



**Director of Product
Recruitment Profile
www.nemoequipment.com**

The Forest Group
6181 Clark Mountain Road
Lotus, CA 95651
530.344.0100
www.theforestgroup.com

“Craftsmanship means dwelling on a task for a long time and going deeply into it, because you want to get it right.”

— Matthew B. Crawford, *Shop Class as Soulcraft: An Inquiry Into the Value of Work*

In talking about NEMO and its origins, a quick synopsis of the company’s Founder/CEO, Cam Brensinger, is an impressive way to start. Cam is a passionate outdoorsman; a rock and ice climber, mountain biker, and all-around adventurer. He studied writing, physics, and studio art at Middlebury College and then graduated from the Rhode Island School of Design with a degree in industrial design. He was part of an MIT team that worked on a NASA-funded project to design spacesuit technology for a future trip to Mars. His father is an award-winning architect and his whole family has been involved in NEMO in various ways. Designing, building, and pursuing outdoor adventures have been part of Cam’s life since he was a little kid.

Cam started NEMO Equipment, Inc. in 2002 as his senior thesis project in design school while simultaneously working at MIT. Three days after graduation, he opened the NEMO headquarters in an old mill building in Nashua, NH. For two years, Cam focused on learning to sew, pattern, and build prototypes of his first patent-pending tent designs. He launched the brand in 2004 at the Summer Market Outdoor Retailer show and quickly began winning awards for design and innovation. NEMO was the overall winner of the ISPO Brand New award in 2005 and named by *TIME* and *Popular Science* as among the 100 best inventions of the year. That began a train of awards and PR that has only accelerated since then. For a company with just over 20 employees, they have accomplished a lot but have never lost focus on bringing unique, high quality products to market that truly improve the experience of adventure.

The team at NEMO is in love with the outdoors and seeks to inspire engagement with outdoor adventure through thoughtful design. They believe great product is part of the equation of enjoying adventure and stands to have a big effect on the experience of being outdoors. They are conscious of how much product there already is in the world and feel a responsibility to make only product that is unique, offers superior features, and is built to last. Unlike so many brands in the industry today, NEMO is privately held and run; not by a bottom line focused MBA, but by a product designer with long term vision. This makes NEMO a truly product-driven brand and that’s helped them outpace their competition in year-over-year growth, steadily taking market share in their trajectory toward becoming an iconic outdoor industry brand.

The company’s passion and talent for design have been recognized not only in awards and media attention, but in their customer relationships and sales growth since they first hit the market in 2006. For example, the Special Operations Community uses NEMO products ranging from small air-supported shelters, to sleeping pads and watertight bags. REI recently named NEMO as its 2017 Vendor Partner of the Year out of approximately 2,000 brands that they work with. And this year, in 2018, NEMO earned the Vendor Partner of the Year award from Grassroots Outdoor Alliance, making it one of few brands to be honored back-to-back by both small and large specialty retail. The NEMO name has become well-known in global outdoor markets as well. NEMO is the most imported US brand in its categories in Japan and continues to expand distribution in South Korea, Australia and Europe. Overall, the business is growing quickly, at over 30% per year, with no signs of slowing down.



NEMO takes full responsibility for every creative detail of its brand and products. The team does all product design, engineering, development, studio photography, graphic design, etc. in house. And they have some serious talent onboard with a designer from Apple, a PhD engineer from GE, and a number of veterans from the industry. Just about the only thing NEMO doesn't tackle itself is the manufacturing, which is contracted mainly in Asia for consumer products and in the USA for military. To support the design and engineering efforts of the team in their beautiful office in Dover, NH they have a photo studio, woodshop, testing lab, rain chamber, sampling area and the tools and software more typical of a design consultancy.

The Product; Nemo Technology

At NEMO, ideas for new products begin with having real experiences in adventure. A passion for adventure is an absolute prerequisite for being part of the team and the design team at NEMO works by these key principles:

- Never bring anything to market that isn't significantly better than what is already available.
- Own and obsess over every detail.
- Give a damn. Be proud of what you do.

A sticker on one of the conference tables at NEMO reads, "Design Like You Give a Damn" and that about sums up the ethos at this company. Everyone on the design team works hands-on to sew samples or build prototypes. There's always a buzz of activity in the office and there are signs of product design and development every direction you look. The design principles dovetail into the overall mission and vision of the company:

- **Vision:** Be the leading source of product innovation for outdoor recreation and survival.
- **Mission:** Use our brains and creativity to inspire respect for our planet and a love of adventure.
- **Message:** Love your life. Protect the people and places that make adventure possible.

