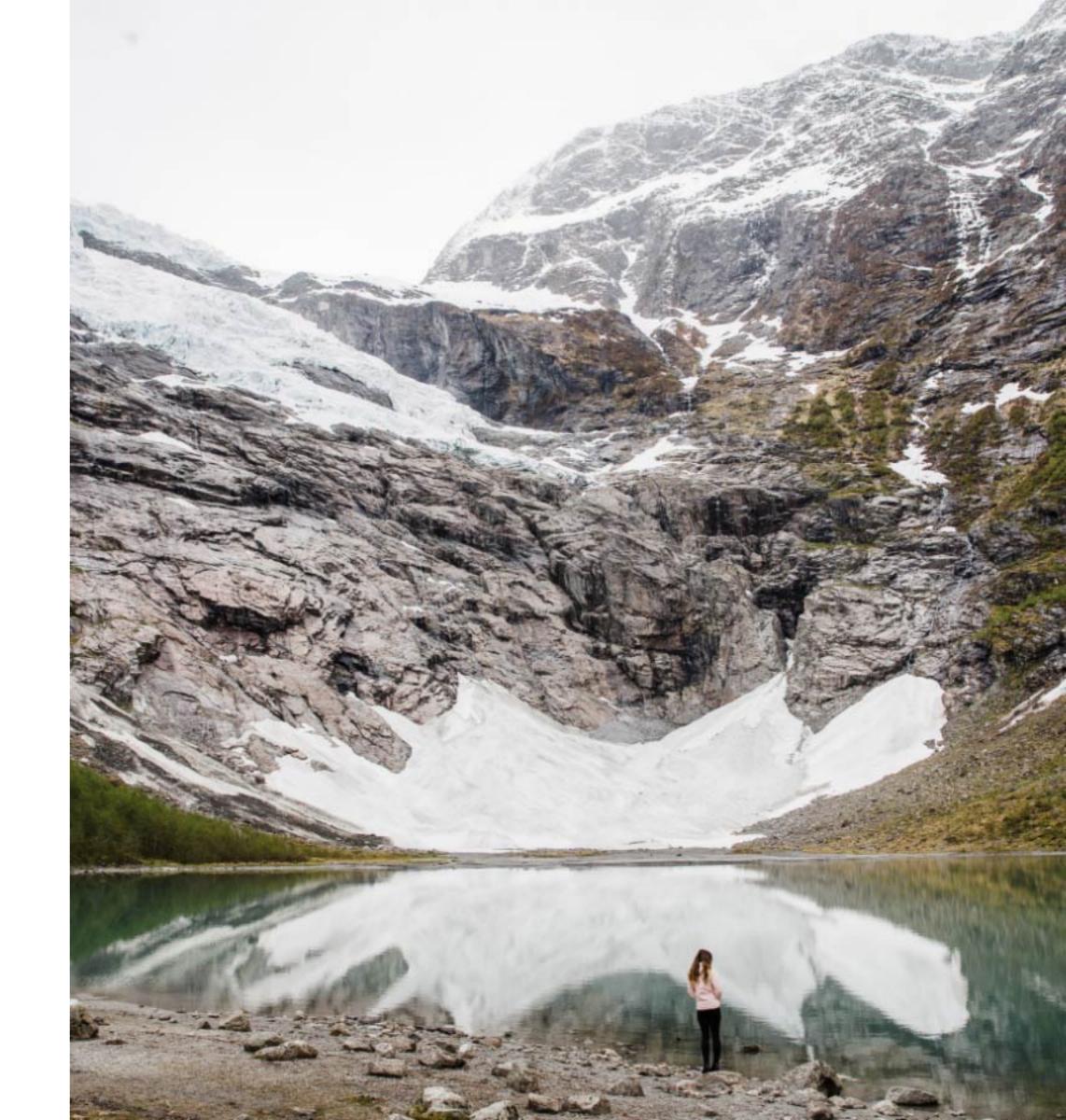


Part 1

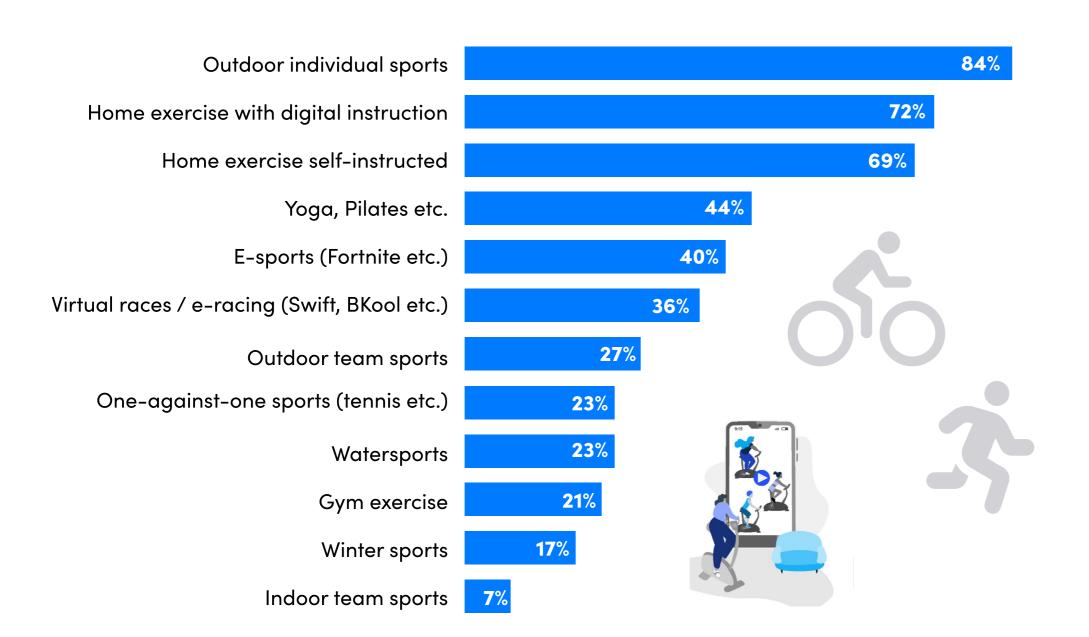
Trends in Outdoor Apparel E-Commerce



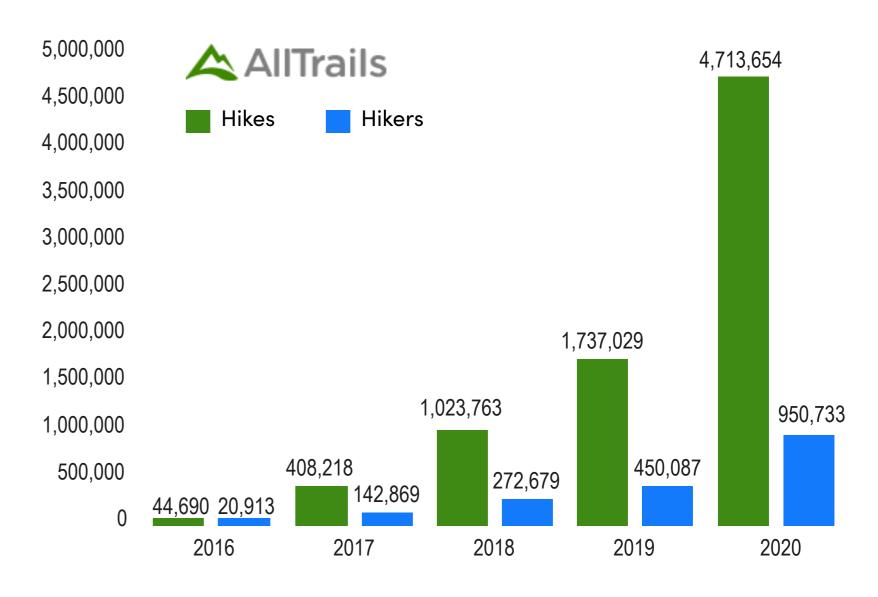
Growing Number of Outdoor Activity Participants

Sustained growth impact expected in outdoor individual sports (e.g. running, cycling, hiking) and home exercise (digital and self-instructed)

In which sports/physical activity categories do you expect to see a lasting increase in participation in 2021 vs. pre-COVID-19?



Number of hikes and hikers recorded on Alltrails



Source: WFSGI + McKinsey & Company Sporting Good Survey October 2021

https://runrepeat.com/hiking-never-more-popular

Eight Key Trends in the Sporting Goods Industry

1. Athleisure

The pandemic only escalated the blurring between sport-specific and sport-inspired casual clothing. Technical wear and lifestyle lines need to coexist, but need to be labeled clearly for the intended use.

2. Physical activity gap follows the income gap

The affluent class became more active while the financially struggling ones became less active during the lockdown in the U.S. There is an opportunity to make a healthy lifestyle attainable for wider audiences.

3. Sustainability

The community-based exercise app like Peloton will continue to grow. The crossover between fitness and fashion is growing through their new emphasis on its retail and apparel. We will see the hybrid of traditional and digital activities.

4. Digital fitness and exercise community take off

The community-based exercise app like Peloton will continue to grow. The crossover between the fitness and fashion is growing through their new emphasis on its retail and apparel. We will see the hybrid of traditional and digital activities.

5. Increase of direct-to-consumer (DTC) sales

Multi-brand websites such as REI and Moosejaw became very popular to get the best price and service. The single-brand store e-commerce needs to provide a unique experience that these multi-brand web stores don't.

6. Marketing shift from assets to influencers

Consumers get inspired from influencers, movies and professional athletes through digital platforms.

7. Incorporating digital experience into physical retails

More than 30% of outdoor apparel customers reside in metropolitan areas. Both in-store and digital experience need to be seamless and emotionally satisfying.

8. Supply chains flexibility

Digital penetration is allowing the stores to react to demand volatility.

