

# 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**

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## 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](http://www.cbinsights.com).

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01

# BIG TECH

# Amazon's Healthcare Strategy Map

We mined Amazon's acquisitions, investments, and partnerships since 2018 to discern its strategic priorities.

Categories listed are not exhaustive of all of Amazon's activity in this period. Categories include investment activity from Amazon Web Services (AWS) and the AWS Healthcare Accelerator.



## Direct & pay-per-use primary care



## Health data & analytics



## Pharmacy



## Remote monitoring



## Therapeutics & wellness



- Acquisition
- Investment
- Partnership

Dig deeper into this strategy map [↗](#)

# Amazon's Retail Strategy Map

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

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



- Acquisition
- Investment
- Partnership

## Metaverse and web3 shopping



## Omnichannel enablement



## Online grocery



## Supply chain, fulfillment, & logistics



## Zero-emission delivery

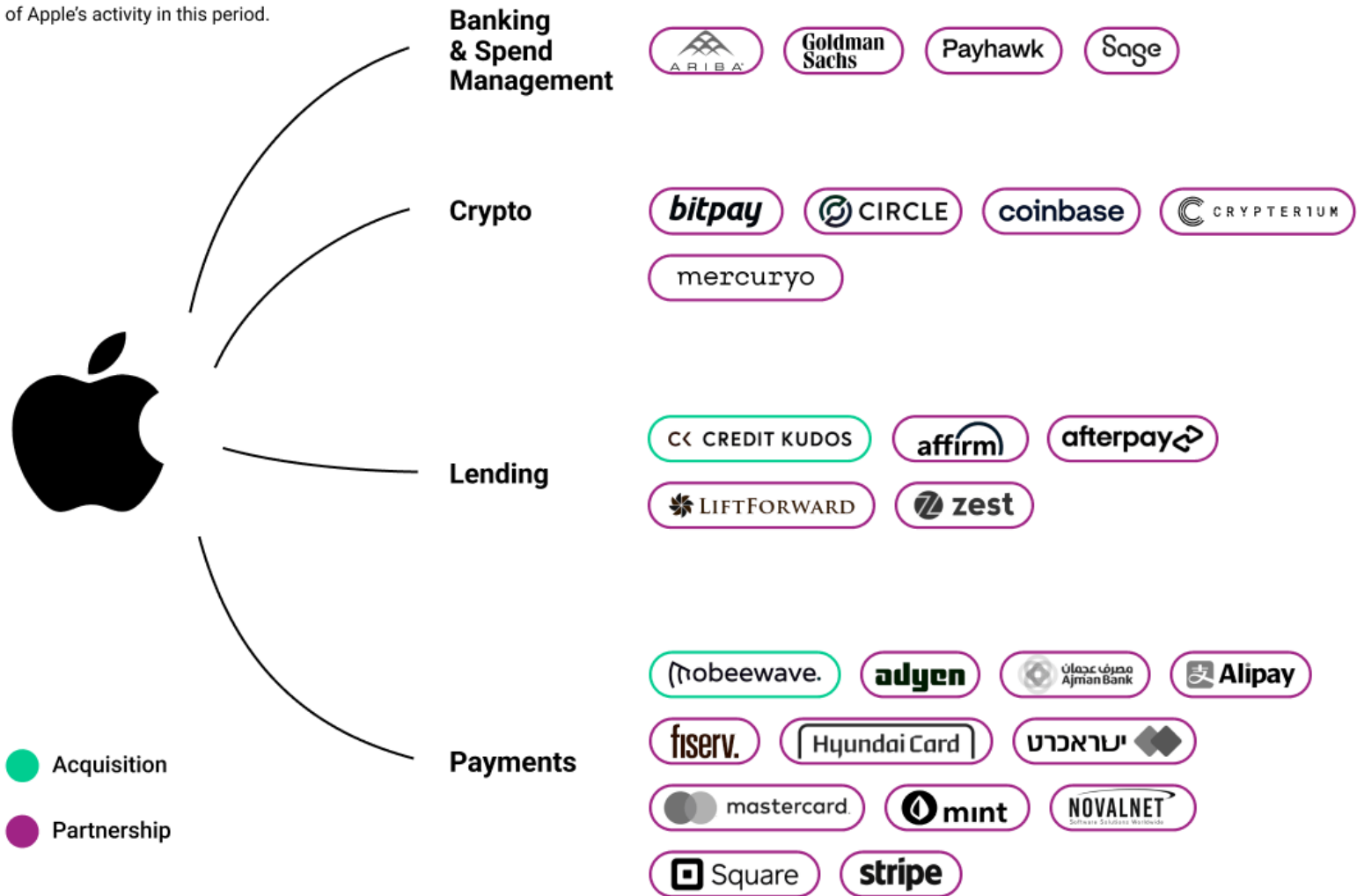


\*indicates multiple investment rounds in the period

Dig deeper into this strategy map [↗](#)

# Apple's Fintech Strategy Map

We mined Apple's fintech acquisitions and partnerships since 2016 to discern its strategic priorities. Categories listed are not exhaustive of all of Apple's activity in this period.



