



*"Windward Group's operating expertise is evident in their work, which is strategic, but also practical and action oriented. They add tremendous value to our efforts at The Vermont Country Store."*

Bill Shouldice, CEO - The Vermont Country Store

### A PROGRAM TO INCREASE SALES AND PROFITS DURING THESE DIFFICULT TIMES

These are tough times, and it looks like they'll remain tough through 2009. We hear from our clients how difficult these times are. They appreciate having Windward Group on their team as experienced leaders who have taken companies profitably through economic turmoil (for instance, the troubled times after September 11).

We can help maximize your growth and profitability during this economic downturn by assisting you to identify and prioritize activities which generate incremental profit. But today we are writing to tell you about an *exciting cost effective program* to help **both maximize profits and gain share** while you muscle through this crisis.

<b>Defensive Tactics</b>	<b>maximize short term bottom line</b>
<b>Offensive Strategies</b>	<b>capture market share</b>

Most companies are very good at deploying **defensive tactics** to preserve financial well being when faced with sudden downturns.

When cutting expenses, it's easy to lose visibility to the longer term. Better competitors emulate Warren Buffet & see opportunities to invest in **strategic activities to capture share** from weaker competitors. There definitely will be winners & losers in your marketplace's competitive set. Will you be the winner or will you lose share to a stronger competitor? The choice is yours.

### THE BENEFITS OF BEING THE LOYALTY LEADER – MORE SALES AND PROFIT

Within a competitive set, **the loyalty leader will grow 2.6 times the competitive average!** In this case, loyalty isn't defined by Lifetime Value, although that is a very valid indicator of customer worth. Rather it is defined by a more qualitative measure called **Net Promoter Score** which allows customers to define themselves as brand Promoters or brand Detractors.

- Promoters, people who are most likely to recommend your brand to friends, actually shop more frequently, purchase more and concentrate their spending. Giving them more of what they like lengthens their time as your best customers and delivers new customers through referrals.
- Detractors, however, are least likely to recommend a brand to friends and they often have quite negative things to say about a brand. Yes, you can have a high Lifetime Value and still be a brand detractor! Fixing their complaints retains these customers and can turn them into promoters.
- The loyalty leader is the one brand within a competitive set with the highest Net Promoter Score, defined as the percentage of promoters less the percentage of detractors.

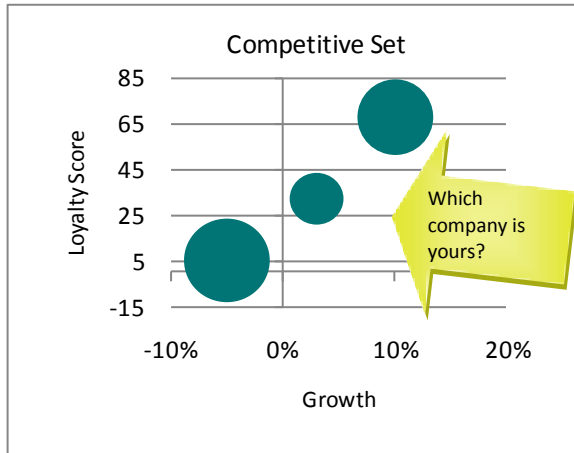
insight & impact: strategic development for multi-channel brands

windward group

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Where do you stand relative to your close competitors? Windward Group can help you find out. Windward Group's program gives you **four critical pieces** of information that you can turn into **greater sales & profitability**:



1. Your company's Net Promoter Score.
2. Qualitative comments of what your **Promoters** love about you. These comments can inform your strategic intent and help you **capture share**.
3. Qualitative comments of why your **Detractors** are alienated. This knowledge will help you prioritize your tactical actions during this difficult time. As the lowest hanging fruit, these ideas will **propel short term profits** when fixed.
4. The **Net Promoter Score of your nearest competitors**....and their Promoter and Detractor comments as well. Having this critical information can help you position your company to compete better.

These four critical pieces of insight come directly from your customers! Here are some particulars about the program:

*How long will it take?* We can have this information to you in one month after we begin.

*What will it cost?* This program is very cost effective; please contact us for details

*Why is Windward Group qualified to do this work?* First, our experience: As executives who have run companies over a long period of time, we have experience navigating through the tough economic times. We bring this experience to bear in all of our engagements. Second, we've been providing strategic consulting for almost five years delivering highly impactful, practical solutions to clients' problems. Third, Windward Group is proud to be one of the first consulting practices world-wide to have been invited to affiliate with the Net Promoter Customer Loyalty Program.

*How will you benefit?* You will receive these impactful deliverables:

1. Tactical actions to help you maximize your short term profits.
2. Strategic ideas to improve your position in the market, helping you to gain share in these difficult times.
3. Up-to-date information about your competitors and an understanding of how to compete better.

Please contact Becky Jewett if you are interested in this powerful loyalty building program.