

research proposal
prepared for:
ASHB

**2026 Smart Buildings
Trends Research**

**Harbor
Research**

2026 Smart
Buildings Trends
Research

Introduction to Harbor Research

Proposed Scope of Work, Process, & Budget

Appendix

**Harbor
Research**

Harbor Research has 35+ Years Experience in Smart Systems Growth & Analysis

Firm History
 Harbor Research was the first firm to focus on Smart Systems, Services and the Internet of Things (IoT) and first to publish groundbreaking research on new business models in the Harvard Business Review in 2004 & 2005.

Clients and Engagements
 For over 30 years we have focused on identifying, analyzing and helping clients to develop or adopt emergent technologies. Every relationship we develop is enhanced by the range and depth of these experiences.

Technology Developers & Suppliers

100+ clients 400+ engagements

OEMs and Service Providers

150+ clients 600+ engagements

Offices
 Denver, Colorado - USA Berlin, Germany - Europe



Overview of Harbor's Services

Opportunity Identification

Research, market intelligence and Smart Systems market sizing and forecast model to ID tech-driven growth opportunities

Growth Strategy Development

Business model development & growth strategy consulting services

Venture Advisory

Venture development studio and advisory for mission-critical industries and tech



Harbor Is Pleased To Have Served ASHB Several Times in Recent Years

Harbor's long-standing support for the Association for Smarter Homes & Buildings

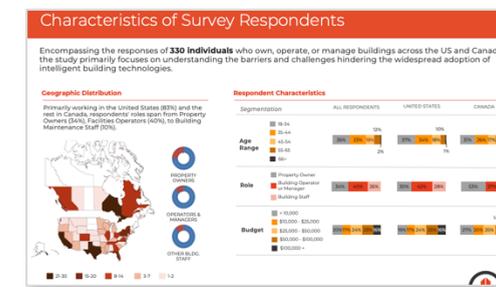
- Harbor has developed a sustaining relationship with ASHB and its constituent members conducting research and analysis into new building, facility and residential technologies
- ASHB Landmark Research Projects include a combination of quantitative surveys and qualitative interviews that inform a comprehensive report on the market opportunity for smart systems-related technologies and related digital services, including:
 - Healthy Buildings & Indoor Environmental Quality (2023) analyzed equipment, software, and service opportunities to improve indoor environmental quality in commercial buildings, as well as how to make buildings more health for occupants.
 - AI and Predictive Maintenance in Intelligent Buildings (2022) defined and developed business opportunities within predictive maintenance and artificial intelligence technologies as they relate to intelligent buildings
 - Intelligent Building Energy Management Systems (2021) provided a framework, market requirements, ecosystem analysis and market sizing for the building automation systems, energy storage, and other energy management hardware, software, and service solutions including services, security, data analytics, systems.

Harbor/ASHB IBC Collaboration Examples

2023	2022	2021	2018	2017
Healthy Buildings & Indoor Environmental Quality	AI & Predictive Maintenance For Intelligent Buildings	Energy Mgmt. Systems For Intelligent Buildings	Monetization of Intelligent Buildings	Connected Multi-Dwelling Units and the IoT

2023, 2024 and 2025 IBC Research Services, including:

Annual Building Operator Survey



Quarterly Market Trend Tracking



Configured Research Projects

- Smart Buildings Market Size
- Cloud BMS Market Analysis
- Smart Building Software
- Impact of AI in Smart Buildings
- Smart Building Digital Twins
- Sustainability & Energy
- Smart Buildings Monetization

Project Team Overview

Each member of the team has led or assisted on multiple intelligent buildings-related engagements, including at least one previous ASHB Landmark Research project.

Glen Allmendinger - President and Founder (40+ years experience)

Glen is the founder and president of Harbor Research, a strategy consulting firm with offices in Boulder, Colorado and Berlin, Germany. Since the firm's inception in 1983, Allmendinger has worked closely with a broad spectrum of telecommunications, information systems, security, electronics, and automation and equipment manufacturing companies in North America, Europe, and the Far East. These companies range in scope from small, entrepreneurial start-ups to major multi-national corporations. His project direction and consulting has assisted these firms in the development of corporate and business unit strategies, new product, market and service opportunities, and new core capabilities. Glen has consulted to the National Research Council on technology and competitiveness as well as emerging technologies for social wellbeing. He is a member of IEEE, ASME, and ACM and has worked closely with several industry trade associations including ASHB. He has worked on DARPA-funded research focused on advanced analytics and sensing systems technology and was a key participant in the planning and development of the National Center for Manufacturing Sciences. Allmendinger received his BA from New York University, and completed graduate studies at MIT's Center for Advanced Media Studies.

Daniel Intolubbe-Chmil – Research Director (10+ years experience)

As Harbor's Research Director, Daniel has led research initiatives shaping critical insight around the evolution of high-performance networks across industrial, commercial and enterprise verticals. Daniel also helps keep a pulse on the market, providing curated content and updates to Harbor's real-time market tracking across all sectors of the economy. Dan has helped lead two previous ASHB Council engagements, and has deep expertise across networking technologies within buildings and homes. Prior to Harbor, Daniel has conducted economic research to complete his Honors thesis regarding Education Policy, entailing policy/market research and econometric analysis. He graduated from CU Boulder with a degree in Economics with Honors and a minor in Humanities.

Harbor's Research Team

In addition to the management and support from key Harbor Research leaders, Harbor will leverage a team of researchers to support each aspect of the project. Each member of the team has experience conducting research and analysis of Smart Systems, IoT, AI and other emerging technology opportunities in the smart buildings space.

