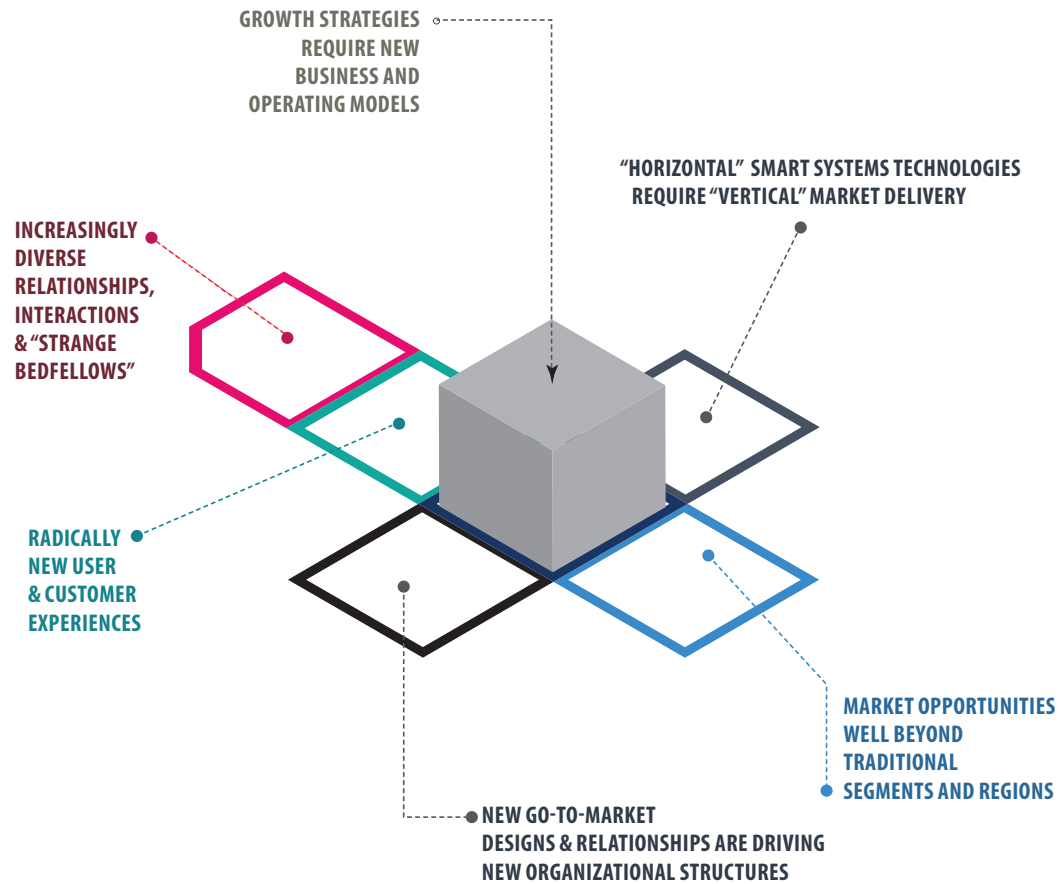




build
buy or
partner

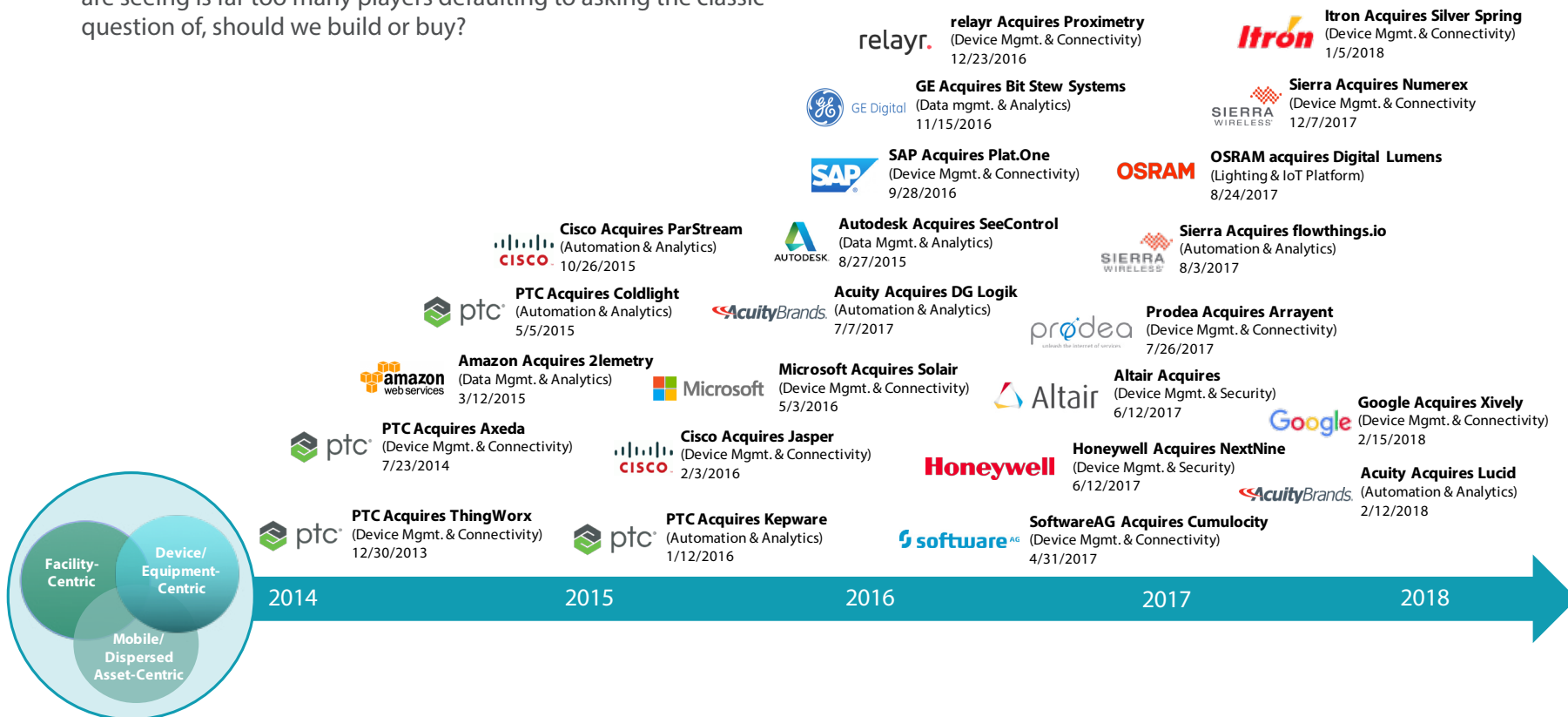
Strategic “Role Models”
for Smart Systems and
IoT Platform Market
Development

