

# Essentials of Bringing a Bluetooth<sup>®</sup> Product to Market

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# Topics Covered

- ▶ Quick introduction to Bluetooth.
- ▶ Deciding if a product should include Bluetooth support.
- ▶ The role of profiles.
- ▶ Creating your own stack versus licensing one.
- ▶ Should you use Bluetooth modules or buy chips?
- ▶ Selecting a chipmaker.

# Topics Covered

- ▶ Bluetooth challenges for the product team.
- ▶ Partitioning the product (in terms of system design).
- ▶ What development tools are needed and how to use them effectively.
- ▶ Preparing for qualification.
- ▶ Bluetooth branding.
- ▶ The role of UnPlugFest (UPFs) interoperability testing events.
- ▶ Production.

# Who This Course Is For

- ▶ **Marketing**  
(all aspects—product planning, commercial, etc.)
- ▶ **Engineering**  
(development, test, hardware, software, etc.)
- ▶ **Sales**  
(so they can ask annoying questions to Marketing and Engineering)

# Topic Coverage: Broad, but not In-Depth

- ▶ Time constraints.
- ▶ Broad, DEEP Bluetooth expertise is rare. If someone tells you they are a Bluetooth expert they might not have an appreciation for the complexity of Bluetooth.  
*(Bluetooth Qualification Expert is a questionable choice of title by the Bluetooth Special Interest Group (SIG).)*
- ▶ I am familiar with many aspects of Bluetooth, but I am NOT a Bluetooth expert. However, I do know more than most people.

# Some Of My Bluetooth Experience



- ▶ Frequent time with Bluetooth developers, testers, product managers, etc. in U.S., Europe, Japan, and Asia through a combination of site visits and UnPlugFests.
- ▶ Work with the Bluetooth SIG to improve the Profile Tuning Suite qualification tool (“the PTS”).
- ▶ Attended over 15 UPFs since August, 2001.
- ▶ Key contributor to Frontline’s FTS4BT™ Bluetooth protocol analyzer (sniffer) product.
- ▶ Speaker at Bluetooth development conferences.

# About Frontline

- ▶ Involved with Bluetooth since 2000.
- ▶ Make and sell FTS4BT, the de facto industry standard for Bluetooth protocol analysis (an important tool used by Bluetooth engineers).
- ▶ Formerly, provided worldwide support for the Bluetooth SIG's Profile Tuning Suite product qualification tool.
- ▶ Tom Allebrandi (Product Manager) sits on Bluetooth Core Specification Working Group.
- ▶ Tom has provided Bluetooth training to numerous engineers, including employees of the Bluetooth SIG.
- ▶ Bill Drake (Director of Operations) Chairs Automation Working Group.
- ▶ 2006 worldwide sponsor of Bluetooth UnPlugFest interoperability testing events.
- ▶ Worldwide distributor for the Codenomicon Bluetooth Robustness Testing Tool.
- ▶ Released our Serialtest RS-232/422/485 protocol analyzer in 1988 and have sold tens of thousands of copies.
- ▶ Make and sell analyzers for USB, ZigBee, Ethernet, and numerous other industrial communication buses.



# Debug Test & Verify





# Quick Introduction to Bluetooth

## ▶ Wireless.

- ISM band (Industrial, Scientific, and Medical).
  - 2.4 GHz (along with 802.11b/g, IEEE 802.15.4/ZigBee, some portable phones, microwave ovens...).
- FHSS (Frequency Hopping Spread Spectrum).
- AFH (Adaptive Frequency Hopping).

## ▶ Short distance (< 100 meters).

## ▶ Today, low data rate (< 3 megabits/second).

## ▶ Future, data rates up to 480 megabits/second).

# Quick Introduction to Bluetooth

- ▶ Low-cost (< \$3/chip in volume).
- ▶ Low-power.
- ▶ Small physical footprint.
- ▶ Good for voice and data (simultaneously).
- ▶ Is likely to be in all but the least expensive consumer mobile phones within a few years.

# Quick Introduction to Bluetooth

- ▶ Operates in piconets consisting of a master and up to 7 slaves.
- ▶ Scatternets consist of multiple cooperating piconets, but, with the exception of transient scatternets, their use is not common.
- ▶ Fairly strong encryption (up to 128 bits).