NEMO holds many patents and trademarks and the pace of innovation has only accelerated in the 16 years since the company was founded. On average today, the company releases 50 new products every year.

Tents

Pioneering architecture for adventure is where NEMO began. Cam's first product line, launched at OR in 2004, included a line of AirSupported Technology® (AST) tents and a poled mountaineering tent. The centerpiece, and what put the company on the map, was the low-pressure inflatable ribs Cam began developing in school and launched that summer. They were stronger, set up faster, and packed smaller than conventional poles. Though NEMO has expanded its tent line considerably since then and moved into additional categories, the AST tents still have a place in the line and are part of NEMO's legacy. Bikepackers and fast packers love the 1.25lb Gogo Elite AST bivy and the SEALs maintain inventory of a customized version of this same shelter.

Beyond the AST tents, the company makes, on the one hand, some of the lightest poled backpacking tents in the market (Rocket™, Hornet™, ELite™), and on the other hand, some of the most comfortable



standing-height tents for camping (Wagontop™). What unifies NEMO's diverse line is that nothing is quite like anything else on the market and every product is carefully thought out to improve the experience of whatever adventure it was designed for. In the tent category, that might include light-diffusing pockets inside the tent for your headlamp, removable washable Pawprint™ liners for protecting the floor from dog paws, a Divvy™ stuff sack for easier dividing of the tent between multiple people, magnetic door tie-backs, glow-in-the-dark star charts or any number of other thoughtful details to maximize enjoyment.

Pad & Pillows

The next category NEMO tackled, in 2008, was sleeping pads. In keeping with the company's commitment to innovation, they debuted their pad line with a patent pending dual-layer pad that provided redundancy and additional comfort. Two layers meant you could keep the bottom firm for protection from the ground, and the top squishy for a better feel.

Shortly thereafter, NEMO launched the first air pads with built-in foot pumps that didn't require making a seal with the valve with your hand, and that were therefore incredibly fast and easy to use. The Cosmo™ and Astro™ series pads were an instant success.

In 2016, NEMO launched a completely new pad construction, utilizing patent-pending internal trusses that correct the water bed feel many air pads have and shaved ounces to make these pads some of the lightest on the market. The Tensor™ and Vector™ series pads are some of the biggest sellers in the domestic pad market. And they are further evidence of NEMO's ability to find new and better solutions even in highly competitive and mature categories.

For 2019, NEMO launched the first 2D contoured air pads and the first closed-cell foam pad to improve on the Therm-A-Rest Z-folding pads in decades. The Company also redesigned all of its pad packaging with beautiful new designs that include improved tools for pad wayfinding for customers trying to make sense of the many choices in the market today. NEMO's share of the pad market continues to grow.

Sleeping Bags

In 2012, NEMO unveiled sleeping bags with entirely new shapes and features that captured the imagination of the market and the industry. They won multiple Editors' Choice awards and bags became one third of NEMO's business in a single season.

The most recognized of their new ideas has been the Spoon™ shape, a new shape of bag which provides more room at the elbows and knees for side sleeping. NEMO recognized a huge opportunity in the space between rectangular bags for camping and mummies for mountaineering and brought to market a new approach that, for someone who prefers sleeping on their side but still needs a lightweight and small-packing bag for their adventures, offers a truly transformative experience.

In the few short years since NEMO has been making bags, they have brought a long list of new features to the table including, to name a few: Thermo Gills™ for regulating temperature inside the bags; Blanket Fold™ for replicating the feel of a comforter at home and also regulating temperature; waterproof/breathable foot boxes for protecting from condensation inside the tent, integrated sheets for comfort on warm nights, and waterproof tub floors for pairing with floorless shelters. For 2019,



NEMO launched a revolutionary new approach to synthetic insulation construction which reduces weight by more than 30%, making it competitive with lower fill powers of down.

Camp Life

Some years ago, NEMO worked with a team of students at Stanford to better understand the company's environmental impact. One of the outcomes of the study was the launch of their Ditto™ program to upcycle old samples and manufacturing rejects into simple, functional products like wallets and tote bags. NEMO quickly realized the value of having some lower price point items that provide an easy way into the brand for customers. And that led to both an expansion of the Ditto™ program and a further developing of fun and price-accessible lifestyle items.

The centerpiece of the Camp Life category is NEMO's award-winning Helio™ shower system. It doesn't need to be hung like conventional pressure showers. It can sit on the ground and with the use of the attached foot pump, will provide 5-7 minutes of steady and impressive water pressure. Its simplicity and effectiveness makes it an awesome companion for just about any outdoor activity from camping to surfing to fishing. It's fantastic for showering, washing dishes or cleaning dog paws.

