



# VÆRDI KOMMUNIKATION I PRAKSIS



## Our history

ECCO was founded in 1963 in Bredebro, Denmark

Birte and Karl Toosbuy produced ladies' fashion shoes under the name "Venus"

The comfortable footwear concept was introduced in the late 1970s

ECCO's headquarters are still located in Southwest Jutland, Denmark

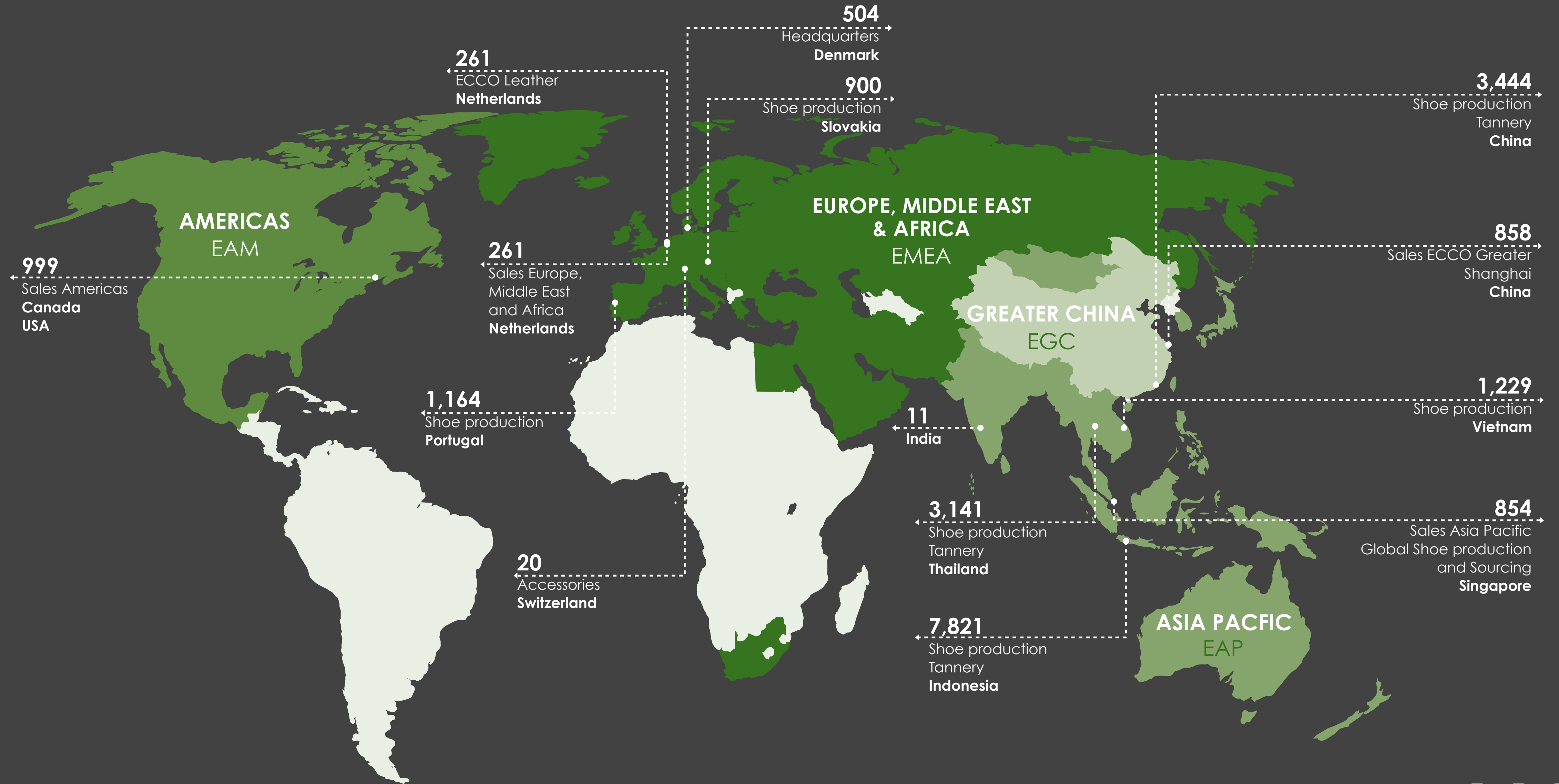
From humble beginnings...



