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## **Working Session: Applying Iterative Design to Strategic Utility Initiatives**

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### **Retail Business Customer Energy Solutions**

Your design team just completed an intense design-thinking project to develop new retail business customer offerings. You took all the right steps—performing ethnographic research to uncover unmet needs, building empathy to view the world through the retail customer’s lens, and creating solutions based on their needs first. Your team developed a robust set of solutions that you can’t wait to talk to customers about!

Your multifaceted solution addresses numerous needs:

- It offers flexible payment plans that help with the seasonality and variable cash flow of retail businesses
- It offers an innovative minimal-cost renewable energy program and associated marketing materials that retailers can use to promote their sustainability efforts
- Customers can access advice on lighting ambiance and rebates that take different types of retailers’ specific lighting needs into account
- They can also use the program’s energy-efficiency advisory and rebate services to identify opportunities and create action plans
- There’s a recognition component that highlights retailers that have taken steps to become more green via efficiency and renewable energy, promoting their business in the local community

You’re excited about this suite of options and feel that you’re meeting a major unmet need by providing choice to retail customers. But you’re a little concerned there might be too many options.