



GUIDING PRINCIPLE: The most important ingredient for our success is to build trust with everyone we encounter, from employees, to customers, to other vendors and suppliers. We need to keep our word when we promise to do something, even if it's just what the customer THINKS we promised. Our obligation is to spell out clearly what our expectations are, and to be as accommodating as possible in rectifying a miscommunication, even at our own expense.

PRINCIPLE IN PRACTICE: The remodeling industry has a terrible reputation for trustworthiness, so Weather Tight makes it a policy to bend over backwards to make sure we avoid that perception with our customers and suppliers.

- **GETTING THE JOB RIGHT:** As you read on the introduction page for this section, our sales reps have shown time and again their willingness to go the extra mile for the customer. Any mistake in measuring or communicating is paid for BY THE REP, so it is especially encouraging to see our reps unselfishly take from their own commissions to make the customer happy. The personal contact from sales reps, finance manager and installation team is well-received, and many customers thank the staff by name in their survey responses! (A)
- **MAIL-IN RESPONSE FORMS:** The last thing our installers do when finishing a job is to leave a response form and a pre-paid envelope for the customer to provide feedback on their entire experience. These returned responses are opened by the President every day, and he personally contacts customers who have given us high praise. When customers give us low marks, he contacts the responsible party— marketing, sales or installation— and requires that person to get in touch with the customer to rectify the problem. While many other companies may just wait and hope the problem will go away, Weather Tight's policy is to contact the customer after any less-than-positive review, to proactively seek to remedy the problem. Of course, the risk here is that this will end up costing money to fix a job for a customer who hadn't yet demanded a correction, but being ahead of the complaints has made for many more satisfied customers, and gives us a chance to right any perceived problems from customers.
 - **IT WORKS!** In 2007, 94% of returned surveys (we get responses from about half of all jobs) from customers said they would recommend us to friends or family. So far in 2008, it's 96%! (B)
- **TRUST WITH SUPPLIERS:** Weather Tight does not manufacture its own products, so we deal with many different suppliers on a daily basis. These companies entrust us to be the face of their brand, and without a good working relationship, we would not have access to the quality products we use. One example is in warranty claims. If one of our installers damages a product during installation, it would be simple enough for us to claim the product had been damaged in shipping, forcing the manufacturer to eat the cost of replacement. Instead, our policy with installers is to report damages immediately, and we will notify the supplier of our error and pay the cost of replacement ourselves. Our suppliers make repeated visits to our facility, along with the facilities of all other dealers, and report nothing but the highest praise for our customer relations and the way we represent their products (C, D).
- **BUSINESS RELATIONSHIPS:** Our lead generation team partners with many other retail locations. We have kiosks inside Sam's Club and Marcus Theatres, and our reputation is connected to theirs. We have met and exceeded our obligations with both vendors, handling any complaints that arise, keeping our kiosks clean, having our employees act professionally, and in the case of Sam's Club (which we pay commission on sales) reporting our activity honestly and accurately. In 2008, we were chosen by Sam's Club to run their first experiment with windows sold in their clubs, one of only a handful of companies in the nation chosen for this honor. We have a dedicated lead generation department and managers who deal directly with club and theatre managers, and we have built strong relationships with all of them (E, F). This partnership goes both ways. In 2007, we secured a deal with a large home supply chain to market sunrooms. The company's line of credit required full loan disbursement up front, before the job was even started, which isn't typical in our industry, especially for a purchase that large. Our customers struggled to understand the reasoning and felt they were being taken advantage of. After unsuccessfully trying to negotiate a different contract, this was a major reason we decided to leave the multi-million dollar program in 2008.



GUIDING PRINCIPLE: Our commitment to serving our customer necessitates a commitment to quality products. While cheap products installed cheaply may add money to our bottom line, it is a disservice to our customer to propose a faulty solution to their problem. We owe our customers the right to have information in order to make a knowledgeable decision, and a reliable service team if there is a problem. We also strive for an environmentally responsible product.

PRINCIPLE IN PRACTICE: Everyone in our organization is taught to be honest about the high-end nature of our products. We live in a disposable-goods world, and the high quality approach isn't right for everyone. We instead educate our customers that our products may be more affordable than they think, and explain the energy savings nearly all of our products provide. Our commitment to high-efficiency products means a better environment and financial savings for our homeowners, and we pride ourselves on that commitment.