Dig deeper into this strategy map [↗](#)

# Microsoft's Supply Chain Strategy Map

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

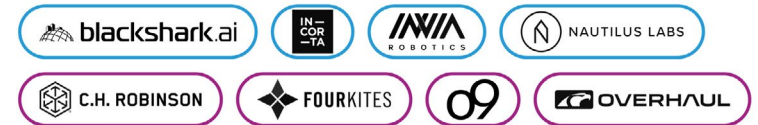
Categories listed are not exhaustive of all of Microsoft's activity in this period.



- Acquisition
- Investment
- Partnership



## Supply chain visibility



## Demand planning & procurement



## Logistics & fleet management



Dig deeper into this strategy map [↗](#)



# Netflix's Strategy Map

We mined Netflix's acquisitions, investments, and partnerships since Q1'21 to discern its strategic priorities.

Companies listed are not mutually exclusive or exhaustive of Netflix's activity in this period.

## NETFLIX

### Ad tech



### Consumer products



### Digital content



### Gaming



- Acquisition
- Partnership

Dig deeper into this strategy map [↗](#)

# NVIDIA's Strategy Map

We mined NVIDIA's acquisitions, investments, and partnerships since Q1'21 to discern its strategic priorities.

Categories listed are not mutually exclusive or exhaustive of all of NVIDIA's activity in this period.



## AI & machine learning

[..]animatico DOMINO H2O.ai kore.ai  
WEKA Deloitte  
Fujitsu + Google + MAVENIR + Radisys + WNDVR  
LANDING AI open robotics ORACLE + TONOMUS, NEOM

## Autonomous driving

DEEPMAP Outrider HESAI  
JAGUAR LAND ROVER U Power 一径科技 ZVI/ION

## Cloud & data infrastructure

PLIOPS VAST DELL + vmware  
Microsoft Red Hat

## Digital twins

Kroger LOCKHEED MARTIN LOWE'S Quest  
SIEMENS

## Healthcare

ACTIV SURGICAL absci AstraZeneca + UF UNIVERSITY OF FLORIDA  
ULTIMA GENOMICS

## Quantum & high-performance computing

Bright Computing Excelero rescale  
CLASSIQ intel Los Alamos NATIONAL LABORATORY  
PASQAL QST XANADU

- Acquisition
- Investment
- Partnership

Dig deeper into this strategy map [↗](#)

02

# CONSUMER & RETAIL

# 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.



## Cross-border commerce

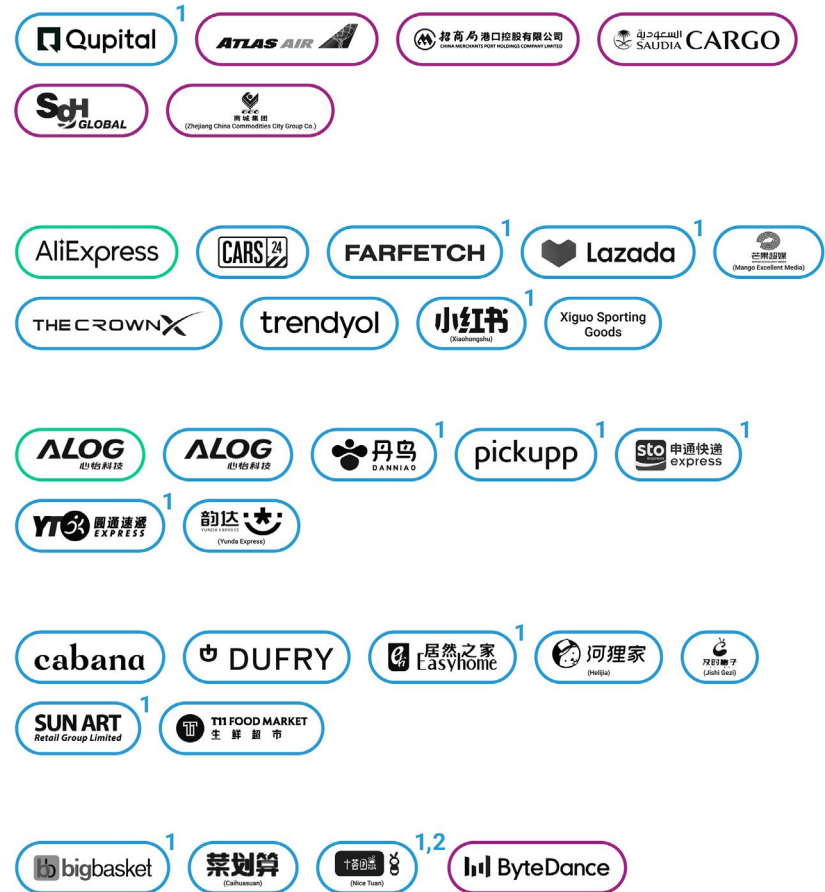
## E-commerce

## Express logistics

## Omnichannel retail

## Online grocery

- Acquisition
- Investment
- Partnership



<sup>1</sup> indicates multiple investment rounds  
<sup>2</sup> company is no longer active

Dig deeper into this strategy map [↗](#)

# Chipotle's Strategy Map

We mined Chipotle's investments and partnerships since Q1'19 to discern its strategic priorities. Categories listed are not exhaustive of all of Chipotle's activity in this period.



