

# HARBOR SMARTSPHERE® “LIVING BUSINESS INTELLIGENCE” SERVICES

An entirely new kind of business research experience, Harbor SmartSphere® is a unique and powerful online platform for the delivery of continually updated intelligence. SmartSphere® projects are compelling decision-support tools for M&A activity, competitor awareness, business development, R&D, sales, marketing, and more.

RESEARCH SERVICE BROCHURE

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**W**e know what you want from business research. You want to pay for what you need and nothing else. You want laser-focus on your problems, not one-size-fits-all. You want it fresh, not out-of-date by the time you see it. Sometimes you want expert analysis, other times just the facts. Most of all, you want it to help you make good real-world decisions. And you want it now.

#### HARBOR'S SMARTSPHERE® PLATFORM DELIVERS WHAT YOU NEED

We've created a dynamic knowledge service that re-invents business research.

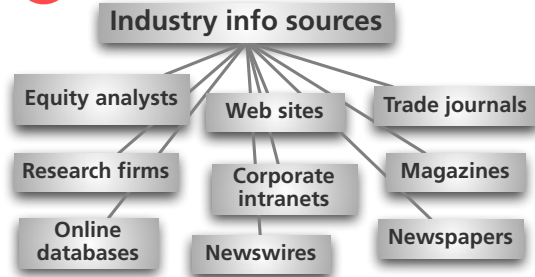
- ▶ **Get access to pre-defined offerings, or define your own.** Harbor SmartSphere® is an online “living research” platform and environment. We use it to offer a variety of pre-defined business intelligence projects on hot technology subjects and markets. We also use it to create custom research projects defined by our clients. In custom projects, information is directed precisely at your goals, with maximum relevance and value. We can launch and maintain custom projects for a a quarter, a year, or longer—whatever you need, and nothing you don't need.

If you've come to doubt the value of static, quickly obsolete research “reports” on volatile technology subjects, you already understand why we created SmartSphere®.

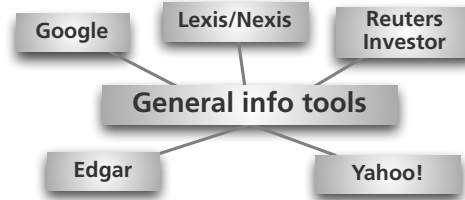
- ▶ **Up-to-the-minute information.** The landscape of high technology changes much too fast for static, one-size-fits-all “research reports” to have significant practical value. Our dynamic, online “living research” tracks players and events continually with the talents of experienced researchers and analysts, aided by sophisticated information monitoring and gathering techniques like automated news feeds and Web services.
- ▶ **Powerful decision-support tools.** The information tracked and collected for you can be queried and displayed in numerous meaningful ways. Interactive charts show you the big picture and let you “drill down” to deeper information or another angle of view. Data-visualization tools let you move quickly and intuitively through the world you're tracking, with understanding and insights you wouldn't have otherwise.
- ▶ **Expert Harbor analysis.** Whether it's general competitive

**The Information-Overload Problem for Business Executives...**

**1** There's too much to stay aware of.

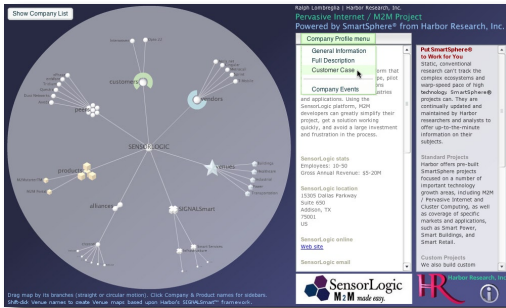


**2** Available tools are blunt instruments not focused on business realities.



**...and Now: the Solution.**

**3** Harbor's SmartSphere® research services provide...



**4** ...dynamic, focused, and useable “living business intelligence.”

- Company Profiles**
- Company Performance**
  - Financial
  - Market share
  - Forecasts, bookings & ships
- Strategic Alliances**
  - Technology
  - Investors
  - Investments
  - Strategic customers
  - Selling and channels
  - Marketing relationships
  - Strategic suppliers
- Organization**
  - Management
  - Employment trends
- Marketing & Sales**
  - Market Focus
  - Sales & Channel Strategy
  - Pricing
- Products, Services, & Tech.**
  - Product & Service Strategy
  - New releases
  - Market perceptions
  - Innovations and R&D
- Operations & Production**
  - Facilities and equipment
  - Production costs
  - Outsourcing

intelligence or a specific strategic initiative, you want research for a reason. We aim our information-gathering and analysis directly at your needs and goals.

