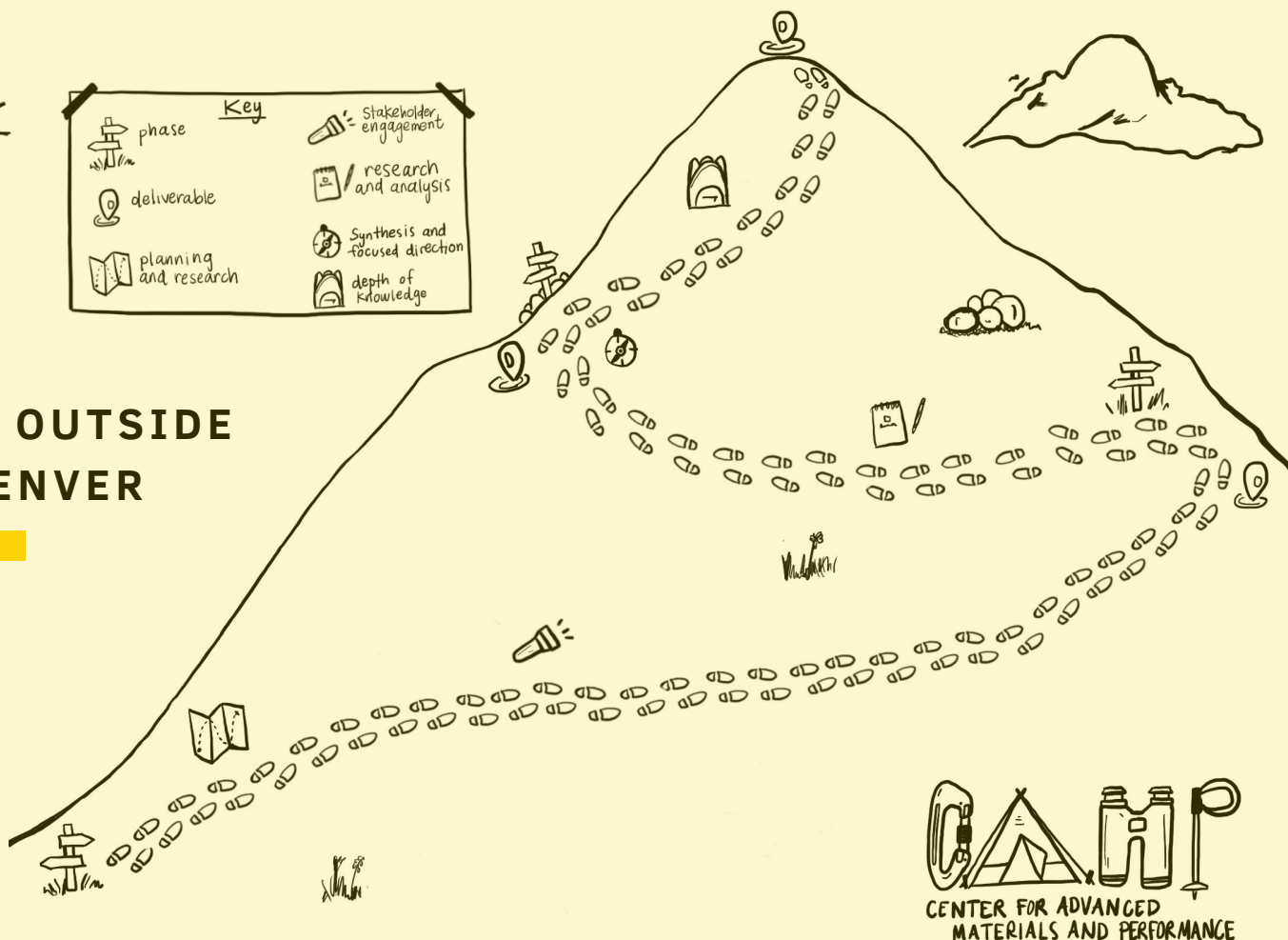


C.A.M.P. OUTSIDE AT CU DENVER

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The Outdoor Recreation Economy & Participation

The outdoor industry has emerged as a key economic driver for state and national GDPs. Outdoor recreation participation rates continue to climb as more individuals from diverse backgrounds realize the myriad of benefits of spending time in nature. Increasing participation is fueled by the development of outdoor products, which play a foundational role in making outdoor recreation accessible and driving economic growth.

