

NEWGEAR

Business Plan

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Idea and background

The idea behind Newgear is to create the next evolution of online sales. Where many are creating systems for in shop sales, where the customer to a larger degree is left to service them selves, Newgear is looking to bring the shop and the competent personal guidance into the customers own home.

The customer can ether sit in front of a PC, Tablet or the entire family in front of the living room TV. It's all about the customer perusing the shop and if help or assistance is needed, personal, professional and qualified shop assistants are there to help and assist the customer in the customers preferred language, were possible. The idea arose after having used countless chat and email functions. Emails response is often very slow. Chat has its advantages, but still not optimal in use. Chat function are usually outsourced to country's were labor is cheap and the employees aren't able to set them selves into the mindset of the customer. This often leads to conflicts and misunderstandings.

This is why, it's ideal that the customer can interact with the Shop Assistant online with video and sound. Not only is the Shop Assistant physically there to engage in a dialog with the customer, the Shop Assistant can also demonstrate the actual items live.

Stk.	Vare	Pris
Slet	1 Head i.Supershape Magnum (170)	1.500,- €
	Forsendelse	0,- €
	Moms	300,- €
	Total	1.500,- €

Tilføj Tilføj en rabat kode

Opdater **Go To Checkout**

TEST Head i.Supershape Magnum (2014/2015)

106mm 72mm 128mm

Radius : 13.1m at 170cm

Størrelse : 149/ 156/ 163/ **170/** 177

Type : Allround Pisteski

Niveau : Easy Medium Hard

Rocker :

Binding : Head PRX 12 S

DIN : 3.5 - 12

Its versatility makes this binding perfect for all highspeed on and off-piste performances. Besides these benefits it is adjustable by hand.

1.500,- € **Club Pris** 1.400,- €

DKK 11.194,-
SEK 13.784,-
GBP 1.101,-
CHF 1.625,-

TEST Head (14/15)
i.Supershape Magnum

1.500,- €

DKK 11.194,-
SEK 13.784,-
GBP 1.101,-
CHF 1.625,-

Type : Allround Pisteski

Niveau : Easy Medium Hard

Vælg

TEST Head (14/15)
Worldcup Rebels ISL

1.500,- €

DKK 11.194,-
SEK 13.784,-
GBP 1.101,-
CHF 1.625,-

Type : Race ski

Niveau : Easy Medium Hard

Vælg

Køb

Products and concepts

Newgear will sell recreational sports gear, directly to consumers. To start with, the following gear will be available in the shop.

- Winter Gear
 - Skis, Ski Bindings
 - Ski boots*
 - Poles
 - Safety equipment
 - Sports Underware / socks
- Summer Gear
 - Running (Shoes*,....)
 - Rackets (Tennis, Badminton, Squash...)
 - Bags
 - Socks

These items are easy to get started with and will represent a minimal amount of returns, as most customers know the size they use, thereby making it easy for the Shop Assistants to guide on sizes.

When the turnover on items rise new gear types can be introduced. Work is being done on an app that enables the customer to ensure that the footwear sold matches the customers feet. To further reduce the number of returns.

To create a strong bond between the customers and Newgear. Newgear will create a series of services the customers and partners can use freely. This will enable Newgear to advertise exclusively to the customer and thus creating a strong bond.

* Sales of these items will start once the app contains the foot sizing function. Expected ready 2018-2019.

Customers and market

Target audience

All athletes, whether amateur or professional and in all ages, in all countries inside the EU. This can seem like a large target, but the products in question are targeted towards the entire "Family EU". The targeted audience are people whom practice a sport that they have a passion for.

Potential

To illustrate the size of the market, you will find a table depicting the amount of money the production of Ski and Rackets represent within the EU (See the full tables in Appendix IV, V and VI). Several of the country's in these tables don't disclose all of these numbers and therefore have to be added. The listed product groups represent the products that Newgear will sell in the beginning. The product groups will expand over time and as the turnover will allow it.

It would be ideal if it was possible to list the exact numbers for the actual sales volumes within the EU country's. Statistics Denmark state that these numbers don't exist and have therefore referred to the numbers in the table below.

DECL/INDICATORS	EXPQNT	EXPVAL	IMPQNT	IMPVAL	PQNTBASE	PQNTFLAG	PRODQNT	PRODVAL	PVALBASE	PVALFLAG	QNTUNIT
32301131 - Skis, for winter sports	:	245,130,780	:	82,903,280	:	:	3,894,686	394,335,528	:	:	pa
32301137 - Ski-bindings, ski brakes ...	:	137,572,560	:	68,075,900	:	-	:	261,837,860	:	:	:
32301560 - Tennis, badminton or similar rackets...	:	14,493,810	:	115,698,460	50,000	EU28(R)-HR	50,000	3,000,000	3,000,000	EU28(R)-HR	p/st

Production Figures

All "VAL" numbers are in EUR

To set a figure that represent the market in the EU for these product groups, we can add PRODVAL and IMPVAL. This sets the market value at 925.851.028,- EUR. In the budget, Newgear is set to have inventory expenses of 7.506.704,- EUR in its seventh year. This will set the market share to 0.81%.