- ▶ **A crystal-clear value proposition.** In Harbor-configured standard projects on hot technology subjects and markets of interest to many subscribers, SmartSphere® dynamic research completely eclipses static, printed research. In custom, client-configured projects, SmartSphere® amounts to virtual consulting—without the consulting price tag. And if you need conventional consulting as well—whether from Harbor or

another firm—a SmartSphere® project is a perfect complement.

**THE RULES OF HIGH-TECH BUSINESS HAVE CHANGED**

Proprietary high-tech sources of vast wealth—operating systems, database managers, and network connectivity itself—are quickly becoming declining-profit commodities that will not drive future value. The era of monolithic vendors is over, and market penetration now depends on creative alliances and “business webs.” Digital information is now the DNA of global business and is transforming the very structure of the enterprise. Human-centric applications are quickly giving way to machine-centric applications that will automate business in ways never before



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possible. There will be big winners in the emerging global economy, but the game will take place on a changed playing field.

Change has always been the order of the day in high-tech. That change is now occurring blindingly fast. Making sound decisions in such an environment requires business intelligence that captures raw information dynamically and analyzes it for the patterns, trends, and forces that will shape a business's world.

## TECHNOLOGICAL CHANGE: WE DON'T JUST STUDY IT, WE DO IT

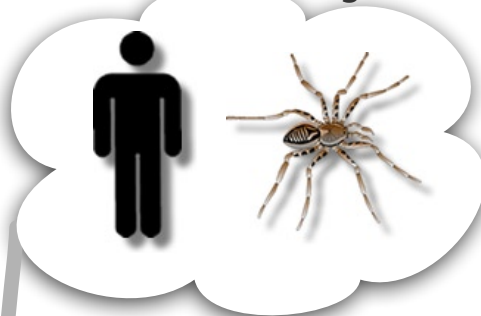
Thus it should go without saying that the rules of the game for business research have changed, too.

## Harbor SmartSphere® Online Research Services: Dynamic, Interactive "Living Business Intelligence"

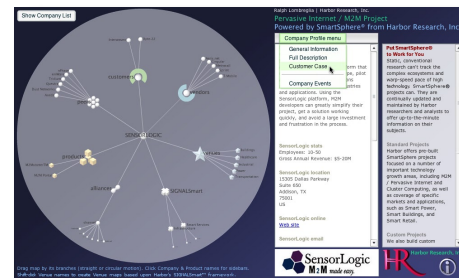
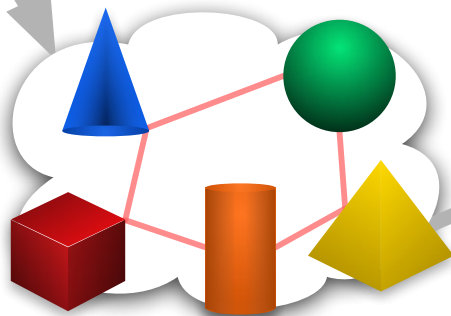
The irony of most technology-centric research firms is that they study and report on the most rapidly changing subjects humanity has ever known...in the same way they've been doing it for the last 40 years. Of course, every firm's analysts now "use the Web" day in and day out. But if you visit the Web sites of those firms themselves, you'll find a list of published "research reports" for sale, just as always.

Now, if you need a "backgrounder" on something, such reports might be fine. Or they might already be hopelessly out of date. The shelf-life of technology information is notoriously short. If a research company is not updating all its published materials continually, those documents will soon be next to worthless—even as basic background.

### 1 Every day, our researchers and smart software agents...



### 2 ...track Web pages, online databases, and Web info services.



### 4 ...and integrate it with your processes and methods.



### 3 Then we analyze and interpret the information in light of your goals...

**Harbor SmartSphere® Online Research Services:**  
Dynamic, Interactive “Living Business Intelligence”

And if an executive decision-maker needs support more personalized and relevant than a one-size-fits-all static report, the next step is a full-blown consulting engagement—and the sticker-shock that goes with it.

