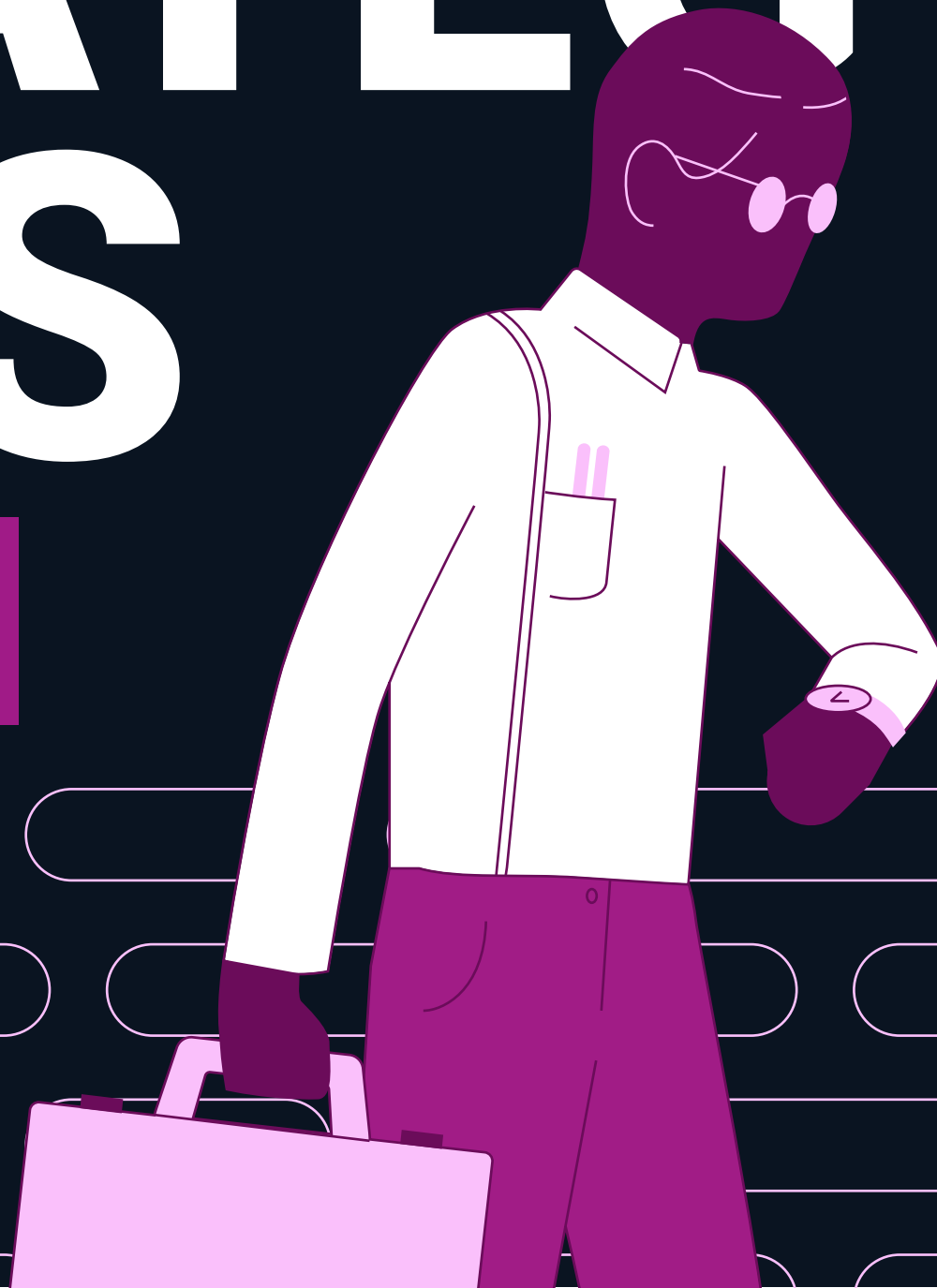# STRATEGY MAPS

A coffee table book for strategy nerds

FAMOUS MANAGEMENT GURU PETER DRUCKER ONCE SAID...

**Tell me what you value and
I *might* believe you.**

**But show me your calendar
and your bank statement,**

**And I'll show you
what you really value.**

The same is true

of understanding

corporate strategy

Understanding
company or competitive
strategy doesn't come from listening to their senior executives
rattle off carefully coached talking points.

Instead,

corporate strategy is found, as Drucker said, where companies allocate their time and money.

It is found by

mining resource allocation and relationship data

Who are their vendors? Their partners, investments, M&A targets? These are the

non-BS predictors of strategy

The Strategy Maps
in this book
shine a light
on the strategy of some
of the world's most
important companies

**If you are a data
or strategy nerd like us,
we think you'll enjoy this**

Contents

About this book

The strategy maps in this book were built by the nerds at CB Insights.

The CB Insights technology insights platform synthesizes, analyzes and visualizes millions of unstructured information sources to help you understand technology markets and companies in real time.

For more on our software, data and research, visit **www.cbinsights.com**.

CBINSIGHTS

BIG TECH

Amazon's Strategy Map

We mined Amazon's investments, acquisitions, and partnerships since Q1'19 to discern its strategic priorities in transportation and logistics.

Categories listed are not exhaustive of all of Amazon's activity in the period.

amazon

- 🟢 Acquisition
- 🔵 Investment
- 🟣 Partnership

Freight & logistics

AIR CARGO
ATSG | CARGOJET

AUTONOMOUS LOGISTICS
CANVAS technology | Aurora | Plus

GROCERY & FOOD DELIVERY
deliveroo | SpartanNash | Morrisons

ZERO-EMISSION LOGISTICS
BETA | CO₂ INFINIUM | IONENERGY | LION ELECTRIC
REDWOOD MATERIALS | RESILIENT POWER | RIVIAN | TURNTIDE | ZEROAVIA
eo | Mahindra electric

Connected vehicle tech

ABB | BlackBerry QNX | BMW | Elektrobit | Ford
netradyne | NVIDIA | TOYOTA

In-vehicle infotainment

Audi | BMW | FCA FIAT CHRYSLER AUTOMOBILES | Ford | GARMIN | gm
HYUNDAI | LUCID | NISSAN | TELENAV | VOXX Automotive

Mobility-as-a-service

ZOOX | Shuttl | Uber (India)

Amazon's Home Automation Strategy Map

We mined Amazon's acquisitions, investments, and partnerships since Q1'19 to discern its strategic priorities in home automation.

Categories listed are not exhaustive of all of Amazon's activity in the period.

amazon

Connected products

eero an amazon company · Conservation Labs · ecobee · Hatch

MOLEKULE · preemadonna · RISE GARDENS · SPAN

spinn · tado° · ADRICH

Consumer wearables & fitness

Cognixion · CTRL-Labs · mojo · PIXIERAY

TONAL · ZWIFT

Robotic assistance

iRobot · labrador

Voice tech

BettyLabs · BLUT AG · DriveTime · Endel

JARGON · vesper · Voiceflow · csa connectivity standards alliance

vayyar
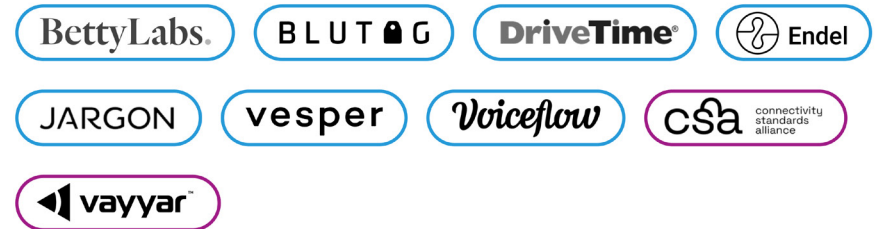
🟢 Acquisition

🔵 Investment

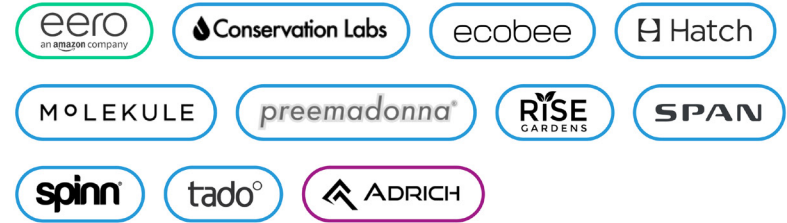🟣 Partnership

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Dig deeper into this strategy map ↗

Amazon's Healthcare Strategy Map

We mined Amazon's acquisitions, investments, and partnerships since Q3'16 to discern its strategic priorities.

Categories listed are not exhaustive of all of Amazon's activity in the period.

amazon

- Acquisition
- Investment
- Partnership

Consumer / Employee Health

PillPack · Endel · onerecord · Owlet · SIRONA · care medical · crossover

Diagnostics & Therapeutics

GRAIL · nautilus biotechnology · nesos · Neuro Rehab VR · FBKmed · AION LABS · NOVARTIS

Care Coordination & Remote Monitoring

HealthNavigator · EJENTA · kaizen HEALTH · pieces · TIDEPOOL

Enterprise Health IT

aiva · b.well · GIBLIB · GYANT · Medical INFORMATICS · Cerner · GE Healthcare · healthverity · InterSystems

Enterprise Healthcare Cloud Migration

ClearDATA · Datica · ORION HEALTH · REDOX · virtusa · PHILIPS

CBINSIGHTS

Apple's Strategy Map

We mined Apple's acquisitions, investments, and partnerships since Q1'18 to discern its strategic priorities.
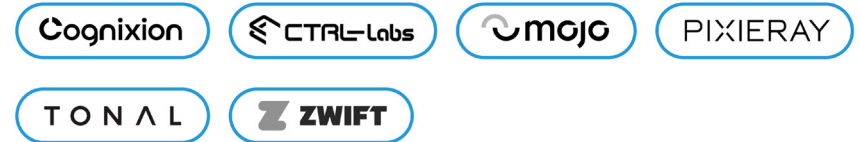
Categories listed are not exhaustive of all of Apple's activity in the period.