how should OEMs be thinking about new growth strategies enabled by digital smart systems and internet of things technologies?



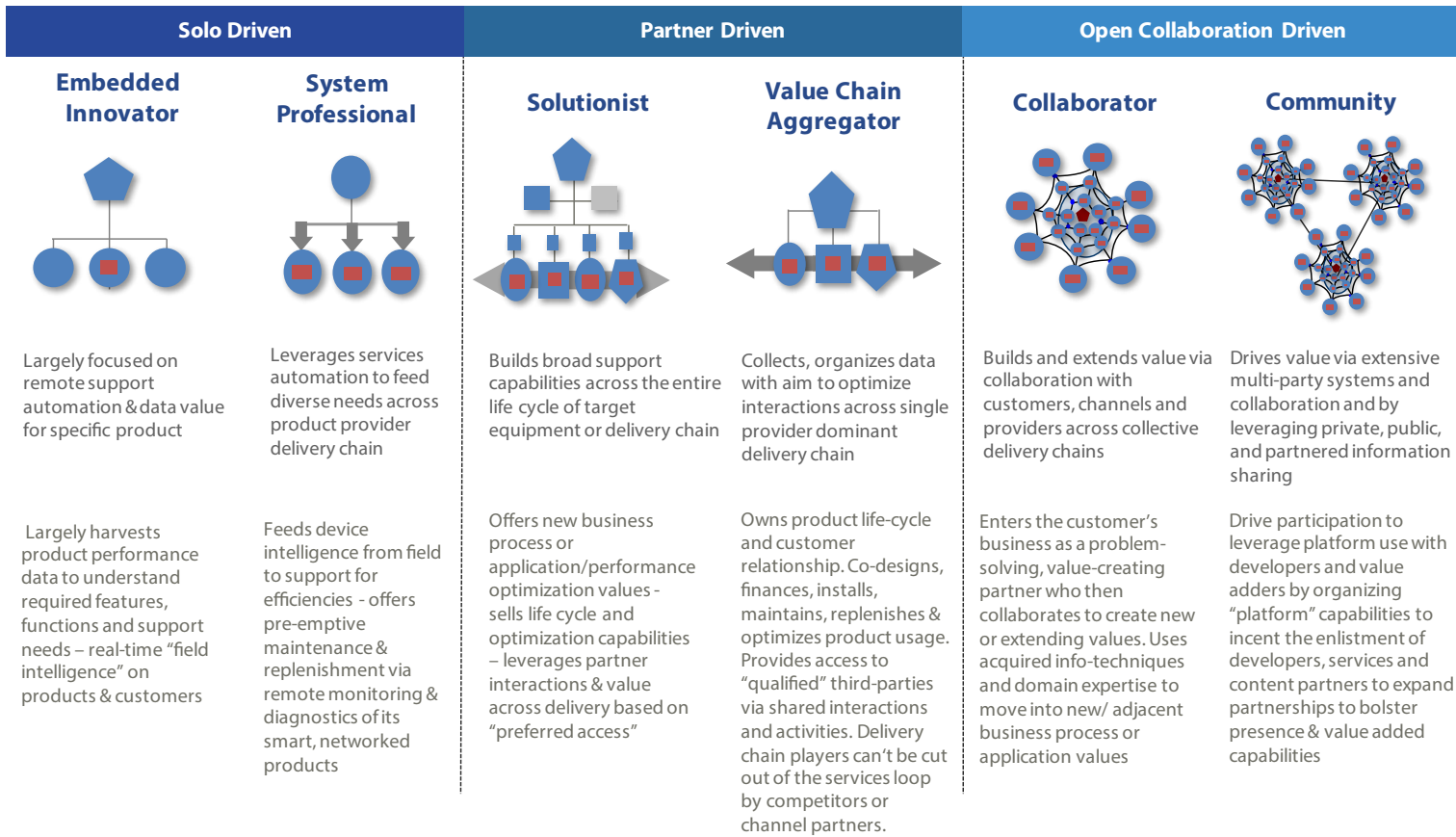
it's more than just asking should we build, buy or partner?

