

DARE TO EXPLORE

Handbook





1.	Our Purpose	5
2.	Our Guarantee	11
3.	Our Customers	15
4.	The North Face Adventure	31
5.	Adventure Elements	35
	5.1. Greet	41
	5.2. Connect	47
	5.3. Discover	57
	5.4. Experience	67
	5.5. Storytelling	91
	5.6. Kit Out	103
	5.7. Scale	119
	5.8. Agree	127
	5.9. Community	133
6.	Summary	145



OUR PURPOSE

We dare to lead the
world forward through
exploration

**WE LOVE WILD PLACES
WE SPARK CURIOSITY
WE DARE TO DISRUPT
WE CREATE COMMUNITY
WE LEAD WITH INTEGRITY**

2 keywords from our purpose are...

DARE

Definition -

“To have the courage to do something.”

EXPLORE

Definition -

“To travel through an area in order to learn about it.”

Just like an explorer's compass and map, this handbook will provide you with the **know-how** and **tools** you need to **DARE**, in order to create The North Face Experiences for your customers.

We want to equip our customers with everything they need to **EXPLORE** the peaks, trails and streets.

KEEPING UP WITH OUR CUSTOMERS

We need to keep up with our customers' changing needs and make their visit to our stores worthwhile. Once **in the store**, their **adventure** should really begin.

We must:

- Create a **hub of exploration**.
- Deliver an **experience** that only The North Face can provide!
- Make **every Interaction** count.

Our customers are **changing** the **way they shop**. They are:

- **Researching** our technology and products online, going into the stores with a lot of information.
- **Hyperconnected**, using all aspects of **social media**.
- Checking our **eco credentials**.
- More prepared to **buy** than just browse than they were prior to the pandemic.
- Demanding an authentic **The North Face experience**.





OUR GUARANTEE

In-store experience

We have clarified the **The North Face EXPERIENCE** we must provide **every customer.**

It is so **important** that we call it...

OUR GUARANTEE

**EVERY
CUSTOMER
WILL FEEL:**

- **Excited** by our **enthusiasm and passion** for all things **The North Face**.

- **Like they belong**. They are **keen** to be actively involved and to **include others** in our **Community**.

And will leave,

- **Equipped** with the **right kit** for any **wild place**.



A vertical photograph of a woman with long dark hair, smiling broadly. She is wearing a red and blue The North Face jacket and a grey knit beanie. The image is partially obscured by a yellow vertical bar on the left and a white vertical bar on the right.

OUR CUSTOMERS

How they choose
to shop

CUSTOMER BEHAVIOUR

We acknowledge that all our customers have different needs and lifestyles. What's most important to us is **HOW they choose to SHOP.**

We have identified 4 main types of behaviours we see in our stores.

Exploring on my own

Fill my backpack!

Let's Explore

Take me to the summit

Exploring on my own

Be there when I am ready

Just like explorers...

Many explorers like to take time alone to carefully plan, understand the environment and then act.

Our “Exploring on my own” customers are the same. They need time to feel comfortable and at ease in our stores. However, once they feel they are ready, they will give you verbal or non verbal signals.

They will:

- Avoid eye contact with you
- Move away from you
- Be on their mobile phone
- Keep their coat hood up
- Reply with “I’m just looking”, regardless what you tell them

Our Guarantee

Our “Exploring on my own” customers feel:

- **Excited**

They don't feel pressured to start a conversation, so they can look around without feeling any hassle. Left to their own devices, they can move anywhere they please. This is **exciting – NO HASSLE!**

- **Like they belong**

They feel The North Face is a cool and relaxed brand to belong to.

- **Equipped**

They may not even purchase anything. However, they know we will have the right kit for them, and they will happily return to our Brand.

Fill my backpack!

Help me – fast!

Just like explorers...

Once they have a plan, they are eager to get going!

Our “Fill my backpack” customers are the same. They may wish to check with an expert that their research is correct, whilst getting to see and feel the kit before setting out.

Once they have reassurance, they are keen to act.

They will:

- Enter quickly and with purpose
- State quickly what they want or need
- Look over confused or frustrated
- Show impatience if they have to wait
- Become annoyed if they don't feel you are serving quickly enough and providing the knowledge they expect

Our Guarantee

Our “Fill my backpack” customers feel:

- **Excited**

Our “Can do!” approach impresses them. They leave with what they wanted, or a substitute product, or know where and when to get the kit they require. We keep everything simple, factual and clear. Our speed and efficiency is impressive.

- **Like they belong**

They think, “that was easier than I thought!”. They got what they wanted and more, and we also saved them time. They will be happy to return.

- **Equipped**

They are keen to get into their kit and share some of their The North Face stories with others.

Let's Explore

Offer me suggestions and alternatives

Just like explorers...

Many adventurers enjoy the journey just as much as reaching the destination.

Our “Let’s explore” customers are the same. These customers are very happy to explore with you. They are optimistic and open to suggestions and alternatives.

They seek pleasure in preparing for adventures and shopping is a social and fun pastime for them.

They will:

- Smile back at you
- Be open and eager to listen to your stories
- Be eager to share their lifestyle and past adventures with you
- Get swept into the shopping experience

Our Guarantee

Our “Let’s Explore” customers feel:

- **Excited**

They enjoy our open approach. We simplify collections and offer an exciting and wide assortment. We focus on the benefits rather than detailed features. We offer genuine feedback, suggestions and ideas. We make the whole experience active and fun!

- **Like they belong**

They cannot wait to tell others about their experience and the products they have purchased for their next adventure.

- **Equipped**

They feel equipped with the right kit and the right knowledge for their adventure.

Take me to the summit

Show me everything, tell me everything

Just like explorers...

Explorers like to be recognised for their achievements and abilities.

Our “Take me to the summit” customers like to be recognised too. They may be regular and loyal The North Face customers, or they may have researched thoroughly and want to share or check this knowledge with you.

They will:

- Be eager for attention
- Be willing to share their Brand knowledge with you and even with other customers
- Wait patiently for you if you are helping someone else
- Want you to recognise them as The North Face advocates

Our Guarantee

Our “Take me to the summit” customers feel:

- **Excited**

They know we will always have something just right for them. They are usually aware of what is going on at The North Face, as they keep up to date with the brand, and they are eager to share these insights with us.

- **Like they belong**

They are already The North Face Brand advocates, and every time they visit our stores, they feel even more connected to us.

- **Equipped**

They are sure that they have the latest kit to get them to wild places.

FOCUS ON BEHAVIOUR

Every customer is different – they may even show different behaviour at different times. Our role is to **identify their current behaviour** and **adapt our approach** to deliver **our guarantee**.

EXAMPLE 1

Meet Erika...

She loves being with friends, socialising and especially loves going to yoga classes and camping at festivals.

When shopping she is...

Exploring on my own

She needs time to check out the store and the store team. She does not want to be pressured into having a conversation straight away. She needs to feel relaxed before shopping.

Let's Explore

Once she is comfortable, she will let you know and will be happy to start a conversation with you.

EXAMPLE 2

Meet Adriana...

She uses online search engines to find what she wants – fast! She reserves online and has it delivered to store.

When shopping she is...

Fill my backpack

Because she has already done her research, now she wants to check out the kit up close. She wants a demo and to experience the technology before buying.

Take me to the summit

Once her initial needs are met, she is open to more, much more. She wants you to show her and tell her everything!

FOCUS ON BEHAVIOUR

Every customer is different – they may even show different behaviour at different times. Our role is to **identify their current behaviour** and **adapt our approach** to deliver **our guarantee**.

EXAMPLE 3

Meet Alessandro...

He loves The North Face and keeps up to date with all things TNF via our customer loyalty program.

When shopping he is...

Take me to the summit

He wants to share his insight with you and in return listen to your knowledge on The North Face product to confirm his selection.

Fill my backpack

He has done his research in-store and checked with an expert. He purchases his products from The North Face website.

EXAMPLE 4

Meet Juan...

He loves the outdoors and goes kayaking and rock climbing every chance he gets.

When shopping he is...

