

News, Analysis and Research of Interest to Running Specialty Store Owners

# RUNNING INTELLIGENCE

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## Saucony Names New President

In a major restructuring, Richie Woodworth has been named president of Saucony and Hind. Although he is a relative unknown in the running sector, Woodworth is an accomplished executive in the sports industry.

**A** one-time international ski racer, Woodworth is best known for his work as president of Greg Norman Sportswear at Reebok, a post he held for about ten years. But he also has a track record with performance product. Woodworth helped transform Foot-Joy from a domestic manufacturer of weltped

***“First of all the Keds business is on fire and Shawn will be focused on that. Secondly, we see Saucony as a big opportunity and wanted a president-level executive running it, rather than a GM.” —Rick Thornton, Stride Rite***

leather golf shoes into a contemporary company that understood new technology. He also helped launch performance ski boots for Nordica.

For the past several years, Woodworth was president of Tommy Hilfiger footwear at Stride Rite and shortly after the parent company acquired Saucony last year, Woodworth was given responsibility for the Hind apparel division. The move to name him president of both brands consolidates both those business-

es under one executive. Since the acquisition, Saucony had been run by Mike Metcalfe, a former Reebok executive, who had the title of General Manager. Metcalfe, who has left the company, reported to Shawn Neville, who had the title of group president over Keds and Saucony. But in his new role, Woodworth will report to Stride Rite president and COO Rick Thornton.

“There were a couple of factors behind this move,” Thornton said. “First of all the Keds business is on fire and Shawn will be focused on that. Secondly, we see Saucony as a big opportunity and wanted a president-level executive running it, rather than a GM.” For the past few years leading up to the acquisition,

**SAUCONY** Saucony’s share in the running specialty market had been eaten away by more aggressive competitors like Asics, Brooks and Mizuno. Under Stride Rite, Saucony has shown some signs of renewal and gained a share point in the footwear category in the first six months of the year. ■

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## Moving Comfort Names New VP

**L**ongtime REI executive Julie Baxter has joined Moving Comfort as vice president with responsibility for developing and executing strategy for the Moving Comfort brand globally.

Baxter assumes a senior level post at a brand that is widely credited as being the first activewear company to produce apparel designed “for women by women.” Founders Ellen Wessel and Elizabeth Goeke sold the company to Russell Corp. five years ago, but the apparel giant has not been able to significantly grow the business, despite the fact that women’s apparel, especially in running, has been a hot category.

Earlier this year, Wessel and Goeke retired and Russell re-deployed Moving Comfort under the aus-

pices of Brooks in Bothell, WA. The hiring of Baxter is Brooks’ first major move since bringing Moving Comfort under its control.

Prior to her Moving Comfort appointment, Baxter served as director of brand management, design and development of REI Gear & Apparel, where she drove the REI private label to where it is today, a staple business bringing in more than 20 percent of REI’s total business. Before assuming that position in 2003, she held a variety of other positions within REI, such as director of merchandising management – actionsports, merchandise manager – outdoorwear, and product manager for outerwear, rainwear and footwear.



## Princeton Owner Acquires Metro Run & Walk

**G**ene Mitchell, who owns highly regarded running stores in Manhattan, New Jersey and the Washington, D.C. area, has acquired the Metro Run & Walk, a 15-year-old retailer with two stores in Virginia and one in Maryland.

The acquisition gives Mitchell a total of 9 stores. He owns The Princeton Running Co. and several other stores in New Jersey, The Manhattan Running Co. in the upscale Time Warner Center in New York City and The Georgetown Running Co. in Washington. This latest purchase extends his reach further down the East Coast and gives him ownership of a highly regarded store in a key market.

Mitchell told *Running Intelligence* he will continue to operate under the Metro Run & Walk name and that all buying for the stores will be done through his

Pennsylvania offices.

