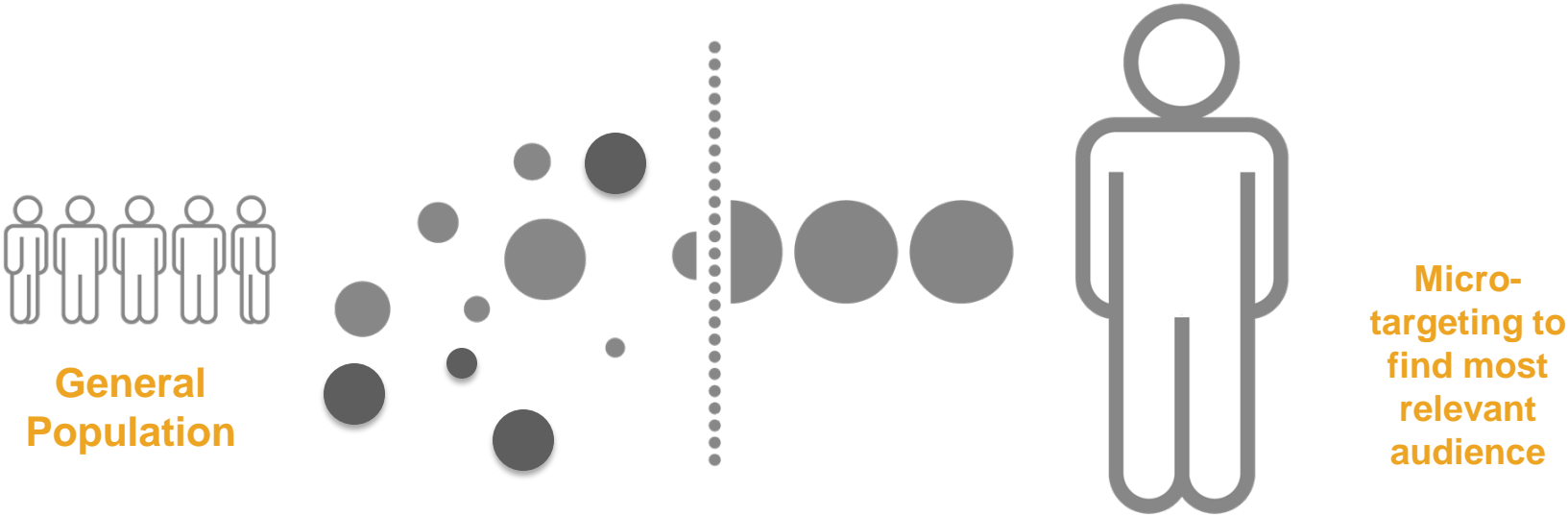# Moving From Mass Market To High Value Targets

Program design based on the right audience and reaching them in the most cost-effective way

General Population

Micro-targeting to find most relevant audience

Data Sources

Quantitative:

Demo-graphic/ Psycho-graphics

Historical customer inform-ation

Market potential studies

+

Qualitative:

Market research (industry trends, customer sat)

Account manager intel

= Comprehensive customer profile & prioritization of "best customer" targets

The Approach

1 Define target markets based on customer attributes

Commercial

Prioritized industries based on:

- Revenue/ Profitability
- Engagement Level
- Building characteristics
- Usage & Program Participation
- Interest in Self Gen, Sustainability

Residential

- Demographics
- Psychographics
- Usage & Program Participation
- Housing characteristics

2 Design a suite of program offerings with unique value propositions based on customer profiles:

community solar, rooftop PV, financing, etc

**3** Quantify market potential and benefits (customer/SMUD) for each offering:

 # customers, $ revenue, growth potential (volume and revenue), costs and benefits to SMUD and the customer

4 Determine programmatic details based on customer attributes:

site location, bundled services, customer acquisition strategies (variable messaging and outreach based on their values and preferences)

