

Sophie Bambuck Transcript

Sophie: Everything we do is an athlete. We consider this athlete-tested, expedition-proven. So we have an athlete team. We have 150 athletes worldwide. They are the best in the outdoor space. They are the people who do the first descents, the first descents. They are snowboarders. They're trail runners. They test the products. They rely on the products to live, to survive. We give them products in the harshest conditions in the world.

Matt: To thrive in a rapidly evolving landscape, brands must move at an ever-increasing pace. I'm Matt Britton, founder and CEO of Suzy. Join me and key industry leaders as we dive deep into the shifting consumer trends within their industry, why it matters now, and how you can keep up. Welcome to the Speed of Culture. Today, we're thrilled to be joined by Sophie Bambuck, the CMO of North Face. In 2018, Sophie was named one of Forbes' 50 CMOs, who are redefining their role. And six years later, she has no intention of slowing down. Sophie, so great to see you here in Las Vegas for CES.

Sophie: Thanks for having me. Very excited.

Matt: Absolutely. You know, it's funny, CES has not always been the conference that every marketer came to. It was originally just for people who made actual consumer electronics. Why is it important for The North Face to be at a conference like this and understand the world of technology?

Sophie: Yeah, I mean, I think there's twofold. One is relationship. There are a lot of people in the industry now that we know who are here. We also see a lot of media partners that are now at CES. So it's important for us at Brand to be here and make sure that we get the face time during the year. We usually don't get to see each other very much. So this is a moment. And then also we just want to know what's coming up, what's coming next. I mean, CES is a place where all the new cool stuff is happening. So we want to see what's going on. I'm going tomorrow morning, I'm planning on walking the floor to see health and wellness and sport, just to see what's up. Even if I don't have a direct business, I'm curious. I want to know what's out there. You never know where inspiration comes from, right?

Matt: Yeah. And I think the worlds of fitness and technology have very much overlapped in the last couple of years with the Apple Watch and with the Oura Ring and the Whoop and all that. So, I mean, is that a space that North Face is actively looking at?

Sophie: No, not actively. I mean, it's a space that we're interested in, of course. It's not a space that we're necessarily investing in. I think right now it's more because we're so focused on our apparel footwear innovation, this is very much where we're focused. But even in that, when you think about apparel innovation nowadays, within your apparel, there's so much you can do. So, again, maybe it's less purposeful right now. It's more curiosity. I think eventually we'll probably get to a place where it makes sense. But in my career, I've had many stints working on wearables and all that. And I see when it works and very often also it doesn't work. So we're not rushing in. It would need to make a lot of sense for us to go there.

Matt: Yeah. And speaking of early in your career, you spent 15 years at Nike, obviously an iconic brand. If you look back at your entire stint there, what were some of the main takeaways? They do so many things right. I would imagine that you learned so much there. What comes to mind?

Sophie: Yeah, I mean, when you're a marketer, I think it's the best marketing school. Nike does Nike marketing. It doesn't always translate or transfer to other brands. That's the number one question when I've gone to other brands. People always ask, can we do the same that Nike does? Well, it's kind of hard. Nike has a specific way of doing things and it doesn't work very well. But I do think that I've learned the value of the brand. I've learned the value of creativity. I've learned the value of product marketing and how product marketing can be brand and aspirational.

Matt: Well, to the consumer, it's all very much connected.

Sophie: Exactly. It's really about providing benefits to the consumer and solving problems that they might not even know that they had. And so in the process of doing that, how do you build your brand? How do you create affinity for your product? And honestly, Nike, you know, has been one of the best at this. So I have to say that's the number one thing I learned. I learned how to be a marketer. I learned what it is to be a well-rounded marketer. But then also there's the benefit of Nike being such a powerhouse that you said it does a lot of things right. It does a lot of things wrong. But the beauty is failure is encouraged because you learn from it and then you reiterate and you improve. And that's something that only a very healthy and big company can afford to do. But that's the beauty of working with such a big brand you can fail and learn. When you don't fail, you don't evolve, right? And so I'd say that the other thing that I learned is to take risks and experiment.