The asset purchase will close on September 30. Lea Gallardo, who founded the store 15 years ago, said had she not sold she would have had to consider shutting the stores down in four years when her current leases expired. “Selling the company to someone much

younger and with great enthusiasm for the business, gives the company and my incredible staff a far better chance of continuing for a good many years to come, the 60-year-old Gallardo told *RI*.

Meanwhile Mitchell says he’ll continue to look at new expansion ideas. “We are always looking at reasonable expansion where it fits our business model, allows proper staffing and does not capital constrain our company,” he said.



## A collection for every runner.



### InSport's 5K Collection running essentials

5K styles bring together all the innovation and technology of Pure Running at a margin building price.



# Retailer Registration is Open!

The Running Event™ • November 12-15, 2006 • Austin, Texas

**SAVE \$130 IF YOU REGISTER BY OCTOBER 1!**



Registration is now open for retailers interested in attending The Running Event™ scheduled for November 12 - 15, 2006 in Austin, Texas. The Running Event will consist of a two-day conference, followed by a two-day trade expo presentation, with a social agenda of lunches, dinners, fashion shows, and parties, with plenty of time for running and networking.



The Running Event will host the first 50 Best Running Stores in America Awards, sponsored by The Running Network, with a Monday evening gala event, November 13.



The Independent Running Retailers Association will have a special presentation, where you can learn how to work with the new trade association dedicated to helping independent running store owners and is open to all registered attendees of the conference.



The Running Event Conference will include:

- ▶ Presentations from retail small business expert, Jim Dion
- ▶ How to Dominate in your market, by Verne Harnish
- ▶ Best Practices for the Best Stores: Leading running stores share what works
- ▶ Meet with executives from key brands



Register now to reserve your space and save over \$130.00!

Conference registration fee is \$595. Retailers registering by Oct. 1, 2006 will receive an early-bird discount price of \$495. The registration fee for the The Running Event Trade Expo is \$30, which includes: tickets to lunchtime fashion shows on November 14 and 15 and tickets to the industry dinner party on Tuesday night, November 14.



To attend the The Running Event Trade Expo November 14-15, the \$30 registration fee will be waived for the first 100 retailers who register at <http://trinityventures.net/tre>.

Contact Troy Leonard, VP Events, 352-624-1561 or email [tleonard@formula4media.com](mailto:tleonard@formula4media.com). Please visit [therunningevent.com](http://therunningevent.com) for more information.

## ▶ Running specialty vendors that will be in attendance at The Running Event 2006

adidas	Eurosocks, N.A. Inc.	Moretz	Suunto USA
Aetrex	Exel Sports, N.A.	Mueller Sports Medicine, Inc.	Tandem Sport/ProTec
Asics America	Feetures	New Balance Athletic Shoe	Ultima Health Products, Inc.
Avia	Gu Sports	Nike Running	Ultrafoot
Balega International	Headsweats	Penguin Brands, Inc./Nathan	Under Armour, Inc.
Bodyglide	Hind	Powerstep	Velocy
Brooks Sports, Inc.	Illuminite	Puma N.A.	Wigwam Mills, Inc.
CW-X Conditioning Wear	Implus	Saucony	WL Gore & Associates
Craft	InSport	Spenco Medical Corp.	Wrightsox
DeFeet International	Jamark Labs	Sporting Innovations Group	Wynit
Diadora America	Karhu	Sportz Pak	
Enell, Inc.	Mizuno USA	Sugoi Performance Apparel	
Etonic Worldwide, LLC	Montrail	Sure Foot Corporation	

## Take the Test: What is Your Retail Personality Type?

Every store has its unique personality. It starts with the impression a customer gets when they walk in the front door for the first time. It continues as they interact with your staff and go through the selection process, and it extends into the community as you grow roots and develop ties within your sphere of influence.

There are three predominant personalities among specialty retailers: the product oriented personality, the marketing oriented personality, and the business oriented personality.