Reference: WFSGI + McKinsey & Company Sporting Goods 2021

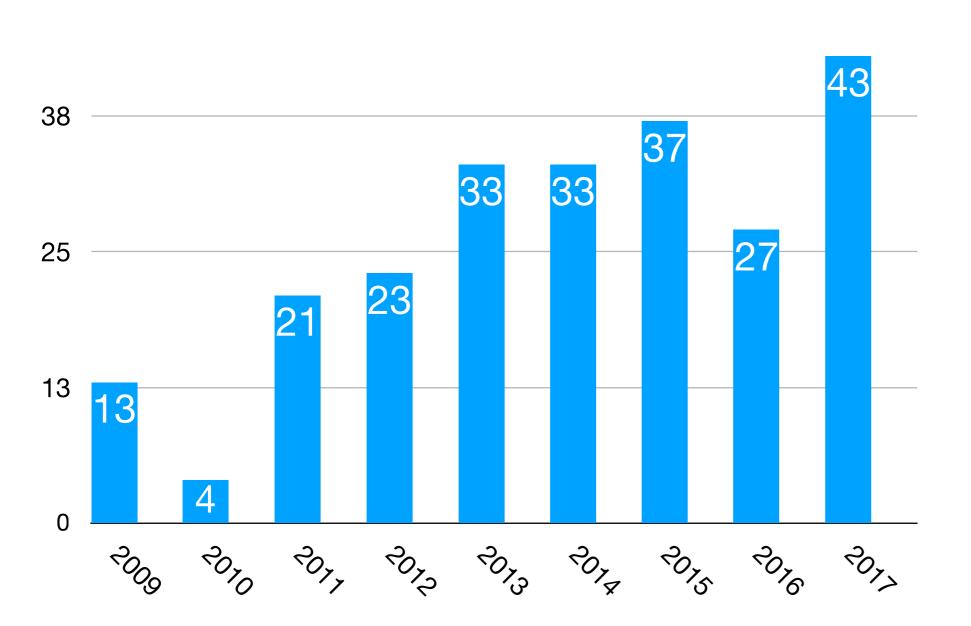
Part 2
Growing popularity of climbing



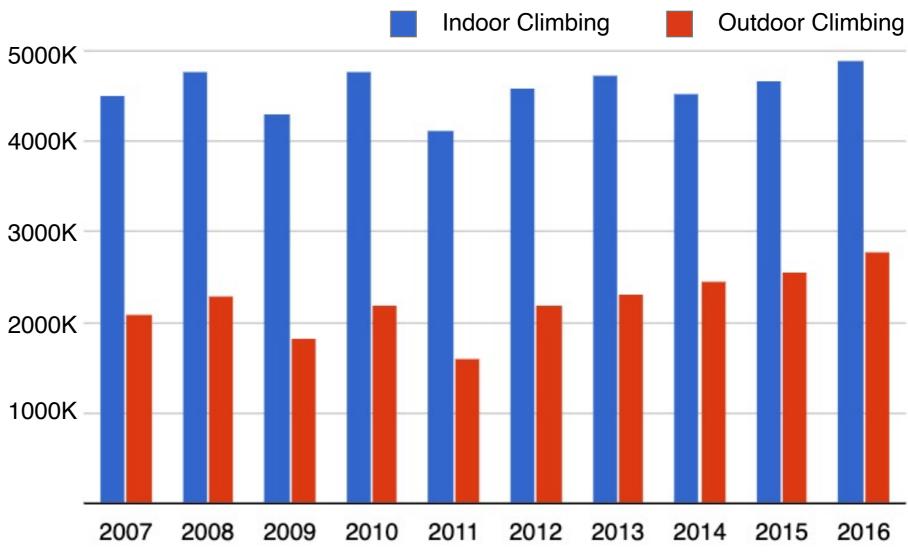
Surge of new climbers

With the inclusion of climbing into Olympic Games followed by the pandemic, the sport saw a massive surge of new climbers both in the gyms and outdoors.

New US Climbing Gyms by Year



Growth of Gym-focused vs. Outdoor-Focused Climbers



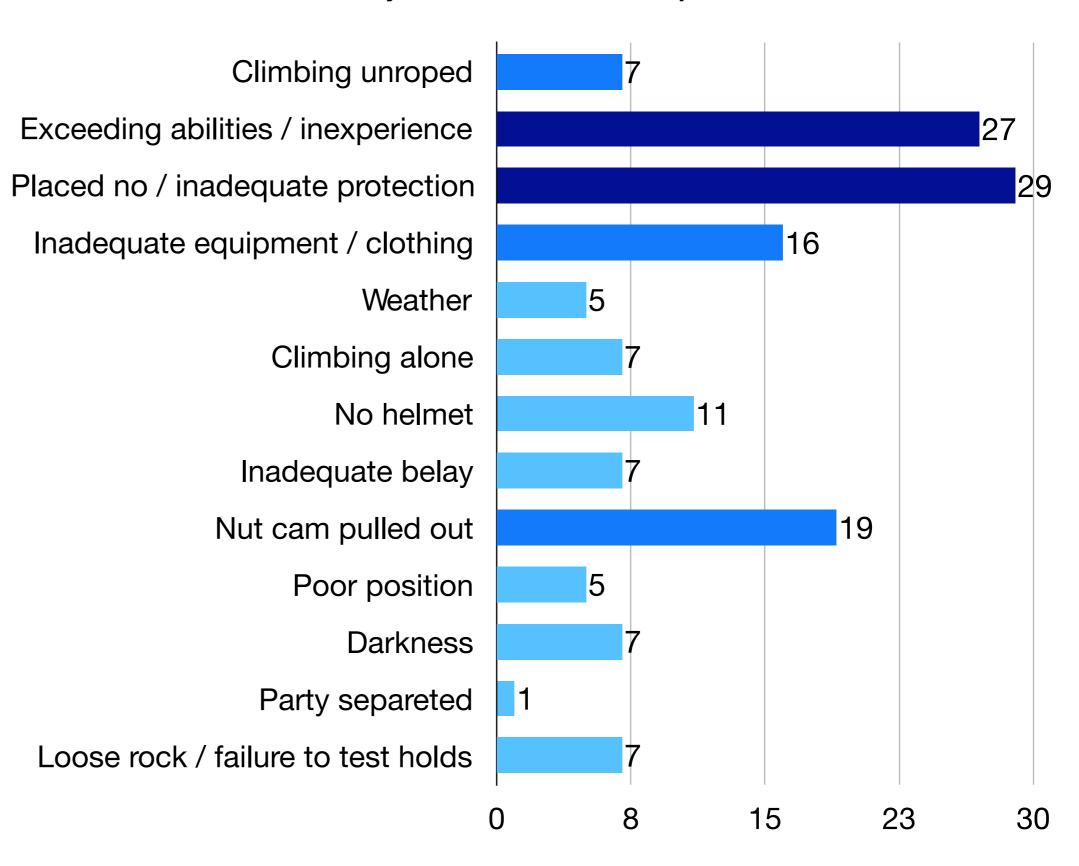
https://www.99boulders.com/the-growth-of-climbing

Contributory cause of accidents

There were 187 climbing and mountaineering accidents reported in the United States in 2018.

Nearly 60% of contributory causes of the accidents were from climbers being unprepared, overconfident, or overlooking safety protocols. These accidents can be prevented if climbers are properly educated and frequently reminded about the importance of practicing safe climbing.