AR/VR

AKONIA HOLOGRAPHICS | Camerai | NEXTVR | SPACES

Digital health

TUEOHEALTH | aetna | Biogen | Cerner | UnitedHealthcare

Machine learning & AI

Inductiv | Laserlike | LIGHTHOUSE | SILK LABS | Spectral Edge

Voysis | xnor.ai

Semiconductors & advanced materials

dialog SEMICONDUCTOR [1] | intel [2] | CORNING | II-VI | FOXCONN | IBM

LG Display | tsmc

● Acquisition
● Investment
● Partnership

CBINSIGHTS

[1] Apple acquired Dialog Semiconductor's PMIC unit
[2] Apple acquired Intel's smartphone modem business

Dig deeper into this strategy map ↗

Google's Strategy Map In Pharma

We mined Google's acquisitions, investments, and partnerships since Q1'17 to discern its strategic priorities.

Categories listed are not exhaustive of all of Google's activity in this period.

Google

Drug R&D tech

SIGNALPATH RESEARCH·REWIRED | celsius | ENCODIA | EQRx™ | EVELO

fog·pharma | InstaDeep™ | LifeMine | YOMass THERAPEUTICS | RELAY THERAPEUTICS

SEISMIC THERAPEUTIC | SiBreaX | SQZBIOTECH | xilis

Gene therapy

affinia THERAPEUTICS | Beam THERAPEUTICS | Dyno Therapeutics | Fulcrum Therapeutics | LOCANAbio

Mammoth Biosciences | prime medicine | rodin therapeutics | SPOTLIGHT THERAPEUTICS | TAYSHA GENE THERAPIES

TENAYA THERAPEUTICS | verve THERAPEUTICS

Genomics

23andMe | cambridge epigenetix | DNAnexus | Encoded THERAPEUTICS | freenome

genome MEDICAL | GRAIL | maze | ROME THERAPEUTICS | TEMPUS | color

Reproductive health

EMBRYONICS | FAVOR | mirvie | overture | TMRW

Supply chain

chefaa | culture | RESILIENCE | spybiotech | tinyRx | Waltz Health

● Acquisition
● Investment
● Partnership

Dig deeper into this strategy map ↗

6

Google's AI Healthcare Strategy Map

We mined Google's acquisitions, investments, and partnerships since 2019 to discern its strategic priorities.

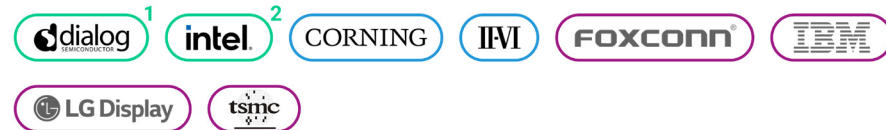Categories listed are not exhaustive of all of Google's activity in the period.

Google

AI drug R&D

BenchSci · BlackThorn THERAPEUTICS · DYNO THERAPEUTICS · insitro · InstaDeep™

LifeMine · SEISMIC THERAPEUTIC · TENAYA THERAPEUTICS · xilis · Boehringer Ingelheim

EMBL European Molecular Biology Laboratory · sanofi · zebi AI

AI radiology

HYPERFINE Portable MR Imaging™ · iz.ai · Hackensack Meridian Health · MAYO CLINIC · Synaptiq

NHS · varian A Siemens Healthineers Company

Backend operations automation

INFINITUS · klara · nym · Olive · Rad AI

Medical data repositories

OWKIN · TEMPUS · Verana Health

● Investment

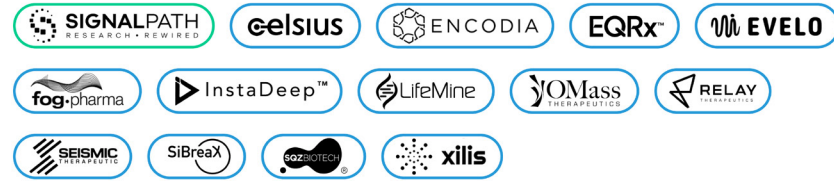● Partnership

CBINSIGHTS

Dig deeper into this strategy map ↗

Intel's Strategy Map

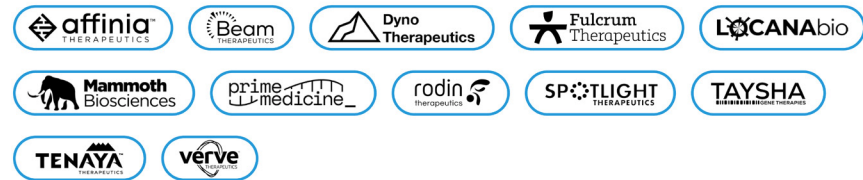We mined Intel's acquisitions, investments, and partnerships since Q1'17 to discern its strategic priorities.

Categories listed are not exhaustive of all of Intel's activity in the period.

Artificial intelligence

BAREFOOT NETWORKS | an Intel Company | cnvrg.io | habana An Intel Company | SIGOPT | vertex.ai | here | HY 汇医慧影 huiyihuiying.com | Proprio | AIBLE | Aternity | deci. | Penn UNIVERSITY of Pennsylvania

Autonomous driving

mobileye An Intel Company | moovit | M city UNIVERSITY OF MICHIGAN | SiXT

Cloud computing & connectivity

GRANULATE | rma | RiVET NETWORKS | Screenovate Smart Technologies | SMART EDGE | 京东云 JD Cloud | KARDOME | NOKIA

Cybersecurity

BlackBerry | CONSILIENT | cybereason | DARPA | Fortanix | Goldman Sachs | leidos | LOCKHEED MARTIN | Microsoft | Nasdaq | OROCK TECHNOLOGIES

Semiconductors

Fabless

Centaur Technology | eASIC | iNEDA | NETSPEED SYSTEMS | Omnitek | VIS 世界先进 | MEDIATEK

Fabs

Tower Semiconductor | esperanto.ai | IBM | Qualcomm | SEMTECH

● Acquisition
● Investment
● Partnership

Dig deeper into this strategy map

Meta's Strategy Map

———

We mined Meta's acquisitions, investments, and partnerships since Q1'19 to discern its strategic priorities.

Categories listed are not exhaustive of all of Meta's activity in the period.

∞ Meta

● Acquisition
● Partnership

VR Experiences

VR GAMING
Beat Games | BIG BOX | DOWNPOUR INTERACTIVE | READYATDAWN studios | SANZARU
UBISOFT

VR LIVE EVENTS
ESL | FOX SPORTS | melody VR | NBA | TIDAL

VR FOR WORK
Dropbox | Microsoft | monday.com | MURAL | slack
smartsheet | Spatial | spike | zoom

3D Mapping
Mapillary | SCAPE | Matterport | esri

Hardware
lemnistech | SONICS | AMD | CTRL-Labs | INOMIZE
plessey microLEDs | Qualcomm

Dig deeper into this strategy map ↗

Microsoft's Strategy Map

We mined Microsoft's acquisitions, investments, and partnerships since Q1'18 to determine its strategic priorities. Categories listed are not exhaustive of all of Microsoft's activity.

Microsoft

Clinical IT solutions

innovaccer* · CVSHealth · Teladoc HEALTH

Diagnostics & therapeutics

1910 Genetics · ENVISAGENICS · iLoF · Adaptive biotechnologies

Enterprise healthcare cloud tools

bonsai · ANDOR · ARTIFICIAL · DNAnexus · EVISORT
RapidSOS · TRUVETA · CyberMDX A FORESCOUT COMPANY · Myelin Foundry Everything AI, Anything Creative · rescale

● Acquisition
● Investment
● Partnership

Healthcare enterprise IT

NUANCE · medme · tact.ai · voiceitt · Adobe
CHANGE HEALTHCARE · HEALTHPER

* indicates multiple investment rounds

Dig deeper into this strategy map ⬈

Qualcomm's Strategy Map

We mined Qualcomm's acquisitions, investments, and partnerships since Q1'19 to discern its strategic priorities.

Categories listed are not exhaustive of all of Qualcomm's activity in this period.

Qualcomm

5G

cellwize | RF360 Europe GmbH | hmd. The Home of Nokia Phones | CORNING | ERICSSON

gemalto security to be free | GlobalFoundries | movandi | NAVER CLOUD PLATFORM

NEC | 5G RuralDorset | SAMSUNG | Thales | viettel

AR/VR/XR

AUGMENTED PIXELS | Clay | wikitude See more. | echo3D | TRIPP

ByteDance | Microsoft | nreal | Spatial

Automotive & mobility

Arriver | OnBoardSecurity | ClearMotion | BMW GROUP

Micron | PATEO | STELLANTIS

Semiconductors

NUVIA | wiliot | AMD | Infineon | ST life.augmented

● Acquisition
● Investment
● Partnership

CBINSIGHTS

Salesforce Strategy Map

We mined Salesforce's acquisitions, investments, and partnerships since Q1'18 to discern its strategic priorities.

salesforce

Business intelligence & analytics
- griddable.io
- narrative science
- +ableau
- Alation
- databricks
- Starburst
- EXPLORIUM
- snowflake

Collaboration & productivity
- MuleSoft
- slack
- miro
- oVice
- Qatalog
- amazon
- box
- DocuSign

Customer service
- bonobo.ai
- ClickSoftware Making Service Click
- Cognito
- GENESYS
- replicant
- soul machines
- TechSee
- yellow.ai
- amazon

Cybersecurity
- phennecs
- bugcrowd
- Elevate Security
- snyk
- Upstream
- WIZ
- okta
- TANIUM

E-commerce & digital marketing
- atonit
- cloudcraze COMMERCE ON SALESFORCE
- demandware
- evergage
- Mobify
- MARKETPLACER
- threekit
- FedEx
- PayPal

Legend:
- 🟢 Acquisition
- 🔵 Investment
- 🟣 Partnership

CB INSIGHTS

Dig deeper into this strategy map ↗

Snap's Strategy Map

We mined Snap's acquisitions, investments, and partnerships since Q3'19 to discern its strategic priorities.