Matt: Yeah, I know it's Hollywood, but, you know, the movie Air, you know, they go through the formulation of their Jordans. And before they met and brought on Michael Jordan, they talked about the sneaker. The basketball brand was about to go under. They couldn't get it right. And they kept trying and trying. And then finally they hit gold with Michael Jordan, right? So it's a kind of a microcosm of what you're talking about. You have to fail, fail until you finally get it.

Sophie: And it's about having big, ambitious goals, even if it feels unattainable or even if it feels like there's no way. That's what I loved. I don't know if Nike today does the same thing, but back in the day, it was very much about whether we were going to become a women's brand or we're going to go into the skate. I mean, Nike going to football, and soccer, was a big deal.

Matt: Yeah, a US-based company diving in. Adidas had a huge presence already.

Sophie: It was. Even internally, it was like, can we do this? You know, and going after skate was the same thing. I mean, skaters did not want a big brand getting into the skate. And then you saw the work of Sandy Bodecker and all that. I mean, it was beautiful. Big, ambitious goals.

Matt: What goes into entering a new category like that, going into skating at a company like Nike?

Sophie: Authenticity, making sure the right people are involved in the conversation, that you're taking as much insight from the community as possible, and making sure that everything that comes out, whether it starts with product always, but everything is thought through. Again, when I say serving the consumer, it's that with that authenticity and that insight, how do you build the best product with the resources that you have? So again, when you're a big company like that, it's easier because you have access to a lot.

Matt: We can't always just buy your way in. Like we've seen a lot of companies try to buy their way in to compete with Nike and they weren't able to succeed yet.

Sophie: It doesn't work. And again, that's also why sometimes you try, but if you don't have the right insight, you have to go back to the drawing board and do it again. So really at the core is making sure you understand your audience? The new audience that you're going after, is always.

Matt: Yeah. So what's behind the decision to leave a company like Nike? You're on the fast track there. You were there for 15 years, working your way up the corporate ladder at an iconic company. And one day you say, you know what? I'm ready to try something else. What goes behind that decision?

Sophie: A lot. It's scary. Mostly because at the time people did not leave Nike. And so making that decision was scary because I didn't have anybody to talk to about how to leave Nike. I mean, I had one friend I recall and I'm like, how did you leave? What's the process to leave? That's how infrequent that was. For me, it was about a few things. One is I had this fear of the 15-year mark. I was worried that if I had only done one big company for 15 years, then people would just think that I only knew how to do one thing. And I didn't want that to be the case. So I felt like I had always in my mind this 15-year mark. Now, I love the brand.

Matt: Kind of arbitrary. Is it 15 years?

Sophie: Yeah, I don't know. It was something that I put in my head. I don't know, you know.

Matt: The corporate version of the seven-year itch.

Sophie: Yeah, at least because I passed the 10 years. I'm like, okay, we'll find the next one is 15.

Matt: Right. Right.

Sophie: But, you know, to this day, I still love the brand. It's a great brand and I will never not love the brand. But I realized that I could love the brand and not work there. And so that, just that was like a light bulb for me to realize I didn't have to work there. And then I wanted to learn more. I was in senior roles where I was pretty disconnected from the marketing mix. And I wanted to understand more about the digital marketing environment and data. At Nike, it was very separate. It wasn't part of my day-to-day. I mean, I would set strategy, but then there would be teams just making it happen. And I wasn't necessarily a part of that. And I wanted to be the person moving up the dial, up and down. And I knew I couldn't do it there. And then I wanted to get my hands dirty and I wanted to learn more. And then, you know, and the other thing that happened is there was a massive reorg and the categories went away. And I used to run Nike Sportswear and that new operating model didn't make sense to me too much.

Matt: Right. So you felt like it was time.

Sophie: It was time.

Matt: Yeah.

Sophie: It was time. So I went to a digital native startup to get my hands dirty.