## Food waste & traceability



## Gaming & the metaverse



## Operations automation & robotics



## Payments & rewards



- Investment
- Partnership



Dig deeper into this strategy map [↗](#)

# eBay's Strategy Map

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

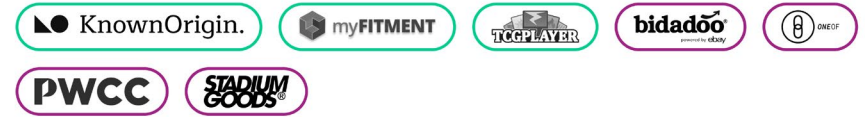
Categories listed are not exhaustive of all of eBay's activity in the period.

eBay

## Authentication services



## Category specialists



## Payment & financing



## Shipping & fulfillment enablement



- Acquisition
- Partnership

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\*indicates an acquisition of Sneaker Con Digital's authentication business only

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# Instacart's Strategy Map

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

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



## Digital advertising

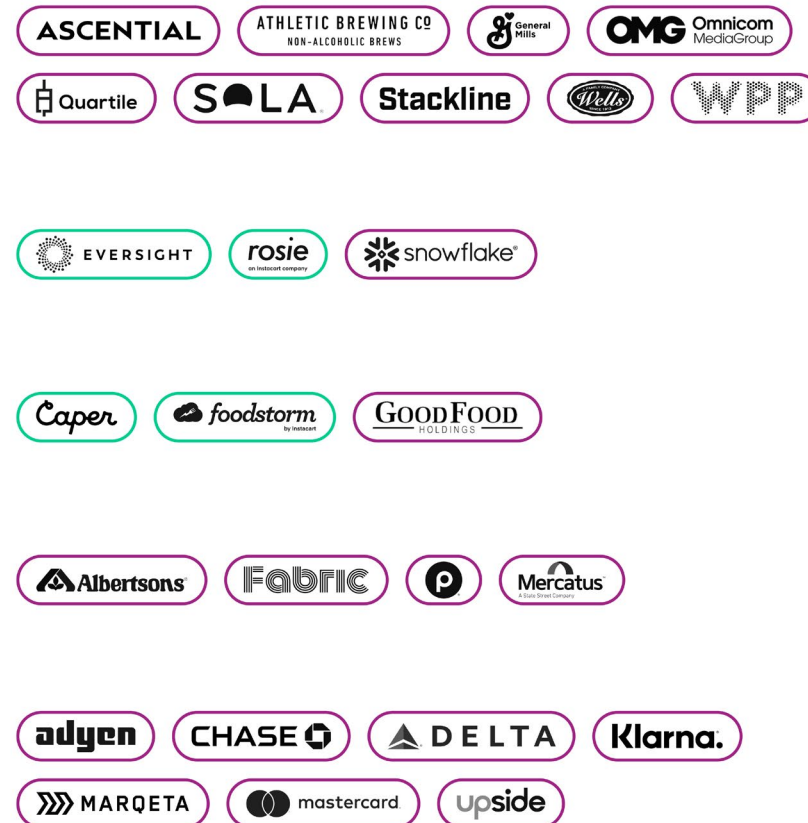
## E-commerce enablement

## In-store tech

## Omnichannel fulfillment

## Payments & rewards

- Acquisition
- Partnership



Dig deeper into this strategy map [↗](#)

# LVMH's Strategy Map

We mined LVMH's acquisitions, investments, and partnerships since Q1'21 to discern its strategic priorities.

Companies and categories listed are not exhaustive of LVMH's activity in this period.

