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THE FEDERATION OF SPORTS AND PLAY ASSOCIATIONS MARKET RESEARCH REPORT

THE SPORTS GOODS MARKET IN SOUTH EASTERN & SOUTH WESTERN EUROPE

JUNE 2008

EXECUTIVE SUMMARY

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THE SPORTS GOODS MARKET
IN SOUTH EASTERN AND SOUTH WESTERN EUROPE

Second part of a 3-year research project conducted by EDM publications, on behalf of the UK FEDERATION OF SPORTS AND PLAY ASSOCIATIONS

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Quantity: Four volumes of 1,000+ pages in all

Countries covered: Volume 1: **Slovenia, Croatia, Serbia, Bosnia-Herzegovina, Montenegro, Macedonia**
Volume 2: **Romania, Bulgaria, Albania, Moldova**
Volume 3: **Greece, Turkey, Cyprus, Malta**
Volume 4: **Spain, Andorra, Gibraltar, Portugal**

Topics: Over 120 points including Sports participation – Production and trade in sporting goods – Market size and growth – Analysis of 10 major sports categories – The supply chain at the wholesale and retail levels – Consumers – Marketing – Market entry etc**.**

Sources: More than 400 industry executives and government officials
Hundreds of magazines, newspapers and websites

Collaborators: A team of 16 senior and junior journalists and researchers

Price: Full 4 volumes report **£1,200**
Each individual volume **£350**

reduced by 30% for Educational Institutions

Full 4 volumes report **£840**
Each individual volume **£245**

Benefits: This new series of country reports follows the same methodology and the same outline of previous reports compiled since 2004 by SGI EUROPE on the sporting goods market in the countries of Eastern Europe, Russia and the former Soviet Union, and Northern Europe. The purpose of these reports is to help sporting goods companies to improve their market penetration in all the European countries by

- benchmarking their performance in all of them, based on homogeneous criteria
- knowing all the aspects of these markets and tracing their development potential
- learning more about the major players
- identifying potential new distribution partners for a country or a region
- taking inspiration from the strategies and moves of key competitors in the region

Furthermore, national distributors may discover interesting foreign brands to carry in their own countries that have a strong presence in others. Sporting goods retailers will know what their counterparts are doing in other countries to be successful.

INTRODUCTION TO SOUTHEASTERN EUROPE

Criss-crossing the Balkan region from Slovenia to Macedonia and from Serbia to Croatia, it is hard to fathom that all these countries, along with Bosnia-Herzegovina and Montenegro, were once part of Yugoslavia. Each of them has taken its own path, shaping its society and economy in a distinct way – and opening up very different prospects for its sporting goods market.

Apart from Slovenia, all the other former Yugoslav republics are facing an uphill struggle towards sustainable economic development, political stability and membership of the European Union. Again apart from Slovenia, none of them has an established sports business and much remains to be done in terms of sports participation. Yet there are dramatic divergences in the shape, size and dynamics of each of the markets.

A high-growth sports market, soon worth €1 billion

Handled one by one in the big first volume of our report, the six republics of former Yugoslavia have a total population of about 20 million people, and most of these countries have been enjoying steady economic growth over the last few years. The gradual increase in the population's purchasing power and the evolution of their lifestyles should contribute positively to the growth of their sports markets, worth an estimated €440 million at retail in 2007.

Further south, Romania alone has a population of 22 million people, and while its market for sporting goods is about half as big as that of the former Yugoslavia, its growth has been phenomenal. The sporting goods market is growing at an annual rate of about 25% in neighbouring Bulgaria, which joined the European Union at the same time, changing many important parameters for economic development and market entry.

Albania and Moldova are the poorest and smallest markets in the Balkans, yet even there the sports brands and their distributors have started to move very fast in the last couple of years, as if trying to catch up with the development of the rest of the region. It may be the right time for some secondary brands to start planting seeds there to secure a prosperous business in the future.

These market figures don't include sales of counterfeits and imitations in the open markets and parallel imports, which inflate the figures by between 10% and 40% in most of the countries of the region, with the exception of Slovenia. Adding the illegal or unofficial part of the trade, the sporting goods market analysed in the first two volumes is approaching one billion euros per year.

The entire region is moving fast after Bulgaria and Romania's accession to the European Union in 2007. Investments by a handful of large market players, chiefly international retailers, are strongly accelerating the development of the sporting goods market in each of these countries.

