



Osprey Packs
Director of Product
Executive Recruitment Profile
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THE FOREST GROUP

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“Osprey is 40 years young! I fondly recall the moment I selected “Osprey” for the new company, way back in 1974. At that time this beautiful bird was an endangered species and I thought, if that bird can survive the next few tough years, so can this new company! Like the bird, Osprey Packs has flourished since then, and continues to grow and multiply. Over all these years, we at Osprey have had the pleasure to meet and work with some of the finest, warmest people involved in this wonderful, friendly industry. We are indebted to all of you out there who have supported Osprey along the way, through thick and thin, and have made the last 40 years so fun and rewarding!”

-Mike Pfothenauer, Osprey Founder

The History; Behind the Seams

Osprey Packs founder, Mike Pfothenauer, believes in the personal touch. Literally. From the company’s inception in 1974, Mike has ensured that every product design bearing the Osprey name has passed through his hands, subject to his intense scrutiny and exacting performance demands. Learning how to sew from his mother, Mike created his first backpack at age 16 and went on to market his custom-fitted packs to worldly travelers who learned of his Santa Cruz, CA-based business by word of mouth. Patience was a requirement, as each pack was made to order and could take several days. As these happy customers set off on their journeys, they came to discover it was worth the wait; Osprey Packs, thanks to Mike’s design talents and innovative ideas, were the best in business, a hallmark that continues today.

1987 found Mike focusing his energies on pack design, delegating pack production to a talented group of employees he had decided to hire. Word was getting out about these great packs, and he and his partner/wife, Diane Wren, soon found the need to expand to a larger facility. Their hunt for space led them to an 8,000 square foot building in Dolores, Colorado; interestingly, the facility’s previous life was as a factory for the Gore-Tex fabric company. Leveraging sand painting and blanket weaving skills of sewers from the nearby Navajo reservation, Mike trained these talented individuals in the art of Osprey pack construction and a new cadre of Osprey employees was born. In 1994, again, due to increased demand, Mike and his team expanded sewing operations to a facility in nearby Cortez, and five years later, the entire Osprey operation moved from Dolores to Cortez.

As much as the operation in Cortez was successful, the business was soon under pressure to move operations offshore in order to remain competitive in a global market. The year 2000 found Osprey moving some production to Korea and Vietnam. Mike continued his relentless quest to ensure Osprey Packs quality and integrity were never compromised, requiring thousands of hours in the air; in fact, the trip from Cortez to Vietnam took two full days. He soon tired of the travel and, in 2003, he and Diane moved with their family to a design center in Vietnam where he could more closely manage production; to this day, Osprey maintains a Design and Quality Control Center in Ho Chi Minh City, ensuring consistent high quality and product integrity.



Capitalizing on the local popularity of mountain biking and readily available design talent, Mike, Diane, and their family relocated to Mill Valley, CA in 2007 and soon thereafter established an Osprey design studio for Mike to continue his design drive. 2011 found Osprey operations expanding to include more warehousing, joining the main headquarters and distribution center. A few years later, in a move to create greater efficiencies on the transportation front, the Osprey team committed to moving their distribution center to Ogden, UT in the spring of 2015. Simultaneously, Mike and Diane chose to close down the Mill Valley design studio and relocate back to Dolores, CO. By doing so, Mike has the opportunity to create a customized design studio at his home as well as continue his frequent visits to company headquarters down the road in Cortez. Diane continues to be equally involved in the business, lending her guidance and expertise in human resources and strategic planning initiatives.

The Product

All Osprey products continue to focus on their legacy of creating the best possible way for individuals to carry their gear. Osprey strives to consistently enhance their packs to meet the latest innovation concepts that make for more comfortable and effective packs, while not compromising quality.

For over 40 years Osprey has built packs with a focus on innovative design, durability and custom fit. Osprey's diverse offerings include gender specific custom fit backpacks, pursuit specific technical packs, daypacks, commute and active everyday packs, hydration packs, and travel packs broken down into the following categories;

Outdoor

Backpacks are at the heart of everything Osprey does. There is no better way to experience the outdoors and Osprey's backpack series are focused on getting any age or experience level into the back country. For anyone carrying large loads on extended trips to casual day hikers, Osprey has designed a perfect pack for each variety of use.