Categories listed are not exhaustive of all of Stripe's activity in the period.

Snap Inc.

● Acquisition

● Investment

● Partnership

Augmented reality

Ariel AI · vertebrae · voca.ai · WaveOptics
Loco Adventures · SKETCHAR · Jig · PERFECT · verizon✓

Content creator tech

AI Factory · Voisey · popcrn · Snacks
STARNEWS mobile · TRASH · BroadbandTV

Digital content & advertising

Bai 百度 · DAZN · Discovery · dentsu group
DV DoubleVerify · ITP MEDIA GROUP · M GROUPE · robinhood
spirable · tapClicks

E-commerce

FIT ANALYTICS · Screenshop
AMERICAN EAGLE OUTFITTERS · POSHMARK · Verishop

Gaming

Cash Live · Prettygreat · WS wabisabi · Gismart
Unity · Voodoo · zynga

Dig deeper into this strategy map ↗

VMware's Strategy Map

We mined VMware's acquisitions, investments, and partnerships since Q1'17 to discern its strategic priorities.

Categories listed are not exhaustive of all of VMware's activity in the period.

vmware®

Acquisition (green)

Investment (blue)

Partnership (purple)

Application development

bitnami · Pivotal · heptio · Digital Asset · GitLab · MINIO

Cloud computing

bluemedora* · CloudHealth TECHNOLOGIES · CLOUDVELOX · WAVEFRONT · amazon · BetterCloud · druva · Google · Microsoft · netskope

Cybersecurity

Carbon Black. · CLOUD COREO · E8 SECURITY · INTRINSIC ID · octarine · lastline · MESH7 · CYWARE · FORESCOUT · MENLO SECURITY

Software-defined networking

AVI Networks · nyansa · UHANA · velocloud · VERIFLOW · BT · Deutsche Telekom · intel · vodafone

*VMware acquired Blue Medora's True Visibility business

Dig deeper into this strategy map ↗

CONSUMER & RETAIL

7-Eleven Strategy Map

We mined 7-Eleven's acquisitions, investments, and partnerships since Q1'19 to discern its strategic priorities. Categories listed are not exhaustive of all of 7-Eleven's activity in the period.
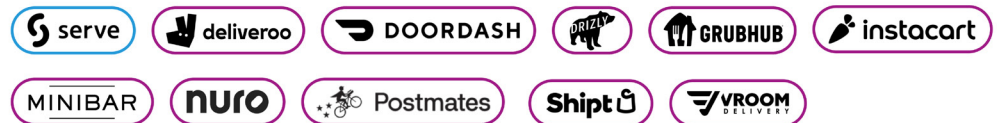
Customer loyalty & rewards

CALTEX | CIRCLES.LIFE | CleverTap | kakaobank | Smart

Lifestyle engagement

SARÀH | CANADA ESPORTS Association | HAEGIN | NIANTIC | ROCKET LEAGUE
TGS ESPORTS | UniPin VOUCHER GAME ONLINE

On-demand delivery

serve | deliveroo | DOORDASH | DRIZLY | GRUBHUB | instacart
MINIBAR | nuro | Postmates | Shipt | VROOM DELIVERY

● Investment
● Partnership

Payments & financial services

arcus by | incomm payments | plentina | Shopee | SCB ไทยพาณิชย์
timo DIGITAL BANK | VIET CAPITAL BANK

Dig deeper into this strategy map ↗

Alibaba's Retail Strategy Map

We mined Alibaba's acquisitions, investments, and partnerships since Q1'20 to discern its strategic priorities in retail.

Categories listed are not exhaustive of all of Alibaba's activity in the period.

Alibaba

● Acquisition
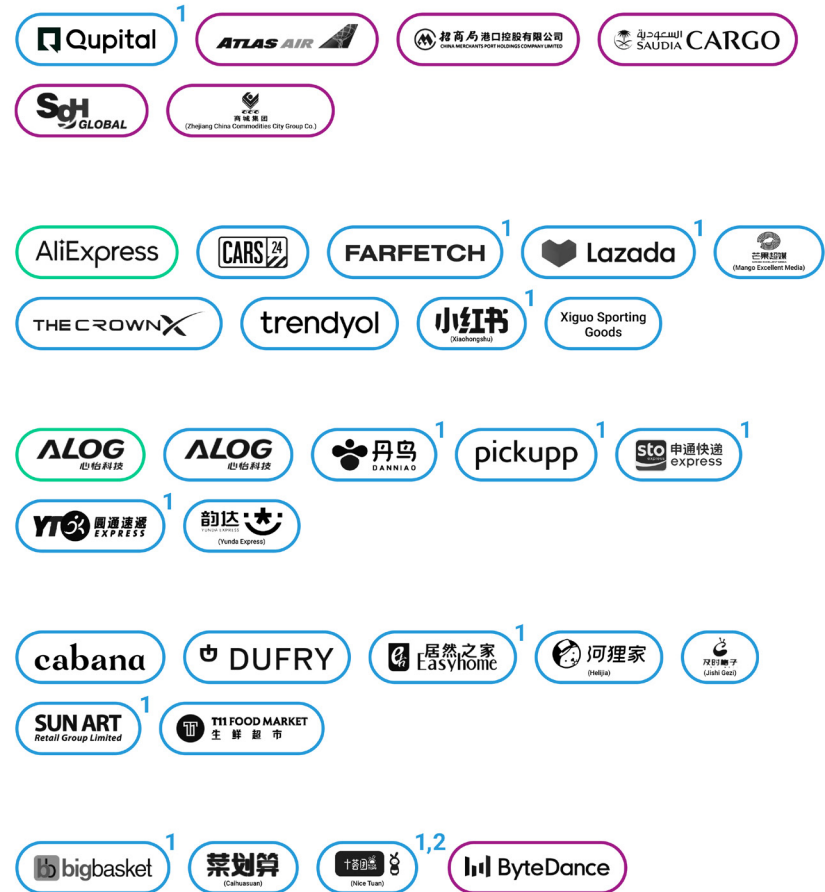
● Investment

● Partnership

Cross-border commerce

Qupital [1] ATLAS AIR 招商局港口控股有限公司 CHINA MERCHANTS PORT HOLDINGS COMPANY LIMITED SAUDIA CARGO

SdH GLOBAL 义乌中国小商品城 (Zhejiang China Commodities City Group Co.)

E-commerce

AliExpress CARS24 FARFETCH [1] Lazada [1] 芒果超媒 (Mango Excellent Media)

THE CROWN X trendyol 小红书 (Xiaohongshu) [1] Xiguo Sporting Goods

Express logistics

ALOG 心怡科技 ALOG 心怡科技 丹鸟 DANNIAO [1] pickupp [1] sto 申通快递 express [1]

YTO 圆通速递 EXPRESS [1] 韵达 (Yunda Express)

Omnichannel retail

cabana DUFRY 居然之家 Easyhome [1] 河狸家 (Helijia) 及时柜子 (Jishi Gezi)

SUN ART Retail Group Limited [1] T11 FOOD MARKET 生鲜超市

Online grocery

bigbasket [1] 菜划算 (Caihuasuan) 十荟团 (Nice Tuan) [1,2] ByteDance

CBINSIGHTS

[1] indicates multiple investment rounds
[2] company is no longer active

Dig deeper into this strategy map ⬚

17

Carrefour's Strategy Map

We mined Carrefour's acquisitions, investments, and partnerships since Q2'19 to discern its strategic priorities.

Categories listed are not exhaustive of all Carrefour's activity in the period.

Carrefour

Retail media network

CRITEO · Google Cloud · /LiveRamp

Metaverse

EPIC GAMES · P&G · THE SANDBOX · Virbela

Omnichannel enablement

potager city · REFECTORY · AiFi · Brut. · FoodX · Google
innit · Meta · Qopius a trax company · simbe · VTEX · Zaitt

Last-mile fulfillment

cajoo · Flink · BRINGO · DELIPOP · deliveroo · everli
Glovo · LA POSTE · Lola MARKET · Pickup · Shopopop · Uber

Supply chain optimization

Bio c' Bon · generix GROUP · GS1 · FNAC DARTY · GXO · IBM
JD.COM · Nestlé · SAS · SYMPHONY RETAIL

Sustainability

Back Market · cash converters · DIGI · ecoATM · Jean Bouteille · LoopPay
L'ORÉAL · mayam · Meridiam · PETREL COMMERCE CIRCULAIRE · re!commerce GROUP
Smart Floc · TERRACYCLE

Acquisition
Investment
Partnership

Dig deeper into this strategy map ↗

CB INSIGHTS

Danone's Strategy Map

We mined Danone's acquisitions, investments, and partnerships since Q4'14 to discern its strategic priorities.

