


'THE VISION MINDSET' ACCORDING TO DECATHLON

CREATE YOUR FUTURE WORLD WITH US

DECATHLON





January 21st 2020 signals the beginning of the Decathlon Vision Exploration phase. We need you more than ever!

But before you start wondering why you should be dedicating yourself to Decathlon (and you'd be right to ask), we have a few things we'd like to point out first...

“Are you wondering what sort of a world you'll be living in tomorrow? In 2030?”

“Do you already know, and feel you want to play a part in it? Great!”

“Do you think that Decathlon also has a role to play in this world? Great!”

“We'd like you to get together with us and think about what the future might look like.”

“It doesn't matter where you're from - come with us! Tell us your ideas. Share them...”

“The world of tomorrow is here – within easy reach – as long as we start making it now! Together.”

This is the Vision mindset...



WHAT IS THE 'VISION MINDSET'?



Us. When we say 'us', we're including absolutely everyone, with no exceptions: you, and you, and you – all of us who'll make one big Us.

We're positive and inclusive.

We're in constructive mode.

We believe in Collective Intelligence. For us, this Collective Intelligence is within easy reach; it's all around us. This 'intelligence', which is real and vibrant, isn't the preserve of small, so-called 'knowledgeable' groups. We believe rather that it is born of all desires, thinking, sharing; that this intelligence gathers together your desires, dreams - dreams that when added to those of everyone else involved in this vision, will form a picture of the world of tomorrow.





We think that the best ideas are all around us. Firstly, in your head. And in the heads of our neighbours, our partners, our users and our employees. We think that your idea will go well with the one next to it, and one good idea plus another good idea makes a new one, so three in total. Because when we add yours to that of your playing partner, we'll have another one!

We want you, and you, and you to be part of the Vision. We are counting on a million participants and a million contributions.

We want the Vision mindset to go way beyond Decathlon itself. And it's for the best. We want to create the necessary space not just for Decathlon teammates, obviously, but also for everyone else, so they can fashion the world of tomorrow.





NATACHA FROM BLUENOVE TALKS ABOUT HER VISION...

***What's so important about January 21st 2020?
What's actually going to happen on this day? How
can future and potential contributors connect,
and why should they?***

On January 21st 2020, 20% of the 21st century will have already gone. And this is how long we will have waited for a business to embark on the amazing undertaking of reinventing itself in the interests of a better world, with everyone around it, building on the best offered by both humans and technology, unimpeded by barriers.

From January 21st, everyone will be able to get involved in Vision 2030, to share their own personal visions and enhance those of others! In just one click, you can create your own account at vision2030.decathlon.com and take part in the various exploration themes in your native language (everything is translated in real time). Being part of Vision 2030 means ensuring that Decathlon and its communities will be putting all their energy into making this hoped-for vision a reality.

Personally, I believe that this vision will be **multi-sectorial, be more universal than any other strategic vision to date, and help Decathlon exceed its current remit and position** by gathering up everyone in its wake. We must build it collectively, as a team, right to the end – so we can meet this amazing challenge!



Is it true that Decathlon is the only global business to be undertaking such a 'Vision' exercise? Are there any other roughly similar examples?

Decathlon marks a tipping point. It's the first time that such an international business so typical of the consumer sector has adopted a strategic construction programme from a blank canvas, fully open to all four corners of the world, just as a public-sector entity would have done. This initiative has all the hallmarks of Generation Y: it both marks a radical change, and is focused on freedom of expression while being conducted with as many people as possible in mind: it is huge yet personalised. As precursors of such practices, just look at EDF and Engie - in a completely different sector. They entered into large-scale discussions with their employees, embracing actions for deep and profoundly constructive dialogue about their raison d'être, their vision and their strategic plan.



What is the Bluenove UFO and where are you from, Natacha? (I have a chuckle remembering Charlie's profile on LinkedIn that mentions Planet Earth)

Bluenove is a company pioneering massive collective intelligence, bringing together those who are passionate about COLLECTIVE INTELLIGENCE, methodology and technology. The Vision 2030 platform is based on our Assembl technology, which can be used to coordinate and analyse dialogue on a huge scale.

