

MAGAZINE

2020

OFFICIAL PUBLICATION OF THE WORLD FEDERATION
OF THE SPORTING GOODS INDUSTRY



STAY AHEAD OF THE GAME
CONSTANT CHANGE



WORLD FEDERATION OF THE
SPORTING GOODS INDUSTRY

A close-up, low-angle shot of tennis player Naomi Osaka. She is wearing a white Nike tennis shirt with a black collar and a white visor. Her head is tilted back, and she is looking upwards with a focused expression. Her curly hair is visible. The background is blurred, showing what appears to be a tennis court.

When world champion

Naomi Osaka hits the

court, she isn't just up

against another tennis

player. She's also

battling decades of

discrimination, gender

bias, and exclusion.

At Nike, we stand beside

those who elevate the

game for everyone.

 **JUST DO IT.**



PROLOGUE

Chairman of the Board

More than 3000 years ago the first Olympic Games were held in preparation for battle and as training for hunting. Foot and chariot races, wrestling, jumping and javelin defined the spirit of competition. Thankfully, Sport has evolved and diversified immensely, as has the industry that supports it around the world.

Today WFSGI represents the most innovative brands that are involved with all aspects of sport and competition. The sustainability of our sourcing and retail allows the most competitive events to take place with less environmental impact on the world, yet enormous competitive spirit. The marketplace in which we connect with our consumers continues to evolve and increasingly hinges on the speed of the digital market place. Challenges to protect privacy and intellectual property increase constantly and are further fueled by tension in trading relationships between countries.

There are numerous variables that we cannot control however there are some that we can influence and impact. Any of these variables impact how we operate our business every day. And the variables we cannot control, we need to define the best course to chart that still allows us to succeed.

Sport connects us with our consumers and finds common ground, even if people are on different teams or cheering for different outcomes. Sport continues to be a forum for the world's greatest innovation to be deployed and to fuel the world's greatest athletes to compete and win. In a world full of political turmoil, sport is a respite that allows people to embrace the passion of competition and push the boundaries of human potential.

The board and talented staff of the WFSGI are committed to finding solutions and common ground to industrywide problems and to advance and advocate. WFSGI welcomes your involvement in the issues that matter to you and to every aspect of the sporting goods industry. Your insight and engagement will help WFSGI better serve you and your company. Thank you for your membership and for fueling the passion for sport.

All the best,
With best personal regards,

Sean O'Hollaren
WFSGI Chairman of the Board



NEVER STOP

SYDNEY MCLAUGHLIN
2016 Olympian and
World Junior Record Holder



MESSAGE

President and CEO

Could it be that 2019 passed by even more quickly than 2018? Probably not, but that was the impression we were undoubtedly left with after it concluded. 2019 was a year where there were many important developments for the sporting goods industry, and the preparations for the Tokyo 2020 Olympic and Paralympic Games were a major part. The US and British NOCs decided to provide more freedom for their athletes in relation to advertising and marketing by their personal sponsors and their use of social media following in part the decision imposed on the German NOC in early 2019. The IOC also introduced new Key Principles in relation to the implementation of Rule 40. Time will tell what the best model is but WFSGI will continue to advocate for the industry and the athletes while appreciating that the IOC's financial model is one that many NOCs and athletes are depending on.

WFSGI also continued to be active in the areas of Trade, Manufacturing and in the Legal.

In Trade, WFSGI hosted a Working Session at the World Trade Organisation on 'From Y to Z: A sporting goods industry perspective'.

In Manufacturing, a new approach was developed allowing both brands and manufacturers to engage in the Committee and developing a new focus on innovation in Manufacturing and the Supply Chain.

In Legal, the Global Labelling Database continued to add value to our members and to benefit companies outside of WFSGI membership. The Legal Committee also added a Working Group on the crucially important topic of Product Safety and Compliance.

We made progress on our digital platforms where our activities on social media increased to a new record high.

The newly improved WFSGI website is also an essential part in the simplifying of registrations and the management of our events. Our Annual Meetings and General Assembly 2020 are the first ones using the platform.

In 2019, the WFSGI Board and Secretariat also embarked on a process to determine the Federation's new strategic direction which will be concluded during the Annual Meetings in January 2020. The agreed strategic outcomes will guide the WFSGI's work for the coming 3-5 years and will help WFSGI to ensure it continues to serve its Members to the highest possible level.

As at the end of each year, I would like to express my sincere gratitude to all the experts and Members who come together to exchange through the WFSGI platform and to ensure we live up to our mantra of global solutions through international teamwork. I would also like to express my sincere thanks to the WFSGI Board, the Committee Chairs and the Committee Members who are continuously driving the federation and the industry to the next level. A special thanks goes to our outgoing Chairman Sean O'Hollaren for the past three years of leadership and fun. We brought the organisation forward again and, though we will miss you, I am looking forward to our next era of Asian leadership with Tokyo 2020 and Beijing 2022 ahead.

With best personal regards,

Robbert de Kock
WFSGI President and CEO

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BECOME A MEMBER AND BENEFIT



ENLARGE YOUR NETWORK

MEET THE KEY PLAYERS OF THE SPORTING GOODS INDUSTRY



GET FREE OR REDUCED ENTRIES

TO THE SPORTING GOODS INDUSTRY EVENTS



GET FREE CONSULTING IN LEGACY, TRADE,
MANUFACTURING AND CR TOPICS



GET FREE ACCESS TO POSITION PAPERS AND
THE PROJECTS DATABASE KNOWHOW



BE AN ACTIVE MEMBER - VOICE YOUR OPINION AND
VOTE FOR THE ELECTION OF THE BOARD AND COMMITTEE CHAIRS

BECOME A SUSTAINING MEMBER AND BENEFIT EVEN MORE



**GET FREE ADVERTISEMENT OPPORTUNITIES
IN THE ANNUAL WFSGI MAGAZINE**



**GET FREE ADVERTISEMENT OPPORTUNITIES
IN OUR DIGITAL CHANNELS**



**GET FREE LOGO INTEGRATION
IN OUR DIGITAL CHANNELS**

WORLD FEDERATION OF THE
SPORTING GOODS INDUSTRY





By Marie Sallois,
Director of Corporate and Sustainable Development
Department, IOC

THE OLYMPIC HOUSE – MORE THAN A BUILDING

Sustainability is at the heart of the Olympic Movement, and it is a key pillar of our strategic roadmap – Olympic Agenda 2020.

As part of this commitment, the International Olympic Committee is working to ensure that sustainability principles are embedded across our three spheres of responsibility – as an organisation, as owner of the Olympic Games and as leader of the Olympic Movement.

As an organisation, one of our biggest investments in this commitment so far has been the construction of Olympic House – the new IOC headquarters that were inaugurated in June this year. Designed to reflect the IOC's overarching mission to make the world a better place through sport, Olympic House is one of the most sustainable buildings in the world and an enduring testament to our ambition to become a role model in sustainability.

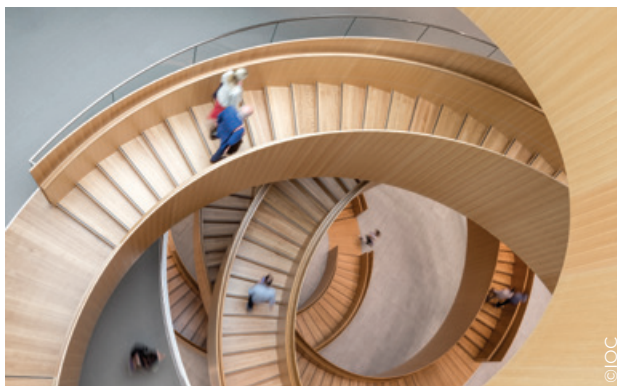
It is important for us to set an example and to back up our words with action. That is what we have endeavoured to do with Olympic House by aiming for three of the most demanding sustainable building certifications.

In awarding us LEED Platinum certification – the highest level of the international LEED green building programme – the US Green Building Council revealed that Olympic House had received the most points of any LEED v4-certified new construction project to date. We were also the first international headquarters, and just the second building overall, to obtain the highest level of the Swiss Sustainable Construction Standard, and received the Swiss standard for energy-efficient buildings – Minergie P. Olympic House is the first building to

With the inauguration of its new headquarters in June this year, the International Olympic Committee has underlined its commitment to sustainability. But as well as being one of the most sustainable buildings in the world, Olympic House is also an expression of unity and collaboration that reflects the IOC's vision for the future.

Marie Sallois, is currently the Director of Corporate and Sustainable Development Department at the IOC, since 2004. She is responsible for the IOC Headquarters project, Olympic House. She is also in charge of the implementation of the IOC Sustainability Strategy and the IOC Legacy Strategic Approach, which are core to the Olympic Movement's strategic roadmap, Olympic Agenda 2020.

With over 10 years of experience in professional services worldwide, she headed the consulting practice of the SchlumbergerSema company, which is still, a major technology partner of the Olympic Games. She led major transformation projects internationally in the public and private sectors for Andersen, Cap-Gemini and Bossard Consultants and holds an MBA from IMD and an MSc in Management from HEC Paris.





©IOC

receive all three of these certifications, and the first in Switzerland to achieve LEED v4 Platinum.

In our view, these ambitious achievements take our commitment to sustainability to a new level and recognise the pledge we made to focus on sustainable solutions throughout the Olympic House project – from the very beginning of the original architecture competition all the way through to construction, furnishing and building operations.

This commitment included embracing the concept of circular economy, with over 95 per cent of the former administrative buildings being reused or recycled. Special efforts were also made in regard to energy management, with the rooftop solar panels producing an amount of electricity equivalent to the yearly consumption of 60 Swiss households, reducing dependence on the grid, and enhanced insulation, smart building features and LED lighting meaning that Olympic House won't use any more energy than our previous headquarters, despite being three times the size. In fact, it is anticipated that Olympic House will deliver a 35 per cent reduction in energy consumption, while our water-saving features and use of rainwater also mean Olympic House's consumption of the municipal supply should be 60 per cent less than a conventional building.

As well as pushing sustainability boundaries, Olympic House allows us to bring together all our staff under one roof. Previously spread across four locations in Lausanne, our 500 employees are now united at a single site, improving our operational efficiency and evolving the way we work together, while also providing a welcoming meeting place for the entire Olympic Movement.

But Olympic House is more than just a building or another office block. It symbolises the principles of unity and

peace that drive the Olympic Movement and is also an important part of the transformative journey undertaken by the IOC in the five years since the adoption of Olympic Agenda 2020, as we move towards greater transparency and collaboration.

This new outlook and vision for the future is typified in the design of the building, with a glass façade that showcases openness and mimics the movement of an athlete, a dove-shaped roof that represents peace, and a central staircase based upon the five Olympic rings that links the various floors and their collaborative working areas.

By combining symbolism, functionality and sustainability, Olympic House successfully reflects our ambition to both shape the future and stay relevant – key goals of Olympic Agenda 2020 that are central to our mission of building a better world through sport.

By achieving unmatched levels of sustainability, Olympic House also demonstrates how the IOC is turning its commitments into action, serving as an inspiration for the Olympic Movement and sport as a whole.

This project provided us with a unique opportunity to prove that we "walk the talk" when it comes to sustainability and transparency. We have taken this responsibility very seriously and believe that, by sharing the knowledge and expertise we have gained from this endeavour, it can offer a valuable example to others.



By **Kirsty Coventry**,
Chair, IOC Athletes' Commission, IOC
Former Professional Swimmer and Member of the
IOC Executive Board

THE IOC ATHLETES' COMMISSION

Supporting athletes at every step

Since the adoption of the Olympic Agenda 2020 in December 2014, the International Olympic Committee has placed an even greater focus on ensuring that athletes are at the heart of the Olympic Movement, while also strengthening and expanding its various programmes that aim to assist athletes at every stage of their careers.

Reflecting the Olympic Agenda 2020 goal of placing the athletes at the heart of the Olympic Movement and strengthening the support to athletes we, the IOC Athletes' Commission, serve as a link between athletes and the IOC. As the elected athlete representatives within the Olympic Movement, we aim to lead by example and provide a guiding reference for other Athletes' Commissions. These programmes include everything from providing funding for athlete development through Olympic Solidarity to the protection and promotion of clean and fair sport.

Last year, the IOC also adopted the ground-breaking Athletes' Rights and Responsibilities Declaration (Athletes' Declaration), which aims to guide the Olympic Movement's actions and further its support for athletes by outlining a common set of aspirational rights and responsibilities for athletes within the Olympic Movement.

Inspired by the Universal Declaration of Human Rights and other internationally recognised human rights standards, it features 12 rights and 10 responsibilities covering topics such as anti-doping, integrity, clean sport, career, communications, governance, discrimination, due process and protection from harassment and abuse.

This historic initiative was driven by the athlete community, with a year-long process that engaged all stakeholders, athlete representatives and athletes. In the end, it was shaped by the views and opinions of more than 4,200 elite athletes from 190 countries and over 120 sports disciplines through a worldwide consultation process.

We gave them the possibility to share their voice and tell us what matters most to them and their comments are reflected in the final document, which is a tangible and historical milestone in our effort to support athletes during their sporting and non-sporting career.

