



## FUSION STRATEGY

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# Three Box Balance

Box 1



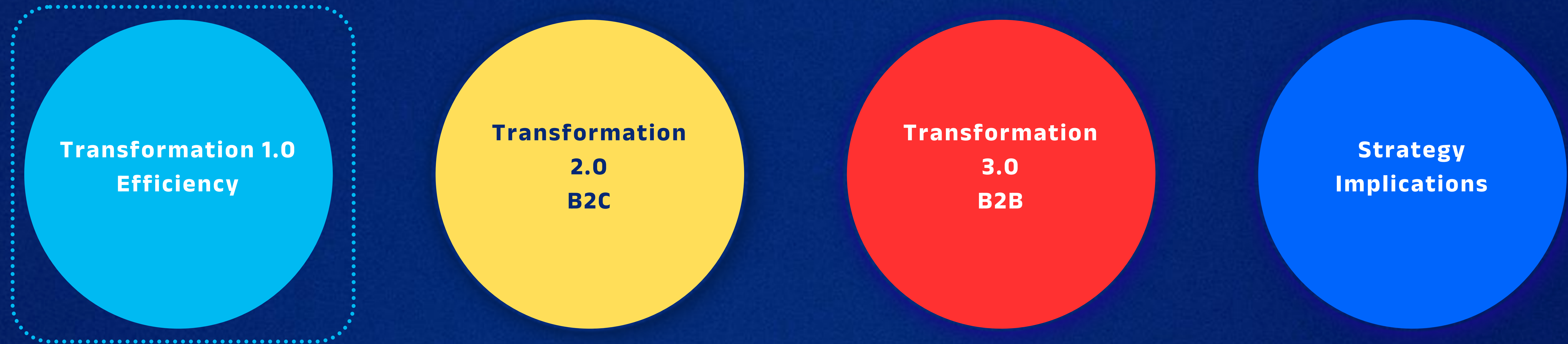
Box 2



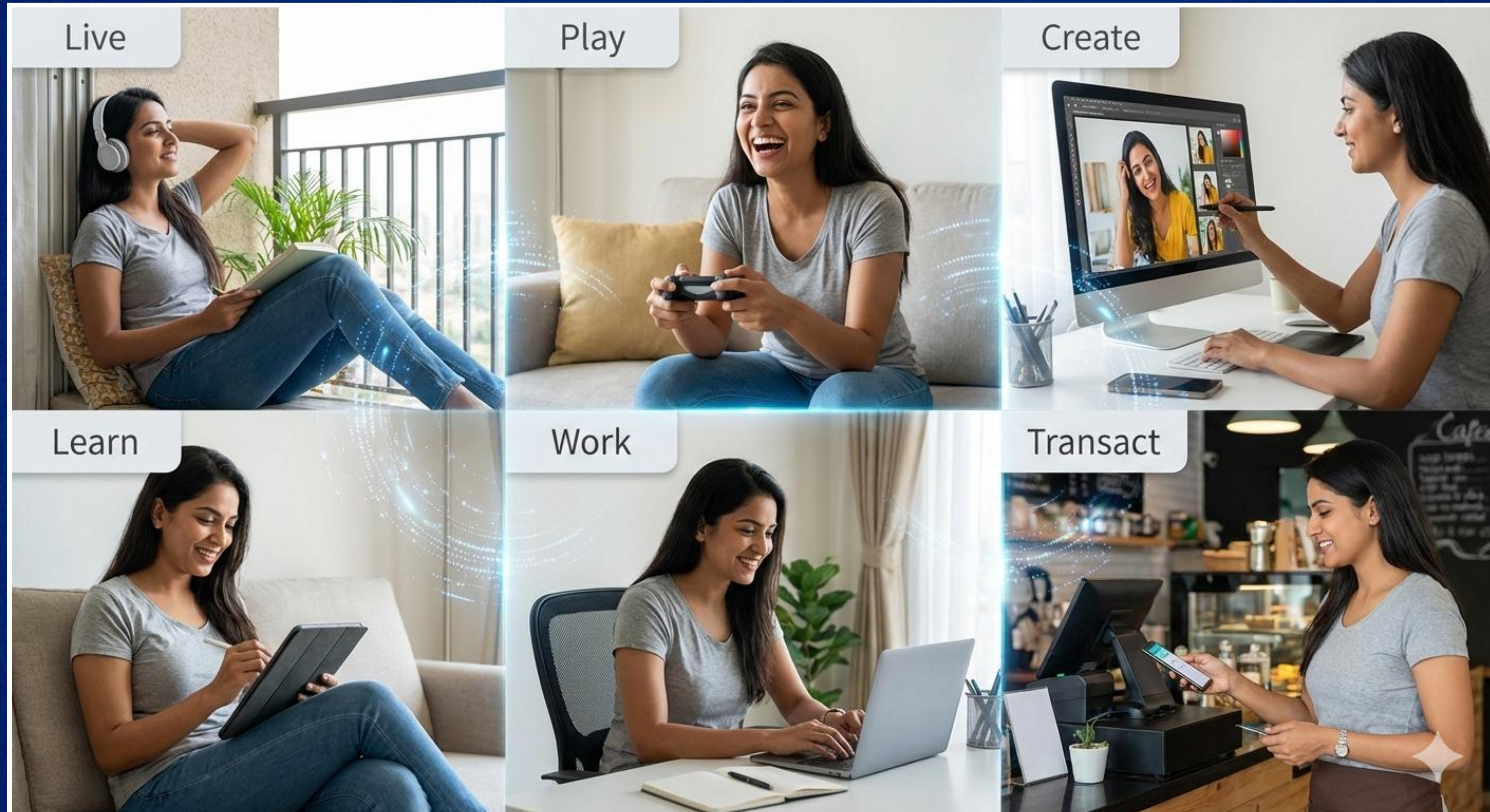
Box 3













Compute

Moore's  
Law

Data  
+  
Ai

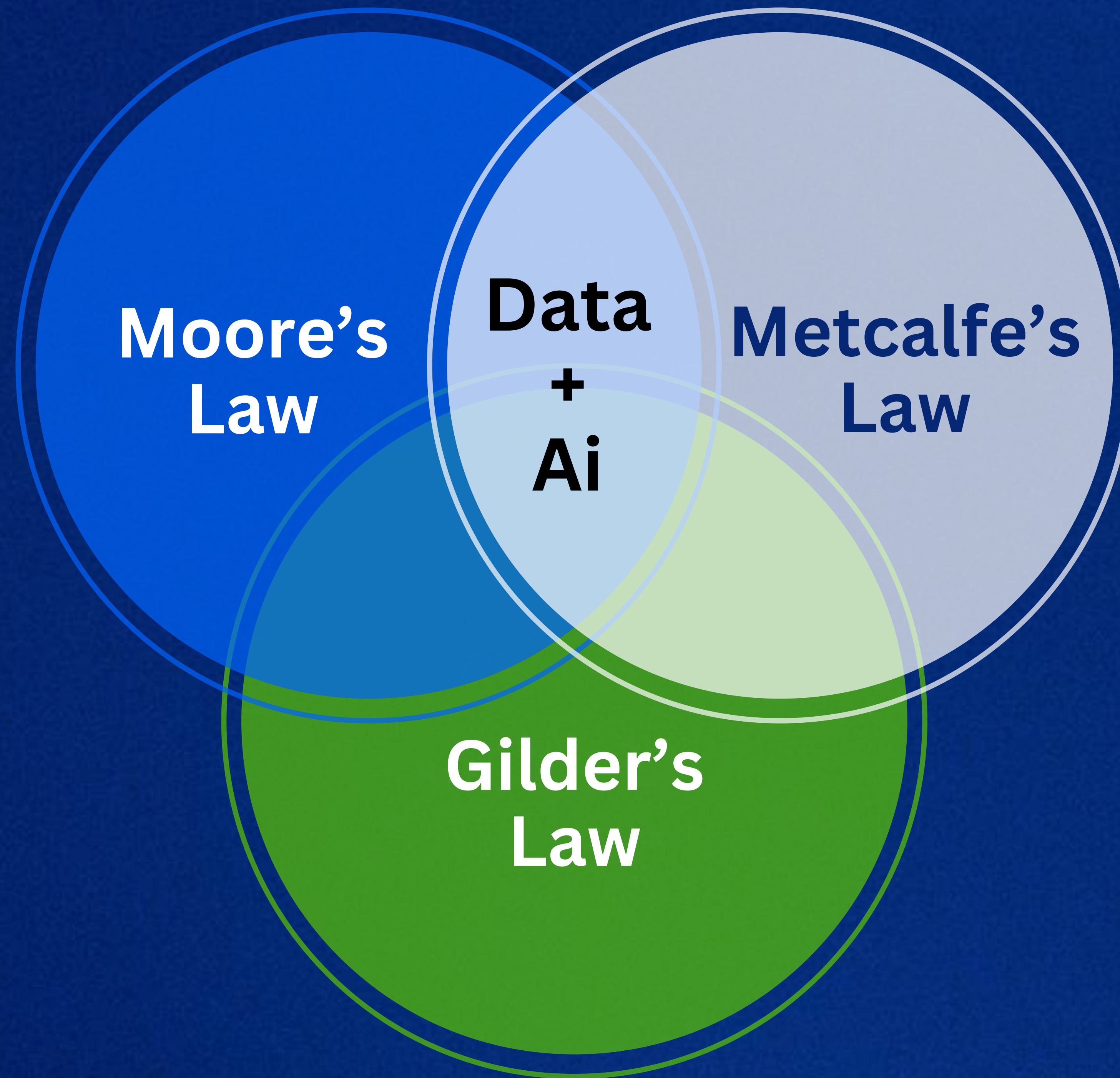
Metcalfe's  
Law

Connect

Gilder's  
Law

Cloud





Processes



Products



2007