# LVMH

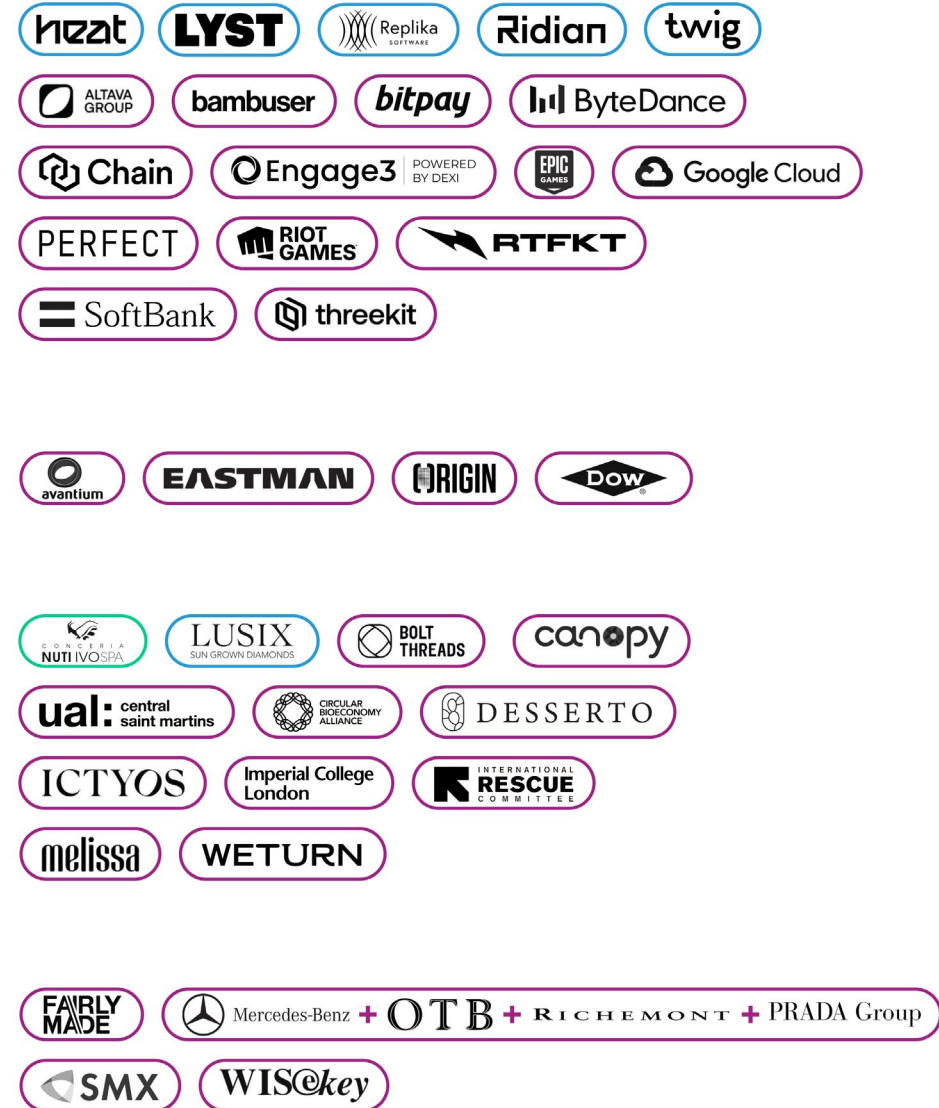
## Digital experiences

## Sustainable beauty

## Sustainable materials

## Traceability tech

- Acquisition
- Investment
- Partnership



Dig deeper into this strategy map [↗](#)



# PepsiCo's Strategy Map

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

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



**PEPSICO**

## Sourcing and production

## Logistics

## Packaging

## Waste management

● Investment

● Partnership

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# Shopify's Strategy Map

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

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



## E-commerce infrastructure

Dovetale
 Remix
 codat
 single
 stripe

thirdweb
 affirm
 支付宝 ALIPAY
 Microsoft

## Marketing & personalization tools

Crossing Minds
 gorgias
 klaviyo
 SANITY

WATI
 yotpo.

## New sales channels

ByteDance
 Google
 JD.COM
 Meta
 NETFLIX

Pinterest
 Roku
 Twitter
 Walmart

## Shipping & fulfillment enablement

6 RIVER SYSTEMS
 Deliverr
 flexport.
 loop

swyft

- Acquisition
- Investment
- Partnership



Dig deeper into this strategy map [↗](#)

**03**

# FINTECH

# Affirm's Strategy Map

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

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



## E-commerce & retail



## Payments



## Travel & hospitality



- Acquisition
- Investment
- Partnership



Dig deeper into this strategy map [↗](#)

# Block's Strategy Map

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

Categories listed are not exhaustive of all of Block's activity in this period. Partnerships listed include those made with Block, Square, and Cash App.



**BLOCK**

## Blockchain & crypto



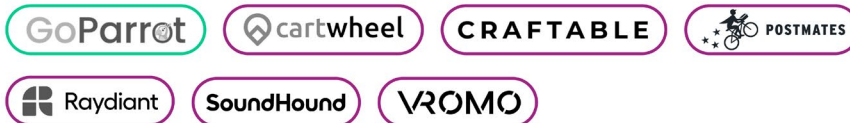
## Creator economy



## Mobile payments & cards



## Restaurant tech



## Small business payments & banking



- Acquisition
- Investment
- Partnership



Dig deeper into this strategy map [↗](#)

# Goldman Sachs' Strategy Map

We mined Goldman Sachs' acquisitions, investments, and partnerships since Q3'20 to discern its strategic priorities.

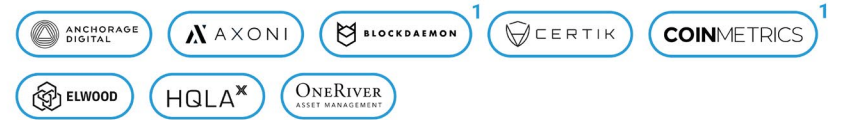
Categories and companies listed are not exhaustive of all of Goldman Sachs' activity in the period.

Categories include investment activity from both Goldman Sachs and GS Growth.



- Acquisition
- Investment
- Partnership

## Blockchain and cryptocurrency infrastructure



## Commercial payments



## Consumer financial services

Embedded consumer finance



Home and auto lending



Online marketplaces and e-commerce



## Core business growth



## Operational technology



<sup>1</sup> indicates multiple investment rounds

<sup>2</sup> applies only to General Motors' credit card business

# Nasdaq's Strategy Map

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

Categories and companies listed are not exhaustive of all of Nasdaq's activity in the period. Categories include investment activity from Nasdaq Ventures.



