

Introduction

We chose Decathlon because it is an international firm but of French origin and that it's number one on the market of the sport.

It is a firm in full expansion, every year it opens new stores everywhere in the world and on all the continents.

This firm represents a good picture of the French firms, because it implies itself in the local uses, they use every young graduate years. . .

Moreover, we are captivate by sports.

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I) THE DECATHLON STORY

A. 1976 - 1985, the pioneer years

> 1976

Michel Leclercq founds Decathlon. The first sports item self-service superstore opens in Englos, near Lille (France). The concept is new in France: to provide equipment at the best prices for all sportspersons, from the beginners to the enthusiasts.

B. 1986 - 1994, Production and Internationalisation

> 1986

« Decathlon Production » is born. This is a drastic change for the company who now asserts its will to be more than just a sports item Retailer. The results did not take long to come: a few weeks later, the Challenger bike frame is on the market. It is the first Decathlon-branded product. The same year, Decathlon opens its first store outside France, in Dortmund, Germany.

> 1992

The first Spanish store opens in Barcelona. One year later, Italy welcomes its first Decathlon store in Milan. In 1994, the teams of the international registered office settle on a surface of 22 hectares in Villeneuve d'Ascq, near Lille (France). The international registered office, named « Campus », is built against a store of 8,000 m², the largest Decathlon store in the world for now.

C. 1996-1999, the Passion Brands adventure

> 1996

The number of team members passes the 10,000 mark and the creation and the launching of Decathlon's own brands are a new challenge! The leaders are Quechua for mountain sports and Tribord for water sports. Today, there are then seven Passion Brands.

> 1999

Two years after the opening of the first Belgian store in Antwerpen, Decathlon crosses the seas and oceans.

D. 2000-2002, new frontiers

➤ 2001

The number of team members has passed the 25,000 mark and the 300th store has opened. From Warsaw (Poland) to Sao-Paolo (Brazil), Decathlon's international expansion goes on.

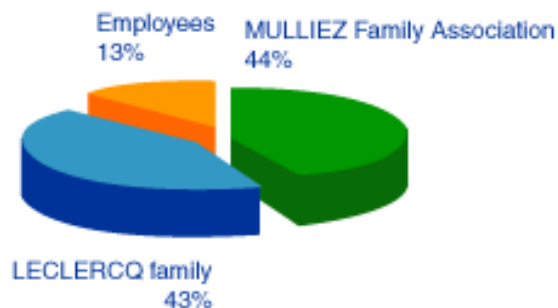
➤ 2002

Decathlon signs a joint-venture agreement with a Chinese partner, thus making it possible to plan the opening of a 1st store in Shanghai in autumn 2003. In 2002, Decathlon opened 22 new stores, including 19 stores outside France.

II) DECATHLON TODAY

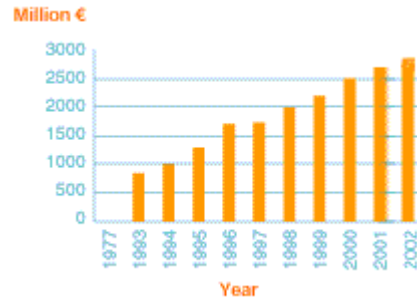
A. The Capital

Decathlon is a public limited company with a supervisory board and a board of directors. Its capital is held by the Mulliez Family Association (44%), the family of the founding President Michel Leclercq (43%) and the company employees (13%).



B. The Turnover

In 2002, Decathlon's turnover reached 2.8 billion euros, increasing by 4,6% as compared with the previous year. The expansion of this turnover is steady. We will see more precisely the turnover repartition in the next Marketing part.



C. The Staff

The Workforce is essential in the sales process. Indeed, the customers contact is the key of sales. The Decathlon staff is organized opposite:



26,500 team members who are 28 year-old in average.

- 1 employee out of 2 is a woman.

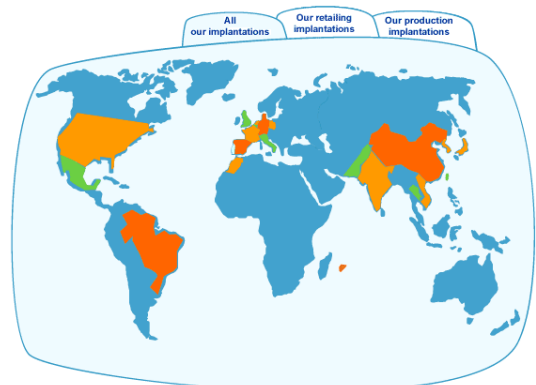
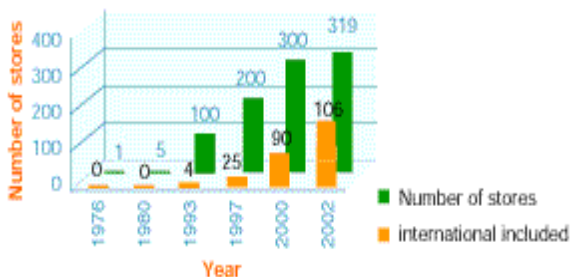
- The team members come from 51 different countries.