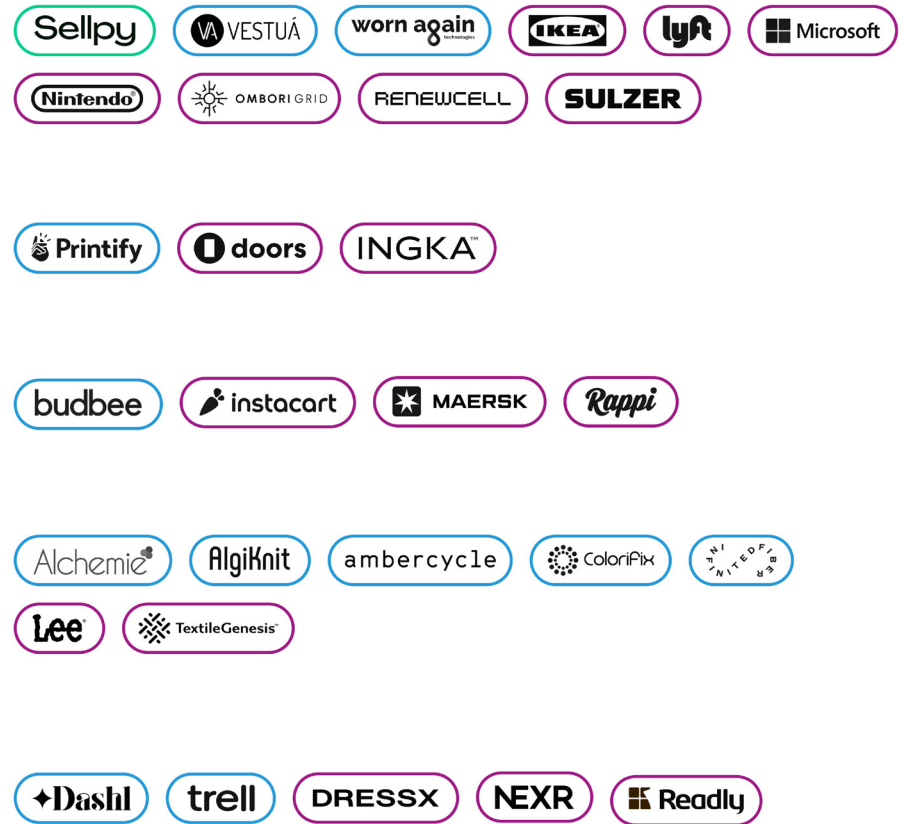Categories listed are not exhaustive of all of Danone's activity in the period.

Acquisition

Investment

Partnership

DANONE
ONE PLANET. ONE HEALTH

CBINSIGHTS

Alternative dairy & protein

FOLLOW YOUR HEART · WhiteWave · Forager Project · Fynd

Sustainable packaging

avantium · mitte · ORIGIN · ecoSURETY · loop INDUSTRIES · Nestlé · TERRACYCLE

Food supply chain tech

agri COOL · HowGood · Hungry Harvest · NOUS anti-gaspi · Phenix · zelp · brightseed · Transparency-One

Energy production & optimization

ACC GREEN UTILITIES · enel Green Power · IBERDROLA · VEOLIA

Dig deeper into this strategy map

DoorDash's Strategy Map

We mined DoorDash's acquisitions, investments, and partnerships since Q1'18 to discern its strategic priorities.

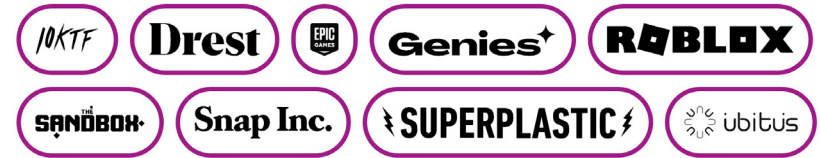Categories listed are not exhaustive of all of DoorDash's activity in the period.

DOORDASH

● Acquisition

● Investment

● Partnership

CBINSIGHTS

Retail

Albertsons | BED BATH & BEYOND | BJ's | CARDENAS | DOLLAR GENERAL

FARMSTEAD | JCPenney | Lowes | LUSH | ★macy's | mercato

Office DEPOT | PETSMART | RITE AID | ULTA | UNFI | Walgreens

Restaurant tech

Bbot | CHOWBOTICS™ | CHOWLY | ekos_ | f😀😎ji

HungerRush | meallogix | NIMBUS | o|o

Ordermark | ordrslip | POSitouch | SWIPEBY | WiX

Supply chain & delivery tech

lvl5 | Scotty | Wolt | Flink | cruise | Flowspace

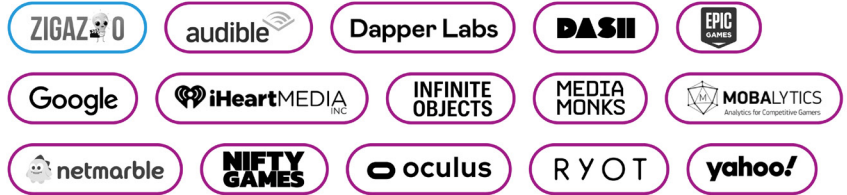VROMO | VROOM DELIVERY

Employee benefits

acorns | PAYFARE | RIPPLING

H&M's Strategy Map

We mined H&M's investments and partnerships since Q1'19 to discern its strategic priorities.

Categories listed are not exhaustive of all of H&M's activity.

Circular fashion
Sellpy · VESTUÁ · worn again technologies · IKEA · lyft · Microsoft · Nintendo · OMBORI GRID · RENEWCELL · SULZER

Creator economy
Printify · doors · INGKA

Logistics & supply chain
budbee · instacart · MAERSK · Rappi

Next-gen textiles
Alchemie · AlgiKnit · ambercycle · ColoriFix · INFINITEDFIBER · Lee · TextileGenesis

Omnichannel engagement & digital fashion
Dashl · trell · DRESSX · NEXR · Readly

- 🟢 Acquisition
- 🔵 Investment
- 🟣 Partnership

CBINSIGHTS

Dig deeper into this strategy map ↗

Kering's Strategy Map

We mined Kering's investments and partnerships since Q1'18 to discern its strategic priorities.

Categories listed are not exhaustive of all of Kering's activity in the period.

K E R I N G

- 🔵 Investment
- 🟣 Partnership

Virtual goods & the metaverse

IOKTF · Drest · EPIC GAMES · Genies · ROBLOX
THE SANDBOX · Snap Inc. · SUPERPLASTIC · ubitus

Recommerce

COCOON · Vestiaire Collective
The RealReal

Sustainability & transparency

GLOBAL FASHION AGENDA · ual: london college of fashion · SARINE · Savory
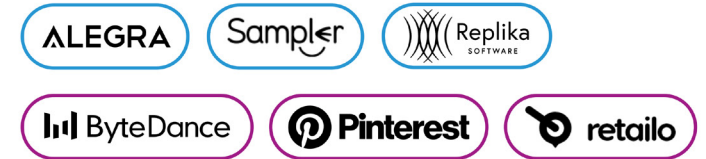
Omnichannel commerce

NTWRK · 🍎

NBA Strategy Map

We mined the NBA's acquisitions, investments, and partnerships since Q3'19 to discern its strategic priorities.

Categories listed are not exhaustive of all of the NBA's activity.

Digital content & gaming

ZIGAZOO · audible · Dapper Labs · DASH · EPIC GAMES · Google · iHeartMEDIA INC · INFINITE OBJECTS · MEDIA MONKS · MOBALYTICS Analytics for Competitive Gamers · netmarble · NIFTY GAMES · oculus · RYOT · yahoo!

Player analytics & wearables tech

NEX · NEXTILES · everythingRF · Hyperice · KINDUCT · Masimo · omegaquant · ORACLE · ŌURA · SAP

Sports betting

DRAFTKINGS · formsense · IGT · POINTSBET STAY SHARP · sportradar · Tabcorp · theScore · UNIBET · William HILL

Streaming

Apple · Azure · BUZZER · 中国移动 China Mobile · GAMEON · KUAISHOU · Microsoft Azure · SiriusXM SATELLITE RADIO · PLDT Home | Fibr · Tencent 腾讯 · twitch · twitter · Viasat

● Investment
● Partnership

NBA

CB INSIGHTS

Dig deeper into this strategy map ↗

Nestlé's Strategy Map

We mined Nestlé's acquisitions, partnerships, and investments since Q1'19 to discern its strategic priorities.

Categories listed are not exhaustive of all of Nestlé's activity in the period.

Nestlé

● Acquisition

● Investment

● Partnership

CBINSIGHTS

Biotech & digital health

Enterome | InsightInc | MEPLIS | ProciseDx
Prometheus Biosciences

Direct-to-consumer businesses

freshly | LILY'S KITCHEN PROPER FOOD FOR PETS | Mindful Chef | PronoKal
Simply Cook | AnyRoad

Plant-based food & beverages

sundialfoods | Corbion | FUTURE MEAT | M

Sustainable packaging

FoodCloud | TERRACYCLE | Algramo | danimer scientific
greenback advanced plastic recycling | PURE CYCLE

Dig deeper into this strategy map ↗

Ocado's Strategy Map

We mined Ocado's acquisitions, investments, and partnerships since Q1'19 to discern its strategic priorities.

Categories listed are not exhaustive of all of Ocado's activity.

Ocado

- 🟢 Acquisition
- 🟣 Consortium
- 🔵 Investment
- ⚫ Joint Venture
- 🟣 Partnership

Last-mile delivery
- WAYVE
- oxbotica
- stuart.