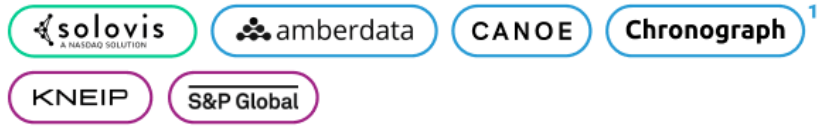
## ESG data and reporting



## Fraud detection



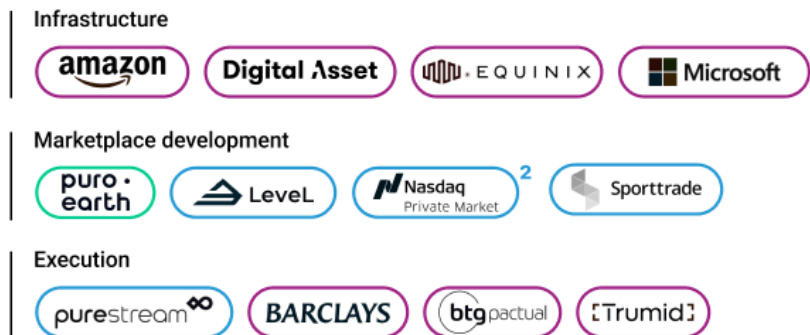
## Investment management



## Investment research



## Trading



- Acquisition
- Investment
- Partnership

Dig deeper into this strategy map [↗](#)

<sup>1</sup> indicates multiple investments  
<sup>2</sup> indicates spinoff from Nasdaq

# Santander's Strategy Map

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

Categories listed are not exhaustive of all of Santander's activity in this period. Investments listed include those made with Santander's fintech venture arm Mouro Capital.



**Santander**

## Banking & personal finance

CURVE  
 DESTACAME  
 DRIVEWEALTH  
 personetics®  
 SIGFIG

## Blockchain

ELLIPTIC  
 FNALITY...  
 agrotoken  
 IBM  
 ripple

## Digital lending

o55  
 AutoFi  
 credits  
 uncapped  
 upgrade  
 ROCKET Companies

## Liquidity & cash management

Infosys®  
 PLANIXS  
 TROVATA

## Payments & cross-border transfers

Ebury  
 MIT  
 mercury  
 Klar  
 THETARAY

- Acquisition
- Investment
- Partnership

Dig deeper into this strategy map [↗](#)



# State Farm Strategy Map

We mined State Farm's investments and partnerships since 2020 to discern its strategic priorities. Categories listed are not exhaustive of all of State Farm's activities in this period.

**State Farm**



- Investment
- Partnership



## Auto Insurance



## Financial Services



## Other Insurance



## Property Insurance



Dig deeper into this strategy map [↗](#)

# UBS's Strategy Map

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

Categories listed are neither exhaustive of all of UBS's activity in this period nor mutually exclusive. Categories also include activity from UBS Next, UBS Investment Bank, and UBS Execution Hub.



# UBS

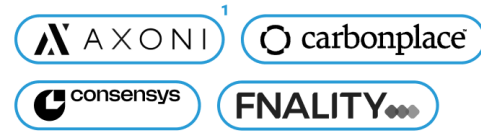
## Blockchain

## ESG investing

## Investment data & analytics

## Trading

## Wealth management



- Investment
- Partnership

Dig deeper into this strategy map [↗](#)

<sup>1</sup> Indicates multiple investments in the period  
<sup>2</sup> Indicates multiple partnerships in the period  
<sup>3</sup> Indicates multiple investments in the period

# Visa's Strategy Map

We mined Visa's acquisitions, investments, and partnerships since Q1'21 to discern its strategic priorities.

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

# VISA

## Banking

tink BASIQ belvo. Brankas  
GREENWOOD open ADIB  
alpiant الاعتقاد اللبناني CREDIT LIBANAIS Enfuce  
MAMBU ZELF

## Crypto & blockchain

Bakkt. Blockchain.com carbonplace  
CONSENSYS nebeus wirex

## Credit & lending

sileon affirm Dovly Froda  
mercury Satago Sella

## Cross-border payments

Currencycloud NIUM Remitly Promises Delivered  
deemoney paga Thunes.

## Cybersecurity

HAWK:AI LoginID sardine  
GMsecotec IDEMIA POPid

- Acquisition
- Investment
- Partnership

Dig deeper into this strategy map [↗](#)

# Wells Fargo's Strategy Map

We mined Wells Fargo's acquisitions, investments, and partnerships since 2018 to discern its strategic priorities.

Categories listed are not exhaustive of all of Wells Fargo's activity in this period. Investments listed include those made with Wells Fargo Strategic Capital.

## WELLS FARGO

- Investment
- Partnership

### Accounting & cash management automation



### Fraud, risk, & compliance



### Payments



### Open banking & data aggregation



### Wealth management



\*Indicates an investment and a partnership

Dig deeper into this strategy map [↗](#)

**04**

# HEALTHCARE

# Cigna's Strategy Map

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

Categories listed are not exhaustive of all of Cigna's activity in this period. Categories include investment activity from Cigna Ventures and Evernorth.