...to a leading global footwear company



# 21,467 employees worldwide



# Production facilities timeline

**ECCO Bredebro**  
Where it all started



1963

**ECCO Indonesia**  
1990 (Shoe factory)  
1991 (Tannery)



1990

**ECCO Slovakia**  
(Shoe factory)



1998

**ECCO Xiamen**  
2005 (Shoe factory)  
2008 (Tannery)



2005

1984



**ECCO Portugal**  
1984 (Shoe factory)

1993



**ECCO Thailand**  
1993 (Shoe factory)  
1999 (Tannery)

2001



**ECCO Leather**  
Renovated in 2013

2016



**ECCO Vietnam**  
2016 (Shoe factory)

# How to make your values valuable



# How to make your values valuable

## CARE

We care about creating and maintaining strong, positive relationships with our colleagues, our partners, our customers and the societies in which we live and work with respect for diversity.

## HERITAGE

ECCO is a family owned business build on craftsmanship. This is expressed in our daily work, where we base all work and solutions on well-established craftsmanship. In that way we respect and value our heritage.

## INNOVATION

We make room for creativity. By getting ideas, we challenge the conventions and in that way ECCO is able to build its success on uncompromising innovations.

## EXCELLENCE

We strive after excellence in every field from design to production and retail. We are constantly raising the bar, so we deliver the highest achievable quality. We always do our best and expect that from others too.

## PASSION

Passion is our driver. We have a positive and optimistic attitude in everything we do. To achieve great things it is important that we build our work on what we love to do.





# ECCO People Magazine



**eccco® PEOPLE**  
To employees from employees in ECCO Indonesia  
NO. 1 JUNE 2014

**eccco® PEOPLE**  
To employees from employees in ECCO Slovakia  
NO. 1 JUNE 2014

**eccco® PEOPLE**  
To employees from employees in ECCO Portugal  
NO. 1 JUNE 2014

**eccco® PEOPLE**  
NO. 1 JUNE 2014

**eccco® PEOPLE**  
To employees from employees in ECCO China  
NO. 1 JUNE 2014

page 11  
**A FEELING**

page 6  
**RENEWED FOCUS ON QUALITY**  
Good materials are key to ECCO

page 11  
**PART OF THE FAMILY: I HOPE TO STAY WITH ECCO UNTIL I RETIRE**  
Apple Chen celebrates her 10th anniversary with ECCO Xiamen

page 5  
**FROM 46 TO 416 PEOPLE**  
The tannery has developed a lot in 5 years

page 6  
**A REMARKABLE JOURNEY**  
President Gary Smale looks back at 10 successful years for ECCO Xiamen

page 13  
**GUSTAVO FEDERICO GREMER**  
Meet the man behind the manager

page 11  
**MANAGING DIRECTOR FOR ONE HOUR**  
What would your colleagues do differently?

page 8  
**INTERVIEW WITH DIETER KASPRZAK**  
What I look for when I visit the factories