Matt: And how was that going from a big company to, it looks like it was Everlane. That must have been a culture shock for you.

Sophie: I was prepared. I talked to enough people to understand the landscape. But yeah, for sure. I mean, you know, you go from complaining about your op steam to not having an op steam, you know. So I liked it. I learned a lot. I mean, talk about getting your hands dirty. I mean, I am not sending an email about a new pair of jeans on the hottest day of the year. You know, it's the stuff that like I had never had to think about. And tweaking daily, looking at numbers daily, definitely weekly, but for sure daily at that time. I did more data crunching than I had done before. So no, it was a good experience. And it's such a good brand. I love Everlane. I was already a consumer before joining.

Matt: So what was behind the decision for you to join North Face? What about North Face excited you? Tell me about your role today and where your focus is.

Sophie: I got worried that marketing wasn't right for me anymore when I left Everlane because a lot of the roles out there were so heavy on growth and performance. And that's not who I am. I mean, it's part of what I do and I understand it and I can do it. That's not what I want to do every day. I want to set a strategy. I want to think about who the consumer will be in three years. I want to do cool shit. You know, I want to have fun and build a brand. And there are not that many companies that are willing to invest in a brand.

Matt: Which creates an opportunity.

Sophie: 100%. And I'm seeing the pendulum swinging. I'm seeing now companies starting to say, okay, we're realizing we need to get back into that brand space.

Matt: Also, performance is much harder now with all the privacy changes that have been enacted by Google and Apple.

Sophie: I'm super excited about that change. I mean, I think it's also going to make the conversations with CFOs a lot easier. It's like, hey, we can't track this anymore, so we're going to go do that.

Matt: It's very much cyclical because there was the email marketing era where everyone did it before there was direct mail. You have this kind of direct medium. Programmatic was the most recent one. And then it kind of shifts back. And I think you're always going to have that push and pull.

Sophie: Absolutely. And I think joining The North Face allowed me to still do brand. And there's not that many companies in the world that are brands. They call themselves brands. They're not necessarily brands and not necessarily investing in the brand, the North Faces. And that's why, I mean, it was a no-brainer. The other thing is, I'm at this stage in my career where it's a lot more about the people that I work with. And Nicole Otto, our brand president, was assembling a killer team. And it was like, of course, I want to be a part of that team.

Matt: So what does it mean to be CMO of a company that is so brand-focused? Like, where are you spending your time? And how do you define a North Face brand in that regard?

Sophie: Yeah. I mean, when you think of the North Face, very often you think big mountain, big sky, Everest, right? You're seeing somebody summiting.

Matt: Hiking tents. Yeah.

Sophie: Hiking tents. Or you see the beautiful snowboard line coming down the mountain. That's kind of like traditionally what it's been. And that's still in my head when I think about the North Face. I think about, you know, or the Yosemite North Face. And that's not going away. That still is, I believe, the DNA of The North Face. And that's still who we are.

Matt: Exploration. Adventure.

Sophie: Exploration. Aspiration. Adventure. The outdoors. Human potential. Absolutely. It's still, it's at the core of who we are and what we do.

Matt: And to me, it also translates to quality, right? You have to be able to trust the product. You know it's not going to let you down if you're out in the middle of the mountain.

Sophie: For sure. Everything we do is an athlete. We consider this athlete-tested, expedition-proven. So we have an athlete team. We have 150 athletes worldwide. They are the best in the outdoor space. They are the people who do the first descents, the first descents. They are snowboarders. They're trail runners. They test the products. They rely on the products to live, to survive. We give them products in the harshest conditions in the world.

Matt: You're in a snowstorm in the middle of a mountain, and you're in one of your sleeping bags and tents, and you're relying on the Earth's face to keep you warm and get you through the night.

Sophie: Totally. Or you're hanging by with one hand and you need to be able to quickly open your zipper with the other to grab your mask or to make sure that that zipper opens when you do open it.

Matt: It's literally what could be life or death.