Let's Explore

He likes to spend time searching through the products in-store and looking for the best kit he can find, all whilst listening to your suggestions.

Take me to the summit

Once you have met his first need, he is open to more, much more. He wants you to show him and tell him everything!



THE NORTH FACE

Adventure



CUSTOMER JOURNEY

Every customer's journey
is unique

Adventurers do not all follow the same route even when their destination is the same.

Our customers are like adventurers when it comes to their journey in our stores. Some may have already done their research. Others may simply want a demo or a try-on experience, whilst others want to be guided through what The North Face has to offer.

We are adaptable and act according to our customers' needs rather than force them to have the service we want to provide.



ADVENTURE ELEMENTS

Although each customer journey is different, we need to be skilled in whatever route they choose.

Greet

Connect

Discover

Experience

Storytelling

Kit Out

Scale

Agree

Community



We have identified
**9 key adventure
elements** that form
our **The North Face
Adventure** building
blocks.

Greet

Connect

Discover

Experience

Storytelling

Kit Out

Scale

Agree

Community



We have kept things simple for each adventure element.

Each element follows a similar pattern and we have used icons to help clarify whether the information is a best practice or a handy tool for you to use to create a The North Face experience for your customers.

Explorers are always open to new experiences; we hope you are too!

ICONS



REPRESENTS

Standard

**Best
Practice**

Tool

WHAT IT MEANS

This is a mountain summit with a flag on it. It represents standard expectations for each team member.

This icon shows a speech bubble with a heart in it. Whenever you see this icon, you'll know you will find relevant best practice tips and tricks from successful TNF stores that we hope you will LOVE!

This icon represents our Base Camp duffel bag. All explorers need a kit bag full of tools to help them reach their destination. Just like explorers, we need tools too. Whenever you see this icon, you'll know it represents a tool you can use to deliver our guarantee to every customer.



GREET

ADVENTURE ELEMENTS

DELIVERING OUR GUARANTEE

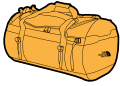
The customer's first few seconds in the store provides the perfect opportunity to set the tone for the rest of their visit. We want them to feel welcome.



Explorers are always on alert and aware of their environment. We are the same in our store.

- Your genuine smile and greeting creates a sense of **BELONGING** for all customers.
- You create **EXCITEMENT** by being active, but you are never too busy to be interrupted.

This adventure will teach us how to best greet our customers.



The North Face Flypass

We know that most customers do not like being approached face-on. Equipped with that knowledge, we use the **TNF Flypass** technique. We stay active, moving around our zone.

When a customer arrives at the store, we approach them as though we are walking past them towards somewhere else. As we walk past them, we smile and say “Hi”, “**Welcome to The North Face**” or another casual greeting.

Exploring on my own

Browsers don’t feel threatened, as you appear busy.

Fill my backpack!

These customers stop you and let you know what they want.

Let’s Explore

These customers MAY react to your greeting and start to explore with you. They may even be open to a tour of the store.

Take me to the summit

These customers usually want to interact, and so your adventure begins. It is even better if you recognise them. In that case, you can approach them and say “Welcome back, nice to see you!” or “How are you finding the jacket you bought last time?”.



PERIPHERAL VISION

We have 2 types of vision:

FOVEAL

We focus on an item or spot.

PERIPHERAL

We can see up to 180 degrees around us without staring. Our peripheral vision is also very useful for picking up movement.

Foveal vision is useful for sharing technical details of our products. However, at the **GREET** stage, it is our **PERIPHERAL** vision that is most useful.

We don't follow our **EXPLORING ON MY OWN** customers around or stare at them, as that makes them feel uncomfortable. Instead, we use our store mirrors and our **PERIPHERAL VISION** to spot signals that they are ready to start their TNF adventure.

We...

- Stay active, working with our products.
- Know the best vantage points in the store that allow us to see our customers arrive and be spotted by them.
- Turn our body towards the door so we can see people entering.
- Make eye contact.
- Offer a genuine smile (the kind where your eyes wrinkle).

If the customer returns eye contact and a smile, we offer a warm welcome.

We could say:

“Hey” / “Hi” / “Welcome to The North Face” / “How are you today?” / “Feel free to look around” / “I am here to help” / “Take your time”.



CONNECT

ADVENTURE ELEMENTS

DELIVERING OUR GUARANTEE

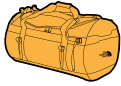
We want to **CONNECT** with our customers during their time in the store. If we create a genuine rapport, they will feel they **BELONG**.



Explorers may choose to travel alone. However, they know they need to make deep and genuine connections with others, so that they can help them reach their goal.

- You spot and respond to the verbal and non-verbal signals that our customers give us.
- You establish a rapport with all types of customers.

This adventure will help us connect with our customers.



Spotting the signals

EXPLORING ON MY OWN customers may often let you know they are ready to explore with actions rather than words. In fact you may see all 4 customer types show they are ready to **CONNECT**. Here are **some signals...**

Help!

- Looking around for a staff member.

Footwear

- Holding and handling footwear.

Try on

- Holding a product up in front of a mirror.
- Trying something on on the sales floor.

Store environment

- Looking at in-store marketing, then scanning the area around it.

Apparel

- Holding products up against them.
- Opening jackets.
- Sifting through a shelf or a pile on a table.
- Reading the product label.



Linking introductions

If you have spotted the signals that the customer gave you, it is important that you **USE** that information to make an **EXCITING** and customized question or statement.

If you spot a signal, there is little point in asking “Can I help you?”, as the customer is in obvious need of help!

Instead, we show the customer that we care enough about them to have spotted their signal and comment on it.

We call these **LINKING INTRODUCTIONS**: simple statements that link what we have seen.

This is smart, as it makes the customer feel special. It should impress and excite them if done well.

Here are some examples.

If you see this...

You could use one of these LINKING INTRODUCTIONS...

Opening or
holding jackets
against themselves

"That jacket feels amazing, would you like to try it on?" /
"This jacket comes in many colours." / "Have you found
the right jacket for you?" / "It's one of our sustainable
items." / "I can see you like this jacket, let me help
you out..." / "This jacket is available in all sizes." / "This
jacket comes with our Futurelight Membrane; it feels
very soft and is completely waterproof." / "This jacket
is great for sporting activities, like trail running." / "I see
you have chosen our iconic jacket."

Sifting through
a shelf or a pile
on a table

"What size do you need? We have all sizes available..." /
"We have more like that but in other colours; let me
get them for you." / "This is our GPS t-shirt with the
coordinates of the store; it's perfect as a modern
souvenir and available in all TNF cities." / "This is our
standard sweater; it also comes without a hood".

Handling daypacks
and opening the
compartments

"This daypack is multi-purpose: it can be used for
work or outdoor activities." / "This daypack is available
in various colours." / "It's one of our most popular
daypacks due to its functionality." / "Have you found
the right daypack for your needs?" / "I see you adjusting
the straps; let me help you try the daypack on."

Picking up footwear
and looking at the
upper and sole

"This footwear comes with our VECTIV Technology." /
"The grip on this footwear will make you feel confident
on any terrain." / "We have half sizes available; what
size do you need?" / "The rocker midsole optimizes
forward momentum; would you like to try?" / "This
footwear comes with Futurelight; it is completely
waterproof."



The 4 rapport builders

People like people who are like them! There are 4 ways to build rapport...

01

Personal Space

02

Sharing

03

Pace

04

Matching and Mirroring

01

Personal Space

We need to be aware of our customers' personal space. Their comfort is what's most important.

EXPLORING ON MY OWN need the most space. **LET'S EXPLORE** and **TAKE ME TO THE SUMMIT** are usually happy to be closer to you.

When it comes to **FILL MY BACKPACK!** customers, it's often best to twist your body slightly to create some room between both of you. Even then, they may invade your space with their hand gestures.

This varies culturally; however, for the majority of Europe, 1.2 metres (an arm's length) is where the ideal rapport takes place. You can get much closer, for example, when seated together in the footwear area.

02

Sharing

Offering your name can be a great way to start sharing. Looking for things you have in common also builds rapport, especially with things that link you both together.