To the right you will see the financial statements for two Sporting Goods stores. The store's are placed in provincial city's in Zealand and Jutland. The financial statements display the yearly revenues for a store with potentially 90.000 customers. If we were to compare it

	Company 1	Company 2
Gross profit	505.031	453.556
Staff Costs	367.142	327.922
Result of ordinary operations	116.273	106.674
Other financial income	199	3.790
Other financial expenses	22.521	11.097
Ordinary profit before tax	93.951	99.367
Tax on profit for the year	23.245	23.338
Net profit	70.706	76.029

to Newgear's potential customer base, which would be all of the EU. This would be approx. 508 Mil. Customers. Of course one can't directly compare these two local stores market penetration, with an international webshop's. Although, if we were to say that Newgear reached a market penetration of only 1% of the local stores, on the EU market. This would set the "Ordinary profit before tax" to 5.447.721,- EUR.

As you can see in all the numbers, there is a huge potential and the outlined budget is set very cautiously.

Industry

Industry Structure

The providers of sporting gear on the European market consists of four very different groups of actors:

Group 1 (Intersport, Sport2000...)

Larger retail chains. The majority of all stores are owned by private company's. The price level is high and the ability to adapt in an emerging market is slow.

Group 2 (Sport Conrad...)

These company's comprise of 3 to 6 stores. In this group it would probable be easy to create a competing product. It would however take some time to get it ready and launch it. Time which Newgear will have used to create brand awareness and accumulate invaluable experience. It is within this group Newgear will look, to set the pricing point.

Group 3 (Glis Shop...)

Single store with a good focus on internet sales. This group would have the ability to create a competing product. They are small and therefore able to adapt faster than others. However their primary focus is on their local area and therefor it is not likely, that they will start offering similar services.

Group 4 (XXL...)

Purely online based shop. This type of shop could of course create a Virtual Shop System of their own, and fairly fast. However they will probably follow Newgear closely for some time before they decide wether to create their own. In this time Newgear will have positioned it self as market leader and "First Mover", and exploited all of the press that this will create.

Sales and Marketing

The marketing of Newgear will exclusively take place online. As all target customer are online it seems prudent to advertise where they are. If Newgear was to focus on print and TV ad's, this financial post would cripple the entire economic's of the company before it ever got onto its feet.

Newgear's primary marketing focus, is on marketing that will directly create traffic to Newgear and thereby the shop.

Category	Resources
Newgear.net	<ul style="list-style-type: none"> • Webshop • Test's
Advertising	<ul style="list-style-type: none"> • Facebook • AdWords
Social Media	<ul style="list-style-type: none"> • Facebook • Instagram • Pinterest
E-Mail	<ul style="list-style-type: none"> • Club Newsletter
Campaign's on Newgear.net	<ul style="list-style-type: none"> • Discounts • Free with purchase of... • ...
Loyalty Program	<ul style="list-style-type: none"> • Club Newgear
Partnerships	<ul style="list-style-type: none"> • Affiliate marketing
TV	<ul style="list-style-type: none"> • Gear segments on TV (Morning shows...)

Newgear.net

Newgear.net is where you find the Webshop, the Virtual Shop, test's and all other services that Newgear will offer it's users. To start with Newgear will deliver it's skitest. The skitest goes back, all the way to 2003. As new product types are added to the Newgear webshop more and more test will emerge (Snowboard, Racket's,...).

On Newgear.net there will be Banner ad's. These are for displaying items from the Newgear webshop or from events organized with Newgear Partners. This could be test trip's arranged with a travel agency, where customers can test new gear, and become part of one of the official Newgear test's.

Advertising

Advertising is primarily being focus't towards Facebook, as money spent here is converted to followers, and therefor money Newgear only has to spend once.

In addition to advertising on Facebook it will also make sense to advertise on Google AdWords. This is somewhat more expensive than Facebook, however it is important to signal to users that your brand is everywhere.

Social media

There will be created Facebook pages for every language that Newgear is made available in. To start with this is Danish and English, and soon also in French and German. These pages will feed the users with gear news and ad's from the webshop. The most important thing here is that the balance of ad's don't become overwhelming, as this will render the users immune.

On Pinterest Newgear will "Pin" gear from the webshop. Pinterest has a good hold of financially strong women. Pages in multiple languages will also be created here.

E-Mail

Club Newgear will mail out newsletters containing deals from the webshop and affiliated partners. All focused on Newgear and Newgear related activity's.

Campaign's on Newgear.net

Multiple types of campaigns can be run. Special discount codes, special discounts for club members. Special price on an item, when purchasing another. The possibility's are endless.

Loyalty Program

Club Newgear is a Loyalty program. Members are enlisted thru affiliate partners, that enlist them thru their website, magazines ... In return the partner gets, an in advanced agreed upon share of the profits on every order the member makes the first 24 months of membership. Club Newgear will start of by giving members better prices in the webshop. New services will become available to the members continuously.

The services and the continued expansion of services is done to create a close bond between Newgear and the member. One of the planned services are a Booking system, that enables the members to book lanes, courts ... at the affiliate partner Clubs. This will enable Newgear to advertise exclusively to the members without the noise from other advertisers. The possibility's are endless.

TV

Newgear will attempt to build relations with TV network's where Newgear can present new gear to the audience. Typically a person from the Virtual Shop Assistant team, that Newgear can present to the viewers as an expert. There will be representatives from all the different language teams (Danish, English, French, German ...) This can give Newgear a great platform for free publicity and advertising. An area that we will focus a great deal of resources on.

Production of Marketing Materials

All material will be created in-house as long as this is doable and a viable option. The primary production will be handled in a team comprising of CEO, Media Production Manager and the Online Manager. This team will be the backbone from production to execution.

Organization

Ownership

Newgear is owned by Kristoffer Beck.

Management

The day to day management of Newgear will be handled by Kristoffer Beck (CEO/CTO) and the Accounting Manager.