- **HONESTY BEFORE THE SALE:** Our lead generators and appointment setters get paid by the demonstration, not the sale. You might think this would give them a big incentive to talk any old person into sitting down for a demonstration, whether they were truly interested or not. Instead, Weather Tight's culture is to do everything possible to avoid wasting customer time if we are not right for them. This is highlighted all throughout our training system (A), and lead generators are benchmarked on their revenue per demonstration in order to keep them honest (B).
- **LIFETIME WARRANTIES:** We deal almost exclusively in lifetime-warranty products (C). In addition to manufacturers' warranties, we also stand behind the product with our own warranty, which can even be transferred to the next homeowner. This is a risky strategy for most companies, since service calls only detract from the bottom line. We feel this will push us to seek out the best products and installers to make the number of future service calls minimal.
- **ENVIRONMENTAL COMMITMENT:** When we started featuring energy-efficient windows, gas prices were less than \$1 per gallon. Now, more than ever, we are conscious of our customers' anxiety over rising energy prices. When we learned that the federal energy tax credits were about to expire in 2007, we printed an informational booklet (D) that was sent out to all of our past customers, encouraging them to claim the credit if they'd already bought, and to make a qualifying purchase now if they hadn't yet. Our customer service department handled all requests for documentation professionally, and the whole project tied up many company resources at the end of 2007 as customers rushed to get their products installed and documented in time. Despite the extra hassle of tracking down their information, we felt it was the right thing to do, and it endeared our customers to us even more. Also included was an offer to match the energy credit on any additional sales, and information on the energy-saving benefits of other products that many were not aware of. Educating consumers on energy efficiency is included in every demonstration (E).
- **ABOVE-AND-BEYOND SERVICE:** Our installers are encouraged to do what they can to make sure the customer is satisfied, including changing products at our own expense, or continuing work in difficult conditions (G). Our customers routinely thank us for additional service, beyond what was specified in the work order, such as going the extra mile to clean up after installation (H). A great product poorly installed is not a good value, so we make sure every installation passes with flying colors, or we will take any steps necessary to correct our mistakes. Installers who receive poor marks from customers are retrained, or in some cases, moved off of certain jobs or let go. In 2007, we adopted our new slogan, "Wisconsin's Most Recommended Remodeler" to pay tribute to the hard work our installers do to make sure our customers are happy enough to entrust their friends and families to us for future business.
 - **IT WORKS!** Many remodeling companies struggle to get 10% of their business from referrals and repeat business. So far in 2008, this category has been 19.3% of ours!

A customer was turned down by mortgage loan company due to house in such poor condition and small. Could not get loan for entire job. I lowered price on job so customer could get all windows needed because of the 3 kids living in the condition of windows not functioning... per Todd Schulz.

Todd Roberts, Sales Rep

We go back and see every customer after the job is complete. It does take a salesman away from a fresh lead, but it improved customer satisfaction.

Jill Wagner, Call Center Manager

I have always told Chris [installation manager] to just go ahead and make the customer happy. It's most important to me. The Whites in Racine— they said they thought they were going to get top transom glass. Well, I know for sure they did not order it; I had documents in that regard. I told Chris "let's just do it!". We did. The sunroom's beautiful, they love it. They're retired and enjoy it every day. "Do the right thing!!!" I believe with all my heart!

Greger Smith, Sales Rep

We redid entire job (TENLEY) for free after we made a mistake, even though we had already been paid and didn't need to. We are required to go back and visit every customer after installation to make sure they're satisfied.

We never try to earn a customer's business solely by offering them a cheap product and price. We listen to what the customer's wants and needs are and recommend the appropriate products.

Matt Windisch, Sales Manager

ETHICAL CUSTOMER, VENDOR AND STAKEHOLDER RELATIONS PRACTICES

We are instructed and trained that without our customers we would ALL be hungry. Even when a customer has a misconception of product performance, it is our responsibility to educate, not just say "our product is working, you are on your own."

Personally, Weather Tight has not wavered on its commitment to the customer. At all times upper management has backed me up, trusted my decisions and not second guessed me.

Upon learning of my decision for a completely done-over job, Tod C actually thanked me for doing the right thing to keep Weather Tight's name in good standing.

Larry Mercer, Installation Manager

We replaced a damaged skylight when the installer told me he could put it back in anyway, just water between panes. I paid for a new one— no charge, just took care of my customer. Time and time I have eaten extra costs. I always say I don't want to have to call a customer to charge more unless I ABSOLUTELY have to. I'd rather be proud to give than be selfish and take. Like we say in our warm up, I am HERE FOR YOU NOT FOR ME. That's good customer service!

Pamela Teicher, Sales Rep

Our whole demo, we give the customers choices and let them decide on what's best for them. We give 3rd party stats and even bring up other company's brochures if customers have questions about them. Everything is documented as far as what is specifically getting done. We deliver on what we say.

John Rodriguez, Sales Rep

We sell energy efficient products for the exterior of the home. The highly competitive marketplace increasingly advertises low prices rather than high performance.... In order to compete, we began to offer customers a choice between high performance and economy lines. Given a choice, most opted for price but were unhappy with the results after installation.

We had to make a choice whether to take the path of least resistance and bow to the pressure of the market, or expend the extra effort to convince our customers to invest more to get the correct product for our climate. We made the decision to drop the economy lines and offer only what we know is best for our customers in the long run.

Tod Colbert, President

I personally, on accident early on, up-charged an electrical upgrade, and when found out I called the customer and offered him another option for the cost of my mistake.

We tell [customers] that we want them to be 100% comfortable with decisions and that we want them to be able to sleep at night and not take any food off of their table.

Dave Mikolajek, Sales Rep