rather than asking the tougher questions about new solution delivery modes and non-traditional business models, what we are seeing is far too many players defaulting to asking the classic question of, should we build or buy?



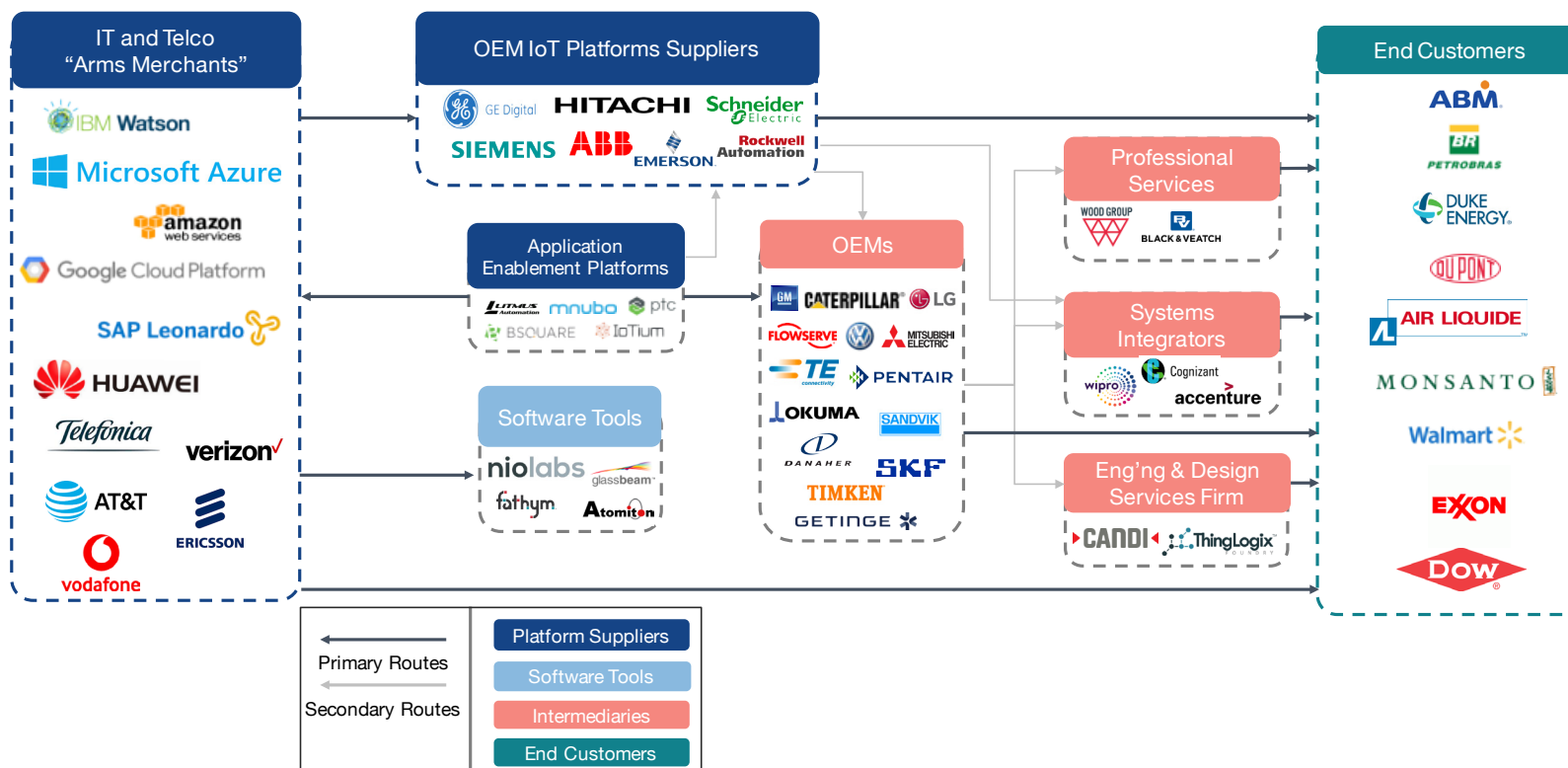
it's about doing things differently.....