For example: places you both like in the area, activities you both enjoy or excitement for The North Face!

03

Pace

Pace is the speed at which we breathe, move and speak. We are most comfortable with individuals with a similar pace to ours. Whenever possible, we should match the pace of our customers.

EXPLORING ON MY OWN customers are usually tense until they relax.

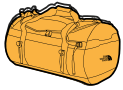
LET'S EXPLORE and **TAKE ME TO THE SUMMIT** are usually more relaxed, whilst **FILL MY BACKPACK!** customers move fast and want you to do the same!

04

Matching and Mirroring

If you “mirror” someone, you provide a mirror image of that person. If you “match” someone, you copy what they are doing or saying. This could mean posture, gestures or the tone and pitch of their voice. Reflecting back a couple of these can build rapport.

Mimicking completely what they do is weird and will **NOT** build rapport.



“I CAN!”

Building a connection with all customer types is important. They all appreciate a **“CAN DO!”** attitude and **“CAN DO!”** actions.

Our **FILL MY BACKPACK!** customers are particularly impressed when you act and talk positively and confidently.

“I CAN” ACTIONS

- Take a deep breath.
- Root your feet firmly to the floor.
- Stand up straight.
- Listen carefully to what your customer is requesting.
- Show concern; you may even choose to frown.
- Once their request is clear, move quickly: either retrieve what they requested or take them to the correct section of the store.

“I CAN” LANGUAGE

Use **positive** language... and speak optimistically and confidently and stay in solution mode...

“Yes!”

“Sure!”

“Of course I can...”

“No problem at all”.

“I would love to...”

“I don’t know the answer to that; however, our product expert, Juan, will be more than happy to help!”



DISCOVER

ADVENTURE ELEMENTS

DELIVERING OUR GUARANTEE

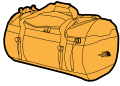
To **EQUIP** our customers with the kit that is right for them, we need to **DISCOVER** their needs and desires.



Explorers are always on the lookout for a new adventurers. Just like adventures, we too are always eager to discover more.

- You actively listen, encouraging our customers to share.
- You ask the right questions in the right order, so that you can find out their needs and desires.

This adventure will help us discover what our customers need.



Active Listening

To show our customers that we are **TRULY LISTENING**, and not just hearing them, we need to use the 3 R's of active listening:

REASSURE

We reassure our customer that we are listening to them with actions. We encourage them to speak by nodding, smiling or frowning (depending on what they are saying), and saying "Yes", "OK" or "Uhm".

REFLECT

We reflect back keywords the customer has used to show we are truly listening.

RECAP

Once we have listened to our customers, we will need to summarise or recap what we have heard in order to confirm everything.



HERE'S WHAT ACTIVE LISTENING COULD LOOK & SOUND LIKE ...

EXAMPLE 1

Juan wants a light, packable, wind and waterproof jacket for hiking in the mountains, and he likes the colour red:

Reassure:

"Of course!" / "Thanks for sharing."

Reflect:

"Tell me a little more about your hiking trips." / "Red is such a strong colour, what do you like the most about it?"

Recap:

"You seem really excited about this expedition! We do have a wind and waterproof jacket. It's one of the best, lightest jackets we have, and it is even available in red so you'll always be easy to spot at high altitude. You may have seen it on different expeditions on one of our athletes..."

EXAMPLE 2

Erika wants a warm winter jacket. She has seen our short ‘Puffer’ jackets everywhere, but unfortunately she doesn’t know the name of this jacket or why it’s so popular, or even if it’s warm enough for winter:

Reassure:

“Sure!” / “You have come to the right place.” / “Of course, I can tell you everything you need to know.”

Reflect:

“Tell me a little bit more about why warmth is important to you.” / “You say the jacket is popular; can you tell me where you’ve seen it?”

Recap:

“Our Nuptse is one of our most iconic garments and it’s named after a mountain located two kilometers southwest of Mount Everest. It meets all your needs: it’s very warm, available in many colors and popular with explorers and city dwellers alike.”



DISCOVER QUESTIONS

To **DISCOVER** the most information, we can ask two type of questions:

OPEN questions: these cannot be answered with a “Yes” or a “No”;

PROBING questions: these build upon what you have already discovered and aim to dive deeper into what you have heard.

OPEN QUESTIONS

- “Who are you shopping for today?”
- “What do you need from your shoes?”
- “Where will you wear them?”
- “How versatile do you need your jacket to be?”
- “What has your experience with your current jacket been like?”
- “How do you want to feel when wearing this jacket?”
- “Which product features are most important to you?”
- “How do you feel in these pants?”
- “How will you use your duffel bag?”

PROBING QUESTIONS

- “What’s most important to you?”
- “Can you tell me more?”
- “What do you like the most about your current jacket?”
- “Which colour do you prefer?”
- “How important is water resistance to you?”
- “What do you think of this style?”
- “Is this what you had in mind?”
- “How long have you been planning to do this trail?”
- “What is your main concern when outdoors?”
- “What alternatives have you considered?”
- “How does this look/sound/feel to you?”



QUESTIONS FOR CONNECTED CUSTOMERS

Nowadays our customers stay connected with The North Face through the use of their own personal devices. By the time customers visit our store, they may have already done their research and/or selected their product online. They will still come to our store for various reasons, as part of their journey with The North Face.

You may have witnessed or experienced this when customers show you a product on their mobile phone.

These are not always **FILL MY BACKPACK!** customers who know exactly what they require. They can also be **LET'S EXPLORE** customers who have heard the buzz about one of our products or events, or **TAKE ME TO THE SUMMIT** Brand advocates in need of another chat with a Product Expert about the latest technological details.

HYPERCONNECTED QUESTIONS...

- “How much do you already know about this technology/product? Our product expert can fill you in on any gaps or questions you may have.”
- “Our website is amazing! What have you already found out?”
- “Can I have a look at your screen to see what you have already found?”
- “Can you tell me more about the article you’ve seen online?”
- “What products have you discovered online that you’d like to try?”
- “We can price match for you in-store.”



EXPERIENCE

ADVENTURE ELEMENTS

DELIVERING OUR GUARANTEE

When our clients experience our products up close, that gives us a huge opportunity to **EXCITE** them with just the right amount of information, whilst **EQUIPPING** them with the right kit for any adventure.



Explorers use all of their human senses whilst on an adventure. In a “physical” environment, we have the chance to activate these senses. This is what separates it from the “online world”.

- You confidently demonstrate (“Demo”) a TNF kit.
- You help your customers experience our products anywhere in the store.

This adventure will teach us how to give our customers the best possible experience.



The concept of the five senses known to us today goes back to Aristotle, a wise philosopher from Ancient Greece. The five senses are: Sight, Taste, Touch, Hearing and Smell.

We make sense of information based on what is perceived by each of these senses. Whilst in our exploration hub, our customers should be encouraged to use their senses. It's our job to make sure we stimulate each sense in a positive way.

Touch

They feel encouraged to EXPERIENCE our kit by feeling and trying it on.

Hearing

They hear us ask useful questions and tell stories, and they listen to the music playing in the store.

Taste

This will be the least used sense, unless of course we decide to offer water or coffee in-store.

Smell

They will use this sense too. Notice the smell of our footwear! If any of our materials have a positive smell, encourage the customer to notice this.

Sight

They see presentations of our products and store campaigns, and they check the details and technology of our apparel and footwear. They also look at themselves in the mirror whilst wearing our kit.

DEMONSTRATION EXCELLENCE

Research shows that 70% of customers who try on or test a product, end up making a purchase.

Remember: we are always authentic. Never lie to a customer about how a garment looks on them just to get a sale.

A DEMONSTRATION, or DEMO, is the perfect way for our customers to experience our products. Here are some useful tips from successful stores...

Enjoy Yourself

We know smiling works at the GREET stage; it does here too. Enjoy yourself and your positivity will be contagious.

Ask & Tell

Don't make it one-sided: ask questions, but also explain things whilst the customer is trying apparel on.

Use the Environment

The more we use every element of the store for the customer's experience, the better. The store should be used to create excitement.