From funding and online resources to the adoption of the ground-breaking Athletes' Rights and Responsibilities Declaration, the International Olympic Committee and its Athletes' Commission continues to strengthen and evolve the way it supports athletes at every stage of their careers.

Kirsty Coventry, born in Harare, Zimbabwe, Kirsty Coventry is a five-time Olympian and the most decorated Olympian from Africa who made her debut as a humble high schooler in Sydney 2000. Since then, Kirsty has gone on to win seven Olympic medals including two gold medals in 2004 and 2008 in the 200 m backstroke event.

The current chair of the IOC Athletes' Commission, of which she's been a member for nearly eight years, Kirsty shares a passion for all things sport. Representing her fellow athletes on the IOC Executive Board, Kirsty is determined to see the world shaped into a better place through sport.



The idea of an Athletes' Declaration was sparked in early 2017 and its development and delivery was part of the implementation of the IOC Athletes' Commission Strategy, "All In". At the heart of this Strategy is a desire to further strengthen athlete representation in decision-making bodies, and to make sure the athletes' viewpoint is heard at the highest level across all Olympic Movement stakeholders.

The Strategy also sets out our plans to enhance our engagement with athletes around the world. A key part of this has been the launch of Athlete365 – an online platform that unites all of the IOC's athlete-focused initiatives and communications.

Providing a 'one-stop-shop' for athletes, Athlete365 offers advice, services and tools that inform, empower, inspire, educate and support athletes by providing them with relevant, personalised content in a timely way.

This new concept means we can support athletes and communicate with them every day – not only during the Olympic Games but also on their journey to the Games, and once the Games are over.

By bringing all of the IOC's athlete-focused initiatives together under one brand, we hope to be able to better promote the different strands of help and guidance that are available to the worldwide athlete community, while also enabling athletes to better understand and connect with these IOC programmes.

Among the initiatives that they can benefit from is the Athlete365 Career+ programme, which provides online resources, training opportunities and job placement support to enable elite athletes to successfully manage the transition from sport to a new career. This is an aspect of an athlete's life that is often neglected, but which typifies our holistic approach to athlete support.

Our goal is to support athletes on every step of their journey – from when they are young, aspiring Olympians to when they are at the peak of their sporting careers and beyond.

As we strive to deliver this support most effectively, we will also be using the opportunity to engage directly with athletes during next year's Olympic Games in Tokyo.

During the Games, all Olympians competing in Tokyo will receive a limited edition Samsung smartphone featuring the Athlete365 app, which will include all the practical information they need – such as where the dining hall is and what's on the menu – to details about all the IOC programmes that can support them.

In the build-up to Tokyo, we have also already started engaging with athletes in-person at various events to ensure that they and their entourage are familiar with the key information and messages before they even get to the Games.

Throughout all of these activities, we continue to be guided by our Strategy and its four key pillars: Empower, which relates to strengthening athlete participation in the Olympic Movement decision-making process through a worldwide network of effective athletes' commissions; Support, which refers to our aim to equip athletes with the tools they need to develop their sporting and non-sporting careers; Promote, which will demonstrate the value of athlete involvement in decision-making across the Olympic Movement; and Represent, which aims to ensure that the viewpoint of athletes is represented in all Olympic Movement stakeholders.

By continuing to focus on these pillars, we hope to continue increasing our support and engagement with athletes in their preparations for Tokyo 2020; in their career transition; in raising their profile and celebrating their achievements; and in empowering them to become visible Ambassadors and Role Models for young athletes around the world.



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TAIPEI CYCLE

March 4-7, 2020

TaiNEX1 & TaiNEX2
(Taipei Nangang Exhibition
Center, Hall 1 & Hall 2)



TAIPEI INT'L SPORTING GOODS SHOW



MARCH 5 - 7
2020

TWTC EXHIBITION HALL 1



www.taispo.com.tw

Organizer:





By Prof. Dr. Ing. Christian Kaiser,
Albstadt-Sigmaringen University

MICROFACTORIES AS A CONCEPT

For a flexible and sustainable production

The mystery of customer demand

The days when everyone wanted to wear the same products are over! Brands are responding to this trend by pressing more and more collections into the market with ever smaller quantities. Nevertheless, the minimum quantity of items per production lot is still comparably high leading to overproduction – in many cases this is even known in advance. Additionally, traditional sourcing implies one to one-and-a-half months of shipping of goods, making responsive behaviour of the supply chain according to customer demand nearly impossible. Besides economic uncertainties and risk for brands and resellers, this also implies an avoidable impact on nature.

Climate change and pollution

Periods of drought, flooding and melting glaciers are only some examples of climate change that can be perceived worldwide. The same holds for pollution of the world's oceans and rivers. The textile and garment industry must take responsibility in order to reduce impact on nature as soon and comprehensively as possible – this is also requested by NGOs as Greenpeace and WWF. To achieve that, ecological efficiency of production as well as sustainable consumption and shopping are measures repetitively demanded and obviously promising and efficient approaches. In public perception, reducing ecological transportation cost and improving ecological efficiency of production lines are often seen as the right approaches to address this issue, arguably promising levers. Nevertheless the massive impact of resources buried in overproduction (also as a result of traditional supply chain strategies) is often not taken into account.

The chances of Microfactory concepts

Events such as the World and European championships in soccer or other types of sport, e.g. the Olympics, etc. are good examples to demonstrate that prediction of customer demand is nearly impossible. This literally shows that in our fast-moving world, restocking of retail stores needs to be fast and responsive as well as that established principles of production have to be put to the test. Here, production close to the sales market offers new perspectives. One can react faster, if necessary re-produce and ultimately has lower depreciation.

Consumers and their buying behaviours are fickle and rapidly changing and yet the traditional sports and fashion supply chain is rigid and slow. To tackle this, digital technologies have started making more and more of a splash in design and manufacturing. By collaborating with industry leaders, the University of Albstadt works on Microfactory concepts that seamlessly connect and automate each stage from design to manufacturing.

Professor Dr. Ing. Christian Kaiser, is Professor at Albstadt-Sigmaringen University. His research contributions lie in digital process chains, simulation based assessment of fit for garments as well as virtual sampling and small series production, especially Microfactory concepts. Having studied Technical Cybernetics at the University of Stuttgart, he strongly focusses on approaches on system-level.

Depending on the market situation, this allows for an economically successful running of production despite significantly higher CMT (cut, make and trim) cost. Especially scaled production approaches with large runs made in the traditional manufacturing markets and Microfactories close to the customer market enable brands and manufacturers to better align lot sizes to current demand. On the one hand, this reduces environmental pollution and material consumption and, on the other hand, it shortens delivery times.

Basic conditions to successfully run microfactories concepts are at least two-fold:

1. Data warehousing: Other industries show that integrated process chains from order generation to product delivery are a key success factor. This is underestimated in the garment industry. In fact, manual data manipulation during the production process should be avoided at all cost and the used equipment should be started up as data driven as possible. This holds even more true for the use of assistance systems helping workers to reduce failure rate.

2. Flexible and smart production and development technologies as 3D-design, digital textile and 3D printing, automated single ply cutting and especially digital sewing allow maximum flexibility in production and give more flexibility in the handling of ingredients – figure 1 shows one exemplary setup.



Figure 1

Great bikes win great likes.

Some of the best moments to share happen when good friends ride together. Our portfolio of brands offers an exceptional experience for every bicycle consumer segment. Find your perfect match at **Accell-group.com**.

LAPIERRE GHOST BATAVUS

WINORA

BABBOE

SPARTA

HAIBIHE

RALEIGH

KOGA

XLC

DIAMONDBACK



There are already companies innovating by use of the advantages of microfactories. For example, the sporting goods manufacturer adidas produces highly functional running shoes in Germany with its adidas Speedfactory. The automated production enables shoes to be produced within a few hours which can then be delivered directly to the customer. With the Speedfactory, adidas aims to bring new products to market faster and respond more flexibly to trends and customer demand.

Implications for teaching

Albstadt-Sigmaringen University understands that Industry 4.0 and the issue of sustainability in engineering and process design strongly affects the industry's requirements for employees and in consequence teaching. Thus current curricula in bachelor and master degree programmes were evaluated and transformed into more interdisciplinary and process driven approaches – figure 2 shows one exemplary process chain in teaching. Furthermore raising students' awareness to the importance of sustainability and equipping them with suitable methodological approaches to assess product and process impact will be future challenges.

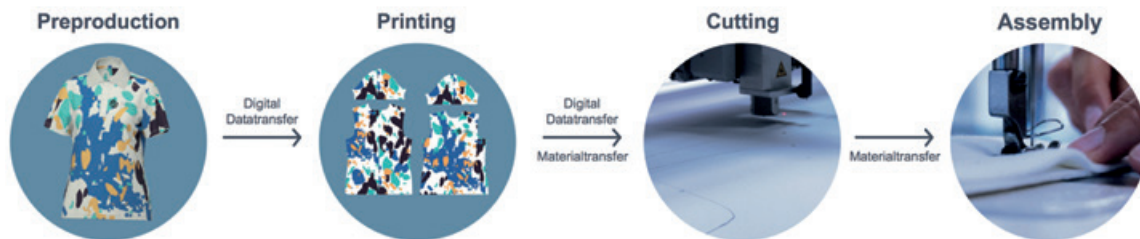


Figure 2

Sustainable Packaging Solutions to Reduce Ocean Plastics



Packaging created for
the world's leading brands.



By Jack Ng,
Senior Product Labelling Specialist,
VF Corporation, VF Asia office, Hongkong – Kwun Tong

MANAGING GLOBAL PRODUCT LABELLING COMPLIANCE

WFSGI CLR DB-project, a crucial step forward

Being active on a global market, following-up and monitoring all applicable regulatory requirements around product labelling is already a massive undertaking on its own to start.

The correct interpretation of regulations and proper implementation of requirements are yet other major challenges.

How did Multinational Corporations (MNC) like VF do the labelling before using the Compliance Labelling Requirement (CLR) Database?

Due to the variety of products and coverage of markets, MNCs had to set up the different sets of labels to fulfil the various requirements. For example: one set for US/Canada, one set for member states of the European Union (EU) and the European Free Trade Association (EFTA) and one set for the Asia Pacific (APAC) – however, an APAC label was never enough to cover China's requirements.

VF creates its enterprise-specific product label manual. Moreover, the master table contains translations in 34 languages of the components of labels – care instructions, fibre and material name, sectional parts, country of origin, and product names. A central point of contact maintains the manuals and the master table.

How do Smaller companies do the labelling?

With less exposure, smaller companies have difficulties obtaining information regarding up-to-date labelling requirements. Smaller organizations rely on external advisors or third party laboratories when they need to solve problems with labels. Unfortunately, the risk of nonconformity still exists.

Apparel and footwear products require precise labelling. VF requires follow-up of numerous regulations globally. VF Corporation joined WFSGI's Compliant Labelling Requirements (CLR) Database project. Together with other companies, WFSGI approached Compliance and Risks to develop and transform C&R's existing regulatory DB into a customized platform capable of delivering structured labelling instruction. The database was launched in 2018 and generates product labelling information in just a few clicks.

Jack Ng, Ho Wai is Senior Product Labelling Specialist at VF with 18 years of relevant industry experience. Central to VF supply chain, this role provides support and guidance on product labelling to all VF brands, sourcing and operational teams worldwide, ensuring the correct labelling of all apparel, footwear, accessories and equipment, compliant with all relevant labelling regulations worldwide.

WFSGI DB Project Expectation

In 2016, WFSGI and the 10 Pioneer companies joined together to partner with Compliance and Risks (C&R) to set-up the CLR database. VF significantly engaged with WFSGI and C&R, advising on the interfacing and content quality of the database since early 2017.

The database content needed to be comprehensive and up-to-date on all regulations and potential changes so that product labellers could proactively react to any changes. From the beginning, we expect a tabular output on every functional component of the label.

Expected tabular output from database

Actionable information of every functional component of the label

Countries			RUSSIA	SOUTH KOREA
Official Language(s)	Mandatory	Y	Russian	Korean
Label attachment location	Mandatory		Sewn-in on product: products which may cause inconvenience in usage by having a sewn-in label, such as shoes, hats and scarfs are exempted and can have it on a hangtag or a sticker	Sewn-in on product: products which may cause inconvenience in usage by having a sewn-in label, such as shoes, hats and scarfs are exempted and can have it on a hangtag or a sticker
Brand (Name/ Logo/ TM)	Optional	N	Brand (Name/ Logo/ TM)	Brand (Name/ Logo/ TM)
Importer/ Manufacturer Information	Mandatory	Y	1. Both importer and manufacturer 2. Business name, Address, Contact no.	1. Importer only 2. Business name, Address, Contact no. for consumer contact
Product Name/ identity	Mandatory	Y	Russian Product name	Product name for Leather goods
Country of Origin	Mandatory	Y	Russian - "Made in XXXX"	Korean - "Made in XXXXX"
Size	Optional	Y	Metric measurement required	Any

List of requirements to define mandatory and optional components of label

COUNTRY	COMPOSITION	ORIGIN	SIZE	CARE
AUSTRIA	MANDATORY	OPTIONAL	OPTIONAL	MANDATORY
BELGIUM	MANDATORY	OPTIONAL	OPTIONAL	OPTIONAL
NEW ZEALAND	MANDATORY	MANDATORY	MANDATORY	MANDATORY
OMAN	OPTIONAL	MANDATORY	OPTIONAL	OPTIONAL
URUGUAY	MANDATORY	MANDATORY	MANDATORY	MANDATORY
PARAGUAY	MANDATORY	MANDATORY	MANDATORY	MANDATORY
ECUADOR	MANDATORY	MANDATORY	MANDATORY	MANDATORY
EL SALVADOR	MANDATORY	MANDATORY	MANDATORY	MANDATORY

With the collaboration of VF and other companies with C&R, the beta version was officially launched in August 2018. All companies continue partnering with C&R for improvement of the database regarding user-friendliness and content richness.