Troy Logan – Technology & Innovation Advisor (20+ years experience)

Troy is a senior technology executive and former Accenture partner whose work spans large-scale digital transformation, cloud, and data platforms for complex enterprises, including real estate and facilities-intensive organizations. He has led strategy, architecture, and delivery for connected systems that integrate operations, analytics, and user experience—capabilities that underpin modern smart-building and campus environments. Troy's background includes building and leading cross-functional teams, partnering with business and IT leaders to align advanced technologies with organizational outcomes such as efficiency, resilience, and occupant experience. He is particularly focused on how emerging technologies, data, and automation can be applied in physical environments to improve performance and unlock new service models across portfolios of buildings and infrastructure.

2026 Smart
Buildings Trends
Research

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Proposed Scope of Work, Process, & Budget

Appendix

**Harbor
Research**

2026 Smart Buildings Trends & Technology Adoption: Overview of Approach

We will develop a configured set of research activities that focuses on multiple topics of interest to funders. With significant experience in providing such services and supporting ASHB over the years, Harbor can support ASHB and the Board of Directors well in this endeavor.

Smart Buildings Trends & Technology Adoption: Overview of Components

- 1 Annual Building Operator Trends Survey & Market Sizing Update**
 - Survey covering key topics/opportunities to gain annual perspective of operator needs/outlook
 - Survey data analysis and highlights (charts, graphs and analysis in powerpoint)
 - Updates to 2024 smart buildings market size and forecast
 - Raw data in Excel
 - 2-3-page executive summary in Word
 - Summary infographic

- 3 Quarterly Market & Technology Tracking (x3)**
 - Intelligent buildings-related M&A, key funding rounds, and similar maneuvers from each quarter, beginning with 1Q 2026 and ending with 3Q 2026
 - Other key tech/market news, such as policy and regulatory updates from prior quarter
 - Outputs are organized by trend/opportunity category, with key event highlights in PowerPoint

- 2 Smart Buildings Trend Analysis (x5-7 topics)**
 - Based on initial discussions with the steering committee, determine 5-7 trends to research and analyze
 - Incorporate topics into the survey to ensure quantitative data availability for analysis
 - Agree on scope of analysis for each topic with steering committee
 - Market sizing for each topic as appropriate
 - 7-12-page PowerPoint “chapter” in final report for each topic
 - 2-3 summary infographics based on topics of interest

- 4 Steering Committee Meetings and Other Interactions**
 - 6-7x Steering Committee Meetings
 - 1:1 introduction calls with each Steering Committee org
 - Final webinar (2 hours)
 - Organization webinars for each SC organization covering summary of all research following final webinar
 - Think Tank for ASHB community



Updated approach to cover more topics/trends and provide the steering committee greater flexibility

See more detail on page 11.

Smart Building Trends & Technology Adoption Key Deliverables

Harbor will share work-in-progress deliverables and meet regularly with the steering committee to review progress, ask questions, discuss feedback, and adjust our approach.

Overview of Key Deliverables

Summary of Complete Research Findings (PPT)



- 20-30-page summary presentation of findings and recommendations from research and analysis, covering:
 - 1-2-page executive summary bulleted write-up with narrative analysis of smart buildings trends and technology adoption
 - Annual survey highlights and analysis, including summary charts, graphs and takeaways
 - Updates to the 2024 smart buildings market sizing analysis based on the research and analysis of survey and trend data
 - Analysis of the selected 5-7 trends, based on the scope agreed to with the steering committee
 - Overview of key market activity from the year, including M&A, investments, product announcements and ecosystem activity
 - Key takeaways and recommendations for the companies on the steering committee based on the full scope of the analysis
 - Additional analysis and findings slides as necessary
- Additional appendix slides with reference information and frameworks as needed (typically ~60+ slides in length)

Presentation Appendix (PPT)

- Additional survey highlights and analysis
- 7-12 slides per smart building trend analysis
- Quarterly market trend tracking summaries highlighting key events by trend and quarter
- Additional market sizing and forecast data and analysis
- Additional analyses and portrayals as necessary and agreed to with steering committee

Other Deliverables

- Regular steering committee interactions, including 1:1 calls at the beginning of the work to inform focus areas and scope, monthly steering committee meetings, final webinar to the steering committee and individual company read-outs of the summary report, and other ad-hoc interactions,
- Survey questionnaire and raw data in Excel
- Market sizing and forecast Excel
- Other deliverables as identified and mutually agreed on as in-scope
- Facilitated ASHB Think Tank following the completion of the work

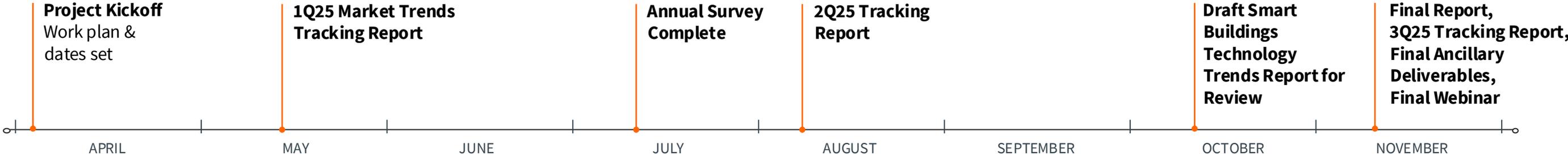
Strategic Development & Content Configuration Toolkit

- As part of the 2026 Landmark Research, Harbor Research will include a configuration toolkit that provides SC members with tailored configuration of the research and content to various forms of internal planning processes and related outputs as well as external content use. The development and use of these configuration tools will be decided in the initial scoping and planning meetings with the SC to identify the priorities for research and content configuration and the expectations of delivering configured research results.