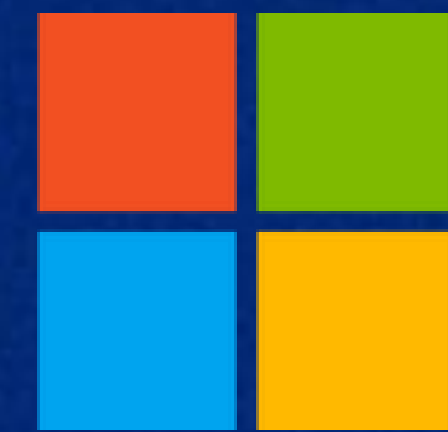
ExxonMobil



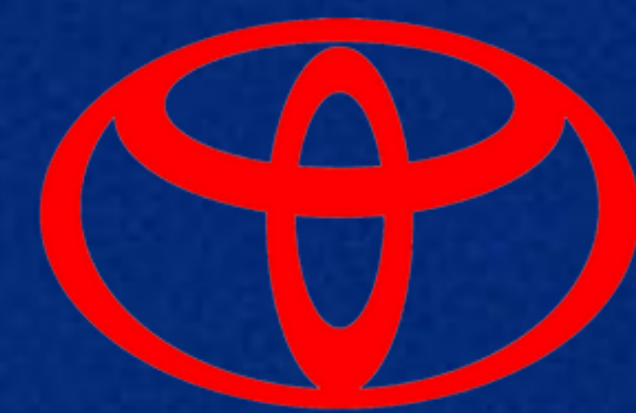
citigroup



bp



Microsoft



TOYOTA

Bank of America



Walmart



AT&T

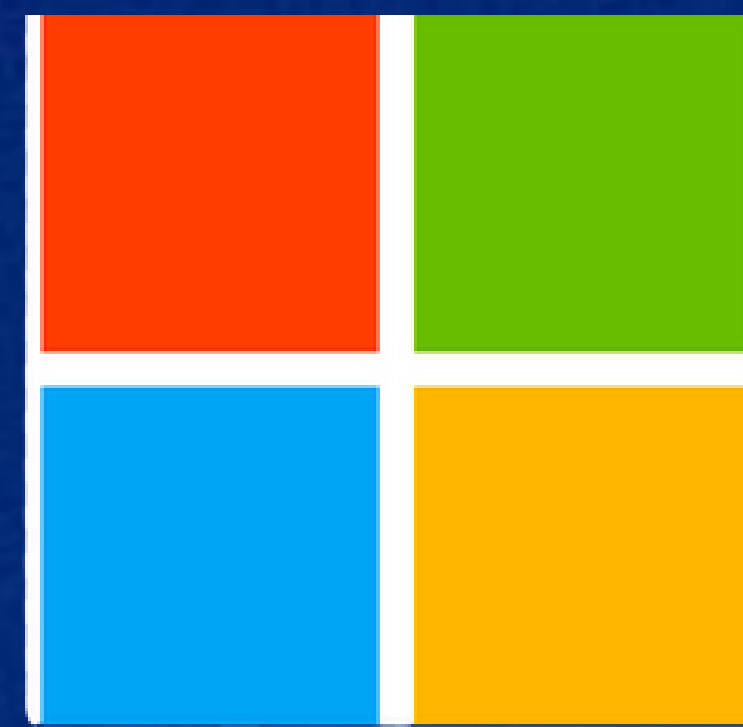


2026

Alphabet



Meta



Microsoft



TESLA

aramco

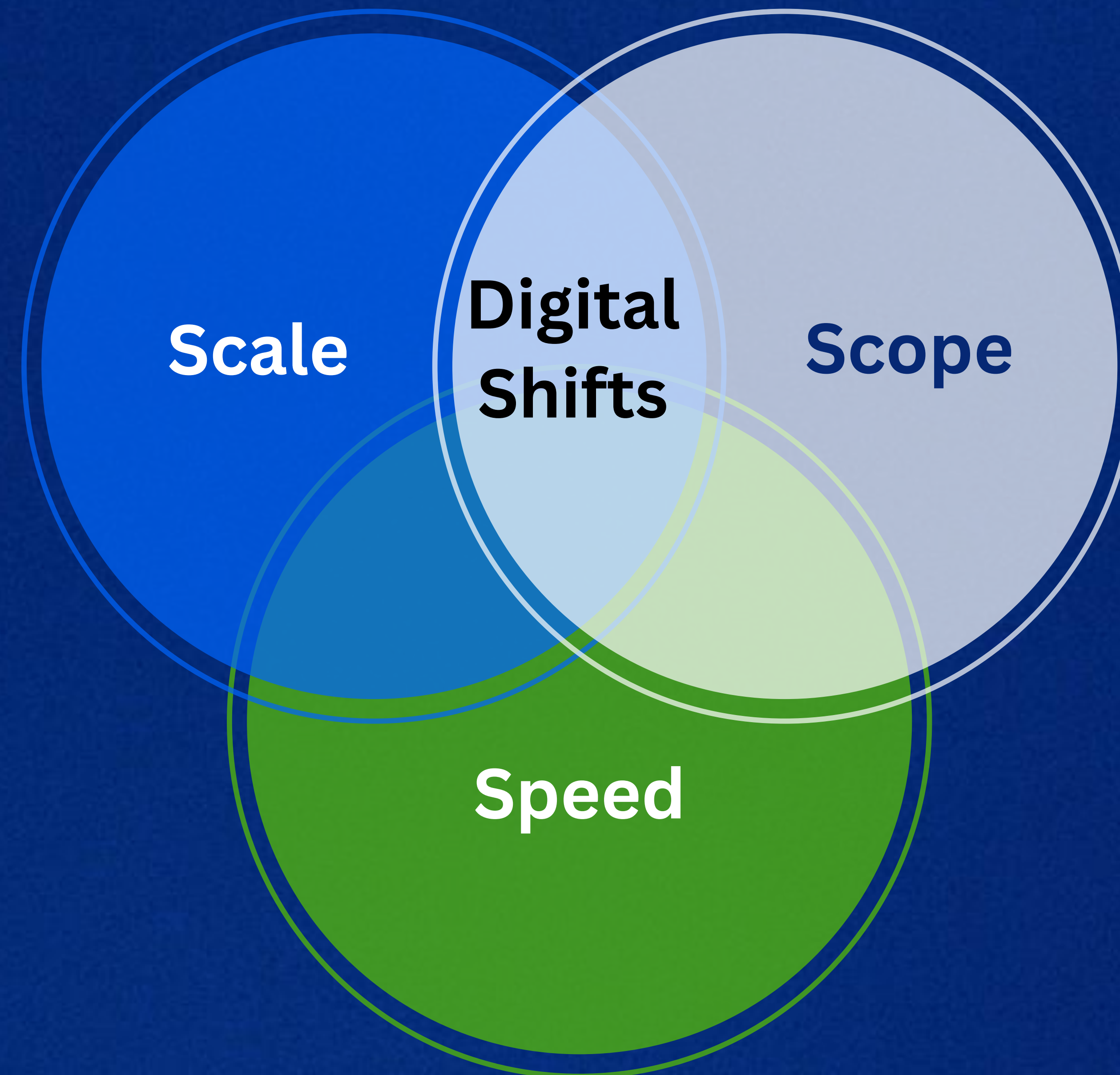


amazon

nvidia



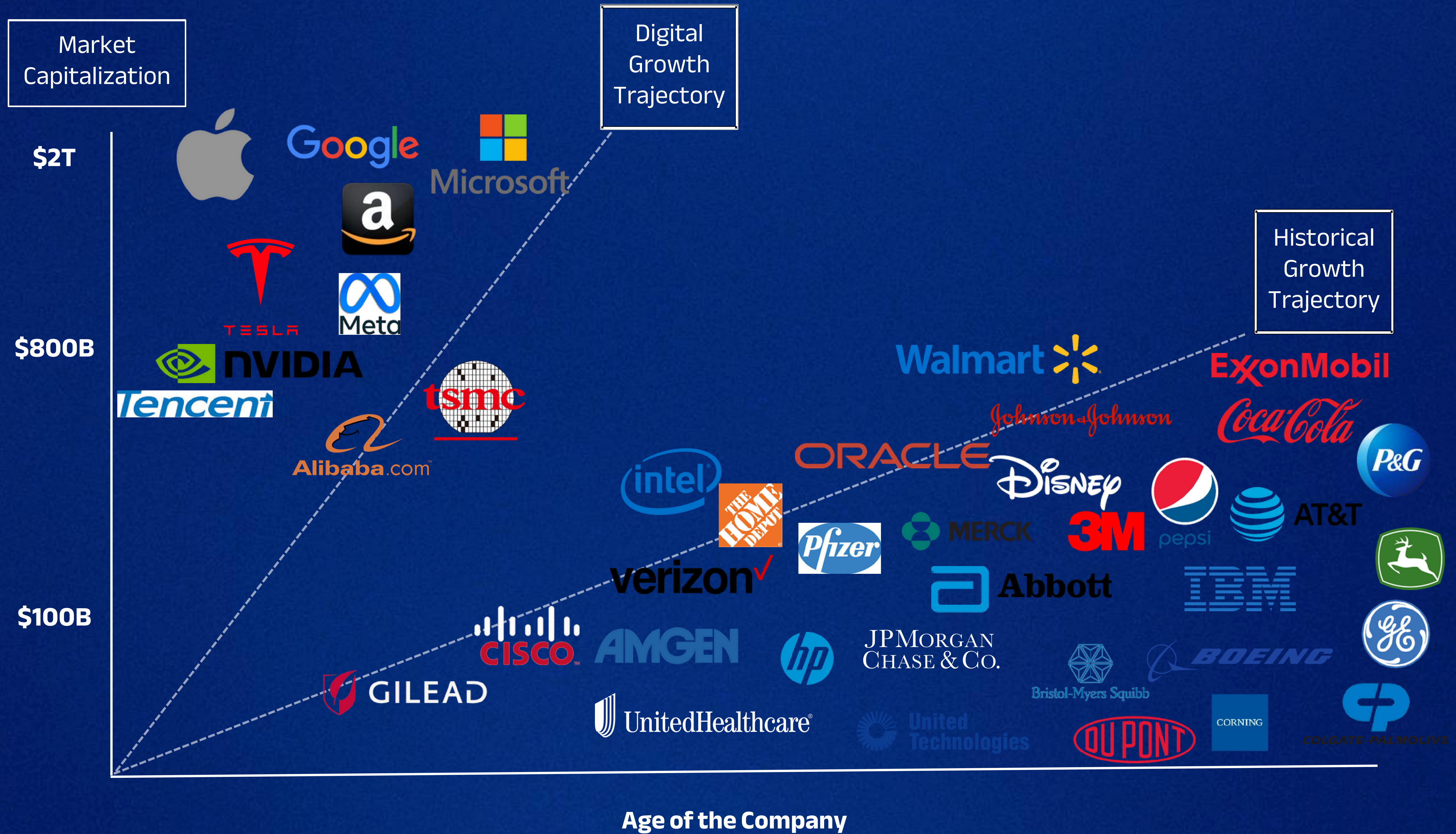
Production-  
based Scale to  
**Data Scale**