Robotics
- HADDINGTON DYNAMICS
- KINDRED
- MYRMEX MATERIAL HANDLING ROBOTICS
- European Commission
- inkbit
- KARAKURI The Future of Food
- hp
- tharsus

Sustainability
- BRC
- climeworks
- gasrec

Vertical farming
- JFCo
- 80 ACRES FARMS.
- PRIVA

Warehouse and fulfillment infrastructure
- openstack.
- STIBO SYSTEMS MASTER DATA MANAGEMENT
- winvic

CBINSIGHTS

L'Oréal's Strategy Map

———

We mined L'Oréal's acquisitions, investments, and partnerships since 2016 to discern its strategic priorities.

Categories listed are not exhaustive of all of L'Oréal's activity in the period.

L'ORÉAL

🟢 **Acquisition**

🔵 **Investment**

🟣 **Partnership**

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E-commerce

ALEGRA   Sampler   Replika SOFTWARE

ByteDance   Pinterest   retailo

Virtual try-on

MODIFACE   Google   Walmart

Meta   Shopee   Snap Inc.

Packaging tech

CARBIOS   ALBÉA   PAPER BOTTLE COMPANY

Lazada   TERRACYCLE

Twilio's Strategy Map

We mined Twilio's acquisitions, investments, and partnerships since Q1'19 to discern its strategic priorities.

Categories listed are not exhaustive of all of Twilio's activity in this period.

Communication channels
- ValueFirst A TWILIO COMPANY
- TWILIO zipwhip
- ≈ Community
- Courier
- W8LL™
- STATFLO
- WhatsApp

Internet of things (IoT)
- TWILIO electric imp
- Smart Things Accelerator Centre
- synivers
- Azure
- T·Mobile

Conversational AI
- hyro⁺
- PARADOX
- K·> KLoBot Incredibly Intelligent!

Contact center infrastructure
- Teravoz
- CALABRIO™
- CYARA
- puzzel.
- Waterfield Technologies

● Acquisition

● Investment

● Partnership

CBINSIGHTS

Dig deeper into this strategy map ↗

27

Unilever Strategy Map

We mined Unilever's investments, acquisitions, and partnerships since June 2019 to discern its strategic priorities.

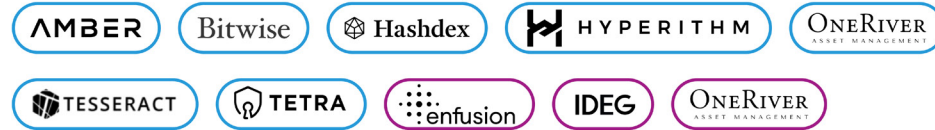Categories listed are not exhaustive of all of Unilever's activity.

Unilever

Alternative & biotech ingredients

Arzeda. | genomatica | Holobiome | LanzaTech

Digital health

cure.fit | HealthifyMe | HUMA | EQUO

Influencer & marketing tech

convosight | CreatorIQ | Alibaba Cloud | perch every product tells a story

Direct-to-consumer businesses

NUTRAFOL | ONNIT | PAULA'S CHOICE SKINCARE | SMARTYPANTS vitamins

welly | BYBI | Genexa | Minimalist | Ombre

pureplay | Rael

On-demand delivery & services

blow LTD | milkbasket | FLYTREX | robomart

Sustainable packaging

Algramo | ASDA | inapel | KAO | sabic

SCG | TUBEX

- 🟢 Acquisition
- 🔵 Investment
- 🟣 Partnership

Walmart's Strategy Map

We mined Walmart's acquisitions, investments, and partnerships since Q1'20 to discern its strategic priorities.

Categories listed are not exhaustive of all of Walmart's activity in the period.

Walmart ⋇
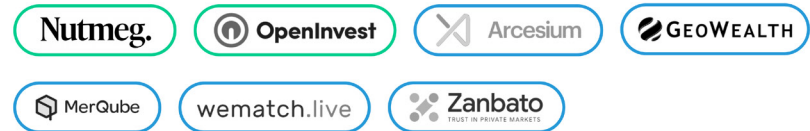
● Acquisition
● Investment
● Partnership

Autonomous delivery
cruise | droneUp | ARGO AI | cruise | droneUp
Ford | FLYTREX | Gatik | zipline

Digital advertising tech
thunder Experience Cloud | Eko | meredith | SIDECHEF
theTradeDesk

E-commerce assortment expansion
Gap Inc. | Goldman Sachs | NETFLIX | Payoneer | shopify
THREDUP | REVOLUTIONPARTS

E-commerce merchandising
BOTMOCK | ZEEKIT | buywith_ | facebook
ibotta | SIFTER | talkshoplive | TikTok
Twitter | YouTube

Fulfillment & delivery tech
JOYRUN | level | ninjacart | ALERT INNOVATION
Dada-JD Daojia 达达快送 | DEMATIC | Fabric | FedEx
Homebase | HomeValet | instacart

Healthcare access
carezone | MeMD | Capital Rx | CLEAR
Clover Health | Transcarent

Dig deeper into this strategy map ⬈

29

CBINSIGHTS

FINTECH

Coinbase Strategy Map

We mined Coinbase's acquisitions, investments, and partnerships since Q2'21 to discern its strategic priorities.

Categories listed are not exhaustive of all of Coinbase's activity.

coinbase

🟢 Acquisition

🔵 Investment

🟣 Partnership

Crypto exchanges & wallets

BRD | FairX | MobileCoin | RAIN | CoinDCX
COINSWITCH KUBER | FTX | PINTU | VALR | LEDGER

DeFi

CONSENSYS | DeBank | FOLKS FINANCE | Goldfinch | liquality
ONDO | ORCA | Parallel | PORTAL | RIFT FINANCE

Institutional crypto

AMBER | Bitwise | Hashdex | HYPERITHM | ONERIVER ASSET MANAGEMENT
TESSERACT | TETRA | enfusion | IDEG | ONERIVER ASSET MANAGEMENT

NFTs, gaming, & the metaverse

animoca BRANDS | EVERYREALM | FRACTAL | Genies | makersplace
royal | venly | 0x | mastercard | YUGALABS
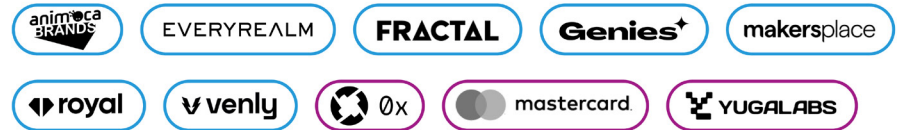
Web3 infrastructure & development

APTOS | Biconomy | composable | connext | ESPRESSO SYSTEMS
LayerZero. | moralis | Qredo | SUBSPACE LABS | tenderly

CBINSIGHTS

JP Morgan Strategy Map

We mined JP Morgan's acquisitions, investments, and partnerships since 2020 to discern its strategic priorities.

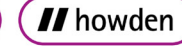Categories listed are not exhaustive of all of JP Morgan's activity.

J.P.Morgan

● Acquisition

● Investment

● Partnership

Banking

C6 BANK   GREENWOOD   PLAID   Thought Machine *   10x

Blockchain

AXONI   BLOCKDAEMON   ✳ TRM   ◎ CONSENSYS

Payments

VOLKSWAGEN PAYMENTS S.A.   vivawallet   CANDEX

Checkbook   icon solutions   ppro   FitBank

Trading & investment

Nutmeg.   OpenInvest   Arcesium   GEOWEALTH

MerQube   wematch.live   Zanbato

* indicates multiple investment rounds

Dig deeper into this strategy map ↗

Mastercard's Strategy Map

We mined Mastercard's acquisitions, investments, and partnerships since Q1'20 to discern its strategic priorities.

Categories listed are not exhaustive of all of Mastercard's activity.

mastercard

Acquisition

Investment

Partnership

Banking

Finicity | GREENWOOD | MOCAFI | 🏍

synctera | temenos | zeta

Blockchain & crypto

CIPHERTRACE | coinbase | CONSENSYS | GEMINI

iMMUTABLE | mercado libre | nexo

Credit & lending

aplazo | DEMICA | LWS Kashat | postpay | zilch

Cybersecurity

cytegic | EKATA | ENVEIL ENCRYPTED VEIL | PICUS | SIGNZY

TrustStamp | Juvo

Payment infrastructure

arcus | Aevi | deserve | episodesix

MARQETA

CBINSIGHTS

Dig deeper into this strategy map ↗

Munich Re's Strategy Map

We mined Munich Re's acquisitions, investments, and partnerships since Q3'20 to discern its strategic priorities.

Categories listed are not exhaustive of all of Munich Re's activity in the period.

Categories include investment activity from Munich Re Ventures.

