

research proposal  
prepared for:  
**ASHB**

**2026 Smart Home Trends  
Research**

**Harbor  
Research**

2026 Smart  
Home Trends  
Research

**Introduction to Harbor Research**

Proposed Scope of Work, Process, & Budget

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**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

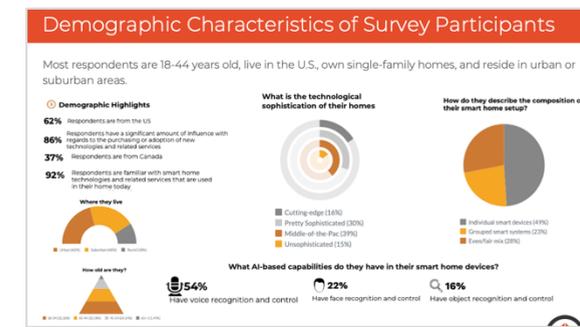
- Harbor has developed a sustaining relationship with ASHB and its constituent members conducting research and analysis into new building, facility and residential technologies
- ASHB Landmark Research Projects include a combination of quantitative surveys and qualitative interviews that inform a comprehensive report on the market opportunity for smart systems-related technologies and related digital services, including:
  - Smart Home Energy Management (2023) analyzed the opportunities and solutions for managing energy usage in the home, including various business models, technologies and benefits available to suppliers and consumers
  - Connected Home Artificial Intelligence (2022) created a foundational framework for understanding the evolution of AI and its relationship with connected home solutions and services, along with related challenges and barriers to adoption including consumer perceptions of privacy and security
  - Smart Home as a Service (2021) explored service-based business models to smart home solutions, and how consumers perceived certain suppliers and solutions in their impact and value

## Harbor/ASHB CHC Collaboration Examples

2023	2022	2021	2019	2017
 <p><b>Smart Home Energy Management</b></p>	 <p><b>Connected Home &amp; Artificial Intelligence</b></p>	 <p><b>Smart Home as a Service</b></p>	 <p><b>Connected Home Roadmap</b></p>	 <p><b>Connected Multi-Dwelling Units and the IoT</b></p>

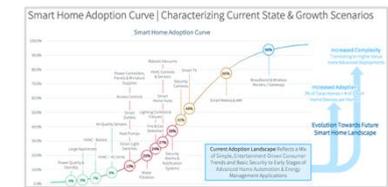
## 2023, 2024 & 2026 CHC Research Services

### Annual Smart Home Trends Survey



### Configured Research Projects

- Smart Home Market Sizing & Adoption Curve
- AI-Native Smart Home Architecture
- Smart Home Sustainability Roadmap
- Occupant-Centric Environmental Comfort
- Technology-Assisted Living & Aging in Place



# Project Team Overview

Each member of the team has led or assisted on multiple smart homes-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.

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# 2026 Smart Homes Trends & Technology Research : Overview of Approach

Instead of one, long-form landmark research report each year, ASHB would like to pursue a more configured set of research activities that focuses on multiple topics of interest to funders throughout the year. 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 Homes Research Service: Overview of Components

### 1 Annual Consumer Smart Home Survey

- Survey covering key topics/opportunities to gain annual perspective of consumer needs/outlook
- Survey data analysis and highlights (charts, graphs and analysis in powerpoint)
- Smart home adoption curve updates
- Raw data in Excel
- 2-3-page executive summary in Word
- Summary infographic

### 2 Smart Home Trends Analysis (x3-5)

- Based on initial discussions with the steering committee, determine 3-5 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

### 3 Steering Committee Meetings & Other Interactions

- 6-7x Steering Committee Meetings
- 1:1 introduction calls with each Steering Committee organization
- 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 Home Trends & Technology Research 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 home trends and technology adoption
  - Annual survey highlights and analysis, including summary charts, graphs and takeaways
  - Updates to the 2024 smart home adoption curve based on the research and analysis of survey and trend data
  - Analysis of the selected 3-5 trends, based on the scope agreed to with the steering committee
  - 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 ~40+ slides in length)

### Presentation Appendix (PPT)

- Additional survey highlights and analysis
- 7-12 slides per smart home trend analysis
- Additional market sizing and forecast data and analysis as necessary
- Additional analyses and portrayals as necessary and agreed to with steering committee

