



Osprey Packs
Vice President of Operations
Executive Recruitment Profile
www.ospreypacks.com

THE FOREST GROUP

6181 CLARK MOUNTAIN ROAD

LOTUS, CA 95651

530.344.0100

www.theforestgroup.com

“Osprey is more than 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.

In September of 2017, Osprey celebrated the completion and opening of its brand new World Headquarters located on four acres in downtown Cortez nicknamed The Basecamp. This 28,500-square foot, state-of-the-art facility sits at the base of The Ute Mountains to the south and The La Plata range to the east. Its bright, open and inviting accommodations not only serve to offer Osprey employees ideal conditions for productive work but equally rewarding play. In the warmer months, employees can step outside to work at common tables and under a massive iron trellis shaped like the wings of the Osprey logo.

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 receives Gear Junkie Greatest Gear - Best in Show Award
- 2015** - Osprey Atmos AG and Aura AG receives Backpacker Editor's Choice Award
- 2015** - Osprey Atmos AG and Aura AG receives National Geographic Adventure Gear of the Year
- 2015** - Osprey Atmos AG 65 receives Elevation Outdoors Peak Gear Award
- 2016**- Mike Pfothenauer receives OutDoor Celebrity of the Year from The OutDoor Show, Germany
- 2016**- Farpoint 55 receives Best Travel Backpack from Wirecutter
- 2016**- Manta AG 20 receives Peak Gear Awards from Elevation Outdoors
- 2016**- Atmos AG 65 receives Peak Gear Awards from Blue Ridge Outdoors
- 2016**- Manta AG 26 receives Gear of the Year from Outdoor Gear TV
- 2017**- Osprey Aether AG 70 and Ariel AG 65 receive Outside’s Gear of the Year Award
- 2017**- Osprey Levity 60 receives OutDoor Industry Award for Backpacking Category
- 2017**- The all new Levity receives Editor’s Choice for The Best of OR from Gear Patrol
- 2017**- Gear Junkie also awards Levity with its Best in Show award
- 2017**- The Gear Institute awards Levity with its Best in New Gear Award
- 2017**- Levity receives the Best of Show award from The Manual
- 2017**- Women’s Health gives the Dyna 6 its 2017 Fitness Award
- 2018**- The Outdoor Retailer Show Daily awards the Mutant 22 with its Editor’s Choice Award

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:



Vice President of Operations

- 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
- 2017-** Vendor Partner Nominee – Award to be announced January 26th, 2018

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:

Osprey enables the unencumbered life.

Purpose

Osprey relentlessly innovates to ease your journey and inspire adventure.

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:

- **Innovation** - We have no patience for those who say “impossible”.
- **Integrity** - We choose candor, humility and honesty. The path we seek always points positive
- **Quality** - Our promise is built on a bedrock of quality. We believe loyalty is continuously earned and we stand behind what we do.
- **Respect** - Our community is open and inclusive to all. Our differences fuel our discoveries.
- **Stewardship** - We have a duty of care for the people, places, and things we touch; steadfast in our resolve to leave our world better than we found it.

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

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.

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; Vice President of Operations

Reliable. Authentic. Accountable. Innovative. These terms describe Osprey’s product. It shouldn’t come as a surprise that they also describe the values the Vice President of Operations 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 operations function and the company into the future.



Vice President of Operations

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 Vice President of Operation's ability to successfully create and execute the vision to meet this challenge will clearly be part of determining the suitability of any candidate.

Osprey packs are synonymous with quality. It has been incredibly hard work and perseverance that have kept the product in such high esteem. These well-minded intentions have brought Osprey forward to this point, but you can't always scale intentions. We need a seasoned leader who will bring best in class process, practices, and policies to the operations department while simultaneously utilizing the unique opportunities that Osprey offers and respecting the current extraordinary culture.