Munich RE

Climate tech
- Salient
- twelve *
- Cloud to Street
- CoreLogic
- FarmersEdge
- howden
- SKYLINE PARTNERS

Cybersecurity & privacy
- at bay *
- CERTX
- ghost
- spectrum labs
- Allianz
- Google Cloud
- OneDegree
- SEPIO SYSTEMS

Equipment breakdown prevention
- AUGURY *
- HELIXintel
- SUPER
- TRUMPF
- WHISKERLABS

Life & health
- CLARETO
- GroupHEALTH Benefit Solutions
- airdoctor
- azos
- futurefamily
- EvolutionIQ
- ExamOne
- FingerMotion
- SPARTASCIENCE

Mobility
- HDVI *
- OKAPIORBITS
- ShipIn
- SPAN *
- netradyne

Property & casualty
- ACKO *
- FloodFlash
- Inspectify
- ManyPets
- NEXT INSURANCE
- AKUR8
- ASCENT
- obie
- SPRUCE

- 🟢 Acquisition
- 🔵 Investment
- 🟣 Partnership

CBINSIGHTS

*indicates multiple investment rounds

Dig deeper into this strategy map

34

Nubank Strategy Map

We mined Nubank's investments, acquisitions, and partnerships since Q1'19 to discern its strategic priorities.
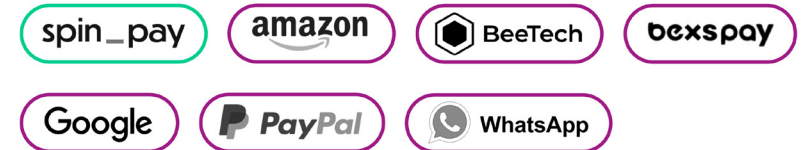
Digital banking & lending

AKALA FINANCIERA | JUNTOS | Olivia | AkinTec

Dbank | Jupiter * | creditas

Investment platforms & crypto

easynvest | PAXOS

● Acquisition

● Investment

● Partnership

Payments

spin_pay | amazon | BeeTech | bexspay

Google | PayPal | WhatsApp

*indicates multiple investment rounds in the period

Dig deeper into this strategy map ↗

STRATEGY MAP

PayPal

We mined PayPal's acquisitions, investments, and partnerships since Q1'20 to discern its strategic priorities.

Categories listed are not exhaustive of all of PayPal's activity in the period.

PayPal

Payment acceptance
paymob. · stitch · MFS AFRICA · PayNearMe · prupay · Spreedly · stripe

E-commerce & POS
Happy Returns · CARRO · cart.com · hey · Shiprocket · shopware · Skipify · amazon · ebay · ExpandCart · mercado livre · SurfStitch

Banking
neon · tink · VNLIFE · CHASE · USbancorp · nab · Nubank · WELLS FARGO

Lending
paidy · TALA · EarlySalary · FLEXILOANS

Crypto & blockchain
curv · ANCHORAGE DIGITAL · Layer Zero. · PAXOS · TALOS · TAXbit · TRM · bitFlyer

🟢 Acquisition
🔵 Investment
🟣 Partnership

CB INSIGHTS

Dig deeper into this strategy map ↗

SoFi Strategy Map

We mined SoFi's acquisitions, investments, and partnerships since Q2'17 to discern its strategic priorities.

Categories listed are not exhaustive of all of SoFi's activity.

SoFi
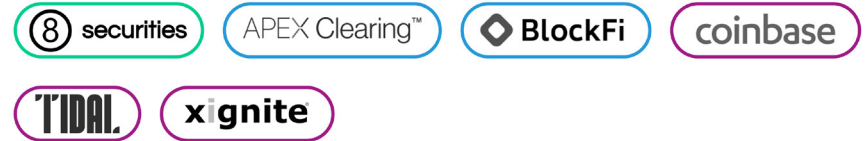
● Acquisition

● Investment

● Partnership

Banking
- GALILEO
- GOLDEN PACIFIC BANK
- technisys
- The Bancorp
- mastercard
- SAMSUNG

Insurance
- Ladder
- Lemonade
- Root Insurance Co

Investing
- securities
- APEX Clearing™
- BlockFi
- coinbase
- TIDAL
- xignite

Lending
- lantern by SoFi
- Edmit
- Caribou
- PAGAYA

CBINSIGHTS

Dig deeper into this strategy map ↗

Stripe's Strategy Map

We mined Stripe's acquisitions, investments, and partnerships since Q3'19 to discern its strategic priorities.

Categories listed are not exhaustive of all of Stripe's activity in the period.

stripe

● Acquisition

● Investment

● Partnership

Accounting & billing

TaxJar · pilot · ARIA
ClearBooks · JOBBER · VISA · zuora

B2B payments & sales

ACCORD · ba/ance* · stedi
GROVARA · keap

Banking

CUENCA · monzo · step* · wave
BARCLAYS · citigroup · EVOLVE · Goldman Sachs

BNPL & credit cards

ramp* · afterpay · alchemy · four
JCB · quadpay · ramp · splitit

E-commerce & POS

paystack · Fast* · paymongo* · Rapyd
Safepay · HIVEWAY · lightspeed · salesforce · Spreedly

CBINSIGHTS

* indicates multiple investment rounds

HEALTHCARE

CVS Health Strategy Map

We mined CVS Health's acquisitions, investments, and partnerships to discern its strategic priorities.

Categories listed are not exhaustive of all of CVS Health's activity.

Care coordination & chronic disease management
- Omnicare
- myHealthTeams
- UNITE US
- OSHI HEALTH
- Livongo
- virta

Diagnostics & therapeutics
- lumiraDx
- Big Health
- Hello Heart
- TEMPUS

Health IT
- novologix
- avaneer HEALTH
- HEALTHEDGE
- Quest Analytics

Home health
- Coram
- elemy
- Landmark
- WellBe SENIOR MEDICAL
- Cancer Treatment Centers of America

Virtual care
- Workit Health
- Alma
- amwell
- dr. on demand
- mozzaz
- Parsley Health
- Teladoc HEALTH

Legend:
- 🟢 Acquisition
- 🔵 Investment
- 🟣 Partnership

CB INSIGHTS

Dig deeper into this strategy map ↗

Johnson & Johnson's Strategy Map

We mined Johnson & Johnson's acquisitions, investments, and partnerships since Q1'20 to discern its strategic priorities.

Categories listed are not exhaustive of all of J&J's activity in the period.

Johnson & Johnson

Consumer health
DERMALA® | SUNDAY ∥ SUNDAY | 3°

Diagnostics
binx | cue | Paige | Optellum

Digital therapeutics
PIVOT | Koa Health | vivante HEALTH

Drug discovery
Insilico Medicine | Qu & Co

Real-world data
AETION | DATAVANT | DATAVANT
TEMPUS | Verana Health

Surgical support
VERB SURGICAL | Iterative Scopes | Mauna Kea Technologies | TECHSOMED

● Acquisition
● Investment
● Partnership

CBINSIGHTS

Dig deeper into this strategy map ↗

Optum's Strategy Map

We mined Optum's acquisitions, investments, and partnerships since Q1'14 to determine its strategic priorities.

Categories listed are not exhaustive of all Optum's activity in the period.
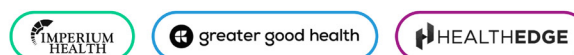
Optum

🟢 Acquisition
🔵 Investment
🟣 Partnership

CBINSIGHTS

Behavioral health — AbleTo | REFRESH Mental Health | brightline | Alma | talkspace

Care coordination — HEALTH [at] SCALE TECHNOLOGIES | lumeon | Medallion | buoy

Remote patient monitoring — vivifyhealth | DUOS | EQUIP | MEDALOGIX | CarePredict

Value-based care — IMPERIUM HEALTH | greater good health | HEALTHEDGE

Virtual care — Audax health | RALLY | loop | mPulse mobile | vira

Dig deeper into this strategy map ⬀

INDUSTRIALS

BASF's Strategy Map

We mined BASF's acquisitions, investments, and partnerships since Q2'17 to discern its strategic priorities.

Categories listed are not exhaustive of all of BASF's activity in the period.
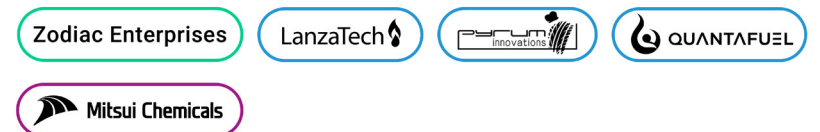

Additive Manufacturing

ADVANC3D Materials · sculpteo · SETUP PERFORMANCE · bigrep · ESSENTIUM · Prismlab · bigrep · ESSENTIUM · Impossible Objects · Innofil3D · nexa3D · shapeways*

Agtech

ASL · CLOUDFARMS · ZedX INC · computomics · 7AVISION · EQUINOM · Hummingbird Technologies · PROVIVI · SmartAHC · urban kisoon · ADIFO SOFTWARE · AgBiome · Pessl · Tropic Biosciences · Vipergen

Battery Tech

Coreshell · ESS INC · Group14 Technologies · CATL · DAIMLER · eramet · fortum · NGK INSULATORS, LTD. · NORNICKEL · SUEZ · SVOLT · Volkswagen · 杉杉股份 Shanshan

Carbon Reduction Tech

SOLIDIA · CITRINE · eni · THE LINDE GROUP · sabic

Recycling Tech

Zodiac Enterprises · LanzaTech · Pyrum Innovations · QUANTAFUEL · Mitsui Chemicals

Legend

- 🟢 Acquisition
- 🔵 Investment
- 🟣 Partnership
- 🔵 Joint Venture

Dig deeper into this strategy map ↗

* indicates multiple investment rounds

CBINSIGHTS

Chevron's Strategy Map

We mined Chevron's acquisitions, investments, and partnerships since Q1'19 to discern its clean energy strategic priorities.