page 14  
**THE WORLD OF ECCO IN NUMBERS**  
Where we are and what we do

# +21,000 Employees Worldwide

15,670



5,568



SLOVAKIA



# ECCO PEOPLE WRITERS



CHINA



PORTUGAL



VIETNAM

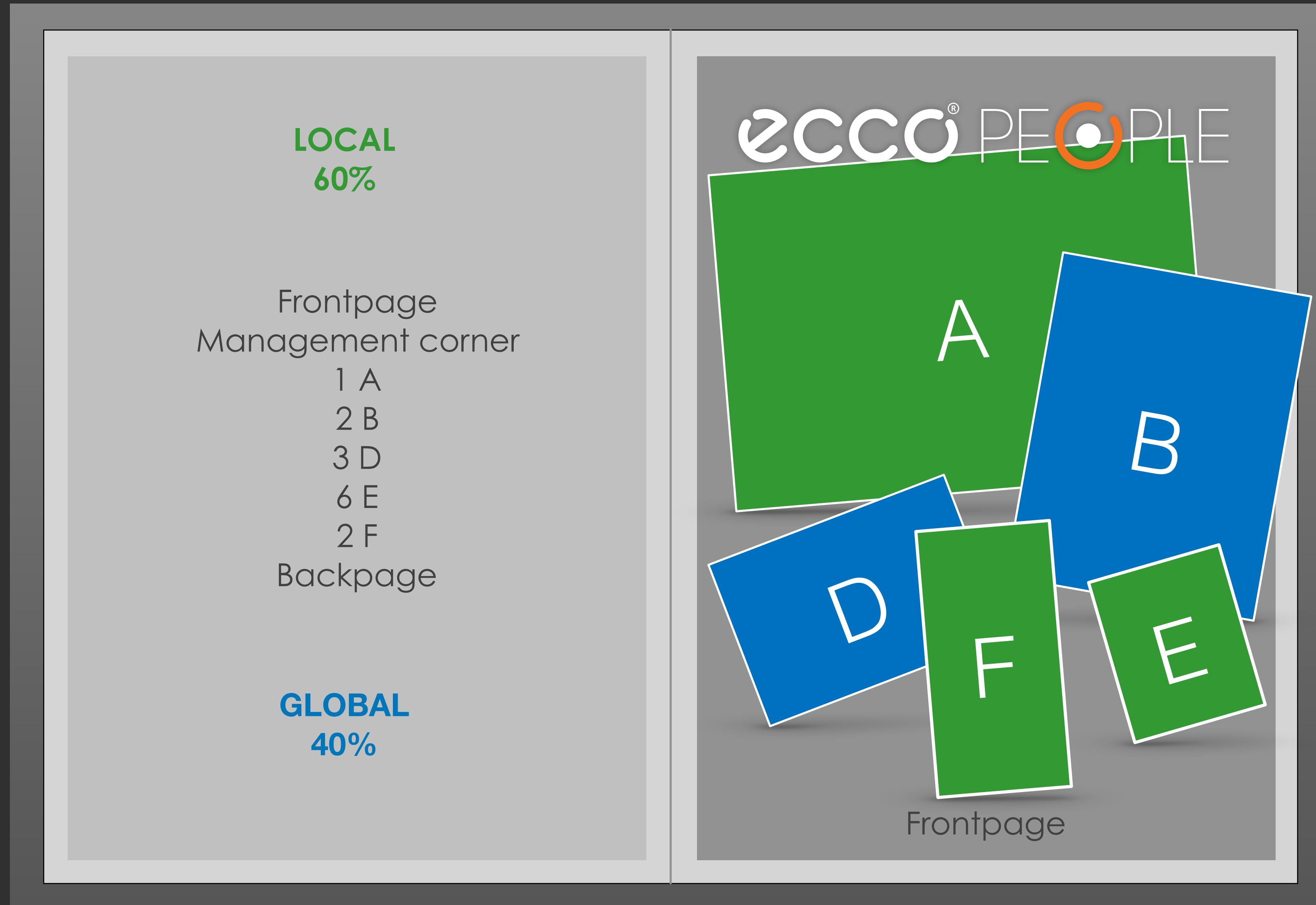


THAILAND



INDONESIA

# Magazine - How to make stories relevant



Lay-out sheet for  
ECCO People magazine

# Magazine content - relevance

INTERVIEW WITH PANOS MYTAROS

## GLOBAL PRODUCTION: "GO FOR IT"

ECCO is one of the few major shoe manufacturers in the world that owns and manages every aspect of its value chain – from production to retail. ECCO is also among the largest producers of high quality leather – customers include several of the world's leading luxury brands. Heading Global Production and ECCO Leather is Panos Mytaros

### DENMARK

St. Nikolaj Enkelt Sevantes / PHOTO Søren Lasse Olsen

**P**anos Mytaros is from a leather family and the seventh generation of farmers. He knows about leather and he knows about production. Both are within his area of responsibility in ECCO.

#### Tell us about your job?

"It's a very dynamic job with several different tasks. I work with many skilled craftsmen whether it's in production or in the foreman. Remember, making shoes or leather is still a craft even though we use modern technology."

#### What do you pay attention to when you visit a unit?

"Product is number one, but also the energy, the people, the atmosphere and how people work together. Running a factory or factory is teamwork."

#### How would you describe the production units in ECCO?

"We have the best shoe factories in the world, but we must not rest on our laurels because then we will fall behind. Every year we invest in production. Innovation is a key tool for future growth and for that we need to stay ahead of the game in production."

