The start of a new year and there has never been a more exciting time to be part of the Bata world. There is a palpable feeling of progress and optimism within the organization and a clear sense that real, progressive change is underway.

The introduction of innovation is critical to the ongoing success of all companies in every industry. Offering improvement to consumers is the fuel of modern business. Changes in the global footwear market must be met with intelligent and forward-looking response by all organizations and Bata is no exception. The Bata Innovation Lab was created to help our organization maintain its collaborative and creative spirit, in order to face ongoing challenges and remain a competitive leader.

Innovation is not new within Bata. Our company has continually evolved – through the industrial explosion of the late 1900s, modernization in Europe between the wars, and the bold globalization of the late 20th century. Bata has pioneered new methods of manufacturing, reimagined a social structure for its people and brought mass footwear manufacturing to the entire world. This legacy of creative progress is one that we strive to honour and continue.

Our mandate is to help facilitate the adoption of innovation solutions and technology opportunities for Bata and the Famous Brands. We seek to provide commercial and rational innovation developments that will benefit Bata as a whole in a consistent and standardized manner.

The success of our work is fully reliant on effective collaboration and communication with our colleagues within the company. And this is very much a two-way street – we want to help make your ideas come to life and we need you to help develop ours.

Thank you for spending some time with this newsletter and sharing in our world. We will be transmitting on a quarterly basis to let you know what we are doing and what is influencing our work. We invite comment and feedback, because innovation is something that we must all embrace.

Jim Russell
Director, Bata Innovation Lab
**SYMPATEX**

The Sympatex membrane is made of special polyester which is non-porous. The membrane is extremely stretchable and therefore especially suitable for use in footwear. It is 100% waterproof and at the same time permeable to water vapour. Therefore, the water vapour can penetrate into the compact membrane and move along the molecular chains without affecting or touching the foot.

The Weinbrenner team in Chile has started to use Sympatex in one of its new projects.

**DEFENDER WITH 3M**

This factory-applied treatment allows complete breathability of the footwear with superior oil and water repellency across the entire shoe, treating multiple materials at once with a spray application. Defender Repellent Systems with Scotchgard are in use in a variety of safety, athletic, dress and casual shoe applications.

Weinbrenner in Chile has already used Defender in its footwear.

**3M SCOTCHGARD**

This spray application is functionally similar to the Defender treatment.

The Bata Industrials team in Best has applied 3M Scotchgard to footwear in two collections and has achieved some very positive results.

---

**INSOLIA**

Insolia Heels are designed to be built into women's footwear to improve biomechanics, comfort, walking gait, weight distribution, balance, posture and stability for heeled footwear.

Insolia Heels technology does not require changes to styling and can be used in the normal shoe production process for all types of constructions.

Insolia will help differentiate Bata from its competitors while delivering a product that solves many of Angela’s frustrations when it comes to wearing heels.

The Bata the Brand team will be responsible for the rollout and execution of the technology as it relates to all marketing activities, including in-store experience.

**JONES & VINING**

Jones & Vining is one of the world’s leading last makers and has been in business since 1930. J&V offers fit solutions to all major shoe brands and offers their consumers consistent fit across all categories, styles and regions.

Bata nominated Jones & Vining to be its global last partner in 2017. J&V will assist Bata in bringing consistent fit in shoe sizing and help us consolidate our last purchasing.

The Bata the Brand team will be responsible for executing the rollout plan. Bata, Weinbrenner, Power and Bubblegummers are already using Jones & Vining lasts.

**SYMPATEX**

The Sympatex membrane is made of special polyester which is non-porous. The membrane is extremely stretchable and therefore especially suitable for use in footwear. It is 100% waterproof and at the same time permeable to water vapour. Therefore, the water vapour can penetrate into the compact membrane and move along the molecular chains without affecting or touching the foot.

The Weinbrenner team in Chile has started to use Sympatex in one of its new projects.

**DEFENDER WITH 3M**

This factory-applied treatment allows complete breathability of the footwear with superior oil and water repellency across the entire shoe, treating multiple materials at once with a spray application. Defender Repellent Systems with Scotchgard are in use in a variety of safety, athletic, dress and casual shoe applications.

Weinbrenner in Chile has already used Defender in its footwear.

**3M SCOTCHGARD**

This spray application is functionally similar to the Defender treatment.

The Bata Industrials team in Best has applied 3M Scotchgard to footwear in two collections and has achieved some very positive results.
3-D SCANNING

Photo technology is reaching new heights when it comes to getting exact measurements to achieve the best possible shoe or insole fit.