The product oriented retailer has a passion for product and for offering the right product solution to his/her customer. They know what to sell. The marketing oriented retailer has a passion for his/her customers and for discovering relevant ways to acquire and keep them. They know how to sell. The business oriented owner has a passion for profitability and for creating the processes and business metrics that create his/her vision of success. They know why to sell. From these three predominant personalities, there are six definable types. It is important for every retailer to know their personality type and make sure they convey it appropriately.

So what is your retail personality? In psychology, a well known personality test is called the Myers Briggs which asks a series of questions and categorizes an individual's personality into one of sixteen types. The abbreviated test below asks fifteen questions and based on your answers categorizes your retail personality into one of six types. Is it possible to break down all specialty retail stores into six distinct categories? Is it possible to break down six billion people into sixteen distinct personality types? Surely, it is not an absolute, and within every category there are sliding scales that add nuances to every retailer's personality. But

in the 'asset assessment' process, this is often a revealing first step. Plus, it is kind of fun.

Please answer all the 15 questions below. Please answer them according to your general tendencies or how you most typically would act. In some cases you may feel that neither answer describes you very well. This is expected, and you are urged to answer according to how you would act given the two possible options. There are no wrong answers.

**1. When being fitted for a pair of shoes, a new customer in my store will generally**

- a. Try on more than 3 unique styles of shoes.
- b. Try on 3 or fewer unique styles of shoes.

**2. When it comes to product markdowns, I**

- c. View systematic markdowns as a natural part of business
- d. Do not mark down product often, but will if it is not selling.

**3. My store will be more successful if**

- e. I offer more of what the customer needs
- f. I offer more of what the customer wants

**4. I view my vendors for the most part as**

- g. Product suppliers
- h. Business partners

**5. My return policy is**

- i. Well defined, fair, and I make few exceptions
- j. Loosely defined, customer focused, and I make frequent exceptions



Nathan Human Propulsion Laboratories' products help you achieve your goals, no matter how impossible they may seem.

Our **Speed 4** is ideal for marathon and triathlon training and competition. A bounce-free, adjustable belt carries four 10 oz. Nutrition Flasks for water, carbo gels, or your own special concoctions. Our unique molded holsters allow you to remove and replace Flasks effortlessly, **with one hand**. No more fumbling or breaking stride. Silicone grips inside the holsters ensure the Flasks stay securely in place.



Nathan Performance Gear is available at specialty running shops & sporting goods stores, or at [www.NathanSports.com](http://www.NathanSports.com).



**6. When vendors launch new product marketing campaigns, I generally**

- k. View them optimistically because they will deliver something new and exciting to my customers
- l. View them cynically because good product speaks for itself

**7. I would probably provide a better overall retail experience if I**

- m. Carried a broader product selection than I currently do
- n. Carried a narrower product selection than I currently do

**8. My shoe wall is**

- o. An important visual component to the buying process
- p. Visually impactful, but more or less eye candy

**9. In my opinion, running apparel done right is**

- q. More function than fashion
- r. More fashion than function

**10. When it comes to my business, I pay more attention to**

- s. Keeping my product margins high
- t. Keeping my inventory turnover high

**11. The more important aspect of an end of season sale is to**

- u. Attract more traffic and new customers to the store
- v. Liquidate aged merchandise

**12. I enjoy myself more when I**

- w. Spend time working the sales floor
- x. Spend time working on the business

**13. When I consider the success of my store, I think of it like**

- y. I am building a business
- z. I am building a brand

**14. It bothers me more when**

- aa. A product I believe in doesn't sell as well as I think it should
- bb. I see my staff pushing one product over another based on personal bias