# Quick Introduction to Bluetooth

- ▶ Invented by Ericsson (Swedish communication company).
- ▶ To enable Bluetooth to become an industry standard, Ericsson founded the Bluetooth Special Interest Group (“the SIG”), and turned control of Bluetooth over to the SIG.
- ▶ SIG membership requires executing membership documents that include patent and trademark agreements.
- ▶ Bluetooth technology is royalty-free to SIG members.
- ▶ The only way to become a licensee of Bluetooth technology is to be a SIG member.

# Quick Introduction to Bluetooth

## ▶ SIG Member Categories

- Promoter
  - Tightly controlled, small number (Agere, Ericsson, Intel, Lenovo (originally IBM), Microsoft, Motorola, Nokia, Toshiba. 3COM dropped down to Associate).
  - Large financial commitment, board seat.
- Adopter
  - Free.
  - Only major requirement is executing the member agreements.
  - Currently about 7,000 Adopters.

# Quick Introduction to Bluetooth

## ▶ Associate

- Any company willing to pay the annual membership fee (currently about 200 Associates).
  - \$7,500 if annual revenues < \$100 million, \$35,000 otherwise.
- Key benefits
  - Reduced product listing fees.
  - Free use of the PTS.
  - Early access to specifications.
  - Allowed to serve on working groups (and therefore influence potentially important technology and policy decisions).

# Quick Introduction to Bluetooth

- ▶ For many companies involved with bringing Bluetooth products to market, it makes good economic sense to become an Associate member of the SIG.

# Deciding if a Product Should Support Bluetooth

- ▶ Today, the most common products that support Bluetooth involve audio.
  - Mobile phones.
  - Hands-Free car kits.
  - Mono headsets for use with mobile phones.
  - Stereo headsets.



# Deciding if a Product Should Support Bluetooth

## ► Up and coming product areas:

- Introduction of Bluetooth into Sony PlayStation 3 is potentially a market driver.
- Bluetooth is being used in an ever-increasing range of medical devices, industrial devices, etc.
- Bluetooth penetration of the PDA market continues to grow.

# Deciding if a Product Should Support Bluetooth

## ► Why wireless?

- Is it an innovative application that truly takes advantage of being wireless?
- Reduced cost (connectors and cables generally cost more on a per unit basis than wireless).
- Convenience (wires are a nuisance).
- Does wireless improve reliability?
- Is it safe to be wireless?

# Deciding if a Product Should Support Bluetooth

## ▶ Why Bluetooth?

- Are unit volumes high enough to justify both upfront and ongoing costs?
- Can a premium be added to the price of the product?
- Does the application play to the strengths of Bluetooth?
- Does the application avoid the weakness of Bluetooth?

# Deciding if a Product Should Support Bluetooth

- ▶ Can Bluetooth branding be leveraged?
- ▶ Will Bluetooth allow the product to tap into a large installed base? (Currently about 13 million Bluetooth chips are shipping each week.)
- ▶ Will supporting Bluetooth speed up time to market or slow it down?
- ▶ Is Bluetooth the only wireless technology the product will support?

# Deciding if a Product Should Support Bluetooth

- ▶ How well does Bluetooth coexist with other technologies that will be in the product?
- ▶ Are there ongoing costs related to Bluetooth after the product is shipping and how do these compare with other technologies?

# Profiles

- ▶ A profile is a use case definition.
- ▶ Profiles are used at the application level as a way of specifying high-level functionality.
- ▶ Profile specifications define the rules and messaging required to implement a particular application client or server.
- ▶ The profile concept reduces the risk of interoperability problems because it defines how devices should work with each other.

# Profiles

- ▶ Currently there are more than 20 profiles with more on the way.
- ▶ Current Examples
  - Hands-Free (HFP) - Procedures allowing a mobile phone or similar device to utilize the hands-free capabilities in an automobile.
  - Object Push (OPP) - A means of transferring business cards, contact information, etc. between phones, PDAs, computers, etc.
  - Dial-Up Networking (DUN) - Allows a device such as a PDA without a network connection to use a nearby mobile phone or computer for access to the Internet.