- Composed of a majority of students

The staff is a competitive edge for Decathlon.

D. The Implantation in the world

In the world, as you can see on the graph, Decathlon is implanted all over the world, but no more in Africa and in Australia.



Moreover , the number of stores is in steady augmentation. And today, many stores open each year.

But, the United States stores are closed, the fact is a weakness for the future development of the firm, and its brand image. Indeed, the economy in USA is a mirror of the world economy, and if a store closed in USA, other customers and shareholders have a bad image of the firm's health.

To have a confirmation of this fact, we have phoned the regional board. And, ??????.

Synthesis

The Decathlon turnover is in steady increase

The staff is a competitive edge

Decathlon is implanted in all over the world

The closing of US stores is a big risk

III) THE DECATHLON COMMITMENTS

Decathlon developed an important brand image with its several values. These values are another competitor's edge for the firm.

A. The coordination of local sports events

Decathlon organized every year several sports events, for developed sport and sport meeting in its implantation department. Indeed, we can quote, the Trocathlon, and Vitalsport, two big events. Firstly, this commitment offers to Decathlon a good way to fidelise his customer, and attract new customers. And in another point of view, it's a very good ad for his brand image, because, people see that Decathlon is involved in the region life.

B. The employment

For each store opening or new implantation, Decathlon undertakes to employ local persons in priority.

Another important commitment: to promote the "first steps" of young people in the

professional world. Among the 6,000 new team members employed in 2002, more than 10% were young graduates. This facts gives to the firm a dynamism, and good image.

C. Decathlon & Handisport

Decathlon try to give more importance to Handicap person. Indeed, the firm create events for help to their integration. Moreover, they employe handicap person in partenership with AGEFIPH (French Association in charge of collecting and re-allocating taxes for the professional integration of disabled persons).

IV) The Marketing Strategy: Decathlon brands

Decathlon has a umbrella brand strategy. Indeed, the company created 7 main brands and 3 very specialised brands in order to tackle all of the sectors and to launch new innovating products.



7 Brands Passion



3 Other Brands

Their strategy is to touch the most famous brands (as Nike, Adidas), the whole potential market, and also to make them buy the Decathlon brand, because of its important margin.

Indeed, the En effet, the passion brands represents 52% of the turnover.



A. The passion brands

Today, there are seven Passion Brands. They are all dedicated to a specific sports universe and fill the shelf-space with innovative and securing equipment intended for all sportspersons, from beginners to professionals.

Their mission is to equip all sport enthusiasts, from beginners to professionals..

A few more of the half of the turnover comes from the brands passion



the team sports brand

Kipsta encourages all the pleasures brought by team sports. Cultivating team spirit, Kipsta is the only brand that covers all team sports – football, rugby, handball, basketball, volleyball, field hockey, baseball, etc.



the racket sports brand

Because ball sports go back to Ancient Times, Inesis took its name from the Greek word Kinesis (motion). Tennis, table tennis, badminton, golf, squash. Individual performances, respect of the rules and of the adversary, Inesis combines these values to the advantages of the latest technological innovations.



the mountain brand

For a brand dedicated to the mountain universe, the best name was the one of this brave people living on top of the Andes. Hiking, mountain-climbing, skiing or snow-boarding...

TRIBORD the water sports brand

Boating, diving, surfing, swimming... no sport gets away from the passion of Tribord "sailers". Their mission is to equip all sea enthusiasts, from beginners to professionals.

DOMYOS the running and fitness brand

Domyos calls up Ancient Greece, marathon, wrestling... Times have changed but body's sake remains. Athletics, jogging, fitness, gymnastics, dance, martial arts...



the nature sports brand

A tribute to the earth. A tribute to the greatest explorers. In this world where everything is accelerating, Géologic represents a new environmentally friendly art of living. Angling, horse-riding, hunting, archery...



DECATHLON Cycle, the passion brand for rolling sports, designs, produces and retails products adapted to sportspersons of any level.

B. Decathlon Research and Development Centre

They are researchers, engineers, ergonomists. They share one passion: studying the body in motion. Within Decathlon "du Corps au Sport" Research centre, they develop innovative concepts and contribute to improving comfort and safety of any sport equipment. Concerned about ever improving the customers' well being, they work in collaboration with the best laboratories throughout the world.

V) Communication Strategy: have FUN !

Decathlon uses the communication to spread information about their promotions, and to give a young and funny brand image. The company uses all types of communication as press, billboards, TV...

The firm decided to put in position a precise and detailed communication, based on sponsoring between the firm and different sports associations.



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