**15. If I am left with a number of black tights going into spring, I am more likely to**

- cc. Liquidate them ASAP
- dd. Store them for next fall

**>> Answers are at the end of this article**

## The Six Retail Personality Types:

### 1. PMB (the passionate professor)

As a PMB retailer you join many fellow specialty owners in the most popular personality type of the six. A PMB retailer loves product and prides himself as a student of biomechanics and their ability to fit customers with the right product. They think of building their business one customer at a time, rely on word of mouth referrals, and have a loyal following. They like to educate their customers and will gain 'customer converts' who will evangelize on the retailer's behalf that the store changed their life because of their expertise. Many PMB's are registered pedorthists and will take a therapeutic approach to the fit process. They are good networkers within the community and generally have good alliances with the medical community. A PMB is a non-conformist whose knowledge complimented by their outreach can have a very successful business. It is common that PMB's can over-inform at times and have a tendency to spend more time than necessary with a single customer, which can prove unnerving to the staff, especially on busy days. The PMB is also a soloist and has a difficult time delegating responsibility as his/her business grows. They have a difficult time getting off the sales floor, even when it is necessary to attend to other aspects of the business. They are often disorganized and have an aversion for bookkeeping. A PMB's store is cluttered and usually over-inventoried. A tell tale sign of a PMB is the amount of aged product they carry at full retail. Since a PMB loves product, they have a distaste to put 'quality' product on sale. As a result their inventory turnovers are generally too low and their cash flow and profitability suffer as a result. PMB's do not scale well and as a rule, do not expand store count successfully. PMB's are best served by simplifying their business as much as possible so they can focus on providing product expertise to their strong customer base.

### 2. PBM (the product purist)

PBM's are deeply rooted in their product beliefs. Like the PMB they are students of biomechanics and pride themselves in knowing the right product solution for each customer who walks through their door. They understand the retail business and have a great sense for what will sell and what won't. Their product selection is usually narrower than the PMB and their store's are generally tidy but unimaginative. PBM's are good negotiators with vendors and pay attention to their overall profitability. They make good staffing decisions and delegate responsibility well,

provided the staff understands the store's product philosophy. In the right environment PBM's can have a very good business. The major drawback to the PBM personality is poor customer acquisition. They tend to be uncompromising and impatient. They can also be shy. Their business is built around selling good product, and they look skeptically at slick vendor new product marketing campaigns. They are not early adopters of new product since they need empirical evidence that proves it works. They rarely like new product updates. They are cautious when it comes to advertising and are concerned about 'wasting' money on marketing. Of all the personality types, they are the most susceptible to new store competition. PBM's have the "if you build it, they will come," attitude. They believe that over time customers will learn about them and that the store will thrive based on the knowledge and service they provide. Many PBM personality types have stores that have been in existence for many years and did not encounter much competition in earlier years. Since PBM's have a strong business sense, the success of their business in competitive environments generally hinges on their ability to hire employees with strong marketing skills. They also benefit greatly from high traffic store locations.

### **3. MPB (the popular pleaser)**

MPB's have a knack for getting customers and giving them what they want. There are few things a MPB likes more than another satisfied customer walking out with their arms full. MPB's are natural marketers and are entrenched in the community. They attend the local events, have evening gatherings and running groups that meet at their store, and are active in the Chamber of Commerce or local Rotary chapter. They are good with names, like to add the personal touch, and frequently update their store windows so they are fresh and looking good. They know how to treat people and make them feel good. MPB's have what it takes to grow a business quickly, except for one major problem. They can't say "no!" Almost all product looks good to them. They can usually think of that one customer, "Suzanne", who would buy that product so they have to carry it. They like all their reps and want to help them out so they carry a wide variety of vendors. If there is one personality type that can choke on their inventory, it is the MPB. This person knows how to spend money but doesn't know how to manage it. The MPB is chronically on credit hold with their vendors. They ask for favors and will sometimes get them because of their charming personality. In the end, the MPB needs someone to put them on a budget. This personality type can be extremely successful. They can open and run multiple locations successfully as long as they

have someone in their operation who minds the finances.

