***CG GROUP***
BRAND MESSAGING STRATEGY
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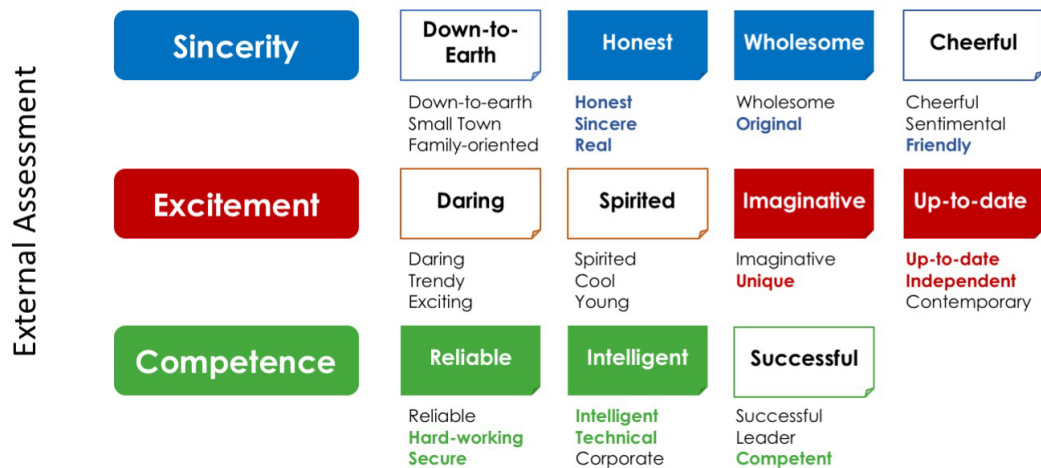## *The CG Group Messaging Strategy*

During the winter we undertook a series of internal, customer, advisor, and investor interviews to help us formulate a clear and impactful company positioning.

Some of you may recall completing a short survey where you were asked to indicate whether specific words related to CG or not. Those answers were entered into a Brand Personality Scale designed by Jennifer Aaker, a globally recognized researcher in brand descriptions. The data created the following chart:
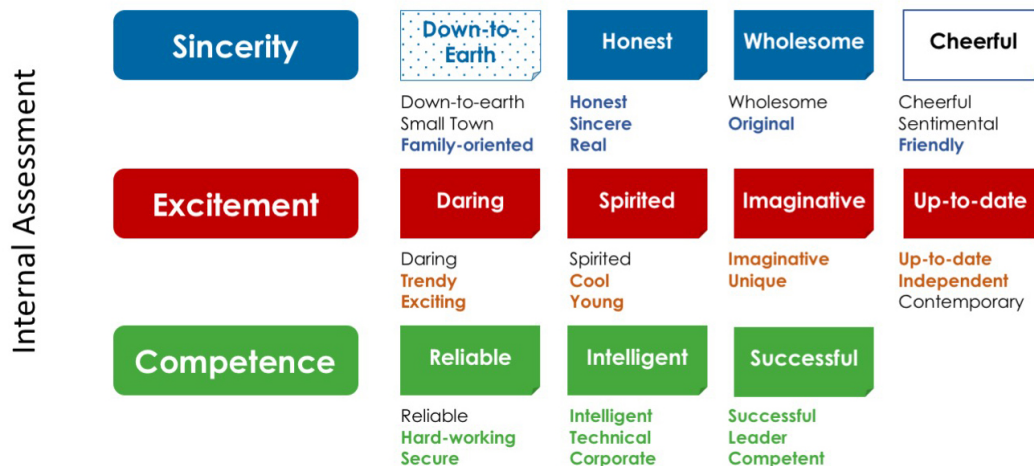
What this chart says, is that people who work for CG describe the company as Sincere (in particular honest), Exciting (across all dimensions), and Competent (also across all dimensions).

