



REI: A Different Kind of Company

From 23 climbers to 21 million members

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It all started with an ice ax

- 1938: 23 climbers formed REI as a member-owned cooperative
- Today, the largest consumer co-op in the U.S.
- 21M members
- 174 stores in 41 states + District of Columbia
- REI Experiences – classes, rentals, day tours and multiday adventure travel
- Our mission is to get people outside
- 70% profits shared with employees, members and outdoor communities
- Charter and mission as a co-op shapes everything we do



Property of Museum of History & Industry, Seattle





The Voice of the Customer

Create action & empathy

- Continuous engagement with the customers truth
- Always on listening posts at every touchpoint that drive action
- Examples: Alaska Listens, Premera Listens, REI VoC
- Create empathy via customer stories and quotes, listening to customer service calls
- Customer-facing employees are closest to the truth
- Gemba walks



— REI CO-OP MEMBERSHIP —

One membership, a lifetime of
boundless discovery

Why do we exist?

- Anchor your CX program in your mission and business model
- Alaska Airlines >> Easy/Efficient
- Blue Cross >> Improved outcomes/lower cost/better CX
- REI >> Enable life outside
 - Gear & Apparel
 - Life-changing outdoor Experiences
 - Content: Expert Advice, Co-op Journal
 - Community





Serving Customer Journeys

Changing how we work

- Optimizing transactions >> Enabling end to end journeys
- Building journey maps & service blueprints to orient teams (Example: Lifetime Membership)
- Shifting from vertical to horizontal ways of working (Ex: Curbside pickup, Cycle)
- Seamless technology platforms
- New success metrics: CSAT, NPS, LTV



Innovation is Key

- Customers are changing, expectations are rising
- From optimizing known model to exploring new territory
- Innovation is hard
- COVID-19 created burning platform: Curbside pickup, virtual outfitting
- Innovation center of excellence to run experiments at scale
- Building new muscles around testing, failing, iterating, learning

The outdoors are for everyone.
The *industry* should be, too.

That's where you come in.



Impact

Shop & trade in *used gear*



REI COOPERATIVE ACTION NETWORK

Take a stand

Raise your voice in the movement to protect and share life outdoors.

Stay connected



Illustration by Christina Moreland



Time outside is a human right.

Now is the time to deliver on that right. For everyone.

The Co-op's Climate Commitment

Here are some of the reduction opportunities the co-op is considering in order to hit its target of reducing its greenhouse gas emissions 55 percent by 2030.



Corporate Services

(Utilities in our buildings, landfill waste, employee commuting)

- 100% renewable energy (ongoing)
- Zero-waste operations
- Alternative commuting options



Store Design & Transit

(Retail utilities, employee commuting, customer driving and experiences)

- 100% renewable energy (ongoing)
- Green building design & operations
- Solar PV arrays
- Low-carbon customer transit (EV charging, e-bikes, etc.)



Co-op Brands Products

(Materials + product manufacturing)

- Recycled & renewable materials
- Low-impact textile dyeing and finishing
- Supply chain renewable energy and efficiency



External Brands Products

(Materials + product manufacturing)

- Brand partner climate targets
- Low-impact packaging
- Supply chain renewable energy and efficiency



Product Use

(Use of all sold products)

- Expand used gear & rentals
- Buy back used gear
- Additional repair guidance



Product End-of-Life

(Disposal & recycling all sold products)

- Recycling unusable product



Logistics

(Transporting product)

- Low-carbon logistics vehicles
- Fewer air freight shipments



Adventure Travel

(Travel to and from destinations)

- Continue in-country standards for travel vendors

We fight for a life outside

"I honestly don't know how to put into words what these REI trips have meant for my mental and physical health during the pandemic. I'm not sure I would survive continuing to be a nurse if it weren't for the change to get outside and adventure safely with y'all. Thank you so much for your work in making my life better and helping me sustain my career in healthcare during these challenging times."



Thanks and Q & A