Sophie: It's life or death. Yeah. So not for all of them, but, you know, in the most extreme sense, it is life or death. And so we have a responsibility. So to your point about quality, to your point about being what athletes need as they evolve as athletes also. And then after that, figuring out, okay, great, now we've served the edge. How do we trickle that down to the masses? Right. Because maybe the mass doesn't need the pocket where Conrad Anker needs the pocket.

Matt: But that's kind of the case with everything. You see the commercials for the Jeep going over the rocks on the river. And people aren't doing that. People are driving in the suburbs of the mall. So that's very common.

Sophie: Very common, but you need to be inspired by the use case, needs to be inspired by the most extreme condition. And we innovate for the most extreme condition and we design for the most extreme condition. And then from there, yeah, we translate that to the consumer.

Matt: How you translate it to a broader audience.

Sophie: So again, we start with performance innovation. And then after that, we kind of, I talk about dials a lot, but it's like when it's about the extreme condition, we dial up the performance innovation and maybe dial down the style. There's still style, but we dial it down. When it's the same jacket, but for use in the street or New York City.

Matt: Because it had become a fashion symbol as well, North Face jackets. Yeah. Was that by accident? Did North Face become sort of a lifestyle fashion brand by accident? Or was that by design?

Sophie: Well, it's before my time. So I'll say, you know, and at this point, everything is hearsay, right? I've heard so many stories. I think it's a little bit by accident. What is not an accident is the product was designed to serve a very specific condition, cold weather, and they were designed a certain way and with a certain color because it looked good. So that's purposeful.

Matt: Right. Those are two pretty good attributes for a winter jacket.

Sophie: Exactly. And now the fact that you know, the street adopted it organically and saw the jacket and decided to wear it. And it culturally picked up from that. It became an icon. It is an iconic piece of outerwear. We're talking about the Nuptse jacket here specifically. I think that growth, that organic growth is a little bit, you know, once the consumer takes it, they make it an icon. As a brand, you can't make something.

Matt: Yeah. Well, I also think that consumers smell authenticity and they smell the opposite. They smell it when people are trying to fake it or buy their way in. So just the same way that Nike was able to gain it in categories, it was built within the realm of authenticity and consumers kind of felt that, both literally and figuratively, and then got adopted.

Sophie: A hundred percent. And we're seeing, it's cyclical as well, right? So we're seeing somebody dubbed it like, what do they call it, Gorpcore? It's like, you're seeing the adoption of performance innovation in style and fashion on the street. It's not new. The NFC had happened. I mean, this was the first jacket that people were wearing on Everest, right? This happened with the NFC. This happened for us with Steep Tech, where everybody thought that was the coolest. It was extreme ski gear. And people were just wearing it in New York City. So it's cyclical. This keeps on coming back. Thankfully, your product looks good and people want to wear it, but it's not necessarily developed intentionally for the street. It's developed for the mountain. It's developed for the outdoors and it gets adopted organically in the street. But that's how you know you have icons. That's how you know you're doing well, is when the consumer decides what is going to work and what is going to stand the test of time or not. All we can do is just do the best we can. Best design, best innovation, and hope that it picks up.

Matt: We'll be right back with the Speed of Culture after a few words from our sponsors. So as CMO, I would imagine one part of your role is also understanding who your consumer is working on consumer segmentation, and understanding the different groups that may be attracted to different products and how to effectively communicate that. How do you go about doing that? Who are the core consumers that you have?

Sophie: Our Chief Product Officer, Jen at the same time as I did. And the first thing that we agreed upon is to kind of move away from consumer segmentation. We work with mindsets. So we've developed four mindsets.

Matt: So psychographics versus demographics.