Bike

In pack design, understanding human anatomy is as important as understanding the anatomy of the activity the pack is being used for. This is the impetus behind every Osprey pack style built for cycling. Osprey offers a wide range of versatile packs that comfortably carry everything needed for all types of mountain biking.

Active Everyday

Active Everyday is a reality for each of us. We may not be able to hike or mountain bike every day, but we are all headed somewhere and we need the right gear to do the task at hand. When heading to work, school or traveling you deserve the level of quality, comfort and attention to detail you look for in your technical gear. Osprey offers a range of packs based on your style preference and organizational needs backed by Osprey's 40 years of designing and manufacturing top quality gear hauling packs.



Hydration

The Osprey Hydraulics reservoir has set a new standard in hands-free hydration and there's no looking back. The Osprey Hydraulics reservoirs meet these standards while offering a lighter and simpler feature set perfect for fast and light endeavors and pack styles with internal reservoir pockets.

Travel

Growth in adventure tourism and travel is skyrocketing. The world has become a place where youth and adults see an unlimited variety of experiences and find themselves with a whole new appreciation of life. The outdoor community is embracing this like no other. Osprey has long been a supplier of the most adventurous of international travelers. The Osprey brand, with a legacy of innovation, quality and attention to detail is what those new and experienced travelers will be looking for.

Kids

Inspiring young people to experience and enjoy the outdoors is a core value of Osprey's. In 2008 Osprey changed the paradigm for kid's backpacks. The Sprint Series brought adult custom fit, function and features to a pack line for young people. In 2012, Osprey followed up with their Poco Series, which brought custom fit between disparate size adults and comfort to child carriers. 2015 brings major upgrades to youth backpacks, expanding a truly technical hiking line as well as introducing hydration options for kids.

Accessories

Osprey's accessory line provides a complete solution for everything needed to organize and protect your pack. Osprey pack accessories are complimentary in quality and design detail found in every Osprey pack. The newest additions to the accessory line include rain covers, add-on pockets, camera cases, dry sacks and organizers.

With continual testing and feedback from everyday users to professional athletes, the team at Osprey is committed to continual improvement and innovation in their product. The following list of continuous awards further demonstrates Osprey's commitment to top quality product:

- 1995** – Pika kid's pack receives Backpacker Magazine Editor's Choice Award
- 2001** – Aether pack graces the cover of Time Magazine
- 2002** – Aether 60 receives the Grand GG award from Outdoor Life Network
- 2003** – Aether 75 receives the Outside Magazine Gear of the Year Award
- 2004** – Switch 55+5 is awarded Editors' Choice by Backpacker Magazine
- 2005** – Osprey Atmos 50 is awarded the 2005 Outside Magazine Gear of the Year Award
- 2006** – Osprey Meridian 22 wins the 2006 Outside Magazine Gear of the Year Award
- 2008** – Osprey Packs Inc awarded REI's Vendor Partner of the Year Award
- 2009** – Osprey Exos 46 awarded Outside Magazine's Gear of the Year Award
- 2009** – Osprey Ace 48 receives Backpacker Magazine's Editor's Choice Award
- 2009** – Osprey awarded REI's Vendor Partner of the Year-Camping Division
- 2009** – The Osprey Exos 46 wins a 2009 Good Design Award for the World's Best Design
- 2009** – Osprey Manta 25 hydration pack receives Gold Industry Award for design Outdoor Europe
- 2010** – Raptor 6 receives 2010 Best of Adventure Award National Geographic Adventure Magazine
- 2010** - Men's Journal Magazine 2010 Gear of the Year award for the Raptor 10 hydration pack