Hand it to them

Take the jacket and help the customer put it on. We call this sizing the jacket! Additionally, always allow the customer to briefly touch shoes and garments.

Try it on Yourself

When you both have the same garment on, you get to share how it feels on you. This is a great way to deepen your connection by matching and mirroring.

Hand Gestures

Use your own body to demonstrate what the customer should be experiencing.

Offer Opinions

Notice the garment's length, and how it fits over the customer's shoulders, back and waist. Ask how the customer feels before offering an opinion.

Take Control

Doing something rather than asking can work. Telling a customer, "Let me demonstrate this for you" works better than asking them, "Would you like to see the latest technology?".

Speak Slightly Louder

EXPLORING ON MY OWN

customers often enjoy listening in on other shoppers being served. Speak 20% louder than normal and you will be selling to more than one person at a time, all the while creating **EXCITEMENT**.



LINKING FEATURES TO BENEFITS

When demonstrating our garments and shoes, it's better to focus on what they have to offer to our customer.

Make sure to LINK the feature and the benefit by using statements like “Gives you”, “You will feel”, “Allows you to” or “Stops you...”. Even if it's a single word (e.g. “grip”), it's important to create a clear image of what that benefit means for the customer. For example: “The grip will help you on difficult trails”.

FEATURE	LINK	BENEFIT
Waterproof	“Gives you”	All-day dryness.
Lightweight	“You will feel”	Light as a feather throughout your adventures.
Flat felled seams	“Stops you...”	From getting any annoying abrasions from seams.
Inside pocket with headphone port	“Allows you to...”	Easily answer calls or listen to music.



LINKING THE EXPERIENCE TO BENEFITS WHEN TRYING ON

Linking features to benefits is great.
However, once customers have the kit
on, we can ALSO link what the customer
is **EXPERIENCING** to benefits.

EXPERIENCE WHEN TRYING ON

LINK

BENEFIT

How does
that feel?

“It makes you”

Look ready for any
adventure.

What do
you feel?

“You look”

Really comfortable.

I can make the
feel of this jacket
even better...

“Because..”

I have a fantastic
fleece that works
really well under it!

That fit seems
great...

“I can sense”

You will get a lot of
wear out of your
jacket.



DEMO EXCELLENCE IN ACTION...

when linking features
and experiences
to benefits

Imagine you have **discovered** that your customer needs a multi-purpose jacket that they can wear all year round. They want to use it to go to their office in the city, but also whilst hill walking. Money is not their main concern; however, they have stressed that value for money is important to them.

You can say – “Thanks for sharing! I would recommend the Triclimate Jacket first, as it meets all of your needs. We have the Futurelight Triclimate, which is the most breathable, waterproof membrane in-store. It will be perfect for your hill walks, in case you get caught in a downpour.”

While you're talking, take the jacket off the hanger and give it to the customer so they can feel the membrane and the outer.

You can now say, "Now, let's try this on you. Try it with BOTH layers".

Once the customer has it on, ask how it feels. The customer will say, "Hey, it feels comfortable".

You can say, "That's great! It looks comfortable and sits well across your chest, especially with the mid layer. Now let's look at the other two options you have for this jacket..."

Proceed to encourage the customer to try on the outer jacket on their own... This will allow you to offer OTHER mid-layers as an add-on sale. You can link this to the customer's need for mid-layers for each season...



DEMO EXCELLENCE IN ACTION...

when dealing with
different types of
customers

We know that every customer is different.
We must adapt the way we demonstrate, in
order to help them **EXPERIENCE** our kit.

Fill my Backpack!

TIME is key for this customer so **keep it quick**. Check if they have **TIME** for a quick Demo; this may be useful if they were unable to get the real experience online.

Introduce a **MAXIMUM of 2** features and benefits.

Keep a positive and energetic body language (shoulders back / standing up straight will show the customer that you are efficient and effective).

If you don't have exactly what they require, you have 2 options:

1.

Confidently suggest an **ALTERNATIVE** - "Unfortunately the Evolve Triclimax isn't available in your size. However, I have the fantastic Carto Triclimax and I'm going to get it on you so you can feel its shape and size, and I'm also going to get the Evolve in your size sent to your home". The customer may not have time to wait for an order; however, you have shown them a higher spec Jacket that isn't that much more expensive and that they can purchase there and then.

2.

Use **LOCATE** to locate the item.

Let's Explore

When demonstrating, keep it **SIMPLE** and **CLEAR**, focus mostly on the benefits and encourage the customer to imagine themselves using the product in the wild!

If other experienced team members are available, introduce them and let them join in on the fun; if they are busy refer to them...

E.g., "The Hedgehog shoes are one of our best-selling hiking shoes! Let me call John over; he always wears them whilst hiking and he can give you the real story".

Take me to the summit

INVOLVE them. These customers MAY know more than you do. Encourage them to demonstrate the garment! Letting them take charge may even give you tips on how to demonstrate our kit.

SHARE. Introduce yourself and tell them why you love TNF. Tell the customer how excited you are to be talking to them today.

Let them know that you will make **TIME** for them, but that you may need to help others if it gets very busy, and then return to them and give them all the time they need.

Offer a **PERSONALISED** experience. If they don't have the time, make an appointment for them to come back at a later time. Recognise and build upon their knowledge.



IN / OUT APPROACH TO FITTING ROOM SUCCESS

We should always encourage our customers to **TRY** our products **ON**. We want to use **EVERY** area of the store to create an **ADVENTURE HUB**. We will **ALWAYS** aim for our customers to experience our products anywhere; however we do have a couple of areas of the store dedicated to **EXPERIENCING** our kit. Here are some best practices about using these areas. Let's start with the **IN / OUT APPROACH TO FITTING ROOM SUCCESS**.

IN

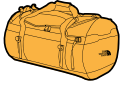
Going in.....

- Do not point to the fitting rooms; lead the customer there.
- Use this time to encourage the customer to try on and show off what they have chosen.
- Place all items in the fitting room for them and check if they are comfortable and have all they need.
- Whilst they are in there, get other options ready (styles/colours), in case they do not like what they picked or want something else.
- Tell them that once they have it on, you'll be happy to share your opinion based on other customers you've seen wearing the same product.
- Tell them you are looking forward to seeing how the garments fit them.

OUT

When they come out...

- Ask them how they feel before offering an opinion.
- Read their body language.
- Be honest with them; DARE to offer your opinion if you feel you have a better alternative.
- Other customers may need your attention, which is fine. However, tell them that will need to attend to your current customer first, or ask your team members to take your place for a short while in case your customer comes out of the fitting room.
- DARE to sell more – If they are happy to try things on, keep the fun coming.



3 STEPS TO FOOTWEAR SUCCESS

STEP 1 - SIT & CONFIRM

- Offer to sit them as soon as possible. This will make them comfortable and you will gain their full attention.
- Discover and confirm their needs. E.g. Are they going to be hiking in wet weather?
- Stand and explain the layout of the footwear wall and what their options are depending on their needs.
- Speak slightly louder than usual and you will be informing other customers who can overhear you.

STEP 2 - SELECT

- If they choose a style, bring up two styles with different shapes. E.g. if they choose the Hedgehog, then bring them the Fastpack too.
- Remember we have half sizes. If they ask for a 9, then offer them the 8 ½ and 9 ½ as well.
- Our body language here is important. This will communicate confidence and will help to confirm the customer's decision.
- Explain to the customer how the shoes are going to fit and all relevant technology. For example, VECTIV and how the rocker plate gives you forward momentum.

STEP 3 - TRY ON

- Untie the shoes and hand them to the customer – never hand them the box.
- Get down to their level. Never stand over the customer.
- Give the customer advice on how to tie the laces for more comfort, but don't be afraid to tie them for them. Remember they might be buying their first pair of walking boots. That is a big deal!
- Check footwear size and fit of the heel, and upper and front of the shoe; ask them how they feel.
- Ask the customer to try on both shoes, as we don't have perfectly symmetrical feet.
- Help the customer up and get them walking. Use the shop to your advantage. Do you have stairs? Get them walking up and down them.