SMUD Prioritized Residential Segments
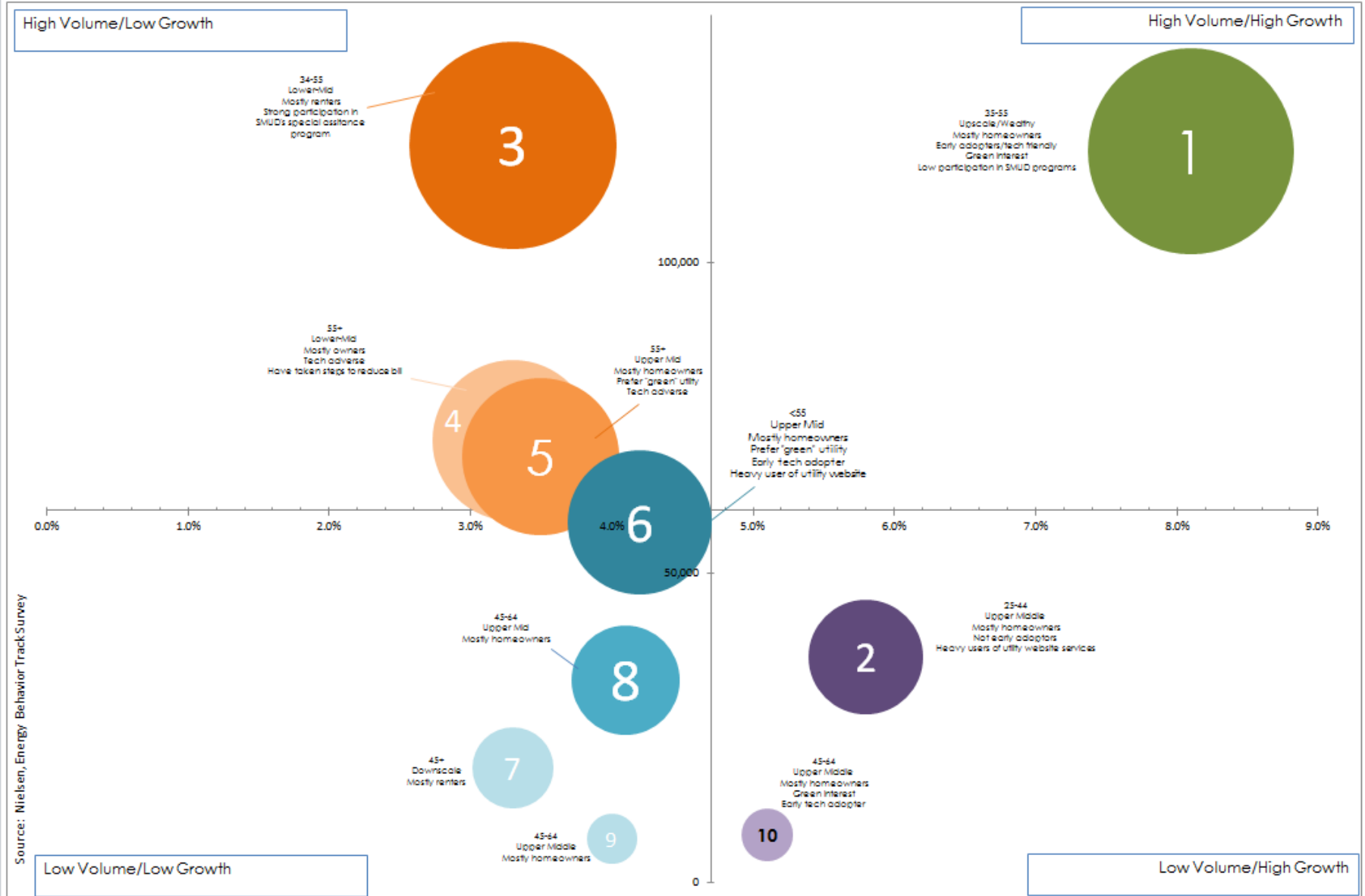
SMUD Prioritized Commercial Segments

SMUD Prioritized Segments	Reasons to go 'green'' and/or be interested in solar	Example Program Designs based on Customer Needs/Business Operations
Data Centers	Industry pressure to go 'green' with efforts underway by tech giants like Google, Facebook and Apple Their customers want business partners who employ sustainable practices (Twitter, tech start ups)	Couple community solar with battery storage, EE investments Explore possible site location
Hospitals	Being sustainable is a critical component of providing high quality patient care	Couple community solar with CHP and EV charging (workplace)
National/big box retail chains	Customer differentiation and marketing value (For ex., being sustainable is central to Whole Foods' brand identity)	Couple community solar with demand response