The national sports markets differ just as markedly as their levels of economic growth and political stability. At the same time, the shape and size of each market varies enormously depending on the level of sports participation. For example, Slovenia has a sports market that is more than twenty times the size of Macedonia's, but Macedonia has a larger market than Albania or Moldova. Even the market in Kosovo is bigger. The size of the Croatian market is roughly equivalent to that of Slovenia, although there are more than twice as many Croats as Slovenes.

In most of the countries covered here, the sports market is in such an early stage of development that incidental factors may have a major impact on the growth of the business. Among many other examples, the opening of a single multi-brand sports store in Montenegro could, all by itself, trigger double-digit growth in the market.

But at a more structural level, the sports markets in the Balkans have been expanding at rates that mature European markets could only envy, generally in the high single digits in the upper part of the region and in strong double digits in the south – faster anyhow than their economies. They are driven by a strong rise in purchasing power that enables the citizens to switch over to authentic products from fakes and parallel imports and to follow active Western lifestyles.

A Changing Sports Culture

Export managers who are covering the region are deeply frustrated by the relative absence of a modern sports culture in most of these countries, especially when it comes to individual sports like running, hiking or cycling. The problem is particularly acute in the poorest countries of the southern part of the Balkans – not only because of low personal budgets for sports gear, but also because of higher temperatures, more relaxed cultural habits and, in many cases, the effects of previous totalitarian regimes that privileged team sports and the Olympic-style achievement of a few selected national champions.

The sports culture is changing rapidly, however, catching up gradually with the west at different degrees of intensity in all the countries of the region. Thanks in part to new low-cost flight connections, the locals are travelling more frequently to the west, in search for higher wages or because they can afford it, so they can see the healthier lifestyles of other Europeans and the wider choice of sports products in certain stores. Bulgarians and Romanians are in the forefront of this trend, as they no longer require visas for the rest of the European Union.

Besides, we have spotted many new government initiatives to promote sports participation among children and the public at large, including the institution of bike lanes in some congested cities. Private operators are pumping in money for the development of modern fitness centres and ski resorts. The momentum has not yet reached the high proportions that it has attained in other emerging markets such as Russia, but like in Moscow, the elite is beginning to consider skiing or membership in a fitness club or a tennis club as a status symbol

Counterfeits

The problem of counterfeit sales remains rampant, particularly in the southern part of the region, closest to the Black Sea and to Turkey. Changes in legislation in Romania and Bulgaria before their accession to the EU have made it easier to track down incoming shipments and to clean up the open markets, but the traffic remains intense, creating worries for the dispersion of the goods in the rest of the EU. Our report touches upon these issues, documenting in particular what is being done in this regard in Bulgaria.

Some suppliers and distributors are battling hard to eradicate this trade, sometimes at the cost of their livelihood, but their efforts are met with varying degrees of co-operation from customs. Recent legal changes in Croatia and Macedonia were applauded by Nike and Adidas, while the Bosnian and Serbian governments appear less concerned about false stripes, swooshes and wildcats.

Local Production

Besides the strong development of the sporting goods market, which is led by the expansion of modern retailing, the region remains very important as a source of production for a variety of sporting goods, particularly in Slovenia and Romania, offering advantages in terms of labour costs and geographical proximity, mitigated by migration. These issues are covered in our reports, too.

Distribution patterns

The sports market of the Balkans is still so splintered that very few international brands have their own operations in the region, but it has apparently reached a stage of maturity that is now leading them to take control. Until 2007 the only exceptions were Adidas, with its subsidiaries in Slovenia, Romania and Bulgaria, and Nike, which has its own companies in Slovenia as well as Croatia. They were joined from the beginning of 2008 by Puma, which set up its own offices in Croatia and Romania, while building up full ownership of a former joint venture in Bulgaria.

Still, by far the most widespread form of distribution used for the region is to seal distribution agreements covering at least one and often several countries. The reasons are both economic and practical: the region's business is still fraught with many ethnic, cultural and other tensions that are hard to handle adequately for anybody who was not born and bred there. Furthermore, trading in the region makes it almost inevitable to deal with dubious operators – a worry that most suppliers are eager to outsource.

In many cases, the distributors are also retailers, or they are moving forcefully into retailing to help drive the growth of their businesses in a more controlled fashion and to maximise margins. The resulting savings often help to lower the price of the products to make them more attractive for the local population and to fend off the competition from internet sales.

