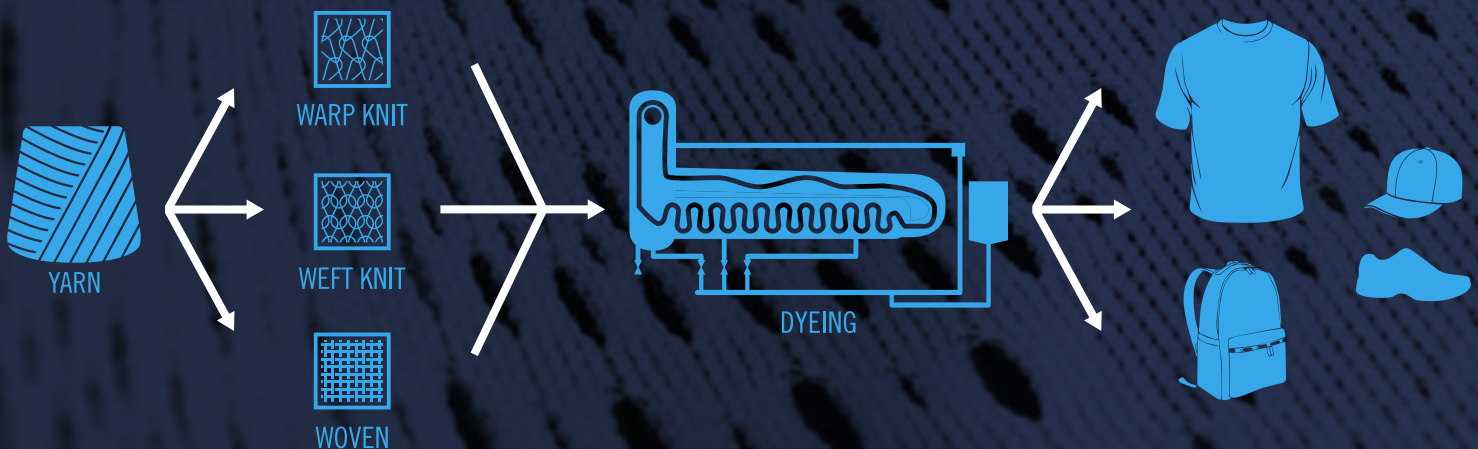
Furthermore, such a service could even be sold to customers, who had purchased the product through other retail channels.

Added value with WT products at the point of sale

Another angle of applying a more holistic approach to the overall sporting goods market could be to assess service and aftersales opportunities deriving from 'lowtech WT solutions'. A straightforward integration of low power radio frequency into any kind of sports equipment could significantly enhance customer relations, loyalty programs, warranty and recycling processes as well as other types of POS services.



TEXTILE TECHNOLOGY SOLUTIONS





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ABOVE ALL:

WE ACT WITH A HUMAN TOUCH.

AND THAT WILL ALWAYS BE OUR GOAL.

Legal Counsel of the World Federation of the Sporting Goods Industry (WFSGI) same as of the European Sporting Goods Federation (FESI) with wide practice focuses primarily on international corporate law on providing strategic legal advice in the areas of distribution rights, licensing law, franchising, merchandising, sponsorship, product liability, and intellectual property law. By having represented numerous well-known German and international clients, including U.S., Indian, and Chinese clients from a number of industries in cross-border business ventures and acquisitions, he has a long-term experience in international cross-border business transactions including the function as lead counsel in complex M&A transactions.



By Dr. Jochen M. Schaefer,
Legal Counsel of the WFSGI
Attorney-at-Law (Germany)

In The Right to Be Forgotten

Deletion and Erasure Rights under the EU GDPR

– Enforceable Under All Circumstances?

- Possible Consequences for Sports Brands and Retailers in Case of Non-Compliance

PREFACE

The European Union's (EU) General Data Protection Regulation ("GDPR"), which took effect on May 25, 2018 is definitely the most significant and most comprehensive European piece of privacy law update since 1995. At that time the EU Data Protection Directive had been launched, which has now been replaced by GDPR. One of the most substantial differences between these two legal instruments is that under the previous EU Directive the laws of the (at present 28) member states of the European Union and European Economic Area (EEA) had only been harmonized, since in the EU a directive has to be transformed into national laws of each single Member State, while an EU Regulation such as the GDPR directly applies EU wide, right after it comes into force. It took four years of tough negotiations and legislative work to make it happen and it sent a kind of shockwave throughout the European Union as commercial operators of each size including service providers, industry federations, etc. suddenly realized what it took to be compliant with this new set of laws. The European Commission and Parliament had foremost big players such as Facebook, Google and Amazon on their radar screen when they came forward with such EU comprehensive privacy law

revision, but it turned out that it affects each and every commercial entity doing business in Europe, regardless of its size and regardless where such entity is located. Every organization/entity that collects and/or processes personal data of data subjects (individuals) in the geographic area of the European Union and the EEA is caught by the provisions of the GDPR and needs to comply.

Strict, if not to say rigid requirements and contents of the GDPR such as a mandatory breach notification to the competent national data protection authorities within seventy-two hours, the option for class action lawsuits and the suspension of personal data processing in case of noncompliance are elements, which certainly can have a very substantial impact on operations of each commercial player. Such requirements are then flanked by very high fines up to twenty-million EUR or 4% of a company's/organization's GLOBAL turnover of the previous financial year, whichever is higher. All that made the GDPR a boardroom issue. Good data management principles are key and using e.g. a consolidated data management platform can considerably facilitate compliance with such new EU privacy law.

The GDPR is comprised of 99 articles, which in many regards do not contain precise and concrete wording, that which is exactly required to be compliant, but only provide a framework of regulatory terms. The whole English language text of the GDPR can be found at ----->



Since the Regulation deals with personal data only (which are any data allowing the identification of an individual reaching from passport data, social insurance numbers up to the number plates of a vehicle someone is driving), it will be complemented within the near foreseeable future by the EU Eprivacy Regulation relating to the Internet of things, the exchange between machines and other B2B issues.

This article focusses on one of the key principles of the GDPR, i.e. the right to be forgotten and several issues relating thereto.

The Right to be Forgotten (Article 17 GDPR)

‘Unforgettable’ is one of the easy listening songs performed by many most prominent entertainers such as Nat King Cole, his daughter Natalie Cole and others, but this is not the tune of the GDPR. The right to be forgotten constitutes one of the leading principles of the Regulation, which in a very simplified fashion means that in principle each and every user can request, at any time, that any personal data you are storing and processing are to be deleted. Such a user can be for example an end consumer, who once registered on your website, a customer who purchased products from your online shop years ago, just like any current or former employee of your company, or individual business partners such as purchase managers or service providers, you have been or are dealing with.