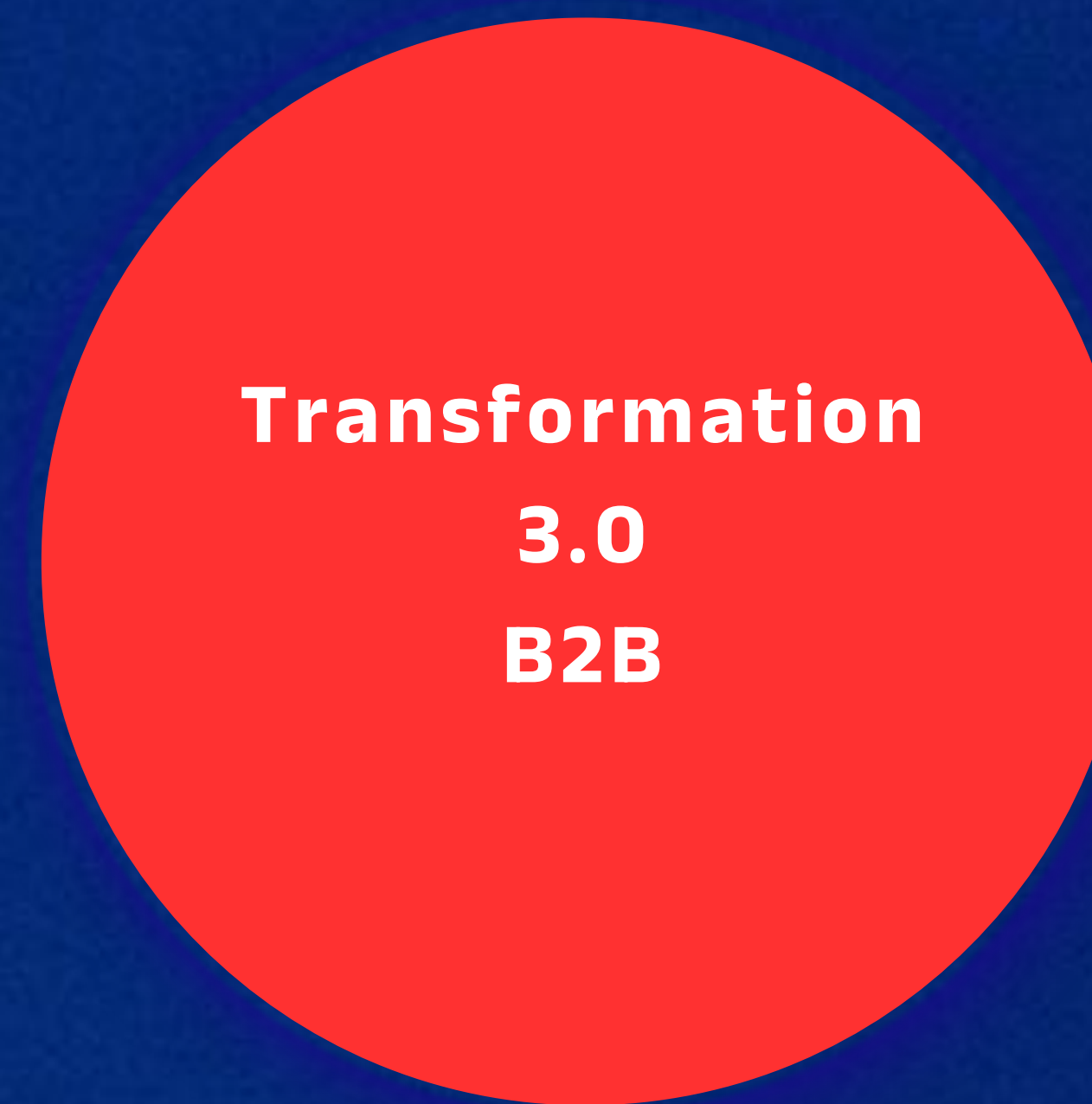
Adjacencies to  
**Any Industry**

Linear to **Exponential Speed**