100% POLYESTER
WARM MACHINE WASH
WITH SIMILAR COLOUR
DO NOT BLEACH

How do Multinational Corporations (MNC) like VF do the labelling after using Compliance Labelling Requirement (CLR) Database?

VF selected out multiple requirements to develop a "global" label to comply with multiple markets and seamlessly manage inventories between markets. Additionally, complaints and claims are minimized to eliminate potential cost (or loss) due to nonconformity.

Source: VF brand – VANS

Key advantage of CLR

Time Saving: With a regulation change alert from CLR, development work can link to updated regulations so as to be compliant when the products are launched in markets. With a set of global labels, shorter lead times on the label allow for complete product production runs done in one go.

News Alerts: Subscribers can "click" the interesting topic for News Alert from C2P (the associated platform of CLR) daily and proactively respond to proposed new regulations or any changes.

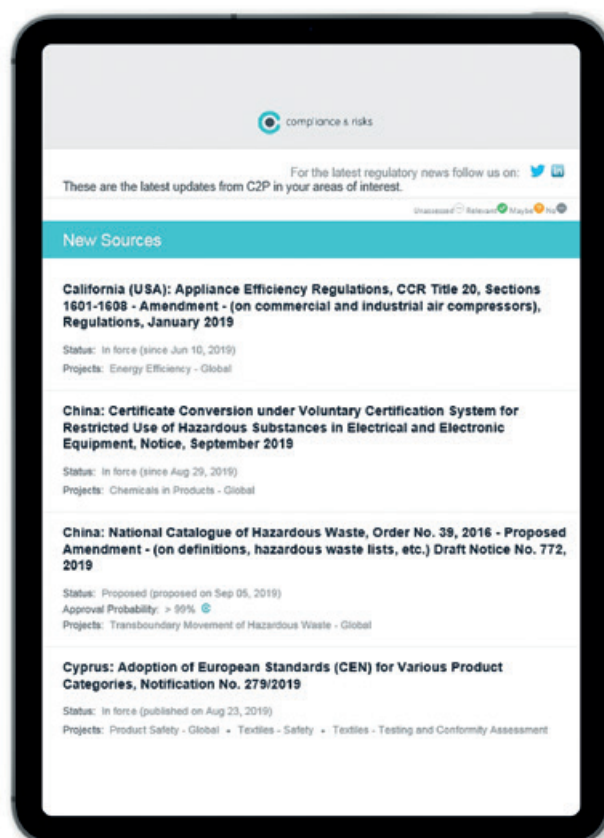
Our road with the database – continuous improvement

The database is about progress for continuous improvement. The CLR database has a wealth of high quality content to attract new subscribers. Continuous discussions and fruitful advice from more stakeholders also contribute to the growth of the project, so all of us can benefit from the database.

Newsalert



VANS layout







By Fiona Bull,
Program Lead for Physical Activity at the World Health Organization, Geneva, Switzerland

MORE ACTIVE PEOPLE FOR A HEALTHIER WORLD

– the new WHO Global Action Plan on Physical Activity

The WHO global action plan on physical activity aims to achieve 15% more people being more active by 2030. 1 in 4 adults and 4 out of 5 adolescents are currently not sufficiently active. The consequences affect the economy and place a high burden on health care systems as well as reducing quality of life. The global action plan contains a set of clear, evidence-based practical guidelines on what can be done to increase levels of participation. Scaling of innovation and opportunities require engagement of all actors, in government, industry and civil society.

In 2018 the World Health Organization (WHO) launched a new global action plan on physical activity in response to global concerns about the low levels of participation around the world. The goal is to achieve 15% more people being more active by 2030. This will be measured against the WHO recommendations on physical activity; for adults that is 150 mins of moderate-intensity activity a week (or vigorous intensity equivalent) and for youth, WHO recommends 60 mins of moderate-vigorous activity a day.

The latest global estimates show currently that 1 in 4 adults, and 4 out of every 5 adolescents, do not meet these global guidelines. Of concern is that levels of inactivity reach over one third of adults in one third of countries, and regions such as Europe, North America, Australia/New Zealand as well as Latin America and the Caribbean show some of the highest levels of inactivity. Put simply, this means a lot of children and adults are missing out on the benefits of regular activity such as protection from cardiovascular disease, some cancers and diabetes and are also not able to achieve the enjoyment, relaxation and personal satisfaction that can come from regular participation in sports and active recreation. This is also bad for the economy as noncommunicable diseases are the leading cause of death and disability and place an extremely high burden on health care systems both in emerging, as well as in high-income economies.

The new action plan was developed in response to these concerns and from a desire to have the latest guidance on how to promote and support physical activity provided in a set of clear, evidence-based practical guidelines on what can be done to increase levels of participation. The final 20 policy recommendations are structured around four policy pillars. First, it calls for actions to increase awareness and knowledge about health and co-benefits of being more active. For example, cycling and walking more often and replacing short car trips benefits the heart and the environment. The primary actions call on all countries to scale up social marketing campaigns on physical activity aimed at reaching the least active populations – women, older adults, lower educated and disadvantaged communities. Second, the plan calls for policy actions to improve the provision of places and spaces in cities and communities and provide more supportive environments for all people to be active. Fundamentally, this requires

Fiona Bull, is Programme Lead on Physical Activity in the Department of Health Promotion at the new Division of Healthier Populations at the WHO. Previously she was Programme Manager for the portfolio of work on promoting physical activity, healthy eating and the prevention of obesity, as well as surveillance of NCDs and their risk factors. Dr Bull's experience includes over 25 years of research on NCD prevention, practice and policy in Australia, the UK and in the USA.

much greater prioritization of walking and cycling as a key mode of transport, as well as public transport, in transport policies and urban planning. Designing our cities, towns and communities at scale and using a form that encourages walking and cycling rather than car use will bring many benefits, including to the local economy. The trial to pedestrianize Times Square in New York was such a success to local retail it was never reopened to car traffic. Other examples like this of retro-fitting communities to bring people back to the streets, reducing the dominance of space given to cars (and parking) and increasing and protecting the parks and open space that support sport and active recreation is happening – it just needs to happen faster, and everywhere.

Creating more opportunities to be active is the third policy pillar of the new global action plan. It calls for communities, private sector and civil society to look at new ways to engage people in being more active. The sports and recreation industry has a big opportunity and responsibility to respond in this area. Essentially, there need to be appropriate, affordable and accessible opportunities and programmes that meet the needs of those adults and children who currently do not find being active a priority or

enjoyable. But this can change. Understanding the barriers and perceptions and providing the right experiences in the right environments can increase the level of interest and participation. Sports clubs, fitness and health centres are recognising this as an opportunity, not just within their walls but also as an opportunity to reach out into the community and to work with others in other settings. The outstanding success of ParkRun to engage not just existing runners but new people, young and old, in both walking and running, shows that people will respond when the right opportunity is available locally. Opportunities exist to activate public open spaces with programmes and equipment, to take programmes to where people are - at work, at school, in the community. This opens up new business and employment opportunities and WHO has been holding formal consultations with the sports industry to explore and share ideas. One particular area of need is to increase the availability of options for, and inclusion of people living with physical or mental impairments. The sport community, and that means all sport manufacturers, sports providers, health, recreation, gym and fitness clubs as well as those trainers, coaches, sport teachers at school and the community, have a very important role in this particular area as well as the other policy pillars.



**The WHO
Global Strategy
identifies multiple
co-benefits of implementing
policies to increase physical activity.**

The fourth policy pillar is a set of recommendations on how to strengthen the system that will support making all of the other policy areas actually happen. This includes the need for leadership and governance, National policy, national and local data from regular surveillance and monitoring are essential to drive and inform decision making and program planning. Creating a coherent and successful whole-of-society approach will also need engagement and coordination of all relevant partners who can help contribute, and benefit from being involved and supporting this agenda. It will also require resourcing, either through new investments or redirection and prioritisation of current resources and actions that align with getting more people more active.

The new roadmap and WHO campaign “**Let’s Be Active**” is now being rolled out across countries in all regions. Within the first 12 months there has been considerable interest and uptake as all sectors realise the intersect of interests around physical activity.

This is not just about health; it is about how we as a society live, how we can or can’t choose to walk, cycle, play and recreate, how we design our indoor and outdoor places that bring people together. It is essentially about values and priorities. Everyone can get involved in this agenda and make a difference. Join in and help make a more active, healthier world.

As part of the implementation of GAPPA, WHO has been conducting a series of Dialogues with the private sector which are consistent with the United Nation’s Political Declarations on Noncommunicable Diseases which recognize the need for and roles of many stakeholders, including the private sector, in the attainment of the 2030 Sustainable Development Goals (SDG), and to the achievement of SDG Target 3.4 on noncommunicable diseases and mental health in particular. At the time of writing, WHO has held two Sport Sector Dialogues with various representatives of the private sport industry to identify common areas of interest and to define where and how the private sector might commit support to the implementation of GAPPA. The sporting goods industry has participated in those Dialogues through WFSGI and various brand representatives who have each proactively contributed to the discussions and outcomes. A third Sport Sector Dialogue is planned for the fourth quarter of 2019 and WHO looks forward to continuing the discussions with the sporting goods industry and other private sport sector representatives and to jointly work towards outcomes that help achieve the goal to have 15% more people being more active by 2030.



Global action plan on physical activity 2018–2030:
more active people for a healthier world.
Geneva: World Health Organization; 2018. Licence: CC BY-NC-SA 3.0 IGO.

Numbers shown refer to the recommended policy actions.
For full details refer to the main report.



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[FUTURECRAFT.LOOP]



By Nathaniel Sponsler,
Director, AFIRM Group

PROPOSED LEGISLATION TARGETS CHEMICALS IN SPORTING EQUIPMENT

AFIRM can help

In 2004 the Apparel and Footwear International RSL Management Group (AFIRM) was founded by adidas, C&A, Gap, Levi Strauss & Co, M&S, Nike, and Puma with a mission to reduce the use and impact of harmful substances in the apparel and footwear supply chain. Now comprised of over 30 of the world's leading companies, AFIRM maintains a restricted substance list (RSL) that covers all global chemical requirements for apparel and footwear – and goes further to advance the industry. AFIRM engages policymakers to align new regulations with its RSL parameters, minimizing business disruption while enhancing product safety and environmental health for consumers and the greater industry.

In early 2019, AFIRM and WFSGI teamed up to broaden and clarify the scope of AFIRM's RSL and related tools to include sporting equipment. In return, WFSGI now refers its members to AFIRM for chemicals management guidance. This collaboration proved timely since the entire sector including sporting equipment now finds itself in the crosshairs of regulators: an EU proposal to restrict over one thousand skin-sensitizing substances in multiple products, including sporting equipment, is concluding a six-month public consultation in December. The far-reaching proposal would also automatically restrict substances if they become classified as skin sensitizers in the future, after the legislation has been enacted.

Proposed legislation in the European Union could bring chemical regulatory pressure to the sporting equipment sector on par with the complex chemical restrictions already faced by global apparel and footwear brands – the industry needs to be prepared. WFSGI's partnership with the AFIRM Group provides sporting equipment brands and their suppliers with the necessary tools and regulatory support.

Like a previous EU proposal to restrict hundreds of substances classified as carcinogenic, mutagenic, or toxic to reproduction (CMR) in apparel and similar products, AFIRM is working with the European Commission (EC) to address several policy concerns and make technical changes to ensure the new regulation provides certainty, is pragmatic, and advances chemicals management for the benefit of consumers and the industry. The engagement of AFIRM and other reputable industry stakeholders ultimately resulted in a CMR restriction focused on 33 priority substances, most of which had already been voluntarily restricted and managed by leading AFIRM companies for years. AFIRM will continue to work with the EC to advance a similar science and risk-based outcome for the restriction of skin-sensitizing substances. This work extends to the chemical disclosure and restriction laws being enacted and implemented across the United States.

In addition to AFIRM's policy work and annually updated RSL, the group maintains resources to guide industry on proper chemicals management, including compliance with increasingly challenging regulations across the globe. AFIRM also hosts seminars in production regions to educate the supply chain. Sporting equipment brands and their suppliers are encouraged to use these resources and leverage the many years of experience and longstanding collaborative efforts of AFIRM's members. More information about AFIRM including access to the group's RSL and related tools is available at afirm-group.com.