Bluenove has also supplied Decathlon with ideas for creating the process due to roll out in 2020. As for me, half of my family were from the Breton resistance, and the other half were Russian immigrants who fled the revolution 100 years ago! This probably explains my irrepressible desire to build the world that followed and my complete trust in collectiveness. I have also been a keen runner for 15 years, and am a loyal Decathlon customer, which is down to the comfort and thermal qualities of their gear and equipment. **Vision 2030 exemplifies a real challenge that can inspire businesses everywhere: that of a dream world; one we decide to make by embracing change.**



WHO BUILDS THE 'VISION MINDSET' ?



We think that a shared vision can be built on 100, 1,000, 10,000, 100,000 and 1 million individual and complementary visions.

We want change, and we believe this is only possible if we change ourselves.

We want to share good practices, without hiding anything.

We think we need to:

- be connected to one another
- build a local ecosystem
- ensure that the process is applied locally

We have created the necessary space for teammates – and others – to be able to devise the world of tomorrow.





We currently have 21 members of the Vision Core Team and are aiming for 400 Vision Relays, one in every city in the world where Decathlon is present. These Vision Relays have been trained right across the world: Lille, Bogota, Hong Kong, Berlin, Ho Chi Minh City, Bangalore, Accra, Rome, London, Warsaw, Sao Paulo, Taipei, Istanbul... The Vision Relays then train ambassadors, and 400 becomes 4000, then 40,000...

Charlie Felgate is the Operational Leader of the 'Vision'.





SO... WHAT'S YOUR VISION?



"What sort of a world will we see in 2030?"

Isn't the question more a case of 'What sort of world do you want to live in?' Here at Decathlon, we prefer Collective Intelligence to forecasters and futurists. And we want to get together a million contributors, from all walks of life, to explore various avenues and answer this other question: "In the world you want to live in, what place would you like Decathlon to have?"

Did you know that Decathlon was the first global business to organise such a Vision that everyone could contribute to? So why not join us? Help our grey matter become our green and blue play areas of the future!



HOW DO WE BUILD THE 'VISION MINDSET'?

The question is definitely no longer 'What will Decathlon look like in the future?', but 'What sort of world do I want to live in tomorrow?' therefore: 'What role can Decathlon play in this world?' And being external to Decathlon means I can be a part of this Vision, to open up the horizon and fashion the world I want to live and play in. I want to devise this world for me, and for all those who are important to me: my kids, my friends, my parents, my neighbours, etc.

So we've drawn up four stages, illustrated by the graphic below:

- Collective inspiration (co-inspiring)
- Collective exploration (co-exploring)
- Collective writing (co-writing)
- Collective evolution (co-evolving)

In 2016, we launched Vision 2026, a process that was particularly internal to Decathlon (in conjunction with 37,000 Decathlon employees). Example of themes discussed: what will the store of tomorrow look like? But in 2019, we felt that the question was less this and more: what will the world of tomorrow look like? We have gone beyond thinking about 'stores'...





Our core team has been putting together the processes, tools and methods since January 2019.

The construction phase was dominated by the creation of a [website](#), which is still universally accessible.



fr.decathlonvision2030.com

The inspiration phase followed, with the launch of three themes, and three [conferences over three Fridays](#) in the Autumn of 2019 – again, open to all – with 13 different speakers to inspire participants. The collective intelligence platform, supplied by our partner Bluenove, has been made open to all in order to gather ideas, aspirations and inspiration. The data gathered was analysed for use in the next phase, and to enable us to gain a deeper insight. The result was six questions, from all four corners of the world.



January 21st 2020:

Exploration begins, after 4 months of Inspiration. This is where you come in! The platform will be open for 9 weeks. This Exploration phase aims to train as many employees and contributors as possible, from stores as well as logistics.

March 2020:

Personal writing exercise: everyone is asked to submit a written response to this question: "What do I want for myself?"

