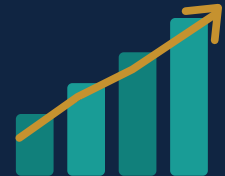


ROI CASE STUDY · VALUE SELLING MATURITY

A product tour lost the room. The value case won a nation.

How a repositioned presentation took CIMCON Lighting from Level 2 to Level 5 — and into a nationwide award seven months later.



✓ Before & after · measured

35,000

CONTROLS · NATIONWIDE

Level 2 → 5

VALUE SELLING MATURITY

7 months

REPOSITION TO AWARD

Who is who. CIMCON Lighting was our client. Jamaica Public Service Company (JPS) was CIMCON's customer. We rebuilt how CIMCON communicated value; CIMCON won the award. The outcome below is CIMCON's — what we contributed was the repositioning that made the value legible to a buyer.

Overview

CIMCON Lighting sells intelligent streetlight controls into cities and utilities. Their corporate presentation was a capable, well-produced product tour — and it was losing to *no decision*.

We ran a Problem Pyramid™ facilitation with the sales team, rebuilt the value proposition around what municipal buyers actually decide on, and restructured the presentation from the customer’s problem outward. The rebuilt positioning deck is dated **2 January 2017**. On **2 August 2017**, JPS — the sole distributor of electricity in Jamaica — selected CIMCON to supply **35,000 intelligent streetlight controls** nationwide.

Business Issue

What the sales team told us, in their own words:

“We are a global company but no one knows who we are until they meet us.”

“Mayors have no power — city managers drive the buying process.”

“Lack of funding is the biggest [obstacle].”

The presentation was not badly made. It was aimed at the wrong thing. It described what the product *is* to an audience that needed to know what the product *changes* — and it did so before establishing that the buyer had a problem worth funding.

What the Two Decks Actually Say

We measured both presentations rather than asserting the difference. Counting language across every slide:

BEFORE → AFTER · MEASURED

0 → **5** slides that frame a customer problem

MEASURE	BEFORE	AFTER
Slides	36	58

MEASURE	BEFORE	AFTER
Customer language vs vendor language	1.31×	2.00×
Money & quantity terms	8	21
Problem-framing terms	0	5
First slide framing a customer problem	never	#2

Before — the product tour

Opens with “CIMCON Lighting helps owners monitor, maintain and monetize their outdoor lighting.” Slides 2 and 3 cover macro trends. From slide 6 onward it is product: controller form factors, then **“Central Management System” five slides in a row**, then partner ecosystem, open architecture, modular platform. Across 36 slides, not one frames a problem the buyer has.

After — the customer’s problem first

Opens with the Value Selling Proposition. Slide 2 is **Challenge #1**. Then: how the industry addresses municipal energy costs, why it is hard, the “dumb” photocell, and **the implications of not acting** — the cost of doing nothing, stated before any product claim. Police force-reduction data establishes the public-safety persona. The **Value Simulator — Build the Business Case, Confirm the Numbers** arrives at slide 24. Product specifications survive, but they start at slide 35, after the buyer has a reason to care.

The Method

Problem Pyramid™

A facilitated session with the sales team surfaced the municipal problem in the buyer’s terms: **“Difficult maintaining current and future levels of city services with existing resources.”** Causes were traced beneath it — unfunded

mandates, declining state funding, escalating energy and maintenance costs on ageing HPS streetlights, and spotters manually monitoring lights that fail at 20% a year.

BAU Measures

The baseline was made countable before any benefit was claimed: city light hours and KW cost per hour, additional revenue lines, 3 FTEs at 25% of time on maintenance and repair, 1 FTE at 25% managing crew scheduling, logistics and parts.

REAL Customer Value Selling Proposition

Every differentiating feature was bound to a metric a city finance officer can carry into a budget meeting — additional revenue in dollars, maintenance FTEs and managers in headcount, lights and average KW per year against LED cost.

Brand essence: *Simple Smart Lights Speed Revenue.*

Value Selling Proposition: “We help resource constrained cities reduce costs, create new revenues and continually improve safety, convenience and economic growth by making it simple to rapidly install, operate and monetize their smart light network.”

The Value Chain

Between the Problem Pyramid and the rebuilt deck sits the piece that made the rest possible: a value chain map connecting the product’s data layer to every stakeholder who touches the buying decision, and to the measure each of them is judged on.