On a sales trip through Moab, UT in 2013, Cam was hanging out in a conventional hammock in camp when we had an idea: normal hammocks wrap you up in fabric and make it difficult to be social with others in camp. Plus, many people don't find the body position in a hammock comfortable. So Cam set out to develop a whole new hammock system and the Cloudview™ was born.

Furniture

In the Fall of 2017, NEMO ventured into furniture with the successful launch of the Stargaze™ Recliner. This first ever swinging and reclining camp chair continues to solidify NEMO's place in the market as a company that brings fresh thinking.

In its first year of sales, Stargaze™ was a smashing success, winning awards and quadrupling forecasts. A series of thoughtful upgrades for 2019 ensure the chair will continue to be a hit for 2019. New ideas are in the works to expand on the Stargaze™ franchise in future years.

The team at NEMO will continue to build out their line of camp furniture, again being sure to only bring new ideas and the most functional, high quality product to market.

Awards

A few of the company's most recent awards include:

- GOA Vendor Partner of the Year for 2018
- REI Vendor Partner of the Year for 2017
- Stargaze™ Recliner Awarded 2017 Good Design® Award
- Helio™ LX Pressure Shower Awarded 2017 OutDoor Industry Award
- Concerto™ Awarded *National Geographic Adventure's* 2016 Gear of the Year
- Escape Pod™ 1P Bivy Awarded 2016 OutDoor Industry Award
- Tango™ Solo Awarded Gear of the Year, 2015, *Outside Magazine*
- Sonic™ Awarded Editors' Choice, *Backpacker*, 2015 Gear Guide



- Nocturne™ 15 & 30, Spoon™ Sleeping Bags Awarded Editors' Choice, *Backpacker*, 2013 Gear Guide

The Culture

The culture at NEMO is very open and collaborative. People aren't shy to share opinions and ideas, a by-product of the design-driven culture. The environment is actually a lot like a design studio, not coincidentally, with everyone tackling their own projects, but also ready to lean over someone else's desk to offer input or jump into a group discussion to brainstorm and critique. The office itself is beautiful, designed by Cam and his father. The workstations, built by Cam and the NEMO team from industrial racking, Ash wood, steel and machined and stained MDF, are each faced with giant canvases depicting Red-tailed Hawks in a New England landscape, the company's unofficial mascot.

A wooden sign over one of the conference rooms reads the following:

“NEMO is founded on a commitment to adventure, to the fearless pursuit of uncharted paths, in everything from the equipment we build to the way we run our business. Bravely exploring new directions opens our minds, brings us closer to the people we depend on, sharpens our wits, and lifts our spirits. Adventure gives us purpose and perspective. It makes us humble and proud. We believe meaningful adventures are possible for everyone, anywhere. Possible, that is, if you bring the will, the imagination, and the right gear.”

People at NEMO take their jobs seriously. Everyone there recognizes the opportunity to accomplish something for themselves and for the brand. Not many companies in the industry growing at this pace can offer so much opportunity for one person to make a real difference. Team members at NEMO seem to appreciate they've got a unique opportunity and they put their hearts into every project. The volume of work this small team does, accomplished more with sweat than with dollars, is astounding. All the product design, development, and testing; all the sales materials, labels, hang tags, and catalogs; all the website updates and studio photography; plus all the standard functions of operations, finance, sales and customer service are all tackled in-house. Most brands engage agencies or consultancies for many of those functions, but NEMO believes in taking ownership of what it does. And that spirit of stubborn pride and commitment to quality pervades the business.

There is a strong sense of family and community at NEMO. Cam's mother has long helped out in the accounting department and his father shows up every couple weeks to contribute to design sessions. The culture is of cooperation, honesty, integrity and respect. The camaraderie continues before and after the workday--many deep friendships and even marriages have come out of their small team. They enjoy being with each other in and out of the office. Surfing, mountain biking, and running are the activities they share the most together.

Inspired by the book *Drawdown* the team at NEMO decided to embrace a research-based plan of action to individually make an impact to fight climate change. They have begun a series of “Raise The Stakes” team challenges not only for the team in-house at NEMO but for fans of the brand to partake in as well.



Starting with the biggest offender, the world's food system, the team has created various Food Challenges like sourcing food locally for meals in the office and at home, eating a plant based diet more consistently and composting.