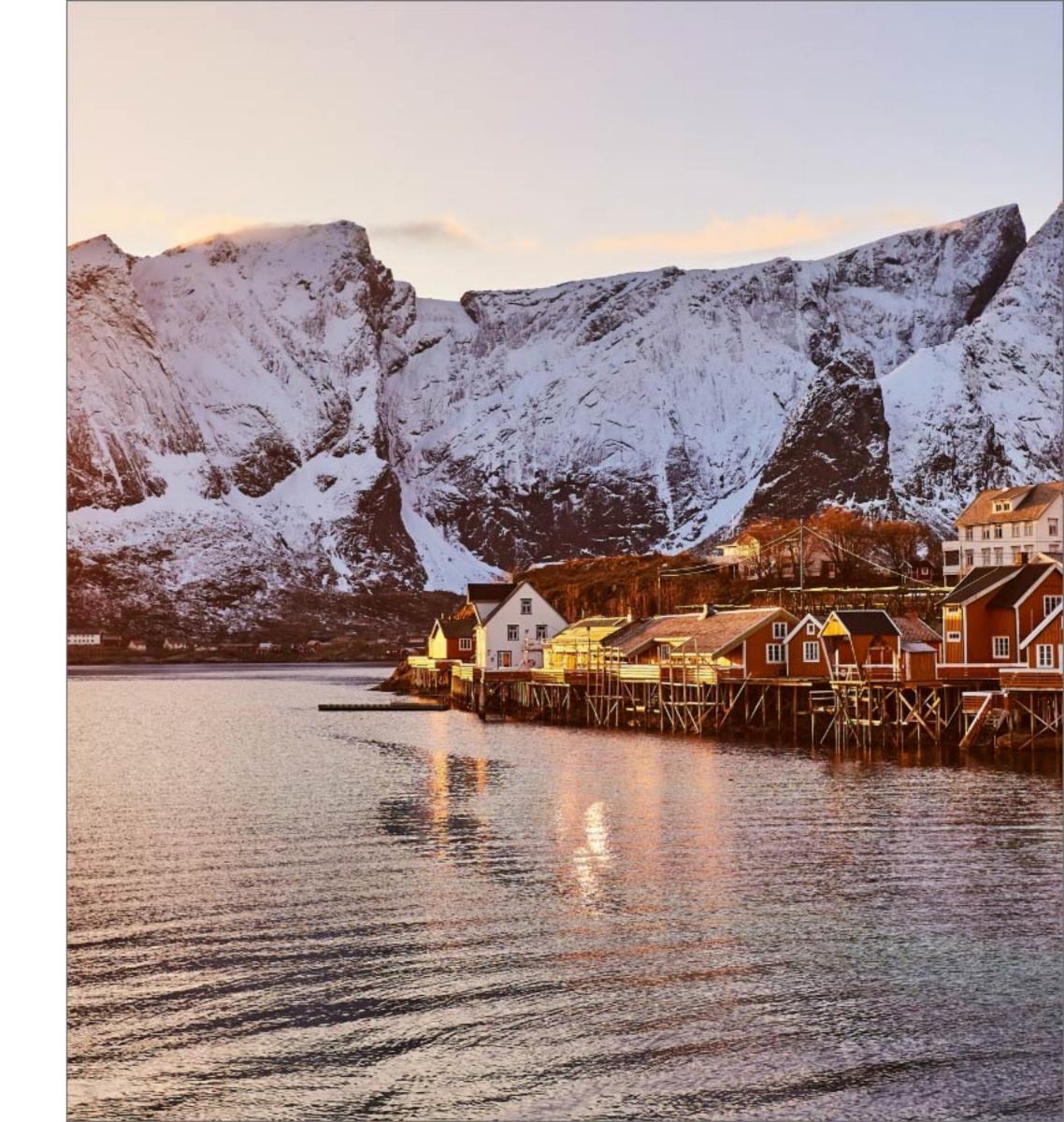
Contributory cause of accidents reported in 2018



AAC Accidents in North American Climbing 2019

Part 3

Competitive Analysis

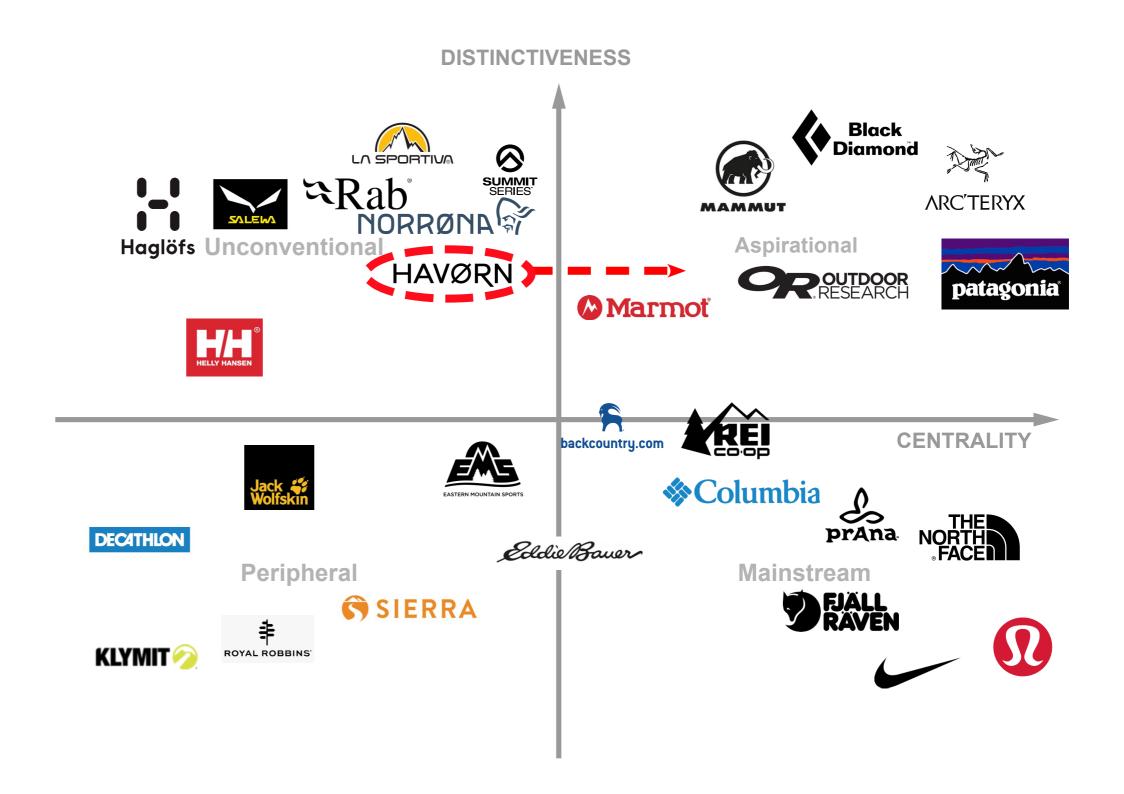


Competitors

"Distinctiveness" in this map indicates how sport-specific their products are for hiking, mountaineering, and climbing. Brands that are strong in other sports may be excluded, or rated low. The higher the distinctiveness is, the more expensive the brand tends to be. Brands that are high in "centrality" are those that come to our mind first. Those in the "aspirational" quadrant are the brands that are both well-known and technical.

What are we aspiring to be?

Havørn represents the aggregate of the possibilities that many foreign brands strive to become in the U.S. market. User survey participants had strong loyalty to the brands founded by the leading figures in the sport. It is important to tell the story – with the images that entice an adventure, and characters with whom customers identify themselves.



