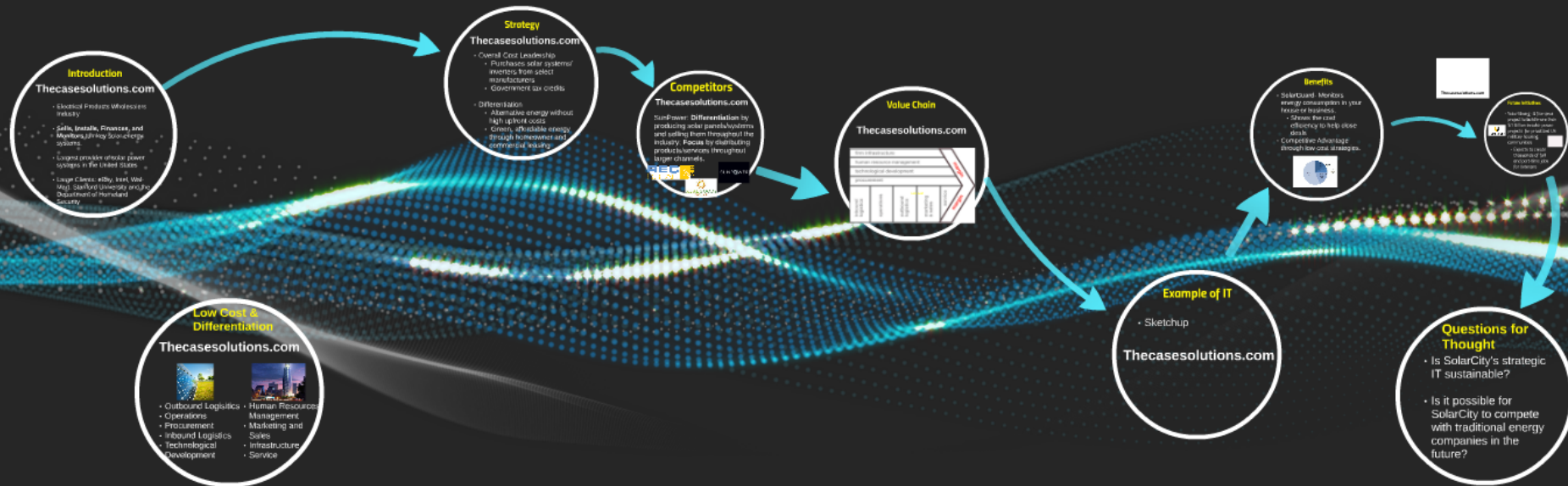




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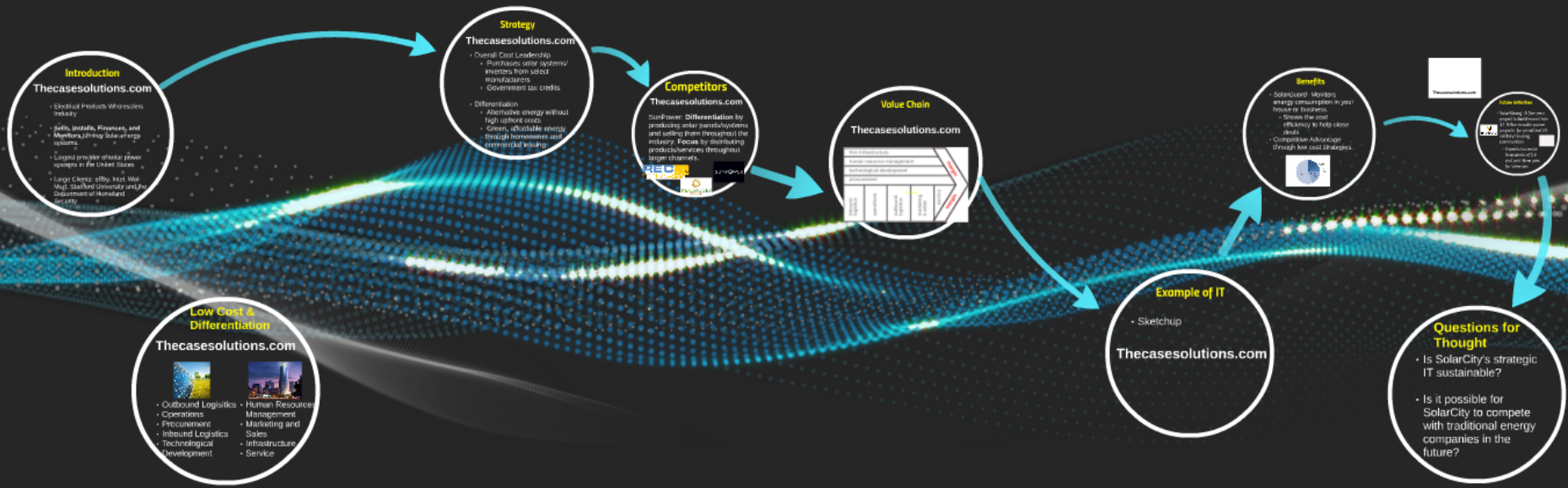
SolarCity: Rapid Innovation





