

SHOULD GROWTH BE THE GOAL, OR THE REWARD?

Inside Patagonia's Growth Dilemma



Presentation by:
Kyan Carrier



Core Identity

- Built on purpose, not performance.
- Authenticity > Advertising
- Responsibility > Revenue



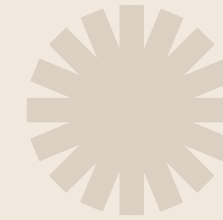
Yvon Chouinard

American Rock Climber and Founder of Patagonia

**Patagonia grew by doing
what others wouldn't...**

Principles Pay Off

Proof That Doing Good Works

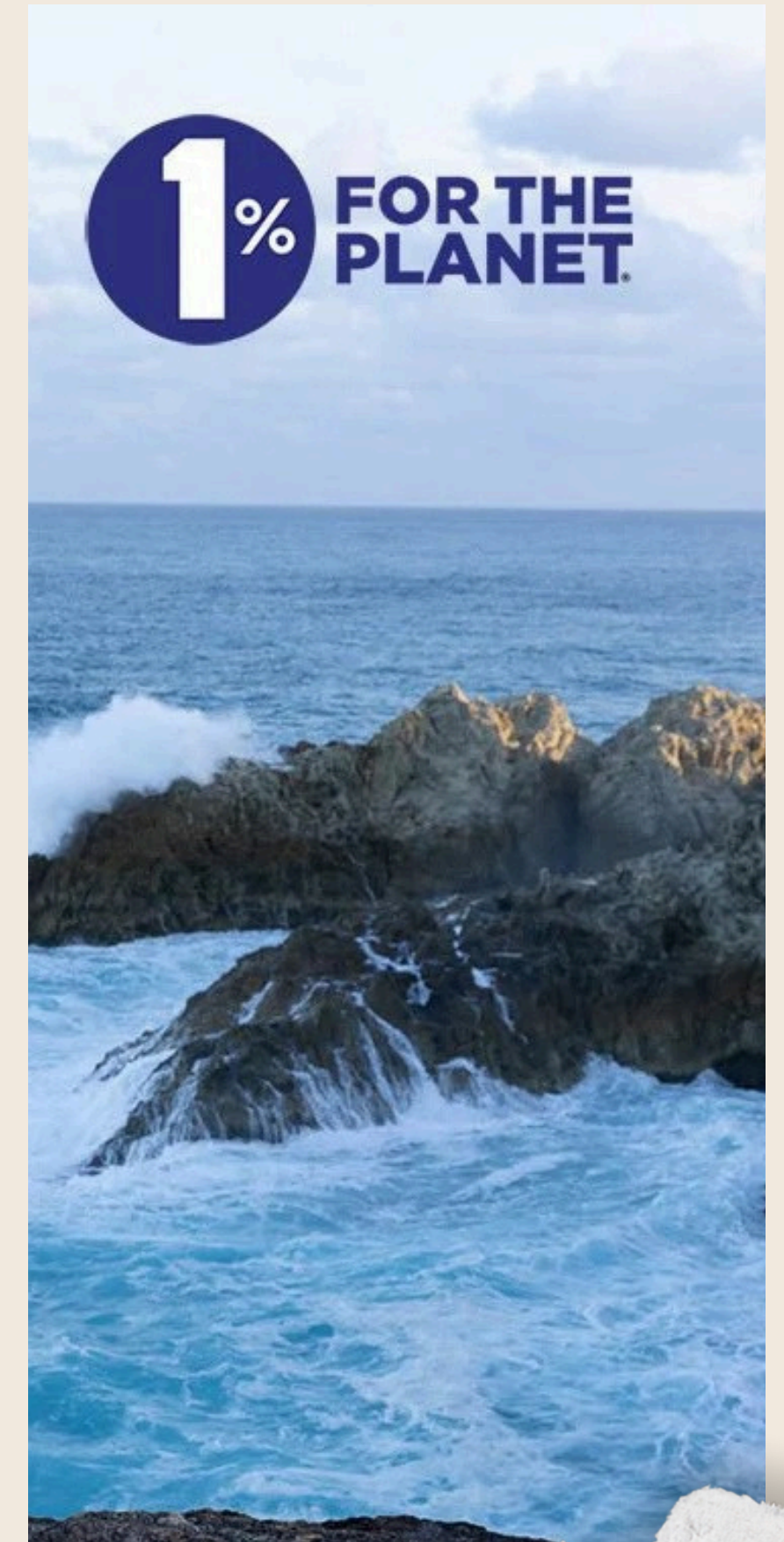
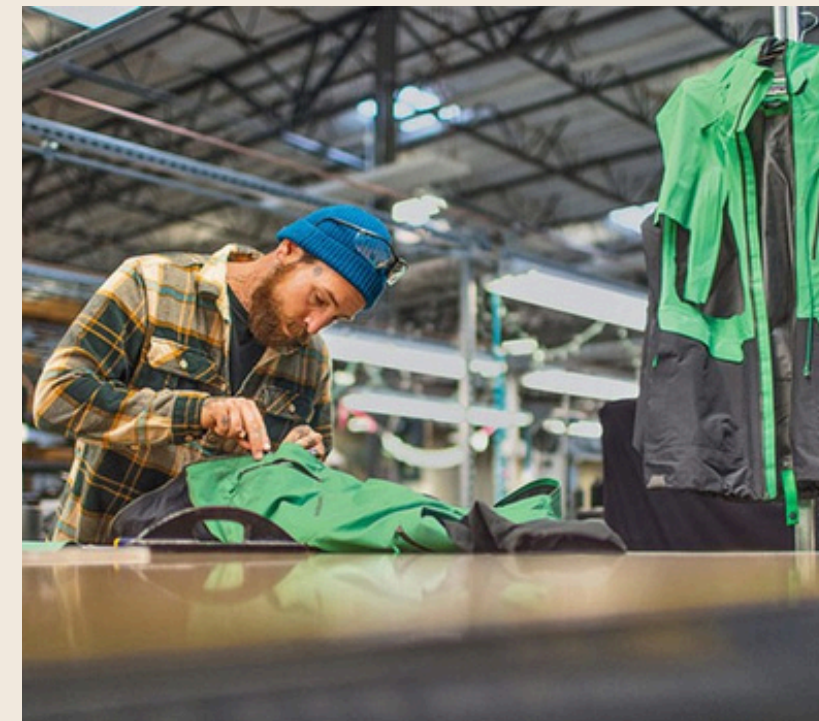
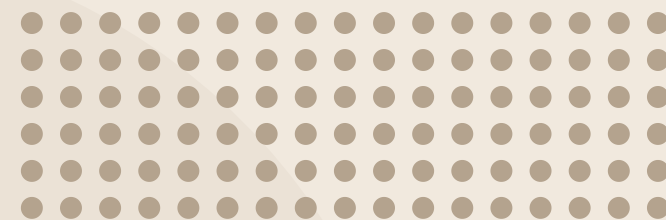