Sophie: Yes, in a way. I mean, it's more about behaviors and intent. And so I always use the example, we have one of our athletes somebody named Jimmy Chin, who is very famous in his own right. He's an award-winning director as well. But I always use his example like, he climbs Everest. And in that moment in time, he has a certain mindset. He has an intent, he has a purpose, and he needs gear for that particular moment in time. Then he might go on a surfing trip with his friends and he needs to be geared up for that. And we need to surf him when he's in that mindset, which is maybe more community-oriented. And then he really cares about conservation and he goes to Patagonia and makes efforts over there. We want to be there to serve that mindset. And then he's on the red carpet. And we also want to be able to serve that mindset when he's more worried about looking good. That's true for everybody. We all have those mindsets. Now it might not be Everest. It might be another obsessive or kind of more intense mindset, but we all have those four mindsets. So it's a question of like, how do we serve those mindsets versus serving before we had a mindset? I think we had like nine consumer segments or something. And you would have liked the extreme skier.

Matt: This is Peggy. She's 34. She lives in the Midwest. She has two kids. Right.

Sophie: Yeah. Yeah. So serving the mindsets allows us to serve more people, but also really think through our intent. Also, how do we want people to feel? What state or what behavior are they trying to fulfill when they're walking into this door or when they are buying or browsing this online? Then let's make sure that creatively, content-wise, product-wise, we're serving that mindset. Of course, we have segmentation as well. Because we can't do media buys without segmentations, etc. But it's not the start. It's a tactic.

Matt: The creative brief probably starts with the mindset versus the demo.

Sophie: A hundred percent. Yeah. I mean, it's very hard to inspire, whether it's a product designer or a brand designer around like Peggy's 30.

Matt: Yeah. Many brands still try to do that.

Sophie: Oh, the majority. I don't see it. And so that's why we moved away.

Matt: Makes a lot of sense. In terms of channels and ways that you're getting these messages out, where do you have your eye on in 2024 with all the changes we've seen in the media landscape?

Sophie: I mean, you know, it's interesting. We're in the usual channel, like that, you know, everybody's kind of playing in the same channels. Of course, social and social shopping is still there.

Matt: Are you saying TikTok emerges as a shopping channel?

Sophie: Yeah, TikTok. I mean, we're still very big on Instagram or Meta. We're still there.

Matt: Are you selling directly?

Sophie: Yeah.

Matt: You are?

Sophie: Yeah.

Matt: Gotcha.

Sophie: Yeah. So, I mean, we do have wholesale partnerships, of course. But we do have a pretty big DTC arm. So in those instances, we sell directly.

Matt: Right now, I think, it gives brands a huge distinct advantage because you're collecting that first-party data. You're able to model your audience in some way that other companies can't.

Sophie: Yeah. I mean, it also does require on the back end that we're able to track everything, but yes.

Matt: Yeah, exactly. Yes. Which is a whole nother thing.

Sophie: I think that we're getting back into more of an analog space right now. I think consumers want to feel things more and not just digital.

Matt: And that fits very well with your business because you're all about experiences.

Sophie: Yeah, it does. It's also retail.

Matt: But you guys have a really good retail experience footprint.

Sophie: Our experiences are getting better, depending on the market.

Matt: I mean, if you're comparing with Apple, it's one thing. But if you're comparing it with most of the apparel category, putting luxury aside, I think it delivers on what the consumer expects.

Sophie: For sure. I mean, we're not in the innovation phase of retail right now, which I think is the aspiration that we are more innovative in stores.

Matt: It's hard, though, with apparel margins. Have you guys ever thought about services or other areas tangential to get into the consumers?

Sophie: It's top of mind, 100%.

Matt: North Face could be a travel company. It could be, I mean.

Sophie: There's so much we can do. There's so much program. I mean, right now what we do is we have partners. We have great partners that offer things like that. And so we do give access to our members, but it's not ours. Those are questions that we ask ourselves, but we have fantastic partners. We also have a very big loyalty base. So we have the Explorer Pass, which is a pretty sizable membership. And through that, people do get access. We take people on their first experience, for their first ski experience, or their first trail experience, et cetera. So that's something going into 2024 that we want to keep doing. And then, you know, media, it's interesting. I think we're very big on content. We do a lot of longer form content, not long form, you know, features, but we do 30, 40-minute films. Yeah, a lot. I mean, it's been a part of our DNA forever and it makes sense. I mean, we have athletes that go places where if we don't have a camera there,

nobody will know they went. So we make a lot of films. We fund expeditions every year. We have some really big expeditions coming in 2024.