Proposed Research Timeline: April through November 2026

Harbor will support ASHB and the funders over the course of 8 months in 2026, from April through November. The work steps will be executed in parallel, with regular steering committee meetings to update on progress and interim outputs

Key Deliverables



Key Interactions



Work Steps



1 Annual Building Owner/Operator Intelligent Buildings Survey

Harbor will develop and conduct an annual survey for intelligent buildings with the goal of staying up to date on owner/operator perceptions, adoption trends, and needs related to intelligent buildings.

Intelligent Buildings Survey & Report

Target Audience At least 300 Commercial Buildings
Owner/Operators in Canada and USA

Proposed Scope Annual survey to understand current perceptions and future priorities related to intelligent buildings

Key Topics to Cover (starting point):

- Current state of intelligent building adoption
- Key trends impacting investment and priorities
- Next 12 months investment priorities
- Preferred suppliers
- Other topics as appropriate, as informed by initial discussions and trend analysis selections (e.g., AI, as-a-service models, sustainability, etc.)

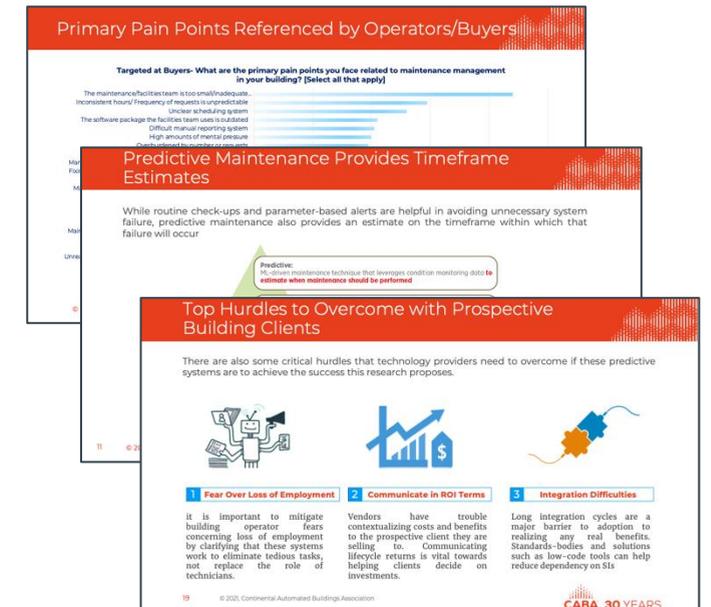
Draft starting point for Annual Survey scope, to be refined via steering committee meetings

Deliverables

- Survey questionnaire
- Raw data and summary charts in Excel and PPT
- 20-30-page PPT analysis of survey highlights
- 2-page long-form executive summary (Word doc)
- 1 summary infographic

Benefits & Values

- Stay up-to-date on customer perceptions, adoption, and needs related to intelligent buildings
- Understand the impact of recent market developments on users
- Leverage graphics and charts from PPT-based trends report in key external presentations
- Focus on topic areas for further research in smart buildings trend analyses 2



2 Smart Buildings Trends Analysis (x5-7 topics)

Through close collaboration with the Steering Committee, Harbor will analyze key topics of interest, producing a PPT-based report that includes re-usable outputs and key takeaways and recommendations for steering committee members

Example Trend Topics to Research

Harbor will work with the steering committee to identify and select key topics of interest to focus on.

- **Artificial Intelligence Trends & Opportunities:** How generative and agentic AI is influencing the building space
- **Sustainability & Energy Efficiency:** Green building practices, sustainability optimization, carbon reporting, and other key trends and tech impacting buildings
- **Enhanced Security & Access Control:** Opportunity for technology-enabled security systems including biometrics, facial recognition and AI video analytics
- **Smart Grid Integration:** Collaboration with local utility grids and smart grid technology to optimize energy consumption, enable demand response, and support the integration of electric vehicle charging infrastructure.
- **Flexible Spaces & Workplace Experience:** Technology-enabled and management of flexible and collaborative workspaces to enhance user experience
- **Digital Twins and Building Simulation:** Implementation of digital twin technology for real-time simulation, monitoring, and management of building operations, allowing for predictive modeling and optimization.
- **Health and Wellness Initiatives**
- **IoT Integration**
- **Adaptive Re-use & Retrofitting**

Deliverables (x5-7 trend topics)

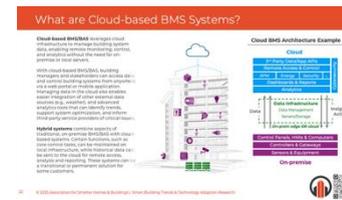
- 7-12-page powerpoint chapter on the topic agreed to and as scoped with the steering committee, which could include the following types of output:
 - Market dynamics, trends and forces
 - Technology architecture & landscape
 - Customer needs and buying behaviors
 - Ecosystem, value chain & competitive landscape
 - Market sizing and forecast
 - Strategy recommendations
- Summary infographic (for 2-3 of the topics)

Benefits & Values

- Receive data and analysis on multiple topics of interest throughout the year
- Focus on the topics and workstreams that matter most, and have the flexibility to decide on each topic before it is analyzed
- Cover more topics than previous projects
- Short time to value—receive research and analysis inputs within ~3-4 weeks after agreeing to scope
- Leverage PPT-based material in external presentations