**ENTER SMARTSPHERE®**

It's been a long time since most business research companies re-evaluated the meaning and value of their core offerings.

Here at Harbor Research, we *have* re-evaluated those things. The result is our SmartSphere® business intelligence platform: an entirely new way of creating and delivering research value.

**PERSONALIZATION, OPTIMIZATION,  
AND INSTANT GRATIFICATION**

There's nothing dead, static, or yesterday about Harbor SmartSphere® projects. They are “living research” that gets its life from ongoing, smart information-gathering—both manual and automated—along with the power and speed of relational databases, Web delivery, and interactive multimedia presentation.

A SmartSphere® project takes the form of a personalized Web application aimed directly at your core information needs. Every time something happens in the world of your defined interests, it becomes part of the record. Every time you log in to your portal, you have fresh information—some of it gathered by analysts and researchers, some in more automated ways that leverage the growing power of the Internet.

Our own conclusions become part of the record, too, in the form of Harbor commentary. But we also give you a wealth of tools for analyzing and visualizing information for your-

self. You can chart quantitative data exactly the way you want to see it—in pies, bars, lines, and every other imaginable kind of graph.

**IF YOU'VE COME TO  
DOUBT THE VALUE OF  
STATIC, QUICKLY OBSOLETE  
RESEARCH “REPORTS” ON  
VOLATILE TECHNOLOGY  
SUBJECTS, YOU ALREADY  
UNDERSTAND WHY WE  
CREATED SMARTSPHERE®.**

And even where information is not strictly quantitative—for example, the structure of company alliances and relationships—we provide means to see it graphically, because looking at your world from fresh angles and altitudes has great value. We are firmly committed to true data-visualization—not to be confused with mere “eye candy.” Our interactive charts, maps, trees, and data-grids are not static on-screen pictures. They're the user-interfaces of real information tools that you use to dig into relationships, alliances, events, trends, and forces.

And SmartSphere® projects feature clear, concise writing. Our researchers, analysts, and editors not only know technology and business, they know how to communicate. We present full descriptive portraits of companies, technologies, and market venues, along with aggressive event tracking and insightful Harbor commentary.

And though we deliver SmartSphere® projects online, we haven't forgotten the importance of life outside the Web browser. All projects have full support for report-



generation in PDF format—Adobe’s widely used “digital paper” file format that you can print out and take to a meeting or read on a plane, or easily attach to an email.

#### WHAT CAN WE TRACK?

In the end, it all comes down to companies and what they’re doing. Often, you’ll want to track and compare specific companies directly—for competitor awareness, M&A planning, sales, R&D, or the pursuit of strategic alliances for business development. But companies need not be your direct focus. SmartSphere® projects can also be configured to follow specific market venues, technology segments, or any combination of interests. Specific “trackables” include (but are not limited to):

- ▶ **Company Web sites, news, and press releases**
- ▶ **Online technology discussions and newsgroups**
- ▶ **Patent filings**
- ▶ **Investment events**
- ▶ **Stock performance, insider trading, and other public-company financials**
- ▶ **Academic research**

#### HOW MUCH DOES A CUSTOM SMARTSPHERE® PROJECT COST?

Custom intelligence tracking is intrinsically client-specific, and thus priced according to your needs and goals. That said, our own goal is always to deliver clear value when compared to the costs and limitations of conventional research and consulting.

Typically, a custom SmartSphere® project involves two basic costs:

- ▶ **A flat fee for the evaluation of your needs, and initial set-up of the portal’s databases and interfaces.**
- ▶ **A quarterly or annual fee for the portal’s maintenance.**

You can re-configure the focus of an existing custom SmartSphere® project at any time, with fees to be negotiated based upon the desired modifications.

#### IS A CUSTOM SMARTSPHERE® PROJECT CONSULTING OR RESEARCH?

It’s a unique combination of both. The point is to transcend the limitations and frustrations of traditional one-size-fits-all business research—without the whopping price-tag of a conventional consulting engagement. To personalize the service, we carefully evaluate your needs, and then create a data schema and presentation designs that meet those needs. In that sense, a custom SmartSphere® project certainly does go beyond stock research and into the realm of consulting and real-world problem-solving.