Advisory Board

In place of an actual Board, Newgear will create an Advisory Board, where members can be exchanged ongoing, and can be retrieved when their skills become of interest in relation to current or future challenges and/or projects.

Employees

Position	Function
Accounting Manager	Finance and accounting
Purchasing Manager	Purchase of goods / Partner Management
VS Manager	Manager for VS staff / TV personality
VS Assistant X 3	Virtual Shop Assistant's
Online Manager	Social Media / Partner Management / Journalists / Translation
Media Production Manager	Production of Graphic / Video Material
Software Developer X 2	App / Service Development
Warehouse Manager	Manager for Warehouse function
Warehouse Assistant X 2	Warehouse Employees

Business partners

Suppliers

Wholesalers or manufacturers of the products in the shop.

Shop Partners

Wholesalers or manufacturers that wish to manage their own internal warehouse within the Newgear warehouse. In this scenario a purchase price and a retail price is agreed upon were after the partner can manage their own warehouse or a web-service can be setup to manage it for the partner. This enables Newgear to sell the item before it is purchased and placed in the warehouse.

Shop Site Partners

Travel agencies, associations or Clubs with their own websites, where they desire a Gear Shop. The shop is a styles version of Newgear, where the customer is never in doubt about shopping at Newgear.

Club Partners

Travel agencies, associations or Clubs that wish to recruit members to Club Newgear. As payment for this service the partner will receive a share of the profits, on every order the member makes the first 24 months of membership.

Action- Development plan

Vision

Newgear will within the foreseeable future become one of the biggest sport retailers within the EU. This will of course be extended to North America, Asia ...

Strategy

The vision will be reached thru:

- Exceptional and personal guidance.
 - Guidance of professionally qualified personnel. If possible in the customer's own language.
- A wide and 'Right' range of products.
 - A wide range of Brands and not a full range of products. Only those that really sell.
- Competitive price level throughout the EU.
- Good service after purchase.
 - All service after purchase is done thru the Newgear ASK function. Here the customer can see the entire order and ask questions about each item individually. The customer can also access the Virtual Shop Assistant from the ASK function, if live personal assistance is needed.
- The use of Social Media.
- A high level of loyalty.
 - The services Newgear provides to the Club Newgear members thru the App and the Newgear associated services.

Action Plan

It is important to emphasize that the Virtual Shop System and the App are both developed and ready to enter production. There is no need for development time and this means that there is total focus on commissioning and the further evolution.

Phase 1

In this phase the only focus is the creation of Newgear as a company. Everything practical regarding procurement and preparation of IT and inventory.

This is where all employees will find their place in the company. This is where roles and team's are defined. New tools for task, development and project management are introduced and the use of these are defined, so everyone will benefit from them.

This phase is expected to run from start to approx. the 9' month.

Phase 2

In this phase everyone knows which task's they are meant to perform and the daily rhythm has descended upon the entire company. New projects are started and existing are developed further.

This is where the external VS locations are started and we start to see what the impact of a location and added languages, have on the webshop.

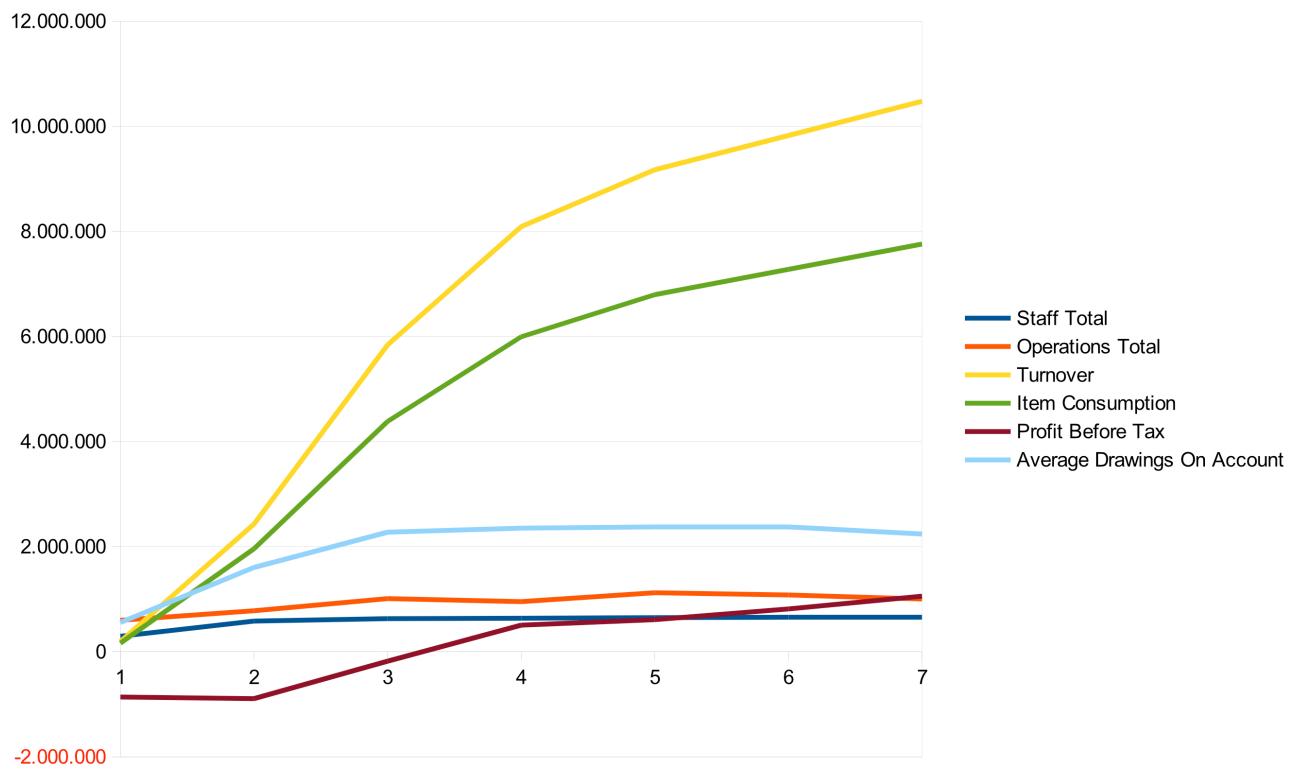
This phase is expected to run to the company's 3' year.