Categories listed are not exhaustive of all of Chevron's activity in the period.
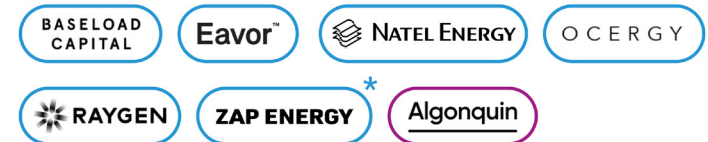
Chevron

Acquisition

Investment

Partnership

Carbon capture & biogas

Neste - Nexbase | Blue Planet | carbon clean | Carbon Engineering

RAVEN | Starfire Energy | Svante * | BRIGHTMARK

BUNGE | CALIFORNIA BIOENERGY

Hydrogen

hydrogenious LOHC TECHNOLOGIES | MAGNUM Development | MITSUBISHI POWER | TOYOTA

Renewable energy

BASELOAD CAPITAL | Eavor | NATEL ENERGY | OCERGY

RAYGEN | ZAP ENERGY * | Algonquin *

Electrification of transportation
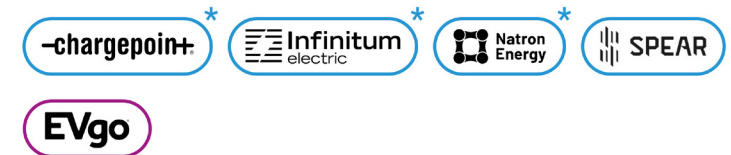
chargepoint * | Infinitum electric * | Natron Energy * | SPEAR *

EVgo

CBINSIGHTS

* indicates multiple investment rounds

Enel's Strategy Map

We mined Enel's acquisitions, investments, and partnerships since Q1'20 to discern its strategic priorities.

Categories listed are not exhaustive of all of Enel's activity.

enel

● Acquisition

● Partnership

EV charging
- Biogen
- element
- EnergyHub
- GROUPE RENAULT
- HiON
- JAGUAR / LAND ROVER
- Merchants FLEET
- nationalgrid
- Stable
- TRITIUM
- Virtual Peaker
- Volkswagen
- WM MOTOR

Payments
- CPP CityPoste Payment ISTITUTO DI PAGAMENTO
- mooney SisalPay
- eni
- HUBJECT
- PIRELLI
- Telepass

E-mobility
- ARRIVAL
- HELBIZ
- IVECO

Grid storage
- ARDIAN
- EATON
- ESS INC
- gogoro
- INWIT
- LARGO + CLEANENERGY
- NISSAN MOTOR CORPORATION
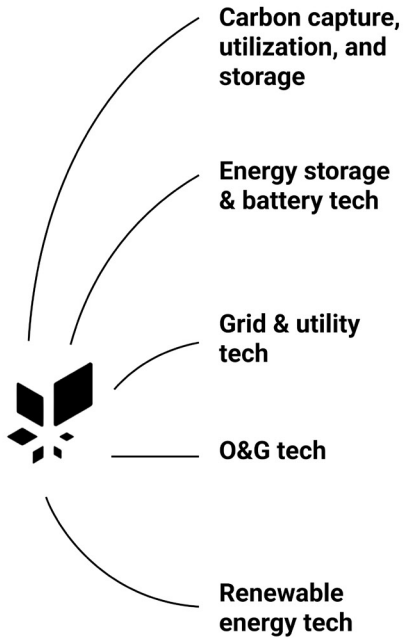
Hydrogen
- FINCANTIERI
- FNM la vita in movimento
- NextChem
- SARAS

CBINSIGHTS

Equinor's Strategy Map

We mined Equinor's acquisitions, investments, and partnerships since Q1'19 to discern its strategic priorities.

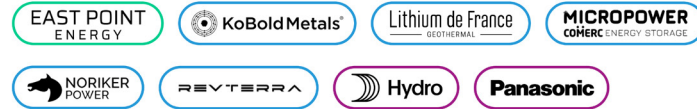Categories listed are not exhaustive of all Equinor's activity in the period.

equinor

- Carbon capture, utilization, and storage
- Energy storage & battery tech
- Grid & utility tech
- O&G tech
- Renewable energy tech

Carbon capture, utilization, and storage
carbon clean · HYPERION GLOBAL ENERGY · DNV · Horisont energi · fluxys
vår energi

Energy storage & battery tech
EAST POINT ENERGY · KoBold Metals · Lithium de France GEOTHERMAL · MICROPOWER COMERC ENERGY STORAGE
NORIKER POWER · REVTERRA · Hydro · Panasonic

Grid & utility tech
eSmart SYSTEMS · LevelTen Energy · SUNVERGE

O&G tech
EARTH SCIENCE ANALYTICS · Interface FLUIDICS · SCOUTDI · SeekOps · vaarst
ardyne · Crusoe

Hydrogen
TRITON POWER · ELECTRIC HYDROGEN · H2 SITE · Mainspring
Sapphire TECHNOLOGIES · SYZYGY PLASMONICS · Air Liquide · BKK
CADENT · drax · ENGIE · gasunie · Horisont energi
nationalgrid partners · RWE · Shell · sse

Offshore wind
SKYSPECS · ROVCO · bp · 中国電力国際発展有限公司 CHINA POWER INTERNATIONAL DEVELOPMENT LIMITED · ConocoPhillips
Green Giraffe · KOREA EAST-WEST POWER CO.,LTD. · KNOC KOREA NATIONAL OIL CORPORATION · PENSANA LSE : PRE Plc · petoro · res
Shell · SINTEF · TECHNIP ENERGIES · TotalEnergies · vårgrønn

Other
wento wind energy · Commonwealth Fusion Systems · OXFORD PV The Perovskite Company · YELLOW DOOR ENERGY

● Acquisition
● Investment
● Partnership

Dig deeper into this strategy map ↗

FedEx's Strategy Map

We mined FedEx's investments, acquisitions, and partnerships since 2017 to discern its strategic priorities.

Categories listed are not exhaustive of all activity in the period.

FedEx

Acquisition

Investment

Partnership

Autonomous logistics

Cell Propulsion · Aurora · chanje · DEKA · nuro · PACCAR

Delivery, dropoff, & storage

DOLLAR GENERAL · Staples · Walgreens · Walmart

Digital freight matching

cargex we go far · FREIGHTOS · Logistyx TECHNOLOGIES

E-commerce logistics & fulfillment

fc · P2P · SHOPRUNNER · DELHIVERY · Adobe · BIGCOMMERCE · BlueSnap · salesforce · shippit · shippo

Supply chain visibility

FedEx Logistics · Microsoft

Warehouse automation

BERKSHIRE GREY · PLUS ONE ROBOTICS · YASKAWA 安川電機

CBINSIGHTS

Dig deeper into this strategy map ⧉

John Deere's Strategy Map

We mined John Deere's acquisitions, investments, and partnerships since Q1'17 to discern its strategic priorities.

Categories listed are not exhaustive of all John Deere's activity in the period.

JOHN DEERE

- ● Joint venture
- ● Acquisition
- ● Investment
- ● Partnership

Autonomous tractor tech

SurePaint Ag Systems | BEAR FLAG ROBOTICS | BLUE RIVER TECHNOLOGY | light

EARTHSENSE AGRICULTURAL INTELLIGENCE | fieldin | Teleo

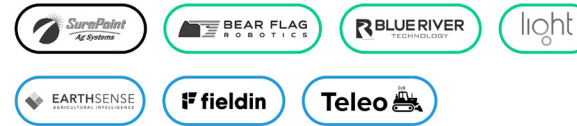**Carbon capture, utilization, and storage (CCUS)**

Nori | SUMMIT CARBON SOLUTIONS

Farm management software

HARVEST profit | DataFarm | NVisionAG | ucrop.it | cropx

FarmersEdge | FieldMicro | Field to Market | GoldenHarvest

Pessl INSTRUMENTS | RAZOR TRACKING | regrow | samsara

Robots & drones

GUSS | BURRO | FOUR GROWERS | kespry | VOLOCOPTER

Sensor systems

FaunaPhotonics | SCANIT TECHNOLOGIES | GEE DEVICE | YARD STICK Soil Carbon Revealed

Automotive tech

ClearFlame ENGINE TECHNOLOGIES | KREISEL

CB INSIGHTS

* For companies receiving support from the Deere Startup Collaborator: Deere Startup Collaborator does not explicitly fund startups participating in its accelerator, though it is part of the company's investment in exploring tech.

Dig deeper into this strategy map ↗

Ryder Strategy Map

We mined Ryder's acquisitions, investments, and partnerships since Q1'18 to discern its strategic priorities.

Categories listed are not exhaustive of all of Ryder's activity in the period.

Ryder®

- 🟢 Acquisition
- 🔵 Investment
- 🟣 Partnership

Auto & electric vehicles

Gatik | ABB + InCharge | EMBARK
tu simple | WAYMO

E-commerce & logistics

BATON | Midwest Warehouse & DISTRIBUTION SYSTEM | MXD GROUP | whiplash
Ohi | BED BATH & BEYOND | KraftHeinz | fetch robotics
TURVO

Trucking solutions

METRO TRUCK & TRACTOR LEASING | SmartHop | BRIDGESTONE
KETRA LINKED LOGISTICS | shoreham port | Uber | WORK TRUCK SOLUTIONS

Schneider Electric's Strategy Map

We mined Schneider Electric's acquisitions, investments, and partnerships since Q3'20 to discern its strategic priorities.

Categories listed are not exhaustive of all of Schneider Electric's activity in the period.