Mammut



First Impression

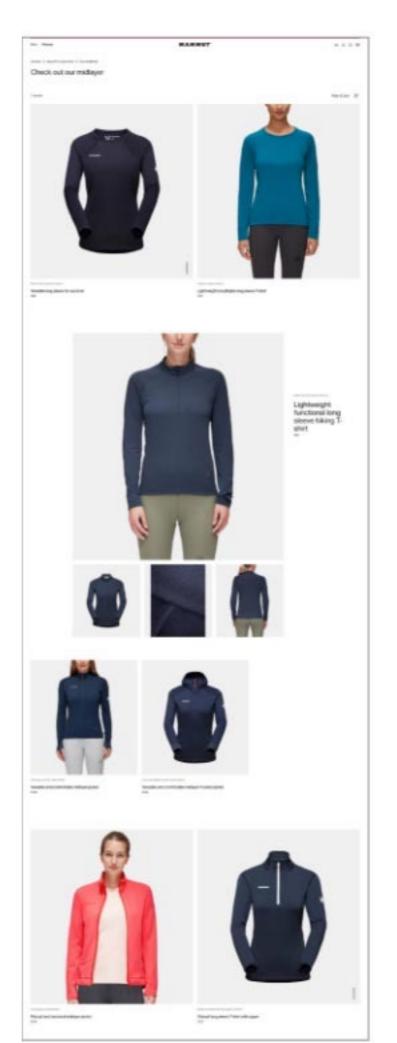
Mammut's website is impressive: their product placement is well thought out and integrated with beautiful sceneries. It has unique filtering with pictures, videos and transitions.

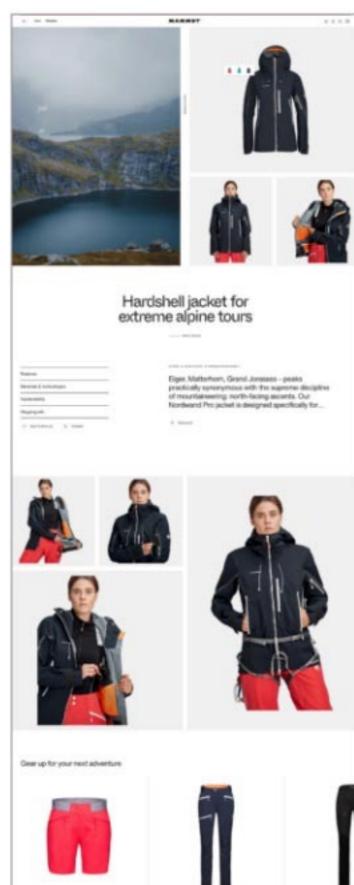
Good

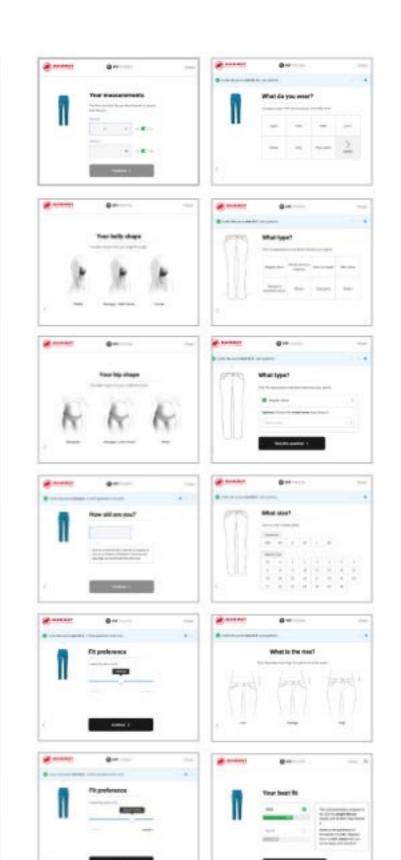
Aside from the beautiful layout, Mammut offers comprehensive technical comparison tools so that the users can compare the difference between \$600 and \$300 jackets.

Not So Good

The steps for fit finder are excessive, and the referenced brands are casual clothing such as Levis and Gap, rather than sports specific competitors. It felt almost useless to have such features. The page did not offer the US to European size conversion chart either.







Mammut



Navigation and Filter

The less conventional side panel navigation takes a bit to get used to: however, filtered products are color coordinated and mimics an editorial magazine.

Comparison tool is both a beautiful and useful feature. Having more fluidity in layout is interesting.

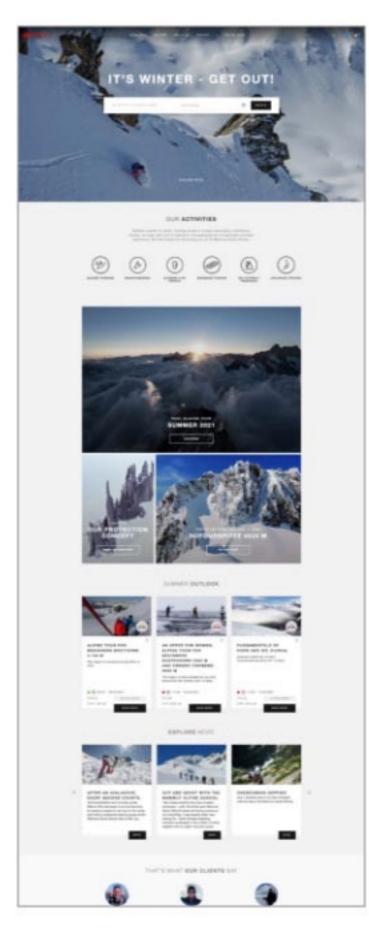
Sociopolitical Issues

Sustainability is not overly emphasized on mammut.com, but subtly summarized in the support section. The filter also offers a button for a sustainable product line.

Education & Experience

Mammut has a separate website for Alpine School, which is linked to the online shop. Alpine School's website is straightforward while maintaining the brand image. Very organized and easy to understand compared to REI Adventure or AirBnB Experience.