Topics Covered in 2025

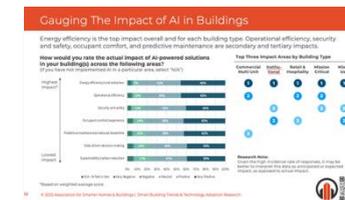
Cloud BMS Adoption & Landscape



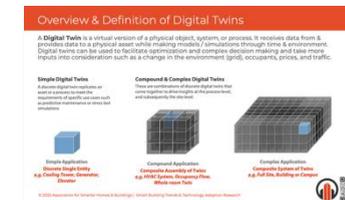
Smart Buildings Software



Impact of AI



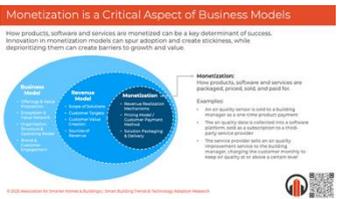
Digital Twins



Sustainability & Energy



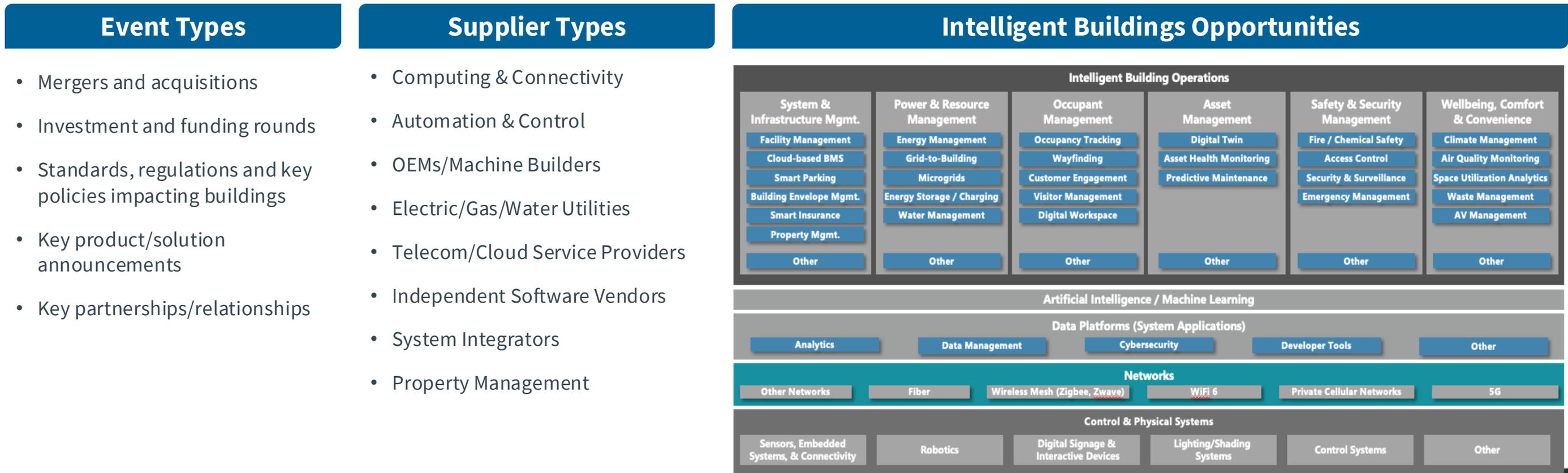
Building Monetization



3 Quarterly Market & Technology Tracking Overview

Harbor will develop a quarterly tracking report for Smart Buildings focused on news and events of interest from the prior quarter. Each report includes an overview of key events, analysis from Harbor analysts and key opportunity takeaways.

Draft starting point for tracking categories and dimensions, to be refined via steering committee meetings



Key Deliverables
(see more on next page)

10-15-page quarterly tracking report in PPT (x3, one for each quarter), for Smart Buildings

3 Quarterly Market & Technology Tracking Outputs & Benefits

Quarterly tracking reports will include a summary of key events, as well as highlights and analysis of the most important events from that quarter

Summaries of Key Events & Macro Trends

Acquisitions, Investments & Competitor Announcements Summary

Top Announcements of Q2 - 2022: M&A and Investments

M&A Announcements
Siemens made headlines this quarter with acquisitions of Brightly and Senseye, which add to Siemens' asset management & predictive maintenance capabilities. Other notable acquisitions are in the domains of industrial asset management (Augury - Seebo), cybersecurity (Sabanci - Radflow, XM Cyber - Cyber Observer), and supply chain management (Lineage - Turvo).

Funding Announcements
Q2 saw strong inflow of capital into robotics companies, specifically those in China & Japan, with the case of XYZ Robotics, Biggo Robotics, and MegaRobo. Robotic company GreyOrange also raised \$120 through growth financing after securing \$140m in the previous Series C funding round. Other notable investments are in the domains of industrial & supply chain automation (Kinexon, Symbolix).

M&A Activity Referenced in the Q2 Presentation

Partnerships, Product Announcements & Regulations Summary

Top Announcements of Q2 - 2022

Partnership Announcements
Schneider partnered with Claroty & Intel to strengthen cybersecurity & SW-defined control systems for EcoStruxure. Realtime Robotics also partnered with Japanese OEMs, Mitsubishi & Kawasaki (separately) to speed up the process of robot automation programming. Other notable partnerships include GreyOrange - Bluebird on warehouse automation & Darfoss - RISE Robotics on heavy machinery electrification.