Regional synergies

The major brands tend to coordinate operations in the region or parts of it – directly or through big and financially solid distributors – from offices in Italy (e.g. ASICS or Umbro), Austria (e.g. Puma), Serbia (e.g. Nike), Turkey (e.g. Adidas) or Greece (e.g. Adidas, Nike or Shimano).

Most of the smaller international suppliers and retailers who do take an active interest in former Yugoslavia are seeking synergies by appointing a single distributor for the entire region, and in most cases they pick a company based in Slovenia. For the southern part of the Balkans, the hub is often a company based in Greece, but there are other many other ways of doing business in the region across national borders. The initiative is frequently taken by the distributors themselves.

In theory, there is much to be said about such regional agreements. From the supplier's point of view, they simplify logistics and save the headache of dealing directly with partners in each small country. From the perspective of distributors, such deals enable them to reach economies of scale in terms of logistics, and give them added weight when negotiating terms with suppliers, or with retailers who are increasingly expanding across the region as well.

In some cases, distributors even draw synergies in terms of marketing, for example by advertising in newspapers that are read in different countries that were part of the former Yugoslavia, or by sponsoring regional sports events. But in practice, these regional agreements are complicated by the on-going intricacies of doing business across a region with such vast disparities – in terms of buying power as well as sports interests and even consumer tastes. Some distributors cover the Croatian market alone because of political reasons, cultural divergences and the awkward aspects of relations between Croatia and other countries in the region. Moldova is often covered from the Ukraine because it's still a member of the Community of Independent States and because Russian is commonly used as a business language there.

Retailers

Just as in other emerging markets, the retail functions in the sports markets of the Balkans often overlap with wholesaling. Most of the brands available in these markets derive at least part of their sales from stores that are either mono-brand outlets or stores owned by their distributors. Single-brand stores are being used even by secondary brands such as ASICS or Lotto to build up their image and to secure turnover in a retail landscape where there is little shelf space for them.

On the other hand, the western Balkans are still dotted with hundreds of independent sports stores, often no more than thirty square metres, that sell an improbable array of goods in back alleys.

Intersport is the banner with the most pervasive presence in the Balkans. Following in its stride, Sport 2000 is attacking the territory from Slovenia and from Greece as well. Décathlon is attacking it from Romania. Well on the heels of its owner, the Spar group, Hervis Sport has moved into Slovenia, followed n 2006 by Croatia and last year by Romania. Other local and foreign players are taking action or watching carefully the situation. Two indigenous chains in particular, Magma of Croatia and Sport Depot of Bulgaria, are very dynamic and ambitious.

Before these specialty retailers, mass merchants such as Metro, Selgros and Carrefour have helped to build up a modern sporting goods market. They are still playing a strong role, using special methods such as consignment to make a profit while offering lower prices.

Prospects

For the time being, and for the years to come, the Balkan sports market could be roughly divided into two economic groups. On one side are Slovenia, Croatia, Romania and Bulgaria, which are either members of the EU or on the way to accession, with levels of economic development and retail structures that allow for the expansion of a full-fledged sports market.

On the other side are the other countries, which still have some more years to go toward the emergence of a middle class that would sustain a wider and profitable sports business. As long as average wages in these countries remain below €300, the prospects of selling sneakers at €100 or winter sports jackets at €200 will be limited.

In the longer term, membership in the EU will help all the countries in the region to achieve a similar degree of economic welfare and to resolve lingering ethnic conflicts such as those surrounding Kosovo. Moldova, a Romanian-speaking country that we are including in our research although it is still part of the Community of Independent States, may share in this evolution, and the company dealing in the territory should take this factor into account, with some important side considerations.

There is a worst-case scenario in which political instability will flare up again around the proposed independence of Kosovo, quashing any hopes of accelerated recovery in the southern part of the western Balkans and setting back the development of their sports market for many more years. But there is a much more favourable scenario, in which investments in the wider south-eastern European market and the momentum around Croatia, Romania and Bulgaria will reverberate around former Yugoslavia, supporting faster economic growth in the Balkans. And fortunately, that scenario is deemed far more likely. For international sports companies that haven’t yet formulated strategies for the region, the time has come to make their own assessment and to take adequate action.

HAVE YOU ALREADY HAD OUR NORTHERN EUROPEAN REPORT?