Black Diamond



First Impression

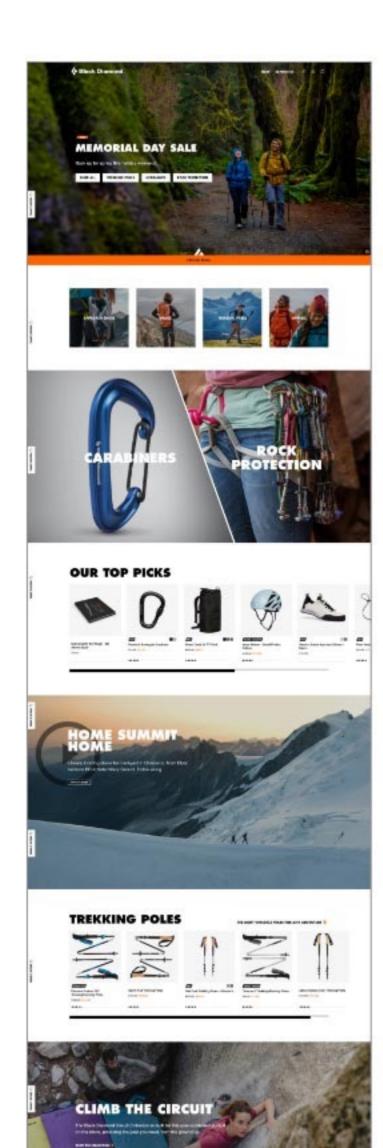
Bold and easy to follow design. Home page is organized with a hero image and selections of products by categories. Images focus on semiprofessionals in actions with products.

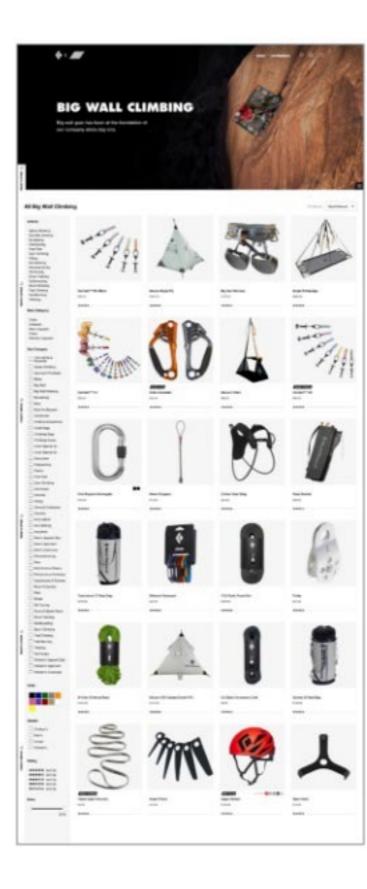
Good

Navigations for searching and filtering products are pretty easy and organized. A product page comes with multiple pictures and a YouTube video explaining the technical details.

Not So Good

While having simple two main categories "Shop" and "Experience" is great, the latter is unorganized and hard to navigate. Six categories: Sports, Stories, Community, Tech Innovations, Sustainability, and Freeride World Tour are in the Experience section.







Black Diamond



Navigation and Filters

"Shop" category is organized and straightforward.

One can navigate, choose colors and size pretty
easily. It does not have a fit finder, but the size chart is
pretty detailed and seems accurate. "Experience"
section is however not organized well.

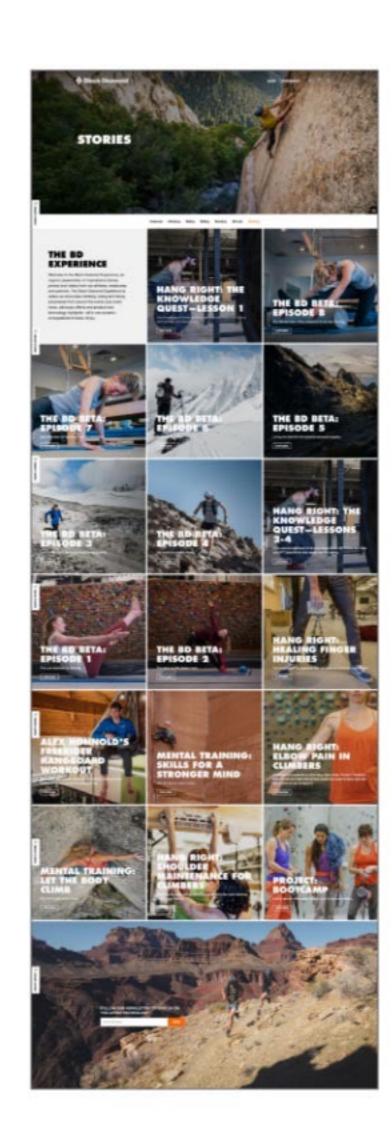
Sociopolitical Issues

It lists the products employing environmentally friendly materials. For most climbing gears, uncompromisable safety and strength of material often come before sustainability of the products.

Education & Experience

Categories are intertwined and hard to navigate if one is looking for specific information.

Material and technique stories are interesting. Some exercise programs for climbers seem very useful, however the lengthy blog style page may be hard to follow for someone with short attention span or vision problems.









Outdoor Research Outdoor Research



First Impression

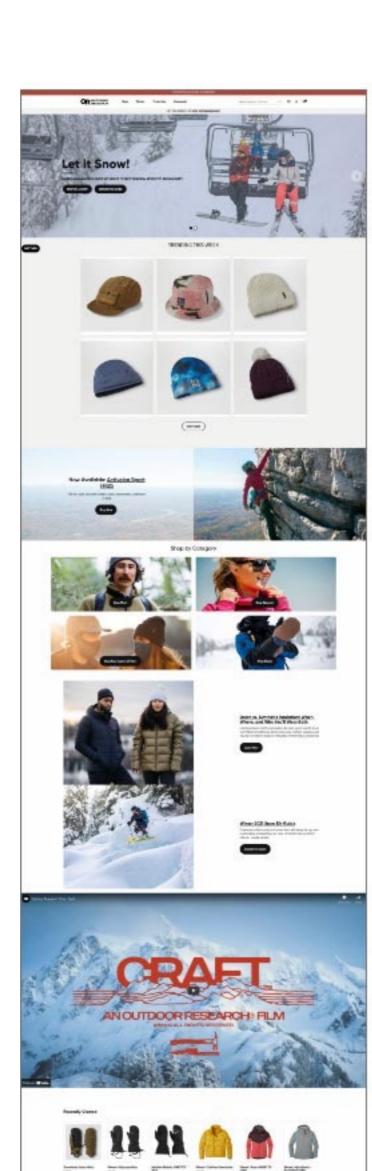
The Seattle based company was founded by a nuclear physicist and adventurist, Ron Gregg, who started inventing functional clothing and gears after a failed expedition to Denali. Their research-based approach produced a wide range of products from recreational outdoor to military tactical markets.