- 2010** - Outside Magazine's 2010 Gear of the Year award for Sojourn 25" / 60L travel luggage
- 2012** - The Aether 60 is awarded 2012 Best Buy from Outdoor Gear Lab
- 2013**- Osprey receives Gear Junkie Best in Show for the Portal
- 2013**- Osprey Ariel 65 receives About.com Reader's Choice Award
- 2013**- Osprey receives Outside Buyer's Guide Gear of the Year for the Xenith 88
- 2013**- Osprey Portal receives SGB Gear of the Year
- 2013**- Osprey Verve receives Single Tracks Editors' Choice: Best MTB Gear of 2013
- 2013**- Osprey receives Men's Journal Gear of the Year for the Ozone Convertible 22"
- 2014**- Rev 12 receives Elevation Outdoors Peak Gear Award
- 2014**- Osprey Rev 1.5 receives Trail Runner Gear Guide Tester's Choice Award
- 2014**-Atmos AG & Aura AG receive Gear Institute Best New Gear Award
- 2014**- Osprey receives Gear Junkie Best in Show award for Atmos AG & Aura AG
- 2014**- Exos 58 receives Blue Ridge Outdoors Gear of the Year Award
- 2015**- Atmos AG & Aura AG receive Backpacker Gear Guide Editors' Choice Award
- 2015** - Osprey Atmos AG and Aura AG receives Men's Journal Gear of the Year Award - Best in Class
- 2015** - Osprey Ozone 46L/22" receives Fodors.com 2015 Best Carry-On-Bags Award
- 2015** - Osprey Zealot 15 receives Men's Journal Best for Mountain Biking Award
- 2015** - Osprey Atmos AG and Aura AG receive Gear Junkie Greatest Gear - Best in Show Award
- 2015** - Osprey Atmos AG and Aura AG receive Backpacker Editor's Choice Award
- 2015** - Osprey Atmos AG and Aura AG receive National Geographic Adventure Gear of the Year
- 2015** - Osprey Atmos AG 65 receives Elevation Outdoors Peak Gear Award
- 2016**- Mike Pfothenhauer receives OutDoor Celebrity of the Year from The OutDoor Show, Germany
- 2017**- OspreyAether AG 70 and Ariel AG 65 receive Outside's Gear of the Year Award
- 2017**- Osprey Levity 60 recievesOutDoor Industry Award for Backpacking Category

In addition to Osprey's abundant product awards and recognition, Osprey as a company has received numerous recognition and awards over the years from REI. These awards validate Osprey as not only having great product but the full spectrum of business services and acumen that make Osprey a great business partner to outdoor retailers. REI Recognition:

- 2007**- Vendor Partner Nominee
- 2008**- Osprey Packs Inc awarded REI's Vendor Partner of the Year Award
- 2010**- Vendor Partner Nominee
- 2011**- Vendor Partner Nominee
- 2012**- Vendor Partner Nominee
- 2013**- Osprey Packs Inc awarded REI's Vendor Partner of the Year Award
- 2014**- Osprey Packs Inc awarded REI's Vendor Partner of the Year Award
- 2015**- Osprey Packs Inc awarded REI's Vendor Partner of the Year Award
- 2016**-Vendor Partner Nominee

Osprey's constant dedication to superior quality, design and craftsmanship backed up by a solid warranty has gained them countless loyal customers and an exemplary reputation for producing long lasting gear. Therefore, Osprey felt it only appropriate as they celebrated their 35th anniversary in 2009 to launch an all-encompassing guarantee; The Osprey All Mighty Guarantee. Osprey will repair for any reason, free of charge, any damage or defect in their product – whether it was purchased in 1974 or yesterday. If the team is unable to perform a functional repair on your pack, Osprey will happily replace



it. Osprey proudly stands behind this guarantee, so much so that it bears the signature of company founder and head designer, Mike Pfotenhauer.

Needless to say, you can be assured that Osprey literally creates products built to last a lifetime.

The Culture

Vision:

"We at Osprey endeavor to enhance the experience of our customers by building innovative gear while making the work we do meaningful and fun."

Mission:

- **People Define Us**- Osprey provides the best service and support to their Team Members, their Dealers and the Consumers that use Osprey products .
- **Places Inspire Us** - Osprey protects and provides a healthy environment to play, live and work in.
- **Innovation Drives Us** – Osprey achieves innovation in their product, processes and thinking .

Core Values:

Osprey Team Members from every department have collaborated to develop a comprehensive set of concrete values that represent who they are and inform decision making processes regardless of role.

- Integrity
- Respect
- Point Positive
- Innovation
- Quality Reigns
- Community
- Keep it Wild

Things at Osprey move full circle, starting with the people, resulting in the product and then back to the people for the lifetime of the product. Osprey is a company comprised of unique personalities, talents and passions. The thread that ties the Osprey team together is their love for the outdoors and passion for making the best custom fit packs on the planet.

Standing behind a mission to create innovative, high performance gear that reflects their love of adventure and devotion to the outdoors, it is easy to see why Osprey has, on multiple occasions, been selected by Outside Magazine as one of America's Best Places to Work.