The team at NEMO loves a good challenge; it's part of their DNA to be open and ready to tackling new ways of thinking, creating and co-existing. Whether it's sending an innovative product to market or taking a stand to double their sustainability efforts, each person at NEMO strives to [live each day in the most meaningful way](#).

In 2017, NEMO was recognized by *Business New Hampshire Magazine* as one of New Hampshire's top 10 Best Companies to Work For. NEMO ranked 8th in its first year entering the competition.

NEMO Equipment HQ; Workshop, Office, Inspiration

NEMO has a beautiful office in a restored old textile mill on the Cocheco River in Dover, NH. The river cascades over a twenty foot fall right in front of their building and passes under the building through a huge archway, following the east side of the building before it meanders through town and off to the Piscataqua River and into Portsmouth Harbor.

NEMO designed their office with the help of Cam's father and moved into the space at the beginning of this year. The space is on the second floor of the mill situated at the southern end, with tons of natural light. They have a photo studio, wood shop, testing lab, rain chamber, sampling area, cafe and bathrooms with showers. They have standing height workstations, artwork and plants in every direction, a great sound system, and since they welcome dogs, there are always a few friendly canines keeping them company.

The Home; Dover, NH

Dover is a fast-growing, small New Hampshire town with a great children's museum, public concert venue, and nice parks. They are about 15 minutes from historic Portsmouth, NH with fantastic restaurants, an incredibly charming downtown and the famous Strawberry Banke museum. Kittery, ME is about 25 minutes away and is another fast-growing, very hip destination with fabulous food and ocean vistas.

The seacoast of New England is at their doorstep, with all the possibilities for boating, fishing, paddling and surfing.

Many people don't realize how great the surfing in the area can be. It comes and goes, but when the swell is in, they have some excellent spots without the crowds and attitudes more common at west coast destinations. And surf culture is on the rise in the area. Look up Cinnamon Rainbows or Summer Sessions to check out the local shops, their surf cams and get a sense of the culture and events. Grain Surfboards is just over the border in Maine.



They have some of the best schools in the area. Parents of young kids should consider Exeter and Stratham, about 30 minutes from the NEMO office, and home to Phillips Exeter academy and some of the best primary and secondary schools anywhere.

If there is a spouse or partner whose career requires a big city, consider Newburyport, MA for a place to settle. It's another wonderful charming and historic town, roughly 35 or 40 minutes from the office, just over the border into MA. It sits on the commuter line to Boston, making a commute to the downtown in less than an hour.

The White Mountains have a ton to offer from rock climbing, to some of the best ice climbing in the country, to the well-known Mt. Washington, to over forty 4,000 foot mountains for hiking, the wonderful AMC high huts, and a number of excellent ski areas. The Whites are an easy hour drive up route 16 from the office.

The Boston Logan international airport is a major hub and has many direct flights to destinations around the world. Nearby Manchester, NH has a smaller local airport served by Southwest and other major airlines and is easy to get in and out of.

NH sits at the crossroads between VT, MA and ME, each of which have their own special charm and countless worthy destinations for weekend adventures or family sightseeing. New England has a unique charm and personality that's a great fit for young families and young businesses looking to strike the perfect balance between adventures in the outdoors and accomplishment in academia and business.

The Opportunity; Director of Product

NEMO has experienced incredible growth as a company due to the strength of its brand, products and reputation and they have no intention of slowing down. The team at NEMO continues to actively live out the belief that intelligently designed gear enables the adventures that make us all our best selves – humans who are conscious, inspired, connected and mindful. If those words resonate with you at the deepest level then you've pretty much found the home that you've been searching for throughout your career.

In NEMO's 16 years, it has been awarded many of the most prestigious design awards in the outdoor industry and has established brand recognition around the world. But despite the success of the brand, the team still has the spirit of a start-up, with a fully collaborative, highly creative, radically innovative approach that resembles a hungry, young company more than a well-established corporation. Working within this exciting environment that is informed by design thinking and relentless experimentation, will be a dream for the person who is hungry for the opportunity to utilize their knowledge and design sense to push the limits on creativity in the outdoor space.

As a values-led business, NEMO has a deep commitment to social and environmental consciousness, sustainability, and outdoor adventure. An individual with a like-minded approach and personal affinity for the outdoors will be a strong cultural fit for the role.



The Director of Product's interest in creating product must go beyond passion. The successful candidate must be a passionate and experienced leader, with business savvy, consumed by design-thinking and fascinated by the creation of innovative products. Being truly excited about building the NEMO brand and driven to continue its success is a must.

