



Industry Analysis

CIMA Operational Case Study (OCS)

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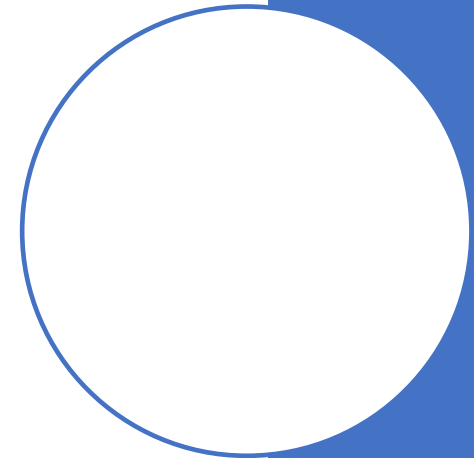
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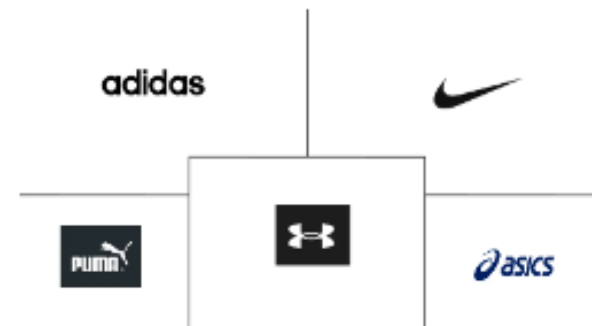


Purpose of the Industry Analysis

- You are required to be familiar with the industry but need not be an industry expert.
- Developing a broader understanding of the industry in which the company operates will help you construct sound arguments and prepare for possible developments in the exam.

Market Dynamics

- Valued at USD 100 billion in 2020
- Projected CAGR between 2021 and 2026 : 4.56%
- Demand has significantly decreased due to the pandemic
- Major Market Drivers
 - Increased awareness of health and fitness
 - Increased involvement of countries in sports and games
- Largest Markets (by revenue)
 - North America
 - Europe
- Fastest growing market
 - South America
- Major Players



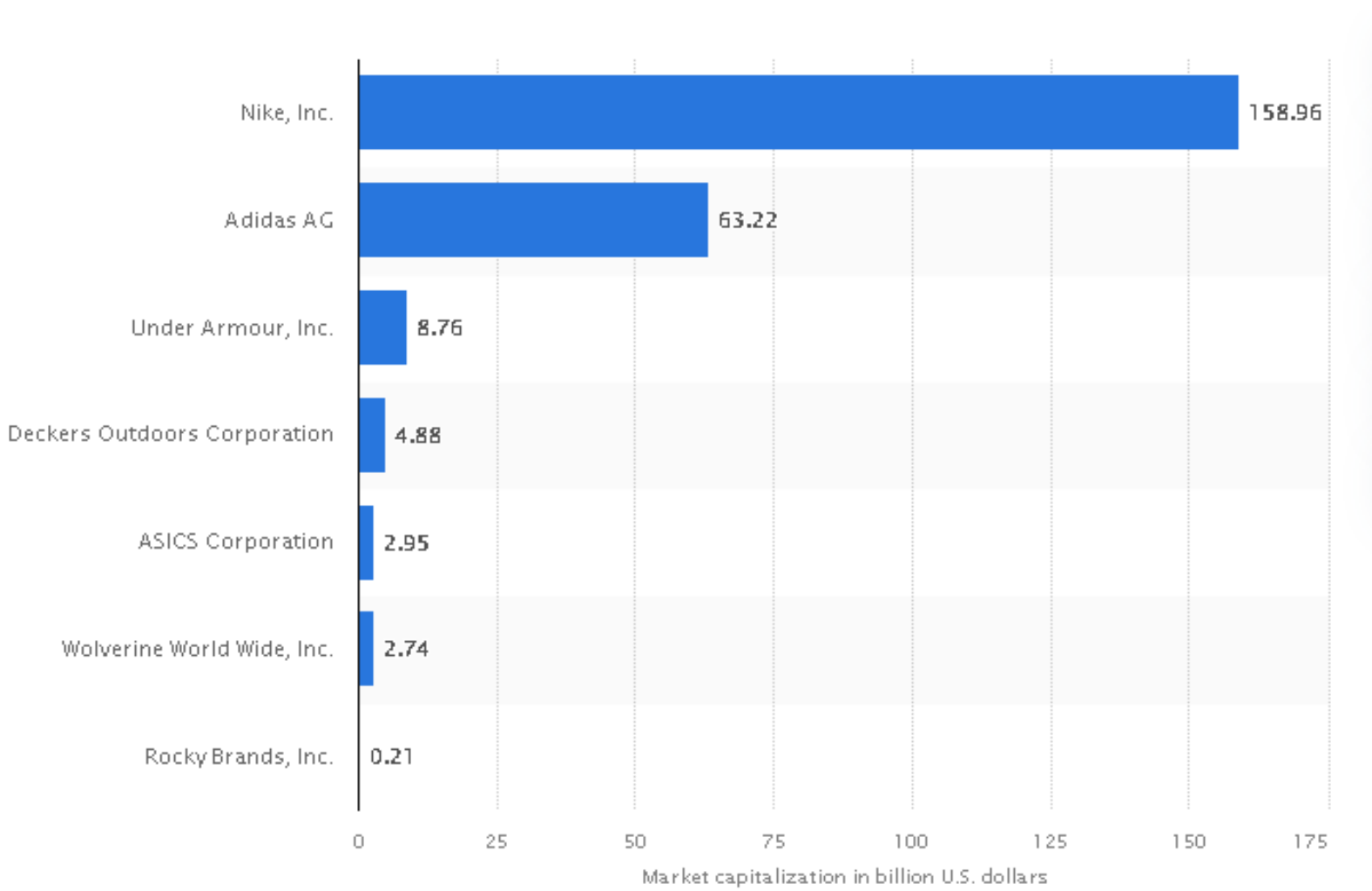
Athletic Footwear Market: Market Size (%), Global, 2020



Source: Mordor Intelligence



Market capitalization of the largest shoe manufacturers worldwide as of June 2021 (in USD Billions)



Industry Trends

- Use of Smart tech
 - Smart shoes
 - Data sharing between shoes and wearable tech
- Eco friendly shoes
 - Shoes manufactured using recyclable material
 - Shoes which are Carbon neutral
- Increased focus on selling to women
- Athleisure

Real World Examples

Allbirds Tree Dasher

allbirds

- High performance, everyday running shoes
- Uppers made from eucalyptus tress and merino wool
- Soles made from sugar cane composites
 - World's first carbon-negative green EVA sole
 - Akin to TreadCushy



Adidas X Parley



- High performance, mid-distance running shoes
- Result of a collaborative relationship between Adidas and Parley
- Made from recycled ocean plastic trash
- Low energy and low water usage in production





THANK YOU!



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