Phase 3

In this phase the focus is on the further evolution of the business and especially on increasing the company's turnover.

Budget

	2019	2020	2021	2022	2023	2024	2025
Staff Total	293.668	583.825	627.904	637.448	646.934	656.563	657.377
Operations Total	599.844	780.751	1.008.896	953.300	1.121.917	1.079.132	1.002.420
Turnover	193.030	2.430.294	5.841.153	8.089.141	9.174.931	9.826.406	10.477.879
Item Consumption	160.858	1.957.104	4.383.378	5.991.956	6.796.245	7.278.819	7.761.392
Profit Before Tax	-861.340	-891.385	-179.026	506.437	609.834	811.892	1.056.690
Purchases / Expenses	536.193	2.949.062	4.289.545	6.166.220	6.836.462	7.238.607	7.506.704
Capital Inbound	2.498.990	1.104.127	822.354	678.814	604.752	838.001	1.293.458
Capital After VAT	2.483.965	993.164	673.541	511.653	500.644	652.521	1.094.615
Capital After Tax	2.483.965	993.164	673.541	511.653	500.644	652.521	1.094.615
Average Drawings On Account	555.565	1.604.813	2.273.079	2.351.339	2.373.218	2.374.331	2.241.330
Avg. Inventorie	345.174	736.149	969.618	899.243	971.742	1.117.076	1.195.273
Overall (Capital+Invetory)	2.829.139	1.729.313	1.643.158	1.410.896	1.472.386	1.769.597	2.289.889
Company Value	193.030	2.430.294	4.050.897	13.153.508	15.273.272	17.945.325	21.044.780



Accumulated liquidity budget attached separately (See Appendix I) A non accumulated Excel file can be sent separately.

Funding

According to the budget and the liquidity budget there is a need for funding in the amount of 3.360.000,- EUR. In order to establish and operate the company.

This is why I am looking to attract one or more investors, that can inject the necessary funds.

Financial challenges

As a starting point, there may be two possible financial challenges.

The first is a reduced sales rate (See Appendix II). It is therefore imperative that there be a constant focus on which parameters can be adjusted, in order to get budgets back on track, at all times. One parameter can be that the creation of new Virtual Shop locations are put on pause. And a revision of which tasks can be performed in-house and externally.

Overall, there is room in the budget for a deviation of 30% without it threatening the very existence of the company.

The other, and the one I personally think poses the biggest threat. Is a larger increase in sales than expected. This is not a problem as long as the increase comes gradually as the added revenue will allow for the increased inventory expenditure (See Appendix III). This will first become an actual risk, if the increase is explosive in nature. Let's assume that sales increase by 200% from one season to the next. This impact on the company will create a need for finances that are not there. As there is a high risk for this, I have of course already identified three possible solutions.

The first is to apply for a bank loan. The second is to sell some of the company. And the third is a product offered to bank's "Private Banking" division's where a third party has a deposit in a part of the Newgear inventory.

All the solutions have their advantages and disadvantages, and of course these should be carefully assessed, before Newgear finds itself in this situation. Thus an action can be quickly put into action.

Funding Draft

An investor deposits the full amount of 3.360.000,- EUR and is allocated a stake in the company of 25%. Management and the investor agree upon a series of yearly meeting where the company's finances and projects are reviewed, so that there is a clear overview of the invested capital. If the investor desires and is able to contribute, there is of course a seat on the Advisory Board.

I find it important to emphasize, that this is a draft and therefore not set in stone.

Appendix

- I. Liquidity budget (Acc. Quarterly)
- II. Budget (-30%)
- III. Budget (+30%)
- IV. Production figures 2015 - 32301131 - Skis, for winter sports
- V. Production figures 2015 - 32301137 - Ski-bindings, ski brakes and ski poles
- VI. Production figures 2015 - 32301560 - Tennis, badminton or similar rackets
- VII. Mindmap of Newgear
- VIII. Start-up WBS