The Product Team is the heart and soul of NEMO and this person will manage and direct that team, working closely with the founder and CEO. It's a big job, but it brings tremendous opportunity for personal growth and achievement and the profound satisfaction of getting to leave your fingerprints on the next great iconic brand in the outdoor industry. Success will require a mix of creativity and critical thinking, of trendspotting and strategic line planning, of coordinating and of executing. A history of working for brands achieving "excellence," a deep tool kit of best practices, and plenty of experience with project management and developing efficient processes will be key ingredients. Another key function of the role will be managing the team's overall go-to-market calendar and syncing with other primary business functions along the way. A smart and motivated, team-oriented person who thrives in a collaborative, fast-paced, high growth entrepreneurial environment will do well.

NEMO embraces unconventional backgrounds. A passion for the outdoors is mandatory and experience in the outdoor industry is a plus, but the Company believes that, "you can't do excellent if you don't know what excellent looks like." Career experience in high-tech, business consulting, design consulting or other areas may bring insights, skills and tools of great value to NEMO's future.

Principle Duties and Responsibilities:

Market Knowledge:

- Leads development of multi-year category level business strategies in alignment with company objectives for NEMO's product categories. Including:
 - Financial Objectives
 - Consumer Research Objectives
 - Trend Analysis
 - SKU Objectives
 - Resource Loading Objectives
 - Technology Advancement Objectives
 - Color/Merchandising Objectives
- Leads cross-functional teams to develop and define product line strategies that are responsive to consumer needs and market opportunities.
- Leads product line pricing strategies to support company financial goals (both revenue and earnings objectives).
- Leads product brief process from concept to market ensuring that product feature sets remain based on Company values, market research, margin objectives, extensive end-user feedback & competitive set evaluation.
- Leads and manages cross functional teams for new product development and inline product management.
 - Weekly Team Meetings
 - Strategy development meetings
 - Product Line Management (PLM) meetings



- Manages all product lifecycles for all product categories to optimize customer value and meet company financial objectives.
- Actively seeks, assesses, and forwards innovation opportunities independently and in conjunction with other related company efforts while also identifying and tracking creative new product being launched by competitors.
- Successful and timely collaboration with Sales, Marketing and Operations on product launches.
- Supports sustainability as a core company value and pursue sustainable practices through all aspects of the Product Team's work. Upholds all the core values of the Company.

Product Leadership:

- Manages the go-to-market calendar and all cross-functional relationships needed to meet critical milestones and successfully launch products on time.
- Be the single source of the truth for product questions and concerns for NEMO partners, speaking on behalf of NEMO, clinicing retail partners or making other public engagements as needed.
- Supports overall product direction and integrity while actively supporting product category managers.
- Upholds the core values of NEMO, operating with pride and integrity in all aspects of business and helping to foster a safe and collaborative work environment that rewards creativity and problem solving.

Other:

- Product team representative in demand planning and forecasting efforts.
- Travel to Asia to work with supply chain and distributors.
- Travel with NEMO sales and marketing team; support key dealer presentations as requested.
- Support product team at global trade shows.

Authority and Working Relationships:

The Director of Product is authorized to take reasonable action necessary to carry out responsibilities consistent with general guidance of the CEO & Founder. The Director of Product is directly responsible to the Chief Executive Officer. This role is precursor to a VP of Product title and the joining of the Senior Management Team with access to management incentive options.

- **Supervision Exercised:** 4 Product Development Managers (PDMs of Tent, Pads, Bags, Furniture) and Product Line Manager (PLM).
- **Primary Contacts:** Regular contact with NEMO Leadership Team, Marketing, Design, Sales & Operations Planning, and Finance. Contact as required with vendors, distributors, sales team, dealers and athletes.



Qualifications:

Education and Experience:

- Minimum 5+ years management experience; mentoring and guiding the professional development of direct reports.
- Minimum 7+ years in product design or development position with a demonstrated ability to concept, track and deliver projects to budget goals.
- Demonstrated practical experience in: P&L ownership; go-to-market strategy and execution; utilization of consumer insights; resource loading management (allocation, prioritization, delivery); new process introduction; creation and driving of collaborative line development process; development and implementation of complete merchandising calendars .
- Education: degree in product/industrial design, marketing, business or equivalent.

For additional information, please contact Adam Forest | Mary Maliff | Deb Mason at:

THE FOREST GROUP
6181 Clark Mountain Road
Lotus, CA 95651
(530) 344-0100

adam@theforestgroup.com | mary@theforestgroup.com | deb@theforestgroup.com

All inquiries will be held in strict confidence.

The Forest Group works only with equal opportunity employers.