# Profiles

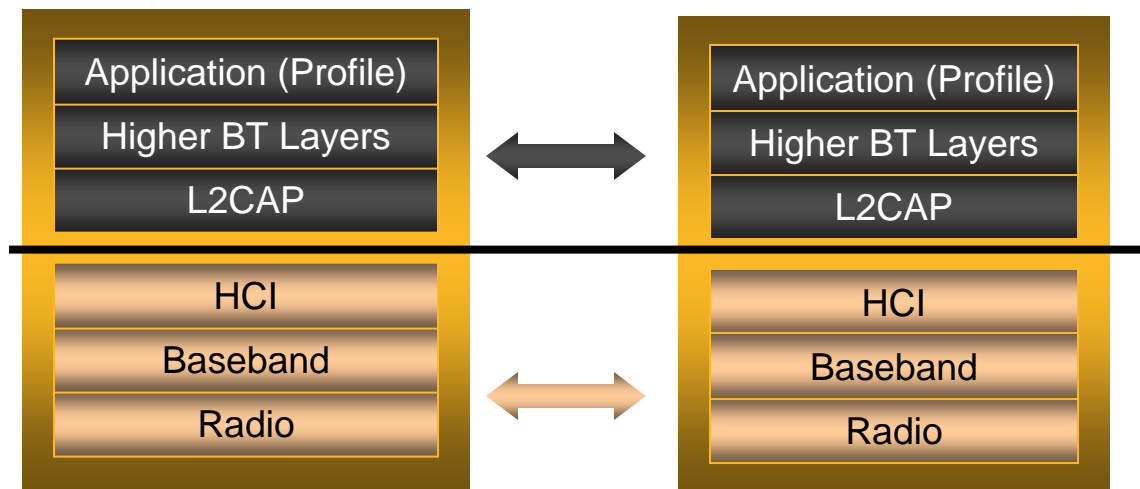
- ▶ Profiles make it practical for even a low-cost device, such as a headset, to support Bluetooth.
  - Devices only need to support selected profiles.
  - For example, there is no need for a headset to support printing.
  - System resources such as memory and processor speed can be kept to a minimum.



# Profiles

- ▶ Supporting one or more profiles is a requirement for universal interoperability.
- ▶ If universal interoperability isn't a requirement, then profiles don't need to play a role in product definition.
- ▶ The SIG encourages the creation of new profile definitions because this increases the potential market size for Bluetooth.

# The Bluetooth Stack: License or Make?



- We are going to be discussing the UPPER Bluetooth stack.

- This is L2CAP and above.

- The LOWER Bluetooth stack is almost always provided by the chipmaker.

# The Bluetooth Stack: License or Make?

- ▶ Deciding which Bluetooth stack to use is potentially the most critical technical decision you will make during the entire process of creating a Bluetooth product.

# The Bluetooth Stack: License or Make?

- ▶ Key items impacted by stack choice.
  - Quality.
  - Unit cost.
    - Not only software licensing, but other system elements such a memory and processor.
  - Time to market.
  - Composition and size of project team—both development and test.
  - Potentially your choice of Bluetooth chipmaker or module maker will depend on the stack you choose.

# The Bluetooth Stack: License or Make?

- ▶ Don't decide to make your own stack without very careful consideration. It is potentially a much larger job than you might expect.

# The Bluetooth Stack: License or Make?

- ▶ Consider unit cost of the Bluetooth function relative to the overall unit cost of the product.
  - Is it important to save a few dollars on the Bluetooth function if, for example, you are selling a high-end automobile?
    - Have you noticed the Jaguar ads that focus on Bluetooth as a reason to buy?

# The Bluetooth Stack: License or Make?

- ▶ If you are giving serious consideration to making your own stack, consider the following factors:
  - There is now at least one relatively robust Bluetooth stack available royalty-free in the public domain (BlueZ is a Linux Bluetooth stack).
  - You might be able license a chipmaker's or module maker's stack for as little as FREE.

# The Bluetooth Stack: License or Make?

- ▶ Even when dealing with a stack vendor that doesn't sell hardware, you might still be able to negotiate a very favorable unit price.
  - Keep in mind that with software licensing, the incremental unit cost to a vendor is usually extremely low, so be prepared to be aggressive in your negotiations.



# The Bluetooth Stack: License or Make?

- ▶ A hybrid approach could be taken.
  - License the core protocols (L2CAP, RFCOMM, SDP, etc.) and build your own profiles on top.
    - If the stack vendor doesn't already have the profiles that you are implementing, you might be able to negotiate a trade.