Good

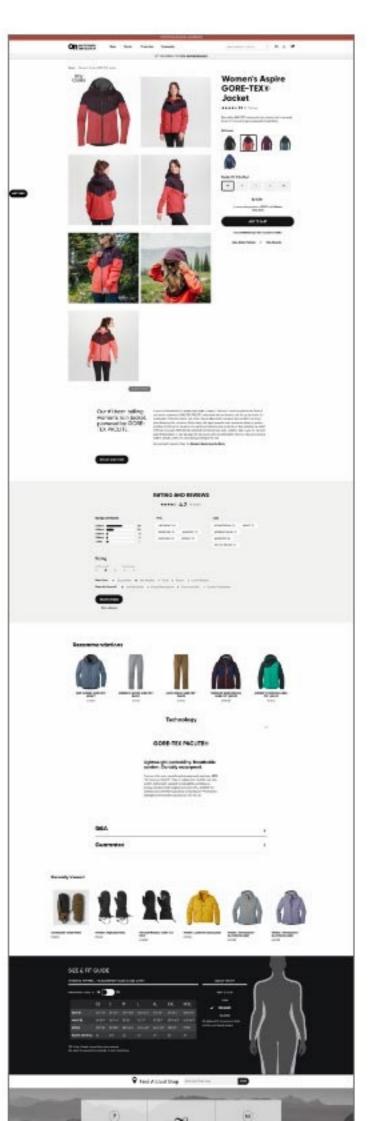
Straightforward organization allows users to find items easily. Stories and Community sections have very rich content. Size guide at the end of the product page is large and easy to understand.

Not So Good

It doesn't have dedicated pages for each sport except Tactical products in the Protection page. Technical specs are hidden on side menu. The intended use of the product is not clearly indicated other than few pictures. Although it lacks style, Community section is pretty straightforward. It could use more distinctive hierarchy and styling to pique users' interest.







Outdoor Research Outdoor Research



Navigation and Filters

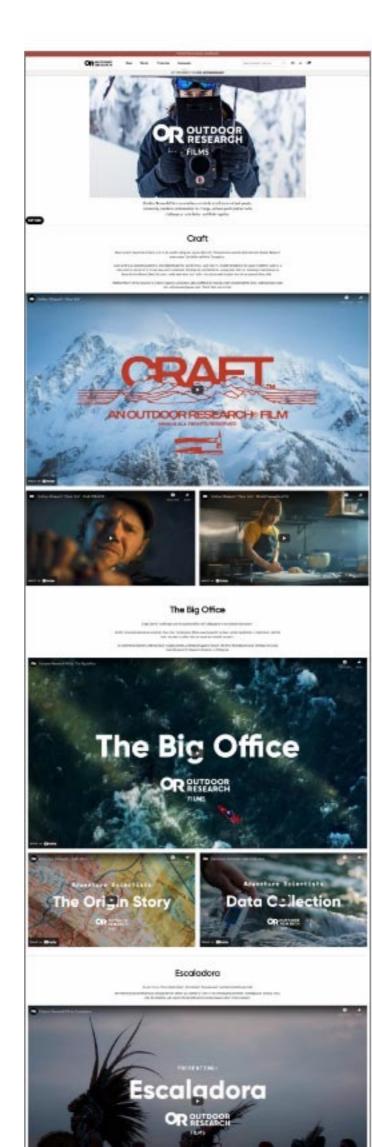
Filters are pretty standard. They could use subcategories considering how wide the range of products they have. Community section is organized well but some useful information is buried and hard to find.

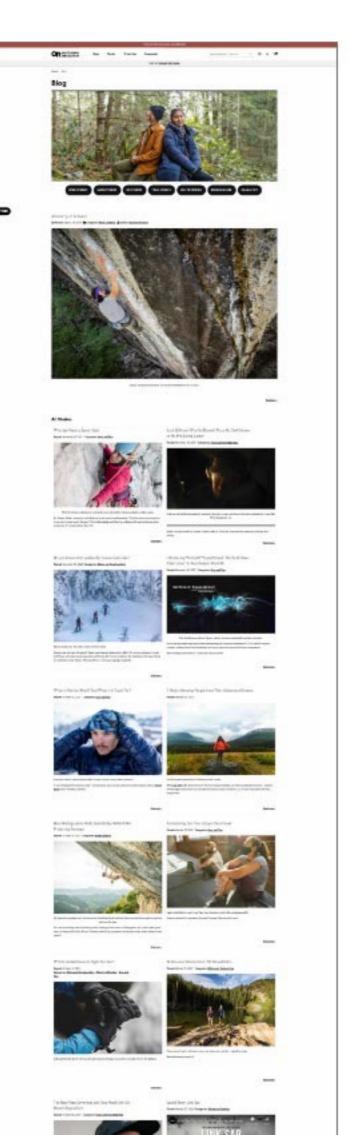
Sociopolitical Issues

Corporate responsibility page is tacked under Community, showing how products are made, etc.

Education & Experience

OR actually has a ton of reliable educational content on Youtube produced in partnership with reputable organizations such as American Mountain Guides Association. Unfortunately they are not accessible from the brand website. Each partner has a page dedicated with an introduction and pictures but they do not have any organized content curated in the Community section. This seems to be a big lost opportunity. Their Youtube channel also has videos about their products and how to choose them, however they are not listed on the product page on the website.







