

# Key Factors Worksheet

## P.1a Organizational Environment

**Product Offerings & Delivery Mechanisms** Internet-based, direct-to-customer boutique distributor of athletic clothes & footwear; products: (1) activewear clothing for women (largest product line) & men. (2) Athletic shoes for men & women (differentiator for many customers). Recently expanded into products to meet special needs of challenged athletes. 90% of orders delivered through delivery partner (SendPlx).

**Mission, Vision, & Values** M: Clothing our customers for a fit life & delighting them, always. V: Be the #1 Internet-preferred activewear & shoe resource in the nation. Vs: Fun, Innovative, Team-based, Healthy, Agile, Balanced, Integrity, Timely, Service.

**Core Competencies** CC1: relationships, CC2: innovation, CC3: fitness.

**Team Member Profile** 889 team members; managers = “coaches”; sr. leaders = “sr. coaches.” Employee groups: 28% Call Center (HS diploma); 36% Warehouse & Fulfillment (HS diploma); 18% Corporate/Administrative (bachelor’s); 4% Marketing/Sales (associate/bachelor’s); 3% Purchasing (associate/bachelor’s); 6% IT (bachelor’s); 5% Operations Support (bachelor’s/cert.). All Call Center team members are fitness enthusiasts. Call Center team members hold fitness certifications. Tenure: 11% <= 1 yr; 25% 1-2 yrs; 18% 3-5 yrs; 27% 6-10 yrs; 19% >10 yrs. 42% Black; 38% White; 11% Hispanic; 6% Asian; 3% Other. No organized bargaining units.

**Workforce Engagement Factors** Vary slightly by workforce segment; include teamwork, recognition, pride in work, opportunity to grow, communication, professional development/technical training (for IT & Ops Support).

**Facilities, Technologies, & Equipment** Corporate headquarters outside Richmond on 24-acre campus—offices, Call Center, training facility, team member wellness center, warehouse. Leased warehouses in Irving, TX, & Portland, OR. Software & application technologies from RBR, DrmQuilter, PIII, SimblLogic, & in-house application development capability for integration of multiple technologies. Over \$5M invested in completely rewriting corporate website over last 6 years.

**Regulatory Requirements** Regulated by FTC, CPSC, EPA, OSHA, VA Dept. of Taxation, IRS, EEOC. Voluntarily certified to ISO 9000 & ISO/IEC 27001 standards (Fig. P.1-4).

**Workforce Health & Safety Requirements** Basic health/safety requirements in office environment; warehouse & fulfillment areas: required to training in hazard communications, lockout/tagout, lifting/handling, fire extinguishers. Team members who drive forklifts certified in forklift safety.