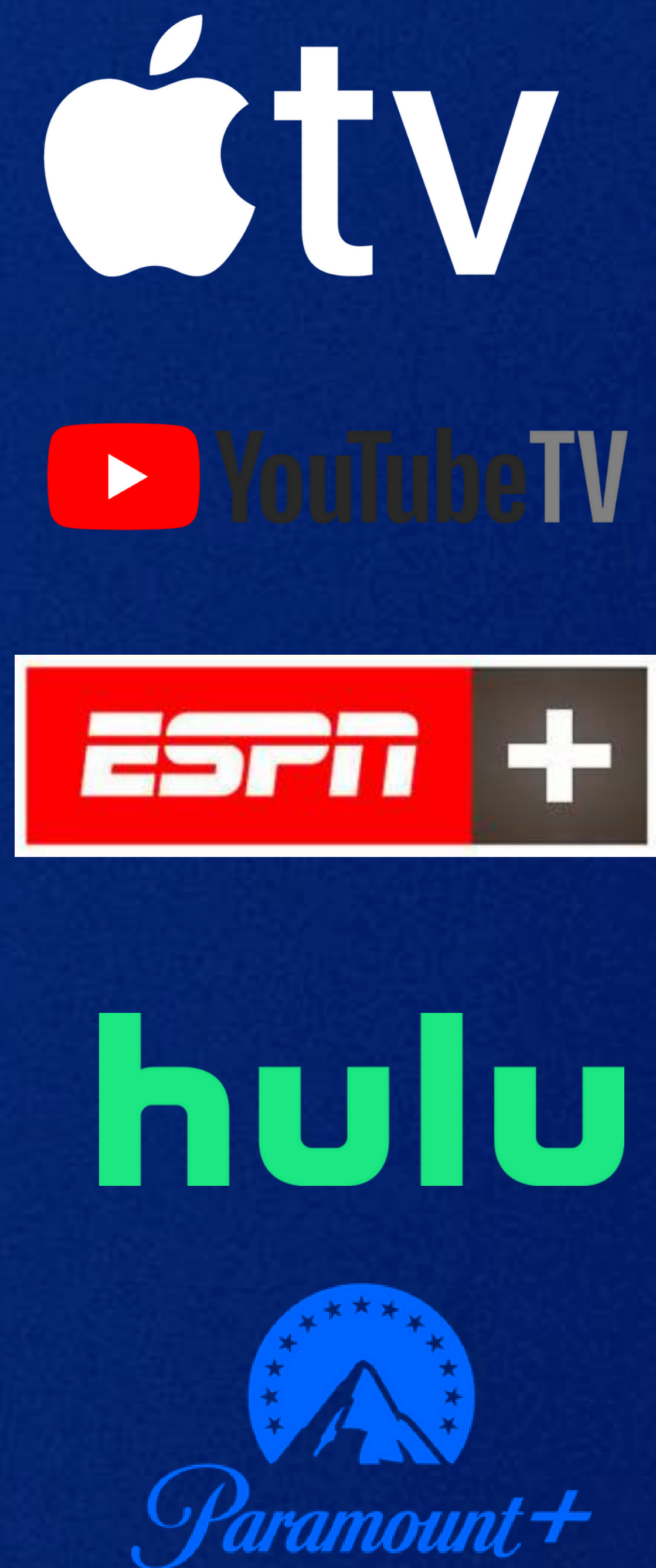




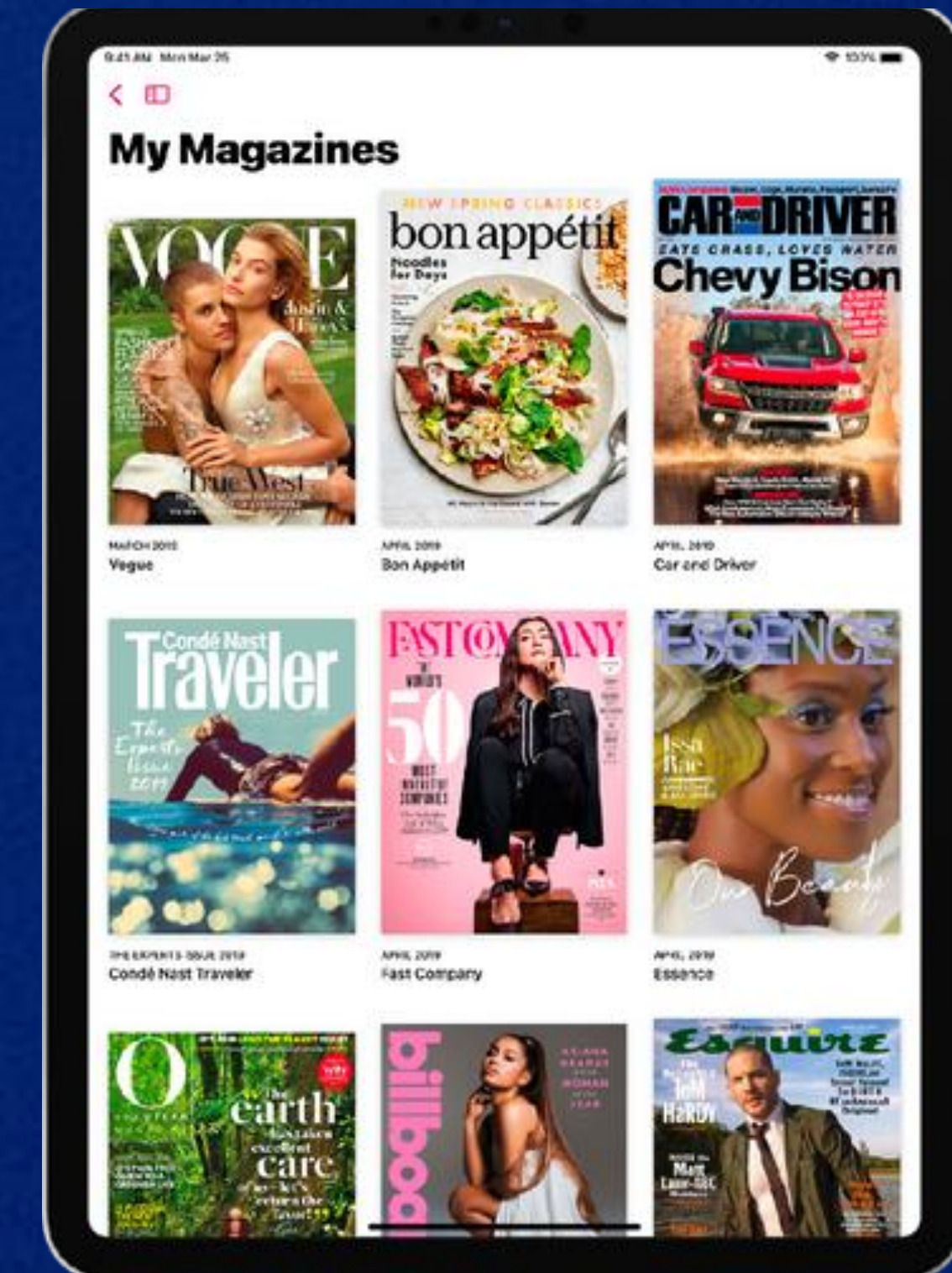
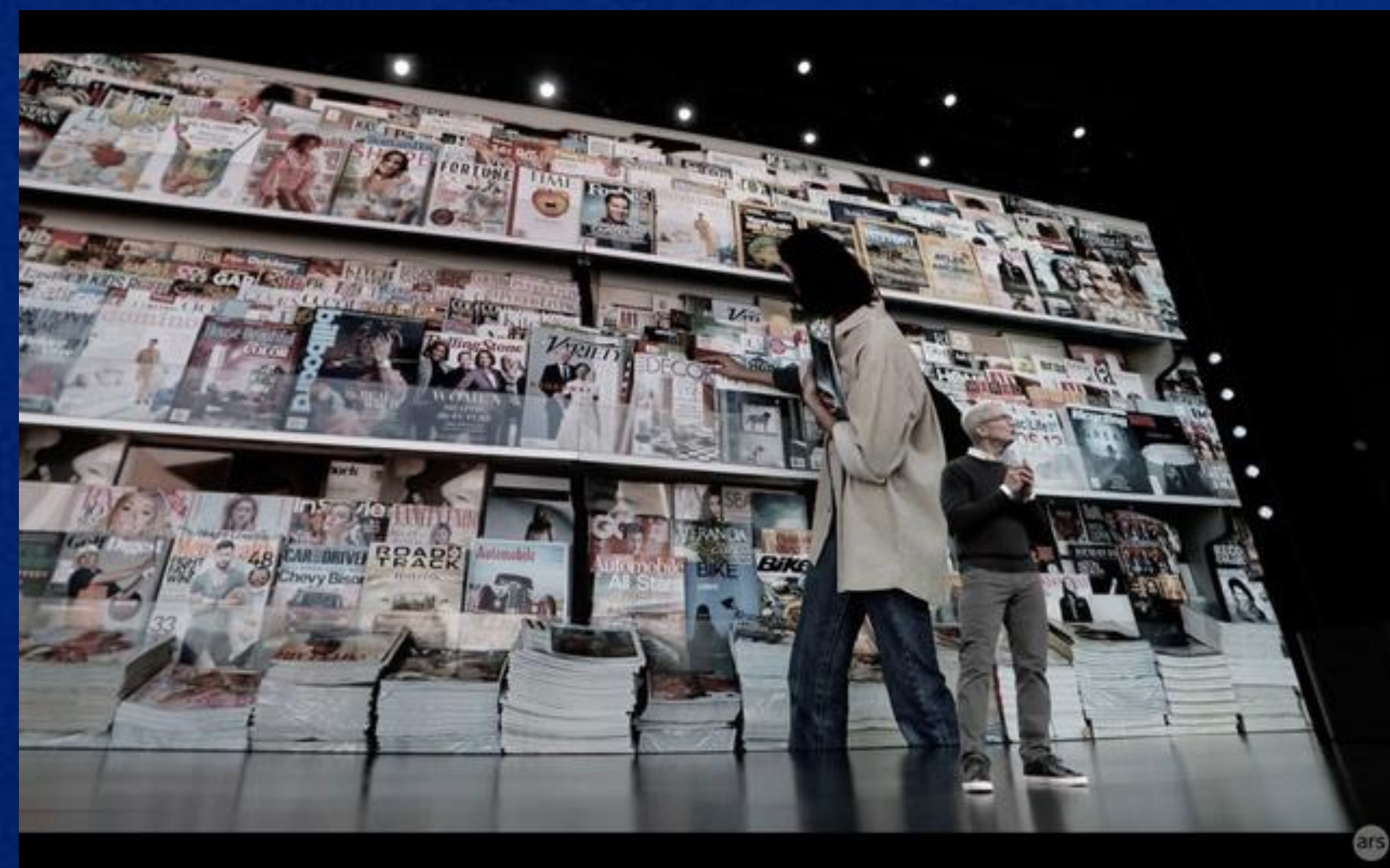
