Matt: Any that you get to go on?

Sophie: No, I mean I had one opportunity, but it was like literally next week or something. And, you know, you're gone for like, and I had to go to base camp of Everest. And it's like, I mean, I want to go. I'll do it one day. But, you know, you're taking a month out of your life to do it, which I can't. I'd love to, but I can't. But eventually, I'll do it. All that to say, you know, we're looking at content and looking at how distribution of content, looking at how we broadcast content. That's for me a big shift I want to make in 2024. Because right now we make a lot of films. They go to film festivals and it's great. They win awards and then they go on YouTube, which they just live on YouTube.

Matt: The question is, how's it driving the business? How's it connecting with your consumers?

Sophie: And how do more people get to see it? That's top of mind also for me in 2024.

Matt: It's interesting because what I think you're going to see in 24 is that there's going to be a dearth of content. After all, you had the writer's strike. People are going to find there's less and less on TV. And brands can step in and fund it and give consumers stuff to watch and engage.

Sophie: 100%. Also, it doesn't have to be brand content, but it can be connected to the brand. And that can be very interesting.

Matt: No one wants to watch a 40-minute commercial.

Sophie: No, but also nobody knows how to make a 40-minute commercial.

Matt: Right, exactly. So I have a question for you. This is sort of a little bit of a tangent, but, you know, we've seen this year a lot of brands. Getting behind social issues. I didn't start during the pandemic. And back then, every brand had some say on what was going on. Do you think brands have a responsibility to take a hardcore stance on social issues? Or is that something you think they should step out of and just be a business?

Sophie: So one, I do think brands need to be a bit more personal and therefore there are things we need to speak about. But it has to be things you can authentically speak about.

Matt: Right.

Sophie: So just coming out and saying, I stand for this where either internally or like if you've never done anything about it, don't do it. I think there's a fear that brands and I see it, we all have this fear of like, oh, this is happening in the world. Should I say something? Everybody else is saying something. I should probably say something. But if I don't say something, people are going to, you have to go back to your, what's true to your brand.

Matt: Not what might be true for the head of marketing or the CEO, but for the brand.

Sophie: Oh, everybody else is doing this, I should probably say something. You have to do what's right for your brand. You have to go back to your values. You have to go back to your mission

statement. You have to go back to your stance on things. You have to go back to your internal behaviors. But it's hard. I mean, it is a fine line. Cancel culture is real. Trolls are real.

Matt: And we live in a highly polarized society.

Sophie: It's like, I feel the amount of crisis that has emerged, you know, from a brand standpoint. Like I used to never talk about crisis management.

Matt: Yeah.

Sophie: It's a big part of my job now.

Matt: Just because somebody tweets something, somebody says something, there's...

Sophie: There are concerted efforts also. We see a lot of movements and groups that just go out and blast things.

Matt: Target brands and go at them for whatever reason.

Sophie: Yeah. I mean, you know, Pride last year was an intense two, three weeks for us. That's just one of them.

Matt: Any decisions that you need to make as CMO, people are looking at you for the answer.

Sophie: Yeah, I mean, the good thing is, you know, yes, it's me, but it's also, you know, of course, we have a fantastic brand president. I work back with the president of The North Face. Depending on how big it gets, the board gets involved. And the CEO, we have the CEO of NF. It depends on the scale, and the magnitude. But yes, very often it starts with like the team looking at it. It's like, Okay, can we handle it or not? And then they'll bring it to me and then we'll make the call. And then if I need to elevate it, I will.

Matt: That's something they don't teach you in CMO school. Not like there is a CMO school.