there are new and unique strategic "roles" and differentiated business models OEMs can develop if they decide to really embrace smart systems and services



differentiation will be driven as much or more by new and novel relationships

smart systems and services growth opportunities require new business models and new relationship and ecosystem development modes

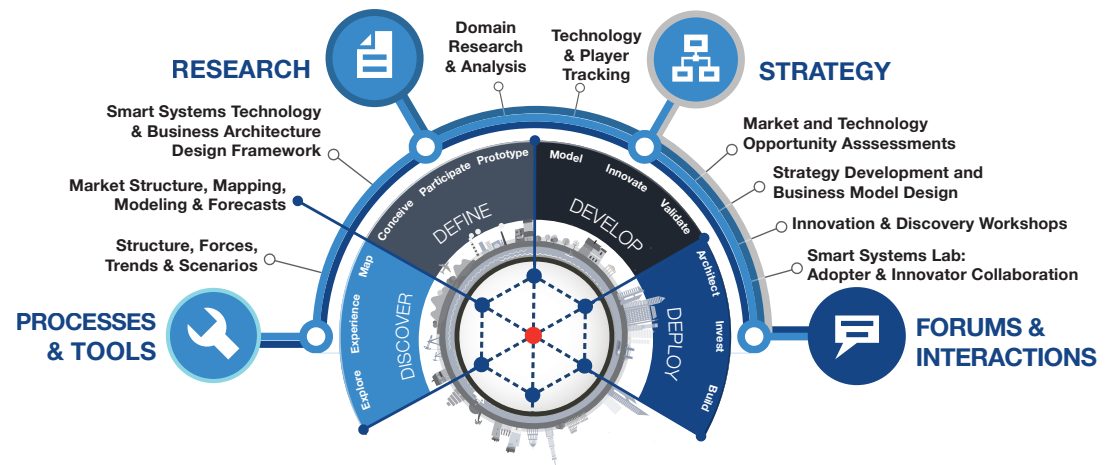


our approach is simple: help clients create and capture value by combining accurate data discovery and analysis with strategy development and creative systems-thinking

We plan and build new businesses and growth opportunities by leveraging deep analysis, thoughtful interactions and unique systems and business model design and development tools

Harbor Research Inc. has nearly 30 years of experience supporting new business creation and development. We continually strive to generate deep insight into what drives value creation and competitive advantage in our clients' businesses and the economy as a whole. Harbor helps companies outperform their peers and rivals by instilling innovation into the core of their business development processes. We help client's foster creative thinking, facilitate diverse perspectives and unconventional insight and, most importantly, we directly participate. The result is increased certainty around vital new business decisions.

We work collaboratively to help clients come to confident answers today while also building their capabilities for the future - we are passionate about creating lasting impact. We believe that innovation can be driven from systematic methods and that enduring capabilities and processes can be built to reduce the risks associated with new growth ventures. Every solution we propose is informed by a combination of real world experience and unique processes and methods that are tailored to the dynamics of your organization.



To discover, design and develop innovative smart systems, organizations must consider all the elements involved and the context they fit into. The benefits that will flow from the recognition that traditional strategy and product development protocols will not meet the needs of a connected business are nearly infinite.