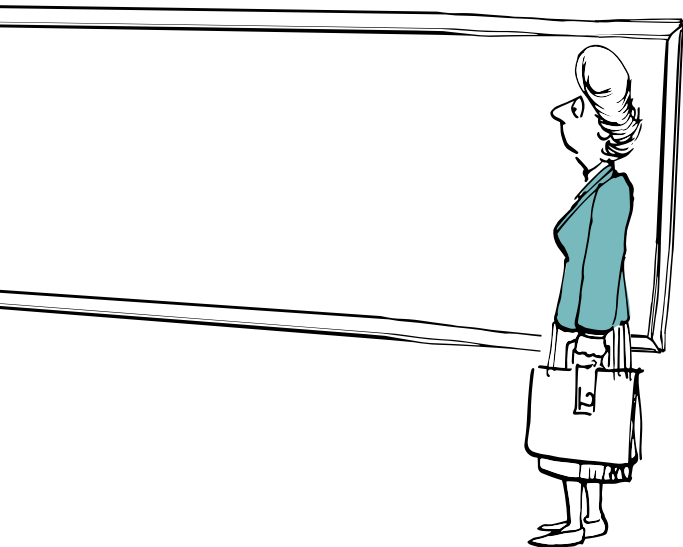
All such users are referred to in the GDPR as “data subjects” and whenever such data subject specifically requests access to his/her data or asks for the data to be deleted, or data is no longer necessary for the

“BEFORE I WRITE MY NAME
ON THE BOARD, I’LL NEED TO
KNOW HOW YOU’RE PLANNING
TO USE THAT DATA.”



purpose it had been collected for, or the data subject withdraws his/her consent, the respective commercial operator/organization (called “data processor” in the GDPR) needs to swiftly delete those. It might sound quite easy on the surface to comply with such requests when it comes to the identification of the relevant data in primary applications, but such data may be widespread, very much fragmented and might, for example, be stored in hundreds, if not thousands of laptops of employees in your company and in the cloud on various servers.

If it turns out that the deletion request of an individual has not been properly honored, this can expose a company to substantial risks starting from the imposition of fines by the competent authorities up to opening the floor for damage compensation claims of such individuals. In this context another key principle of the GDPR is relevant, i.e. the data minimization rule of its Article 25. The motto here is ‘less is sometimes more’, which means only those personal data, which are absolutely necessary to be able to properly perform any tasks and services relating thereto, should be stored. Just as human beings tend to collect and keep many superfluous things they never need or even look at throughout the rest of their lives, companies equally have a tendency to collect and keep abundant personal data ‘just in case’ one would need them. Many of those are quite frequently redundant, outdated and of no benefit whatsoever for the actual business of a company or organization. Under the new GDPR provisions, such practices can now heavily backfire. In addition, each European citizen now has the right to receive all their personal data from a data processor



in machine-readable format, so that such person can transfer them to another company as set forth in Article 20 of the GDPR, which is the principle of data portability. This can be particularly challenging for companies and organizations, where such data are kept and stored in proprietary file formats, which are not compatible with others.

A certain risk, which until now, to the best of my knowledge has not (yet) materialized could be that professional entities might create a common platform for consumers by collectively bundling such information and/or deletion and erasure requests of individuals and to then subsequently flood major companies to fulfill these requests. This could lead to serious disruptive effects in the day-to-day operations of any company and such service providers could then seek financial compensation from the respective company in turn for 'graciously' renouncing on behalf of their customers/subscribers on the fulfillment of these requests.

Deletion and Erasure Rights Under the GDPR -Enforceable Under All Circumstances?

From a practical point of view, it is however important that any of those requests made by individuals/"data subjects" to have their individual data deleted and erased are reviewed by the addressed company/organization/"data processor" to determine whether any valid reason exists, which may entitle the data processor to not comply with those.

It may be somewhat of a relief for commercial operators that the right to be forgotten principle does not apply without any limitations. It is not absolute, as one can immediately see by reading Article 17(3) of the GDPR:

"3. Paragraphs 1 and 2 [i.e. the right to delete and erase data] shall not apply to the extent that processing is necessary:

1. for exercising the right of freedom of expression and information;
2. for compliance with a legal obligation which requires processing by Union or Member State law to which the controller is subject or for the performance of a task carried out in the public interest or in the exercise of official authority vested in the controller;
3. for reasons of public interest in the area of public health in accordance with points (h) and (i) of Article 9(2) as well as Article 9(3);
4. for archiving purposes in the public interest, scientific or historical research purposes or statistical purposes in accordance with Article 89(1) in so far as the right referred to in paragraph 1 is likely to render impossible or seriously impair the achievement of the objectives of that processing; or
5. for the establishment, exercise or defence of legal claims."

Such exceptions to the right to be forgotten principle open the floor for finding quite a number of legitimate reasons to reject a deletion and erasure request of course. If personal data are e.g. contained in blogs or social media forums, where consumers and a brand have exchanged certain views on products, their eco-friendliness or their quality in general, this could then entitle a company to keep these data contrary to the will of the consumers (Article 17 (3), No.1 of the GDPR above).

Employers may be required, by statutory laws, to store and maintain personal data of their employees for a certain period of time also for taxing and accounting reasons (Article 17 (3), No.2 of the GDPR above).

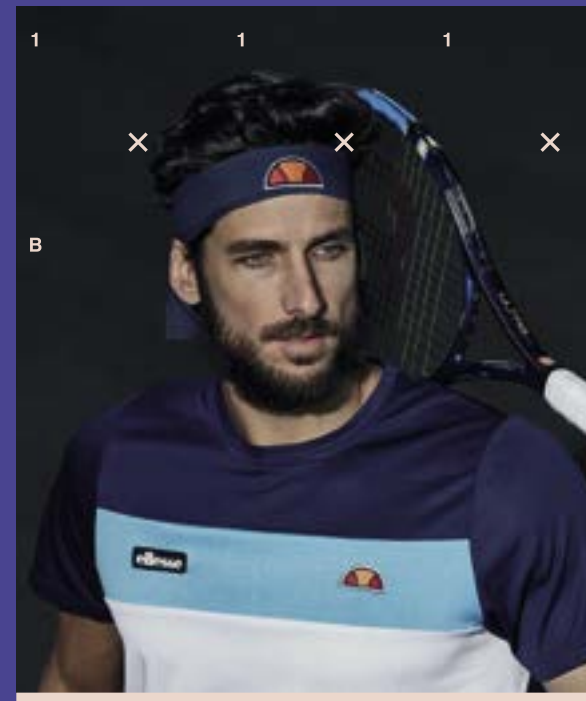


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Making brands that matter



1	
A	



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KAREN MILLEN* SEAVEES *footwear licensee **joint venture

Consumers' Medical records collected legitimately by a brand could fulfill the requirements of Article 17 (3), No. 3 and, just as the personal data of e.g. product testers such as age, gender, etc. could be a valid argument under Article 17 (3), No.4 of the GDPR to counter such deletion and erasure requests.

Both manufacturers and their marketing partners such as distributors and retailers might in practice be lawfully entitled to keep personal data with the argument that they are required for the establishment, exercise or defense of legal claims (Article 17 (5), No.1 of the GDPR above. Just think of warranty or product liability claims of consumers, but also of the potential or actual claims employees may bring forward against their current or previous employers.

These are only very few concrete examples, which demonstrate that a company does not need to panic when confronted with such new claims on the grounds of the GDPR, but that an array of defenses and valid reasons recognized by such European set of laws might exist, which are helpful in this context.

Even under the aspect that a swift reaction is required in these cases to comply with the GDPR, a commercial operator and its staff will have sufficient time to lean back and to consider what will be the best way and strategy to deal with such an inquiry. My personal advice and recommendation for our WFSGI members would be to also establish a communication policy and system, which provides clear guidance, how employees receiving such requests should deal with them including some rules as to when it would be advisable not to answer on their own, but to contact their superiors or even the top management of a company, etc.