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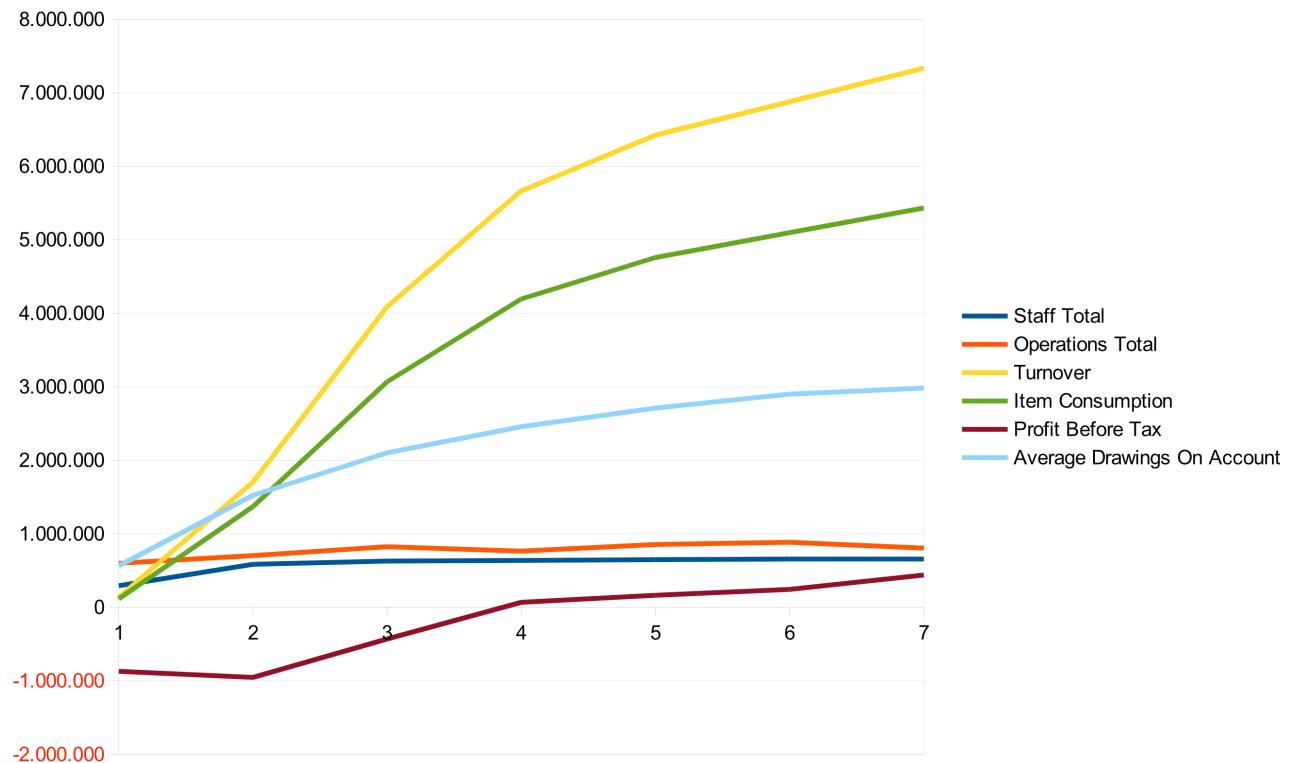
I. Liquidity budget (Acc. Quarterly)

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II. Budget (-30%)

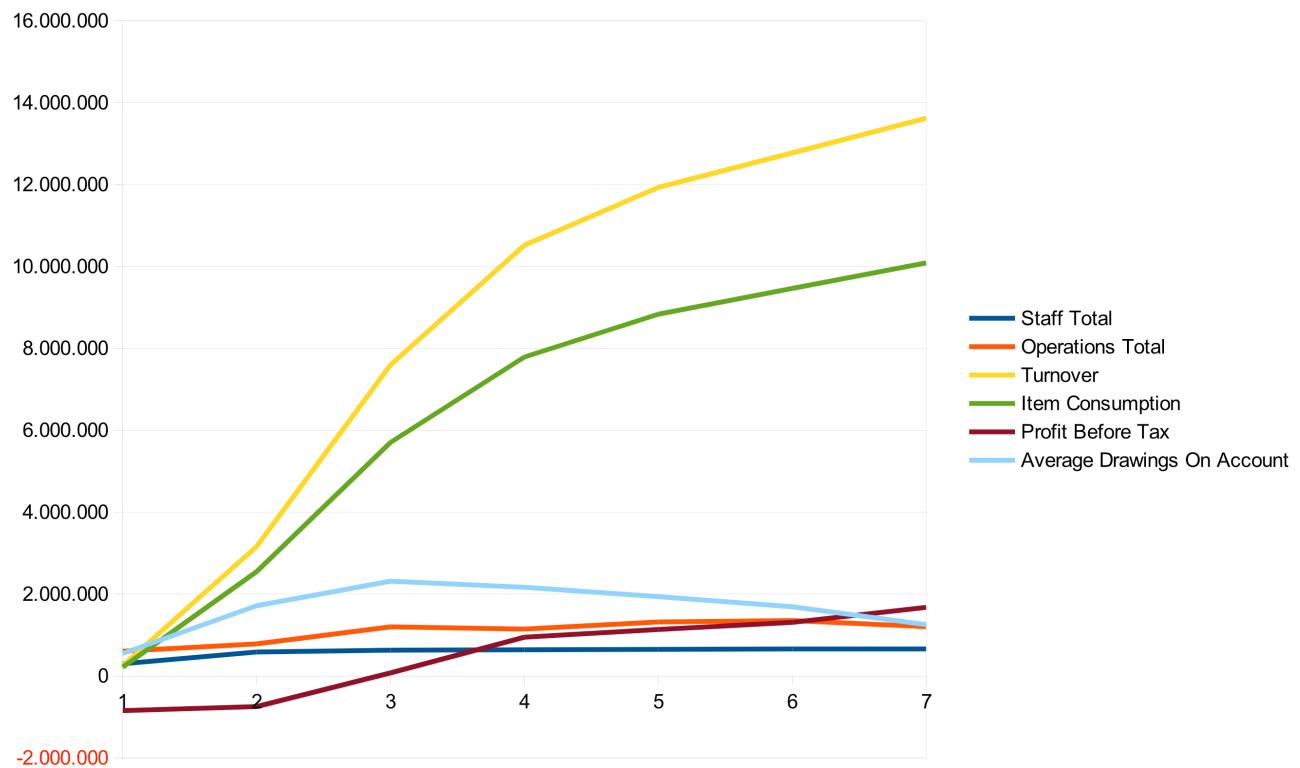
	2019	2020	2021	2022	2023	2024	2025
Staff Total	293.668	583.825	627.904	637.448	646.934	656.563	657.377
Operations Total	599.844	702.199	822.967	763.901	854.677	884.008	804.369
Turnover	135.121	1.701.206	4.088.807	5.662.398	6.422.452	6.878.484	7.334.515
Item Consumption	112.601	1.369.973	3.068.365	4.194.369	4.757.372	5.095.173	5.432.974
Profit Before Tax	-870.992	-954.790	-430.429	66.680	163.468	242.740	439.794
Purchases / Expenses	536.193	1.796.246	3.083.110	4.356.568	4.754.825	5.063.834	5.034.049
Capital Inbound	2.449.237	1.416.681	903.910	525.548	232.700	77.470	361.872
Capital After VAT	2.442.656	1.342.515	808.213	422.304	206.792	50.364	273.682
Capital After Tax	2.442.656	1.342.515	808.213	422.304	206.792	50.364	273.682
Average Drawings On Account	561.930	1.521.980	2.100.643	2.457.064	2.709.880	2.897.855	2.983.613
Avg. Inventorie	362.265	586.797	587.132	606.010	640.797	681.216	625.366
Overall (Capital+Invetory)	2.804.922	1.929.311	1.395.345	1.028.314	847.590	731.580	899.048
Company Value	135.121	1.701.206	4.088.807	6.329.202	8.057.135	9.305.879	11.732.459