Samsung Pay



Alipay



PhonePe



WeChat Pay







**Movie  
Graph**



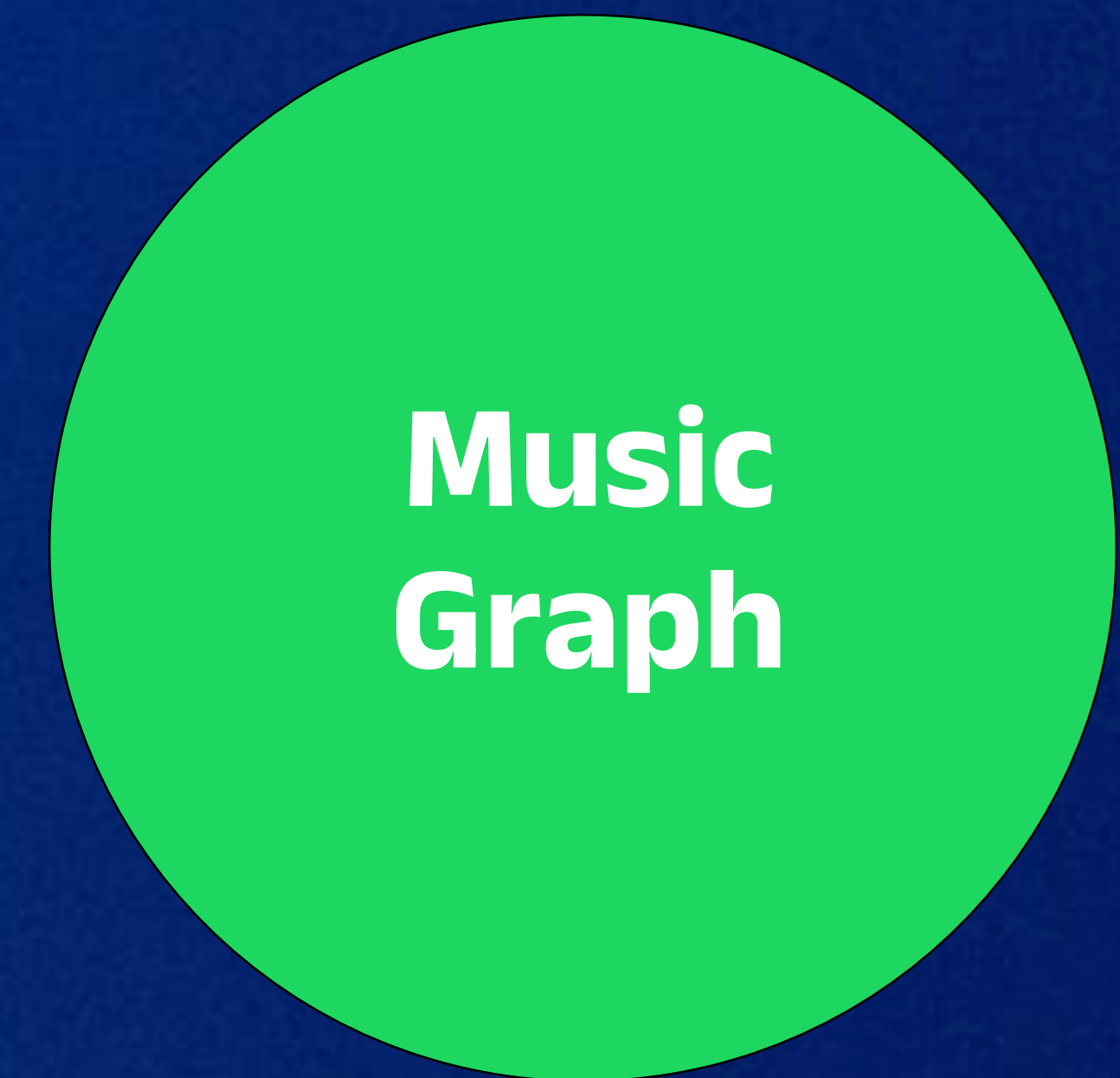
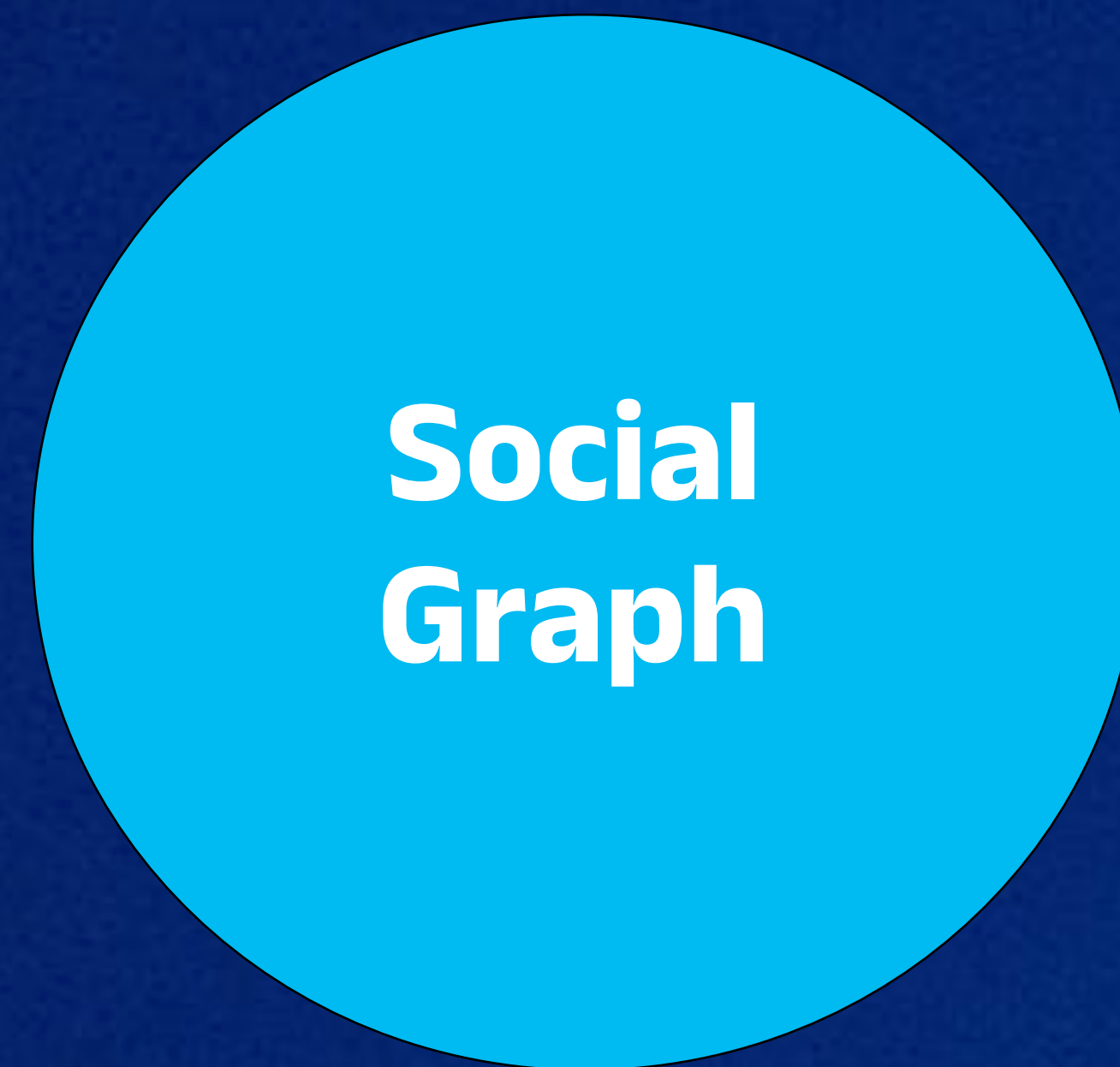
**Professional  
Graph**