Mammut



Black Diamond



Outdoor Research



Strengths

- Unique interface
- Beautiful layout
- Uncluttered and clean architecture
- Comprehensive comparison tools
- Filter button for sustainable products
- Mammut Alpine School page is clean and organized

Weaknesses

- Unusual menus may confuse some people
- There may be too many interactive elements
- Fit Finder is convoluted and useless

Strengths

- The product page is easy to use and well organized
- The map shows the inventory of items in major outdoor stores
- The product's technical features are explained by the expert in the video
- Shop section is well organized and easy to understand following the familiar grid layout
- Great variations and content in stories

Weaknesses

- Information architecture in the Experience section is not completely fleshed out
- Redundancies across subcategories in Experience sections.
- Experience needs filters or subcategories
- Stories should have a consistent format

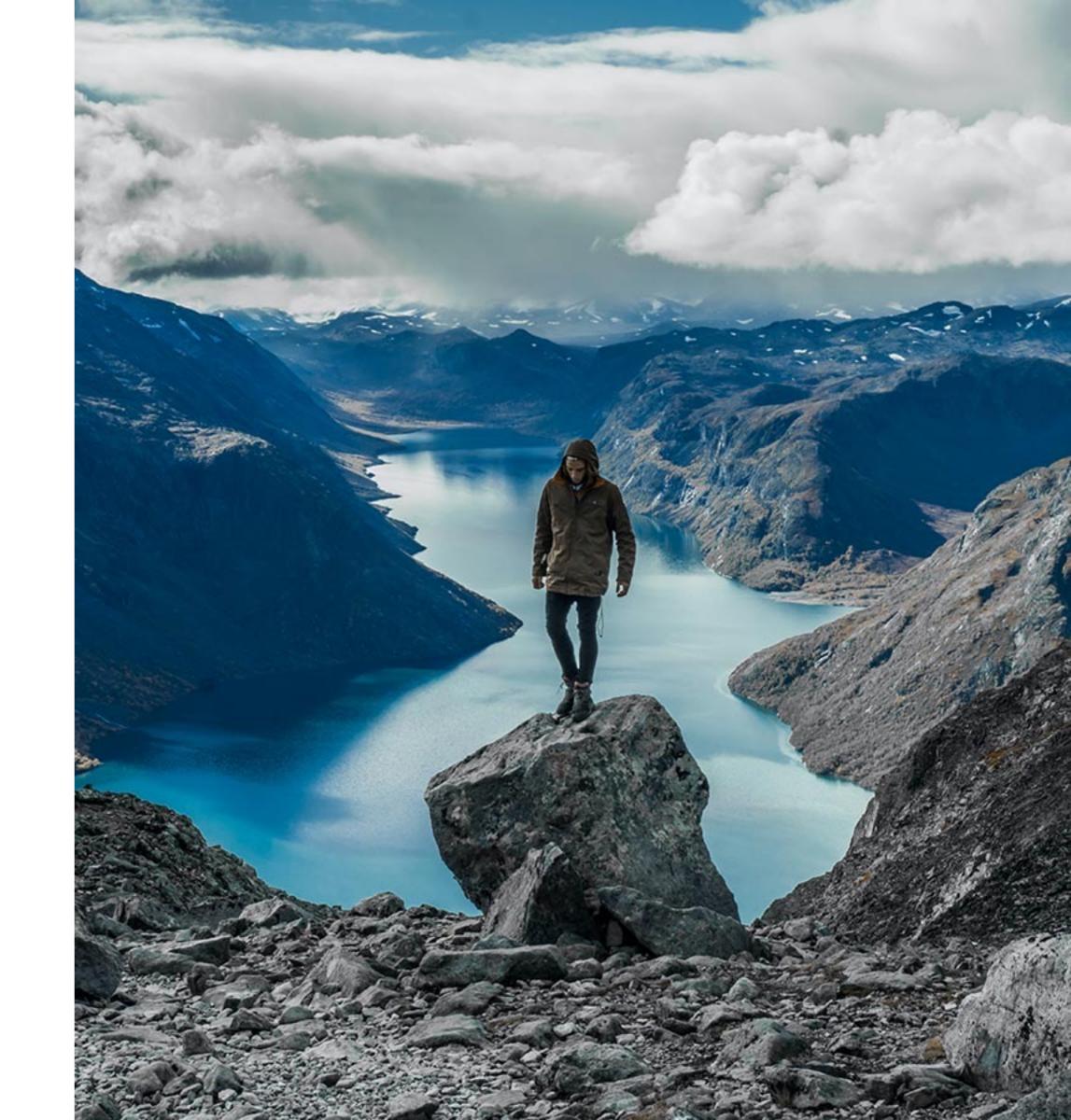
Strengths

- Easy to understand and straightforward navigation.
- Simple styles and layout.
- Films and Stories are interesting and provide good content.
- Separated section for military / tactical products

Weaknesses

- No sports specific category pages.
- Technical specs and intended use of each product are not clearly indicated
- Their Youtube channel has amazing contents, but they are not shared on the website
- Needs filters and/subcategories for films and stories

Project Background



History of Havørn

Two accomplished mountaineers, **Thomas Havik** and **Alexander Ørn** began creating hand-forged climbing gears and clothing since 1968 in Åndalsnes, the mountaineering capital of Norway. In 1988, on the twentieth anniversary, **Havik & Ørn Fjellutstyr AS** changed its name to **Havørn**, and debuted in North America and Asia. Ever since, Havørn has been providing quality products to climbers and athletes all over the world. The brand has established a successful niche in high-end technical outdoor apparel.

The name Havørn, while it is a blend of two founders' last names Havik and Ørn, it also translates to the Norwegian word for "white-tailed eagle", a common sight along the coast of Norway, the birthplace of the brand. The image of the eagle also reflects the brand motto, "Soar higher, stronger."

^{*}Havørn is a fictional company specifically created for this conceptual project. Unless otherwise indicated, all the names, characters, businesses, places, events in this project associated with Havørn are either the product of the author's imagination or used in a fictitious manner.

About Project

Havørn is a high-end outdoor apparel company based in Norway, known for quality clothings and gears for mountaineering, climbing, skiing and hiking. Over the years it shifted the focus from hardware to technical clothes for men and women. The brand also has a small selection of packs, non-technical clothes. It is relatively well-established in Europe, and aims to increase the market share in North America. It has a basic e-commerce website, however it seems to lack the brand image and other attractions that competitors have. The brand needs to revamp their website with bespoke content in addition to the user-friendly e-commerce framework.



^{*}Havørn is a fictional company specifically created for this conceptual project. Unless otherwise indicated, all the names, characters, businesses, places, events in this project associated with Havørn are either the product of the author's imagination or used in a fictitious manner.