April 15th and 16th 2020:

Co-writing. 400 internal and external contributors are invited to Campus, near Lille.

June 2020:

The vision of the 2030 world, according to Decathlon and its million participants, will be unveiled and offered to everyone.

Right throughout this process, we will have explored three different focus areas and options:

- The Future of People:

How will we act for good ? How will we be unique ? What if we become limitless ? We believe people are the beating heart of the future

- The Future of Sportspeople:

For whom are we inventing sport of the future? Wellbeing, health, mental balance, and connected sport

- The Future of our lifestyles:

How will we be living? In ecologically viable cities? Sustainable regions, moving from verticalisation to horizontality, putting design to even better use?

- The Future of Work:

In an era of artificial intelligence, what are the jobs of tomorrow? What will the new organisations look like?





WHO ARE YOU CHARLIE, DECATHLON VISION 2030 LEADER?

"I exist to do what I can to make the world a better place for my kids. That's my why."

At Decathlon, I am the Vision Leader. It is a huge exercise of collective intelligence, encouraging as many people as possible to dream bigger, for a better sporty world.

In November 2015, I returned to Decathlon where it all began (1999-2005), to work in Sustainable Development. After an awesome nine years of living the entrepreneurial life (3 company creations), I felt the urge to go back to a company that allows its employees to be truly themselves. At Decathlon, I can fully use my skills: dreaming, catalysing dreams, organising dreams into strategy and action plans, public speaking and simply making things happen.

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IN CONCLUSION: GET STUCK IN!

Businesses are more capable than ever before of changing the world: and we are too – as long as we have your help!

Together, we have ideas. We believe that all our Vision participants constitute an asset that can be used to change the world of tomorrow. Decathlon is now the world's first business of this size to spearhead such an open and transparent Vision process.

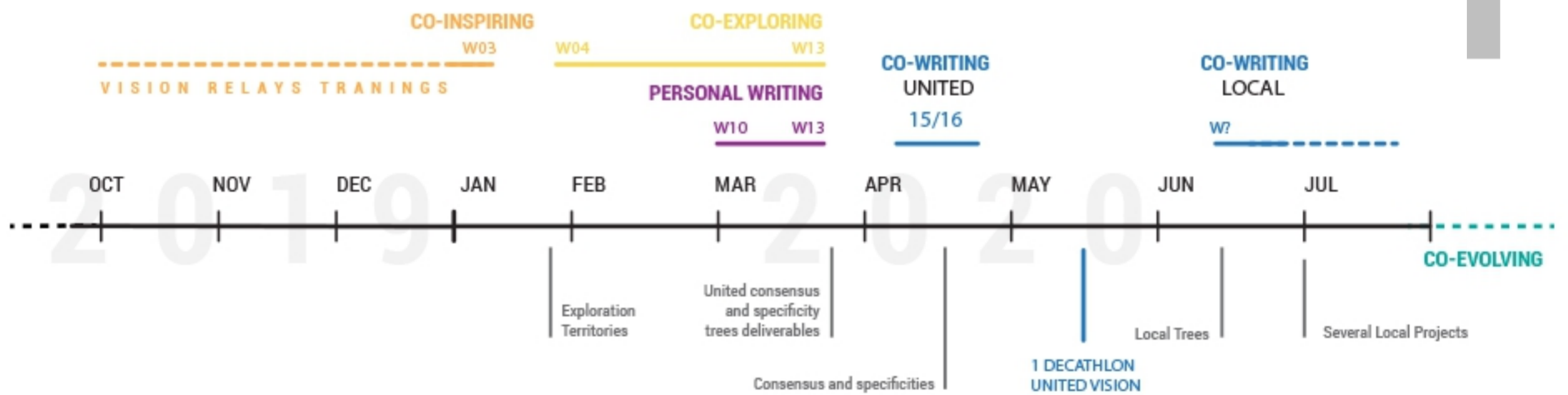
Tomorrow is here – in your hands. Right in front of us. So let's all get on board!

***Come and join us
from January 21st...***





Communication resources:





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