- Joint venture
- Acquisition
- Investment
- Partnership

## Data & analytics



## Home health

### At-home kidney care



### Other



## Hybrid & virtual care

### Mental health



### Physical therapy & chronic care



### Primary & urgent care



### Other



## Insurtech



Dig deeper into this strategy map [↗](#)

<sup>1</sup> Indicates multiple investment rounds in the period

# Mayo Clinic's Strategy Map

We mined Mayo Clinic's investments and partnerships since Q1'19 to discern its strategic priorities.

Categories listed are not exhaustive of all of Mayo Clinic's activity in this period. Categories include investment activity from Mayo Clinic Ventures and Mayo Clinic MedTech Accelerator.

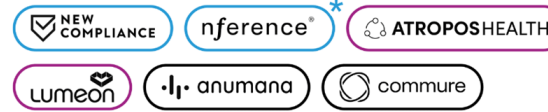


- Investment
- Partnership
- Joint Venture

## DTx & wellness



## Health data & analytics



## Monitoring & diagnostics

**Digital pathology**

**Genetic testing & sequencing**

**Radiology AI**

**Remote patient monitoring**

**Wizecare**

**Other**

## Surgical intelligence



## Virtual & hybrid care



Dig deeper into this strategy map [↗](#)

\* Indicates multiple investment rounds in the period

# Medtronic's Strategy Map

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

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

## Medtronic

- Acquisition
- Investment
- Partnership

### Artificial intelligence



### Remote monitoring



### Robotics



### Surgical intelligence



### Therapeutic delivery systems



Dig deeper into this strategy map [↗](#)



# Novartis' Strategy Map

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

Companies listed are not exhaustive of all of Novartis' activity in the period.

**NOVARTIS**

## Clinical trials






## Diagnostics
















## Digital therapeutics

## Patient access






## Real-world data






-  Acquisition
-  Investment
-  Partnership

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Dig deeper into this strategy map [↗](#)

# UnitedHealth Group Strategy Map

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

Categories listed are not exhaustive of all of UnitedHealth Group's activity.

## UNITEDHEALTH GROUP®

### Care management

Chronic & post-acute care



SDOH



### Health data & infrastructure



### RCM & VBC enablement



### Virtual care providers & digital therapeutics

Mental health



Specialized care



- Acquisition
- Investment
- Partnership



Dig deeper into this strategy map [↗](#)

**05**

# **INDUSTRIALS**

# AMD's Strategy Map

We mined AMD's acquisitions, investments, and partnerships since Q1'21 to discern its strategic priorities.

Categories are not mutually exclusive or exhaustive of all of AMD's activity in this period.

Categories include investment activity from AMD Ventures.



## AI & ML

Mipsology
Hugging Face
OctoML
  
PyTorch

## Cloud computing & data centers

PENSANDO
XILINX
RADIANARC
  
Augtera
doit
Google
  
inspur 浪潮信息
kakao i cloud
  
MAVENIR
MARVELL

## Gaming

acer
ALIENWARE
Bethesda
  
CUDOS + PHANTASMA
  
Micron + PHISON
TALON

## High-performance computing

ALTAIR
Ansys
OAK RIDGE National Laboratory
  
SIPEARL

## Industrial tech

Automotive

ETHERNOVIA
ecarx

Robotics

ACCELERATION ROBOTICS
open robotics

## Telecommunications

ERICSSON
Meta
NDI
  
Qualcomm
RENESAS
viettel

- Acquisition
- Investment
- Partnership




Dig deeper into this strategy map [↗](#)

# Arm's Strategy Map

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

Categories are not mutually exclusive or exhaustive of all of Arm's activity in this period.

# arm

-  Acquisition
-  Investment
-  Partnership

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## AI & ML





## Automotive chips










## Electronic design automation





## Enterprise & IoT infrastructure




















## ICs & SoCs









Dig deeper into this strategy map [↗](#)

# Autodesk's Strategy Map

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

Categories and companies listed are not exhaustive of all of Autodesk's activity.

Categories include investment activity from both Autodesk and Autodesk Ventures.



