

Accomplishment Summary Report & Strategic Focus

Volume 1



Access
Opportunity
Growth
Empowerment



CORE IDEOLOGY

ACCESS, OPPORTUNITY, GROWTH, & EMPOWERMENT – for our customers, our partners and our communities.

SUSTAINABILITY - delivering the benefits of energy efficiency to Small Business and Limited Income Consumer segment.

DELIGHTFUL ENGAGEMENT – a core element of our business process is to become service advocates – your customers will feel better about the service you provide through us.

EFFICIENCY – we have perfected the mechanisms to touch millions of business and consumer customers in record time.

VALUE – our cost-per-encounter metrics are far superior to those of our competitors.

CEO MESSAGE

Louis E. James – President and CEO

For the past decade, SEEL has worked to become one of the pre-eminent organizations in the sustainability sector. As an organization, we value the opportunity to help our partners generate, deliver and use energy more efficiently to preserve our scarce global resources.

We are excited to present a summary of our accomplishments and we are especially pleased to discuss our plans to help the underserved Small Business and Limited Income Customer segments identify creative ways to conserve energy. Large business customers and affluent consumers are more likely to understand the benefits of energy efficiency programs offered by utilities throughout the country. SEEL seeks to bridge the gap between our energy partners and their customers that are difficult to reach. We not only offer tremendous value in serving these sectors: we also increase overall satisfaction with their energy providers.

Our secret can be found in our integrated approach to delivering service. SEEL is the first company to offer a platform that recognizes the breadth and interrelatedness of the energy ecosystem. Our platform, called Senterstrat™, is comprised of workforce management intelligence to empower local communities, program deployment capabilities to efficiently implement partner programs, and digital software capabilities to facilitate customer engagement.

The tenets that drive our business are Access, Opportunity, Growth and Empowerment – for our partners, our customers, our employees and policy makers. We look forward to partnering with you and your community in the quest to use energy resources more efficiently.

Louis E. James



Unmatched Success

Exceeding objectives and reaching new heights

2011
RECOGNITION



SEEL managed the largest residential direct install program, earning the top honor of The Alliance to Save Energy's Star of Energy Efficiency Andromeda Award. As a result, the program is commercialized by the utility and remains a part of their residential energy efficiency portfolio.

2014
400,000
CUSTOMERS
SERVED

SEEL exceeds a challenging objective to reach 375,000 households in five years, by serving 409,495 accounts, while increasing customer satisfaction and shattering savings goals.

2015
SENERSTRAT™
PLATFORM

SEEL defines and standardizes a unique approach to mobilize local talent in the energy efficiency sector as an economic development strategy, and formalizes a process to integrate traditional energy efficiency measures with digital merchandising, engagement and behavioral science measures.



Single-Family Residential



Income Qualified



Multi-family & Small Business



Appliance Recycling

Unparalleled Accomplishments

Committed to the customer experience

SEEL has achieved success through fostering relationships with multi-level stakeholders – such as utilities, municipalities, community and faith-based organizations, and community action

agencies. Serving as a conduit and ambassador for our clients, our work is committed to making your customers feel better about *you*.

95%

Through creating an extraordinary customer experience, SEEL has maintained an average customer satisfaction rating of 95%.

3M

In partnership with over 400 community organizations, SEEL has generated over 3M positive customer touches on behalf of our utility clients.

300%

SEEL has experienced 300% revenue growth since 2009.

35%

SEEL is committed to supporting other MBE's through its procurement process, spending more than 35% with local MBE's annually.

90%

All programs are staffed by local talent using SEEL's Senterstrat™ platform.



Our Focus: Underserved Markets

Market knowledge drives effectiveness. Underserved is now appreciated.

SEEL treats each interaction as unique, and our customers feel appreciated. When targeting underserved markets, SEEL approaches the customers with the same rigor that is used for

larger business segments. Our professional staff creates, develops and implements cost-effective programs that not only offer tremendous ROI, but also increase customer satisfaction.



Small business – the key to our success.

Conceived in 2012, SEEL designed ground-breaking energy efficiency programs for the small business market. Customer education, outreach, auditing, design and installation are a few of the services we provide to this sector. Tens of thousands of customers have benefited from millions of dollars of gas and energy savings delivered by SEEL and our utility partners.



Award-winning projects in the consumer sector

Over 400,000 encounters with consumers – representing the brand and image of our utility partners – serve to demonstrate SEEL's capability in this market. A wealth of experience, tremendous customer engagement capability and proven best practices make SEEL the provider of choice in the home energy market. Our unique staffing and customer engagement techniques directly impact utility satisfaction scores no matter the measurement mechanism.

Small Business Success

Research pilots drive commercial deployments

Firmographic segmentation strategies are at the heart of SEEL's success in the small business arena. Utilizing our Senterstrat™ platform, we have the ability to discover and pilot unique designs and rapidly deploy commercial programs. SEEL has proved to be a leader in this sector, as

evidenced by successful deployments and pilots for multiple large utility customers. Physical and digital offerings are included in the product portfolio.