When administered to customers, advisors, prospects, and investors they were consistent with the internal view of both Sincerity and Competence. However, universally – the message that came through loud and clear was that CG was not as exciting and imaginative as its marketplace and products were. This disconnect is not unusual, and it presents a great opportunity to tell the world how exciting CG really is.

Sincerity	Down-to-Earth	Honest	Wholesome	Cheerful
	Down-to-earth Small Town Family-oriented	**Honest** **Sincere** **Real**	Wholesome **Original**	Cheerful Sentimental **Friendly**
Excitement	Daring	Spirited	Imaginative	Up-to-date
	Daring Trendy Exciting	Spirited Cool Young	Imaginative **Unique**	**Up-to-date** **Independent** Contemporary
Competence	Reliable	Intelligent	Successful	
	Reliable **Hard-working** **Secure**	**Intelligent** **Technical** Corporate	Successful Leader **Competent**	

External Assessment

From these charts we identified the key attributes of CG's brand personality that we want to project going forward. They are:

Honest – Cities are making once-in-a-generation investments in smart city technologies. With dozens of vendors in the marketplace, they need to have confidence in their decisions and having a reputation for honesty is imperative.

Exciting – Companies that project excitement attract buyers. Being exciting means stepping up to challenges in a less risk-adverse manner, taking positions on how company vision and future technologies are aligned, and acting with imagination and boldness.

Spirited – Companies that are spirited are full of energy, enthusiasm and determination. Smart cities – particularly smaller ones – are working hard to be cool and attract young workers and families, CG needs to project the same factors to demonstrate that it can be a partner in building better places to live.

Imaginative – Every city is different, yet every solution needs to be built from many common components. The quality of imagination is showing how uniqueness emerges from addressing configurations and problems in an unexpected and clever manner.

Reliable – Technology companies that are reliable deliver well-documented products, and workflows and meet commitments. In several customer interviews, CG came in for criticism for lack of orderly installation approval workflows and on-the-fly processes. But there were also indications that we had improved over the past year.

Successful – Companies that are project success are most often category leaders and considered to be the most competent among their peers. Success from a brand personality standpoint is not about financial success, but rather about leadership success which cuts across corporate, relationship, and product lines.

Using this work as a platform, we created a messaging strategy for use throughout the company when communicating with each of our target audiences. This will enable us to consistently promote the key promises of our company brand and draw a continual distinction between our offerings and those of our competitors.

Every one of us must use these messages when preparing or delivering communications to prospects, customers, and other external audiences. Deviation from them will confuse those that receive our messages and will impede us from preemptively claiming the portion of the market that we are ideally equipped to own.

If you have any questions about the information contained in this document, or how to use the messaging in your work, please contact ▮▮▮▮▮▮

The CG Messaging

At the top if a brand "pyramid" are CG's mission and vision statements. These are the company's "true north" and should always be revisited when starting a new project or product. If what you're working on is not aligned with the vision AND mission, you should consider how to get them back into alignment.

*CG's **mission** is to assist cities, regardless of their size and resources, to better understand and manage the dynamic forces acting on the city so they can stimulate economic growth and jobs, improve operational efficiency, and enhance the lives and experiences of people.*

*CG's **vision** is to simplify the digitization and management of the outdoor world to enhance the lives of people everywhere.*

From these we developed a brand promise, sometimes referred to as a "why buy" statement. The purpose of a brand promise is to define the compelling value of what we offer and the core values that we will bring to the marketplace.

CG simplifies the building of smarter cities.

Finally, we created a company tagline and a slogan. These are primarily marketing statements meant to get attention and will be promoted in our marketing materials, including the website.

Company Tagline:
Your City. Thriving On Data.

Company Slogan:
Come Build A Better City

While a tagline and slogan may look interchangeable they aren't. A slogan goes with the market battle we are waging right now. A slogan may change regularly according to our campaigns to advertise a specific aspect of a product or service, while the CG tagline is used consistently for a company as a whole, and for a long period of time.