#### What are some of the challenges that the future holds for production?

"One of the challenges is how we can create a more flexible production. We need more flexibility in quantities and speed."

ECCO is moving closer to its consumers. When a style sells fast, our engine is not geared to comply with the demand. An opportunity for production to explore."

#### What does it take to run a production unit?

"Teamwork, structure and skilled people with the ability to make decisions, as well as passion for products and understanding economics."

#### What is your advice for an employee who wants to build a career in ECCO?

"Go for it by showing results and make sure your manager knows what you do."

#### If you could choose any function in the units – what would you like to try?

"I have actually tried almost everything. I never designed a product though."

#### How do you like to spend your spare time?

"I like to cook and be creative in the kitchen. My mother is a good cook and I have learned a lot from her. Football (soccer) has been a passion of mine for more than 20 years and I still support my Great team. Also, I am very curious and like to explore e.g. Antarctica where we live."

#### Facts

Name: Panos Mytaros  
Job: Executive Vice President  
Global Production  
Based: Dingen, the Netherlands  
Age: 45  
Nationality: Greek  
Years with ECCO: 21



”

"We have the best shoe factories in the world, but we must not rest on our laurels because then we will fall behind. Every year we invest in production. Innovation is a key tool for future growth and for that we need to stay ahead of the game in production."

# ECCO IN NUMBERS

ESTABLISHED IN 1963



## TOP 10 MARKETS



1. China
2. USA
3. Russia
4. Germany
5. Canada
6. Sweden
7. Netherlands
8. Japan
9. Denmark
10. Norway

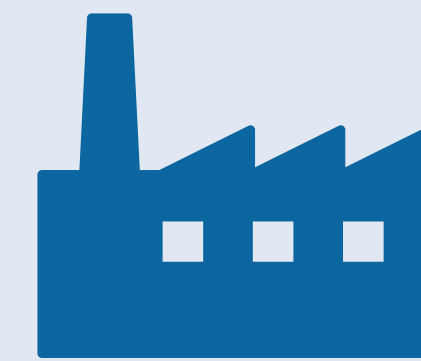
## TOP 10 BEST SOLD SHOES



1. ECCO SOFT 7
2. ECCO OFFROAD
3. ECCO SOFT 8
4. ECCO SOFT 2.0
5. ECCO COOL 2.0
6. ECCO HELSINKI
7. ECCO KYLE
8. ECCO BELLA
9. ECCO SOFT 5
10. ECCO TERRACRUISE

70% WOMEN  
AND 30% MEN

WORK IN ECCO



6 SHOE  
FACTORIES

A MULTINATIONAL  
COMPANY OF

60  
NATIONALITIES

NET REVENUE

EUR  
1,276 m



2,232  
SHOPS

ACTIVE IN

90  
MARKETS



# ECCO People e-Magazine



[China](#)

[Indonesia](#)

[Portugal](#)

[Slovakia](#)

[Thailand](#)



# ECCO People magazine calendar 2020

January	February	March	April	May	June	July	August	September	October	November	December
1					23	27 Local editorial meeting			Local editorial meetings		
2 Local editorial meetings		10						Printable file upload		45	Printable file upload
3	6	Final approval and Printable file upload	Local editorial meeting			32					Printable file upload
4				19							
5				Proofreading and translation					41	Layout	
6 Global editorial meetings			15			28	Layout		Global editorial meetings		
7	Layout							37			
8			Content		24					Content	
9 Content		11 Print				Content		Print		46	Print
10	7				Final approval						
11				20							
12							Layout			42	
13 3			16		Layout						
14			Content					38			NO. 4, 2020
15								NO. 3, 2020			
16 Content		12 NO. 1, 2020			Printable file upload					47	
17	8										
18				21	Print						
19										43	Typesetting and local proofreading
20 4			17							Content	
21	Typesetting and local proofreading								39		
22 Content			Content								
23		13									
24	9				NO. 2, 2020						48
25				22							
26										44	
27 5 Deadline			18							Final approval	
28							Final approval		40		
29				Typesetting and local proofreading						Proofreading and translation	
30		14				27					49
31 Proofreading and translation											
							36				