Product Announcements
Q2 had a few OEMs launching products that integrate machine vision to augment use cases such as infrastructure inspection (Eoslab), factory automation (Cognex), robotic motion control (ABB), Other OEMs such as Festo, Epson, Universal Robots, and Comau also introduced newer versions of co-bots for application in factory automation. Another notable announcement involved National Instruments launching its first Maintenance-as-a-Service solution.

Standard/Regulation Announcements
Q2 did not see an immense additions of standard and regulatory announcements from various legal & standards bodies. Most of the relevant announcements are work-in-progress with regards to standardization of emerging technologies such as 5G, 3D Printing, AI/ML, and Cybersecurity.

Partnerships Referenced in the Q2 Presentation

Significant Activity Occurring Across Many Opportunities in Q2 2022

Robotics & Machine Vision continue to be the focus of multiple investment rounds, partnerships and product announcements (Hardware & Software)

Supply Chain Management & Process Optimization sees high level of traction, with large investment rounds for Stord, GreyOrange, and KINEXON as well as partnerships from Schneider, Intel, Mitsubishi, and Realtime Robotics

Large footprint of activities in industrial System/Asset Inspection & Management with the acquisitions of Brightly & Senseye from Siemens and of Seebo from Augury and product launches from Toshiba and Cognex

Secure Remote Access & Cybersecurity still popularity continues with a couple of large partnership announcements

Opportunity Map: Supply vs. Demand*

Customer Demand & Adoption

Supplier Ecosystem Maturity: Established & Consolidated, Mixed/In Transition, Nascent & Fragmented

Customer Demand & Adoption: Pre-Emergent, Emergent, Growth

*Opportunities and placement to be validated & expanded through research and tracking. Placement is approximate & could change.

Individual Event Highlights with Analysis

Summary & Takeaways: Industrial Mergers, Acquisitions & Investments

Key Takeaways: Q2 2022

- \$4.96B in M&A (56 deals; 71.4% of transaction amounts undisclosed)
- \$7.8B in Investments (42 deals; 0 transaction amounts undisclosed)
- Continued Interest in Robotics: Strong investments into robotic OEMs across different global geographies.

M&A Highlights

Date	Acquiree	Acquirer	Opportunity	Amount	Details/Analysis
27 Jun 2022	Brightly	SIEMENS	Asset & Energy Management	\$1.97B	A provider of cloud-based asset management software, Brightly perfectly complements Siemens' digital offerings for buildings through seamless data integration, which helps increase building efficiency, lower asset downtime & maintenance costs, shorten lifecycle, and improve data-driven decisions.
08 Jun 2022	senseye	SIEMENS	Asset Management, System Inspection	Undisclosed	An industrial analytics software company with a focus on AI-powered predictive maintenance & asset management for industrial machine. Senseye strengthens Siemens' digital services portfolio and helps the full-tier OEM have stronger and more integrated offerings for clients in the industrial segment.

Investment Highlights

Date	Company	Type	Opportunity	Amount	Details/Analysis
01 Jun 2022	Turvo	ISV (Supply Chain)	Supply Chain Management	\$110m, Growth	GreyOrange, specialized in warehouse/logistics robotics, raised

Industrial Mergers & Acquisition Highlights

Siemens' acquisition of Brightly is the most notable M&A deal of Q2; however, there was action across the landscape, specifically within Cybersecurity, Supply Chain Management, Industrial AI, and Machine Vision

Select Mergers & Acquisitions

Date	Acquiree	Acquiree Type	Acquirer	Acquirer Type	Amount	Details/Analysis
10 May 2022	Seebo	ISV	Seebo	ISV	\$140m	Augury, the leading provider of IoT and industrial AI solutions that improve health and reliability of machines for manufacturing and industry, signed a definitive agreement to acquire Seebo, a leader in AI-based process intelligence. The deal is a combination of cash and stock.
29 Apr 2022	Radflow	ISV (Cybersecurity)	Q-BANCI	Industrial Firm	\$45m	Radflow, an Israeli OT cybersecurity startup announced that it is being acquired in a two-phase process by Q-BanCI Group, market leaders in the financial services, energy, and industrial sectors. By leveraging the extensive industrial footprint of the Sabanci Group, Radflow plans to further optimize its OT security offering.
01 Jun 2022	Turvo	ISV (Supply Chain)	Lineage	Industrial Firm	Undisclosed	Lineage Logistics, a leading temperature-controlled industrial REIT and logistics solutions provider, announced the acquisition of Turvo, a provider of supply chain management, collaboration, and visibility software.

Industrial Funding Announcement Highlights

Q2 had multiple investments in robotics and software-defined supply chain & inventory management. The biggest round tracked was life sciences robotic company MegaRobo, with the second being Stord, a cloud supply chain software provider