The team at Osprey truly is part of something authentic and unique. More than anything, what truly defines the Osprey culture is the employees who make up the Osprey team. Their personalities, their shared interests and their passions make Osprey the brand it is today. In the Osprey office, one can simply "be themselves." Differences are accepted and encouraged. All opinions matter. This is a true culture of authenticity and transparency. There is an air of pride throughout the Cortez HQ and at the core of the team. At Osprey, simply put, the company sells good product, and the team stands behind that product. The product and the effect that their product has on end users' lives brings a shared connection of fulfillment to the team and leaves them ever striving to continue to just "do things right."

Partners& Environmental Integrity



Director of Product

You can tell a lot about a company's DNA based on those they surround themselves with. At Osprey, they are committed to supporting organizations working to make our planet a better place for generations to come. While their contributions to these organizations are a small part of a much larger collective, the team at Osprey believes their corporate philanthropy makes a big difference by drawing attention to these partner organizations via marketing programs, promotions and events. For example, for over fifteen years Osprey has been sewing labels listing the principles of the Leave No Trace program into their larger packs. They look at this as a simple, yet friendly, reminder of your responsibility to the environment you enjoy with an Osprey pack on your back.

The following are just a few of the other organizations Osprey partners with and supports that focus on the preservation and safe and responsible use of our outdoor resources and environment: The Access Fund, American Hiking Society, Colorado Fourteeners Initiative, IMBA, Colorado Mountain Club, Colorado Wild, Southern Utah Wilderness Alliance, Colorado Avalanche Information Center.

On a much broader scale, Osprey is also proud to partner with and support the following nonprofit organizations that put an emphasis on wellbeing and a healthy planet while encouraging interactions with the outdoors: Big City Mountaineers, Big Mountain Bike Adventures, Breast Cancer Fund, Colorado Environmental Coalition, Chicks Climbing, The Conservation Alliance, East Meets West Foundation, Himalayan Health Exchange, MoveShake, Outdoor Industries Women's Coalition... just to name a few. Osprey's partner list is quite extensive and you can find more of their proud partners listed on their website.

Overall, Osprey is proud of the strides they have made to reduce their impact upon the planet and tread lightly. Osprey's commitment to be an outdoor industry leader in sustainability, environmental, and social concerns is taken seriously tempered by the honest realization that though they have accomplished much, there is still more to be done.

The Home; Cortez, CO

"Shhh, don't reveal our secret!" is how many who work at Osprey Packs may describe the company's location. Situated in Cortez, Colorado (pop. 8,500), in the rugged San Juan Mountains, this beautiful spot in southwestern Colorado provides a constant inspiration and a superb testing ground for Osprey products. Most Osprey employees live in Cortez, Dolores (pop. 1,000), or Durango (pop. 17,500), which offers great access to superb mountain biking, hiking, and fly fishing. The winter months may find them accessing several world-renowned ski areas, including Telluride Ski Resort, a mere 90 minutes from downtown Cortez. Spring and summer pursuits may include backpacking and climbing adventures in Moab and Canyonlands National Park, a two hour drive, or exploration of ancient Native American dwellings in nearby Dolores and Mancos. And who can pass up the opportunity to visit the world-famous Four Corners region, 19 miles from Cortez, the only location in the United States where the boundaries of four states, Colorado, Utah, New Mexico, and Arizona, meet.



Director of Product

If a craving for the arts presents itself, the area is rich in opportunities. The annual Telluride Bluegrass Festival began in 1974 and continues to bring some of the biggest stars of the Americana landscape including “...virtuosic bluegrass superpickers and soulful songwriters.” Telluride continues its artistic offerings by hosting an annual Film Festival, usually scheduled over the Labor Day Weekend. Not to be outdone, Durango, CO, 50 miles from Cortez, annually offers the famous Durango Blues Train, a moving musical experience aboard the historic Durango and Silverton Narrow Gauge Railroad. Cortez hosts the Notah Dineh Trading Company and Museum providing exposure to superb Native American Art and 10 miles away in nearby Dolores, there is the opportunity for exploration of the area’s history and culture at the Anasazi Heritage Center, managed and operated by the Bureau of Land Management.

Restaurants abound in the area, with Cortez offering everything from sushi, to espresso drinks, to bistro dining. Durango, a larger community, has much to offer in terms of a varied dining experience, with many restaurants and bars clustered in the historic downtown area. If desire for a large metropolitan experience should present itself, Denver, CO is a mere 45-minute flight from the Durango airport, or a scenic 7-hour drive from Cortez.