Unique Differentiators

CG is one of several companies offering to help cities build smarter cities. In this competitive environment we identified the following differentiators of CG as things that CG does better than anyone else in this industry and reasons why we are the best at helping build smarter cities:

- CG's products and managed services offer unique flexibility and ease of use that enables any city, regardless of their size, technical skill, and existing infrastructure to become a smarter city.
- Proof
    - Gartner has stated that our approach to helping cities of all sizes is unique. Many smart city technology providers are going after the largest cities
    - Our customers feel like we value them and can help them add smart city solutions. For instance, Stephen Dawe at Opelika, Alabama said, "I work with CG because they give me a lot of assistance and attention."
    - We enable people like the Superintendent of Public Works at Ayer, who is not a lighting expert to confidently take on the management and operation of smart lighting and, down the road, additional smart city capabilities.
    - We have successful smart city projects with smaller cities, such as Opelika, Cape Coral, Coral Gables, Syracuse, and North Andover.

Brand Structure

Another important distinction in our brand messaging is the introduction of a revised entity name and a new business line name. CG Lighting, which formerly described the full extent of the company's offerings is being changed to CG Group and will act as the legal entity. The legacy street lighting product family, which did not have a family name, will be brought together under the CG Lighting name. Both the CG Lighting and NS product families will be organized under the new Urban Intelligence™ name.

To properly position CG Group and Urban Intelligence, we have developed a series of statements of varying lengths for use when describing them. It is very important that we consistently communicate the positioning so that the market doesn't become confused and misrepresent the company.

Overall CG Group's positioning

CG Group – Short-Length Statement

CG Group™ is the global leader in smart city solutions, including outdoor lighting management systems, delivered through our Urban Intelligence™ product platform. We offer highly flexible and easy-to-use solutions to satisfy the unique requirements of your city, regardless of its size and current infrastructure.

CG Group – Medium Length Statement

CG Group™ is the global leader in smart city solutions, including outdoor lighting management systems, delivered through our Urban Intelligence™ product platform. We offer highly flexible and easy-to-use solutions to satisfy the unique requirements of your city, regardless of its size and current infrastructure. Our street lighting solutions enable cities and utilities to monitor, maintain and monetize lighting assets and other devices on or near the light pole. We provide the most efficient and cost-effective way to build your smart city, allowing you to deploy sensors and devices and easily collect, visualize, and act on data with street-level to city-wide resolution.

CG Group – Long-Length Statement

CG Group™ is the global leader in smart city solutions, including outdoor lighting management systems delivered through our Urban Intelligence™ product platform. We offer highly flexible and easy-to-use solutions to satisfy the unique requirements of your city, regardless of its size and current infrastructure. Our street lighting solutions enable cities and utilities to monitor, maintain and monetize lighting assets and other devices on or near the light pole. We provide the most efficient and cost-effective way to build your smart city, allowing you to deploy sensors and devices and easily collect, visualize, and act on data with

street-level to city-wide resolution. The company's products and services are designed for roadways, parking facilities, corporate and educational campuses, recreational areas, and a broad range of industrial applications.

Urban Intelligence Positioning

Urban Intelligence – Short-Length Statement
Urban Intelligence™ is our smart city data collection and analysis platform. We offer highly flexible and easy-to-use solutions to satisfy the unique requirements of your city, regardless of its size and current infrastructure.

Urban Intelligence – Alternative Short-Length Statement
Urban Intelligence™ is our smart city data collection and analysis platform that enables you to gather, visualize and act on data with street-level to city-wide resolution. We offer highly flexible and easy-to-use solutions to satisfy the unique requirements of your city, regardless of its size and current infrastructure.