This other pioneering report of the Federation came out in March 2007, and it has met with enormous success. Based on the same methodology, it is divided into three volumes totalling more than 1,000 pages full of charts and text on 13 countries, representing together total annual sporting goods sales of more than €14 billion:

Volume 1	**Volume 2**	**Volume 3**
Denmark	**Finland**	**Belgium**
Norway	**Iceland**	**The Netherlands**
Sweden	**Estonia**	**Luxembourg**
	Latvia	**United Kingdom**
	Lithuania	**Ireland**

Like the Federation's previous market research reports on Eastern Europe, Russia and the CIS countries, the research on Northern Europe has been both quantitative and qualitative The use of a common approach in this market intelligence will allow the reader to make useful comparisons among the different countries, facilitating benchmarking and indicating interesting areas of potential development.

All these previous studies are still available in limited quantities at sharply discounted prices.

RESEARCH OUTLINE

All the following points are covered in each country report in the major markets of Northern and Southern Europe

INTRODUCTION

1. Geographical, social and economic situation

1.1. Statistics on the population, its geographical spread, percentage of urban population and list of the cities with more than 100,000 inhabitants

1.2. Latest figures on GDP growth, including GDP per capita, with breakdowns for various income categories, and recent and projected evolution

1.3. Evolution of average wages and working schedules

1.4. Evolution of life expectancy, smoking and obesity rates

1.5. The official rates of inflation and unemployment

1.6. Consumer spending levels and patterns, with details on trends for durable items (automobiles, housing) and fast-moving items including apparel, footwear and other relevant purchases

1.7. Factors that are likely to influence the growth and the stability of economic progress and of the consumption of sports goods in the future, including possible political risks

2. Sports participation. Frequent and occasional participation. General participation statistics, where available, and/or participation broken down by groups of sports activities, attempting to use common definitions throughout the continent for each activity, such as walking (exercise walking) or exercising (exercising with equipment), and the level of intensity (at least once a week, once a month, once a year)

2.1. The effects of macro-economic, cultural and other trends on participation in various kinds of sports

2.2. The shifting balance between competitive, team and individual sports, and between urban and outdoor sports

2.3. Changes in the amount of free time devoted to sports as compared to other leisure activities at different stages of the person's life

2.4. The importance of such sports-related concepts as fitness and wellness and closeness to nature in different segments of the population, partly based on cultural, educational, professional and income characteristics

2.5. General statistics on sports participation, possibly broken down by age and gender, providing historical quantitative information wherever possible

2.6. New trends in sports participation, especially by gender

2.7. The most popular spectator sports

2.8. Review of the different categories of sports goods which are declining or growing as a result of these trends in sports participation, popularity or for other (probably lifestyle-related) reasons

2.9. The initiatives of governmental and non-governmental institutions in favour of sports participation

2.9.1. Development policies and programmes for the construction and management of infrastructures related to sporting activities, including fitness clubs, team sports clubs, tennis clubs, swimming pools, golf courses, ski resorts, etc.. The existence and development of free access policies for these facilities

2.9.2. The importance of sport in the school curriculum. Structure and dynamics of physical education programmes for the general population and for future champions

2.9.3. National and local governmental initiatives aimed at fighting obesity, encouraging cycling, promoting healthy lifestyles and raising participation in various kinds of sports, with a focus on those that are also popular in the UK. The share allocated to sports in the national, regional and local budgets and their tendency to increase or to decline

2.9.4. Legislation that hinders or encourages the development of sports or the sale of sports goods in certain countries (import duties and special regulations on packaging, contents of hazardous substances, warranties, etc.)

2.9.5. The role and development of tour operators in the organisation of hiking expeditions, ski tours and other travel packages related to sporting activities

3. Trends in manufacturing and trade for sports goods

3.1. Statistical information on annual production, in terms of volume and value

3.1.1. Production and export figures, where available and significant, and their analysis including prospects for future production and interest in joint venture, distribution and licensing deals

3.1.2. Import figures and their analysis

3.2. Description of major national manufacturers and brands of various types of sports goods, including profiles of selected companies that have a significant place in the local or international market or an interesting development strategy

3.3. Estimated national market shares of major foreign and national sports goods brands

4. Market size

4.1. *Best possible estimates of the size and growth rate of the sports goods market in volume and value, particularly at the retail level. Evolution since 2004, with an in-depth analysis based on multiple sources and on different parameters*

4.2. *The estimated market shares taken by footwear, apparel and equipment in the national sports goods market. Estimated sales of certain types of sports goods, with a breakdown for some specific segments and indication of the market leaders in these product categories*