### Other Deliverables

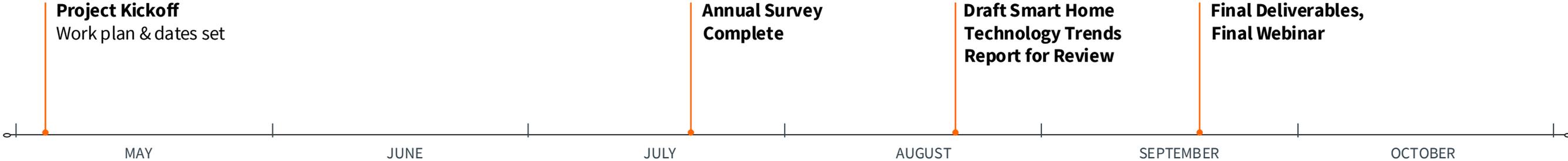
- Regular steering committee interactions, including 1:1 calls at the beginning of the work to inform focus areas and scope, monthly steering committee meetings, final webinar to the steering committee and individual company read-outs of the summary report, and other ad-hoc interactions
- Survey questionnaire 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 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: May Through October 2026

Harbor will support ASHB and the funders over the course of 5 months in 2026, from May through October. The work steps will be executed in parallel, with regular steering committee meetings to update on progress and interim outputs



### Key Interactions



### Work Steps

**1 Smart Home Tech & Consumer Trends Survey**

Survey is designed and reviewed in collaboration with steering committee. Key topics are identified for further analysis and incorporated into the survey questionnaire.

**2 Smart Home Trends Analysis (x3-5)**

Steering committee identifies and prioritizes key topics to cover during the development of the survey. Harbor analyzes each trend individually.

# 1 Annual Consumer Smart Home Survey

Harbor will develop and conduct an annual survey for smart homes with the goal of staying up to date on consumer perceptions, adoption trends, and needs related to smart homes.

## Connected Homes Survey & Report

### Target Audience

~500-700 Consumers in Canada and USA

### Proposed Scope

Survey to understand current perceptions and future priorities related to connected homes

Key Topics to Cover (starting point):

- Current state of smart home 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

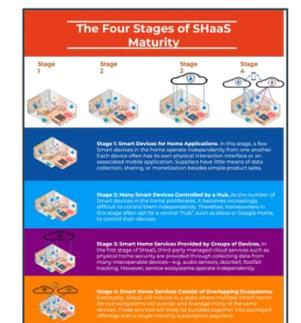
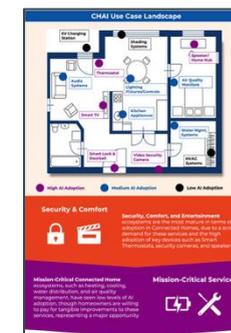
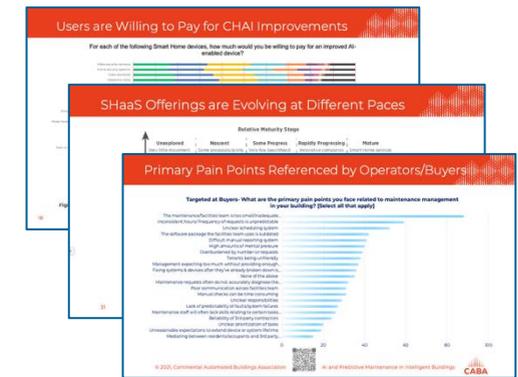
**Draft starting point for Annual Survey scope, to be refined via steering committee meetings**

### Deliverables

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

### Benefits & Values

- Stay up-to-date on consumer perceptions, adoption, and needs related to connected homes
- Understand the impact of recent market developments on users
- Leverage graphics and charts from PPT-based trends report in key external presentations
- Identify and/or focus on topic areas for further research in smart home trend analyses **2**





### 3 Steering Committee Meetings, Interactions, & Example Collaboration Timeline

With the shortened year, Harbor will hold a total of 6-7 steering committee meetings for Smart Homes, 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)