Since the GDPR is such a new piece of EU regulation, up to now (November 2018, when I wrote this article) there is no legal case example in national courts or even in the European Court of Justice, available yet to my best knowledge. It leaves ample room for interpretation. The boundaries will only become clear several years from now, when waters have been tested in the course of court litigation action. Yet to just lean back and not to do anything for now is certainly not the right recipe to deal with the GDPR. To escape fines imposed by controlling authorities within the European Union requires at least the ability to demonstrate that a commercial operator has made concrete efforts, in good faith, to be compliant.





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Accelerating Sports



ISPO:

Strong partner for the digital transformation of the global sports business

Digitalization offers the sporting goods industry a world of new opportunities and growth potential. Digital expertise is becoming increasingly important for companies and industry representatives who want to tap into this potential. This requires new know-how. ISPO has recognized this challenge and created a format called ISPO Digitize that is designed to help prepare the industry for digital change.

With **ISPO Digitize**, ISPO is expanding its digital strategy into the offline world and helping sporting goods retailers and the sporting goods industry enter a digital, competitive future. The annual **ISPO Digitize Summit** is a conference, exhibition and interactive event in one. It meets the needs of all participants – from beginners to experienced entrepreneurs. International keynote speakers and digital innovators will share their visions. Digital experts will offer practical knowledge in interactive workshops and personal coaching sessions. Technology and service providers will provide an overview of digital solutions in the exhibition area. The content will be designed to address the needs of the sporting goods industry. The results of the Digital Readiness Check will create the framework. The test invites retailers and manufacturers to determine the digital readiness of their companies all year round and free of charge. In addition to the annual summit, ISPO tracks the digital transformation each day at **ISPO.com** and integrates the format into the trade fairs held in Munich and China. The ISPO Digitize Area at **ISPO Munich** is the central hub where visitors can learn about digital solutions for retailers and the industry at the world's largest trade fair for the sporting goods industry. Topics like e-sports, e-commerce and e-education have been a part of everyday life in China for a long time now. Experts will share their experience and know-how with the audience during the **ISPO Shanghai Digitize Forum**.

Digital products by ISPO

As the world's leading sports network, ISPO offers an integrated range of sector-specific cross-media and digital services all year round. In recent years, ISPO has developed digital services for the industry which work 24 hours a day, 365 days a year. With these products, ISPO links brands, retailers and consumers together, round the clock. ISPO customers can then select the right solution for their marketing strategy aimed at specific target groups.

ISPO Open Innovation links companies with consumers who contribute ideas when products are developed or can test products before they go on sale. After all, consumers nowadays do more than just consume. They are also interested in how a product is developed, who uses it and how it is used. These interactive experiences are a key part of the shopping experience for consumers. For companies, this co-creation, rating and recommendation principle is important in order to generate new ideas, secure customer loyalty and show market presence. With ISPO Open Innovation, the sports industry can use customers' expertise and find out in advance what requirements a new product must satisfy. The crowdsourcing platform with more than 46,000 active community members from more than 60 countries offers various models for this.

With **ISPO.com**, a news portal allowing customers to communicate their brand messages to retailers and consumers 365 days a year was created in January 2016. Since the launch, the portal has had more than 8 million unique visitors, around 50 percent of them end consumers. With suitable marketing offerings, ISPO is following the industry trend whereby more is invested in direct communication with end consumers. Companies will have an opportunity to use content marketing and storytelling to tell their product story to specific target groups.

The **ISPO Job Market** is the most important online jobs forum for the sports industry. With international coverage, experienced professionals and lateral entrants alike can quickly find a new challenge. The service includes training programs (schools and universities), positions for newcomers and middle management and executive headhunting for filling senior management positions.

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WORLD FEDERATION OF THE
SPORTING GOODS INDUSTRY

ACTIVITY REPORT 2018

**COMMITTEE ON INTERNATIONAL
SPORTS ORGANIZATIONS
(CISO)**



Represents the World Federation of the Sporting Goods Industry as the industry consensus voice before all sports federations and organizations.

Summary

During 2018, the CISO focused its efforts on three work areas. The first was in continuing to strengthen the WFSGI's constructive relations with the IOC with the aim of implementing positive changes for the sporting goods industry and the athletes prior to Tokyo 2020. The second and third were on building on existing and developing new associations with organisers of Major Sporting Events (other than the Olympic and Paralympic Games) and with the International Federations. Such international relations are at the core of the CISO work and are essential to allow the industry to engage key stakeholders at the highest level and to achieve positive outcomes for the sporting goods industry and the athletes they support.

Mandate

The CISO represents the WFSGI as the industry consensus voice to all sports federations and organizations. The CISO Committee promotes maximum and equal benefit to all WFSGI members and the sporting goods community at large.

CISO Leadership

In September 2018, the Committee welcomed a new Chair, Johan Adamsson (Global Director of Sports Marketing & Sports Licensing, Puma). The Committee would like to thank Johan's predecessor, Marc Pinsard (formerly of Asics), for his leadership and to wish him well in his new endeavor. Johan is supported in his Chairmanship by two Vice-Chairs, Craig Masback (Vice President, Sports Marketing, Greater China, Japan & Global Business Affairs, Nike, Inc.) and Jens Jacobsen Jensen (Head of Global Sports Marketing Legal & Commercial Affairs, adidas).

IOC and NOC Relations

As in previous years, the CISO continued to progress the dialogue with the IOC concerning the future of the IOC's Olympic Charter Rule 40. The discussions in 2018 took place in a fluid environment following the announcement in December 2017 that the German Federal Cartel Office (FCO) had initiated administrative proceedings against the German Olympic Sports Confederation (DOSB) and the IOC. The proceedings focused on concerns that Rule 40 unduly restricts competition for athletes and sponsors in Germany

and that, as a result, the DOSB and the IOC were abusing their dominant position. The commencement of the administrative proceedings led to a loosening of the restrictions on advertising activities focused on Germany and German athletes during the 2018 PyeongChang Winter Olympic Games.

At the time of writing, the FCO proceedings were ongoing and the timeline for conclusion and the overall outcome uncertain. The CISO, however, has not given up its efforts and has continued to engage with the IOC with the intention of driving progress toward globally applicable changes to Rule 40 for the benefit of the global sporting goods industry and the athlete body prior to Tokyo 2020. Furthermore, the WFSGI took steps to establishing deeper relations with the NOCs on behalf of the industry while participating in two of the IOC's NOC Marketing Seminars, one of which was attended by the top NOCs. The presentation focused on the broad and omnipresent support offered by the industry to sports, events, federations, clubs and associations and athletes of all levels and ages to underline the industry's overall commitment to global sport 24/7, 365 days a year. The presentation therefore highlighted the key difference between the sporting goods industry and sponsors from other industries: there is no sporting goods industry without sport but, equally, there is no sport without the sporting goods industry.

WFSGI and its members also continued to work closely with the IOC on solidarity activities. During the PyeongChang Winter Olympic Games, WFSGI members participated in the second edition of the NOC Uniform Support Programme. The NOC Uniform Support Programme sees sporting goods brands providing, subject to certain criteria, free of charge Rule 50 compliant field of play uniforms to athletes and NOCs who are unable to obtain sponsors. In 2018, WFSGI members supported 18 NOCs and 53



athletes during PyeongChang and work began on developing the NOC Uniform Support Programme for Tokyo 2020. The WFSGI continues to be proud of the contribution that its members make toward the NOC Uniform Support Programme and wishes to personally thank each of them for their ongoing support and generosity.