# The Bluetooth Stack: License or Make?

- ▶ Which profiles does your product support?
  - Not all stack vendors support all profiles.
  - Some stack vendors tend to focus more on particular application areas.
- ▶ Can you build a better implementation than your competitors' and gain an advantage by giving your users a better experience?

# The Bluetooth Stack: License or Make?

- ▶ Try to arrange for source code access.
  - It is often useful during debugging.
  - If no immediate source code access, try to get a source code escrow agreement in case your stack vendor disappears.
- ▶ A maintenance contracts that provides for bug fixes and upgrades is important.
  - There are bugs in every stack.
  - Bluetooth is ever-changing.
- ▶ Your development team should be comfortable with the availability and quality of the technical support because they are going to need support.

# The Bluetooth Stack: License or Make?

- ▶ Bluetooth chips continue to grow in processing power (general purpose and digital signal), memory size, and integrated functionality (FM radio, for example).
  - This allows more application-level functionality to be done directly on the Bluetooth chip, thereby reducing product unit cost.
  - This will tend to steer the stack decision towards using chipmaker supplied stacks.

# Bluetooth Modules

- ▶ A Bluetooth module is small printed circuit board that consists of a Bluetooth chip, an antenna, and other components needed to Bluetooth-enable a device.
- ▶ Some modules also include a host processor where the Bluetooth application resides.

# Bluetooth Modules

- ▶ Some module makers will bundle stack software.
  - Their own.
  - The chipmakers.
  - Third party.

# Bluetooth Modules

- ▶ RF (Radio Frequency) design can be very difficult.
- ▶ Using a module is often an effective way to limit the risk of Bluetooth RF problems.
- ▶ For some applications, modules can be an effective way to completely isolate Bluetooth functions and therefore simplify overall system design.

# Bluetooth Modules

- ▶ As a general statement, using modules has very little downside risk, and potentially provides many benefits.
- ▶ Even large companies, with a lot of engineering talent and manufacturing resources that are producing mass-market products sometimes use modules.



# Bluetooth Modules

## ► Disadvantages

- Potentially, same typical ones that come with using any pre-made subsystem:
  - Higher unit cost.
  - Less control.
- However:
  - Unit cost could actually be lower because of economies of scale (many module makers buy millions of components).
  - You could have a custom module built to your specifications.

# Bluetooth Modules

## ► Potential advantages

- Better quality.
- Smaller footprint of Bluetooth subsystem.
- Reduced engineering risk.
- Faster time to market.
- Lower NRE (Non Recurring Engineering charges).
- Lower unit cost.

# Selecting a Chipmaker

- ▶ Strictly speaking, a Bluetooth chip isn't needed.
  - Bluetooth IP can be implemented in other ways, such as an ASIC.
  - This approach was being promoted a few years ago, but didn't catch on.

# Selecting a Chipmaker

- ▶ Some chipmakers have focus areas.
  - TI, for example, is probably most concerned with keeping their mobile phone makers happy.
  - Zeevo, before Broadcom bought them had an audio focus.
- ▶ Some chipmakers tend to be earlier to market with support for new versions of Bluetooth.
  - Typically, Broadcom, RFMD (now Qualcomm), and CSR lead the way.
- ▶ Chips come in different flavors, differentiated by physical interface (UART, USB, SDIO, etc.), RAM, ROM, etc.
  - Not all vendors supply all flavors.

# Selecting a Chipmaker

- ▶ Do some chip perform better than others?
  - Every chipmaker knows that they have the best performing chips available and can back it up with convincing data.
  - Do your own tests and try to model your application during the testing.
- ▶ When considering price, remember to look at total cost (support components needed, stack, module, etc.).

# Selecting a Chipmaker

- ▶ Should you choose a chip based on vendor specific functionality (which is allowed using HCI extensions)?
  - Be careful—this could cause problems when selecting a second source chipmaker.
- ▶ Today, because chipmakers are often also stack suppliers, a lot of the same analysis you do when evaluating stack choices will be useful as you evaluate chip suppliers.