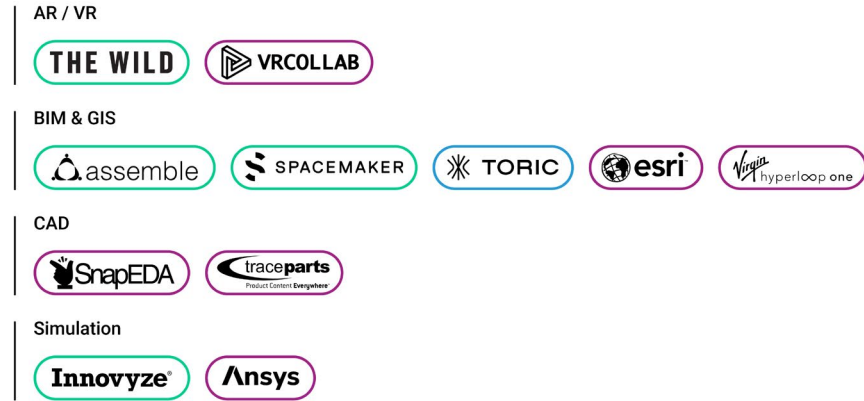
## 3D printing & CNC machining



## Digital media & entertainment



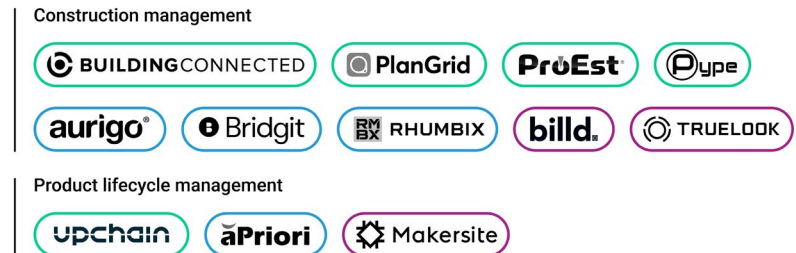
## Engineering technologies



## Manufacturing solutions



## Project management



- Acquisition
- Investment
- Partnership

Dig deeper into this strategy map [↗](#)

# Bosch's Strategy Map

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

Categories listed are not mutually exclusive or exhaustive of all of Bosch's activity in the period. Categories include investment activity from Robert Bosch Venture Capital.



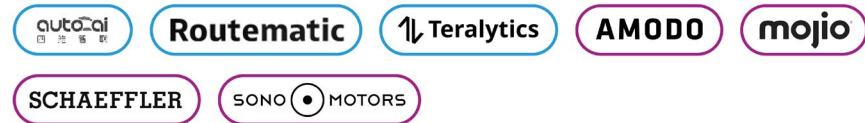
## Automotive semiconductors



## Autonomous vehicles



## Connectivity



## Electrification



- Acquisition
- Investment
- Partnership



Dig deeper into this strategy map [↗](#)

# BP's Strategy Map

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

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



## Decarbonization tech

FiniteCarbon C-Capture SOLIDIA Xpansiv  
CEMEX Mitsubishi Corporation MITSUI & CO.  
NESTE QANTAS thyssenkrupp Woodside

## Electric vehicle tech

EV charging

AMPLY THORNTONS TravelCenters of America Hotel Charging Solutions  
FREEWIRE IoTecha 电享 APCOA PARKING  
DLU SMART MOBILITY Hertz Reliance VOLKSWAGEN

Other EV tech

DLU SMART MOBILITY btr.energy Freebee LIGHTNING MOTORS ryd StoreDot

## Grid & utility tech

BLUE PRINT POWER openenergi edf\* BEYOND LIMITS Grid Edge  
rob

## Oil & gas tech

ROTECH BlueOcean SEI FLYLOGIX Satelytics  
Palantir

## Renewable energy tech

Biofuels

Clean Energy ARCHAEA ENERGY Fulcrum gasrec GBF enagas

Geothermal

Eavor

## Hydrogen

ADNOC DAIMLER TRUCK enagas IBERDROLA MASDAR  
Northern Gas Networks NYK

## Solar

7x.energy 5B JINKO POWER

## Wind

Deep Wind Offshore AKER OFFSHORE WIND equinor 丸紅株式会社 Marubeni  
Statkraft

- Joint venture
- Acquisition
- Investment
- Partnership

Dig deeper into this strategy map

\* BP acquired EDF's North American retail business.



# Caterpillar's Strategy Map

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

Categories listed are not mutually exclusive or exhaustive of all of Caterpillar's activity in this period. Categories include investment activity from Caterpillar Ventures.

## CATERPILLAR

### Batteries



### Energy efficiency



### Heavy equipment



### Hydrogen tech



### Industrial IoT



- Acquisition
- Investment
- Partnership

Dig deeper into this strategy map [↗](#)

<sup>1</sup> Acquired select assets

<sup>2</sup> Acquired the Oil & Gas division

# Exelon's Strategy Map

We mined Exelon and its subsidiaries' acquisitions, investments, and partnerships since Q1'20 to discern its strategic priorities. Categories and companies listed are not exhaustive of all of Exelon's activity in the period.



## Clean energy



## Drones



## Energy management



## EV charging



## Microgrid/ community solar



## Nuclear tech



- Investment
- Partnership

Dig deeper into this strategy map [↗](#)

# Ford's Strategy Map

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

Categories are not mutually exclusive or exhaustive of all of Ford's activity in this period.



## Commercial vehicles & services



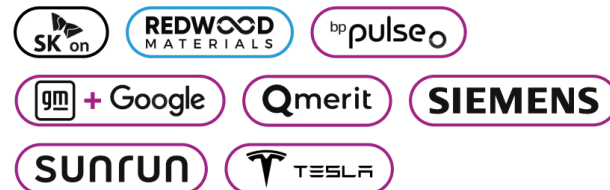
## Connectivity



## Driving automation



## Electrification



- Joint venture
- Acquisition
- Investment
- Partnership

Dig deeper into this strategy map [↗](#)










# Lockheed Martin's Strategy Map

We mined Lockheed Martin's acquisitions, investments, and partnerships since Q1 '21 to discern its strategic priorities.