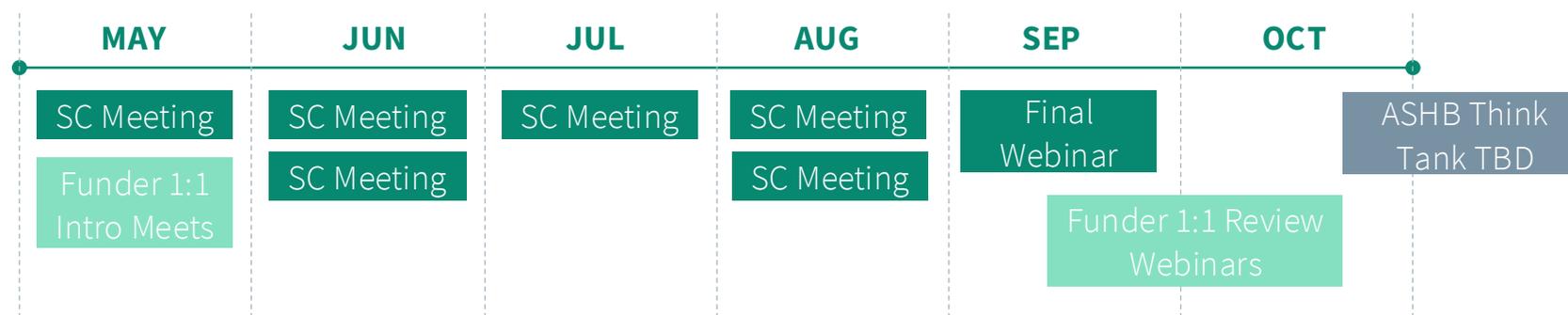
- Introduction, attendance, review of agenda, (5min)
- Review and discuss annual survey (Q1 only, 30min)
- Review current trend analysis progress (30min)
- Review poll results and proposed scope for upcoming trend analysis (20min)
- Wrap-up, actions & Next steps (5min)

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



- **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

#### Interaction Timeline



# 2026 Smart Home Trends & Technologies Research 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 home opportunities

## TIMELINE:

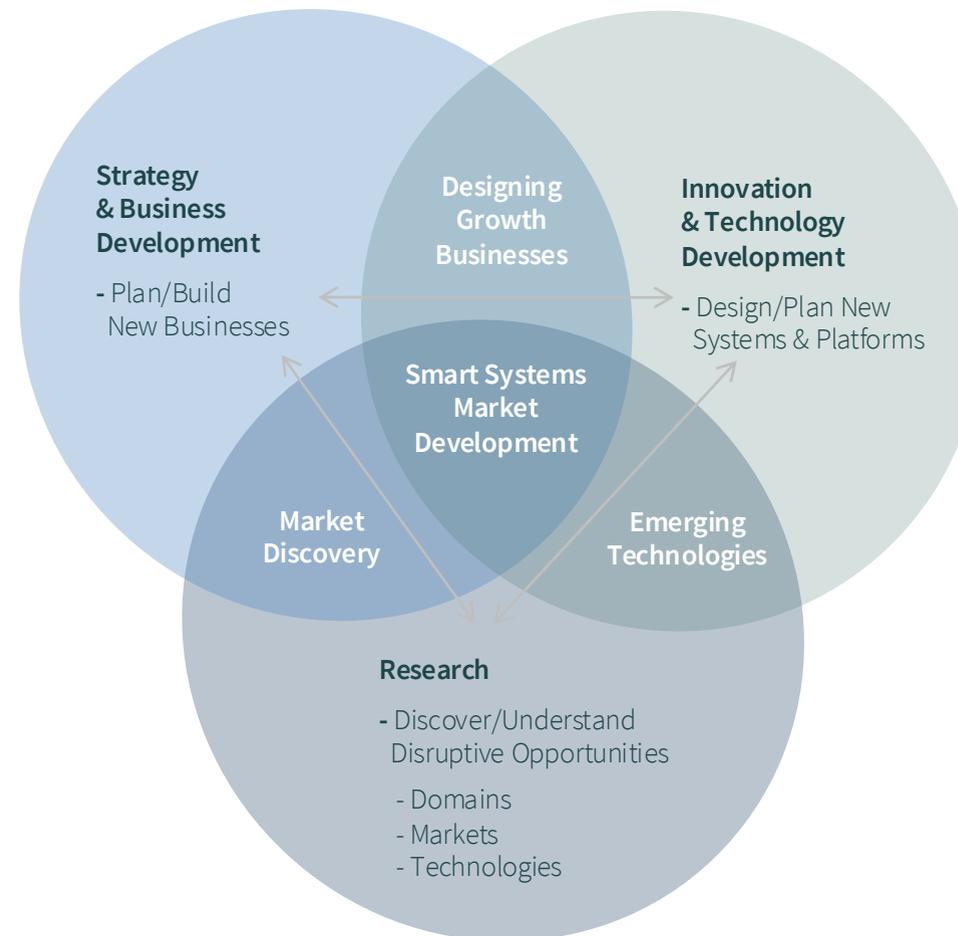
Based on the scope described, the engagement would take the form of an extended, ~8-month contract from April to November 2026. We will work with the funders through steering committee meetings to set and adjust priorities throughout the year.