Nathaniel Sponsler is an attorney and product chemical regulatory specialist with expertise in supply chain management, product regulatory compliance, and sustainable chemicals management policy. He is a Client Advisor with the Phylmar Group and serves as Director of the AFIRM Group. Nathaniel lives with his wife and children in Northern California.



AFIRM members and event sponsors at the 2018 Supplier Seminar in Ho Chi Minh City, Vietnam.

By Juliette Barenne,
Legal advisor, Decathlon group, Chairman
of the non food committee at
Eurocommerce



By Romain Codron,
Legal advisor, Decathlon group, Member
of the WFSGI.

DIGITISATION¹ OF PRODUCT INFORMATION

The solution to break down protectionism's barriers.

Everyday, international retailers are trading millions of products for consumers worldwide. International flows have been facilitated thanks to trade agreements, cornerstones of the free movement of goods. Physical and technical barriers were eliminated with the common aim of improving purchasing power and quality of life for people. Under the guise of consumer protection, regulatory profusion leads to counter benefits arising from the principle of single market. In the eyes of consumers, we are undoubtedly focusing on the wrong issue. New trade barriers are emerging, inducing consistent market uncertainty². Our planet is declining, leaving us only ten years to combat climate change³. While millennial consumers are looking for more modernity, simplicity, and sustainable purchases, are we bracing for the worst?

PRODUCT INFORMATION FOR CONSUMERS IN THE EYES OF RETAILER

Speaking about simplicity, one of the areas with room for improvement concerns product information. Composition, price, origin, care instructions and manuals are many of the things consumers are looking for. Legal marking, conformity documents and test reports are examples of the information enforcement authorities are looking for. Product labels, packaging, in-store information and paper documents are basically the solution provided by retailers for those demands.

Until now, nothing has been insurmountable for them. But several aspects need to be highlighted.

Consumer information: Needless to say that, in order to be useful, information has to be provided in such a way that it helps clients make an informed purchasing choice. In this field, all information must be provided in their local language⁴, which excessively increases the amount of information to indicate on product labelling when selling it in many countries.

1. Digitisation is the process of converting information from a physical format into a digital one / "Digitisation" is a widespread definition: 84% of French people know its meaning in general - French people and product information - what are the realities in 2019? - March 2019 - IPSOS study for Decathlon - available in French upon request

2. For more details, please read: Unpacking E-commerce - Business Models, Trends and Policies - OECD publishing - August 2019

3. IPCC: Intergovernmental Panel on Climate Change

4. Providing product information in consumer's local language is a legal requirement in most countries

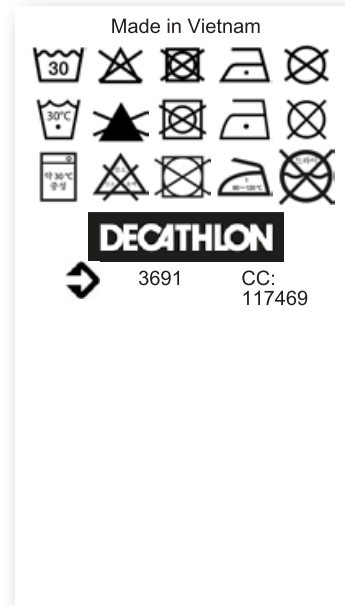
Product information for enforcement authorities: Provided in order to comply with laws and regulations, product information has to follow regulatory evolution. It also has to be updated by the retailer who aims to sell the product in a new country.

Non harmonized, unpredictable and fluctuating regulations constrain retailers who want to play safe to provide all this information in physical format.

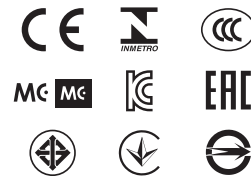
If some regulations seem to be clear⁵, most local laws don't specify a particular medium or only require information to be communicated in a durable way, without defining this term. And where there is a room for interpretation, authorities generally ask for a physical format, under cover of end-users protection. Coupled with excessive or burdensome conditions, the course of a retailer is quite as complex as climbing the Everest wearing flip flops.

PRODUCT INFORMATION FOR CONSUMERS: AN OPPORTUNITY FOR COUNTRIES TO REINFORCE PROTECTIONISM

Did you know that it is mandatory to comply with **4 distinct standards** in order to indicate the same care instruction on textiles⁶?



Are you aware that in order to sell a toy worldwide, it is necessary to justify its safety with a specific **conformity mark per market?**



About the authors Decathlon was founded in 1976 in France and is now present in 55 countries. Decathlon's main mission is to make sport accessible to the many, by designing and manufacturing innovative, quality performing sport products at the best prices, for more than 80 sports. We are always exploring and researching to ensure sports experience for end-users is constantly improving and moving in a sustainable way.

In that position, we could see digitisation as a good pair of hiking shoes: an investment to succeed in this task, a gain for a sustainable planet, a way out to fight protectionism. A recent survey of CEOs found that digital transformation risk is their number one concern in 2019⁷.

5. The 'Blue Guide' on the implementation of EU products rules 2016 (2016/C 272/01) specifies that "unless otherwise specified in specific legislation, whilst the safety information needs to be provided on paper"

6. ISO 3758 for most of the countries, ASTM D 5489 for the USA, KS K 0021 for South Korea, GB/T 8685 for China

7. <https://hbr.org/2019/03/digital-transformation-is-not-about-technology>

DIGITISATION FROM THE CONSUMER PERSPECTIVE

87%

of american consumers would buy a product with a social and environmental benefit if given the opportunity⁸.

64%

of people mentioned in 2019 that digitisation is a very good thing⁹.

89%

of consumers consult user guides on a dematerialised source¹⁰.

Digitisation is transforming the market. Digital technologies are making consumption more friendly and innovative.

The arguments indicating a lack of confidentiality, the cleavage between people with internet access and those without are obviously justified.

But, digitisation will enable a storage gain, an ecological gesture to reduce packaging, and better consumer protection (eased access, up to date, more understandable and detailed information and data integrity). Accordingly, retailers are able to offer dedicated product information systems, fully adapted and personalised for consumers.

DIGITISATION OF PRODUCT INFORMATION: A SOLUTION FOR A GLOBAL ECONOMY

Digitisation is a tool to climb faster and to achieve market openness ahead of everyone else¹¹. We already have good achievements in digitisation regarding product information^{12,13,14} and all retailers shall move ahead.

Soft law, especially standardisation¹⁵, is one of the keys to move forward, especially when standards are harmonized¹⁶. They guarantee "a high level of safety, health, consumer and environmental protection"¹⁷ to end-users and will undertake enhancing efficiency, transparency and legal certainty for stakeholders¹⁸. The content and scope of standards are tools to convince authorities that digitisation of consumer information is the future.

Online platforms, which became one of the most important business models of the 21st century¹⁹ are also key in order to move ahead. Since digital is everywhere, companies have to join this new model, especially if they wish to accelerate time to market and to deliver a "wow factor" customer experience²⁰. The law has to adapt quickly and offer digitised solutions to retailers, especially when authorities believe that e-labeling would reduce their costs and when "many countries (such as the US, China...) - together representing 56% of the world economy(...) - have already adopted e-labelling schemes"²².

Digitisation of product information for consumers is finally an outcome.

Today, it is only product information. Tomorrow, we will all have product user centric data with fully interactive and customisable interface.

8. <https://www.forbes.com/sites/forbesnycouncil/2018/11/21/do-customers-really-care-about-your-environmental-impact/#78896035240d>

9. 46% of people feel extremely concerned by "digitisation" - French people and product information - what are the realities in 2019? - March 2019 - IPSOS study for Decathlon - available in French upon request

10. French people and product information - what are the realities in 2019? - March 2019 - IPSOS study for Decathlon - available in French upon request

11. <https://goingdigital.oecd.org/en/dimension/market-openness/>

12. On Personal Protective Equipment - Regulation (EU) 2016/425 of the European Parliament and of the Council of 9 March 2016 on personal protective equipment and repealing Council Directive 89/686/EEC (Text with EEA relevance) - "Market surveillance authorities should have easy access to the EU declaration of conformity. In order to fulfil that requirement, manufacturers should ensure that PPE is accompanied either by a copy of the EU declaration of conformity or by the internet address at which the EU declaration of conformity can be accessed"

13. On connected products (via internet or software), it is sometimes possible to dematerialize the user guides

14. For Internet purchases of a consumer product, warnings can be provided by including a warning on or with the product and a clearly marked hyperlink using the word WARNING on the product display page - <https://www.p65warnings.ca.gov/new-proposition-65-warnings>

15. Standards are documents that set out specifications and other technical information with regard to various kinds of products, materials, services and processes - <https://www.cen.eu/you/EuropeanStandardization/Pages/default.aspx>

16. For more explanations: https://ec.europa.eu/growth/single-market/european-standards/harmonised-standards_en

17. European Commission - Press release - Commission acts to make standardisation in the Single Market more efficient - Brussels, 22 November 2018

18. for more details about standardisation economic gain, <https://blocnotesdeleco.banque-france.fr/billet-de-blog/obstacles-au-commerce-au-dela-des-droits-de-douane>

19. <https://hbr.org/2019/05/a-study-of-more-than-250-platforms-reveals-why-most-fail>

20. There is a European standard on service excellence: CEN/TS 16880 creating outstanding customer experiences through service excellence

21. the Commission envisages a possible revision of the 'Blue Guide' on the implementation of EU products rules 2016 (2016/C 272/01)

22. VVA, study for the introduction of an e-labelling scheme in the EU, Cost-benefit analysis, 22/06/2018 - <https://www.digitaleurope.org/resources/e-labelling-for-europe-key-facts-figures/>

Orbits creating endless wonders

The planets trace dynamic orbits in the infinite expanse of space.

Enchanted by this magnificent power,

we designed a single logo tracing these endless orbits.

Because the shape of interwoven curves looks like a “running bird”

the logo was named “RunBird”

created from the planets’ orbits in infinite space.

People and sports have infinite power just like there is no end to space,

and if they continue to challenge themselves there is no limit to their goals.

This logo incorporates our earnest wish to continuously deliver

the power to infinitely draw out the possibilities of sports.

People will continue to outdo themselves.

And Mizuno will continue to challenge itself

for the infinite possibilities of people and sports.

REACH BEYOND





By Mr. Charles Yang,
COO Victory Group

SMART INFORMATION HIGHWAY TO SUPPORT END-TO-END LEAN OPERATIONS

PARADIGM SHIFT

For a long time, the Original Equipment Manufacturers (OEM) have been chasing low labour rates to survive the cost driven “Mass Volume Production” economy. In recent years, the rise of the consumer value-adding “Quality Centric Manufacturing Paradigm” has gradually taken the center stage which reprioritized the agenda of OEM industries to focus on promoting close-to-the-market production and the End Consumer Values.

JOURNEY TO ADOPT FOOTWEAR AUTOMATION SOLUTIONS

In the footwear manufacturing industry, for decades many manufacturers have started investing in the automatic solutions to be less dependent on human labour. Auto cutting and computer stitching proved to be capable of effectively reducing the number of workers. Flat knitted one-piece uppers, introduced in 2012, shifted the market demand for its fresh outlook and highly automated processes. The learnings after witnessing the market demand swing against footwear uppers manufacturing technologies were to strengthen the computer stitching operations while adding new automated solutions to further enhance the efficiency.

In footwear manufacturing, the assembly process is no doubt the most challenging to deliver satisfactory results. Human labour has created so many inconsistencies in the footwear components preparing processes that it imposed significant challenges on the automated assembly solution. Plus or minus 2 mm in dimensions may be acceptable for the human labour cementing process, however, it would leave the entire automated spraying settings in total disarray. In the Chinese footwear industry there was a hype for purchasing automatic assembly lines in 2017 and 2018. The demand seems to have faltered since 2019 for the reason described above.

To survive future challenges, manufacturers need to both understand the customer to create values and eliminate waste in manufacturing processes to save cost. The key lies in “Doing what?” and “Who can do it?”. Quality Centric Manufacturing Paradigm focuses not only on organizational abilities in product planning and human resource coordination but also on aligning production resources to fulfill the market demands through “smart” decision making.

Charles Yang, started his footwear manufacturing career in 2003 in Vietnam and moved on to hold several key leadership positions such as Executive General Manager of Apache Footwear Group and head of innovation of Pou Chen Group. He joined Victory Group in 2018 as the Chief Operating Officer. During his service to different footwear manufacturing groups, Mr. Yang has led the teams to win numerous prominent awards from brands they have served.

LEAN MANUFACTURING

Lean manufacturing has been identified as the most cost-effective way to really improve productivity. The small lean line layout reduces the turnover time in production, and lean planning control aligns the logistic processes to ensure the operation flows efficiently.

The proven automatic solutions such as automated cutting, computer stitching and so on can be put into the lean manufacturing as supporting cells. A well-balanced lean line with matching components from supporting automatic cells at the times and in the quantities needed will help to push the line balancing to a higher percentage and lift the lean line productivity.