INDIGO EXPERIENCE – ROBIS/ BOPIS

When our Indigo customers enter the store to collect their purchase, don't assume that's all they're here to do, even if they initially show **FILL MY BACKPACK!** behaviour. Your customer's behaviour may change. Be prepared to take them through The North Face Adventure.

It is important to still create an experience for each of these customers. Next are some actions on how to manage this connection.

PREPARE	WHAT WE DO...	WHAT WE SAY...
Review ROBIS/ BOPIS order	Greet the customer	"Welcome to The North Face! How are you?"
	Confirm order	"Fantastic, Juan! I have prepared your order."
Prepare the item(s) for customer collection	Identify the customer type	"Do you have time today?"
	Encourage to try on	"It would be great to see you in this."
Hang the item with care within the designated omnichannel location	Introduce additional items to complement order	"I have the perfect item to complement your selection."
	Offer opinions	"The style fits your shape perfectly. That's a great choice!"
Select additional items to complement the customer order	Encourage to come back soon	"Come back and let us know how you're getting on with your jacket."



INDIGO EXPERIENCE – LOCATE

You can introduce the **LOCATE** option at any stage of a customer's store adventure.

These orders are simply part of our guarantee: to enjoy the The North Face experience both in store and using the locate service.

WHEN WOULD WE USE LOCATE?	WHAT CAN WE DO?	WHAT CAN WE SAY?
When the item is not available in-store	Help the customer with the size and fit for the desired product	“That’s a great choice! Let’s get you in something similar of your size and fit, so we can order the correct item”.
When the customer wants an alternative colour	Use the TNF website to show all colours available for the desired product	“Let me show you what colours we have available”.
When the customer’s size is not available	Check the availability of the customer’s size on The North Face website	“You love the jacket, we have your size. I will get that shipped out to you today”.
When the customer is not able to take the item home that day	Process the customer’s purchase(s) as a locate service	“Enjoy your day and let us take care of you. We will deliver your items to your home for you”.
When the customer wants a packaged item		“That’s not a problem! We will have your items delivered to you before you know it”.



STORYTELLING

ADVENTURE ELEMENTS

DELIVERING OUR GUARANTEE

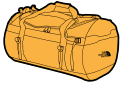
Being face to face with our customers allows us to tell stories that make them feel closer to our Brand **(BELONG)** and, at the same time, **EXCITE** them and encourage them to share these stories with others.



Explorers often share stories of their adventures and experiences. We are the same: we love to share stories of our heritage, purpose and products.

- You follow the 3 S's approach to storytelling in-store.
- You share your own stories when appropriate, to help the customer establish an emotional connection with the brand.

This adventure will provide us with tips and content to tell stories.



The 3 S's of Storytelling

There may not always be a chance to offer a long, detailed story. Instead, we follow the 3 S's approach.

SHARE

The BEST stories are those shared by our customers. Use OPEN and PROBING questions to DISCOVER our customers' stories about their interests, travels and hobbies. It's often appropriate to share your personal stories too.

SHORT

We should be able to tell our stories in under a minute!

STICKY

Any stories you share should be able to be easily shared with others. We want our customers to be able to "spread the word" about The North Face using the stories you have told them.

SHARED STORIES

There are 3 elements of **SHARING**:

1. OUR CUSTOMERS' STORIES

The BEST stories are those shared by our customers. Use OPEN and PROBING questions to DISCOVER our customers' stories about their interests, travels and hobbies.

Aim to discover THEIR stories before you start to share YOUR own stories.

2. YOUR OWN STORIES

It's often appropriate to share your personal stories about adventures you have been on with your own TNF kit, too.

3. COWORKERS' STORIES

We have lots of people in our stores that have done amazing things. Discover their stories. Then use these to introduce those same people (if they're free) or share their stories with others. E.g. "This is our Summit Series L5, our top waterproof shell. Erika, a coworker, wore this when she went on her Everest Base Camp hike".

SHORT STORIES

Every second with a customer counts. There is no time for long-winded stories. The longer the story the harder it will be for the customer to remember it.

Any story we share should be under one minute long. In fact, many of our stories are just a few seconds long, which is more than enough time for sharing exciting and inspirational facts about our products, heritage, and sustainability.

STICKY STORIES

The term STICKY STORY was first used by Malcolm Gladwell in his book “The Tipping Point”. His research showed that the best way to build a brand is to create short, memorable stories that can be passed on from one person to the next, STICKING with each one.

Any story we share should be so short and memorable that your customer can easily share it with another person. The truth is that people share these stories with more than one person. Imagine if you told a story that stuck with your customer and they shared it with everyone on their next expedition! This would build a buzz around our Brand and could bring more people in to experience our guarantee.

OUR HERITAGE STORIES

At The North Face, we have inherited a legacy we should be proud of. Part of our responsibility is to preserve this legacy. The best way to do this is to share our stories with others.

Stories about our heritage and history can empower customers and inspire them to participate in our brand.

If you're telling heritage stories using the 3 S's approach, you may want to use some of this information.

Our founders (Doug and Susie Tompkins) were a couple passionate about the outdoors. They founded The North Face as a small ski and backpacking retail and mail-order operation in San Francisco's North Beach area.

The North Face supplies gear was used on a study on high-altitude by the Arctic Institute of North America on Mount Logan (17,800 ft), Yukon Territory, Canada. This was the **first expedition** sponsored by The North Face.

The North Face supported the gay community in San Francisco in 1986 **by challenging the misinformation out there about the HIV virus** (fake news is not a new phenomenon) and turn the taboo conversation about AIDS on its head.

At the opening of **our first retail** store in 1966, there was live music from The Grateful Dead in-store, as well as a Bob Dylan graphic on the window. The door was secured by the Hells Angels.

Walls are meant for climbing. In August 2017, The North Face launched the **"Walls Are Meant for Climbing"** campaign to showcase climbing and unite people through this activity. The campaign raised \$1 million for the Trust for Public Land, to help build public climbing walls in American communities and brought more than 20,000 people together to participate on Global Climbing Day.

When **Happ Klopp** became CEO he embraced our purpose. He acknowledged that our mission was not to sell another sleeping bag or jacket; our mission was to change the world.

The North Face name refers to the harshest side of a mountain in the Northern Hemisphere. **Our logo** represents a Half Dome, a massive granite monolith in Yosemite National Park.

The first internal frame pack, **The North Face Ruthsack**, was the start of a revolutionary line of lightweight backpacks.

In 1986, The North Face provided **pro-peace tents** for the Great Peace March for Global Nuclear Disarmament, all in service of standing up for causes bigger than ourselves.



OUR ICONIC STORIES

We have created several ICONIC products, which redefined exploration and the outdoors. They are now just as recognizable on the street as they are on the mountain.

If you're telling iconic stories using the 3 S's approach, you may want to use some of this information.

2-METER DOME TENT

"Our first iconic product was designed by architect Buckminster Fuller in 1975."

"We applied for a patent to help tackle homelessness in the San Francisco Bay area! This design is now used across the globe."

"We have always been a campaigning Brand that DARES to DISRUPT. We have built "pro-peace tents" for the Great Peace March for Global Nuclear Disarmament."

MOUNTAIN JACKET

"Introduced in 1985, the complete suit was the genesis of an entire expedition apparel line."

"It was used in 1986 by the first Americans to summit the six great north faces of the Alps (including the Matterhorn and the Eiger) in a single season."

"It introduced new innovative and revolutionary materials to help explorers conquer the world's highest peaks."

NUPTSE

"The Nuptse jacket was launched in 1992 as an integral part of our athlete's mountain clothing system."

"Nuptse is Tibetan for "west peak."

"Nuptse lies a mile southwest of Mt. Everest and is considered the western peak of this climbing gold mine."

"Born out of purpose, the Nuptse jacket is now an iconic puffer jacket with a cult following."

DENALI

"The original Denali jacket made its debut on the backs of pioneers Todd Skinner and Paul Piana during their historic free ascent of the Salathé Wall, in 1988."

"Denali is the highest peak in North America and the 3rd most isolated peak on Earth."

"The mountain was known as Mt McKinley up until 2015, when it was renamed as Denali, its Alaskan name."

