



NEMO Equipment
International Sales Director
Recruitment Profile
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“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 an MBA, but by a product designer. 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 one of 15 strategic partners, out of the roughly 1,500 vendors they work with. 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 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 new 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.
- 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 14 years since the company was founded. On average today, the company releases 50 new products every year. NEMO will be unveiling an entirely new product category at Summer Market Outdoor Retailer in 2017 for market launch in the spring of 2018.

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 are still an important part of the lineup. 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 (Hornet™), 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.

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.

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

- 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



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. Utilizing spreader bars, unique patterning which accounts for the distribution of weight across the length of your body, and fabric from the high-end office chair industry, Cloudview™ positions you slightly upright with flat legs, similar to a chaise lounge, and doesn't envelope you or obstruct your view of your friends and the surroundings. It takes the comfort and social engagement offered by the hammock to a new and fun level. Plus it includes a cup holder!

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 discarded warehouse pallet racks, 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.

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 NH 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.

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's 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; International Sales Director

NEMO is looking for a talented and experienced doer to champion their international presence. The right person will be passionate about the outdoors and adventure, have the ability to cultivate and build relationships of the highest standard, and a background in executing business strategies that drive revenue, profitability, and development opportunities at the global level.

The International Sales Director at NEMO Equipment is a senior role responsible for managing, growing and caring for NEMO's international sales partners. The International Sales Director provides daily leadership on all aspects of NEMO distributors, licensees and non-US/Canada retailers. His/her focus is on sales growth, market-specific development plans, distributor communication and education, new market expansion and problem solving with an initial focus in Germany and the UK. This person is an active member of NEMO Leadership Team.

The right candidate will be clever, quick-witted, deeply creative and an excellent problem solver. NEMO is a small company—they use their brains where others use big dollars. This role is for someone equally happy thinking strategically and actually doing the work. They don't use a lot of outside resources...you will need to be a thinker and a doer! The Director of International Sales will need strong organizational and interpersonal skills to excel in this role. Overall we are looking for a highly motivated, do-it-yourself individual who thrives in a fast-paced environment.



Principle Duties and Responsibilities:

Overall International Sales Leadership:

- Develop and implement an international sales strategy that supports NEMO's growth objectives for the next five years, including establishment of an appropriate international sales and distribution network for NEMO.
- Establish an appropriate sales and distribution network for NEMO in Germany and the UK to support Spring 2019 sales.
- Develop deep and trusting relationships with international distributors, sales agencies, and key accounts around the world.
- Work on all business aspects to increase NEMO's presence, sales, and royalty income in international markets.
- In-house champion on all matters related to international sales support and development.
- Ultimately responsible for solutions to all problems, challenges and opportunities related to NEMO's international business.
- Lead the creation, use and enforcement of Distributor Agreements as required.
- Create NEMO international sales policies as required.
- Responsible for international distributor and sales agency management including selection, termination, staffing decisions and problem solving.
- Lead responsible but rapid growth of NEMO's business around the world.

Distributor/Sales Agency/Key Account Support:

- Annual visits to (select) distributor businesses for sales meetings, training, promotions and market travel
- Attend key in-country trade shows and dealer events to represent NEMO globally
- Organize and lead all aspects of NEMO's annual International Sales Meeting as it relates to distributors
- Develop a company-wide understanding of NEMO to become a resource and diplomat for NEMO and distributors around the world

Distributor/Sales Agency Purchase and Sales Management:

- Develop and execute annual purchasing/sales/marketing/product plan for each country of distribution
- Establish purchasing and sales goals by distributor and/or sales agency and country
- Create and distribute the seasonal/yearly Distributor Purchasing Schedule
- Analyze distributor purchases by country / style / factory to assist in sales growth planning
- Establish system of distributor sales reporting / track and manage distributor in-country sales / keep NEMO Leadership informed of international sales trends
- Leverage NEMO US sales programs and policies to increase international sales and awareness
- Develop annual purchase and sales audit of all markets
- Ensure distributor / international retailer profitability for NEMO



Distributor Royalty Management:

- Forecast annual royalty revenue by market / track progress toward royalty goals / keep NEMO Leadership informed
- Assist in royalty collection as needed
- Track all aspects of distributor income to ensure NEMO meets international revenue goals

International Budget Management:

- Establish, receive approval and manage revenue and spending budgets for the entire International Sales organization.
- Coordinate with NEMO Sales and Finance teams to resolve budget vs. actual financial differences

Distributor Marketing Plan Management:

- Develop marketing support plans for each distributor or country in close coordination with NEMO Marketing Team
- Assist in marketing plan execution as necessary
- Design and facilitate a Co-op Marketing plan for Distributors
- Coordinate with NEMO Marketing to establish graphics/photography/advertising/promotions standards for NEMO's business around the world / achieve global consistency and unified messaging
- Develop support plans for smaller markets with different systems and retail environments than the US
- Leverage existing marketing programs (Fixtures, POS, etc.) in non-US markets

Design Contribution/Worldwide Competitive Awareness:

- Maintain keen awareness of product and consumer trends worldwide
- Supplement NEMO Product Management competitive awareness with international perspective and samples
- Contribute to NEMO product concepts and design features
- Work closely with distributors on concepts for market or region-specific unique NEMO product
- Balance requests for special international product with design and product development within NEMO
- Help manage international special product and SMU's through the development and purchasing cycle

NEMO Wide Support:

- Weekly 1-on-1 meetings with VP Outdoor (as appropriate)
- Active member of NEMO Leadership Team
- Represent NEMO at domestic events as appropriate
- Provide strong strategic / policy / product / new opportunity contributions to NEMO



Authority and Working Relationships:

The International Director is authorized to take reasonable action necessary to carry out responsibilities consistent with general guidance of the VP of Outdoor. The Director is directly responsible to the VP of Outdoor.

- **Supervision Exercised:** Responsible for managing the worldwide network of NEMO distributors, sales agencies, and international retailers.
- **Primary Contacts:** External contacts include NEMO Distributors, Sales Agents and staff. Internal contacts include most NEMO functional teams (to include sales, marketing, finance, operations, design, and product development), and various support functions for NEMO International business.

Qualifications:

Education and Experience:

- Education: BA, MBA or equivalent education preferred.
- Experience: Outdoor industry and sporting goods experience essential. Relevant sales, retail, and marketing leadership important.
- Broad range of education and experience-based skills are necessary for success as International Director.
- Critical thinking, strategic orientation, cultural experience and strong written and verbal communication essential to success.
- Interest in worldwide business models and commitment to independently grow a business necessary.
- Willingness to travel in demanding circumstances required.
- Native German speaker/writer; spoken and written fluency in English.

Travel: Ability to travel as needed up to 50%

Location: This is a full-time position based in Germany.

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