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SolarCity: Rapid Innovation



Introduction

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- Electrical Products Wholesalers Industry
- **Sells, Installs, Finances, and Monitors** turnkey solar energy systems.
- Largest provider of solar power systems in the United States
- Large Clients: eBay, Intel, Wal-Mart, Stanford University and the Department of Homeland Security

Strategy

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- Overall Cost Leadership
 - Purchases solar systems/ inverters from select manufacturers
 - Government tax credits
- Differentiation
 - Alternative energy without high upfront costs
 - Green, affordable energy through homeowner and commercial leasing

Competitors

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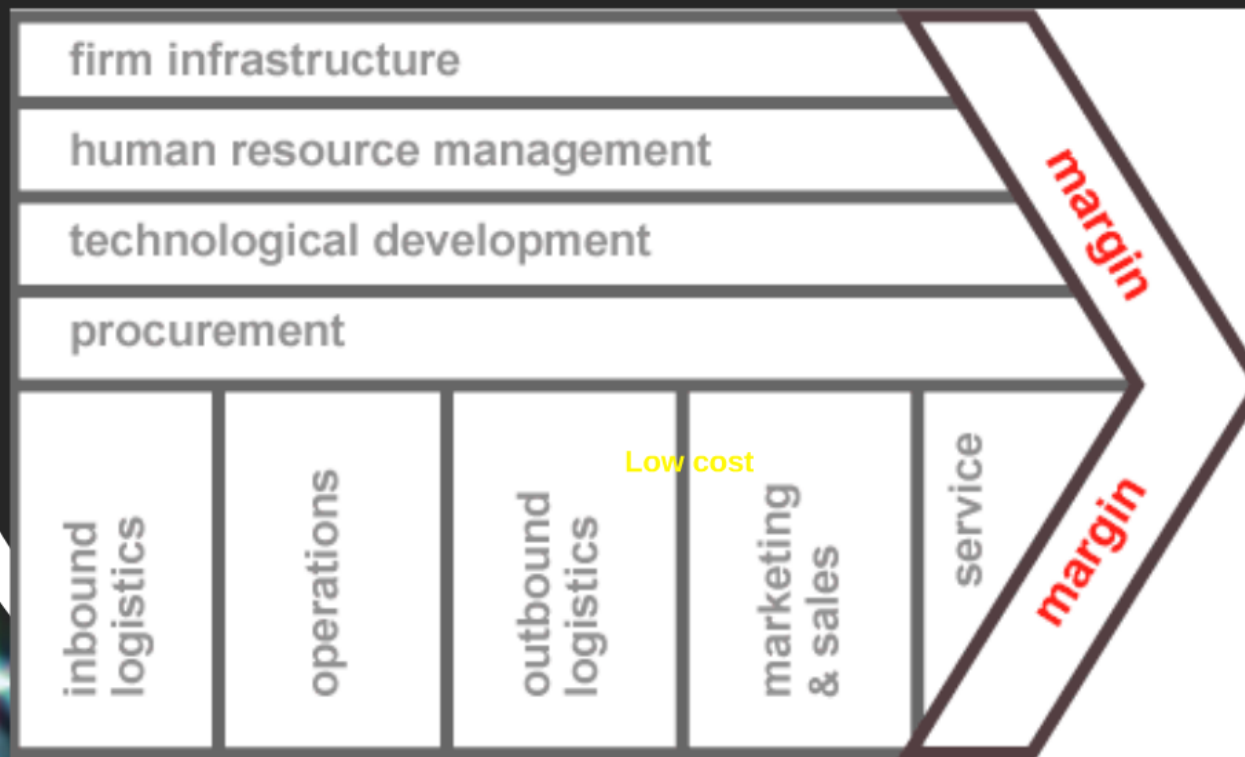
SunPower: **Differentiation** by producing solar panels/systems and selling them throughout the industry; **Focus** by distributing products/services throughout larger channels.