"It is now the go-to fleece for multi-purpose exploration."

BASECAMP DUFFEL

"In 1996, The North Face introduced the Basecamp duffel, which quickly became the first product on our athletes' packing list."

"It is now used as the go-to travel bag for all young travelers."

"The Basecamp duffel circumnavigated the globe, survived the roughest baggage handlers, and has been carried by porters, yaks and camels to all regions of the Earth."

HIMALAYAN SUIT

"First launched in 1994, the Himalayan suit has become one of the true icons of high altitude summits around the world."

"The Himalayan suit can take you to all Seven Summits - highest mountains of each of the seven continents - Denali (North America), Aconcagua (South America), Vinson (Antarctica), Elbrus (Europe), Kilimanjaro (Africa), Everest (Asia) and Kosciuszko (Australia)."

"This suit has supported hundreds of explorers in some of the highest and coldest places on earth, including Kit DesLauriers, the first person to ski all Seven Summits in 2006."



OUR SUSTAINABILTY STORIES

At The North Face we set the standard for sustainability and strive to leave every place better than we found it. Since 1968 we continue the trend of environmental stewardship and sustainability aimed at protecting the wild places where our gear is used.

If you're telling sustainability stories using the 3 S's approach, you may want to use some of this information.

RESPONSIBLE DOWN STANDARD

Officially launched in January 2014, the Responsible Down Standard (RDS) is the most comprehensive global, third-party-certified, animal welfare and traceability standard for down and feathers available to any company. More than 350 farms, raising more than 100 million birds, are working with the RDS.

RDS was gifted to the Textile Exchange. Today, over 90 brands use the RDS.

100% of our new down products (except recycled down) are RDS-certified.

CONSERVATION ALLIANCE

The North Face helped to create the Conservation Alliance in 1989, and donates annually to help protect our wild places.

The Conservation Alliance is funded by the outdoor industry and directs the funds to grassroots conservation agencies.

RECYCLED MATERIALS

Reusing materials reduces our dependence on fossil fuels, and in the case of polyester, gives used plastic bottles a second life. We can say that we are now working towards a goal of 100% of all our polyester and nylon being recycled.

Our Denali jacket uses recycled content in its polyester, making the most of used plastic water and drink bottles.

Our ThermoBall Insulation is now 100% post-consumer recycled. The face and backer fabrics of many of our jackets are recycled too – hence the name, ThermoBall Eco.

CLOTHES THE LOOP

Our Clothes the Loop program arises from our commitment to reduce the environmental impact of our products at all stages of their lifecycle, including extending the life of apparel and footwear to keep it out of landfills.

The Clothes the Loop program has kept over 13000kg of clothing and footwear out of landfills.

The program will try to repurpose or reuse the items to extend their life, or recycle them into raw materials, to be reused in other products.



KIT OUT

ADVENTURE ELEMENTS

DELIVERING OUR GUARANTEE

We pledge to enable every customer to leave our store **EQUIPPED** with the right kit. Their visit to our stores is also the perfect opportunity to create **EXCITEMENT** by showcasing additional products.



Explorers will not want to get halfway to their goal, only to find out they don't have everything they need. It's our job to make sure they are at least aware of everything they may want or need.

- You are **DARING** and confident when offering recommendations.
- You know your collection well and you're always able to make **EXCITING** additional suggestions to the kit.

This adventure will look at how we can KIT OUT our customers.

Meeting our Customers' Needs

Kitting out our customers with everything they need to explore is very important.

Exploring on my own

These customers give you signals that they are ready to connect; after that, they can turn into any one of the other 3 customer types.

Fill my backpack!

These customers are often open to other suggestions once you have met their initial needs.

Let's Explore

These customers are often very grateful for your suggestions. In fact, they find it strange if you DON'T offer suggestions.

Take me to the summit

These customers are often very grateful for your suggestions. In fact, they find it strange if you DON'T offer suggestions.

Now let's explore how to best kit out our shoppers.



DARE TO THINK BIG

When kitting out our customers, **DARE to THINK BIG.**

This isn't always easy...

We live in a world where we are constantly bombarded by negativity. You can easily get swept away by the negativity.

The problem with this is that if your mind is full of negative thoughts, it will have a negative impact on your ability to create a positive experience for your customers.

We call these negative thoughts **limiting beliefs** because they will LIMIT your resourcefulness and keep you from delivering our guarantee.

EXAMPLES INCLUDE

“Introducing extra products is being too pushy; they won’t want them.”

“Our products are very expensive.”

“Customers only want to buy when there’s a promotion.”

If you think any of these things, that belief could become a self-fulfilling prophecy and it could come true.

Instead, notice your limiting beliefs and ask yourself if they’re really true. More often than not, they’re not true and need to be challenged and turned into something more positive.

DARE TO THINK BIG

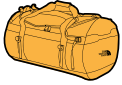
When kitting out our customers, **DARE to THINK BIG.**

We are often the biggest barrier when it comes to Kitting Out our customers – we have thoughts that can get in the way. We call these **limiting beliefs...**

Examples include thoughts like – “Introducing extra items s being too pushy; they won’t want them.” / “Our products are very expensive.” / “Customers only want promotions”...

Kitting out our customers involves a lot more than offering them a pair of socks or our cleaning products. Instead, we need to **THINK BIG!**

If you THINK this...	You will ACT like this...	Instead – THINK BIG
Introducing extra items is being too pushy; they may not want them!	You will be unwilling to offer suggestions and ideas because you're afraid you will upset your customer.	Once you have discovered your customer's needs, offer them suggestions. They can always refuse. If they refuse, remember they are turning down your suggestion, NOT you as a person!
Our products are very expensive.	You may only suggest items you believe are value for money.	It's not about PRICE, it's about the VALUE of the item. We want to offer the BEST kit we possibly can so it lasts and makes visiting wild places about adventure and not disappointment.
Customers will only buy if there's a promotion.	You may introduce promotions very early into your connection and may even make it your linking introduction.	Unless your customer mentions the promotion or sets a price limit, focus on discovering needs and offering suggestions and then use any promotion as a linking benefit.



OUTFITTING

Once you have DISCOVERED YOUR CUSTOMERS' NEEDS and KNOW WHAT TYPE THEY ARE, it's time to Kit Out!

When kitting out customers by outfitting, we can take a similar approach to our 3-step layering up system.

Take these 3 simple steps to outfitting.

STEP 1 - FOCUS on their MAIN NEED

- If there is more than one product that meets the customer's need, start with the most technical one.
- Link the features to customer benefits and share your own experiences.
- It is vital to get the customer to try on the different options.

STEP 2 - Additional products

- Starting with the customer's main need, introduce options that are compatible with the main product.
- Explain the added benefits of each item and, in case it's relevant, how they complement each other.
- Share your own experiences.

STEP 3 - REASSURE

- Confidently explain your recommendations.
- Address any concerns.
- Remember it's all about offering options based on your experience and then letting the customer decide.



LAYERING UP

The correct layering system is essential for your kit to perform at its best.

Layering allows the customer to be flexible: they can combine the layers they need for specific conditions and environments.

When demonstrating our different layers **(Base, Mid and Outer layer)**, it is important that the customer understands the benefits of layering correctly. This is vital for getting the best performance out of their kit.

BASE LAYER

Base or next-to-skin layer is the first layer of your system.

The primary job of your base layer is to keep you dry, by moving moisture (sweat) away from your skin to the outside of the garment, so it has the opportunity to evaporate. This is known as wicking.

Base layers can be made of natural fibres (wool) or synthetic. Both of these materials allow the transfer of moisture, unlike cotton, which does not wick. Both types of base layer have benefits and drawbacks. Wool is warmer, more comfortable and more resistant to holding odours; synthetics are more durable.

MID-LAYER

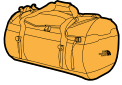
The mid-layer is the insulating layer, i.e. the one that keeps you warm.

The mid-layer should wick any moisture away from the skin to the outside of the garment, to allow it to evaporate. This layer creates small air pockets, which then trap any heat, keeping you warm. The more pockets, the more air gets trapped and the warmer you stay.