**Purchase  
Graph**









**Movie  
Graph**



**Professional  
Graph**



**Purchase  
Graph**





## Direct Network Effects

“Value increases with the  
number of users”



## Data Network Effects

“Value increases with data  
on product use over time”

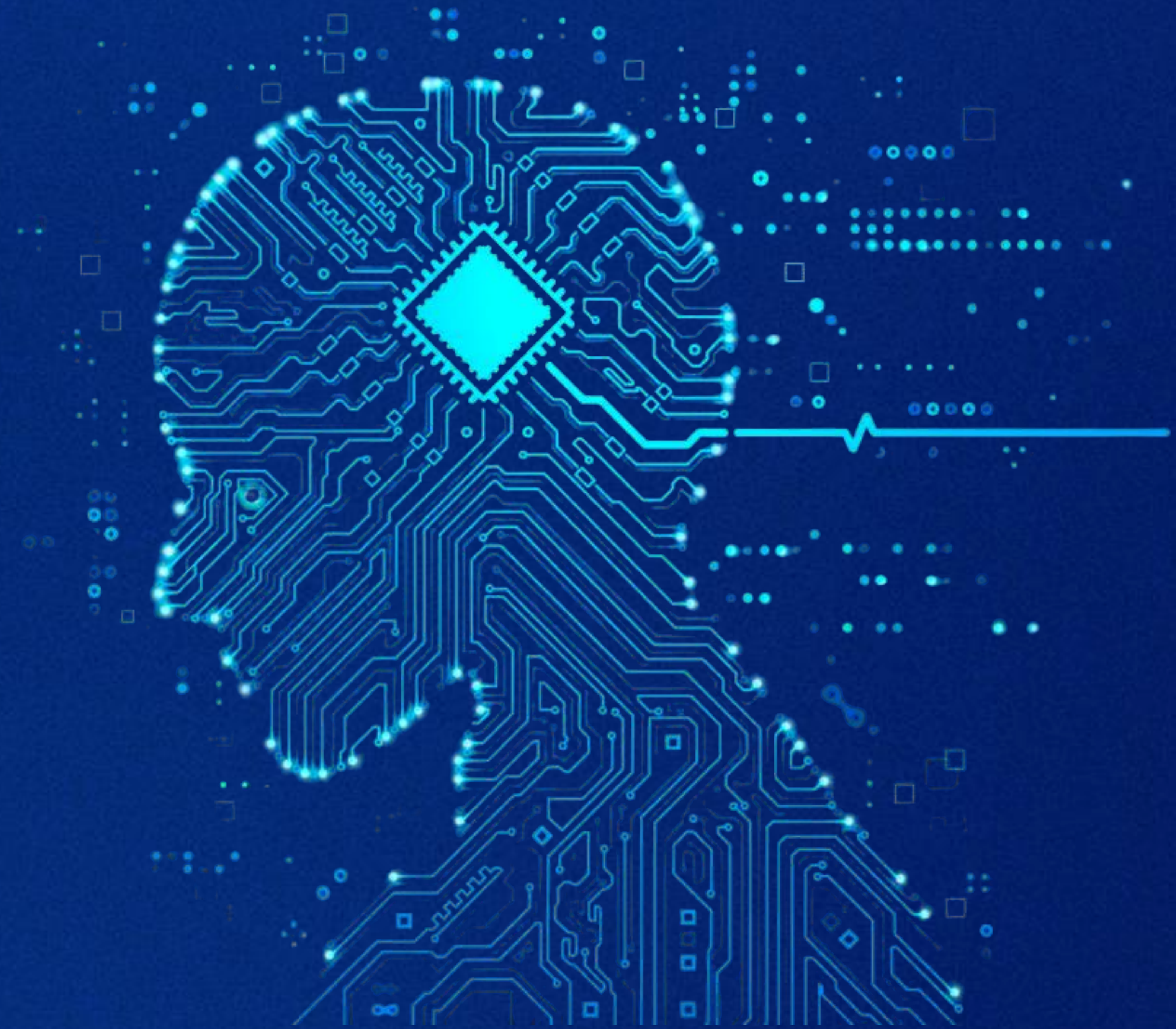


## Three Strategy Principles

- Track Product-in-Use Data and Develop Datagraphs
- Leverage Data Network Effects
- Recommend Hyper-Personalized Solutions in Real-Time