Hard work, determination, and no fear of "rolling up our sleeves" permeate throughout the brand. 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 Vice President of Operations (VP of Operations) is the senior executive responsible for the global operations functions of the company including Sourcing, Supply, Quality, and Distribution. The VP of Operations provides a critical voice to the development and deployment of key strategic initiatives. Reporting directly to Osprey's President and using guidance, supervision, and strategic leadership, this role is both inward and outward-facing to ensure proper team development, alignment and execution of overall company goals. This position directly interfaces with Osprey's Board of Directors, Leadership Team, Customers, and Suppliers and is a critical part of the company's growth plan.

Principle Duties and Responsibilities:

The VP of Operations provides direct oversight for the following departments/internal functional areas:

Sourcing and Production

Direct oversight of Osprey's HCMC, Vietnam Operations to include all mission-critical functions.

- In collaboration with Osprey's Innovation Team, responsible for management of sourcing base to include factory selection, vetting, and balancing production demand with capacity, ability and cost.
- Responsible for the development of long-term strategies, with regard to global sourcing, that are in alignment with Osprey's overall growth strategy.
- Ensures on-time delivery for all seasonal and regular product lines.
- In collaboration with Osprey's Innovation and Product Management teams, responsible for co-management, seasonal pricing negotiations with production partners to maintain product margins, quality, and on-time delivery.
- Leads supply chain strategy to ensure managed growth is supported and working in conjunction with Demand Planning and other key internal resources.



- Advises on material sourcing strategy, standards and costs.
- Audits production and development to maintain brand standards.

Quality

Responsible for keeping Osprey's customer promise of the highest quality products in the industries we serve:

- Provides comprehensive quality management process across all key operational areas of the global organization (product development, sourcing, supply chain, warranty/CS, and distribution)
- Provides oversight of quality control processes.
- Provides oversight of quality issues and resolutions.
- Leads all continuous improvement initiatives to implement and augment industry best practices while maintaining a long-term sustainable competitive advantage in Quality.

Vendor Management

Oversees and ensures vendor/supplier management process and procedures including, but not limited to:

- Vendor/supplier score cards and KPI's
- Vendor/supplier agreements
- Quarterly business reviews by key supplier
- Company-wide, and Board of Directors, visibility into overall supplier performance.

Distribution

Executive responsibility for Osprey's domestic distribution facility in Ogden, Utah to include:

- Distribution Center Management
- Logistics
- Regulatory compliance
- Import compliance
- Management of GSP/Duty to maximize competitive position

Facilities:

- Provides oversight for Cortez/Ogden/Ho Chi Minh City Operations.
- Ensures compliance with all company guidelines related to health and safety practices.
- Manages and ensures safety & environmental health.
- Ensures that Osprey has adequate business insurance coverage.
- Ensures that Osprey runs with legality and conformity to established regulations.

Authority and Working Relationships:

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

- **Supervision Exercised:** Daily contact with direct department Leadership and TM's including Sr. Country Director (VN), Director of Distribution, Facilities Service Manager, Safety Managers, Quality Managers. Regular contact with Osprey senior management and ownership. Work with the VP of Finance to determine the appropriate oversight of the following functional areas: Demand Planning and Information Services



- **Primary Contacts:** President, CFO, all Vice Presidents, Directors and Board of Directors.

Qualifications:

Education and Experience:

- Education: Undergraduate business degree required; Master’s degree in a related field preferred
- Minimum of 5 years’ experience in Vice President or Director level role in related fields and comparable business formats
- Demonstrated experience running an Operations function in a consumer products company with a global sourcing and supply chain footprint; preferably in a “cut and sew” environment.
- Exceptional analytical, problem-solving, and senior communication skills required.
- Must possess executive level experience and practical understanding of:
 - Strategic planning and effective implementation and measurement of company, department and personal goals and activities
 - Current and best practices in managing strategic and day to day functions of; Information Technologies, Business Intelligence, Operations, Human Resources, Demand planning and Purchasing, Quality and Returns, Product Line Management, Marketing, Finance and Sales departments

Travel: Ability to travel as needed. Frequent extended overseas travel anticipated (4 to 6x per 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.

For additional information, please contact Adam Forest, Mary Maliff or Deb Mason at:
THE FOREST GROUP
6181 Clark Mountain Road
Lotus, CA 95651
(530) 344-0100 ph
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



Vice President of Operations