Sophie: No. You kind of learn on the spot and there's crisis and crisis. I mean, we've had athletes who have accidents. That's a very big crisis for us. And then there's, you know, I mentioned pride or somebody said something. Every single case is different. There's almost no single blueprint that you can apply.

Matt: I get that.

Sophie: You always have a different situation.

Matt: So wrapping up here, Sophie, I mean, you've had a really fun career being in Nike and now this new role at The North Face. When you look back at your career, what are some of the things that you think you did right to set you up for being in a position where you can choose and do the things that you want to do? I mean, you said Nike was great, but you wanted to try digital. And then there were things that you loved about The North Face. And it's a luxury to be able to choose where you want to go at such a high level, you know, in the corporate world. What do you think that you did right that enabled you to have that type of freedom flexibility and choice?

Sophie: I don't know if it's because I did it right, but I do think I was lucky enough to have great mentors. I do think mentors are very important and you should seek them out. Too many people, I think, think that they can do it on their own or I'm going to sound old, but I see this generation now who just like, they don't want to hear. They don't want to listen. They don't want to learn from anyone. And it's just you can't do that.

Matt: They want to watch a YouTube video and figure it out on their own.

Sophie: Right. There are people who actually have fantastic experience and you should probably listen to them, even if you don't like what they have to say.

Matt: Or even if you don't accept their advice, at least hear it.

Sophie: Absolutely. Absolutely. So mentorship, I think, has been huge for me. And then I think like I have a lot of ego. So I put a lot of value on who I am and how I feel. And so sometimes if it doesn't feel right, I follow my guts.

Matt: It takes confidence to do that, though.

Sophie: Yeah. It's a little bit of my personality as well. But I mean, you know, leaving Nike was a big deal. Financially, it's a big deal.

Matt: Of course.

Sophie: Leaving a place like Nike. But that's how I felt. And so sometimes you just go with your guts. And, you know, when I left Everland, I didn't have a job. I didn't have The North Face lined up. I left and I was like, all right, I'll figure it out. Easier to do at this stage of my career. But yeah, I'm confident. I mean, I have imposter syndrome at times, for sure. I don't understand why people want to hear me necessarily. But in terms of my career and the things I can control, I'm much more attuned to what I think I need to be happy or to just keep on growing. But growth, ultimately growth is very important. The idea of being content and just stagnant is like that scares me. Got to keep on moving.

Matt: Yeah, and that's what drives you. Is there a mantra that you like to live by or something that comes to mind?

Sophie: I mean, I have one, but it's more to help me mentally. It's like every day because I have a hard time getting up. And so my dad growing up would always say, that the day belongs to those who wake up early.

Matt: And that's how you define early, right?

Sophie: Exactly. But figuratively exactly and literally. So I think about that a lot because early adoption is being early, right? I think about that a lot, mostly now with the metaverse and all that. I'm like, oh, I see those opportunities and we're not going after it. But that's early.

Matt: Yeah, AI, everything is happening right now.

Sophie: Yeah, he used to say that to wake me up. That's kind of like what's the start, but I've kind of taken in to mean many other things. You know, you want to be first to the worm, right?

Matt: Well, thanks for sharing that. Thanks for joining today. It was a great conversation. I appreciate it. I can't wait for our audience to hear it. So on behalf of Suzy and I would like to say thanks again to Sophie Bambuck, Chief Marketing Officer at The North Face for joining us today. Be sure to subscribe, rate, and review The Speed of Culture podcast on your favorite podcast platform. Until next time, see you soon everyone. Take care. The Speed of Culture is brought to you by Suzy as part of the Adweek Podcast Network and Acast Creator Network. You can listen and subscribe to all of Adweek's podcasts by visiting adweek.com/podcasts. To find out more about Suzy, head to suzy.com. And make sure to search for The Speed of Culture on Apple Podcasts, Spotify, and Google Podcasts, or anywhere else podcasts are found. Click follow so you don't miss out on any future episodes. On behalf of the team here at Suzy, thanks for listening.