IF Relations

The CISO creates adhoc sport specific working groups that allow WFSGI members to discuss sport specific issues and to engage with the relevant international federations to ensure the industry voice is represented at the highest level. In November 2018, WFSGI attended the World Rugby's manufacturers' meeting on behalf of the industry and ahead of the Tokyo 2019 Rugby World Cup. In December 2018, the Badminton working group met with BWF in Guangzhou, China during the HSBC World Tour Finals for a third edition of the WFSGI BWF Manufacturers Meeting to discuss a wide range of issues relevant to the industry and the sport including badminton specific sporting goods innovations. In particular, WFSGI enjoyed good cooperation with FINA, FIFA, BWF, World Rugby, ITU and the UCI during 2018 and looks forward to building on those relations and expanding its network in 2019.

GAISF Membership

During Sport Accord 2018, WFSGI became an Associate Member of the Global Association of International Sport Federations (GAISF). GAISF membership is comprised of the International Sports Federations together with other international sport and event related organisations. Through its GAISF membership, WFSGI can engage more regularly with the International Federations and will seek to build strong partnerships with them and look for mutually beneficial opportunities. Since becoming a GAISF member, WFSGI has also enjoyed good cooperation with their staff and during September 2018 the CISO was delighted to welcome GAISF Head of Digital Services, Pierre Germeau, to its meeting.

WFSGI has also engaged with GAISF on the rapidly expanding E-sports industry and was invited to attend the IOC GAISF E-sports Forum held in Lausanne held during July 2018. That Forum led to the formation of the Esports Liaison Group comprising of representatives of the IOC, GAISF and the E-sports industry to continue the engagement between stakeholders to explore potential collaboration opportunities. WFSGI continues to engage with GAISF on this important and developing topic.

Major Sport Events

During the 2018 edition of the Asian Games, WFSGI worked in partnership with the Olympic Council of Asia to provide technical accreditations to WFSGI members. Technical accreditations allow sporting goods companies to provide professional equipment support services to their sponsored athletes during competition. This was the first time that WFSGI had partnered with the Olympic Council of Asia and we were delighted with the good cooperation and look forward to being able to build on it in future.

Looking forward

In 2019 the CISO will continue its work to engage proactively with the relevant international stakeholders for the industry including the IOC, the International Federations and the organisers of other Major Sporting Events taking place during 2019. A large portion of the Committee's focus will also naturally be on finalising the scope of Rule 40 that will be applicable during Tokyo 2020, in making preparations for the NOC Uniform Support Programme and, through the WFSGI secretariat, delivering ticketing and Technical Accreditation services to WFSGI members. The CISO will also look to support the formation of other sport specific working groups to tackle issues on behalf of WFSGI members as and when they arise.



ACTIVITY REPORT 2018

AQUATICS COMMITTEE

The Aquatics Committee is the sport-specific industry representative body before International Sport Federations, major sport events organisers, international standards institutions and Non-Governmental Organizations such as WHO (World Health Organization) and UNESCO (United Nations Educational, Scientific and Cultural Organization) with the aim of fostering the general development of aquatic sports with a particular focus on learning to swim, physical health and water safety in aquatic sports.

Committee History and Leadership

The Aquatics Committee was formed in 2015 as a sub-Committee of the WFSGI Committee on International Sports Organisations (CISO) with the aim of providing a neutral platform for aquatic sporting goods brands and manufacturers. Now entering its fourth year, the Committee continues to identify and develop areas of common interest for the industry and, as a result, has grown in size and influence, particularly in representation to external stakeholders.

The Committee is led by Chairman Greg Steyger (Global Category Director, Arena). Greg is supported by two Vice-Chairs, Ben Hardman (Innovation Director (interim), Pentland (Speedo)) and Franck Horter (Président chez TYR Europe SAS).

Mission

The Aquatics Committee is the sport-specific industry representative body before International Sport Federations, major sport events organisers, international standards institutions and Non-Governmental Organizations such as WHO (World Health Organization) and UNESCO (United Nations Educational, Scientific and Cultural Organization) with the aim of fostering the general development of aquatic sports with a particular focus on learning to swim, physical health and water safety in aquatic sports.



During 2018, the Aquatics Committee's work was focussed on the following activities:

- Offering WFSGI members a neutral platform for the industry to discuss key topics of interest.
- Handling non-competitive global industry interest matters.
- Building relations with (and representing WFSGI members before) the relevant aquatic sports governing bodies.
- Assisting with the development of an International Standard for goggles.
- Co-hosting and/or organisation of expert/manufacturers meetings.
- Proactive identification of and engagement with aquatics brands who may benefit from WFSGI and Aquatics Committee membership.

In the same period, the Aquatics Committee also began exploring two Development Areas:

- Aquatic sport development through grassroots initiatives and review of current formats.
- Environmental and sustainability initiatives, including chemicals management.

Update on Activities and Development Areas

In 2018, the Aquatics Committee was involved in the following specific activities:

- **ISO Goggle Standard** – the Committee is represented on the ISO Goggle Standard Working Group by Neil McConnochie of Zoggs. The Committee provided two rounds of feedback to the Working Group prior to the draft being made public. As a result, the Committee is able to ensure that the Standard is developed in accordance with the latest technical expertise and practical experience available in the industry for the benefit of the athletes, the general public and the sport.
- **FINA relations** – the Committee continued to build its relations with FINA and to engage proactively with them, particularly in relation to development of the agenda for the 2018 FINA SAC meeting.

• **Aquatic Sport Development** – the Committee carried out a survey of its members and determined that it should explore the possibility of supporting an aquatic sport development initiative focussed on 'Learn to Swim'. At the time of writing, the Committee was investigating several possible opportunities in this area with the intention of deciding on a firm course of action during ISPO 2019.

• **Engagement of non-WFSGI aquatic brands** – as part of gathering industry feedback on regulations relating to open water wetsuits, the Committee engaged with several brands who were not WFSGI members to ensure that, to the greatest extent possible, feedback was representative of the industry as a whole. The Committee would like to thank those brands for their time and effort and hope to be able to welcome them to the WFSGI family and to an Aquatics Committee meeting soon.

Looking Ahead

In 2019, the Aquatics Committee will seek out new members to build the Committee's expertise and influence both internally and externally. The Committee will also look to strengthen its relations with FINA further and hopes to be able to host a FINA representative at one of its 2019 meetings. Separately, the Committee will also be seeking to build a collaborative working relationship with the International Triathlon Union.

Finally, as the Aquatics Committee continues to grow and mature, it is also looking to take a leadership position on environmental challenges facing the aquatics industry. Using the 'Eco-friendly Games' (the Paris 2024 Olympic Games) as an end-goal, the Committee will proactively engage with relevant stakeholders with the intention of developing a meaningful sustainability initiative to support prior to Paris 2024.



ACTIVITY REPORT 2018

CORPORATE RESPONSIBILITY COMMITTEE

Develops and promotes an understanding within the World Federation of the Sporting Goods Industry about the relevance of global societal, social and environmental trends like climate change, resource depletion, labour and health issues.



Committee History and Leadership

In 2018, the WFSGI has started a thorough assessment on how to handle corporate responsibility topics within the WFSGI organization. A first assessment has shown that the structure and working format of the WFSGI CR Committee will most likely be amended in order to adopt to the latest developments in the field of corporate responsibility.

The information exchange amongst the different industry stakeholders has been pursued by offering webinars on the SLCP - Social and Labor Convergence Project and the Better Buying initiative.