# Selecting a Chipmaker

- ▶ Will you be dealing directly with the chipmaker or with a distributor?
  - Dealing with a distributor can be a good thing.
  - Some distributors are willing to play important roles in the design and debug of your product.
    - Probably more likely outside of the U.S.
- ▶ Does the chipmaker or the reseller have a reference design that you can use?
  - This can be a large timesaver and money-saver and easily justify paying more on a unit cost basis.
  - Reference designs are often royalty-free.

# Selecting a Chipmaker

- ▶ It is important for your development team to be comfortable with both the availability and the quality of the technical support because they are going to need support.



# Selecting a Chipmaker

- ▶ Be sure to have a good understanding of who is going to provide the application engineering support that you are going to need.

# Bluetooth Challenges For The Product Team

- ▶ Bringing a Bluetooth product to market is potentially a difficult task.
- ▶ The exact nature of the product can make a huge difference in the complexity of the task and therefore in the skills and experience needed by the product team.

# Bluetooth Challenges For The Product Team

## ► Potential challenges:

- RF.
- Overall complexity of the technology, and, in particular, software and/or firmware.
- Rapid rate of change to Bluetooth specifications .
- Qualification.
- Government certification.
- Interoperability.

# Bluetooth Challenges For The Product Team

- ▶ It might not be necessary to have in-house resources for all areas, but it is a good idea to have plans in place for how you would deal with each area, should the need arise.

# Bluetooth Challenges For The Product Team

## ▶ RF

- RF performance is sometimes confusing even to RF engineers.
- Subtle points such as thickness of a plastic case, orientation of an antenna, or the value of a low-level system parameter can have a major impact on system performance.
- Measure RF performance—don't assume anything.

# Bluetooth Challenges For The Product Team

## ► Complexity

- Bluetooth is a very complex technology and, in particular, there is a large amount of software and/or firmware involved.
- Don't underestimate the level of software expertise needed.
- Be careful not to fall into this trap: "I'm licensing a stack, and buying a module, so I'm not going to have any issues."

# Bluetooth Challenges For The Product Team

## ► Rapid Changes

- I've been involved with Bluetooth since 2000 have been exposed to V1.0b, V1.1, V1.2, V2.0, V2.1 (aka "Lisbon") and the Seattle release.
- V2.1 products aren't on the market yet and there will be a large amount work required to implement Seattle features (this includes UWB).
- An additional set of features will probably be announced in March (at the annual All Hands Meeting).

# Bluetooth Challenges For The Product Team

- ▶ How can you know how Bluetooth changes impact your product unless you know what changes are planned?
- ▶ And, even if you know what changes are coming, does this mean that you fully grasp the implications?



# Bluetooth Challenges For The Product Team

## ▶ Consider the following scenario:

- You are making a stereo headset and you decide to wait for Bluetooth V2.0 + EDR chips.
- Your competitor understands that V1.2 provides enough functionality to produce a decent product.
  - Your competitor beats you to market.
  - Your competitor has a lower cost of goods sold because V1.2 chips cost less than V2.0 + EDR chips.

# Bluetooth Challenges For The Product Team

## ► Qualification

- Qualification is the process of testing a product to ensure that it meets a minimum set of standards, recording the tests results, and having the results accepted.
- You can't bring a product to market until it is qualified.
- Qualification is enough of a specialty so that the SIG tests people before granting them the title of Bluetooth Qualification Expert.

# Bluetooth Challenges For The Product Team

## ▶ Government Certification

- Because Bluetooth is an RF technology government certification is a requirement in some markets.
  - FCC in the U.S.
  - TELEC in Japan.
  - Etc.
- Getting the correct certification for Bluetooth products isn't usually difficult, but does take time and money.
- You'll probably want to work with a test lab or have your manufacturer take care of this for you.