# What's **New** From Digital Giants Recently?



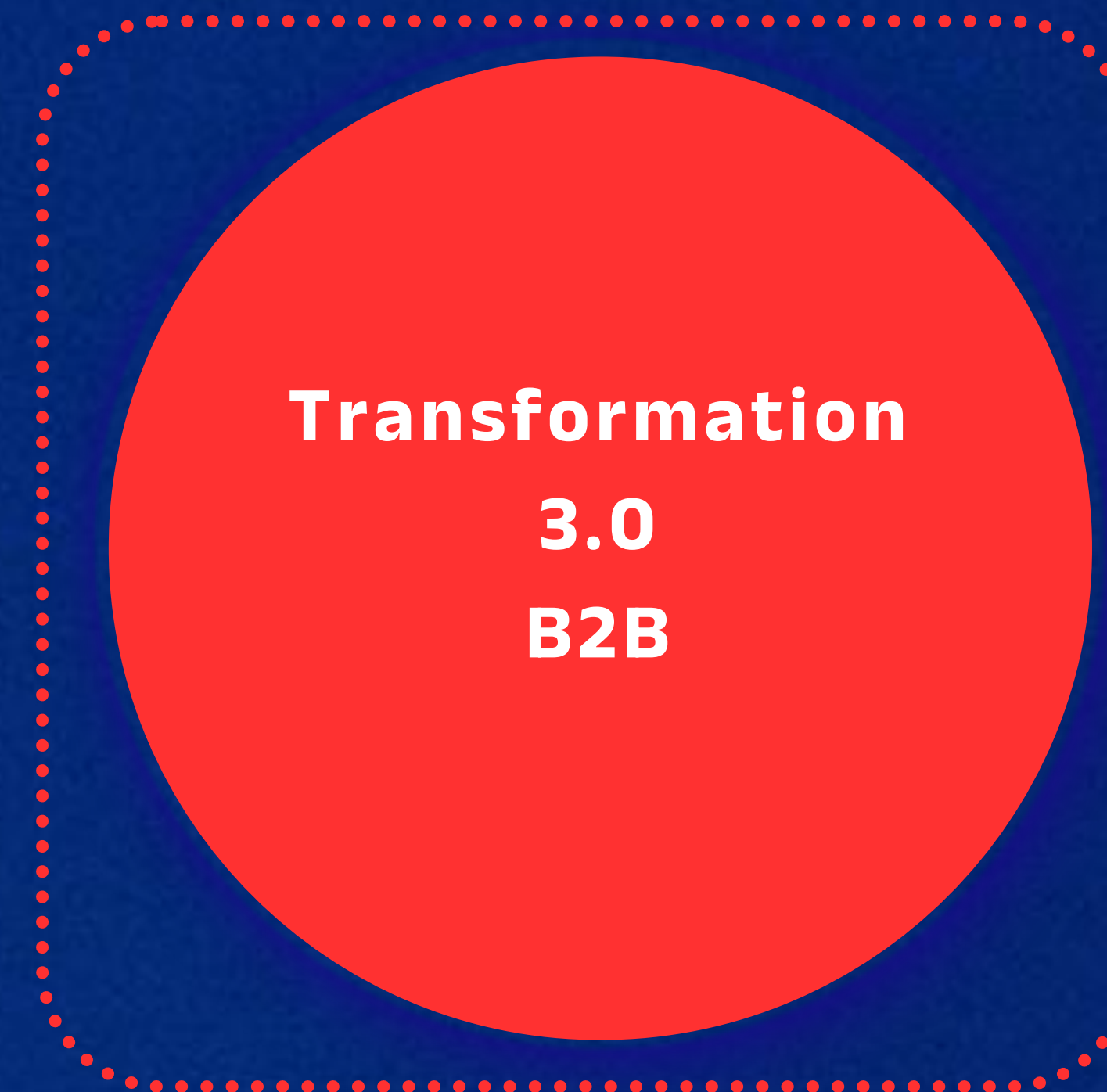
## Generative **AI**





**“Gen-AI  
puts  
Datagraphs  
on  
Steroids.”**









Analog to Digital; Asset-light



Physical + Digital; Asset-heavy



# \$75 Trillion





JOHN DEERE

# Traditional Tractor





JOHN DEERE

See & Spray



## Three Strategy Rules

- Focus on Real-time data on industrial products in use.
- Leverage data network effects across customers across industry settings
- Analyze datagraphs with AI to deliver personalized recommendations.