Also, the WFSGI has recognized the work done by APSCA - Association of Professional Social Compliance Auditors a newly established organization in 2018 offering a criterium for ensuring the quality of social audits.

As requested by the WFSGI Board, the Communication on Action exercise was carried on in 2018.

The CR Committee has furthermore participated in the drafting of the WFSGI Business Partners Survey which should help shape the agenda for joint industry projects for sporting goods manufacturers.

Also, the collaboration with AFIRM has been pushed further and a possible MoU is being discussed.

Finally, the Committee together with the WFSGI Secretariat has started collecting the relevant information to establish a comprehensive directory on corporate responsibility organizations, initiatives, projects of relevance to the SGI.

OUTLOOK/FORECAST 2019

The main focus in 2019 will lie on the implementation of a new working structure for the CR Committee. Connected to this, the different topics and working groups will have to be initiated.

The Committee will pursue its endeavors to follow up on important developments. It will inform the industry accordingly and suggest where the WFSGI should opt for proactive engagement.



ACTIVITY REPORT 2018

LEGAL COMMITTEE

Facilitates and enhances the interaction, information exchange and co-operation between the World Federation of the Sporting Goods Industry members on the latest international legal developments within the sporting goods industry.

2018 was a very positive year for the Legal Committee with existing projects successfully finalized and new topics added to the agenda. The key objectives of the WFSGI in general and of the Legal Committee are still to provide the membership with tangible know-how and industry services to facilitate and improve members' day-to-day business while mitigating risks that could have a substantial negative effect on both individual brands and the sporting goods industry in general. The positive results could not have been achieved without the dedication and active contributions of all Legal Committee members and their joint teamwork in good spirit.

Strong attendance at the Committee meetings shows that members find it worthwhile to actively participate in the Committee's work and the agenda of the last meeting in London perfectly reflected the most topical areas that will remain at the centre of focus also in 2019.

The WFSGI Compliant Labelling Requirements Database

The WFSGI Compliant Labelling Requirements Database, long-awaited result of the WFSGI's exclusive partnership with Compliance & Risks, finally became operational in 2018 and has received extremely positive global response. The database delivers actionable information on global labelling requirements covering forty-nine countries and six product categories (i.e. apparel, footwear, sporting equipment, personal protective equipment, traditional/e-bicycles, electronics) enabling sport brands to benefit from

significant economies of scale contributing to considerable time and cost savings. The database delivers up-to-date labelling requirements at your fingertips, offers the ability to search and report requirements by country and products, provides early warning signals of future regulatory changes and offers free access to subject matter experts.

Protection and Enforcement of Intellectual Property Rights (IPR) Online and Offline

This area remains one of core activities of the Legal Committee as brand protection and enforcement encounters multiple challenges. The exponential development and introduction of new technology affecting the whole supply chain starting from material sourcing to final purchasing of products requires new and creative answers and solutions.

Fight against Third Generation Counterfeits in Asia

Third generation counterfeits, i.e. products, which do not display the original legitimate trademarks of the brand owners but where the whole appearance seems to be copied at first glance, have recently been causing substantial difficulties for many companies. Bad-faith registrations of the designs and third-party trademarks by counterfeiters often make it difficult for the legitimate brand owners to enforce their rights. For this reason, members of the Legal Committee have started discussing possible collective lobbying activities to improve legislation in certain Asian countries.



Connect rapidly with Trusted Investigators - WFSGI IP Contacts Database

The WFSGI IP Contacts Database containing the information of worldwide trusted investigators has been further expanded and is a valuable tool for WFSGI members and their dedicated staff dealing with brand protection and enforcement of IPR rights.

WFSGI / Convey Takedown Project of Illegal Offerings on Websites

The WFSGI continues its collaboration with Convey Srl to provide a variety of services to combat rogue websites selling counterfeit goods. Convey has been regularly expanding its services to keep up with IP infringers constantly shifting their offerings to new platforms and social media.

WFSGI Anti-Bribery and Anti-Corruption (ABC) Project

The WFSGI ABC Position Paper outlines the benefits and challenges of maintaining high standards in the industry and provides information and recommendations to help counter-act bribery and corruption at company level. The working group is currently compiling inputs from WFSGI members to develop training material and specific guidelines on how to tackle the issue.

WFSGI Product Safety Working Group (“PSWG”)

After a kick-off call in April 2018, the new WFSGI Product Safety Working Group was established with the goal to improve awareness of product safety and application of product safety regulations. As the first step, the Group will focus on best practices in the area of product recalls and will gradually expand its scope and work on increasing its participation beyond the WFSGI Legal Committee members.

EU General Data Protection Regulation (GDPR)

The new EU Regulation came into force in all 28 EU Member States on May 25, 2018 and given the scope of fines that can be imposed by national data protection authorities, “DPAs”, in any case of violation, it is imperative that WFSGI members are compliant with new regulations. For this reason, the topic was discussed within the Legal Committee with the support of external legal experts. Even though most of WFSGI member companies will be considered data controllers and not data collectors according to the GDPR, in this

role companies are obligated to consider contractual obligations such as liability and indemnities, sub-processing, audit, assistance and support.

Brexit Outlook

Regardless of the outcome of the negotiations between the EU and the UK, Brexit will have a major effect on all companies doing business in the UK and will remain a topic to keep an eye on in 2019. If EU law were translated into British law with a clear separation of the UK from the EU, Great Britain would be disconnected from European jurisdiction. Territorial restrictions for cross-border sales remain the main concern for most companies that have their business present in the UK, as explained to the Committee by FSPA during the last meeting in London.

Joint WFSGI and FESI Digital EU Working Group

The developments and legislative initiatives made by the EU legislators can have far-reaching impacts on each WFSGI member doing business in Europe. During the last meeting Legal Committee members were informed about the legislative proposal on the EU E-Privacy Regulation, which could impact WFSGI member strategies in terms of personalization and customization. In addition, a new EU regulation on platforms-to-business dealings has been prepared, which will – among others – restrict the ability of platform providers to unilaterally change their terms and conditions.

Promoting and Facilitating Achievement of Gender Equality

In line with the initiative taken by the WFSGI Board, the Legal Committee has also looked into current challenges and possible solutions to ensure gender equality and to enjoy the benefits from a mixed diverse workforce at company level.



ACTIVITY REPORT 2018

BICYCLE COMMITTEE

Represents leading brands on all levels (sport, trade, social and environmental issues), also the voice of the bicycle industry before the Union Cycliste Internationale (UCI), the International Triathlon Union (ITU) and the International Olympic Committee (IOC).

A significant change affecting the sport of road cycling in the last year has been the introduction of disc brakes for road racing. The WFSGI has played a major role in this introduction and is proud of the work many people have done in the technical committees and inside the organisation to help influence this significant regulation change.

Disc brakes have been used on bicycles for a long time now with many millions of bicycles sold and used with them. Initially this was for the off road riders where the significant increase in power was useful as was the ability to design a frame with greater clearance for mud. The superior modulation and control that the disc brakes offered was soon recognised and used for other types of bicycles with the predictable nature of the braking ability being a major contributor to the uptake of the technology. Despite the progress of the new technology the sport



The trial progressed and some teams capitalised on the opportunity presented while others struggled with the additional material required. Some teams used only disc brake equipped bicycles and some used a mix depending on rider preferences. At this time the WFSGI and its members were working hard to ensure that all parties were happy with the new systems. This included working with teams to allow riders the chance to test the equipment and a great deal of collaborative work with the UCI to prepare for a regulation change. As with any significant project, there are bumps along the way and a racing incident in the Paris Roubaix Classic race left a rider with a significant injury which was initially attributed to a disc. Following this claim, the WFSGI again sought expert evidence to establish the real cause of the injury and presented this to the UCI, teams and the riders association to allow the trial to continue.

of road cycling resisted disc brakes and the regulations in place actually prohibited them. The path to getting disc brakes used in road racing was not going to be a simple one but it was a challenge accepted by the WFSGI back in 2014.