__4.3.__ The estimated market shares taken by the different sales channels

4.4. <u>A review of each of the sports categories covered by the Project</u>

For each of these ten sports categories we provide details on:

- *Availability of sports venues or resorts and plans for new ones*
- *Development of participation levels*
- *Dynamics in club memberships, permits & licenses*
- *Market size and growth for the related products*
- *Major brands (possibly with market shares or hierarchy in terms of sales and/or brand awareness) and ways in which they are distributed*
- *Major specialist retailers (possibly with their hierarchy)*
- *Specific marketing activities, including grassroots initiatives*

4.4.1. <u>Fitness</u> (includes home fitness, aerobics, strength and cardio training, and Nordic fitness)

4.4.2. <u>Team Sports</u> (including football, rugby, basketball, volleyball, handball, hockey, floorball, cricket, etc.)

4.4.3. <u>Golf & Racket Sports</u> (tennis, badminton, squash, table tennis)

4.4.4. <u>Running and exercise walking</u>

4.4.5. <u>Cycling</u> (including mountain biking, but not BMX, which is covered under Action Sports)

4.4.6. <u>Action & Fun Sports</u> (surfing, kite surfing, skateboarding, inline skating, BMX cycling and other extreme sports, but not snowboarding, covered under Snow Sports)

4.4.7. <u>Snow Sports</u> (alpine ski, cross-country ski, snowboarding, snowshoeing, bobsleigh, etc.)

4.4.8. <u>Other Water Sports</u> (swimming, scuba diving, rowing, canoeing, rafting etc.)

4.4.9. <u>Hiking and other Outdoor Sports</u> (trekking, climbing, fishing, camping, but not hunting)

4.4.10. C<u>ue Sports</u> (bowling, darts, archery, etc., but not shooting)

5. <u>Structure and development of the chain of distribution for sports goods at the wholesale stage</u>

__5.1.__ Structure and forms of distribution for sports goods (sales subsidiary, distributorship, agency) that are most common in each region and in each country, illustrated by a few significant examples of successful market penetration by foreign companies

5.2. *The development of the various functions and roles assumed by the different types of companies and individuals involved in the supply chain over time (distributors, agents, wholesalers, retailers)*

5.3. *The sales and distribution structures and policies adopted by the major global sports brands (Nike, Adidas, etc.) in each country or region (e.g. Scandinavia or the Nordic region of Europe)*

5.4. *The sales and distribution structures and policies adopted by smaller brands in each country or region*

5.5. *Trends in distributor discounts and agents' commissions for different types of products*

5.6. *Profiles of some major national and regional distributors and agents of foreign brands. Ways in which they operate*

5.7. *Recent changes in distribution resulting from mergers, acquisitions, divestitures and major changes in trade flows (e.g. accession to the European Union)*

5.8. *Trends in the proportion of re-orders made by retailers for certain sports items and related logistic issues*

5.9. *Methods of payment adopted by national sports goods vendors and distributors with retailers, and ways of securing the payment of invoices*

6. Structure and development of the chain of distribution for sports goods at the retail stage

6.1. *The growth or decline in total retail sales, and the place taken by sports goods in this pattern*

6.2. *The general evolution of retailing and electronic commerce, including preferences for downtown or suburban shopping*

6.3. *. Lease rates in urban and out of town locations, the cost of sales personnel and other factors affecting the cost structure, the pricing of sports goods and the profitability of retail operations*

6.4. *The development of the shopping malls, with a description of some of them, and their impact on the retailing of sports goods*

6.5. *The development of factory outlets and other ways of clearing stocks of unsold merchandise*

6.6. *The structure of retailing for sports goods. Estimated shares of different types of retail channels trading in sports goods as part of the total volume of retail sales of sports goods and the evolution of these shares*

6.7. *The major retail players. Their estimated market shares. The presence of international retailers or possible reasons for their absence*

6.8. *Profiles of some major retail companies*

6.9. *The role and the evolution of the integrated chains and of the buying groups*

6.10. *The challenges to the specialty trade from the fashion retail sector (fashion boutiques and shoe shops), and the specialty sports goods retailers' reactions*

6.11. *The role and the evolution of the different types of outlets including general specialty sporting goods stores, specialised sporting goods stores (particularly in the outdoor sector),* *department stores, hypermarkets and supermarkets, single-brand stores and shop-in-shops (company-owned or franchised), etc.*