### **4. MBP (the charming chameleon)**

MBP's are slick. Their stores are well-merchandised with the latest product. Their store sign and front windows convey the running lifestyle and a successful business. Like the MPB they are rooted in the community. They seem to know everybody and they rely on these connections and their business acumen to make their store thrive. MBP's are great at hiring a diverse staff that mirrors the varying types of customers they want to serve. There may be an 18 year old track star working next to 45 year old walker, and they feed off one another. MBP's manage their inventory well, have a balanced budget, and can say "no" when needed. They understand the need to evolve and are not afraid of change. MBP's possess many enviable qualities and on the surface can appear to have it all figured out. But they lack a strong point of view on product. MBP's like to innovate but lack conviction on the product side. As a result their product assortment may change drastically and customers may grow discontented or frustrated because of the lack of consistency. MBP's are relationship people and may make product decisions based on a good or bad vendor relationship. A brand may go from 5% to 25% of their mix in one season because of a 'marketing' deal that was too good to refuse. MBP's believe that their community strength and business sense allows them to sell 'whatever they want' to their customer. Although true to a point, a store without a product 'backbone' will confuse the customer and force them to shop elsewhere.

### **5. BPM (the business driver)**

BPM's are shrewd. They are smart business people. Everything is business to them and they tend to domineer over people. They are bossy, have high expectations of their employees and vendors and squeeze as much profitability out their store as humanly possible. They rarely develop personal relationships with staff or reps. They are not here to be your friend; they are here to run a healthy business. You have to earn the respect of the BPM. They know where every penny is going and are tight with their cash. They are able to make tough decisions quickly and without strife. They remain detached but treat their customers respectfully because they know their profitability depends on a good customer experience. A BPM runs a tight ship and their store looks ship shape. They choose their store locations carefully and generally have good traffic and a solid customer base. However, a customer is not going to get the warm fuzzies from a BPM. BPM's serve their business best by staying off the sales floor. The prob-



lem is they can't keep their nose out of the business. They want to know everything that is going on and have a strong tendency to drive away talented employees. An extreme BPM could be characterized as the Bobby Knight of retail. They can build champions and assemble a team whose whole is greater than the sum of their parts, but they don't jive well with talent that challenges their authority. When it comes to product, the BPM's motto is, "Buy the best and to hell with the rest." They are selective with the number of lines they carry and believe in a narrow and deep inventory philosophy. The BMP is susceptible to new store competition. If threatened, the BMP will go for the jugular and do whatever they can to thwart the new store's success. In many cases, these efforts will hurt the BMP's business as much as the new store's, but business is war to the BMP, and he/she is not afraid to fight.

### 6. BMP (the empire builder)

BMP's could run any type of business they want. They just happened to fall into the specialty running business. Perhaps they are ex-athletes, inherited a family business, or bought a struggling one for a good price because they knew they could do it better. BMP's have the tools. They are smart, have winning personalities, and know how to promote their stores. They often have other businesses, such as timing businesses, attached to their corporation. They like to expand and are good at it. Their motto is, "if you are not growing, then you are shrinking." They usually have updated systems that help them stay on top of their business. BMP's think big and take action. They are often highly leveraged and can get into trouble if their plans hit a snag. Nonetheless, BMP's are movers and shakers in the industry and pride themselves as seeing the big picture. BMP's spend very little time with their customers and usually less time on the floor. They tend to rely on reports to tell them how the business is performing and can lose touch with day to day if they are not careful. BMP' can easily become disconnected with their own operation. They can also become so engrossed in their own plans that they fail to see what is going on around them. The strength of their own vision causes them to lose perspective. A BMP's ideas are very valuable to them and they are often selective about the information they share. In extreme cases BMP's can become paranoid. Ultimately, a grounded BMP can dominate a market, but they can be their own worst enemy at times and can be ruined by their own ambition.