The chosen strategy was to request a trial of the system in road racing with a plan to then ask for a permanent change in regulations. Starting with a well-structured and well supported presentation to the Equipment Commission of the Union Cycliste International (UCI) in March 2015 the WFSGI representative to this group made a strong case which was supported by a considerable body of evidence. At the time the commission was chaired by the President of the UCI showing the level of interest there is from the UCI in equipment regulations. The commission agreed to a trial of the technology allowing professional riders to use disc brakes during races in late 2015 and then into 2016. Fantastic progress for the industry and a very rational and sensible approach by the UCI. For the first time disc brakes could be used in road competition, initially only as a trial, but this was a success for the WFSGI and its members.

2017 saw the first stage of the Tour de France won on a bike with disc brakes, though still under trial conditions. It was time to seek full change to regulations. The final proposal to change the regulations and allow disc brakes to be used in road racing was made to the UCI Equipment Commission in May of 2018. Ratified by the UCI Management Committee in June and with almost immediate effect the UCI regulations had been changed.

This was only one regulation but it allows a great deal of innovation and improves rider safety. It was something that the industry, our members, clearly wanted and therefore something the WFSGI worked tirelessly to achieve. There was a great deal of input from members to generate the evidence required lead and coordinated by the WFSGI executive. The adoption of disc brakes into bicycle road racing is a great example of what the WFSGI can do for its members.



ACTIVITY REPORT 2018

MANUFACTURERS COMMITTEE

A hub for manufacturers and manufacturing issues. The World Federation of the Sporting Goods Industry works on joint approaches to tackle common challenges and to identify key issues.



The WFSGI Manufacturing Committee provides WFSGI members with a forum to discuss manufacturing issues of relevance to the sporting goods industry. In addition, the committee coordinates and aligns with other WFSGI working groups as the topics increasingly gain overlapping interest.

This year the Manufacturing Committee has focused on reorienting its' agenda to cover a broader and more practical area. To do so, a comprehensive survey has been developed, which was shared with all WFSGI Members. The latter have been invited to share the survey with any of their business partners regardless of their affiliation to the WFSGI. Answers have been treated confidentially to ensure frank feedbacks. The purpose was to cover as many companies as possible, to gain a holistic picture of the manufacturing interests in the industry.

First conclusions have shown that there is a need to provide a hub for both manufacturers and their brand clients, in order to tackle today's manufacturing challenges in a valuable manner. Consequently, a decision was made to host a Manufacturing Committee meeting open to all WFSGI members to finetune and set the milestones for the upcoming years.

This year, WFSGI hosted its' sixth World Manufacturers Forum in Ho Chi Minh City, Vietnam, on December 11-12, 2018. As usual, a widely ranged, high-calibre keynote speaker line-up drawing from academic knowledge, practical input and engaging presentations from carefully selected industry leaders in academics, consumer goods, electronics and other sectors, came together to present Manufacturing 4.0: steps toward a future vision.

To start off the forum, the keynote speakers gave insights on software and innovative technologies, focusing on working examples in blockchain and the need for real-time visibility and data driven decision-making. This was followed by the exploring of the importance of the workforce in a changing landscape, focusing on human labour in the digital age and worker empowerment in the supply chain.

Day two of the forum focused on the implementation phase. The workshop, Q&A sessions and networking dinner sparked discussions and allowed for the audience to foster cross-industry exchanges and different viewpoints on manufacturing 4.0 and the necessary steps toward future visions.

Before the forum came to a close, disruptions in raw materials were brought to light; ranging from natural fibre to synthetic fibre, as well as industry examples of innovative technologies and materials in manufacturing.

All participants were given the exclusive opportunity to benefit from the knowledge and experience of the keynote speakers and networking across the industry. The forum was attended by 160 executives from more than 20 countries.

The WFSGI would like to thank all of the speakers for sharing their valuable knowledge and all of our partners for the tremendous support



ACTIVITY REPORT 2018

PHYSICAL ACTIVITY COMMITTEE

Promotes physical activity on a global level. Fosters and encourages the participation of citizens of all countries in healthy sporting activities.

Mission

The WFSGI Physical Activity (PA) Committee's mission is to promote physical activity on a global level. The Committee also seeks to foster and encourage the participation of citizens of all countries in healthy sporting activities.

The WFSGI PA Committee coordinates the industry's joint response to the global physical inactivity epidemic by focusing on the following areas:

- Supporting global, regional and national level advocacy work to promote physical activity and sport.
- Working with UN Agencies and other multi-lateral organisations to prioritize physical activity on the global development agenda.
- Providing a global forum for WFSGI members to share best practices and lessons learned on approaches that increase participation in sport and physical activity.

Committee Leadership Update

The Committee continues to be led by Chairwoman Vanessa Garcia-Brito (VP, Purpose Communications, Nike, Inc). Vanessa is supported by three Vice-Chairs: Kathleen Tullie (Senior Director of Corporate Social Responsibility at Reebok International, Founder and Executive Director of BOKS [Build Our Kids' Success]); Lars Wiskum (CEO and International Strategic Advisor, SportVenture Consulting. Branding, Innovation); and Nathalie Coulomb (Head of Corporate Responsibility, Pentland International), who has replaced Rob Brown, also of Pentland. The Committee would like to express its thanks to Rob for his invaluable contribution to their work and is looking forward to working with Nathalie in the future. Emma Mason Head of Strategy and External Affairs at WFSGI and Jessica Johnston, Director of Global Stakeholder Engagement, Nike, Inc. also provide stewardship support for the Committee.

Evidence Based Approach to Fulfilling Commitments
In 2017, the PA Committee published the Sporting Goods Industry's position paper which articulated the WFSGI's firm commitment to:

1 Raise awareness of the benefits of physical activity and sport

1. 'Measuring the contribution of sport, physical education and physical activity to the Sustainable Development Goals, Toolkit and model indicators', Dr Damian Hatton, inFocus Consultancy Dr Ben Sanders, inFocus Consultancy Dr Iain Lindsey, Durham University Oliver Dudfield, Commonwealth Secretariat Kelly Smith, inFocus Consultancy, Draft provided to Open-Ended Working Group members in September 2018.

2 Increase levels of physical activity and sports participation, especially among children.

2. Ibid.



As part of this commitment, the PA Committee leadership launched an industry wide survey to increase awareness and understanding of the physical activity programmes being delivered by the WFSGI membership. The survey considers a number of factors ranging from geography to age groups.

The data derived from the survey is a first step in assessing the industry's efforts and contributions to addressing the physical activity pandemic and in informing the strategic direction for the PA Committee's work.

Global Engagement to Support Sustainable and Meaningful Progress

The PA Committee leadership recognize the value of collaboration and engagement with multiple stakeholders across the public and private sectors to effectively tackle the physical activity challenge facing today's global population.

World Health Organisation

The WFSGI and the PA Committee continues to engage proactively and collaboratively with the World Health Organisation (WHO), and we look forward to continuing to engage in key areas of common interest where sustainable and meaningful progress can be made to tackle the physical inactivity pandemic.