Purpose

The Center for Advanced Materials and Performance (C.A.M.P.) is a public-private business venture between Outside Inc. and CU Denver. The goal of this venture is to help the industry build products that facilitate participation growth through improving the comfort, safety, and accessibility of the outdoor experience. This state-of-the-art gear testing facility will elevate product testing and development, stimulate innovation, and encourage collaboration across outdoor brands.

Our purpose is to create a comprehensive business plan for Outside Inc. to use in the development and execution of C.A.M.P. that is in alignment with the company's interest in utilizing emerging technology to unlock participation, and building and sustaining communities of engaged enthusiasts.



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Phase 1: Industry Research & Stakeholder Engagement

To begin, our team created a **project priority matrix** that identified C.A.M.P.'s key focal points for development and execution. Priorities ultimately included: testing & content potential, operating & launch costs, and potential sources of public & private funding. This prioritization informed our in-depth research on testing facilities, the outdoor content landscape, and financial models.



Insights gleaned from extensive **stakeholder engagement** were used to create a **Project Memo** that presented key findings and best practices for C.A.M.P. related to staffing structures, testing procedures, market gaps and opportunities, financial models, and testing needs of small and medium size brands.

| | UNIVERSITY LABS | CONSUMER/MEDIA | BRANDS | IN-HOUSE LABS |
|--|--|--|--|--|
| S T A K E H O L D E R S |  |   |   |  |
| |  |  |  |  |
| |   |   |   | CASCADE DESIGNS  |
| | Inworks Innovation Initiative | | | |

Phase 2: Industry Analysis & Business Development

Leaning on key findings from the Project Memo, our team continued **in-depth research** efforts and **engagement with stakeholders** to guide the development of testing facility and our business plan. We spoke with 20 outdoor brands, received 12 quotes from machine manufacturers, conducted competitive analyses for the product testing industry and outdoor media industry, and conceptualized an innovative recurring revenue model for C.A.M.P.



Our industry research and competitive analyses were integrated into a **comprehensive report** that synthesized best practices for achieving financial success and creating a strong competitive advantage. Our team recommended that the lab be staffed with two full-time engineers, house a combination of specialized and DIY gear testing machinery, utilize a two-tiered membership model with an a la carte option, and offer customized content and amplification services to clients.

Value Proposition Chart

| | C.A.M.P. Outside | IER at KSU | ACT Lab | Hohenstein |
|---------------------------|------------------|------------|---------|------------|
| Tiered Membership | ✓ | ✗ | ✗ | ✗ |
| Fee for Service | ✓ | ✓ | ✓ | ✓ |
| Content Services | ✓ | ✗ | ✗ | ✗ |
| Standard Testing Services | ✓ | ✓ | ✓ | ✓ |
| Customized Services | ✓ | ✗ | ✓ | ✓ |
| Ability to visit the lab | ✓ | ✗ | ✗ | ✗ |

C.A.M.P. as compared to other testing facilities that service outdoor industry brands.

Phase 3: Business Plan

Our comprehensive report was used to create a powerful **business plan** for C.A.M.P. To bring the plan to life, our team created a **digital magazine** that follows a product's journey through C.A.M.P. as an homage to Outside Magazine's renowned history of storytelling. The compelling story highlights the lab's key touch points and impacts within the outdoor industry in Colorado and beyond. Our team also created a suite of go-to-market materials, including a **one-pager** and **pitch decks** for raising awareness, presenting to potential investors, and building industry and community support for C.A.M.P.