**Test Answers:** Write down the letter that corresponds to each answer you selected for questions 1-15. After you have written down the letters, count the number of times you chose each letter and arrange them in order from high-

est to lowest. For example, if your test results scored 8-P's, 6-M's, and 1-B, you would be classified as a PMB retail personality type.

### 1. When being fitted for a pair of shoes, a new customer in my store will generally

- a. P
- b. M

### 2. When it comes to product markdowns, I

- c. B.
- d. P

### 3. My store will be more successful if

- e. P
- f. M

### 4. I view my vendors for the most part as

- g. P
- h. B

### 5. My return policy is

- i. B
- j. M

### 6. When vendors launch new product marketing campaigns, I generally

- k. M
- l. P

### 7. I would probably provide a better overall retail experience if I

- m. M
- n. B

### 8. My shoe wall is

- o. M
- p. P

### 9. In my opinion, running apparel done right is

- q. P
- r. M

### 10. When it comes to my business, I pay more attention to

- s. P
- t. M

### 11. The more important aspect of an end of season sale is to

- u. M
- v. B

**12. I enjoy myself more when I**

- w. M
- x. B

**13. When I consider the success of my store, I think of it like**

- y. B
- z. M

**14. It bothers me more when**

- aa. P
- bb. B

**15. If I am left with a number of black tights going into spring, I am more likely to**

- cc. B
- dd. P

**How to use the results to improve your business**

So how did you measure up and what does it mean? Each retailer's dominant characteristic is generally counter balanced by a deficient one-- the proverbial blind spot. It's the great product guy who can't manage his inventory; the marketing guru who wants to be everything to everybody and carries too broad a selection; the gruff businessman who alienates his staff and customers. The key, of course, is to know what you do best and to know what you do worst and to address both areas. The

process is called an 'asset assessment', and for many retailers it is a great first step in identifying the competitive dynamics surrounding their operation. For retailers that are fairly aware of their strengths and weaknesses, the next step is how to correctly address them, and this is where it can get tricky. Most retailers are competitive by nature, and the natural inclination for competitive people is to want to be good at everything. Therefore, when a retailer discovers a weakness in their business, they want to do all in their power to make it a strength.

You do not want to go down this road.

Am I suggesting that you operate an average business? Not at all, I am suggesting that you operate a great business by investing in and building around your dominant traits. Imagine you are the owner of a professional sports team. If your goal is to build a champion, can you go out and get an all-star at every position? Not even George Steinbrenner can afford to do that. Great sports franchises have historically built dynasties by building their organizations around their all-stars with complimentary and proficient players. In terms of your business you identify your strength, find its compliment, and become adequate at your weakness. Numerically, the magic number is 12. In a ranking system from 1 to 5 you nurture your competitive advantage to a 5, develop your supporting characteristic to a 4 and raise your deficient trait to a 3. If you work to achieve a 5 in all areas, you will go broke trying. ■

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**About Parker Karnan**

Parker Karnan has been working with independent retailers for the past 15 years, first as an independent manufacturer's representative and most recently as the VP of Sales for Brooks Sports. In July, he founded Karnan Associates, a business committed to helping independent retailers maximize their profitability. Parker currently lives outside Seattle with his wife, Miquette. They have two children and are expecting their third in September. Feel free to email Parker at [parker@karnanasociates.com](mailto:parker@karnanasociates.com). You can also call him at (206) 601-7019.



# Runners Reveal Apparel Buying Habits

## *What motivates runners when they are shopping for apparel?*

To find out Formula4Media and Unifi, Inc. commissioned an exclusive study of active Americans through Leisure Trends, Inc. of Boulder Co. The study surveyed 840 Americans who had purchased performance apparel and outerwear in the last year, 300 of them were runners.