SEEL LEVERAGES FOUR VALUE DIFFERENTIATORS IN THIS SECTOR.

1 Program design for implementation and delivery
Energy experts align program goals with effective business measures.

2 Strategic implementation of pilot programs that lead to commercialization
We identify measures using industry segmentation and historical penetration data.

3 Results-driven programs that lead to a 20% reduction in total cost
Significant experience leads to guaranteed qualitative and quantitative outcomes.

4 Engagement and satisfaction as design elements in every small business program
SEEL's platform incorporates Encrypted Enterprise Social software for communication and interactivity.



Case Study: Restaurant

Assessment and direct install, then energy upgrades

SEEL has completed thousands of engagements that result in customers implementing additional measures. In one specific case, a restaurant client was so satisfied with an energy audit and the education provided that the customer implemented a lighting and variable-speed motor program.

SEEL's Trade Ally Network is a tremendous asset in the delivering of energy measures to this market.

Residential – Multifamily Performance

Multiple programs for multifamily customers

SEEL's program experience began with serving the multifamily residential customer segment. Therefore, we inherently understand the needs of the multiple target audiences for multifamily programs. SEEL's approach to multifamily programming is to command all aspects of implementation – direct install, common area, capital projects and education. In 2015, the Multifamily Program contact center placed over 25,000 outbound calls to property management companies and residents, allowing SEEL to create energy savings for over 32,000 multifamily residents.

VALUE DIFFERENTIATORS



EXPERIENCE

Large-scale multifamily programs for market rate and limited-income customers.

CUSTOMER ENGAGEMENT

Using SEEL's digital platform, we target perspective customers for participation using our multichannel outreach strategy.

BEST PRACTICES

Through a customer-centric approach, SEEL leverages our digital platform to focus on value-added interactions and education, direct install and common area methodology, and quality assurance practices.



Residential – Single Family Performance

Increased engagement leads to satisfied customers

In 2010, SEEL piloted a direct install program designed to serve 500 customers in 30 days. This goal was achieved in under 30 days. Due to the overwhelming success of the pilot, the program grew to become the largest home energy audit and direct install program in the nation, serving over 32,000 homes annually. SEEL's experience with

the residential single-family customer segment has only deepened. Since 2010, SEEL has increased program efficiencies, resulting in more cost effective program design, used the digital platform to increase customer engagement, and developed and maintained relationships with community partners and stakeholders to increase participation.

\$2M
WEATHERIZATION
FUNDING

Weatherization funding for limited-income customers in 2015

OVER
150,000
SERVED

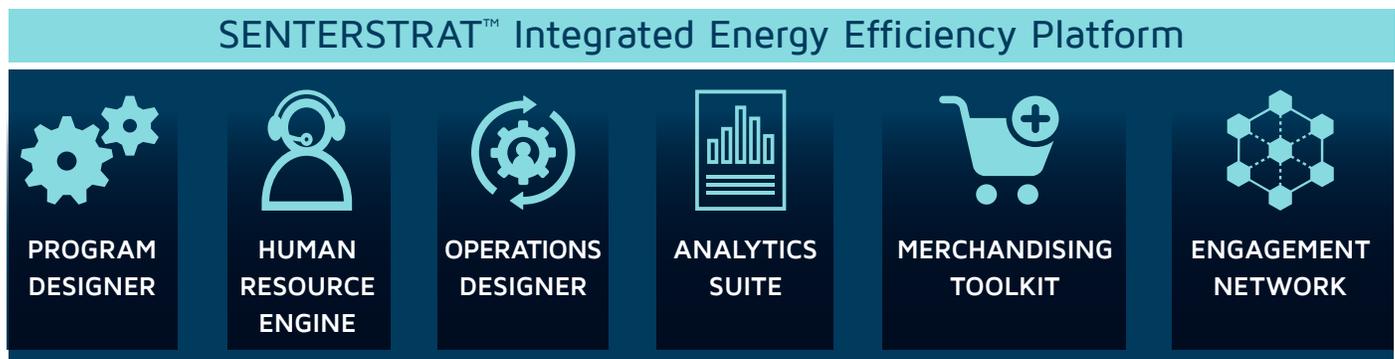
Single-family residential customers served



SENERSTRAT™ – SEEL’s Energy Platform

At the center of SEEL’s success is the Senterstrat™ platform, which is a business process enabler and a technical underpinning for the process capability of our energy efficiency programs.

SEEL’s business and digital platform comprises six design components and five functional tools, as illustrated in the diagram below.



The platform toolkit includes intellectual property and programming functions that enable SEEL to define very flexible business rules. Over time, SEEL has amassed a library of solutions that enable us to rapidly solve design, deployment and adoption challenges that continue to plague many utilities, program managers and contractors.