The Opportunity;Director of Product

Reliable. Authentic. Accountable. Integrity. These terms describe Osprey’s product. It shouldn’t come as a surprise that they also describe the values the Director of Product will need to embody. The current leadership department is comprised of an impassioned team with much raw talent, energy, and dynamism. This is a group of professionals who see the inherent value of teamwork. We are seeking a transformational leader who not only embodies the same values that are reflected in the company’s culture, but who also possess a professional skill set that can guide the product and the company into the future.

Osprey, by virtue of its success, stands at a crossroads. The age-old question in specialty retail of how to improve a brand’s equity and yet expand product and distribution certainly exists. This challenge of creating growth while screaming authenticity will be a significant metric in determining the success of the company. The Director of Product’s ability to successfully create and execute the vision to meet this challenge will clearly be part of determining the suitability of any candidate.

The Director of Product’s interest in creating product must go beyond passion. The successful candidate must be infatuated about creating innovative products and be truly excited about building the Osprey brand. We are looking for a creative and critical thinker, a team-oriented individual who thrives in a fast-paced, high growth entrepreneurial environment. We must have an innovator who is energized by change, new ideas and challenges. Equally as important as a knack for creativity and design will be the ability to institute scalable process and calendar to ensure future sustainability of product and institutional knowledge.



This person must have outstanding leadership qualities and be comfortable being both a contributor and a team leader. He/She must bring forth an in-depth knowledge of the marketplace and the competitive dynamics; have experience managing timelines and budgets and work seamlessly with the product team as well as other functions across the brand.

Hard work, determination, and no fear of “rolling up our sleeves” permeate throughout the building. As a relatively small organization with many demanding timelines, the successful candidate must possess the unique ability to lead on the ground in any given moment and be completely comfortable with global strategic issues the next. This is a group of professionals that sees the inherent value of teamwork. They are hungry to learn and know how to have fun doing it.

In addition, this person must have the highest ethical standards and be one who builds confidence with fellow colleagues through consistent superior performance and individual integrity.

Overview:

The Director of Product is responsible for leading global category strategy, product strategy, product requirements and their execution as well as PLM team member management and ongoing development. From concept through commercialization, the Director of Product drives marketplace advancements through the timely and successful delivery of Osprey product solutions that maintain brand, competitive and financial objectives.

Principle Duties and Responsibilities:

Market Knowledge:

- Leads development of multi-year category level business strategies in alignment with company objectives for Osprey’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 commercialization ensuring that product feature sets remain based on 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



- Line Review Process
- Manages all product lifecycles for all product categories to optimize customer value and company financial objectives
- Actively seeks, assess, 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 planning/ops on both new product introduction timing and discontinued

Product Leadership:

- Managing leadership of the cross-department Concept to Commercialization Team to ensure Osprey’s go-to-market strategies and milestone dates meet commercialization schedule requirements
- Ongoing resource for product questions/concerns for Osprey business partners; “go to” product expert
- Supports overall product direction and integrity while actively supporting product category managers

Other:

- Product team representative in demand planning and forecasting efforts
- Travel with Osprey sales and marketing team; support key dealer presentations as requested
- Support product team at US trade shows; possible EU and Asia travel
- Active team member of Import Compliance Team

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 VP of Product Line and Marketing. The Director of Product is directly responsible to the VP of Product Line and Marketing.

- **Supervision Exercised:** Sr. Manager Product, Product Line Manager, Product Line Professional, Product Line Data Specialist
- **Primary Contacts:** Regular contact with Osprey Leadership Team, Product Marketing, Design Department, Sales Department, Demand Planning, Quality Teams. 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 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; Sell-In skills; 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

Travel: Flexibility to allow frequent and short-term notice requests to fly to domestic and international venues. Customer and consumer research trips and pre-line validation common. Up to 5 multi-week cycles in the Osprey Vietnam office to be expected throughout the calendar year.

Physical Ability Evaluation: Level I WorkSteps (office environment): The Team Member will be expected to: work in an office environment for extended hours of sitting performing PC and other desk-related functions; lift 20 pounds overhead without assistance; perform physical activities involving extended periods of lifting, walking, standing, reaching, and bending over.

Location: This is a full time position based at the Osprey Headquarters in Cortez, Colorado U.S.A.

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

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