Categories listed are not mutually exclusive or exhaustive of all of Lockheed Martin's activity in this period. Categories include investment activity from Lockheed Martin Ventures.

**LOCKHEED MARTIN** 

## Advanced manufacturing

## Aerospace






## AI & data analytics






## Photonics & next-gen chips





## Space tech

Satellites & telecoms






Space exploration





 Investment

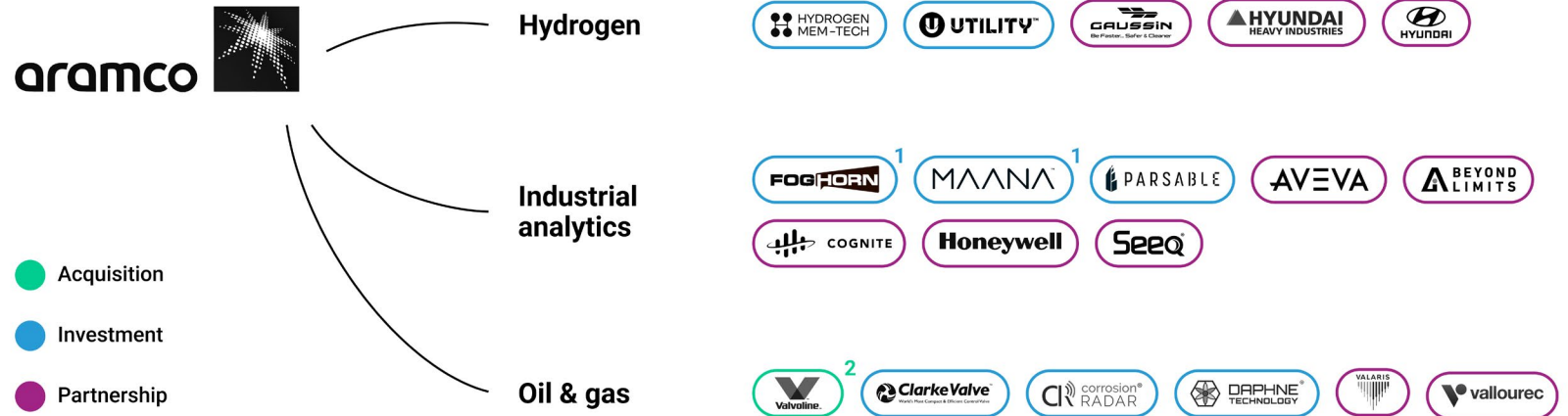
 Partnership

Dig deeper into this strategy map [↗](#)

# Saudi Aramco's Strategy Map

We mined Saudi Aramco's acquisitions, investments, and partnerships since Q1'20 to determine its strategic priorities.

Categories listed are not exhaustive of all of Saudi Aramco's activity.



<sup>1</sup> Indicates an exit

<sup>2</sup> Applies only to Valvoline's global products business

Dig deeper into this strategy map [↗](#)

# SpaceX's Strategy Map

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

Categories listed are not mutually exclusive or exhaustive of all of SpaceX's activity in this period.

# SPACEX

## Space exploration

### Space flight



### Space tech



## Telecom



## National security



- Acquisition
- Partnership



Dig deeper into this strategy map [↗](#)

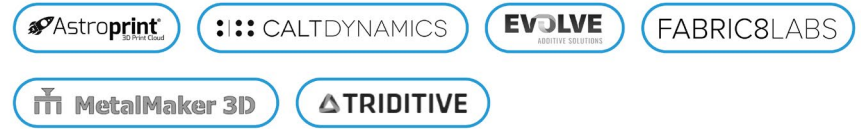
# Stanley Black & Decker Strategy Map

We mined Stanley Black & Decker's acquisitions, investments, and partnerships since Q1'18 to discern its strategic priorities.

Categories and companies listed are not exhaustive of all of Stanley Black & Decker's activity in this period. Categories include investments from Stanley Ventures. Deals are not exclusive to only one category.



## 3D printing



## Digital construction & manufacturing



## Sustainability



## Tools & power equipment



- Acquisition
- Investment
- Partnership



Dig deeper into this strategy map [↗](#)

# Toyota's Strategy Map

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

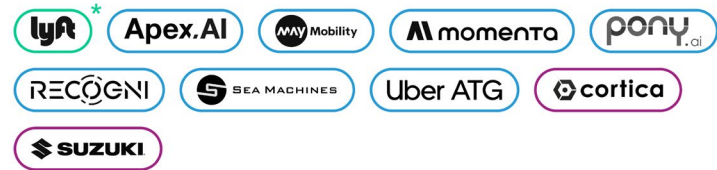
Categories and companies listed are not exhaustive of all of Toyota's activity in the period. Categories include investment activity from Toyota Ventures.



## Automation & robotics



## Autonomous vehicles



## Energy & storage



## Hydrogen



## Mobility solutions



## Semiconductors



- Joint venture
- Acquisition
- Investment
- Partnership

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\* Toyota purchased Lyft's self-driving unit.





## About this book

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

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