OUTER LAYER

The outer layer is your protective layer from the elements (rain or wind).

Waterproof layers (often known as hardshell layers) allow moisture to pass from the garment in vapor form (when the particles are smaller) but keep water droplets from entering (when the particles are larger). Waterproof layers also have a DWR applied to the outer fabric as the first line of defence, to help water run off of the surface.



LAYERING UP

We can **LAYER UP** when introducing our kit, in order for our customers to experience the layering system.

You can take a 3-step approach to discussing the benefits of the layering system.

STEP 1 FOCUS on their MAIN NEED

If there is more than 1 product which meets the customer's need, start with the most technical one. Link the features to customer benefits and share your own experiences. It is vital to get the customer to try on the different options.

STEP 2 LAYER UP

Starting with the base layer, introduce options that are compatible with the main product. Explain the added benefits of each layer. Share your own experiences.

STEP 3 REASSURE

Confidently explain your recommendations. Address any concerns. Remember it's all about offering options based on your experience and then letting the customer decide.

Products you should consider offering within the layering up system to ensure the customer has the correct combination for their Kit:

BASE LAYER

Includes...
Synthetic t-shirts,
thermals, Dot Knit.

MID-LAYER

Includes...
Fleece, Thermoball,
Ventrix, Future Fleece,
Down.

OUTER LAYER

Includes...
Hardshell, Softshell,
Windwall, Tri-Climate,
Parka.

FULLY KITTED OUT

Layering Up and Outfitting are great tools to ensure our shoppers are fully kitted out; however, there are other Top Tips you may choose to use in order to deliver our guarantee.

BUILD AN ADVENTURE

- If you are familiar with the terrain and climate that your customer visits, link their needs with the kit we have in store and/or online.

COLOUR AND STYLE

- If a customer has decided on a t-shirt style and it's only available on different colours or slightly different designs, show them these.
- You can also introduce complementary products. E.g. **“You seem to like this top/bottom, so here’s the matching top/bottom.”**

PRODUCTS

- Highlight the benefits that the combination of items will have for the customer (temperature, regulation, comfort, etc.).
- Equipment can go with anything.
- Proper product care will add longevity to their chosen kit.



SCALE

ADVENTURE ELEMENTS

DELIVERING OUR GUARANTEE

Sometimes customers have genuine concerns and reservations about potential purchases. We clarify what would be the right kit to **EQUIP** them for the outdoors and **EXCITE** them with possibilities. It's then up to them to decide.



Explorers anticipate problems and think about how to overcome them before they arise. We do this too.

- You welcome any objections your customers may have and view them as an opportunity rather than a problem.
- You retain a positive mindset when facing issues and you're able to put them into perspective.

This adventure looks at how we can scale problems and overcome obstacles.

Scaling objections

It's OK to have questions and concerns before making choices or decisions.

Exploring on my own

We may never know what these customers think if they do not connect or interact with us during their visit to our store.

Take me to the summit

These customers may come armed with lots of questions based on their online research. It's OK for us not to know everything; however, it's important that we know where to find the answer!

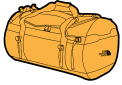
Let's Explore

These customers often feel overwhelmed with choices. We need to keep things clear and simple. They usually respond well to questions like "Which do you prefer?" because it helps them organize their thoughts.

Fill my backpack!

These customers may appear frustrated if we do not have what they require. We need to remain calm and confidently find suitable alternatives or solutions.

We can prepare ourselves to scale objections by predicting these. For example, if some sizes aren't available in-store, consider all alternatives available in-store and online.



SCALING OBSTACLES

This 4-step approach will help scale customer objections. Remember, this is not about winning and getting sales.

Instead, it's about ensuring all shoppers are reassured they have made the best possible decision.

The 4 steps to Scaling Obstacles:

STEP 1

- Acknowledge the concern. Let the customer know you have actively listened to them.

STEP 2

- Ask open-ended questions to understand more.

STEP 3

- Briefly reposition benefits with added features.

STEP 4

- Check how the customer feels now.



SCALE EXCELLENCE IN ACTION...

In store, this could look and sound like this...

EXAMPLE 1

A customer concerned about how footwear will fit.

Acknowledge the concern. Let the customer know you have actively listened to them.

“OK, so the shoes feel a little too tight...”

Ask open-ended questions to understand more.

“Can you tell me more about where they feel tight?”

Briefly reposition benefits with added features.

“This pair is made out of suede so they will give a little with wear.” / “A tight fit is important for traction in the environment you are planning to explore...”

Check how the customer feels now.

“How do you feel now?”

EXAMPLE 2

A customer who cannot find their ideal product in-store.

Acknowledge the concern. Let the customer know you have actively listened to them.

"I see you've done your research and you are sure it's the X that you want!"

Ask open-ended questions to understand more.

"Would you be open to me checking other options in-store so we can find the perfect product for you?"

Briefly reposition benefits with added features.

"I can offer you these alternative options." / "Each of these options is very similar to the product you're looking for, in regards to the features and benefits you highlighted."

Check how the customer feels now.

"How do you feel about these options?"

EXAMPLE 3

A customer who cannot find their size in-store.

Acknowledge the concern. Let the customer know you have actively listened to them.

"You have found the perfect product for your needs! But unfortunately we don't have your size."

Ask open-ended questions to understand more.

"Would you be open to me checking online to see if we have your size available?"

Briefly reposition benefits with added features.

"Yes, we have your size available for the jacket you have selected." / "We can have this sent directly to your home, so you don't need to come back to the store."

Check how the customer feels now.

"How do you feel about this being delivered to your home?"



AGREE

ADVENTURE ELEMENTS

DELIVERING OUR GUARANTEE

We always operate with integrity at The North Face. Our aim is to convert customers to the brand, not to a transaction. We let them know they **BELONG** here whether they choose to buy or not.

However, we always seize the opportunity to **EXCITE** with what may be.



It is more important to us that our customers have an experience than that they make a purchase. If they choose to **EQUIP** themselves with our kit, that's a bonus.

- You confidently test shoppers' intentions throughout your interaction.
- You **AGREE** on the best solution for your customer.

This adventure looks at how to best reach an agreement.

Agreeing

These 3 customer types often display different approaches to buying products.

Take me to the summit

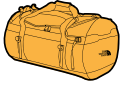
These customers often like to lead the way. Be careful not to give these shoppers too much time as they can take a long time to serve and you may lose other customers' interest. Be polite and efficient, get them in the fitting room or in front of mirrors so you can serve others.

Let's Explore

These customers usually like to be offered suggestions. However, watch out for signs of boredom. If you spot them getting distracted make sure you use testing and closing questions or statements.

Fill my backpack!

Once you have met their initial need, you have given them two things: the item AND time. They usually think that shopping will take a long time! Since you will have gained their confidence, don't stop once their initial need has been met. Make statements like "That was easy, now what else is on your list today?", or ask, "Is there anything else you need today?". Need suggests necessity and not want. By closing the first item and referring to a necessity, you can close and build at the same time.



CHECK IT OUT...

We know integrity is important; in fact, it's one of our values.

We never sell ANYTHING to customers unless we are sure they want it, because there's a chance they will just return it later or hold less respect for our Brand. Instead, we check if our customers intend to buy or not. Here are some suggestions of what you could say to check whether they are ready to buy in-store today...

CHECK IT OUT

Testing and closing questions and statements...

Alternative

You offer 2 similar items and ask the customer to choose. This tests potential to buy...

E.g. "Which jacket most meets your needs?" / "Which do you prefer?"

Assume Ownership

You speak as if the customer already owns the item by using "Your".

E.g. "How does your jacket feel?" / "So shall we put your t-shirt behind the cash register whilst we look for shoes?"

Trust Us

You share our expertise.

E.g. "We have been in the business since 1966, so we know what we are doing!" / "TNF has been making jackets since before I was born..."

Promotion

You use a promotion to close.

E.g. "I see that you have selected the new Triclimate model." / "Today we have a spend & save offer which includes your Triclimate." / "You are lucky; today we can offer you..."

It's a Deal Approach

You assume that the customer is ready to purchase all selected items.

