

Cascadia Outdoors – Company Operating System

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Executive Summary

Cascadia Outdoors' COS focuses on **omnichannel excellence, distinctive assortment (including private label)**, and **experience-led retail**—all enabled by **data & AI-driven merchandising, agile store operations, and sustainable stewardship**. The 2026 plan targets **10–12% revenue growth**, improved **gross margin**, faster **inventory turns**, and a step-change in **customer loyalty** and **NPS**. Operating discipline is maintained through a clear **focus rhythm** of weekly huddles, monthly business reviews, and quarterly assortment and supply-chain checkpoints so strategy continuously informs execution. [1](#)

Foundation

Mission

Equip every adventure—responsibly—by outfitting people with trusted gear, expertise, and community.

Vision

Be the Pacific Northwest's most loved outdoor outfitter, blending trail-tested products, inclusive experiences, and environmental stewardship.

Core Values

1. **Stewardship** – Protect wild places and operate sustainably across sourcing, logistics, and stores.
2. **Inclusion & Belonging** – Welcome every body and every background; partner with local communities and tribes to expand access to the outdoors.
3. **Integrity** – Do the right thing—for customers, teammates, partners, and the environment—even when it's hard.
4. **Customer Obsession** – Design end-to-end experiences that solve real outdoor needs, from trail to town.

5. **Entrepreneurial Spirit** – Test, learn, and take smart risks to create distinctive products and services.
6. **Craftsmanship & Excellence** – Prioritize quality, durability, and fit; measure twice, cut once.
7. **Transparency** – Share decisions, performance, and progress openly to build trust.

Annual Goals (2026)

- **Revenue:** \$55–\$56M (\approx 10–12% YoY growth)
 - **EBITDA margin:** +150 bps improvement
 - **Gross margin:** +200 bps via mix, private label, and markdown reduction
 - **Inventory turns:** from 3.8 → **5.0**
 - **E-commerce share of sales:** **25%** (with BOPIS/BORIS fully available)
 - **NPS:** **70+** and **90%** on-time delivery
 - **Shrink:** \leq **1.3%**
 - **Sustainability:** **15%** CO₂ reduction (scope 2), **30%** recycled/low-impact materials mix in private label
 - **Loyalty:** +**100k** active members; repeat purchase rate +**400 bps**
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Strategies

1. Omnichannel Experience & Convenience

Deliver seamless discovery, purchase, and fulfillment—site/app, store, curbside, and trailhead pickup. Optimize BOPIS/BORIS, appointment outfitting, and real-time store inventory.

1. Assortment Differentiation & Private Label

Strengthen core categories (camp, hike, fish, snow) while introducing **Cascadia Trailworks™** private label with technical apparel and accessories tuned to PNW conditions.

1. Experience-Led Retail & Community

Turn stores into learning hubs with workshops, repair services, and guided outings; deepen partnerships with local clubs, parks, and tribal organizations.

1. Data & AI-Driven Merchandising

Use demand forecasting, size-curve optimization, and markdown science to improve margin and turns; responsibly apply AI in buyer workflows and weekly business reviews. (Company OS guidance: strategy informs annual plans and focus rhythm.) [1](#)

1. Supply Chain Resilience & Speed

Shorten lead times, diversify vendors, expand near-shore options, and implement RFID for accuracy and cycle counts.

1. Sustainable Operations

Integrate sustainability into design, sourcing, packaging, and logistics; publish annual ESG metrics and product impact labels.

1. Brand & Partnership Strategy

Elevate Cascadia Outdoors' brand through storytelling, expert staff voices, and collaborations with premium and native PNW makers.

Objectives & Key Results (OKRs)

Organized by team with metric-based Key Results; the COS uses hierarchical OKRs and a focus rhythm to keep strategy connected to day-to-day execution. [1](#)

1) Merchandising

Objective: Build a distinctive, high-margin assortment tuned to PNW conditions.

Key Results:

- Lift **private label penetration** to **12%** of sales with **< 2%** return rate.
- Improve **size-curve fit** accuracy to **95%** for top 50 styles.
- Reduce **markdown rate** by **150 bps**; increase **full-price sell-through** to **60%**.

2) E-commerce & Digital

Objective: Create frictionless, personalized digital shopping and service.

Key Results:

- Grow **e-commerce** to **25%** of total sales; BOPIS/BORIS adoption to **35%** of e-comm orders.
- Increase **site conversion** by **75 bps**; reduce **page load** to **< 2.5s** median.
- Launch **gear finder** and **fit helper**; achieve **20%** assisted-fill rate.

3) Store Operations

Objective: Run safe, efficient, high-service stores.

Key Results:

- Achieve **90%** on-time delivery and **95%** shelf accuracy (RFID pilot in 10 stores → chain-wide).
- Reduce **shrink** to **≤1.3%**; improve **labor productivity** by **8%** with smart scheduling.

- Hit **NPS 70+** and **4.7/5** post-workshop ratings.

4) Supply Chain & Logistics

Objective: Increase speed, accuracy, and sustainability of the network.