CONNECTORS – Business processes and APIs that enable third parties to share information and process transactions

ACCELERATORS – Ecosystems that define the key players in order to expedite interaction

DIRECTORS – Processes and tools that assist in work flow construction

INTERFACES – Business elements that attract participants to the platform using social gravity

MEDIATORS – Systems that create value by making connections between participants in the ecosystem



SEEL's business platform is unique given that it enables the effective deployment of human resource talent and the design of physical and digital energy measures for sub-segmented territories.

Senterstrat™ has evolved as SEEL augments our experience in the energy sector. The focus on limited-income and small business customers brings unique challenges that can only be solved by business processes and unique applications that require differentiated deployment strategies.

SEEL considers the market, the environment and the requirements of each utility partner in order to integrate marketing strategies into the fabric of the community it serves. These techniques were perfected in the most challenging industry sectors and neighborhoods in the country, and have been proved across a variety of demographic and firmographic markets.

Six design components are included in the process that SEEL utilizes to create and deploy programs for our energy partners:



Program Designer: Demographic analysis, along with predictive analytics and experiential forecasting, to select programs that align with your target markets. [Market Analysis](#) • [Predictive Analytics](#) • [ROI Evaluation](#) • [Program Goals](#)



Human Resource Engine: A collection of human capabilities, instruments, psychographic analysis and technology that enables SEEL to evaluate, select and mobilize local talent. [Attraction](#) • [Education](#) • [Management](#) • [Retention](#) • [Engagement](#)



Operations Designer: Unique capability to leverage human resources in order to create actionable programs and deployment tactics that ensure adoption goals are met. [Logistics](#) • [Program Design](#) • [Material Management](#) • [Relationship Management](#)



Analytics Suite: Using SEEL data syncs to determine adoption potential and identify appropriate measures. Several predictive and interactive intelligence tools. [Dashboard](#) • [Workforce Management](#)



Merchandising Toolkit: Field experience combined with marketing principles to develop engagement techniques for customers. [Direct Install](#) • [Digital Advertising and Social Involvement](#) • [Trade Ally Management](#) • [Outreach](#) • [Community](#) • [Utility Program Integration](#)



Engagement Network: SEEL utilizes private enterprise social networks to enable trade allies, customers, program managers and utility personnel to communicate without IT investment. [Notification](#) • [Group Messaging](#) • [Collaboration](#) • [File Sharing and Storage](#)



Residential Solutions

Through the management and success of one of the largest residential direct install programs in the country, delivering residential energy efficiency solutions has been the flagship of SEEL's portfolio. Offering both single family and multifamily direct install solutions, SEEL designs and implements residential programs of any size and scope.

SEEL's residential portfolio also places a focus on serving income-qualified customers. Our cost-effective low income program model starts customers on a journey of energy efficiency through education and weatherization.

Value Add

SEEL employs a conscious design element that cost-effectively achieves your organization's energy savings and customer satisfaction goals, ultimately improving JD Power scores. From creating designs to increase resident engagement, to our proven track record with strong lead generation, SEEL harnesses the power of making customers feel good about the utility.

RESULTS

- **Over 1 million customer touches**
- **95% customer satisfaction rating**
- **260,000 MWh and 1.3 million MCF saved in the past 5 years**
- **Saved income-qualified customers 78,000 MWh annually**
- **310 community partners**
- **\$2M in weatherization funds, annually, for income-qualified customers**



Small Business Solutions

Serving an often underserved market, SEEL manages turnkey programs for small businesses. Throughout the various stages of the process – outreach to retrofit projects – the customer needs are always considered. Ultimately, through SEEL’s implementation of small business programs.

Value Add

Offering more than just the installation of energy efficiency products, SEEL ultimately creates an impactful experience for your customers. Our focus when providing small business solutions is on changing the mindset of small business customers, influencing them to understand and participate in adopting energy efficient measures.

RESULTS

- **Saved small business customers over \$4,000,000 on their electric utility bill**
- **Installed over 100,000 energy saving measures**
- **Over 20,000 customer touches**
- **Piloted a now commercialized small business program**



Appliance Recycling Solutions

Leveraging core competencies in logistics and turnkey program management, SEEL provides turnkey solutions for appliance recycling. Our comprehensive approach to appliance recycling delivers a cost-effective program for the utility and a seamless experience for the customer.

Value Add

When there was a void in the appliance recycling industry, SEEL was able to rely on our experience and expertise to successfully expand our portfolio to include appliance recycling. Executing a consumer-favorite program, we provide customers with a better option for recycling appliances.

RESULTS

- **Collected over 30,000 units in 9 months**
- **Execute all program elements in-house**
- **Exceed client rebate processing targets**
- **Partnerships with local EPA-approved recycling facilities**

AFFILIATIONS



STRATEGIC PARTNERS





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