### Here are some key findings from the runners who were included in the survey.

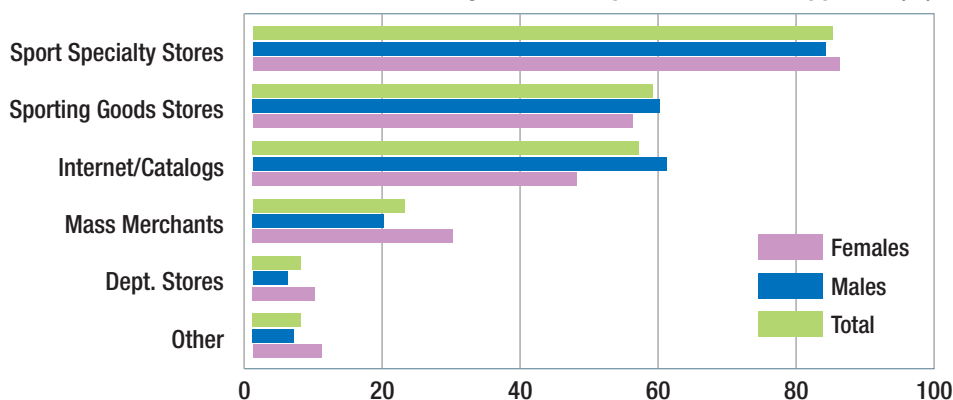
■ Runners are cross shoppers. Although 84% of those surveyed said they purchased apparel at specialty retail in the last year; 47.3% buy at running specialty and sporting goods stores.

■ The promise of performance trumps brand loyalty. 52.7% surveyed said they would buy a brand of apparel if they believe it will perform better than their current favorite brand.

■ About one-third of those surveyed professed apparel brand loyalty. 17.3% said they “always” buy a brand they trust. 15.3% said they will pay a little more for their favorite brand.

## WHERE THEY SHOP

Where Do You Usually Purchase Sports or Athletic Apparel? (%)



### Cross shopping data:

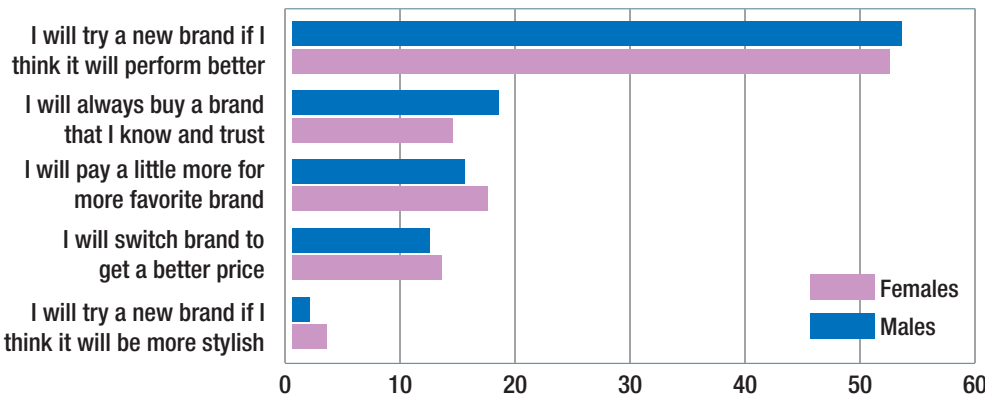
**47.3%** of runners/joggers purchase sports or athletic apparel at BOTH sport specialty and sporting goods stores

**15.7%** purchase at BOTH sport specialty and mass merchandisers

**18.0%** purchase at BOTH sporting goods and mass merchandisers

## BRAND BEHAVIOR

Which of the Following Best Describes Your Approach to Buying Sports & Technical Apparel (%)