E.g. "We've agreed that you will go for ..., is that correct?"

Reassure

You reassure the customer with statements.

E.g. "Lots of our team members have this shoe. X uses his for hiking most weeks." / "One of our athletes took this on her trip to X".

Visualise

You encourage the customer to visualise themselves already wearing the item. E.g. "Can you imagine how you will feel at the summit?" / "Imagine how impressed your fellow climbers will be by your new kit!"

Shopping List

You check off what you have already DISCOVERED.

E.g. "You wanted X, Y and Z and this jacket gives you all 3!" / "You said what's most important to you is X and Y. This hits both and more!"

Create Need

You can create a need from their want.

E.g. "Now you can be sure you will be well-equipped for your adventure with this jacket..."



COMMUNITY

ADVENTURE ELEMENTS

DELIVERING OUR GUARANTEE

We love being a member of our The North Face community. We **EXCITE** our customers with the benefits of **BELONGING** to our community.



Explorers do not often give up. Once they have achieved their goal, they will want to return to do things better or take on an even bigger challenge. We will be there for them whatever they choose to do. We encourage them to return or socialise online with people who share the same interests...

- You **EXCITE** your customers into becoming active members of our TNF community.
- You encourage your customers to return to the store.

This adventure looks at how to best create a community and engage with it.

The North Face Community

We are explorers driven by the desire to step outside our world to create meaningful connections. We actively seek diverse perspectives and to foster inclusive communities. We understand products don't build relationships; people do.

We want everyone to feel they **BELONG** at The North Face.

We want them to feel they will be welcomed back any time they are ready to explore.



HUB OF EXPLORATION

As home of our brand, our stores should be considered hubs of exploration. Employees are best positioned to welcome customers into our The North Face community.

As we see an explorer in everyone, our stores have a responsibility within our community to empower and inspire exploration. As most of our stores are very well-located, we can share our knowledge and expertise with our community in the area by offering advice on both local exploration and exploration activities.

Exploring activity	What this looks like	How we can inspire
Hiking	• Country treks and Trails • Hill walking	We want to inspire our customers to explore trails, whether they're designed for beginners or experienced hikers. This could sound like... "Erika, if you are looking for hikes and trails to explore, there are Munroe's of varying difficulty and a breathtaking scenery. Ben Lomond is a 35-minute drive away from the city and a great Munroe for all levels of experience."
Events	• Clubs • Brand Events • Loyalty program	Help our customers connect to the outdoors through The North Face. This may sound like... "We are holding a brand event in Loch Winnick this weekend... You mentioned you would love to see more of Scotland, so this is the perfect trail to get you started. The purpose is to encourage and inspire more women to experience the outdoors. You should really come and take part in the event."
Expedition	• Traveling to a new part of the county • Pushing the boundaries	We want to inspire those customers who are at the summit of exploration and always looking for the next big challenge. This may sound like... "Welcome back Alessandro! How did last month's expedition go? Since you love pushing your limits, did you know Skye's Cuillin Ridge is the holy grail of British scrambling. Have you considered this as your potential next adventure?"
Travel	• World Wide • Culture & Diversity	We want to inspire customers who want to travel the world to experience different cultures. This may sound like... "Have you considered Southeast Asia? I'd love to go there! One of our employees last year actually went on a 3-month backpacking trip in which she visited Thailand, Laos, Cambodia and Vietnam. The 'Banana Pancake Trail' is meant to be perfect for beginner travellers and new backpackers."



HUB OF EXPLORATION

Local Exploration	What this looks like	How we can inspire
Walks	• City Exploration • Green Spaces • Nature Adventure	We want to encourage accessible local walks within the area of the store. Employees can encourage customers to explore what is on our doorstep. This may sound like... “Juan, I really recommend that, whilst you’re in Glasgow, you walk along the Clyde side and explore the Glasgow Green, the city’s oldest park. It’s within walking distance of the store.”
Dining	• Restaurants • Cafes • Bars	We want to encourage locals and tourists to sample some of the area’s best places to socialise and dine. Employees can share their own preferences from the area or share others’. This may sound like... “Erika, if you and your friends are looking for a place to have lunch at, you should absolutely visit the Merchant Square! It’s a courtyard that is home to several bars and restaurants. As it’s Saturday, you will find a craft and design fair too.”

Local Exploration	What this looks like	How we can inspire
Volunteering	• Projects • Services	We want to inspire others to participate in a wide variety of projects and services in our areas, such as street clean-ups or volunteering. This could look like... "Alessandro, if you are looking to give back to the community, there are lots of initiatives that you could get involved in, such as the Simon community, who help homeless people around the city. It's Scotland's biggest homelessness charity."
History & Heritage	• Sight seeing • Architecture • Landmarks • Tours	We want to encourage our customers to sample cultural institutions. This may sound like... "So, Adriana, if you have some free time this Sunday and are looking for ideas to explore Glasgow, I recommend the Glasgow tour bus. It's affordable and the best way for you to see and experience the city. An absolute must-see destination on the tour is the Kelvingrove Art Gallery and Museum."



LOYALTY PROGRAM EXPERIENCE

The North Face loyalty program enables and equips our customers for exploration. As a member, our customers can stay connected and up to date with the very best of the brand.

The loyalty program can be introduced at any part of the customer journey. It is an opportunity to invite the customer into The North Face community.

Let's Explore and **Take me to the summit** customers are the perfect target for our loyalty program. You may be able to identify the perfect opportunity to introduce it to these customers. When it comes to **Fill my backpack!** and **Exploring on my own** customers, despite their initial behaviour, they may actually be interested in the program prior to leaving the store. Try and identify why these customers would connect by using some of the benefits below:

When would we link to the loyalty program?	Who is this perfect for?
Collaborations	Customers interested in both on and off mountain products. They want to stay ahead of the trend when it comes to The North Face, as they are seeking to be first when it comes to The North Face collaborations.
Personalised Content	Customers interested in The North Face products within specific categories, due to their own personal interests and passions (e.g. skiing and running). The loyalty program can be tailored to suit their needs.
Early Access to Offers	Customers looking to take advantage of our exclusive offers in-store, such as Sales and Black Friday.
The North Face Events	Customers we know are brand ambassadors and share enthusiasm for the brand. We can connect with them and allow them to experience the outdoors, exploration and our athletes directly via The North Face.
The North Face Explorer Days	Customers who are keen explorers and love to go on hikes and trails, and to socialise with others who share the same interest.
Locate	Customers who have agreed to order their product via Locate. When you are a member of our loyalty program, one of the many benefits is free delivery on all online orders.



COME BACK SOON...

When a customer's store adventure is coming to an end, the way we end that part of the journey is just as important as the way it started (from the Greet).

People tend to recall the first and last parts of an experience more accurately; our customers are the same. Here are some suggestions as to how to encourage them to return to your store... SOON!

Exploring on my own

- Choose to say something as they leave...
- “Come back soon...”
- “Sorry we did not have anything for you today...”
- “Enjoy your day.”

Fill my backpack!

- Show them how smoothly everything went!
- Tell them that we can do anything fast and save them time.
- Tell them about our Indigo services, and elaborate on other ways to buy online that can be faster for them.
- Stress that we can save them time in-store once we know what they need.

Let's Explore

- Encourage them to come back and tell you about their adventures in wild places.
- Reassure them of their purchase.
- Tell them that we are always interested in their opinions and check if they want to give us any feedback of their experience in the store.
- Invite them to write a review of the product in the TNF website, so that they can share their experience.

Take me to the summit

- Let them know when we will get new products.
- Invite them to new product presentations. Product experts or ambassadors can talk about the product in a kind of expert meeting.
- Product trial: ask them to get involved, in order to provide feedback so that we can improve future products.
- Loyalty program: updates and access to new exclusive collections or products.



CONGRATULATIONS

EXPLORATION is a mindset
on and off the Mountain.

Now the real work begins: **DARING**
to **EXPLORE** with every customer.

Your manager will help you put
this into practice in your store.
Celebrate your achievements and
be open to feedback.

ENJOY YOUR ADVENTURE.