INFORMATION SYSTEMS

As mentioned above, lean manufacturing focuses on not only shop floor production but also on aligning the logistic processes to ensure the production can flow efficiently. Strong information systems to track end-to-end activities from building in the productivity line with new and adequate manufacturing solutions during the development stage, conducting lean manufacturing and industrial engineering review to balance the production flow down to controlling logistic supply chains to ensure smooth production would be the key to lean success. It's unusual to see that one manufacturer has all information systems required to support lean flow as described above. The most commonly seen set up is to use an ERP (Enterprise Resources Planning) system to support the lean planning processes to ensure a smooth logistic flow. To "smartly" enter and pick data from different value chains to support the end-to-end lean operation and to overcome incongruent data formats have become a major challenge to all manufacturers.

INFORMATION HIGHWAY

End to end lean operations aim to reduce waste among all processes. The current information systems with unstructured data formats or even old paper trail records would need to be e-connected to make "smart" operation calls. It would be necessary to build an **information highway** originating from product creation stage, traveling through smart planning and logistic control, followed by lean line production and then exiting to final delivery. It would not matter where the original source of the data was from, as long as it contributes to the flow of **information highway** and supports the end-to-end lean operations.

FINAL WORDS

A sustainable manufacturing model is usually simple, wise and customer oriented. An **information highway** can tightly connect systems and processes to support the new consumer value-adding paradigm. Manufacturers can smartly make decisions to align resources, reduce waste in manufacturing operations and answer the market demand to speed to create values for end consumer.





By Margit Gosau,
CEO SPORT 2000 International

BRICK-AND-MORTAR SPORTS RETAIL HAS A FUTURE:

Interview with Margit Gosau

In sports retailing there most definitely is a future for Brick-and-mortar retail. However, it demands new approaches so that customers are offered a special shopping experience. Margit Gosau, CEO of SPORT 2000 International, provides insights into SPORT 2000's new retail concepts, which incorporate the future requirements of customers in the sports retail trade.

The market environment of sports retail is just as dynamic as sport itself. New developments and trends demand sports retailers to play an active role in shaping this environment. Margit Gosau, CEO of SPORT 2000 International, believes in the future of brick-and-mortar retail and offers insights into new concepts and ways of thinking that leave the old methods behind and focus on the shopping experience of sports enthusiasts.

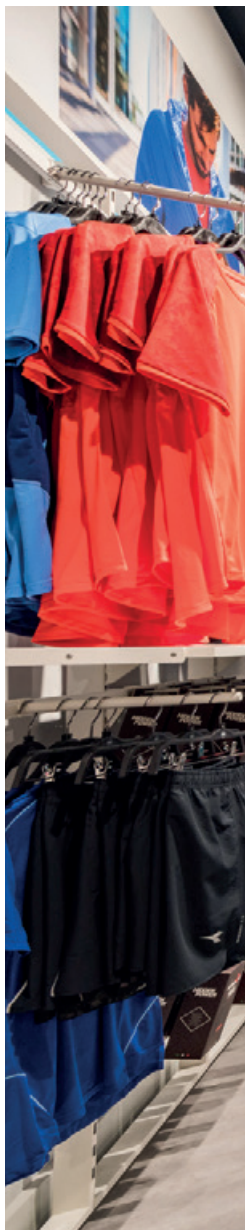
WFSGI

What can sports retailers expect in the future?

Margit Gosau

Nowadays, consumers can shop online 24/7 – any time, day and night. People need to be attracted to shop at brick-and-mortar stores. Thus, shopping in a store needs to be transformed into an experience. Those stores are offering added value which cannot be found online. As a matter of fact the retailers will not only offer one-to-one advice but also satisfy the customer's expectations even more intensively in terms of the customer journey. Of course, as a retail organization it is our top priority to create the ideal foundations for the retailer and to offer quality products. Consumer experience and sustainability are particular topics, which will need to be properly addressed when moving forward.

Margit Gosau has been CEO of SPORT 2000 International since March 2017. She holds a degree in business administration and more than 25 years of experience with global players in the sports and premium fashion industry. She has been enjoying a very successful career to date, holding international leadership positions in sales, product management, marketing, retail concepts, and global brand management.



WFSGI

How is SPORT 2000 reacting to these developments on an international level?

Margit Gosau

We have been intensively tackling the demands the customer places on the sports retailer. And it has become clear to us that the future of retailing will be shaped by human interaction – or as we call it “the human touch”. First and foremost, customers want to exchange ideas with our retailers and meet likeminded people who share their sporting passion. Our newly developed “Absolute Concept” provides a retail format for specialist stores that creates a new in-store experience for the customer. In addition to its core competencies, such as top quality advice and individual service for its high-quality sporting goods, Absolute Retailers also firmly embrace the concept of community building. The focus is always on a selected category. Marketing, purchasing and omni-channel strategies are closely coordinated between retailers and SPORT 2000. As of now, there are already six stores open in Germany for running and team sports. All of these have been welcomed enthusiastically by our customers. An expansion to the other categories is already planned.





©SPORT 2000

WFSGI

Does this mean that there will only be specialists in the sports retail trade in future?

Margit Gosau

No, not at all. But customer expectations at generalist stores are also changing. Today, customers shop according to an experience or a theme. They want to be immersed in their personal thematic areas and are looking for integrated, coordinated product ranges that are optimized to their personal needs. Here, too, we will be launching very soon a fresh and brand new generalist experience concept which takes all the factors mentioned into account and can be flexibly adapted to any store size.



FROM THE VERY BEGINNING IN 1966 SPORT 2000 HAS BEEN AMBITIOUS AND VERY HUMAN AT THE SAME TIME. AND THAT WILL CONTINUE IN THE FUTURE.

OUR AMBITION IS TO BE THE NO. 1 SHOPPING DESTINATION FOR SPORTS ENTHUSIASTS AND TO BE THE MOST DESIRED AND INSPIRING SPORTS RETAIL BRAND FOR OUR MEMBERS AND CONSUMERS. OUR RESPONSIBILITY AT SPORT 2000 HAS ALWAYS BEEN TO BE VERY PERSONAL, EXPERTS IN OUR BUSINESS AND CREATIVE IN EVERYTHING THAT WE DO.

ABOVE ALL ...

WE ACT WITH A HUMAN TOUCH.

AND THAT WILL ALWAYS BE OUR GOAL.





By Christian Drieaus,
Co-Founder, gominga eServices GmbH

TO IMPROVE SALES AND BRAND IMAGE,

companies need to actively manage online reviews on
platforms such as Amazon and Google

Customer feedback in terms of online reviews has become more and more important. Star ratings guide us to the best products on Amazon or to the best location on Google maps, and review texts give us valuable information for our buying decision. While reviews originate in the online world, their impact has reached the offline world as well. Reviews are used at every touch point along the customer journey and have changed our consumer behavior fundamentally. Online marketplaces such as Amazon are here to stay and play an important role even within the sporting goods industry today. But industry specific players such as REI or ChainReactionCycles also use reviews to promote products on their e-commerce websites. That is why sporting goods brands need to embrace this development and start to manage online reviews. A rating strategy is needed and a solid implementation key.

Star ratings and review texts play a major role for algorithms and consumers alike. Most prominently on Amazon and Google, they influence which product or which store is shown in the search results list with details on subsequent pages on the relevant online platform. Product reviews influence the decision-making process along the entire customer journey and most people use reviews when comparing products before making the final buying decision. Various studies around the globe underline this fact.

The same way as online reviews guide us to a restaurant or influence our hotel booking behavior, they lead consumers to a particular store when using Google

Christian Drieaus is Co-Founder of gominga eServices GmbH, a Munich based technology company helping brands to manage online reviews. Christian is a digital expert and has held several leadership roles in Germany and abroad, e.g. at Amazon and the German premium fashion retailer E. Breuninger GmbH & Co. Besides his corporate and startup experience, Christian has advised companies in digital transformation. He is a speaker, guest lecturer and author and holds an MBA from Oxford University.

Reviews have a clear impact on sales and brand image as they are a key factor for search engine algorithms and influence the consumer at every touch point along the customer journey.

Northwestern University's Spiegel Research Center found that

- Displaying reviews can increase conversion by 270%
- Reviews impact sales more for higher-priced items...
- ... and for higher-consideration items
- 5 stars is "too good to be true"



Rating Example of an online retailer

Maps or influence the buying decision when browsing on Amazon. There is no online vs. offline anymore. Reviews are not an online only attribute any longer but have a significant impact on any brand.

Online reviews need to be included in your reputation management

The need for companies to have a clear strategy and professional management for reviews & ratings is necessary due to the impact on a brand's image as well as online and offline sales. As part of their reputation management, companies need to look at what customers say about their stores and products in form of reviews and interact directly with them. What most companies already do on social media channels like Facebook must also be done on e-commerce channels like Amazon. One might say that the e-commerce platforms are even more important because that is the actual POS of today.

Market research and customer care at the digital POS

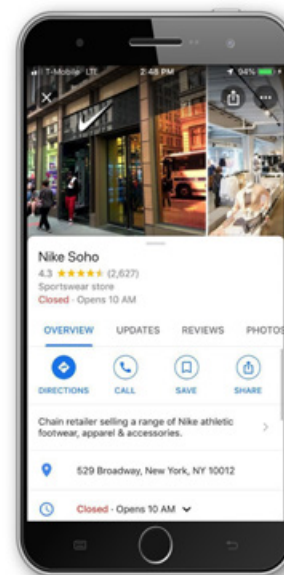
Companies need to look at two sides: the analysis of ratings and reviews and the customer care by responding to reviews.

Online reviews not only help consumers to make well-informed buying decisions but also give companies direct access to user feedback. This is still fairly new but should be positively embraced by brands. By analyzing both the quantitative side of ratings and the qualitative side of reviews invaluable insights can be gained. What do consumers like about your product, what do they not like? Do they have questions regarding the functionality and use of the product? Or regarding the material or the fabric? This kind of information can be found within the texts of online reviews and questions. Similarly, store reviews give insights into store cleanliness, stock availability or staff friendliness etc.

Especially in the sporting goods industry, product reviews can be used as an early warning system to detect quality issues, ranging from product defects to material problems. For sports equipment brands, such user feedback can

bring to light safety issues that pose risks to users. For sports fashion, reviews can highlight toxic materials etc. Any brand needs to know about such customer feedback, especially in the online world. And companies need to react to it as they do on social media

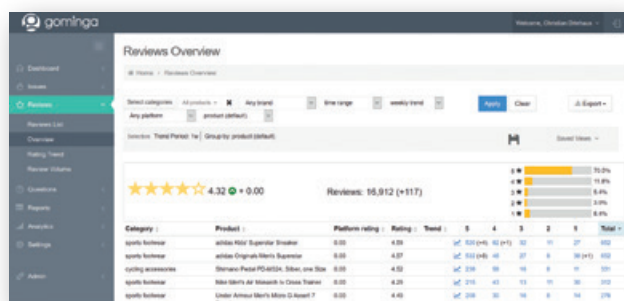
Furthermore, online reviews allow companies to interact directly with end consumers. Similar to social media channels such as Facebook, online reviews on Google or e-commerce websites such as Amazon can and should be used as another customer care channel. By responding to online reviews and replying to questions, brands show that they value the customer feedback. Online reputation management is extremely important and should not be limited to social media but include the digital POS as well.



Google review example for online stores

For the offline world, location reviews on Google are a decisive factor for consumers to visit a certain store or not. When competition does not only come from other retailers or industry peers but from the broader "entertainment" spectrum, Google reviews can make or break a store visit. Why spend time at a shoe retailer when other users say its dirty and the staff is unfriendly? Better go to the movies. Since Google is the number 1 search engine almost everywhere and people have their smartphones at hand all the time, location reviews are of utmost importance and need to be managed professionally.

Monitoring, alerting, analysis and customer interaction – companies need to professionally manage their online product and store reviews.



gominga rating tool example



By Heather Canon,
Vice President, Capacity Building, ELEVATE

WORKERS – OUR SECRET WEAPON FOR A RESILIENT SUPPLY CHAIN

Shorter lead times. Smaller production runs. Automated manufacturing. Business disruption. All are increasing and require an agile, resilient supply chain. But beyond investing in the latest technology, how do we stay ahead of these pressures and adapt to an ever-changing reality? The workers who make our products are an incredible asset in navigating this transition.

Earlier this year, Nike published the list of 21 questions in its worker Engagement and Wellbeing Survey, encouraging the industry to join a movement toward a more "resilient, higher-performing manufacturing model" that measurably improves the lives of workers. We have been at the forefront of this work with Nike, adidas, and other sporting goods industry companies – and leaders in other industries such as consumer electronics – that have made the connection between worker engagement and business performance.

Historically, social and labour issues in the supply chain have been played like a game of whack-a-mole, focused on whatever issues are making headlines by NGOs and campaigners - fire safety, forced labour, child labour, sexual harassment, excessive working hours, etc. Major sporting events such as the Olympics also shine a spotlight on human rights and labour conditions in supply chains. Tokyo 2020 has a Sustainable Sourcing Code and Grievance Mechanism to investigate and address reports of non-compliance with the code. This kind of risk reduction is necessary but not sufficient.

To realize the business benefits of engaging workers, we need to go beyond codes and compliance. We need to focus on improving business performance and sustainability in a broader way. This win-win approach makes a stronger case for suppliers to invest their own resources to offer jobs where workers are proud to work, have sustainable income, and promotion opportunities. These are the resilient workers that can quickly learn new skills and adapt to a new way of manufacturing.