## BUDGET:

The budget for the project is fixed at \$34,000. 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**

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# 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

<b>Energy &amp; Resources</b> 	<b>Industrial &amp; Manufacturing</b> 	<b>Buildings &amp; Facilities</b> 	<b>Transportation &amp; Logistics</b> 	<b>Retail, Healthcare &amp; Consumer</b> 	<b>Diversified</b> 
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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

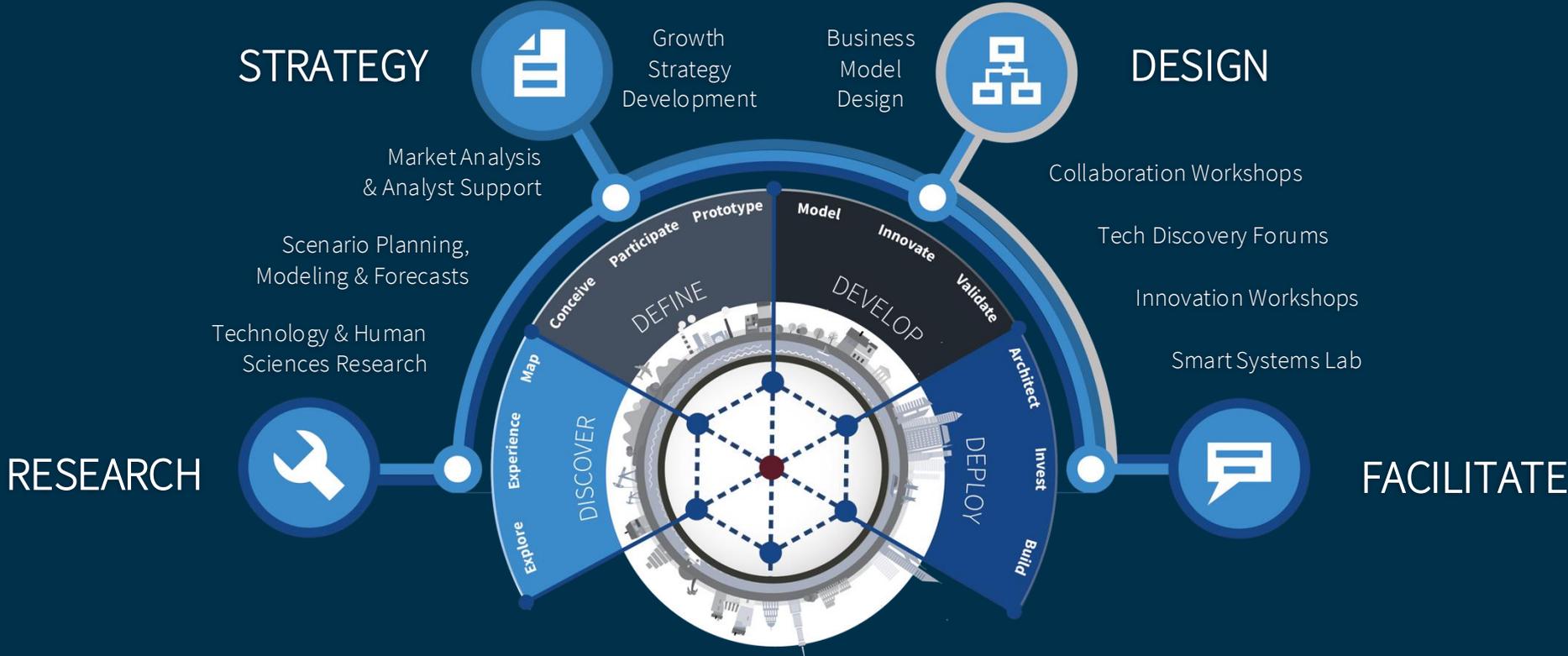
Energy Services	HVAC Manufacturers	Building Controls	Power Equipment	Software & New Tech.
  (design new energy efficiency business)       energy made better	    (Drives & HVAC Equipment)	   	      	 (Building & Energy Networks)  (acquired by Johnson Controls)     (Hirschmann)    MAKE POWER SMART  

# Additional Connected Homes & 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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# CONTACT US FOR IN-DEPTH RESEARCH & CONSULTING

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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.