



New Normal Consulting, LLC

Introducing New Normal Consulting...

We are a new consulting agency serving the greater outdoor recreation industry. New Normal Consulting launched to support brands and organizations seeking solutions to modern retailing and wholesaling challenges that are top of mind for everyone. We leverage cutting edge modern tools and techniques for your success.

We are here to help businesses of all shapes and sizes succeed. The New Normal Consulting team has a singular passion for specialty business: Not as an MBA case study or as a passing curiosity. Our team -- Michael Hodgson, Brad Werntz, Kenji Haroutunian, and Geoff O'Keeffe -- has just over a century of collective experience working as leaders in the specialty outdoor trade. That experience ranges wide, and includes retail, e-commerce, operational and supply chain upgrades, events planning and management, publications, content creation, sales management, leadership training, executive coaching, strategic planning, start-ups, turn-arounds and more. Passion-driven business is our focus and it is our mission to preserve and strengthen specialty as an ongoing, viable channel. We leverage best-in-class tools and modern techniques to inspire, guide and advise with business success, efficiency and profitability top of mind. Which is why specialty businesses turn to us for inspiration, guidance and support.

We are the complete solution consultancy for any business challenge.

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The New Normal Consulting Team:



Michael Hodgson has worn many hats successfully over the last 30 years – store manager, retail general manager, content director for a dot-com startup, trade news organization co-founder and president, award-winning writer, business owner, guide service founder and director, non-profit board president, and speaking coach. He excels at working with individuals and teams to create new business entities or strategies that are profitable, meaningful, impactful and unique. He is a recognized influencer of the creative process and has a proven ability to build bridges between people and entities that become conduits of knowledge and collaboration -- conduits

that help to foster new business networks, new business development, inspire ideas, and lay the foundation for helping brands and people realize new ways of looking at challenges that before had appeared unsolvable. Michael lives with his wife, Therese Iknoian, in the Sierra Nevada foothills near Sacramento, California.



For over thirty years, **Brad Werntz** has been exclusively employed in the outdoor industry: As a guide and outfitter, a writer and speaker, as specialty retail staff and management, a marketer, and entrepreneur. For twenty-two years PEMBA serves – the sales agency that Brad founded – represented high-end brands to the outdoor industry's most respected and influential retailers. Brad also founded Boulders Climbing Gym in Madison, Wisconsin and has been its managing member since 1996. Brad is an early-adopter and an innovator who has consistently asked and answered the question: "How is

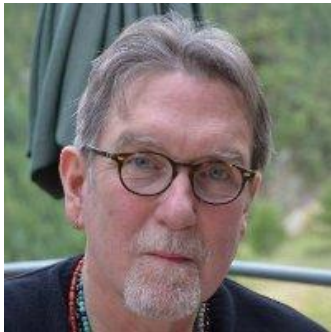
this going to end up?" To Brad, this question is as much about predicting an outcome as it is about influencing it. Brad is very active in the Outdoor Industry Association, and is currently on their Recreational Advisory Council. Brad has served on several other environmental, and outdoor-industry related boards. Brad is the founder and board president of the Wisconsin Business Alliance. Brad lives on the bike path in downtown Madison, Wisconsin with his wife Vera, and their kids Emma, Misa, and John-Pio.

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Kenji Haroutunian is a 29-year veteran of the human-powered outdoor industry, working for many years in specialty outdoor store management and working as an outdoor skills instructor during/after completing his degree at UCLA. In 1999 he began working for Outdoor Retailer, and has recently served as Vice President for Emerald Expositions, directing the Outdoor Sports group and the Outdoor Retailer trade shows and related events. Kenji has spearheaded industry-focused programs, like the All Star Industry Jam, the Project OR design competition, Green

Steps, The OR Virtual Design Center, and the Business of Backcountry Forums which help attract core athletes, media and designers to the shows and adds to the bottom line. A 2010 Access Fund 'Sharp End' awardee, Kenji now serves on the Board of Directors of Access Fund and Choose Outdoors, and is a founding director of TeccSociety, a new events-industry technology organization. In 2014 Kenji founded a new consultancy in service to the specialty Outdoor industry, and is a lead partner in New Normal Consulting, a consortium of legendary business, content and experiential talent serving the broader business world through coaching, re-tooling, diversity initiatives and management services.



Geoff O'Keeffe is an outdoor industry professional with over thirty years' experience in every aspect of operations and management. Geoff has served as president of four companies, held executive roles in five others, been part of two start-up teams, and has operated in branded wholesale, brick-and-mortar retail, e-commerce, manufacturing and non-profit environments. Geoff's unique areas of expertise include general management, strategic planning, project management, merchandising and inventory planning, sourcing, and supply chain. Geoff takes a

particularly keen interest in the subtle dynamics of building, training and sustaining the "human engine" of creativity, teamwork and commitment within organizations. Geoff has served five non-profit boards, including ORCA (early Outdoor Industry Association), the Conservation Alliance and Paradox Sports. Geoff was a founding member of the organization that became the Grassroots Outdoor Alliance. Geoff lives with his wife, Sandy, in the mountains above Boulder, Colorado.

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New Normal Consulting Services & Expertise

Leadership and Organization

- Training, Coaching, Mentoring
- Team Building
- Conflict Management
- Public Speaking
- Succession Planning
- Board Development
- Virtual Board of Directors
- Interim Executive Service

Marketing and Product

- Marketing, PR and Communications Strategies
- Market Research for Product Development
- Product Introduction
- Data Development & Market Research
- Content Strategy & Development
- Digital Marketing and Web Tools Optimization
- Event Creation & Development
- Event Management
- Retail Visual Merchandising

Business Tools

- Strategic Planning
- P&L, Balance Sheet, Cash Flow: Managing for Profit
- Operating Model
- Hiring / Firing / Performance Management
- Business Plan Development
- Diversity Training, Outreach and Recruiting
- Project Management

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- Sales Training
- Category Launch

Publishing

- Publishing as a Revenue Stream
- Content Strategy
- Content Generation

Supply Chain and Merchant Training

- Merchandise Planning & Inventory Control
- Buyer Training
- Supply Chain Management

Scheduling, Commitment and Pricing

New Normal Consulting services are available in every possible format, from one-day, *à la carte* engagements on a specific topic to longer-term projects and partnerships. Many services can be provided virtually, eliminating travel costs, while others require on-site and face-to-face interactions.

We work with our clients closely to match need, timing and cost-efficiency.

Projects can be structured to serve the clients needs, bringing in the right principal as project lead and scaling support in the most effective and efficient way. No two solutions will be exactly the same, and our custom blend of talent dials the right mix up every time.

Please contact New Normal Consulting for specifics regarding services, costs and scheduling arrangements.

Contact

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