6.12. *The changing role of mail order houses and electronic commerce in sports goods*

6.13. *The role, evolution and scope of the private label programmes developed by the retailers and by the buying groups. Price differentials with branded products*

6.14. *Trends in mark-ups and pricing. Dynamics in the evolution of average selling prices since 2004 and macro-economic and micro-economic factors influencing these trends*

6.15. *Equipment rentals*

6.16. *Location of sports goods stores and bases for selection, including trends in the spread between urban and suburban locations for sports goods stores (in percentage terms)*

6.17. *Programs for the training of store personnel and successful examples of incentives adopted for their performance*

7. Consumers' attitudes towards sports goods

The market for sports goods in terms of the socio-economic characteristics of the population

7.1. *Fashion trends affecting the consumption of sports goods*

7.2. Observation of the sports and fashion items that consumers of the two sexes and of various age, professional and income groups are wearing at school, at work and in other circumstances. Attitudes towards sports clothing and footwear as a fashion item. The use of sports outerwear and sports footwear by consumers for sporting activities, for protection against the cold and as casual sportswear at work or for leisure

7.3. Attitudes of consumers towards the sports brands as compared to the fashion and casual brands, and related dynamics. Effect of these attitudes on the growth of certain types of sports goods

7.4. Factors that influence the consumer's decision-making process as far as sport-related purchases are concerned

7.4.1. Personal factors: parents versus children, wives versus husbands, peer pressure, etc.

7.4.2. Grounds for consumers' preferences for certain sports goods among different age group and other socio-cultural-economic groups including the price, the look, the technical features, the brand name and their relative importance

7.4.3. Brand awareness for sports goods brands and banners: The difference in the importance of global and other brands. Big brands versus lower prices for little known brands or unbranded item

7.4.4. Sports and fashion icons of the local youth

7.4.5. Constraints on the consumers' purchasing of sports goods

7.5. The share taken up by sports goods in the total spending budget of consumers in the countries covered by the Project as compared to other important items

7.6. The importance of the issue of counterfeited products for consumers in the less developed markets and the basis of distinctions made by them between authentic and counterfeited products. Estimated extent of the counterfeiting process in the sports goods sector. What the sports brands are doing about this

8. Marketing

8.4. Exhibitions for trade operators and consumers and relative importance of international trade shows

8.5. Other sources of information about the sports goods industry used by trade customers and end users: publications, websites, etc.

8.6. Other forms of marketing and communication used for the promotion of sports goods including various types of advertising, sales promotion, direct marketing, merchandising, PR, sports sponsorships, etc.. Actions and methods that have worked well for certain vendors or retailers

8.7. The effect of various forms of discounting

8.8. Evaluation of the overall average IMC (integrated marketing communications) budget required to enter the market in certain cases

9. Ways of entering the market and of optimising brand penetration (for certain regions, such as Scandinavia or the Nordic region, reference will be made here to an independent chapter on regional commonalities and the advantages and disadvantages or trading through a single independent or company-owned regional distribution structure)

9.4. Retailers' demand for certain foreign sports products in little supply and other business opportunities

9.5. Main handicaps in doing business in the country

9.6. Attitudes of those involved in the distribution of sports goods towards foreign products, particularly those of British vendors and those of other European countries

9.7. Preliminary moves before entering the market

9.8. Ways of finding sports goods suppliers used by distributors and retailers. Problems and practices in establishing contacts with them

9.9. Examples of successful market penetration and of some recent significant changes in the supply chain

9.10. Examples of unsuccessful market penetration and explanations for their failure

9.11. Recommendations about licensing and franchising, or the establishment of a sales subsidiary, a joint venture or another form of foreign direct investment (FDI), as alternatives to the choice of a distributor or of direct sales to retailers as modes for market entry

9.12. Customs and logistics issues

9.13. Protection of intellectual property rights

9.14. Strategies adopted by the leading specialist brands and by cross-category suppliers, either international or local, wherever available

APPENDICES

Appendix 1
List of all the companies, associations and governmental bodies interviewed in the country

Appendix 2
List of major distributors of sports goods in the country

Appendix 3
List of major retailers and buying groups for sports goods in the country

Appendix 4
Contact details (name and address) of top government officials responsible for programmes aimed at raising sports participation in the country

Appendix 5
Other useful contacts in the country, including lawyers, shipping agents, etc.

Appendix 6
Newspapers, magazines and internet websites used as sources for this country report