Urban Intelligence – Medium Length Statement
Urban Intelligence™ is our smart city data collection and analysis platform that enables you to gather, visualize and act on data with street-level to city-wide resolution. We offer highly flexible and easy-to-use solutions to satisfy the unique requirements of your city, regardless of its size and current infrastructure. Our patented technologies transform your existing street light infrastructure into a multi-sensor digital canopy that connects, protects, and enhances your community while reducing operating costs.

Urban Intelligence – Long-Length Statement
Urban Intelligence™ is our smart city data collection and analysis platform that enables you to gather, visualize and act on data with street-level to city-wide resolution. We offer highly flexible and easy-to-use solutions to satisfy the unique requirements of your city, regardless of its size and current infrastructure. Fully customized to your specific needs, our patented technologies transform your existing street light infrastructure into a multi-sensor digital canopy that connects,

protects, and enhances your community, while reducing operating costs. Using our managed services, we ensure that your specific outcomes are successfully achieved operationally and across all your constituencies.

Urban Intelligence – Alternate Long-Length Statement

Urban Intelligence™ is our smart city data collection and analysis platform that enables you to gather, visualize and act on data with street-level to city-wide resolution. We offer highly flexible and easy-to-use solutions to satisfy the unique requirements of your city, regardless of its size and current infrastructure. Fully customized to your specific needs, our patented technologies transform your existing street light infrastructure into a multi-sensor digital canopy that connects, protects, and enhances your community, while reducing operating costs. Through our NS™ Connect, you can deploy a wide range of specialized hardware, software, and services to customize your smart city solution. Using our managed services, we ensure that your specific outcomes are successfully achieved operationally and across all your constituencies.

Unified Messaging

There are cases where the overall reputation, heritage, and capabilities of the company need to be expressed as a unified message. Typically, a statement like this is referred to as the company's "boilerplate." A statement like this can be used within proposals as an introduction to the company, or as the "About CG Group" statement at the end of a press release.

> *With over 25 years of experience in industrial controls and outdoor wireless applications, CG Group™ has become the world's innovation leader for smart city solutions.*
>
> *Urban Intelligence™, the company's* smart city data collection and analysis platform, enables cities *to increase the efficiency of city operations, improve the quality of life for city residents and visitors, and stimulate economic activity. The platform, which includes multi-sensor edge data processors, lighting controllers, decision support software and citizen-facing applications, extends a city's streetlight*

infrastructure into a city-wide digital canopy. It collects data from sensors and other devices, visualizing complex data, and enables its use for decisions and applications at street-level to city-wide resolution.

Urban Intelligence is the simplest and most efficient way build your smart city, with *highly flexible and easy to use solutions to satisfy the unique requirements of each city, regardless of its size and current infrastructure*.

The platform's outdoor lighting management components reduce energy, maintenance and repair costs, while improving the quality of lighting services. The company's solutions are designed for roadways, parking facilities, corporate and educational campuses, recreational areas, and a broad range of industrial applications.

For more information, please visit ███████████████

Trademark Attribution

The company has invested in protecting our IP by applying for the following trademarks with the relevant authorities.

- CG Lighting
- CG Group
- Urban Intelligence
- NS
- LightingGale

In normal communications (including but not limited to correspondence, proposals, technical manuals, brochures, etc.) you must use the "TM" designation on the first occurrence of our trademark. In addition, you need to place the following attribution statement at the end of the document or in a place designated for trademarks or IP statements.

Targeted Brand Promise

When using the company's messaging it is important that you make it relevant to the person you are communicating with. To help you we have applied our messaging to each of the audiences we address before, during and after we have sold our products into an account. The audiences/roles we identified are:

- Mayor
- Town Manager
- CIO or Director of IT
- Director of Innovation
- Head of Public Safety/Police Chief
- Superintendent of Public Works
- Director of Products (Utility)

The targeted brand promises take the overall brand promise and put it into the language and needs of the specific person we want to communicate with. This enables us to maintain a consistent promise as a company but demonstrate an understanding and appreciation of the uniqueness and requirements of each person's role. The targeted brand promises are designed to meet the needs of people in the buying cycle that have unique goals, responsibilities, and interests:

- *MAYOR*: I want all of our departments to have access to data that helps them improve fiscal predictability and stability, enables them to deliver a better quality of life for our residents, and helps attract new business to our city/region.