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III. Budget (+30%)

	2019	2020	2021	2022	2023	2024	2025
Staff Total	293.668	583.825	627.904	637.448	646.934	656.563	657.377
Operations Total	599.844	780.751	1.195.627	1.142.699	1.314.157	1.349.256	1.200.470
Turnover	250.938	3.159.383	7.593.499	10.515.883	11.927.410	12.774.327	13.621.243
Item Consumption	209.115	2.544.235	5.698.391	7.789.543	8.835.119	9.462.465	10.089.810
Profit Before Tax	-851.689	-749.428	71.576	946.193	1.131.200	1.306.044	1.673.586
Purchases / Expenses	536.193	3.967.828	5.576.407	7.975.871	8.887.399	9.410.187	9.758.712
Capital Inbound	2.548.744	937.463	822.222	913.504	1.200.828	1.610.799	2.450.456
Capital After VAT	2.525.273	785.984	620.292	682.428	938.694	1.361.522	2.187.878
Capital After Tax	2.525.273	785.984	620.292	682.428	938.694	1.361.522	2.187.878
Average Drawings On Account	549.200	1.712.100	2.312.965	2.164.188	1.934.804	1.688.150	1.250.579
Avg. Inventorie	328.083	930.184	1.233.692	1.138.851	1.237.044	1.385.169	1.486.823
Overall (Capital+Invetory)	2.853.356	1.716.168	1.853.984	1.821.279	2.175.739	2.746.690	3.674.701
Company Value	250.938	3.159.383	8.309.257	19.977.814	23.239.408	25.834.771	30.357.101



IV. Production figures 2015 - Skis, for winter sports

Sold production, exports and imports [DS-066341]

Last update 15.07.16
Extracted on 31.07.16
Source of data Eurostat

PRCCODE 32301131 - Skis, for winter sports
PERIOD Jan.-Dec. 2015

DECL/INDICATORS	EXPQNT	EXPVAL	IMPQNT	IMPVAL	PQNTBASE	PONTFLAG	PRODQNT	PRODVAL	PVALBASE	PVALFLAG	QNTUNIT
France	75.370.780	75.370.780	68.029.350	68.029.350	0	C	0	24.067.680	0	pa	
Netherlands	2.341.400	2.341.400	5.504.420	5.504.420	0	C	0	0	0	pa	
Germany	83.082.080	83.082.080	67.443.810	67.443.810	0	C	0	0	0	pa	
Italy	40.854.880	40.854.880	53.046.870	53.046.870	0	C	0	0	0	pa	
United Kingdom	4.981.270	4.981.270	4.922.750	4.922.750	0	C	0	0	0	pa	
Ireland	9.780	9.780	52.910	52.910	0	C	0	0	0	pa	
Denmark	351.880	351.880	1.921.490	1.921.490	0	C	0	0	0	pa	
Greece	18.510	18.510	199.270	199.270	0	C	0	0	0	pa	
Portugal	24.820	24.820	126.400	126.400	0	C	0	0	0	pa	
Spain	32.267.490	32.267.490	9.551.530	9.551.530	0	C	0	0	0	pa	
Belgium	3.369.590	3.369.590	5.478.810	5.478.810	0	C	0	0	0	pa	
Luxembourg	1.220	1.220	393.850	393.850	0	C	0	0	0	pa	
Iceland	0	C	0	0	0	pa	
Norway	0	C	0	0	0	pa	
Sweden	1.903.440	1.903.440	21.791.910	21.791.910	0	C	0	0	0	pa	
Finland	2.148.130	2.148.130	10.227.670	10.227.670	0	C	0	34.317	2.801.511	0	pa
Austria	268.292.660	268.292.660	125.052.760	125.052.760	0	C	0	1.740.480	190.529.500	0	pa
Malta	1.180	1.180	0	0	0	C	0	0	0	pa	
Estonia	255.640	255.640	710.190	710.190	0	C	0	0	0	pa	
Latvia	259.590	259.590	639.330	639.330	0	C	0	0	0	pa	
Lithuania	1.150.870	1.150.870	1.246.480	1.246.480	0	C	0	0	0	pa	
Poland	4.042.050	4.042.050	6.763.170	6.763.170	0	C	0	0	0	pa	
Czech Republic	41.583.900	41.583.900	20.229.000	20.229.000	0	C	0	0	0	pa	
Slovakia	1.760.140	1.760.140	5.046.430	5.046.430	0	C	0	0	0	pa	
Hungary	186.700	186.700	1.496.440	1.496.440	0	C	0	0	0	pa	
Romania	217.370	217.370	1.517.800	1.517.800	0	C	0	0	0	pa	
Bulgaria	36.782.750	36.782.750	928.800	928.800	0	C	0	0	0	pa	
Slovenia	28.829.370	28.829.370	2.228.770	2.228.770	0	C	0	0	0	pa	
Croatia	154.430	154.430	305.460	305.460	0	C	0	0	0	pa	
EU25TOTALS	245.130.780	245.130.780	82.903.280	82.903.280	0	C	0	3.894.686	394.335.528	0	pa
Cyprus	3.770	3.770	0	C	0	0	0	pa	