Workers are a key asset in sustaining resilient supply chains. Our worker survey data from leading brands and manufacturers in the sporting goods industry shows the business benefit to investing in supervisor trust and communication with workers. If workers speak up when they need help, there is better factory performance. Workers' business-relevant insights can be delivered through safe and anonymous channels, leveraging technology for real-time visibility 365 days a year.

Heather leads Capacity Building at ELEVATE, directing four business lines: Worker Engagement, Factory Services, eLearning and MCSR (Program Support) services. Previously, she co-founded and led the social enterprise that developed the award-winning Laborlink mobile platform which provides anonymous and unfiltered worker insights to companies and their suppliers. In 2017, ELEVATE acquired Laborlink and integrated this technology with assessments in a scalable and cost-effective way.

ELEVATE worker survey data from leading brands and manufacturers in the sporting goods industry shows a clear connection: workers who do not understand production requirements have more quality problems. This risk is increasing as styles and materials are changing more frequently. Similarly, workers who feel under pressure have higher rework rates. (Figures 1 & 2) These themes are covered in the Nike survey, through questions such as "The stress associated with my job is acceptable" and "I understand how targets are set."

We also see the critical role of supervisor trust and communication in preventing rework rates. When this system is broken, i.e. when workers do not feel comfortable talking to their supervisors, they report much higher rework rates. (Figure 3) Conversely, when there is trust and open communication with supervisors, it creates a virtuous circle where workers speak up when they need help, leading to better factory performance.

Everyone has a role to play in engaging workers for a more resilient supply chain:

- The buyer's role is to set a framework, use business leverage to require or encourage, articulate a clear purpose that connects to business value and, like a good coach, give space to learn.
- The supplier's role is to make a commitment to engage workers, and to collect and use worker insight data to drive continuous improvement.
- Workers provide business-relevant insights through safe and anonymous channels, typically leveraging technology for real-time visibility 365 days a year.
- Innovators, tool providers and thought partners provide the tools, data and customized coaching to support all actors in this journey.

Teamwork is no different on the field than on the factory floor. To build a competitive and resilient supply chain, we need to create the right conditions for peak performance. Performance monitoring – with real-time 365-day data from team members themselves – is an essential input to that system.

The sporting industry is all about well-being. Our vision should be to build great factories where workers thrive. If that is achieved, then our business will be resilient and thrive as well.

Figure 1
Product quality depends on effective worker communication

Workers' understanding of production requirements is correlated with rework rates in factories. A strong understanding of requirements (eg. 92%) means less rework / fewer quality issues (eg. 17%).

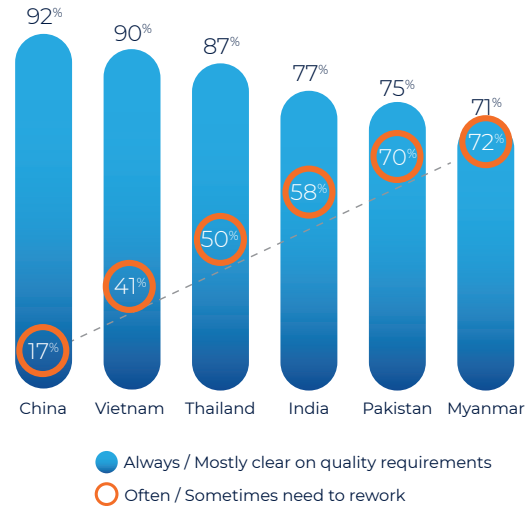


Figure 2
Work stress exacerbates quality problems

For workers who say they often or sometimes need to do rework, 60% say they are under a lot or some pressure at work, whereas only 41% of those who rarely or never need to do rework say they are under a lot or some pressure at work.

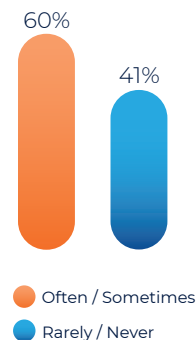
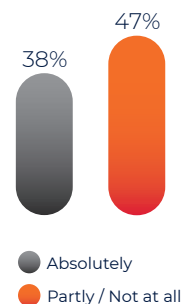


Figure 3
Poor supervisor communication exacerbates quality problems

When workers feel absolutely comfortable talking to their supervisors, they report a rework rate of only 38%. If workers feel only partly or not at all comfortable talking to their supervisor, they report a higher rework rate, i.e. 47%.





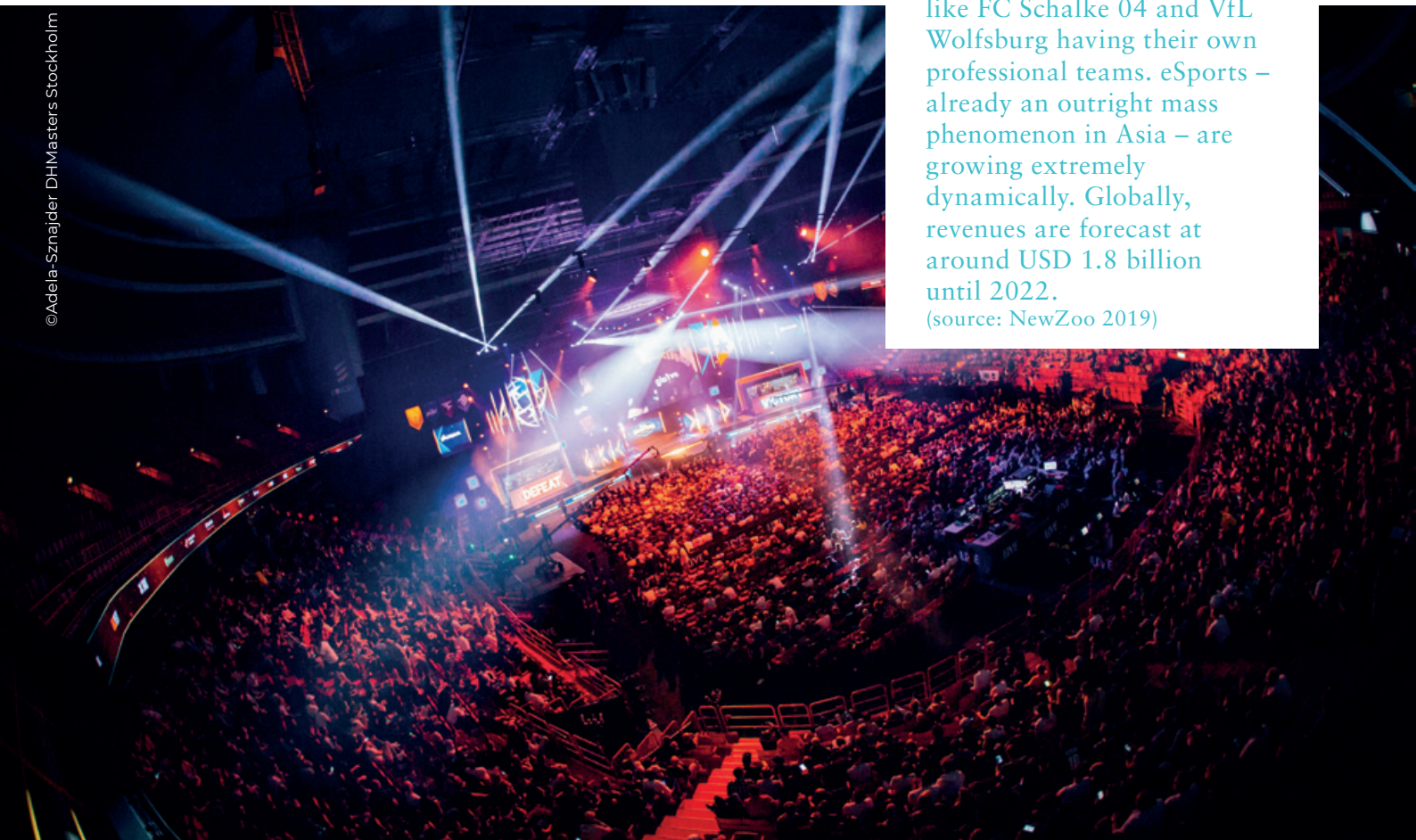
By Stefan Zant,
Managing Director, 7Sports/
ProSiebenSat.1 Sports GmbH

E-SPORTS ARE BOOMING, AFFORDING OPPORTUNITIES TO ADVERTISERS

It is far from surprising that technology corporations are acting as sponsors. Computer chip manufacturer Intel recognized the potential in competitive gaming at an early stage and sponsors one of the oldest global series of tournaments – the Intel Extreme Masters (IEM), organized by ESL, one of the biggest eSports promoters in the world. This type of sport does not work without a computer but global players from all sorts of industries have already discovered the recent phenomenon of eSports and are entirely or partially reallocating their marketing budgets for traditional sports.

A new sport is rapidly gaining momentum, with cash prizes of USD 30 million and more, international brands such as adidas, BMW and McDonald's as sponsors and German Bundesliga clubs like FC Schalke 04 and VfL Wolfsburg having their own professional teams. eSports – already an outright mass phenomenon in Asia – are growing extremely dynamically. Globally, revenues are forecast at around USD 1.8 billion until 2022.

(source: NewZoo 2019)



What makes established major brands rethink their sponsoring budgets and invest in the young phenomenon of eSports?

The opportunities for advertisers to present their brand on the eSports stage are versatile. Not only can they position themselves in the eSports community as sponsors of eSports teams, individual players, tournaments or entire leagues, but they can also embrace all opportunities offered by media. The global reach is already impressive. For example, the final of the 2018 League of Legends World Championship reached a global online audience of 205 million.

Of course, advertisers should always keep their eye on the local situation. But despite regional differences, one thing remains particularly relevant: the target group. It is chiefly young and male. But more and more women are also getting interested in the eSports trend.

To target the group you are focusing on as a company is the crucial question. By means of good sponsoring or other ways of advertising you can generate a young,



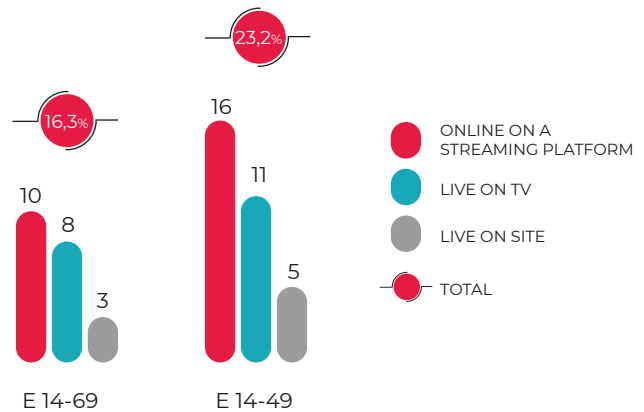
©ESL Cologne 2018 CSGO



©Helena Kristiansson, ESL, New York 2017

Stefan Zant is Managing Director at 7Sports, ProSiebenSat.1 Group's sports business unit. Since 2016 the media group has been intensively campaigning to raise awareness and acceptance of eSports in German-speaking countries. ProSiebenSat.1's eSports ecosystem comprises coverage on TV and via digital channels, co-organizing leagues and events with partners and managing players.

GERMAN MARKET: ALREADY WATCHED AN ESPORTS EVENT / IN PERCENT



BASE: 14-69 YEARS, N=1,235

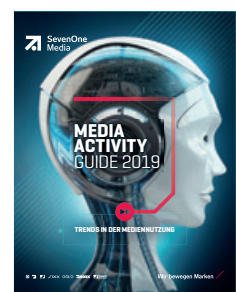
SOURCE: MEDIA ACTIVITY GUIDE 2019, SevenOne Media/forsa

modern image for your brand. And the major advantage for sponsors is that eSports do not have rigid rules like many other traditional types of sport, for example as to where a logo can be placed.

eSports – from niche to mainstream

There is certainly more groundwork to be done in some countries – including Germany. In addition to the mostly global eSports events, which fill entire stadiums, it is also important to engage the fan community on a broader scale. This increases relevance and awareness in society. In the German market, 7Sports has been active since 2016. TV is still the number one mass medium in Germany. Utilizing digital channels is another key element. Reporting regularly on leagues, events and relevant games has a beneficial effect on the entire industry. The **“Media Activity Guide 2019”**, an annual study carried out by the ProSiebenSat.1 marketer SevenOne Media, showed that eSports are just about to leave their niche. One in six Germans has watched an eSports event. Another 4 percent can imagine watching eSports content. With a potential of nearly twelve million people in Germany, eSports are already reaching a mainstream audience.

Those who tap into the young phenomenon now, will still have a lot of opportunities to shape its overall development.





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WFSGI.ORG CONNECT. INFORM. REPRESENT. PROMOTE.

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 members steer the direction of the 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 people involved in the manufacturing and the environment.

The future of the sporting goods industry begins with the professional networks that we support.