#### A SMARTSPHERE® PROJECT PROVIDES AN EXCELLENT SUPPORT TOOL DURING THE CONSULTING PROCESS.

But not everything about a SmartSphere® project is done from scratch for specific clients. That would hardly be a cost-effective “new kind of research.” Rather, all our customers benefit from our longstanding, deep domain expertise in computing, communications, and Internet technologies. Similarly, all customers benefit from our commitment



**Harbor SmartSphere® Online Research Services:**  
Dynamic, Interactive “Living Business Intelligence”

to the evolution of “living business intelligence,” which includes our mastery of the smartest information-gathering techniques, ongoing development of rich Internet applications for fast, low-cost delivery of time-sensitive content, and innovative use of the latest multimedia technologies for the best possible end-user experience.

**CAN SMARTSPHERE® PROJECTS BE COMBINED WITH CONVENTIONAL CONSULTING?**

Yes. In fact, most of our engagements now include a SmartSphere® project because it provides an excellent support-tool during the consulting process, and offers continuing value afterwards. Clients can

See whole worlds at a glance and understand how they fit together — whether the world of a company's alliances or of a market, or a specific technology.

We track the worlds you need to know about, and give you powerful tools for exploring and understanding them.

You could spend hours each day sifting through e-mail and Web sites, and still miss crucial items that we catch with experienced researchers and automated tools.

One View of the SmartSphere® Interface, Showing an Interactive SphereMap™ of a Company's Ecosystem

Ralph Lombreglia | Harbor Research, Inc.  
Pervasive Internet / M2M Project  
Powered by SmartSphere® from Harbor Research, Inc.

Company Profile menu

- General Information
- Full Description
- Customer Case
- Company Events

Put SmartSphere® to Work for You

Static, conventional research can't track the complex ecosystems and warp-speed pace of high technology. SmartSphere® projects can. They are continually updated and maintained by Harbor researchers and analysts to offer up-to-the-minute information on their subjects.

Standard Projects

Harbor offers pre-built SmartSphere projects focused on a number of important technology growth areas, including M2M / Pervasive Internet and Cluster Computing, as well as coverage of specific markets and applications, such as Smart Power, Smart Buildings, and Smart Retail.

Custom Projects

We also build custom

SensorLogic stats  
Employees: 10-50  
Gross Annual Revenue: \$5-20M

SensorLogic location  
15305 Dallas Parkway  
Suite 650  
Addison, TX  
75001  
US

SensorLogic online  
[Web site](#)

SensorLogic email

SensorLogic  
M2M made easy.

Harbor Research, Inc.

Drag map by its branches (straight or circular motion). Click Company & Product names for sidebars.  
Shift-click Venue names to create Venue maps based upon Harbor's SIGNALSmart™ framework.

SmartSphere® content is fully databased and retrievable as text, real-time charts and graphs, and interactive SphereMaps™ of companies and markets that provide exploratory navigation as well as information display.

Who are the important players in a market? Who has investment, and from whom? Who owns, licenses or leverages an important technology? See such relationships portrayed visually.

Related profiles, analysis, and events are always available.



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retain access to their custom portals for historical reasons even if they elect not to continue ongoing maintenance.

## IN SUMMARY, HARBOR'S SMARTSPHERE® SERVICE IS...

- ▶ Laser-focused on your opportunities and decisions.
- ▶ Relevant in a way that "one-size-fits all" research can never be.
- ▶ "Living business intelligence" that stays timely and doesn't go out of date.
- ▶ Rich with data-visualization tools that produce new insights.
- ▶ A clear business research value-proposition.

## VISIT THE SMARTSPHERE® DEMO OR CONTACT US FOR MORE INFORMATION

A live demonstration of SmartSphere® is available at <http://harborresearch.com/smartsphere/>. For more information, call us at 800.595.9368 x24 (outside the U.S., 415.615.9400 x 24), or send email to [info@harborresearch.com](mailto:info@harborresearch.com).

## ABOUT HARBOR RESEARCH, INC.

Founded in 1983, Harbor Research Inc. has been providing strategic consulting and research services to clients for more than twenty years. With a reputation as specialists in understanding emergent and disruptive opportunities in high technology, Harbor Research works with clients who seek to establish strategic advantage in changing markets.

Harbor's groundbreaking Pervasive Internet research is widely regarded as the definitive work on the business impact of integrating networked devices into business processes. ◀

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