ECCO MAGAZINE

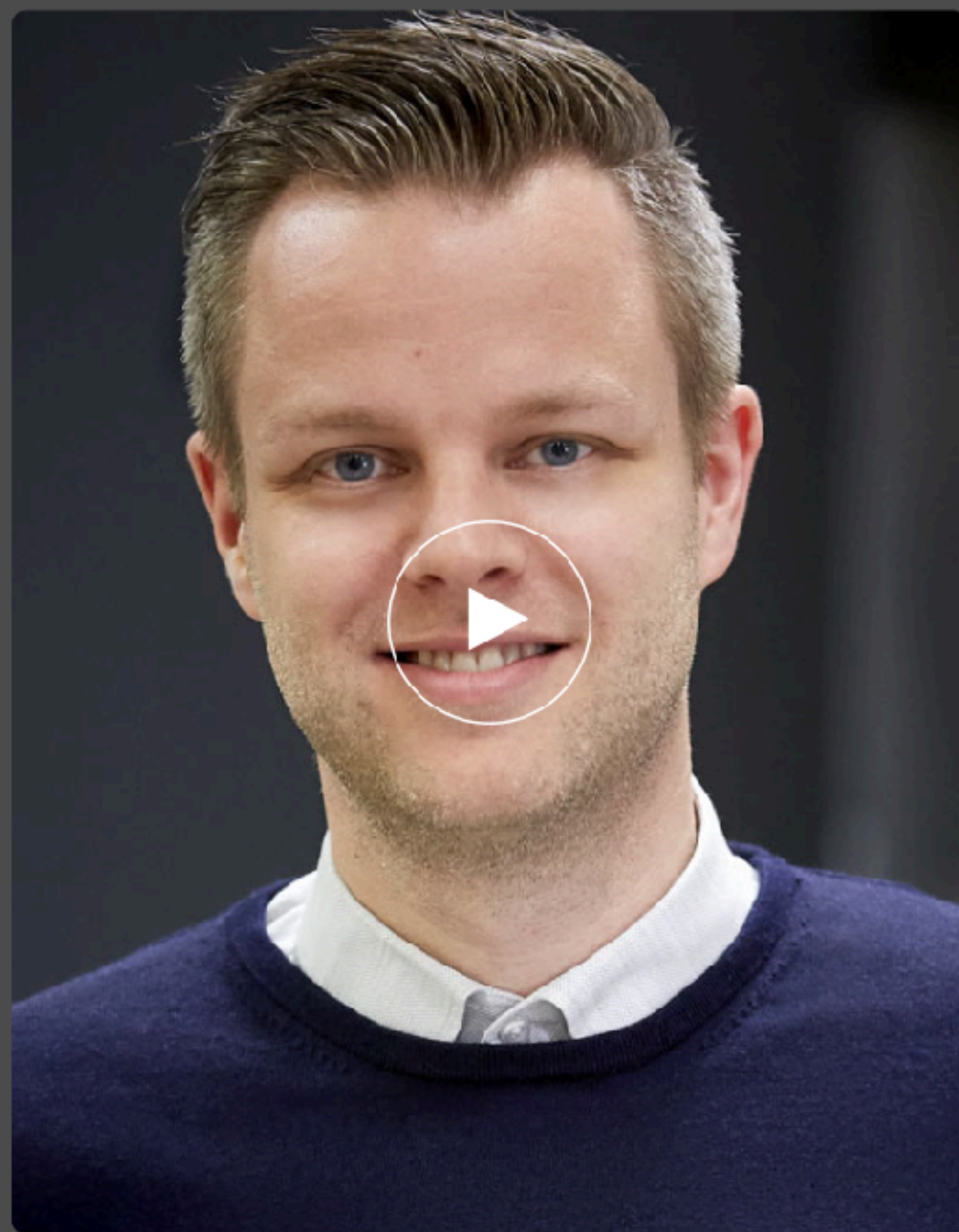
NO.	December. 19		Page	PIC
	Management's message	PURA		
1	81	<b>SUMMER TRIP</b> - <b>General Introduction:</b> why we have Summer Trip/choose Da Lat (company's gratitude to employees' efforts and hard best work, listen to employees' expectation to visit DaLat, bring team to a place where team has not been together before...) - <b>Activities:</b> tourist destinations, team building, gala-dinner. - <b>Interview employees:</b> feeling, what they enjoy. (Try to drive the article to <b>Incentive, Connection and Bonding, Memories</b> )	1	Hien + Trang
2	82	<b>Quality is The First Purpose. Efficiency will come itself.</b> - <b>How Quality Impact business:</b> fluent production flow, boost efficiency - <b>Interview Management</b> (Interview Wilkom - some idea, projects which support quality improvement) - <b>Interview employees</b> (QC Endline and Supervisor): their perception about Quality and how to make good-quality uppers	1	Mai
3	83	Simple Instruction of <b>Origami Standing Camel</b> <b>Competition of the best origami camel</b> (Deadline 2 weeks after magazine's distribution)	1	Mai
4	84	<b>Camel leather:</b> - <b>Introduction of camel leather's feather</b> (more scar defects because camel living on wild area, not on farm...) - <b>Interview Cutting Leather Supervisor &amp; Cutting Operator:</b> Concerns as working with camel leather, What you do to deal with camel leather (interlock method)	1	Mai + Nam
5	85	<b>Personal hobbies of employees</b> : 3 people (Focus on fun hobbies such as bonsai, cooking, fishing, helping people and community) - Tran Vu Bich Phuong: Planting Succulent and Cactus - Nguyen Thi Hong Thang: Volunteer Work - Dang Chi Thanh: Fishing	1	Tam
6	C1	<b>Zigzag Lines</b> - <b>Group Standard</b> - <b>Interview TDA - Maintenance:</b> why we convert to zigzag lines (Emphasize: We plan to transfer ...Jong lines to zigzag lines to fit the new factory) - <b>Benefits</b> - <b>Challenges and Actions</b> - <b>Interview Operators and Supervisor:</b> How do they feel about zigzag lines	1,5	Nam
7	D2	Health Tips	0,5	Nghia
8	D3	<b>Some Chemical Signs Warning</b> (This is to support a Quiz In next Magazine Quarter 1, 2020)	0,25	Mai
9	E1	Moon cake distribution to employees	0,25	Phuong
10	E2	Gift Distribution In National Women's Day	0,25	Phuong
11	E3	Fun Run For Charity Activities	0,25	Nghia
12	Backpage	ECCO - we respect our dedication to care (Pictures of Education Support, Footprint, Football, Fun Run for Charity)		