**GLOBAL SOLUTIONS THROUGH
INTERNATIONAL TEAMWORK.**



WFSGI. COMMITTEES

ACTIVITY REPORTS 2019

WORLD FEDERATION OF THE
SPORTING GOODS INDUSTRY



AQUATICS COMMITTEE

Activity Report 2019

The Aquatics Committee is the sport-specific industry representative body towards other International Sports Federations, Organizers of major sport events, international standards institutions and NGO's.

Summary

2019 was a busy year for the Aquatics Committee with many activities relating to its growing relationships with the global governing bodies for swimming and triathlon, FINA and the ITU respectively. The Committee also proactively engaged with other relevant stakeholders on diverse issues such as athlete health and safety, sustainability and swimwear approvals.

Mandate

The Aquatics Committee is the aquatics-specific industry representative body towards the Fédération Internationale de Natation (FINA), organizers of major aquatics events, international standards institutions and Non-Governmental Organizations with the intention of fostering the general development of aquatic sports with an eye on athlete safety in aquatic sports.

Aquatics Committee Leadership

The Aquatics Committee continues to be led by Chair Greg Steyger (Global Product Category Manager for Arena). Greg is supported in his role by two Vice-Chairs Franck Horter (Président chez TYR Europe SAS) and Jonathan Highman (Brand Manager Speedo International). The Chair would like to thank all the Committee members for their hard work and industry solidarity in 2019 and, in particular, his Vice-Chairs for their ongoing support and challenge.



Update on Activities

In 2019, the Aquatics Committee focussed on the following specific activities:

1. ISO Goggle Standard

The Committee continues to support the development of a new ISO Goggle Standard and is represented on the ISO Working Group by Neil McConnochie of Zoggs. The new ISO Goggle Standard both updates an out of date British Standard and establishes a global benchmark to a core product category which is one of the world's top 3 lifestyle and fitness activities. At the time of writing, the draft standard was at DIS ballot phase with publication and implementation being anticipated in 2020. The standard will be part 3 of ISO18527 which also covers Sunglasses, Sport Protection Eyewear, Ski & Snow Boarding goggles.

2. FINA Relations

The Committee continued its constructive relations with FINA and welcomed Pavel Medvedev, FINA's General Project Manager, to its ISPO Munich Committee meeting. Following that meeting, the Committee submitted two letters to FINA indicating its willingness to explore supporting FINA in further scientific research into safe upper temperature limits for swimmers participating in open water swimming events in wetsuits and setting out a proposal for revised submission and approval timelines for FINA approved swimwear post the Tokyo 2020 Olympic Games. The Committee also worked constructively with FINA to streamline its approved swimwear list and explore ways in which the method for checking approved swimwear can be improved.

3. ITU Relations

The Committee also established a new relationship with the International Triathlon Union (ITU) and welcomed the ITU's Sport Director, Gergely Markus, and its Head of Operations, Thanos Nikopoulos, to its ISPO Munich Committee meeting to explore issues of relevance for the industry. At the time of writing, the Committee and the ITU are exploring co-hosting an annual manufacturers meeting. The intention behind the meeting is to create an annual touchpoint

that will ensure a mutually beneficial flow of information between the industry and the global governing body that supports the ITU to develop triathlon in a manner which protects the sport and the athletes while supporting and driving innovation in the sport.

4. Aquatics Committee Growth

As part of ensuring that the Committee continues to be the world authoritative body for the aquatics industry, an ongoing active recruitment drive was developed by the WFSGI secretariat in cooperation with the Committee leadership. The Committee was therefore delighted to welcome new WFSGI members Huub and ResTube and continues to actively engage with non-WFSGI members to ensure the growth of the Committee. ResTube, a manufacturer of one of the world's leading inflatable water safety products, provided the Committee with an update on their company's approach to water safety and Committee members will further consider how this topic can best be addressed within the current WFSGI structure.

5. IOC Sport Specific Rule 50 Guidelines

The Aquatics Committee was also proactive in providing constructive feedback to the International Olympic Committee (IOC) and FINA on the Sport Specific Guidelines for swimming events at the Tokyo 2020 Olympic Games. Such activities ensure that the Sport Specific Guidelines are as user friendly, consistent and as accessible as possible for the benefit of the industry, the athletes and the NOCs in Tokyo.

BICYCLE COMMITTEE

Activity Report 2019



The Bicycle Committee represents leading brands on all levels (Sport, Trade, Social and Environmental issues). The Committee is the voice of the bicycle industry towards the International Cycling Union (UCI), the International Triathlon Union (ITU) and the International Olympic Committee (IOC).

2019 has been another busy year for the bicycle function inside the WFSGI. We have been active across all of our technical committees with both personal and telephone meetings ensuring everyone has the ability to input into the technical topics we have been dealing with.

Our major work has been in the following areas:

1. Frame design regulations

This has been an ongoing topic for some time now with many discussions in our internal working group and with the UCI since early 2018. We created a strong and logical proposal covering a number of frame design regulations that restrict our members from innovating. This proposal was discussed twice by the UCI Technical Commission and after this process it was approved and passed into to the UCI governance group, the UCI Management Committee. The active date for these changes is 2021 giving our members time to plan the changes to the amendments. This is a great example of collaborative work with the UCI and our members to reach an outcome that is positive for all.

2. Tyre and rim interaction work with ETRTO and ISO

We have been a communications partner for this process which is now drawing to a conclusion. This is great progress for the industry and it gives enhanced safety for consumers and better guidance for our members.

3. Ebike competition regulation

We are working with our members and the UCI to help shape this new part of our sport. A challenging environment and many technical challenges to overcome but the WFSGI and our members are resolute that we will reach a way of regulating this new type of racing.

4. Olympic equipment regulations

The UCI made some changes in 2018 to its regulations that were very restrictive for our members. We worked closely with our members and the UCI to help shape this regulation into something that was workable and realistic for both the UCI and our members.

Overall a strong and busy year for "bicycle" with a lot on the horizon for the future, such as:

1. More design innovations
2. E-Bike competition
3. Increased meetings in new exciting locations
4. Focus on completing the ISO tyre and rim process
5. Review of bicycle strategy to help shape the operational and strategic direction of the bicycle function inside WFSGI in the coming years

CISO COMMITTEE

Activity Report 2019

The Committee on International Sports Organizations (CISO) represents the WFSGI as the industry consensus voice to all sports federations and organizations. It promotes maximum and equal benefit to all WFSGI members and the sporting goods community at large.

Summary

With the Tokyo 2020 Olympic and Paralympic Games just around the corner, 2019 was a busy year for CISO members and the WFSGI. The CISO continued to engage closely with the IOC on the evolution of its advertising and marketing regulations and on the development of the third and biggest edition of the NOC Uniform Support Programme to date. The CISO also began a new engagement with the International Paralympic Committee that will, for the first time, see brand representatives present during the Tokyo 2020 Paralympic Games to provide technical support services to Paralympians.

Mandate

The Committee represents the WFSGI as the industry consensus voice before all sports federations and organizations on a range of issues including advertising and marketing regulations, uniform and equipment regulations, ticketing and accreditations and sport development and innovation. The CISO promotes maximum and equal benefit to all WFSGI members and the sporting goods community at large.

CISO Leadership

As in 2018, the CISO continued to be led by Chair Johan Adamsson (Global Director of Sports Marketing & Sports Licensing, PUMA) supported 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). The Chair would like to thank all members of the CISO and, in particular, his Vice-Chairs for their ongoing support and industry solidarity.

IOC Relations

Rule 40

2019 was a historic year for relations between the IOC and the sporting goods industry. In February, the German Competition Authority (FCO) determined that the IOC and the German National Olympic Committee (DOSB) historic implementation of the IOC's Rule 40 in Germany had restricted the advertising opportunities of athletes and sponsors too far and was therefore not compliant with EU Competition Law. As a result and as part of a commitment agreement, the IOC and DOSB undertook to considerably enhance sponsorship opportunities for German athletes and their sponsors in Germany until the end of the Winter Olympic Games in 2026 (read more here). The outcome led to various athletes and athlete support groups calling for the IOC to make the FCO decision globally applicable to ensure a fair playing field for all athletes and sponsors.

On a global level, CISO continued its long track-record of negotiating passionately but ultimately cooperatively with the IOC to push for regulations that support the industry carrying out business as usual but provide legitimate protection for the IOC, NOCs and host cities against ambush marketing.



The IOC responded to the various feedback from the Olympic Movement stakeholders by making an amendment to the Olympic Charter resulting in a change in the IOC's principle position on the use of images of participants in the Olympic Games. Such imagery is now permitted, subject to the guidance issued by the IOC and NOC's:

"Rule 40.3: Competitors, team officials and other team personnel who participate in the Olympic Games may allow their person, name, picture or sports performances to be used for advertising purposes during the Olympic Games in accordance with the principles determined by the IOC Executive Board."

CISO continued to work constructively with the IOC to ensure that clear guidelines were provided to sporting goods companies on how to operate under the new Rule 40.3 framework. This work is particularly important for the industry given the prevalence of sporting goods companies who support athletes and teams present at the Olympic Games: globally, sporting goods companies made up over 50% of the companies who applied to use athlete images in their marketing at the Rio 2016 Olympic Games. By comparison, the next largest industry was the banking services industry who made up approximately 4%.

NOC Uniform Support Programme

The IOC and CISO continued their solidarity work in 2019 by further developing the NOC Uniform Support Programme for Tokyo. The third edition of the solidarity initiative will see 11 sporting goods companies provide, at a minimum, free of charge competition apparel to over 300 athletes from 72 NOCs. The athletes involved in the programme would otherwise be unable to compete at the Tokyo 2020 Olympic Games as their NOCs either do not have a sponsor and/or are otherwise unable to

procure Rule 50 compliant product. The WFSGI brands supporting this initiative are: adidas, arena, Asics, Descente, Mizuno, New Balance, NIKE, Inc., Orbea, Pentland (Speedo), PUMA and Under Armour. WFSGI recognises and thanks you for your ongoing support for the athletes and the Olympic Games.

Ticketing

Through WFSGI's MOU with the IOC, we were again able to offer WFSGI members access to Olympic tickets and technical accreditations that allow our industry to be represented at the Games and to provide much needed support services to the athletes that will help them perform at their peak on one of the biggest stages of their athletic careers.

IPC Relations

In 2019, WFSGI and the International Paralympic Committee (IPC) began a new era of engagement that saw the IPC Commercial & Marketing Director, Alexis Schaefer, and the Commercial & Marketing Manager, Hannes Hoeltge, present the IPC vision, mission and notable achievements to the CISO during the WFSGI Bi-annual meetings. WFSGI and the IPC, for the first time in their history, also collaborated on the provision of sport tickets and technical accreditations for WFSGI members to the Paralympic Games to ensure that Paralympians benefit from the same opportunity to have their personal sponsors support them at the Paralympic Games as Olympians do.

CR COMMITTEE

Activity Report 2019



The Corporate Responsibility Committee is focusing on developing and promoting 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.

Summary

Based on the decision taken in 2018, the WFSGI CR Committee has enrolled in a new working mode this year. The focus lies on ad hoc engagement and cross committee support. In that context, expertise and guidance has been shared with the WFSGI Aquatics Committee. Furthermore, the industry has provided an insight into its work in the field of corporate responsibility at the WTO Public Forum. As in the past, the WFSGI Trade Committee hosted a session at this event and the WFSGI CR Committee has put forward one of the panellists to present how the industry meets the sustainability requirements of the next consumer generation.

Long standing projects such as the Communication on Action exercise were carried out. In 2019 a memorandum of collaboration has been signed with AFIRM and will enable the industry to streamline all work about RSLs, including hard goods, through one competent organization.

The WFSGI has also been made aware of upcoming new initiatives touching upon the sponsorship of athletes. These new endeavours of several different international organizations will comprise labour and working conditions and the occupational health and safety of athletes. These new developments will be monitored to inform the industry but also to provide its positions.

OUTLOOK/FORECAST 2020

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

In that context and especially with a view to the new working mode of the CR Committee, the latter calls upon all WFSGI members to actively inform the WFSGI about any relevant topics that should be taken up in the field of corporate responsibility.



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LEGAL COMMITTEE

Activity Report 2019

The 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.

Once again, 2019 has been both a very busy, but also successful year for all the joint team efforts made by the Legal Committee ("LC"). The focus remains on the creation, implementation and also improvement of concrete services rendered to the WFSGI membership. The continuous active and dedicated participation of the LC's members plus their strong presence at the two physical meetings of the Committee held in 2019 in Munich, Germany on 30 January 2019 followed by the midyear meeting at the WFSGI's new office premises in Bern, Switzerland reflected very positively that we remain at the pulse of the industry and that our members needs are met by us in the course of their day-to-day operations. We adhere to the governing principle that it is the membership itself who tells us, which avenues shall be pursued and which not, what we should put a special focus on and what the priorities shall be at LC level. Nothing is imposed on our members and this seems to be a quite successful recipe to achieve concrete results. The communication in between the two annual meetings at LC member level has been actively continued by quite a number of web and telephone conferences staged throughout 2019, which mostly involve the various working groups' members within the LC.