\$333M Revenue

6% Annual Growth

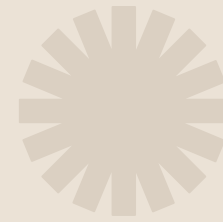
52.6% Profit Margin

- 100% Organic Cotton
- 1% of Sales Donated Annually
- 70% of Materials Used are Recycled
- 10% Reinvested in Environmental Progress



The Difference Between Optics & Ethics

- Most companies make ethical sacrifices to promote their image and public reputation
- Patagonia instead takes real financial hits, even when it frustrates shareholders, because the goal is impact.



Cheap, Unverified
Sourcing

Marketing Over
Action

Costs Pushed to
Consumers

Should Patagonia Chase 10% Growth?

CEO Casey Sheahan's Perspective



Unmet
Demand
=
Untapped
Growth

Grow
Through
Efficiency
NOT
Expansion

Same
Patagonia

New 10%
Growth Goal

Should Patagonia Chase 10% Growth?

Board & Yvon Chouinard's Perspective



Growth
Targets
=
Culture
Shift

Focus on
the Mission
And
Growth will
Follow

Guard the
Brand's
Integrity

Balancing Growth and Integrity - Key Differences

**The Board is right:
Chasing a number risks
Patagonia's brand identity.**

**Sheahan is right:
Patagonia
can grow by improving
supply and meeting
demand.**



The Path Forward: Growth Without Compromise

**Refine supply chains
to meet real demand**

**Keep mission and
sourcing non-negotiable.**

**Earn growth through
doing things right, not
pursuit.**



Thank You!

patagonia

By: Kyan Carrier