# Bluetooth Challenges For The Product Team

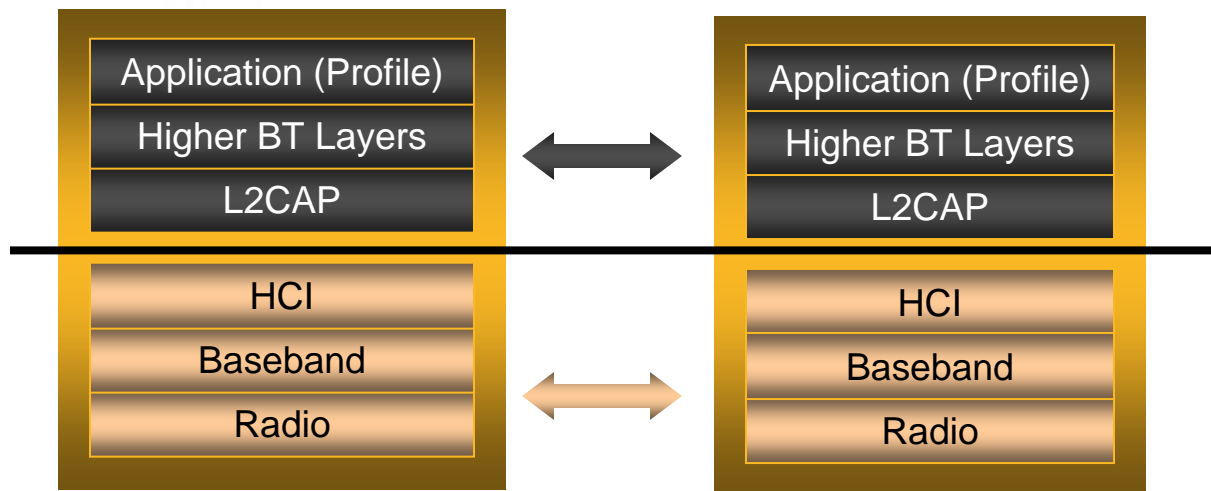
## ► Interoperability

- For most products, interoperability is the single biggest technical issue to focus on.
- Qualification and interoperability are not the same thing.
  - A product can be qualified, but not have a high degree of interoperability.
- Interoperability testing should be undertaken as early as possible in the development cycle and, ideally, should not be conducted by development engineers.

# Product Partitioning



- Partitioning refers to the split between which part of the application runs on the Bluetooth host controller and which part runs on the host CPU.



# Product Partitioning

- ▶ Some products, such as headsets, are simple enough so that in many implementations there isn't a host CPU required and everything runs on the host controller.
- ▶ As Bluetooth chips increase in processing power, this approach is becoming more common.
- ▶ Chipmakers are adding more on-chip software functionality and providing it at very low cost as a way to win business.

# Product Partitioning

## ► Advantages

- Lower cost.
- Less real estate.
- Probably lower power enabling smaller battery and/or longer battery life.
- Reduced part count.

# Product Partitioning

## ► Disadvantages

- Limited processing power and memory could possibly constrain enhancements.
- Software debug might possibly be more complicated due to limited visibility.
- Second sourcing of chips potentially more difficult due to tight binding of application software to Bluetooth baseband implementation.



# Product Partitioning

- ▶ Partitioning isn't always an "all or nothing" decision.
  - For example, there might be cases when it makes sense to have all the core protocols running on-chip and everything else running on a host CPU.

# Product Partitioning

- ▶ Unless the partitioning decision is obvious, take the time to think through it.

# Development Tools

- ▶ Tools such as compilers potentially vary depending on the chips you are using, programming language choice, etc.
- ▶ We're going to discuss generic Bluetooth development tools.

# Development Tools

- ▶ Basic RF tester.
- ▶ Bluetooth production tester.
- ▶ Profile Tuning Suite.
- ▶ Protocol analyzer (aka Bluetooth sniffer).
- ▶ Robustness tester.
- ▶ Conformance tester.

# Development Tools

## ▶ Basic RF Tester

- A tool for performing basic RF testing, such as a spectrum analyzer, is something that might be useful if you are having trouble with fundamental issues such as two Bluetooth devices connecting.
- If you work with Bluetooth long enough, you are likely to be glad that you have one of these.

# Development Tools

## ► Production Tester

- As the name implies, Bluetooth production testers are typically used in a production environment to test the basic Bluetooth functionality of devices as they are coming off the manufacturing line.
- As with a spectrum analyzer, on occasion, it can be convenient to have one of these.
- It can be helpful to have the same kind of production tester in development that is used by manufacturing so that development can help manufacturing setup their testing.

# Development Tools

## ▶ Profile Tuning Suite

- For many companies the SIG's Profile Tuning Suite will be a very useful tool.
- For numerous profiles, the product must interoperate with the PTS to get qualified.
- Eventually, the SIG would like the PTS to be the tool used to perform all profile-level qualification testing.