### Types of brands runners/joggers are inclined to purchase (multiple response allowed):

National brands = **91.3%**

Store brands = **34.3%**

Lowest priced brands = **26.3%**

# Runners Reveal Apparel Buying Habits *(continued)*

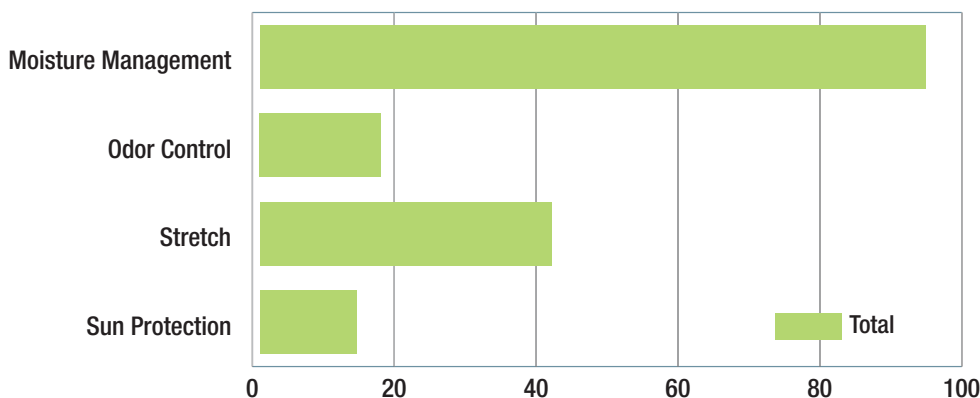
- Moisture management is the key performance in running apparel, according to those surveyed. 93.8% said they had purchased apparel with moisture management characteristics; 41.1% said stretch; 17.1% said odor control; 13.6% said UV protection.
- More than three-quarters (77.7%) of runners/joggers read hangtags on garments frequently (39.7%) or all of the time (38.0%).

- 51.8% of runners/joggers say that it is very important that a garment hangtag describe how the features and benefits work, yet only 28.3% find the information provided by hangtags to be extremely useful.

Any one desiring a full copy of the study should contact Bett Anderson at Unifi at [banderso@unifi.com](mailto:banderso@unifi.com)

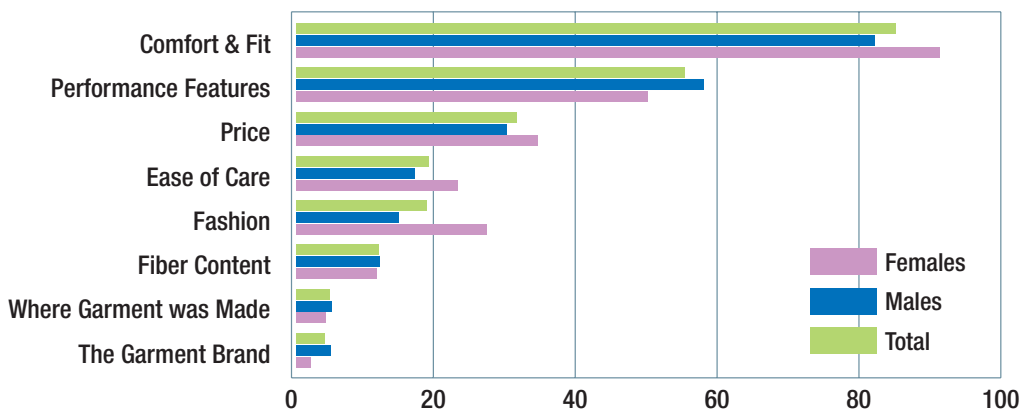
## PERFORMANCE FEATURES

Runners/Joggers That Have Purchased Garments With These Performance Properties (%)



## GARMENT FEATURES

Level of Influence on Purchasing Decisions (% who answered extremely influential)



## HANGTAGS

More than three-quarters (77.7%) of runners/joggers read hangtags on garments frequently (39.7%) or all of the time (38.0%)

51.8% of runners/joggers say that it is very important that a garment hangtag describe how the features and benefits work, yet only 28.3% find the information provided by hangtags to be extremely useful

Men care more than women about garments that keep them cool, keep them warm, or protect them from the elements

Women care more than men about garments that are light-weight and stretch