A	2	Pages A4	Subheadings: max 200 character Body text : 2000-3000 with spaces Quote: Facts:: 250-300 character with spaces
B	1	Pages A4	Subheadings: max 200 character Body text : 2000-2450 with spaces Facts:: 250-300 character with spaces
C	1 1/2	Pages A4	Subheadings: max 200 character Body text : 3100 with spaces Quote Facts:: 250-300 character with spaces
D	1/2	Pages A4	Body text : 1080 character with space
E	1/4	Pages A4	Body text : 440 -680 character with space
F	1/2	Pages A4	Middle heading Body text : 1080 with spaces Facts:: 250-300 character with spaces

Page 1

- CARE
- EXCELLENCE
- INNOVATION
- PASSION
- QUALITY
- HERITAGE





Thomas innovates for a living



Sirly strives for excellence



Caroline lives her passion

→ SE VÆRDIFILMENE

# BEHIND THE SCENES



SIRLY



A wide-angle photograph of a large campsite at dusk. The foreground and middle ground are filled with numerous colorful tents in shades of yellow, red, blue, and pink, pitched on a sandy beach. In the background, a calm lake reflects the soft light of the setting sun, which is visible as a bright glow on the horizon between two dark, silhouetted hills. The overall atmosphere is serene and quiet.

→ SE VÆRDIFILM

















THOMAS





→ SE VÆRDFILM









CAROLINE





→ SE VÆRDIFILM



Tube map

Central line Circle line District line

First and last trains from Notting Hill Gate

Line	Direction	First train	Last train
Central line	Southbound (via South Acton)	05:55	23:55
	Northbound (via South Acton)	05:55	23:55
Circle line	Northbound (via South Acton)	05:55	23:55
	Southbound (via South Acton)	05:55	23:55
District line	Northbound (via South Acton)	05:55	23:55
	Southbound (via South Acton)	05:55	23:55

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**Questions?**

