Purpose
- Improve the ROI calculator tool
- Find additional benefits of the IBM’s smarter building solution
- Develop a plan to target customers

Activities
- Research and brainstorming
- Interviews
  - Potential customers
  - MIT faculty members
  - IBM managers involved in the project
  - Service manager of a LEED building
- Data collection about potential customers
- Regression analysis
- Financial analysis

Lessons
- Target Customer
  - Create Targeting Index
- Sales Team
  - Find who to talk to
  - Train for LEED
  - Add reliability benefit
- ROI Tool
  - Simplify the tool
  - Benchmark
  - Base on real data
  - Add LEED benefits

Insights
Real data is needed for defining the target market

Habits of Thought
Energy cost savings is necessary but not a sufficient incentive