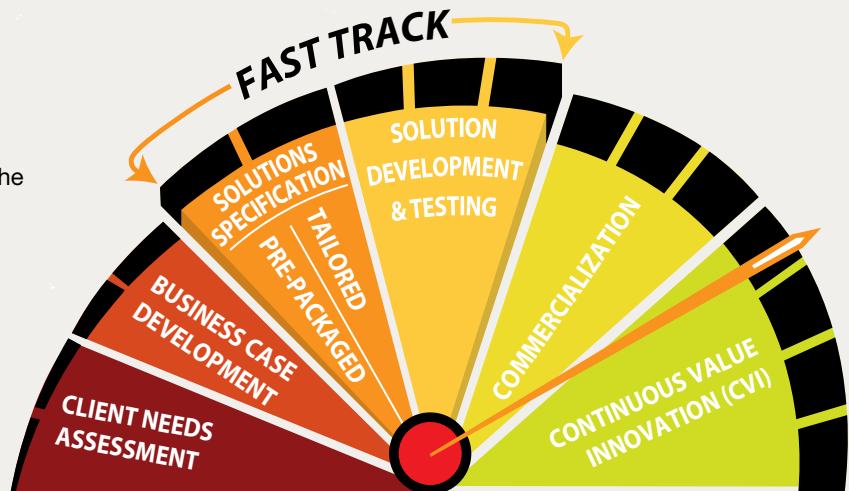




Smart Services is poised to redefine how product companies deliver value to their customers. For most product-based companies, Smart Services represent a new way of doing business. Success depends in large part on the company's ability to anticipate and manage change.

As a solutions-based business, Qualcomm, Global Smart Services utilizes the modular, client-centric nPhase® Methodology to ensure the successful planning, deployment, and scaling of Smart Services within your unique business environment.

- 1 Client Needs Assessment
- 2 Business Case Development
- 3 Solution Specification
- 4 Solution Development & Testing
- 5 Commercialization
- 6 Continuous Value Innovation (CVI)



The **nPhase**® Methodology

If you have a narrow window of market opportunity, opt for a pre-packaged application as part of our "fast track" approach.

If you need more help in setting the stage and planning for sustained market penetration, partner with our uniquely qualified Client Services team for measurable long-term success. Choose the modules that are on YOUR critical path to SmartServices success!

For more on the individual modules of the nPhase Methodology, read on:

1 CLIENT NEEDS ASSESSMENT

Goal: Prioritize most urgent business needs and ripest opportunities from among complex mix of competing stakeholders and business units.

Approach: Needs assessment workshop; internal stakeholder and customer interviews.

Deliverables: Discovery document; Needs assessment document, with specific recommendations for potential phase one Smart Services initiatives.

The nPhase Methodology

2 BUSINESS CASE DEVELOPMENT

Goal: Build initial financial business case for Smart Services: for OEM, for channel partners, and for asset owner/operators.

Approach: Business case workshop, using Qualcomm's *Smart Services Value Blades™* framework; internal stakeholder and customer interviews.

Deliverables: Business case document, with business value calculations and timelines.

3 SOLUTION SPECIFICATIONS

Goal: Document solution requirements and develop fully-functional software prototype if required by client.

Approach: Requirements discovery workshop and/or stakeholder interviews. Two primary options for back-end application: 1) pre-packaged "fast track," optimized for speed-to-market, and 2) tailored to client needs, optimized for market differentiation.

Deliverables: Technical requirements document; self-contained software prototype.

4 SOLUTION DEVELOPMENT & TESTING

Goal: Meet client's unique needs with state-of-the-art phase one solution.

Approach: Dedicated project management and engineering resources oversee hardware and software development, testing, and long-term support planning.

Deliverables: Production-ready Smart Services solution.

5 COMMERCIALIZATION

Goal: Establish commercially-viable Smart Services offering and gain significant traction in target markets.

Approach: Supported by robust, fully redundant IT infrastructure comprised of two Network Operations Centers located in San Diego, CA and Las Vegas, NV, which are staffed 7x24x365; Multi-network support including POTS, cellular, Ethernet and satellite; provisioning and billing managed via a Web portal. Go-to market road map including pricing, packaging, marketing support, sales training, channel enablement, and business case validation.

Deliverables: Will vary depending on client needs. General Availability (GA) launch of phase one of Smart Services solution. Post-launch examples include market acceleration templates, customer value calculators, educational collateral, Webinars, training sessions, field sales support, KPI frameworks, etc.

6 CONTINUOUS VALUE INNOVATION (CVI)

Goal: Extract maximum value from machine data in all aspects of the enterprise (e.g. service, engineering, marketing, sales). Regularly revisit OEM, channel partner, and customer needs to accomplish the following:

- Refine emergent business case
- Test new revenue and value models enabled by mature Smart Services solution
- Maintain defensible competitive position for client

Approach: Quarterly Steering Committee meetings chaired by key client and Qualcomm stakeholders

Deliverables: Will vary depending on client needs. Examples include software/hardware integration, process & value-stream mapping, multi-year road-mapping, case study documentation, financial impact analyses for new service offerings, and joint white papers.