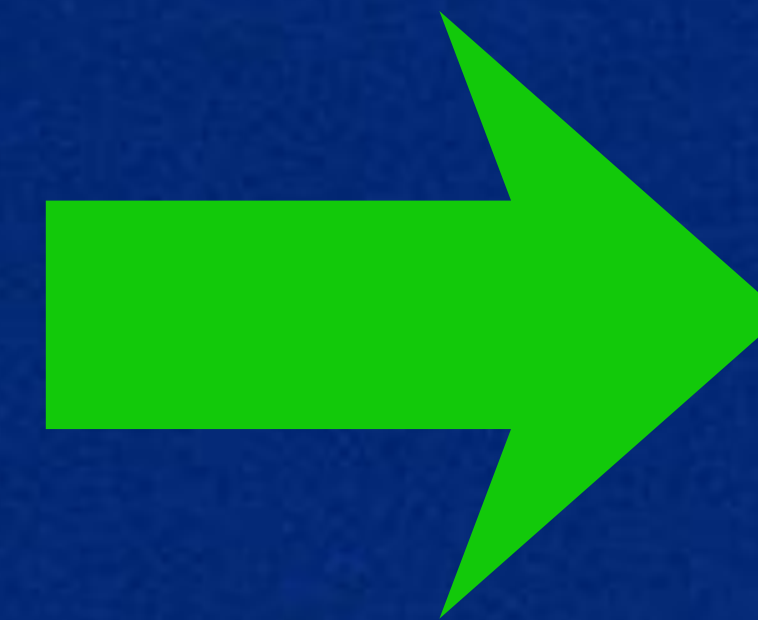


# Strategy Now To Strategy Next



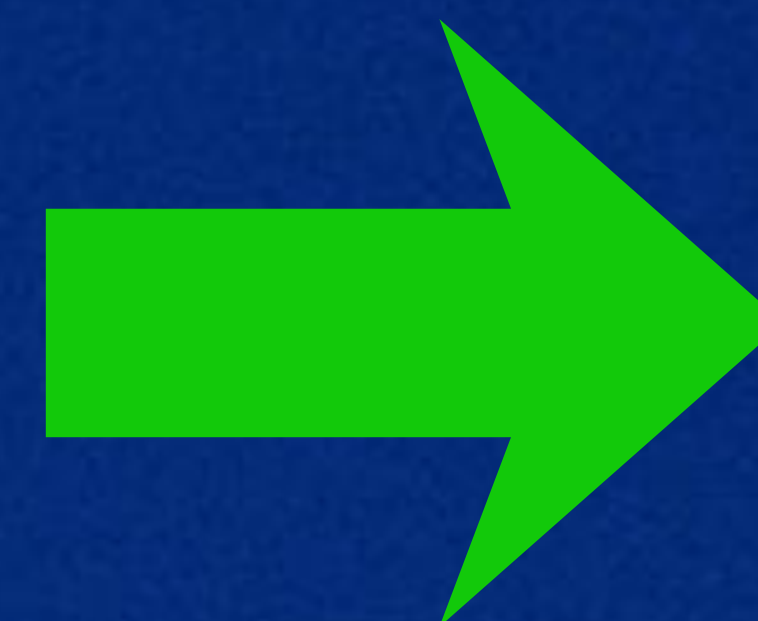
# SCALE

**Physical  
Assets**



**Information  
Assets**

**Production based  
Scale**

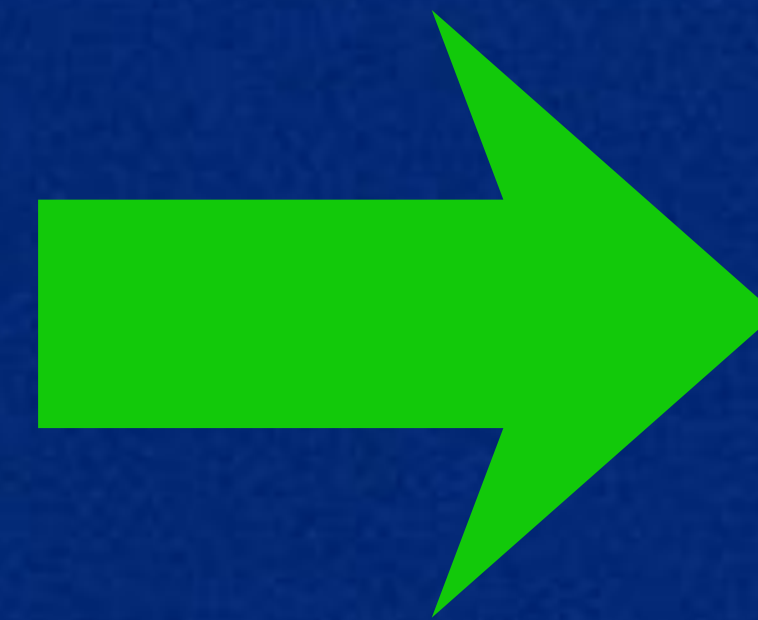


**Data based  
Scale**



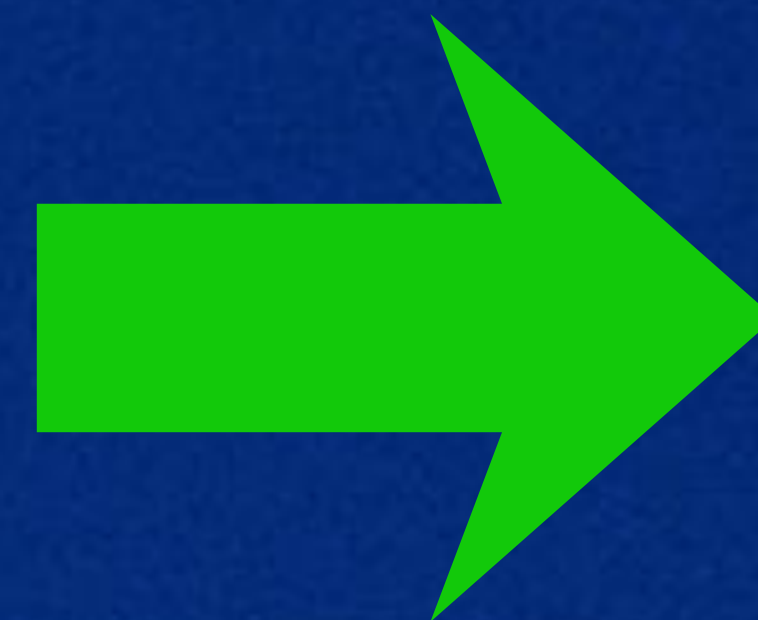
# SCOPE

**Adjacencies**



**Any  
Industry**

**Vertical  
Integration**

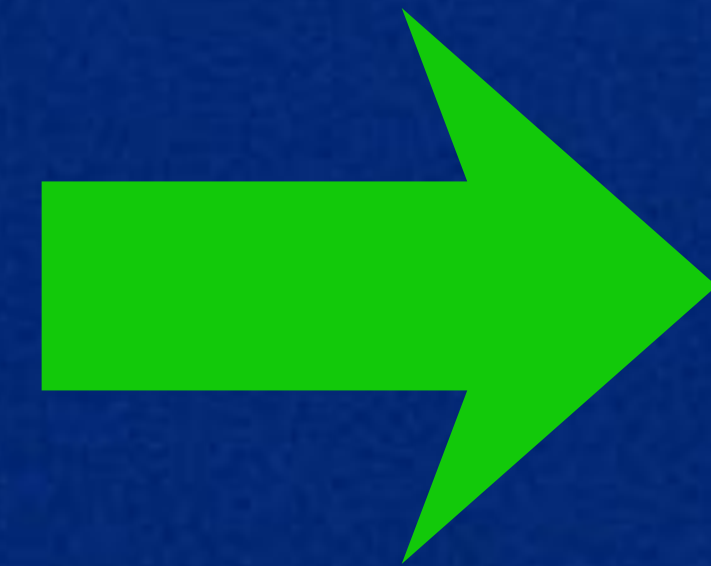


**Virtual  
Integration**



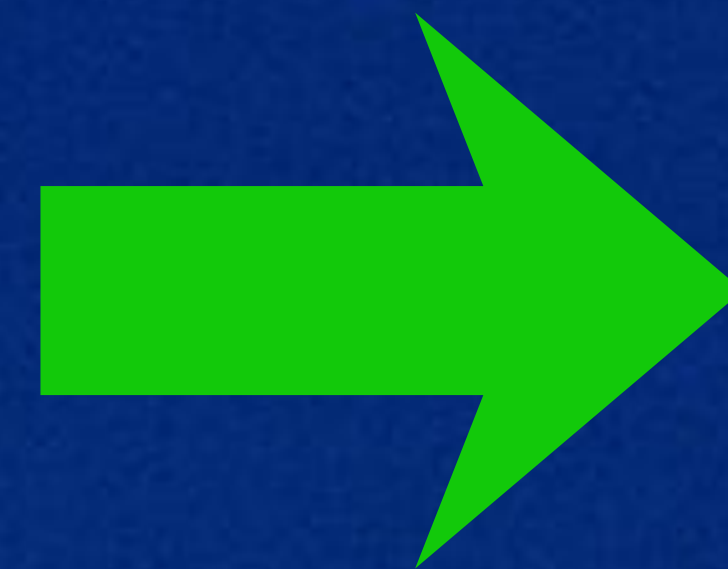
# VALUE DRIVERS

**Products as Sold**



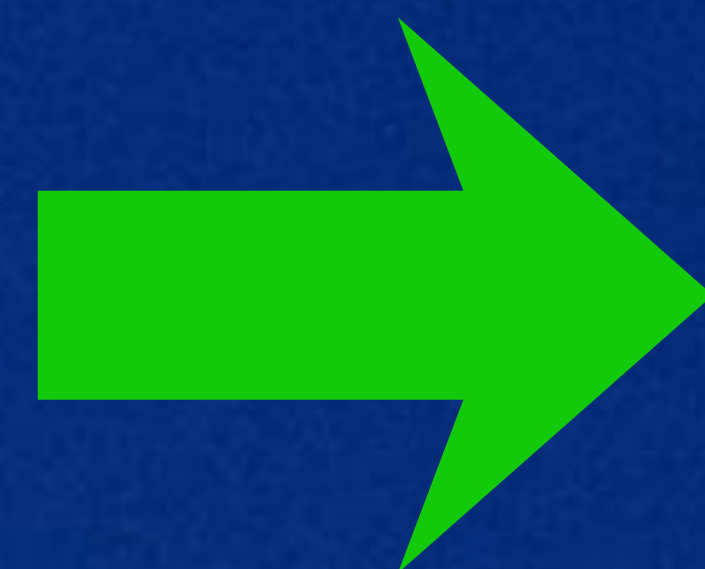
**Products as Used**

**Products**



**Solutions**

**Made by US**



**Solved by US**



## Three box balance

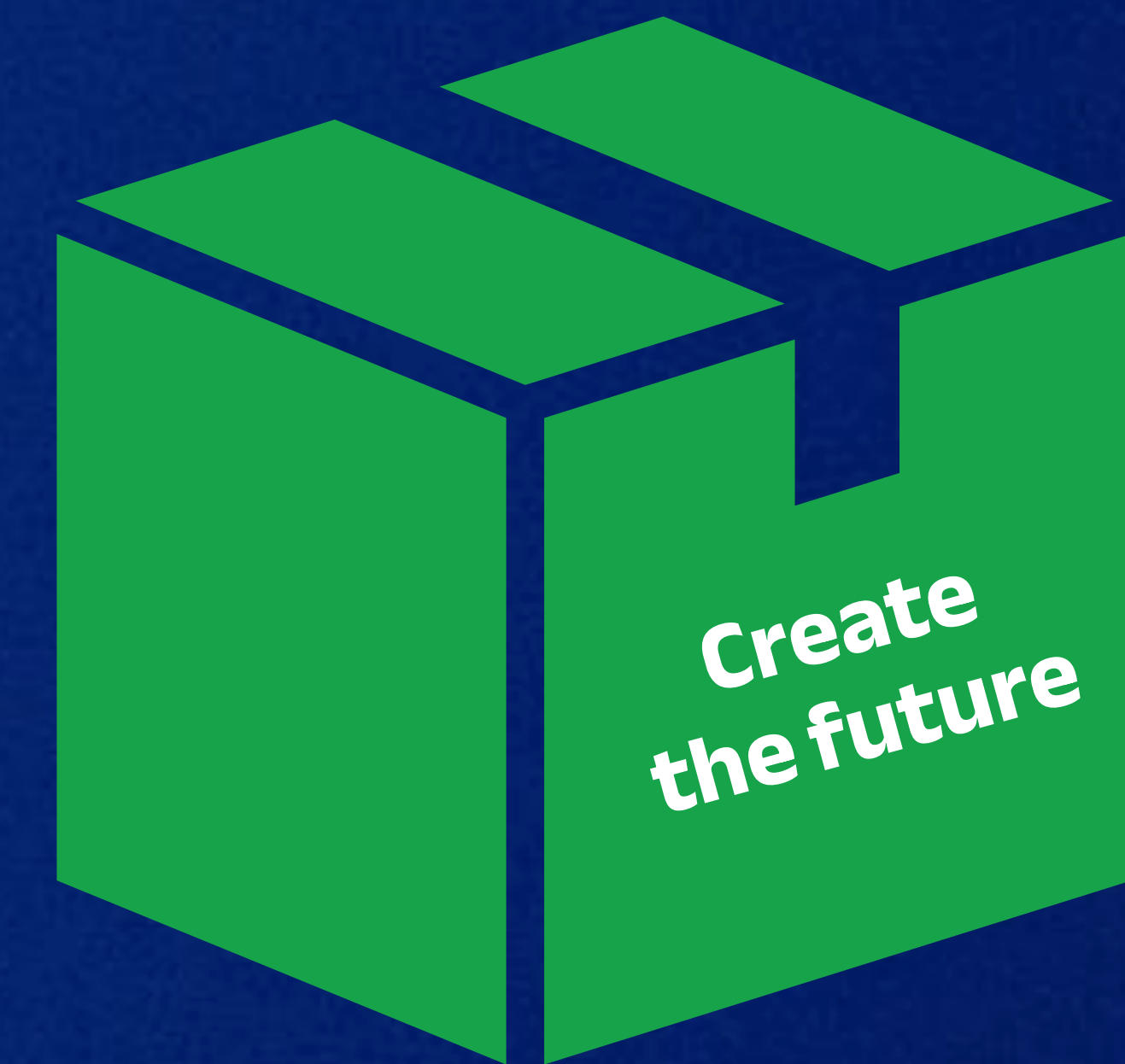
Box 1



Box 2



Box 3





# Thank you

Connect with me on LinkedIn  
for updates on my work on innovation and  
execution



<https://www.linkedin.com/in/vg-govindarajan/>