Three buyers, in sequence, with different measures

The map traced the path a purchase actually travels — **Street Light Manager** → **IT Manager** → **City Controller** — and attached to each the thing they are accountable for. The Street Light Manager cares about energy and asset

management. The IT Manager cares about scalability, open standards and extendability. The City Controller cares about cashflow and **zero tax impact**. One deck aimed at “the city” speaks to none of them.

Measures that belong to people, not to the product

- ▶ **Business owners — retailers:** revenue per square foot, revenue per employee, percent growth, number profitable
- ▶ **Community & elected officials:** avoid layoffs, avoid tax increases, attract new businesses, fund and help citizens
- ▶ **Future revenue lines:** electric charging, video, traffic — the network earning after it has already paid for itself

*Note what is **not** on that list: controller form factors, form factors, API surface. **None of the measures a buyer is judged on are product attributes.** That is the whole reason a product tour loses the room.*

Proof, planned before the pilot

The map carries a case study timeline — **Issue** → **Metrics** → **Pilot** → **Year 1** → **Revenue Year 1** — drawn at the start of the engagement, not the end. The measurement that would later prove the value was designed before anything was installed. That is the difference between a case study you can write and one you wish you could.

Where This Lands on the Maturity Model

The before deck sits at **Level 2 — Features**, touting the product, drifting into Level 3 benefits with capability claims such as “reduce maintenance costs by up to 70%.” An “up to” percentage with no baseline is a number a CFO discounts to zero.

*The rebuilt deck reaches **Level 5 — REAL ROI**. A named buyer problem, a measured baseline, the cost of doing nothing, metrics in the customer's own units, and a simulator that builds the business case with the customer's own numbers rather than ours.*

Outcome

- ▶ **35,000 intelligent streetlight controls** — nationwide implementation
- ▶ **Jamaica Public Service Company** — the sole distributor of electricity in Jamaica
- ▶ **Seven months** from rebuilt positioning to public award
- ▶ Announced 2 August 2017; ANSI C136.41 controls on the Silver Spring Networks AMI network

*“CIMCON's intelligent controls to help JPS implement its vision beyond a Connected City to a **Connected Nation**.”*

Why It Still Holds

The rebuilt deck led on being **light agnostic**, on **AMI**, on **ANSI C136.34**, on **open architecture and APIs**. That was 2017.

*Market analysts now name proprietary systems and vendor lock-in as the **single largest opening for challengers** in municipal lighting — bids are won on vendor-agnostic dashboards and standards-based hardware. The position we built for CIMCON is the position the market now says wins.*

That is not luck, and it is the argument for the method. **Feature-led positioning decays**, because features get copied, superseded, or commoditised inside a product cycle. **Problem-led positioning persists**, because the buyer's problem persists. A city that could not maintain service levels with existing

resources in 2017 still cannot today — and a controller who needs zero tax impact still needs it. Build the message on the problem and it survives the product roadmap.

The market it was aimed at

- ▶ **\$4.08B in 2025, forecast to \$23.63B by 2035** — smart street lighting, 19.2% CAGR
- ▶ **Roughly three quarters of the world's streetlights are still unconverted** — about a quarter are forecast to carry smart controls by 2030
- ▶ North America holds the largest regional share at 34.8%
- ▶ Three distinct buyer problems by region — North America and Europe upgrading to data platforms, Asia Pacific building greenfield, Latin America and Africa solving energy poverty with off-grid solar. **Three regions, three Problem Pyramids, three value cases.**

A scoping caution, in our own idiom. The widely quoted “\$24 billion smart lighting market” is the *whole* category — 65.7% of it is indoor residential, commercial and industrial lighting, and its outdoor segment still includes architectural and garden lighting. Municipal street lighting is \$4.08B of it. Quote the big number to a city controller who knows the sector and you have lost the room on one slide. The discipline that governs an ROI model governs a market slide too.

Your deck is probably a product tour too.

Most are. We measure it, find the buyer's REAL problem, and rebuild the value case in their numbers. as@valuelogics.ai · 728-230-5573

Engagement delivered under the How to Dominate Local Markets practice, now ValueLogics.ai.

Award details as published by CIMCON Lighting, 2 August 2017. Market figures: SNS Insider (smart street lighting), Grand View Research (category scope), Berg Insight (installed base).

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