Special value:

not available

V. Production figures 2015 - Ski-bindings, ski brakes and ski poles

Sold production, exports and imports [DS-066341]

Last update 15.07.16
Extracted on 31.07.16
Source of data Eurostat

PRCOCDE	32301137 - Ski-bindings, ski brakes and ski poles										
PERIOD	Jan.-Dec. 2015										
DECL/INDICATORS	EXPQNT	EXPVAL	IMPQNT	IMPVAL	PONTBASE	PONTFLAG	PRODQNT	PRODVAL	PVALBASE	PVALFLAG	QNTUNIT
France	37.596.140	29.890.550	0	22.928.200	0	0	0	0	0	0	C
Netherlands	2.457.110	2.555.890	0	0	0	0	0	0	0	0	C
Germany	75.312.040	61.805.880	0	16.579.000	0	0	0	0	0	0	C
Italy	49.300.620	39.459.660	0	0	0	0	0	0	0	0	C
United Kingdom	1.611.890	3.876.450	0	0	0	0	0	0	0	0	C
Ireland	5.440	1.314.010	0	0	0	0	0	0	0	0	C
Denmark	860.750	2.526.130	0	0	0	0	0	0	0	0	C
Greece	19.520	554.810	0	0	0	0	0	0	0	0	C
Portugal	414.350	542.970	0	0	0	0	0	0	0	0	C
Spain	3.704.050	6.314.830	0	0	0	0	0	0	0	0	C
Belgium	2.799.310	3.248.300	0	0	0	0	0	0	0	0	C
Luxembourg	630	2.52.560	0	0	0	0	0	0	0	0	C
Iceland			0	0	0	0	0	0	0	0	C
Norway			0	0	0	0	0	0	0	0	C
Sweden	3.740.400	15.433.540	0	0	0	0	0	0	0	0	C
Finland	1.180.700	5.428.400	0	0	0	0	0	0	0	0	C
Austria	111.380.690	70.724.720	0	0	0	0	0	0	0	0	C
Malta	1.000	1.490	0	0	0	0	0	0	0	0	C
Estonia	421.420	828.270	0	0	0	0	0	0	0	0	C
Latvia	138.490	380.730	0	0	0	0	0	0	0	0	C
Uttarinenia	7.734.200	4.308.490	0	0	0	0	0	0	0	0	C
Poland	3.090.910	2.337.810	0	0	0	0	0	0	0	0	C
Czech Republic	62.249.100	26.035.840	0	0	0	0	0	0	0	0	C
Slovakia	987.250	1.320.720	0	0	0	0	0	0	0	0	C
Hungary	5.821.930	1.632.490	0	0	0	0	0	0	0	0	C
Romania	24.883.420	3.835.000	0	0	0	0	0	0	0	0	C
Bulgaria	284.320	1.965.810	0	0	0	0	0	0	0	0	C
Slovenia	2.297.410	10.282.290	0	0	0	0	0	0	0	0	C
Croatia	22.550	89.560	0	0	0	0	0	0	0	0	C
EU25TOTALS			0	0	0	0	0	0	0	0	C
EU27TOTALS	137.572.560	68.075.900	0	0	0	0	0	0	0	0	C
Cyprus	2.270	5.780	0	0	0	0	0	0	0	0	C

Special value:

not available

VI. Production figures 2015 - Tennis, badminton or similar rackets

Sold production, exports and imports [DS-066341]