# Development Tools

- ▶ The PTS is being enhanced to perform other kinds of tests that will help promote interoperability. Some of these tests are likely to be mandatory for qualification.
- ▶ Unlimited license seats for the PTS are free to Associate members. Adopters pay \$7,500 per seat.
- ▶ Start using the PTS as early as practical in the development cycle. This will save you time as you make your final push to bring your product to market.



# Development Tools

## ▶ Protocol Analyzer (aka Bluetooth Sniffer)

- A protocol analyzer is like an x-ray machine for data communications.
- It is arguably the most important development tool that you can buy for a Bluetooth developer.
- Be careful not to fall into this trap to convince yourself not to buy one: “I’m licensing a stack, and buying a module, so I’m not going to have any issues.”

# Development Tools

## ▶ Robustness Tester

- Tests Bluetooth software by sending unexpected and malformed packets.
- Improved product quality.
- An excellent way to do automated stress testing.

# Development Tools

## ▶ Conformance Tester

- Used for low-level testing, typically by chipmakers.
- Most companies don't need one of these and won't benefit much by having one.

# Preparing For Qualification

- ▶ Integrate qualification testing into your development plan such that, at the end of the project, qualification is a natural result that almost happens by itself.
- ▶ Understand the requirements before making any key decisions.
  - <https://www.bluetooth.org/qualification/>
- ▶ Check your understanding with the right people at the SIG.
  - Get it in writing, clearly spelled out.
  - Don't get caught by subtle points.

# Preparing For Qualification

- ▶ Use as many pre-qualified components as possible (chips, modules, stack, etc.).
- ▶ If possible, avoid changes that invalidate the qualification of pre-qualified components.
- ▶ Understand the fees.
  - Test labs.
  - SIG product listing (deep discounts for Associate members).

# Preparing For Qualification

- ▶ Build qualification testing into your normal engineering test cycle.
  - This should help avoid last-minute technical surprises.
- ▶ Qualification does not imply interoperability.
- ▶ Qualification is something you do to comply with SIG regulations.
  - It doesn't help your customers.

# Bluetooth Branding

- ▶ Be aware that the SIG takes branding very seriously.
- ▶ Understand the branding rules and follow them to avoid trouble.
  - [https://www.bluetooth.org/bluetooth/landing/brand\\_tools.php](https://www.bluetooth.org/bluetooth/landing/brand_tools.php)

# UnPlugFests

- ▶ Interoperability test events for engineers (no marketing, sales, etc.) run by the SIG.
- ▶ One week of “round-robin” testing against products brought by other attendees.
- ▶ Also, testing against the PTS, hosted by the PTS development team.
- ▶ The SIG extensive device library is also available.



# UnPlugFests

- ▶ One week, three times/year. One each in:
  - Asia
  - Europe
  - North America
- ▶ Attended by companies from around the world.
  - Product companies such as Nokia, Motorola, Microsoft, Toshiba, Samsung, etc.
  - Chipmakers.
  - Stack vendors.

# UnPlugFests

► These are great events.

- Discover problems before your customers by testing against pre-release versions.
- Make potentially invaluable technical contacts at other companies.
- The best way to learn a lot about Bluetooth in a short amount of time.

► Come!

# Production

- ▶ It is common today to use Original Device Manufacturers (ODMs) to produce Bluetooth products.
  - ODMs are used by both large and small companies.
- ▶ ODMs are often located in Asia.
- ▶ Working with Asian manufacturers is relatively straightforward and the cost savings can be significant.
- ▶ It is becoming more common for ODMs to have sales offices in the U.S. to make it even easier for both the ODM and their customers.

# Production

- ▶ Try to use a manufacturer that has Bluetooth experience and, if possible, has a relationship with your Bluetooth chipmaker.
  - There are many subtle points and you should do what you can to avoid being a “learning experience”.
- ▶ Look for a manufacturer where there is good and efficient communication between your development team and the manufacturers technical team.

# Production

- ▶ It is important to have clear definition on all aspects of manufacturing test.
- ▶ Don't assume anything.
- ▶ Typical financial terms are 30% down when the order is placed and the balance due before shipment.
- ▶ Be careful.



# Debug Test & Verify



*Thank You!*