Schneider Electric

Oil & gas — DORiS Group · prisma photonics · MCDERMOTT

Industrial IoT — AVEVA · GUARDIAN GLASS · intel · UL

Data center energy management — AVNET · CHILLDYNE · Stratus Technologies · STTelemedia Global Data Centres

Building management — RIB · CLAROTY · Mantunsci · sense · LIVSPACE · VELUX

Grid management — AutoGrid · OKRA · OORJA · AlphaStruxure · Microsoft Azure · workbench ENERGY

Renewable energy & hydrogen — energysage · greenyellow · Hitachi Energy · storengy

EV charging — DCSystems · evconnect · gm general motors · Inchcape · PACCAR · SKIDATA

Legend:
- 🟢 Acquisition
- 🔵 Investment
- 🟣 Partnership

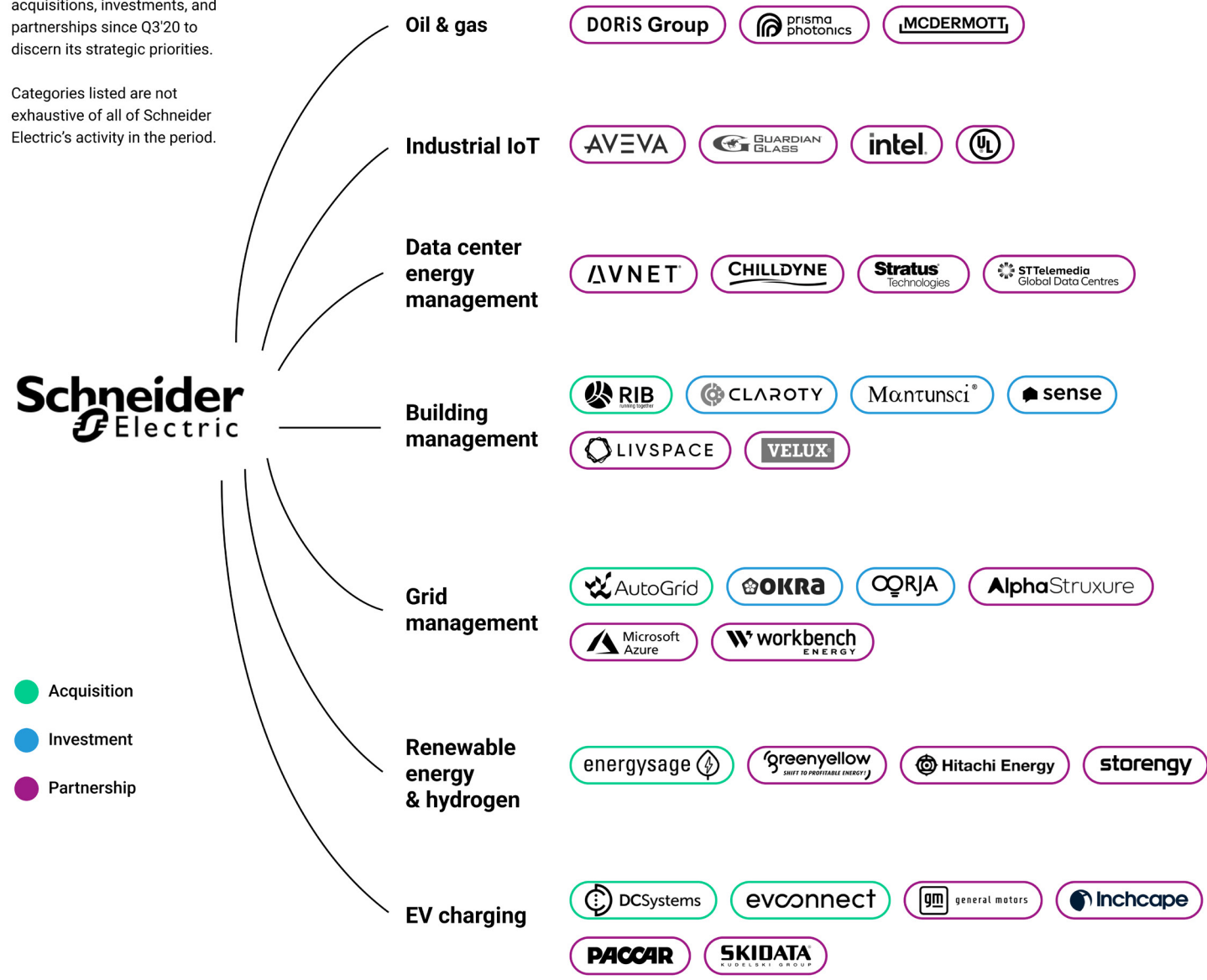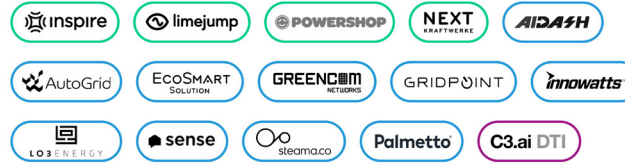**Dig deeper into this strategy map** ↗

Shell's Strategy Map

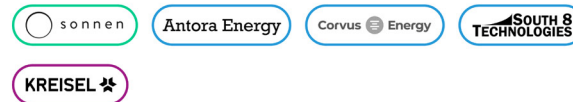We mined Shell's acquisitions, investments, and partnerships since Q1'19 to discern it's strategic priorities.

Categories listed are not exhaustive of all Shell's activity in the period.

Grid & utility tech

inspire · limejump · POWERSHOP · NEXT KRAFTWERKE · AIDASH

AutoGrid · EcoSmart Solution · GREENCOM NETWORKS · GRIDPOINT · innowatts

LO3 ENERGY · sense · steama.co · Palmetto · C3.ai DTI

Energy storage & battery tech

sonnen · Antora Energy · Corvus Energy · SOUTH 8 TECHNOLOGIES

KREISEL

Electric vehicle tech

greenlots · ubitricity · AMPLE · XCHARGE · ENERGY MARKET AUTHORITY

HYUNDAI · PORSCHE

Renewable energy

Hydrogen

Celadyne · I-N-M-R · VERDAGY · ZEROAVIA

DAIMLER · Hydro · ITM POWER · IVECO · MITSUBISHI HEAVY INDUSTRIES

OMV · VATTENFALL · VOLVO

Biofuels

FORGE HYDROCARBONS · nordsol · PRESPL · Enerkem

renewi · world energy

Carbon capture, utilization, and storage (CCUS)

SelectCarbon · DAPHNE TECHNOLOGY · LanzaJet

Chemical recycling

AMG · BLUEALP

Legend:
- ● Joint venture
- ● Acquisition
- ● Investment
- ● Partnership

CBINSIGHTS

Tesla's Strategy Map

We mined Tesla's acquisitions, investments, and partnerships since Q1'17 to discern its strategic priorities.

Categories listed are not exhaustive of all of Tesla's activity in this period.

T E S L A

Automotive

Autonomous driving

DEEPSCALE AMD TOYOTA

Electric vehicle charging infrastructure

FASTNED TARGET

Connected vehicle tech

Baidu 百度 Liberty Mutual INSURANCE

Electric vehicle battery tech

ATW automatisiert Ihre Prozesse HIBAR SYSTEMS LIMITED Maxwell TECHNOLOGIES

Sillion spi Springpower International Inc. Panasonic

Energy generation & storage

Grid-scale energy storage

bp Genex neoen renewing energy

Vestas windlab

Solar-powered bitcoin mining

BLOCK Blockstream

Virtual power plants

EDISON INTERNATIONAL Government of South Australia GREEN MOUNTAIN POWER

Liberty Nova Scotia POWER An Emera Company PG&E swell

- ● Acquisition
- ● Investment
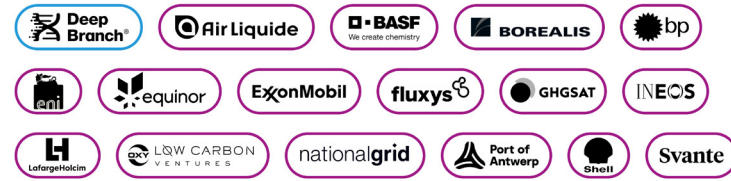- ● Partnership

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TotalEnergies' Strategy Map

We mined TotalEnergies' acquisitions, investments, and partnerships since Q1'18 to discern it's strategic priorities.

Categories listed are not exhaustive of all TotalEnergies' activity in the period.
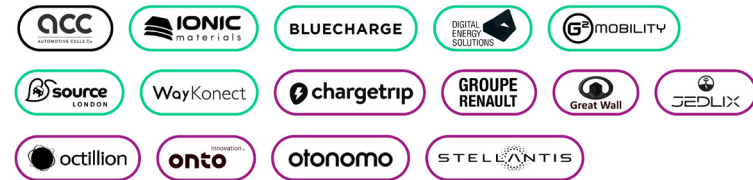
TotalEnergies

Carbon capture, utilization, and storage

Deep Branch · Air Liquide · BASF We create chemistry · BOREALIS · bp
eni · equinor · ExxonMobil · fluxys · GHGSAT · INEOS
LafargeHolcim · LOW CARBON VENTURES · nationalgrid · Port of Antwerp · Shell · Svante

Chemical recycling

PLASTIC ENERGY · Circulor · CITEO · intraplás · MARS
Nestlé · PACCOR · PURECYCLE · Recycling Technologies · yoplait

Electric vehicle tech

acc AUTOMOTIVE CELLS Co · IONIC materials · BLUECHARGE · DIGITAL ENERGY SOLUTIONS · G²MOBILITY
Source LONDON · WayKonect · chargetrip · GROUPE RENAULT · Great Wall · JEDLIX
octillion · onto innovation · otonomo · STELLANTIS

Grid & utility tech

GO ELECTRIC · AutoGrid · GridBeyond · LevelTen Energy · powerhive
SPARKMETER · ZOLA

Hydrogen tech

H2MOBILITY · HYZON · sunfire · ENGIE · DAIMLER TRUCK
Fraunhofer · Masdar · SIEMENS energy

Renewable energy

Clean Energy · SUNPOWER* · SOLSTICE INITIATIVE · SAFRAN · VEOLIA

Dig deeper into this strategy map ↗

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*TotalEnergies acquired SunPower's Commercial & Industrial Solutions business

About this book

The strategy maps in this book were built by the nerds at CB Insights.

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