15.07.16

31.07.16

Last update

Extracted on

Source of data

Eurostat

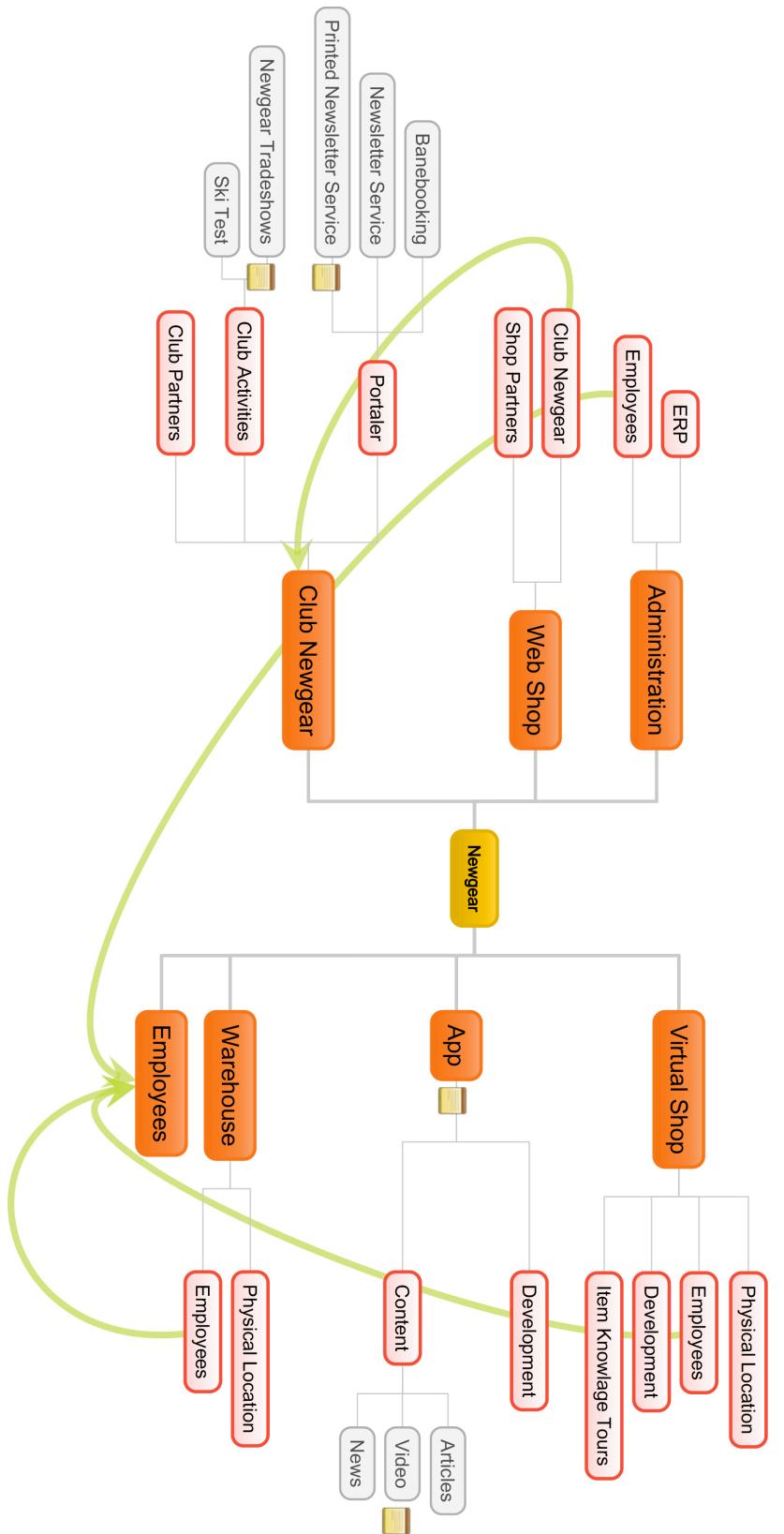
PRC CODE 32301560 - Tennis, badminton or similar rackets, whether or not strung
 PERIOD Jan-Dec. 2015

DEC/UNINDICATORS	EXPQNT	EXPVAL	IMPONT	IMPVAL	PQNTBASE	PQNTFLAG	PRODQNT	PRODVAL	PVALBASE	PVALFLAG	QNTUNIT
France		35,225,890		39,302,120	0	0			0	0	p/st
Netherlands		19,031,480		23,415,680	0	0			0	0	p/st
Germany		38,893,830		24,351,120	0	0			0	0	p/st
Italy		955,770		13,053,260	0	0			0	0	p/st
United Kingdom		3,743,950		22,709,810	0	0			0	0	p/st
Ireland		58,890		1,296,040	0	0			0	0	p/st
Denmark		2,148,410		2,911,470	0	0			0	0	p/st
Greece		18,360		942,100	0	0			0	0	p/st
Portugal		208,080		1,115,000	0	0			0	0	p/st
Spain		7,204,020		27,648,930	0	0			0	0	p/st
Belgium		9,355,380		10,141,600	0	0			0	0	p/st
Luxembourg		111,420		590,890	0	0			0	0	p/st
Iceland											
Norway									0	0	
Sweden		645,010		3,921,080	0	0			0	0	p/st
Finland		406,280		1,314,090	0	0			0	0	p/st
Austria		11,641,950		9,392,780	0	0			0	0	p/st
Malta		80		19,280	0	0			0	0	p/st
Estonia		13,430		314,730	0	0			0	0	p/st
Latvia		119,180		454,200	0	0			0	0	p/st
Lithuania		46,560		275,300	0	0			0	0	p/st
Poland		1,078,350		4,790,180	0	0			0	0	p/st
Czech Republic		2,071,880		3,824,000	0	0			0	0	p/st
Slovakia		131,010		894,720	0	0			0	0	p/st
Hungary		738,050		1,489,910	0	0			0	0	p/st
Romania		17,720		1,323,140	0	0			0	0	p/st
Bulgaria		483,980		612,800	0	0			0	0	p/st
Slovenia		561,130		653,950	0	0			0	0	p/st
Croatia		200,920		689,340	0	0			0	0	p/st
EU25TOTALS											
Cyprus		14,493,810		115,698,460	50,000	50,000			3,000,000	3,000,000	EU28(R)-HR
				230,980	0	0			0	0	p/st

Special value:

not available

VII. Mindmap of Newgear



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VIII. Start-up WBS