Key Results:

- Cut **lead times** by **15%** through vendor diversification and near-shore options.
- Increase **DC pick accuracy** to **99.5%**; reduce **split shipments** by **25%**.
- Reduce **packaging footprint** by **20%** (weight/volume) with recycled materials.

5) Brand & Community

Objective: Make Cascadia Outdoors the PNW outfitter of choice.

Key Results:

- Launch **Cascadia Trailhead™ loyalty**; add **100k** active members and **+400 bps** repeat rate.
- Host **120** events/workshops; drive **store traffic +8%** and **email engagement +300 bps**.
- Produce **6** documentary micro-stories featuring local communities and guides.

6) Finance & Admin

Objective: Strengthen profitability and working capital.

Key Results:

- Improve **EBITDA margin +150 bps** and **gross margin +200 bps**.
- Lift **inventory turns** to **5.0** while maintaining **in-stock 96%** core SKUs.
- Reduce **freight cost per unit** by **10%** with better consolidation.

7) People & Culture

Objective: Build an inclusive, expert, adventure-ready team.

Key Results:

- Complete **skills mapping** and **training paths** for outfitters and category buyers.
- Improve **retention +5 pts** and **internal mobility +3 pts**.
- Achieve **100%** participation in safety & stewardship training.

8) Sustainability

Objective: Embed stewardship in products and operations.

Key Results:

- **15% CO₂** reduction (scope 2) and **10%** energy intensity reduction per store.

- **30%** of private-label units with recycled/low-impact materials.
 - Publish **2026 ESG Report** with third-party review.
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Focus Rhythm

A predictable cadence connects strategy → plans → execution:

- **Weekly (Store & Category Huddles):** sales, service/NPS, inventory health, safety; rapid issue clearing.
- **Monthly (Business Review):** performance vs. OKRs, margin drivers, supply-chain and digital KPIs, adjustments.
- **Quarterly (Assortment & Ops Reviews):** seasonal line decisions, vendor scorecards, sustainability checkpoints.
- **Annual (Planning & Retro):** foundations refresh, strategy adjustments, OKRs, budgets, and operating model improvements.

This aligns to the Company OS emphasis on maintaining clarity and regular performance awareness through a documented meeting rhythm. [1](#)

Big Rocks (2026)

Summary: 0 completed, 0 in progress, **12** not started (to begin Q1)

1. **Launch “Cascadia Trailhead™” Loyalty** – design tiers, benefits, and trail credits; integrate with POS/e-comm.
2. **BOPIS/BORIS & OMS Upgrade** – enable true network-wide reservation, slotting, and promised-date accuracy.
3. **RFID Rollout** – pilot in 10 stores, then chain; target shelf accuracy **95%+**.
4. **Private Label (“Cascadia Trailworks™”)** – debut 3 capsule collections; technical apparel, packs, accessories.
5. **Demand Forecasting & Markdown Science** – implement AI-assisted tools for size-curve, lifecycle, and price.
6. **Vendor Scorecards & Near-shore Mix** – resilience, lead-time, sustainability, and quality metrics.
7. **Seattle Flagship Remodel** – experience zones, repair bar, outfitting appointments, and community classroom.
8. **Tribal & Local Partnerships** – co-created programming, access initiatives, and storytelling.

9. **ESG Product Impact Labels** – introduce item-level sustainability info and packaging reduction.
 10. **Peak Season Readiness (Fall/Winter)** – inventory, labor, and service playbooks; pop-up trail clinics.
 11. **Data Platform & Retail BI** – unify sales, inventory, events, and loyalty dashboards for ops/merch.
 12. **Brand Storytelling Campaign** – short-form films and expert guides; measure lift in traffic and repeat rate.
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Teams

1) Merchandising

- **Objectives:** 1
- **Big Rocks:** 3

2) E-commerce & Digital

- **Objectives:** 1
- **Big Rocks:** 2

3) Store Operations

- **Objectives:** 1
- **Big Rocks:** 3

4) Supply Chain & Logistics

- **Objectives:** 1
- **Big Rocks:** 2

5) Brand & Community

- **Objectives:** 1
- **Big Rocks:** 1

6) Finance & Admin

- **Objectives:** 1

- **Big Rocks:** 0

7) People & Culture

- **Objectives:** 1
- **Big Rocks:** 0

8) Sustainability

- **Objectives:** 1
 - **Big Rocks:** 1
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Summary Statistics

Metric	Value
Total Objectives	8
Completed Objectives	0
Average Progress	0% (new cycle)
Total Big Rocks	12
Completed Big Rocks	0
Total Teams	8

Notes & References

- This COS uses the same structural components your materials define (foundations, strategy, annual plans, focus rhythm) and the practice of hierarchical OKRs to keep strategy tied to execution. [1](#)
 - Your internal guidance emphasizes a **focus rhythm** (weekly, monthly, quarterly, annual) to sustain clarity and performance—reflected above. [1](#)
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Suggested visuals (optional)

- **Omnichannel flow** diagram (site → store → trail pickup)
- **Inventory turn vs. margin** bubble chart by category
- **NPS trend & service drivers** dashboard
- **ESG impact label** mockups for private-label items