Commonwealth Secretariat

WFSGI is a member of the Commonwealth Secretariat's Open-Ended Working Group on Model Indicators on Sport, Physical Activity, Physical Education and the Sustainable Development Goals, the group that is seeking to 'establish and develop model indicators to enhance measurement and evaluation of the contribution of national sport policies and associated investments to national development priorities and the Sustainable Development Goals (SDGs)'. The Open-Ended Working Group was formed as the result of commitments made by the 8th Commonwealth Sports Ministers Meeting and the International Conference of Ministers and Senior Officials Responsible for Physical Education and Sport

(MINEPS) VI and enshrined in the Kazan Action Plan. The Model Indicators, and the data derived from their use, have been developed in the belief that 'improving data on sport and the SDGs will provide governments, sporting organisations and the private sector with better information on how, where and why to invest in sport to maximise the contribution to broader national development objectives and prioritised SDGs'. In October 2018, the PA Committee demonstrated its continuing commitment to support international, multi-stakeholder initiatives seeking to promote physical activity and improve global health when it submitted its collective comments to the Commonwealth Secretariat regarding its report on "Measuring the Contribution of Sport, Physical Education and Physical Activity to the Sustainable Development Goals: Toolkit and model indicators (Draft for review v1.0)". WFSGI and the PA Committee look forward to receiving the revised draft and to playing an active part in the Open-Ended Working Group going forward.

Looking Ahead

With the Tokyo 2020 Olympic Games on the horizon, the PA Committee will continue to support and promote individual and collective initiatives delivered by WFSGI members that are aimed at reducing physical inactivity levels.



ACTIVITY REPORT 2018

TRADE COMMITTEE

Addresses international trade issues facing the global sporting goods industry. Monitors and engages with governments involved in bi-lateral and regional free-trade agreement negotiations, building strong relationships with the relevant administrative authorities in the government together with national sporting goods federations.

From an international trade perspective, 2018 was characterized by the tensions provoked by the different trade measures put in place by the major economic powers. Even though it still extremely challenging to predict any impacts, consequences or next steps, these developments defined the agendas of the different WFSGI Trade Committee meetings.

The following topics have been discussed in the WFSGI Trade Committee in 2018:

The amendment of the EU trade defence law and the footwear litigation were important developments on the European level. The new EU trade defense law allows for the consideration of cost distortions when calculating the normal value. This new law should provide a means to replace the EU's non-market economy status (MES) provision for China. With regard to footwear litigation cases, the EU law

stipulates the right to go to court and claim back the money illegally charged for duties.

The committee also deliberated on the importance of a quick ratification of the EU-Vietnam FTA before the new European Parliament is elected in 2019.

The committee also discussed new restrictions under Swiss law that deem certain territorial restrictions unlawful in agreements that significantly restrict competition, regardless of any quantitative assessment of actual effects on competition.

Another development whose impacts on the SGI is hard to grasp is Brexit. External experts have been invited to outline the consequences of a hard Brexit or a future with an agreement between the UK and the EU.



The different phases of US TARIFFS imposition ON CHINESE IMPORTS have been monitored. Whereas the initial phases did not target consumer goods, the last round of measures were expanded to include the imposition of tariffs on sports equipment, hats, and bags. The committee has also exchanged views on the future of NAFTA. With regard to the Americas, expanding the GSP law to include textiles and footwear imports to the USA has been on the agenda.

In the customs field of activity committee members have been made aware about the WCO considerations regarding textiles and apparel including technologies.

Reviewing our activities, the WFSGI Trade Committee has decided to broaden the scope of the topics covered by this working group. The following topics will be included in the WFSGI Trade Committee's mandate in the future:

- Customs
- Technical barriers to trade
- Market access
- Protectionism
- Regulations
- Transfer pricing and customs valuation
- Supply chain
- Logistics
- Government Relations/Affairs relates to Trade

OUTLOOK/FORECAST 2019

The WFSGI Trade Committee will put special focus on getting the different experts of the WFSGI member companies on board to cover the topics of the broader mandate of the committee.

The WFSGI Trade Committee will monitor entry into force and implementation of different free trade agreements to evaluate their impact on the SGI. Also, it will keep an eye on any developments such as trade measures which increase costs for sporting goods companies being put in place.



GLOBAL SOLUTIONS THROUGH INTERNATIONAL TEAMWORK



Who is Who

WFSGI TEAM, BOARD OF DIRECTORS,
COMMITTEE MEMBERS & MEMBERS DIRECTORY

JOIN US BECOME A MEMBER TODAY !

Become a part of a powerful, industry-wide network. Represent and inspire the industry to invest in innovation, promote physical activity, support free trade and do business in an ethical and sustainable way.

To get involved in committee projects or submit a general inquiry contact info@wfsgi.org and you will be forwarded to the appropriate person.



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The World Federation of the Sporting Goods Industry supports and inspires your business. The WFSGI is the world authoritative body for the global sporting goods industry. Our purpose is to represent and inspire the industry, to invest in innovation, promote physical activity, support free trade and do business in an ethical and sustainable manner. As part of our mission, we facilitate communication and cooperation to enhance competitiveness and innovation. We seek to positively influence the way our products are manufactured, with a focus on the people involved in the manufacturing and the environment. Our members steer the direction of the industry. The future of the sporting goods industry begins with the professional networks that we support.

www.wfsgi.org



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Björn Gulden
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Jeroen Snijders Blok
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Alberto Zantta
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Bicycle Committee



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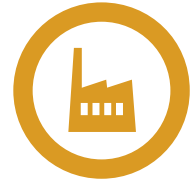
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7 For all mankind
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Accell Group

Accell Bisiklet (Accell Group)

adidas

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Arena Italia SpA

Argon 18

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aspiria-nonfood GmbH

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Bad Boyz Ballfabrik e.K.

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BBB Cycling (Pon.Bike Group)

Bellwether

Berghaus (Pentland)

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Blizzard Sport (Tecnica)

BMC Switzerland AG

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Bontrager (Trek Bicycle Corporation)

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Brasseur (Accell Group)

Breezer (Advanced Sports)

Brine (New Balance)

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Bulwark FR (VF Corporation)

Butterfly (Pentland)

Caloi (CSG)

Campagnolo SA

Candie's (Iconix Brand Group)

Cannon (Iconix Brand Group)

Cannondale (CSG)

Canterbury (Pentland)

Canyon Bicycles GmbH

Capital Sports Corp. (Pvt.) Ltd.

Carraro Cicli (Accell Group)

Cervélo (Pon.Bike Group)

Cervélo Cycles (Pon.Bike Group)

Charge Bicycles (CSG)

Charisma (Iconix Brand Group)

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Chung Ah Athletic Wares Fty.

Chung Jye Shoe Co. Ltd.

Cicli Pinarello Spa

Cobbbill (New Balance)

Colnago Ernesto E.C. Srl.

Columbia Sportswear

Comet (Accell Group)

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Converse (Nike)

Corima (Look Cycle)

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Craftsman Ltd.

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(Cannondale, Dorel Industries)

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Dean Shoes Company Ltd.