SUNPOWER

Value Chain

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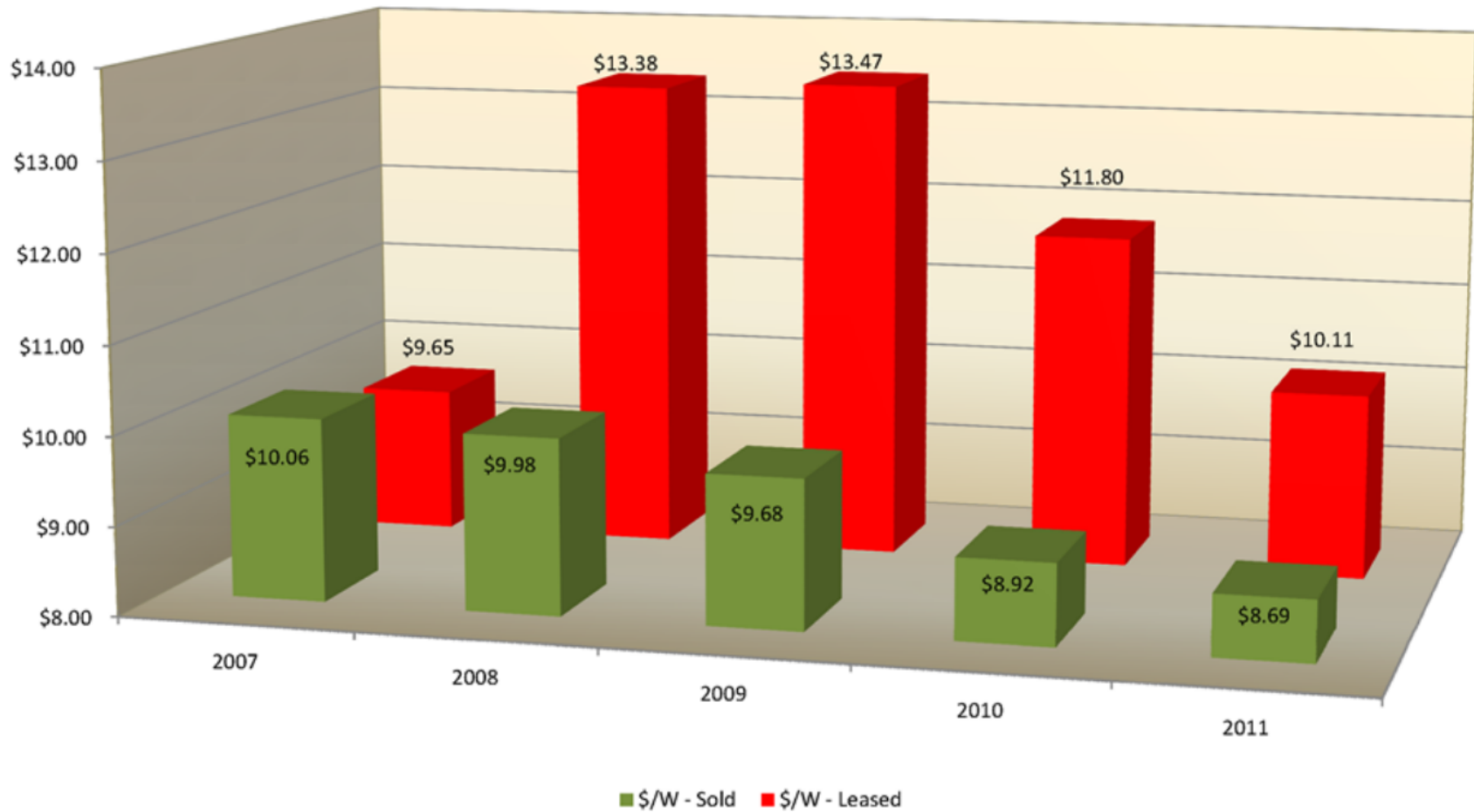
Low Cost & Differentiation

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- Outbound Logistics
- Operations
- Procurement
- Inbound Logistics
- Technological Development
- Human Resources Management
- Marketing and Sales
- Infrastructure
- Service

SolarCity Installed Cost (\$/W) 2007-2011 - Sold vs. Leased Systems



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Example of IT

- Sketchup

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