



Co-created the *first Group-wide sustainability strategy* for the world's largest sporting goods retailer.

Case Study: INTERSPORT

INTERSPORT is an international sporting goods retailer with a presence in 57 countries worldwide. Recognising the need for a sustainability strategy that encompassed the whole *INTERSPORT* family, it engaged Junxion to lead the process. Together we produced a comprehensive strategy focused around three pillars of activity and an action plan to deliver it.



The professional support and insights we've received from Junxion allowed us to take an important step forward in our sustainability journey. Planting the topic at board and senior management level creates the mandate to prioritise necessary activities across our operations. ***Making sustainability a key strategic pillar of our INTERSPORT 2.0 strategy integrates the topic internationally, nationally and locally***, bringing new meaning to our understanding of 'thinking globally – acting locally at the heart of sport.'

— Afsah Alumia-Khan, *Senior Manager Sustainability and Compliance*, **INTERSPORT**



INTERSPORT wanted to create a shared vision and goals for sustainability across INTERSPORT's many divisions and countries. This needed to take into account their culture and corporate governance structure.

The Business Challenge

Formed out of an alliance of national buying centres, today *INTERSPORT* is a €12 billion, multi-category, multi-brand, group of sports retailers with 65,000 employees and 650,000 daily customers.

Faced with the world's climate and biodiversity crisis, *INTERSPORT* believed the time had come to create a comprehensive sustainability strategy that applied to the whole *INTERSPORT* family. The company had already implemented a code of conduct with its suppliers and there were a number of environmental and community initiatives in place in the 57 countries where the group operates.

Because each *INTERSPORT* store is independently owned and run, *INTERSPORT* needed to work across divisions and countries to co-create a shared vision and common goals for sustainability.

How We Helped

Junxion devised a whole new sustainability strategy for *INTERSPORT* that encompassed community, environment and supply chain. We tied the strategy to the emerging corporate brand so there is alignment between sustainability and marketing communications.

To develop the strategy, we conducted sectoral research and a benchmarking exercise and interviewed key stakeholders across the whole group, covering a range of divisions and national offices.

Junxion then delivered a pair of workshops with country representatives and senior managers at the service centre to explore the potential impact the group could have. After the strategy was developed and agreed, we led a final workshop that created an action plan to guide *INTERSPORT* on implementation over time.

Measuring Success

The process itself was valuable for engaging people and unearthing the breadth of activities and interest across the *INTERSPORT* group. The workshops helped management go deep into the issues, and explore the opportunities for the company in tackling sustainability. Beyond improvements on the environment and in the supply chain, these include enhancing the sense of 'one company', benefits to internal functions such as HR, and increasing external-facing sales.

The final strategy is grouped around three key pillars of activity, which along with the detailed action plan aims to ensure focused attention and progress. By helping the business be 'future-fit', the strategy aims to help the business endure as well as make a more positive impact for people and planet.