The WFSGI Compliant Labelling Requirements Database

The WFSGI Compliant Labelling Requirements Database Project is already operational since 2018. Much groundwork has been successfully covered, nevertheless there is always room for improvement. Our members ask themselves questions such as how to get the maximum benefit out of the kind of services offered by the WFSGI's cooperation partner Compliance & Risk, how they could stay ahead of the game, stay in compliance with product labelling requirements in multiple territories, how to find ways to interpret laws and regulations as close to reality as possible, how to keep track of ever changing regulatory requirements and how to avoid the disappearance or scattering of knowledge generated within the company when or if a member of staff leaves.

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

1. Fight against Third Generation Counterfeits in South East Asia

Thanks to an initiative started by the WFSGI member company ASICS, several brands got together and will collectively unite on the ground operations in South East Asia in 2020. No details can be revealed in this context because of the highly confidential nature of all measures taken.

2. Connect rapidly with Trusted Investigators - WFSGI IP Contacts Database

The WFSGI IP Contact Database remains a valuable tool for WFSGI members and their in-house experts dealing with brand protection and the enforcement of IPR rights.

3. WFSGI / Convey Takedown Project of Illegal Offerings on Websites

The WFSGI's service provider Convey has once again expanded its services and includes new additional platforms and social media, which also help to tackle illegal offerings on their websites including mobile applications, etc. The degree of membership satisfaction is high based on the feedback we received from the multiple subscribers to the aforementioned service.

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

We are pleased to report that the contents of the WFSGI ABC Position Paper as a recommended guidance particularly for smaller to medium-sized companies in the sporting goods industry could be successfully completed. The concrete need for such guidance is clearly demonstrated by several scandals and legal actions rocking the world of football, in particular, and some national federations. The ABC working group has been complemented by some new faces and it had been agreed upon within the Group that there was a need to create guidelines/standards on conflict of interest scenarios first, prior to the start of any trainings in this area. Concrete best practice examples shared by the chair of the Working Group helped to obtain a better understanding of the sensitivity of this issue by also letting the attendees of the Bern meeting interactively vote on different scenarios. The prime objective is to maintain high standards in the industry and to help to counteract bribery and corruption at individual company level. The ABC working group is continuing to develop training materials and specific guidelines on how to address all these issues.

A new task has been assigned to the Working Group in terms of proposing an amendment to the WFSGI's existing Code of Conduct in terms of a fairly compact and concise provision relating to ethical business standards and behaviour.

WFSGI Product Safety Working Group ("PSWG")

Since we had to deal with the situation that the driving force and Chair of this newly established PSWG is no longer working in the sporting goods sector, we had to relaunch this Group. Yet given its importance and relevance in particular also for the numerous WFSGI members in the bicycle sector, it has been decided in Bern to continue and revive the Group and also to concentrate first on best practices in the area of product recalls. Hopefully concrete results will be generated in 2020 with a newly composed Group.



Open Discussions at WFSGI LC Level – WFSGI Legal Forum

LC members are encouraged foremost in the course of the two physical annual LC meetings to come forward with any other issues of interest which they want to be taken up and to be discussed at LC level. Concrete examples are EU distribution topics with a special focus on selective distribution, different regulatory frameworks in Europe, Asia and the US dealing with advertising and sales terms of branded products, etc. This new format has been positively adopted and will remain one of the pillars of future LC meetings as well.

Guest Speaker Presentations

Guest speakers at the two physical LC meetings in Munich and Bern included representatives from the World Intellectual Property Organization (WIPO) informing the attendees about the results of WIPO's campaign relating to the World Intellectual Property Day in April 2019, which this year had been dedicated to sports. WIPO expressly thanked the WFSGI for its active support in this area. Further speakers were two experts from IBM Geneva dealing with legal artificial intelligence topics and their impact on the legal profession. Another presentation on online product review monitoring and management had been provided by the service provider company gominga with a specific focus on also using this kind of information as an early warning instrument in the event of any product safety issues. The impact of the US- China tariff regulations on the global economy in general and on the sporting goods sector in particular was another topic brought to the attention of the LC members.

MANUFACTURING COMMITTEE

Activity Report 2019



The Manufacturing Committee is a hub for manufacturers and manufacturing issues. It works on joint approaches to tackle common challenges, to identify key issues and to create positive synergies between manufacturers and brands.

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 October, the Manufacturing Committee hosted its first workshop in Hong Kong. Kindly supported by The Mills and HKRITA, manufacturers, along with brands, joined together to address challenges facing the industry.

The Committee Meeting was opened to all members and covered topics such as International Trade challenges, the impact of people in the supply chain, sustainability and also Digitization and its impacts.

The Mills also arranged a tour of its facility along with sharing innovative new start-ups like Garment-2-Garment and Unspun.

First conclusions and feedback from this meeting have shown the need for open and frank dialogue between brands and manufacturers in a neutral space in order to address the challenges facing our industry. There is an imperative for automation but along with joint sourcing decision-making in order to ensure business continuity.

The WFSGI would like to thank all the attendees along with our hosts for sharing their valuable time and knowledge. The committee still welcomes input and new participants on board, from both brands and manufacturing companies.



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PHYSICAL ACTIVITY COMMITTEE

Activity Report 2019

The PA Committee promotes physical activity on a global level. It fosters and encourages the participation of citizens of all countries in healthy sporting activities.

Summary

2019 was a transformative year for the Physical Activity Committee (PAC) as, on behalf of the sporting goods industry, it committed to a new and deeper level of engagement with the World Health Organisation (WHO) through its ongoing dialogue with the private sport sector. It is intended that the dialogue will help drive the implementation of the Global Action Plan on Physical Activity (GAPPA), support Member States in achieving the global physical activity goals and reinforce the industry's commitment to increase levels of physical activity and sports participation, especially among children. During 2019, the Committee also raised its activity levels in the areas of communication and advocacy, delivering regular physical activity news and updates to WFSGI members and consistent messaging on the work done by the sporting goods industry to raise awareness of the benefits of physical activity and sport amongst WFSGI's wider stakeholders.

Mandate

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

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

Committee Leadership

In 2019, the Committee elected Sarah Cannon (Senior Director, Communications and Partnership, Social and Community Impact, NIKE, Inc.) as its new Chair. Sarah replaced her long-serving NIKE, Inc. colleague, Vanessa Garcia-Brito, who stepped down in early 2019 due to an internal job change. The Committee would like to register their thanks to Vanessa for her leadership, energy and support throughout her tenure, which saw the PAC develop into a credible, knowledgeable and impactful voice for the industry's collective action on physical activity. The Chair is supported 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); and Nathalie Coulomb (Corporate Responsibility Business Partner, Pentland International). The Chair thanks all PAC members for their contributions throughout the year and, in particular to the PAC Vice-Chairs and Jessica Johnston (Director, Global Stakeholder Engagement, Social and Community Impact, NIKE, Inc.) for their ongoing support and counsel.



Committee Activity Update

During 2019, the Committee focussed its work on the following activities:

1. WHO Relations

Representatives of the PAC and the WFSGI Secretariat participated in the ongoing dialogue between the WHO and the private sport sector concerning the implementation of the GAPPA. At the time of writing, the PAC and WHO are cooperating on the development of three separate initiatives to raise awareness of the benefits of physical activity and increase physical activity levels on a global basis:

1.1 Register of Commitments

In 2019, WHO determined to develop a public register to publish and track voluntary commitments from representatives of the private sector and the wider global community made in support of achieving the vision of the GAPPA and Sustainable Development Goal 3.4. The PAC worked closely with WHO to ensure that the commitments were pragmatic, accessible, achievable by a range of WFSGI members and supported the four policy areas of the GAPPA, namely: active societies, active environments, active people and active systems.

1.2 Pilot GAPPA Accelerator

The WFSGI Secretariat and the PAC supported the WHO in developing a country accelerator programme to provide proof of concept for the GAPPA across a range of Member States. The Accelerator is expected to be rolled out in 2020.

1.3 Physical Activity and Physical Education in Schools

The PAC membership provided WHO with free and unrestricted access to a range of industry-commissioned research on the topic of physical activity in schools or for school-aged children. The industry research assisted WHO in the collation of a base of underlying data to inform a global survey being considered to close the data gap concerning the levels of physical activity and education being delivered in schools.

The PAC would like to register its thanks to the WHO and, in particular, to Dr. Fiona Bull MBE (the Programme Manager at the WHO for the Department of Prevention of Noncommunicable Diseases) and her colleague Ulrike Schwerdtfeger for their continuing willingness to engage and include the private sport sector in the GAPPA implementation framework. The PAC is certain that the physical inactivity pandemic can only be resolved through multi-stakeholder cooperation.

2. IOC Relations

The PAC welcomed the IOC's Chantal Buchser Kelley (the Senior Project Manager at the IOC for the Sport and Active Society Commission) to its Committee meeting in June to deliver a presentation on the IOC's physical activity work and explore synergies between the IOC and WFSGI in this field. Furthermore, WFSGI President & CEO Robbert de Kock accepted a request from the IOC President, Dr. Thomas Bach, to join the Sport and Active Society Commission as a member. The PAC and WFSGI look forward to working ever more closely with the IOC in the coming years on this important issue for our organisations, the sport industry and wider society.

3. PAC Advocacy and Communications

at its Committee meeting in June, the PAC took time to reflect on its work areas and to workshop how it could drive greater value to its existing members, grow its membership and, collectively, increase awareness of the benefits of physical activity and sport. The Committee determined to increase the number of communications issued by WFSGI on the topic of physical activity across the range of WFSGI communication platforms and to increase its advocacy for the industry's action in this area by regularly spotlighting and promoting the work of WFSGI members. At the time of writing, the Committee was also exploring the possibility of a joint industry initiative to support a unique annual global physical activity participation survey and the development of a physical activity newsletter.

TRADE COMMITTEE

Activity Report 2019



The Trade Committee addresses international trade issues facing the global sporting goods industry. It 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.

Summary

In 2019, the WFSGI Trade Committee continued its efforts to advocate for free and fair trade for the sporting goods industry in the face of unprecedented protectionism spreading throughout the globe. These activities have leveraged the diverse expertise of the Committee to address both high-level policy questions and highly technical trade issues.

The trade environment in 2019 can only be described as highly volatile. Leading the headlines has been the trade war between the US and China, which has resulted in failed negotiations, harsh rhetoric, and escalating unilateral tariffs followed by prompt retaliation. While many sporting goods companies were not seriously affected during the early phases of the dispute, the impact was suddenly and widely felt when the United States imposed additional tariffs on all footwear and apparel products in early-September. This action raised tariffs to as high as 35 percent for some performance footwear and over 47 percent for some apparel. Both sides have committed to resuming negotiations in October, but complete resolution of this dispute appears elusive.

BREXIT is another equally vexing issue, with the potential for a new UK customs border that will add complexity and cost to moving products between the EU and the UK. This issue has been marked by sharp divisions on both sides of the Channel that has led to multiple delays of the formal separation and to the failure of arriving at an acceptable withdrawal agreement.

Other trade threats considered by the Trade Committee include the EU investigation on human rights practices in Cambodia to determine whether duty-free treatment should continue for Cambodian products under the Everything but Arms scheme of the Generalized System of Preferences. We have also been closely monitoring the potential impact of new product labelling requirements that have been proposed in Russia.

Finally, the World Customs Organization was actively evaluated technical classification determinations on issues that had the potential to affect the tariff treatment of some key materials used in the sporting goods industry.

There were some positive trade developments in 2019 that may bring substantial benefits to the sporting goods industry. Of note, the Comprehensive and Progressive Agreement for Trans-Pacific Partnership (CPTPP) entered into force on 30 December 2018. Countries that are included in this agreement are Japan, Vietnam, New Zealand, Australia, Mexico, Canada, and Singapore. The free trade agreement between the EU and Vietnam was also signed and is pending ratification. This agreement promises tremendous benefits to the sporting goods industry by further liberalising trade between the large consumer market of the EU and the large manufacturing base of Vietnam. Finally, the Trade Committee organized a panel of young trade professionals to present on the future of trade at the WTO Public Forum.

The activity of the Trade Committee in 2020 will include many of these same issues. We are also anticipating significant activity around Brazil as we get ready for the beginning of the antidumping review in 2021.

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WORLD FEDERATION OF THE
SPORTING GOODS INDUSTRY



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Vice President
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Karolina Brazyte
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Charlotte Giudicelli
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Celina Schlapbach
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Jeroen Snijders Blok
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and EBMA)



Alberto Zanatta
COO Tecnica Group
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2020 is an election year for the WFSGI Board.

The Board will be elected for a term of three years from 29 January 2020 to the conclusion of the 2023 WFSGI General Assembly. The WFSGI Members that are present at the General Assembly will have the right to vote for the election of the WFSGI Board and Committee Chairs.

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Ltd.



Andy Liu
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Randy Liu
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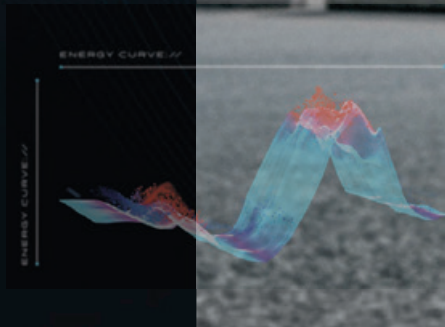
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