Select Funding Rounds & Investments

Date	Company	Company Type	Opportunity	Amount	Participants	Details/Analysis
20 Jun 2022	Robotic	Specialist OEM	Supply Chain Automation, AGV/AMRs	\$40m, Series B, \$300m total	Capital Today, Gearing Capital, SV Capital, Source Code Capital	Founded in Shanghai in 2018, XYZ provides turnkey solutions based on 3D computer vision, motion planning, and no-code user interface to automate logistics in manufacturing. With the completion of this round, XYZ has so far raised \$100m+ from venture investors.
15 Jun 2022	MegaRobo	Specialist OEM	Robotics (Life Sciences)	\$300m, Series C, \$400m total	Goldman Sachs, Asia Investment Capital, GV Capital, Sycamore Partners, Pavilion Capital, I-Member Capital, Redbox Capital	MegaRobo Technology Ltd. announced that it has closed a \$300mm Series C financing, led by Goldman Sachs Asia Investment Capital, GV Capital, Sycamore Partners, Pavilion Capital, I-Member Capital, Redbox Capital, and GV Capital. The proceeds will help MegaRobo continue its R&D investment, capacity increasing and global expansion.
08 Jun 2022	Symbotic	Specialist OEM	Supply Chain Visibility	\$40m, Post-IPO Equity	SVI Investment Corp. (IPO-aid via SPAC), SoftBank	The transaction is expected to raise \$70m in gross proceeds, including \$20m from SoftBank Vision Fund 2 and \$50m from a select group of leading strategic and institutional investors, including Walmart, to support Symbotic's modernization of global supply chain via its product movement technology platform.
10 May 2022	Stord	Independent Software Vendor	Inventory Management, Supply Chain Visibility	\$120m, Series D, \$220m total	Franklin Templeton, SGG Ventures, Siker Capital, I37 Ventures, Kleiner Perkins, Founders Fund, BOKO, Visa, Dynamis Ventures, Salesforce	Stord, the cloud supply chain leader, announced today that it had raised an additional \$100m in Series D financing led by Franklin Templeton, bringing the total round to \$200m. Now valued at roughly \$1.1B, Stord recently raised \$200m in annualized revenue run-rate and has raised \$320m in total funding.
26 Apr 2022	myrva	Specialist OEM	Collaborative Robots, Supply Chain Management	\$51m, Series C, \$81m total	Goldman Sachs	Robotic Robotics, a leading developer of collaborative pick-and-place robots (Ragdoll PA-AMR), or warehouse robots, and pioneers of cloud Robotics, announced \$51m (PM, 6.4 billion) in Series C funding led by Goldman Sachs to accelerate expansion of robotics solutions and artificial intelligence technologies.

Deliverables

- Tracking framework (event types, company types, technologies, etc.)
- 10-15-page powerpoint deck (x3, one for each quarter)
- Organized by trends and integrated into the trend analyses

Benefits & Values

- Stay up-to-date on ecosystem maneuvers, trends, and investments in the intelligent buildings space
- Track key technology innovations through analysis of M&A and investments
- Leverage graphics and charts from PPT-based trends report in key external presentations
- Focus on topic areas for further research in configured research projects

4 Steering Committee Meetings, Interactions, & Example Timeline

Harbor will hold a total of 6-7 steering committee meetings (1 per month) for Smart Buildings, including a kickoff meeting, with the funders of the research engagement. Additional interactions will be provided as well.

Purpose: Maintain alignment on scope of work, review completed deliverables, and discuss upcoming activities.

Agenda (1-1.5 hours depending on the scope of work activities occurring)

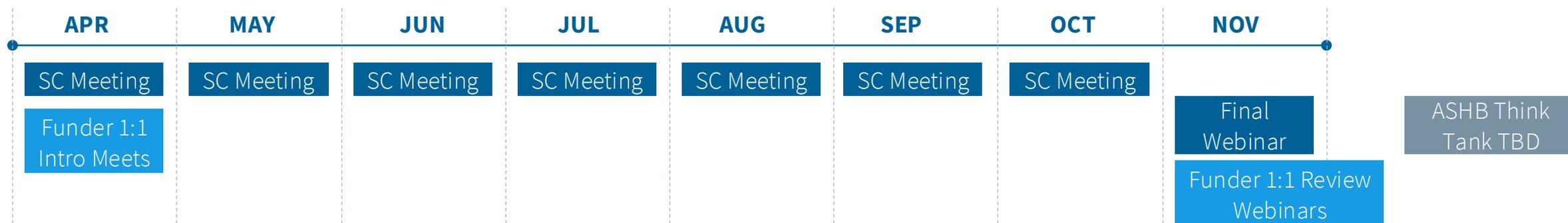
- Introduction, attendance, review of agenda, (5min)
- Review and discuss annual survey (Q1 only, 30min)
- Review current Quarterly Tracking Report (30min)
- Review current Trend Analysis progress (30min)
- Review poll results and proposed scope for upcoming trend analysis (20min)
- Wrap-up, actions & Next steps (5min)



- **6-7 Steering Committee** meetings, with minutes and recordings
- **1:1 meetings with funders** to understand needs and priorities
- **Final webinar** to review research findings
- **Organization webinars** for each funder to review research findings
- **Think Tank** for ASHB community

Draft starting point for Steering Committee Meeting agenda and timeline to be refined via steering committee meetings

Interaction Timeline



2026 Smart Buildings Trends & Technology Adoption Arrangements & Budget

TEAM & EXPERIENCE:

Glen Allmendinger and Dan Chmil, Director of Research, would directly manage these projects. They would be assisted by Troy Logan and Harbor's research staff. The entire staff has significant experience analyzing smart buildings and smart home opportunities

TIMELINE:

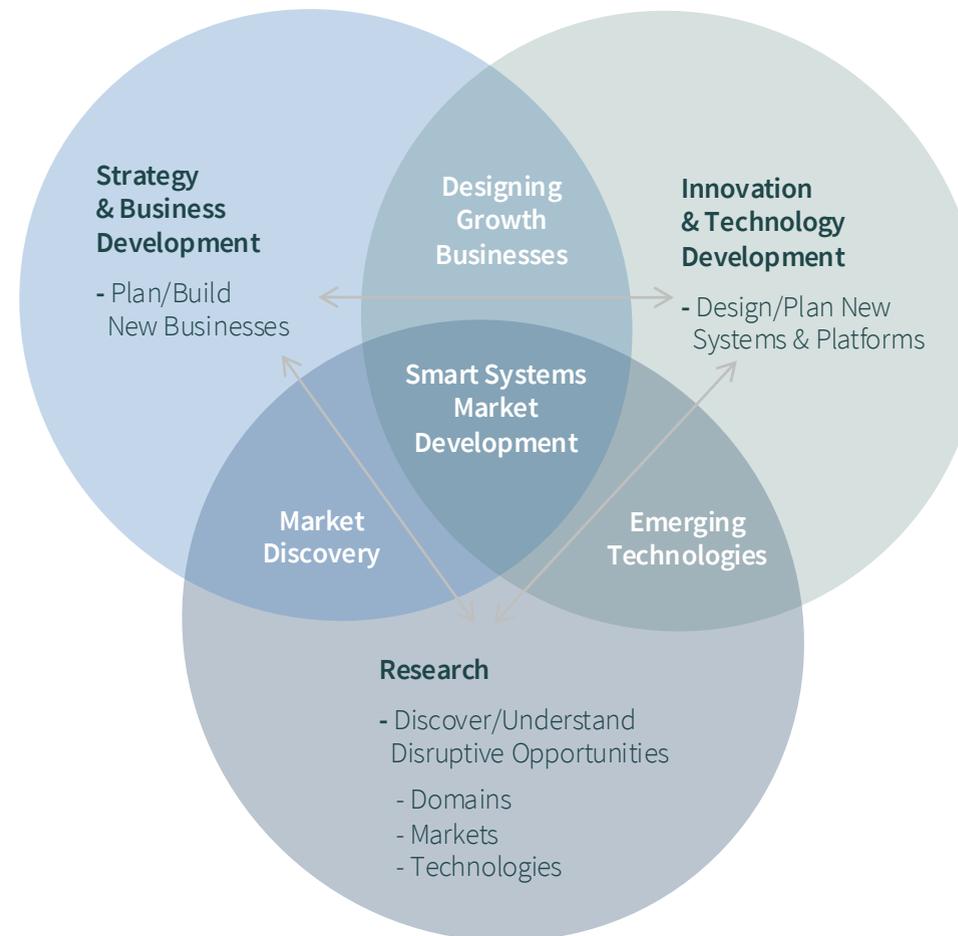
Based on the scope described, the engagement would take the form of an extended, ~8-month contract from April to November 2026. We will work with the funders through steering committee meetings to set and adjust priorities throughout the year.

BUDGET:

The budget for the project is fixed at \$66,000. We plan to invoice 30% at the signing of the contract, 30% at the mid-point, and 40% at the completion of the stated deliverables. Our terms for the first 30% are net 15 days and for the midpoint and final invoices are net 30 days.

NEXT STEPS:

Once this statement of work is agreed to by both parties, we will require 2 weeks to organize our project team ahead of a project kickoff and related work activities. The arrangements for this proposal are valid for 60 days, after which we reserve the right to adjust the arrangements or terms based on the availability of resources and other potential conflicts. We look forward to the opportunity to work together.



Who Are We?

Harbor Research is a consulting, research & venture development firm – we bring together a unique combination of knowledge, processes & skills that enable our clients to succeed in a connected economy

What Do We Do?

The firm partners with clients to design, validate and develop new smart systems and services businesses. Our primary focus is on helping clients develop strategy, define new business models, assist with business and market development plans as well as address the organizational challenges driven by new disruptive growth opportunities

What Do We Serve?

Harbor services the community of emerging technology ventures, diversified product and services companies, global IT and network infrastructure players and capital market constituents

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Appendix: Examples of Previous Research Experience

Harbor
Research

Harbor Research Serves Technology Innovators, OEMs & Services Providers

Illustrative Technology Supplier Clients

Computing & Connectivity	
Network Infrastructure & Services	
Software, Apps, Platforms & Infrastructure	

Ecosystem Participants: Private Equity & Associations

Illustrative OEMs, Service Providers & Vertical-specific Software Clients

<h3>Energy & Resources</h3>	<h3>Industrial & Manufacturing</h3>	<h3>Buildings & Facilities</h3>	<h3>Transportation & Logistics</h3>	<h3>Retail, Healthcare & Consumer</h3>	<h3>Diversified</h3>
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Reference Assignments for the Leaders in Smart Buildings & Homes

Over the last decade, Harbor has executed assignments for a broad cross section of players in the energy, HVAC and facilities arena — below is a representative range of clients we have worked closely with in recent years