Decathlon

Delux Sports Company

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Diamondback (Accell Group)

Dickies (VF Corporation)

Dolomite (Tecnica)

Dong Luc Group

DT Swiss AG

Dunham (New Balance)

Dynatour (Intersport)

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Eclat BMX (CSG)

Ed Hardy (Iconix Brand Group)

Edco Engineering BV

Elite Sports

Ella Moos (VF Corporation)

Ellesse (Pentland)

Emirates Sports Stores

Energetics (Intersport)

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Enve Composites

ERE Research

Esprime Ltd.

etirel (Intersport)

F.C. Sondhi & Co. (Pvt.), Ltd.

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Fieldcrest (Iconix Brand Group)

Finis

Firefly (Intersport)

Fizik (Selle Royal Group)

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Freesport Corp.

Freewill Sports Pvt. Ltd

FSA (Fullspeedahead)

Fuji Bikes (Advanced Sports)

Fuse Protection (CSG)

Gazelle (Pon.Bike Group)

Ghost (Accell Group)

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Global Brand Partners LLC

GMA Accessories, Inc. dba
Capelli Sport

Gravity (FSA)

GT Bicycles (CSG)

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Ltd.

Haglöfs (Asics)

Haibike (Accell Group)

HEAD Sport GmbH

Hirdaramani Intl. Exports (PVT)
Ltd.

Horace Small (VF Corporation)

Huafeng Textile Group

Hunter (Pentland)

Hurley International LLC (Nike)

Hwaseung

Iconix Brand Group

IIC-Intersport International Corp.

Iron Horse Bicycles (CSG)

ISM Saddles

Jansport (VF Corporation)

Joe Boxer (Iconix Brand Group)

JSD Sports

Juliana bicycles (Pon.Bike Group)

Juncker (Accell Group)

Kalkhoff (Pon.Bike Group)

Kamik (Genfoot Marketing)

Europe GmbH

KangaROOS (Pentland)

Kestrel (Advanced Sports)

Kicker Sports

Kickers UK (Pentland)

Kipling (VF Corporation)

Knight Composites LLC

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KTC Limited

L&E International

Lacoste Chaussures (Pentland)

Lapierre (Accell Group)

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Le DD (Lotto Sport)

Leatherware (Pvt.) Ltd.

Lee (VF Corporation)

Lee Cooper (Iconix Brand Group)

Li Ning Sporting Goods Co., Ltd.

LK International AG - Kjus

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London Fog (Iconix Brand Group)

Look Cycle / Corima

Lotto Leggenda (Lotto Sport)

Lotto Sport Italia SpA

Lotto Works (Lotto)

Lowa (Tecnica)

Lucy let's go (VF Corporation)

Madrigal Sports (Pvt.) Ltd.

Magura

Majestic (VF Corporation)

Marc Ecko Cut & Sew (Iconix
Brand Group)

Mares (Head)

Marker Völkl (International)
GmbH

Mavic SAS

McKinley (Intersport)

Metropolis (FSA)

Mikasa

Mitre (Pentland)

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Brand Group)

Molten Corp.

Mongoose (CSG)

Montrail (Columbia)

Moon Boot (Tecnica)

Mossimo (Iconix Brand Group)

Mountain Hardware (Columbia)

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Group)

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Petra Sports

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Pon.Bike Group

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ProStar (Pentland)

Protanium (Accell Group)

PUMA SE

Quarq (SRAM Corporation)

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Group)

Raleigh Canada (Accell Group)

Raleigh UK Litmited (Accell
Group)

Rampage (Iconix Brand Group)

Ranson Sports Industry

Red Kap (VF Corporation)

Red or Dead (Pentland)

Redline Bicycles (Accell Group)

Reebok (adidas)

Reef (VF Corporation)

Reema Group

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Rocawear (Iconix Brand Group)

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Rock Shox (SRAM Corporation)

Rollerblade (Tecnica)

Rotor Bike Components

Royal Velvet (Iconix Brand Group)

Runkeeper (Asics)

Runway (H. Wahidsons MFG. Corp. (PVT.) Ltd.)

Rustler (VF Corporation)

Salt BMX (CSG)

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Sanspareils Greenlands (Pvt.) Ltd.

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Saucony, Inc.

Schwalbe - Ralf Bohle GmbH

Schwinn (CSG)

Scott Sports SA

SE Bikes (Advanced Sports)

SeaVees (Pentland)

Selle Royal (Selle Royal Group)

Selle Royal Group

Selle SMP

Shimano Inc.

Shred Optics (Anomaly Action Sports)

Silver Star Enterprises (Pvt.), Ltd.

Slytech protection (Anomaly Action Sports)

Smartwood (VF Corporation)

Soccer (India) International Ltd.

Sorel (Columbia)

Sparta (Accell Group)

Specialized Bicycle Components, Inc.

Speedo (Pentland)

Splendid (VF Corporation)

Sport 2000 International GmbH

Sportica Group

Sports Gear Co., Ltd.

SRAM (SRAM Corporation)

SRAM Corporation

Staiger (Accell Group)

Starter (Iconix Brand Group)

Sugoi (CSG)

Superdeporte

Surface Clothing (CSG)

Taiwan Butyl Co., Ltd.

Tajmahal Sports

Tamasu (Butterfly) Co., Ltd.

TBS Group Corp.

Tecnica SpA

TECNOpro (Intersport)

Ted Baker Footwear (Pentland)

Terra (VF Corporation)

Terry (Advanced Sports)

The North Face (VF Corporation)

THM (3T Cycling Srl)

Timberland (VF Corporation)

Torker (Accell Group)

Tracksmith (Pentland)

Trek Bicycle Corporation

Trelock GmbH

Truvativ (SRAM Corporation)

T-Shoes (Tecnica)

Tuesday Cycles (Advanced Sports)

Tunturi (Accell Group)

Tyr International

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Uhlsport GmbH

Ultima (H. Wahidsons MFG. Corp. (PVT.) Ltd.)

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Univega (Pon.Bike Group)

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Van Nicholas (Accell Group)

Vans (VF Corporation)

Vartex (Accell Group)

VF Corporation

Victor Rackets Ind. Corp.

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Vision Technologies Corporation

Vittoria S.p.A.

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Warrior Sports (New Balance)

Waverly (Iconix Brand Group)

WethePeople (CSG)

Williamson-Dickie (VF Corporation)

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Wintex Exports

Workrite Uniform Co. (VF Corporation)

Wrangler (VF Corporation)

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Yamamoto Kogaku Co., Ltd.

Yonex Co., Ltd.

Yuan Chi Sports Enterprise Co., Ltd.

Yue Yuen Industrial (Holdings) Ltd.

Zhangjiakou Zhishan sport goods Co.Ltd

Zipp (SRAM Corporation)

Zoggs International Limited

Zoo York (Iconix Brand Group)

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Anwaltskanzlei Dassler

brands & more gmbh

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Law Office Dr. Jochen M. Schaefer

Messe Friedrichshafen

Messe München GmbH

MP - Consult

R3G Consulting

SportVenture

Wearable Technologies AG

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APICE - Association for Sporting Goods Industry and Commerce

ASGA - Australian Sporting Goods Association

CSGF - China Sporting Goods Federation

FESI - Federation of the European Sporting Goods Industry

FIFA - Fédération Internationale de Football Association

JASPO - Association of Japan Sporting Goods Industries

SCCI - The Sialkot Chamber of Commerce

SFIA - Sports & Fitness Industry Association

SGEPC - Sports Goods Export Promotion Co.

SRS - Ski Racing Suppliers Association

Taiwan Textile Federation

TSMA - Taiwan Sporting Goods Manufacturers Association

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