READ MORE...

iROBOT

Keen is taking innovation to the next level with robot technology that automates the Uneek footwear manufacturing process. How?

READ MORE...

GREEN TEXTILES AND MANUFACTURING

A number of US brands are taking a step further towards sustainability, implementing business-changing initiatives to broaden their environmental responsibilities.

READ MORE...

ADIDAS + AMSILK’S BIOSTEEL

Adidas has unveiled the world’s first performance shoe made using Biosteel fibre, a replication of natural silk.

READ MORE...

CUSTOM SNEAKER KING

Never call Jacob Ferrato a cobbler. “A cobbler repairs shoes,” he says bluntly. “I’m a cordwainer: somebody who makes shoes.”

READ MORE...

WASHING RELEASES MICROPLASTIC PARTICLES

More than 700,000 microscopic fibres could be released into waste water during each use of a domestic washing machine, with many likely to pass through sewage treatment and into the environment, according to new research.

READ MORE...
PREMIUM MATERIALS

CLARINO

Clarino™ uses biomimicry in the construction of its patented base cloth manufacturing to replicate the cell-like structure found in animal leather. This gives their microfibre leather premium hand feel, durability, stretch and recovery. In addition, it allows for advanced engineering to maximize the physical properties of the material to outperform standard leather.

Clarino works with many large brands, such as Nike, Adidas and New Balance.

Benefits of Clarino microfibre upper materials:
- Premium microfibre PU
- Good, better, best material options
- Price management through economies of scale
- Established quality control standards
- Greater control over sustainability initiatives
- Remains soft after getting wet

Clarino has been successfully sampled by the PD team in Compar, Italy.

EFFICIENCY

INSOLE BOARD MATERIAL STANDARDIZATION AND CONSOLIDATION

The goal is to create a consistent level of quality and durability in an eco-friendly insole board for Bata Dress and Casual footwear.

BIL is currently testing our existing local and imported insole materials and comparing them with the leading insole board suppliers, such as Cosmo, Freudenberg and Texon, to deliver improved and consistent quality and reduced cost.

COMFORT

SOCKLINER STANDARDIZATION AND CONSOLIDATION

The purpose of this initiative is to arrive at a consistent level of cushioning, comfort and quality for Bata Dress and Casual footwear.

BIL is currently testing our existing local and imported sockliners and comparing them with OrthoLite.

OrthoLite is the world’s leading supplier of proprietary open-cell polyurethane foam insoles, providing premium comfort, cushioning and support. OrthoLite sockliners are sold in all major brands and in 2016 sold more than 350 million pairs.

OrthoLite delivers a sockliner technology that wicks away moisture, provides long-lasting cushioning, inhibits odour and fungus through antimicrobial elements and encourages air flow. Depending on the product, OrthoLite can customize orders to meet the performance and price requirements of brands by offering a range of foams, thicknesses, styles and features. OrthoLite sockliners have already been implemented by Bubblegummers in its Back-To-School range of products.
LIFE MATERIALS

Life Material Technologies offers a range of completely natural, cost-effective, plant-based antimicrobial treatments that can be easily applied to synthetics and textiles.

Bata Industrials has successfully tested Life Materials and is applying them to its domestically made collections, which will be introduced in February 2017.

Benefits of Life antimicrobial treatments:
• Natural antimicrobial protects shoes from odour-causing bacteria
• Provides continuous odour control for the lifetime of the shoes

MESH01

Mesh01 product testing provides metric-driven insight for consumer-centric brands.

A web-enabled testing platform delivers strategic analysis for critical areas in the consumer product life cycle: design, testing and marketability. The Mesh01 platform was tested in a pilot with the Bata the Brand team on Insolia Heels.

Benefits of Mesh01 research tools:
• Global perspective – 8,000+ members from 100+ countries
• Easy, online process – automated tester recruitment and results compilation
• Market analytics – access product data through a secure dashboard

IMPROVED TPR COMPOUND FORMULATION

The Bata Innovation Lab is currently working with Compounding Solutions in the US to oversee the research and development of an improved compound for TPR outsoles for production in the Asia-Pacific and African regions.

Benefits of a Good, Better and Best improved TPR compound will be:
• Non-marking for gym floors
• Weight reduction
• Improved slip resistance
• Improved cushioning
• Competitive pricing
• Increased flexibility
• Higher abrasion
BIL INNOVATION PROCESS

SEEKING POTENTIAL

BIL is continually seeking innovation opportunities that may benefit the Bata business. These ideas come from a very broad array of possible inputs that may offer consumer benefit or improve efficiency within the business. Possible initiatives are funneled through the BIL innovation process to determine viability, to execute and eventually to commercialize.