- *TOWN MANAGER*: I need data from across our city to help me manage the delivery of key services 24x7.

- *CIO or Director of IT*: I need to easily integrate our existing digital

11

infrastructure with new smart city data collection and analysis platforms and all the data collection platforms need to fit into a standards-based way to organize our data so that the data can be used across departments.

- *DIRECTOR OF INNOVATION:* I want to measure more conditions in our city and use the data to look for inter-departmental and cross-departmental efficiencies and to roll out new, re-engineered processes to save us money or to improve the services we deliver.

- *HEAD OF PUBLIC SAFETY / POLICE CHIEF*: I need immediate and accurate data from across our city so that I can respond to whatever emergency or situation I am confronted with.

- *SUPERINTENDENT OF PUBLIC WORKS*: I need to monitor and analyze data from across our city so that I can provide the services our citizens expect within the budget that is specified.

- *DIRECTOR OF PRODUCTS (UTILITY)*: We want to come out with products and services that will generate new unregulated revenue streams and are looking for partners that can help us easily distribute, install, and maintain full solutions to a city as a service.

You can easily see how the overall brand promise has been incorporated throughout these targeted ones. The messaging strategy is based on these. The brand promises were expanded with:

- A key economic message: a quantitative view that makes the brand promise have a monetary value.

- A key product message: a view of the architecture or functionality that connects the needs of the target with the product set.

- A key benefit message: a view of how the products fulfill the specific needs of the target in a way that transcends technology.

- Proof: in what way would we prove the value claimed in these key messages?

- Their importance to the sales cycle: what impact a favorable view on the part of the target would have on our ability to achieve sales success.

From there the messaging strategy was organized into a simple format, one for each of the target audiences. Because the goal of a messaging strategy is to get the target to "think" or "speak" about us in a particular way, the form was completed in first person.

Here is a sample of the format:

CG Messaging Strategy
TARGET NAME
Description of the target audience:
❗ **Targeted brand promise**:
⚷ **Key economic message**:
⚒ **Key product message**:
💬 **Key benefit message**:
👁 **Proof**:
🕐 **Importance to sales cycle**:

The individual messaging strategy matrices begin on the following page.

CG Messaging Strategy
MAYOR

Description of the target audience:
- *A Mayor is an elected position*
- *Sets the vision / goals for city development*
- *Equivalent to a head of board of directors in a commercial enterprise*
- *Approve budgets*
- *Business development*

! **Targeted brand promise**: The CG platform is used in more than 150 cities to give departments the data and management they need to improve citizen-facing services, fiscal stability, and competitiveness.	👁 **Proof**: Case studies and references with proof of results
🔑 **Key economic message**: CG's platform reduces the cost and time to deploy smart city technology and provides the data you need to drive efficiencies across all city departments.	👁 **Proof**: • Case studies (████) • Testimonials/referrals from other mayors (█████████ ████████)
⚒ **Key product message**: The CG platform simplifies the building of smarter cities by giving every department the data needed to improve core services, such as lighting and public safety, and be a more attractive city for residents, businesses, and visitors.	👁 **Proof**: • Case studies (███) • Testimonials/referrals from other mayors (█████████ ████████)
💬 **Key benefit message**: You'll be able to improve the services you deliver your citizens in meaningful and noticeable ways, such as eliminating broken lights before citizens notice and understanding traffic and pedestrian flows to improve public safety.	👁 **Proof**: • Case studies (███) • Testimonials/referrals from other mayors (█████████ ████)
🕐 **Importance to sales cycle**: The Mayor is the final approver	

The remainder of this document has redacted.