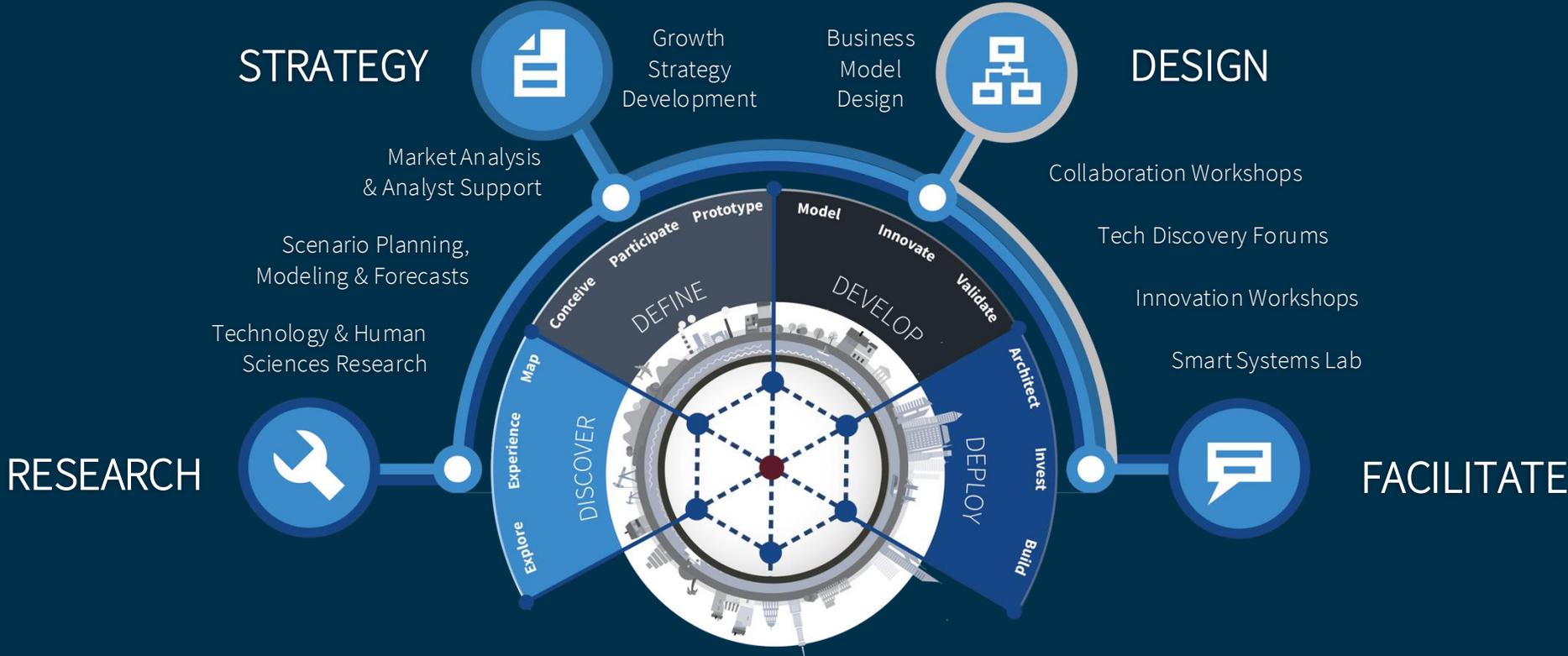
Energy Services	HVAC Manufacturers	Building Controls	Power Equipment	Software & New Tech.
       	   	   	      	          

Additional Intelligent Buildings & Related Experience

- For a multinational provider of cleaning and hygiene products in the hospitality, healthcare, food and beverage, food service, retail, and facility management sectors, we provided a comprehensive analysis of the 'Internet of Clean' sector including key market dynamics, current competitor and peer supplier strategies and maneuvers, as well as competitor solution features & packaging, use cases and services delivery models
- For the largest social media and networking company in the US, we conducted a demographic research study on a consumer-device prototype to understand the use cases, applications and target constituents in support of a Market Requirements Document.
- For the largest manufacturer of electrical products in North America, we conducted user survey research as well as competitor, peer and alliance candidate direct interviews to uncover unmet customer and user needs for new and evolving "connected" energy management and services opportunities.
- For the global leader in network infrastructure equipment, Harbor conducted an analysis of managed services opportunities in connected residential multi-dwelling and commercial properties, including market sizing, competitor analysis, alliance development analysis and go-to-market design.
- For the world's largest semiconductor and processor manufacturer, Harbor conducted an analysis of IoT opportunities within the residential sector. Primary emphasis was placed on opportunities where media and content were dominant values to determine core computing and network bandwidth requirements.
- For a venture-backed startup, conducted an analysis of consumer energy services offerings to help target candidate developer alliances as well as partnership opportunities with utilities and related services providers.
- Worked with CABA to develop an opportunity assessment within Connected MDUs, conducting a survey of 1,500 MDU owners, technology suppliers and service providers in the space, including 60 in-depth interviews to validate research findings. The engagement summarized the top IoT application and use case opportunities among primary buyers of technologies in the space, supported by a 5-year smart systems forecast model.
- For a large silicon player, Harbor defined and developed a software architecture for competitive analysis of IoT platforms. This research examined twenty-five supplier and OEM platform providers in the IT, Telco and OEM markets to validate and segment monetization and pricing models.
- For a leading connected lighting solution provider, Harbor defined new and expanded smart services and IoT solutions as well as building the business case required to support this critical growth initiative. Harbor clearly articulated alternative strategies and solutions available to the company and defined clear steps and a program of actions to fully prosecute the market opportunity.
- For the software branch of a leading industrial and energy OEM, Harbor analyzed of the costs and economics of asset performance management in support of asset health, productivity, optimization, and compliance and integrity. Harbor developed a market model that broke down the costs of data management and analytics tools, and located gaps the company's software may not address currently and can be added to the product roadmap.
- For the largest manufacturer of electrical products in North America, Harbor conducted user survey research as well as competitor, peer and alliance candidate direct interviews to uncover unmet customer and user needs for new and evolving "connected" energy management and services opportunities.
- For the global leader in network infrastructure equipment, Harbor conducted an analysis of managed services opportunities in connected residential multi-dwelling and commercial properties, including market sizing, competitor analysis, alliance development analysis and go-to-market design.
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Harbor Research has over thirty years of experience working with clients on growth strategy and new business creation. At the core of Harbor's approach is a deep understanding of the core technologies, markets and business characteristics as well as the management and organizational challenges companies face adopting and developing digital and smart systems technologies. We strive to generate deep insight into how emergent technologies drive value creation and competitive advantage in our clients' businesses and the economy as a whole.