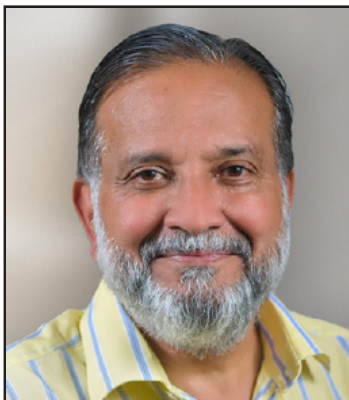


Venture Capital + Open Innovation

Shapeshifting The \$100 Tn global economy

One Hundred Trillion Dollar Blocks. Reimagining Open Value Chains.



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Amidst the present modern and synergistic global landscape, there exists an unprecedented opportunity to envision Resource to Consumer Value Chains differently. By rethinking these chains as trillion-dollar blocks and examining them at a more macro level in the form of 100s of such blocks, a broader and more definitive analysis can occur, one that scrutinizes congestion, fractures, and various chokepoints that have been regrettably

undermining the well-being of our planet, its inhabitants, and overall profitability, instead of enriching their value.

Value
from Latin valére to be of 'worth'
Dictionaries interestingly assign multiple ways to the meaning and it's usage interchangeably as a
Noun, Countable Noun, Uncountable Noun, Variable Noun, Plural Noun, Verb, Adjective.

The mathematical impact of different 'values' being assigned to a chain of effort can accrete to or decrement the overall value transferred to the ultimate beneficiaries. Taking a panoramic, wide-angled view has now found its place and organisations that can come together to orchestrate each other's competencies and working in tandem can now shapeshift economic value chains significantly.

A. VALUE SHIFTS OVER TIME. VENTURE CAPITAL BACKED.

Erich Zimmermann, the Resource economist famously said, "Resources are not. They become."

Zimmermann's postulation challenges the notion of resources as fixed and unyielding entities, instead putting forth a dynamic perspective that embraces the role of human appraisal in attributing value over time. Essentially, this paradigm shift underscores the implicit process of re-evaluating and adapting the perception of resources to align with changing contexts and values. A prime example of this phenomenon lies in coal—a resource initially deemed invaluable for its energy potential, yet we now regard it and its users with vile and venom due to its environmental impact following extensive exploitation and monetization. Consequently, there is a compelling and concerted push to reduce reliance on coal, seeking alternative sources that will soon evolve into newly valued and resourceful assets. Concurrently, as we

anticipate coal's decline as a 'sunset' resource, the Sun itself emerges as the quintessential 'Sunrise' resource.

As technologies developed to harness this 'new' resource, venture capital emerged as a key proponent in its advancements and adoption, eventually culminating to the emergence of numerous private equity-backed and publicly listed companies dedicated to establishing its value as a viable alternative to coal for energy generation. Access to solar resources prompted a fundamental reconsideration of energy storage and not just production, thereby catalysing era defining technologies and mediums such as the proliferation of Electric Vehicles for both individual and cargo transportation.

In keeping with these transformative changes, traditional 'petrol bunks' have been reimagined as 'charging' stations, marking a profound shift in not only consumer behaviour but a paradigm shift in perspective. These shifts have been fuelled by human endeavours supported by risk capital, driving innovations to achieve scalability. As consumers increasingly prioritize sustainability, they are actively reshaping the way they source and consume energy resources, contributing to the evolution of energy value chains and their environmental accountability.

The J Curve that has entailed deficit financing to make these shifts happen required venture capital over the last two decades to fuel the change in *fuel*.

Solar will soon be a ONE 'PLUS' Trillion dollar block.

The PLUS factor – From SME to SME. Beyond the economic to ecological.

Moving from a Small & Medium Scale Enterprise to a Sustainable. Meaningful. and Exceptional Scale.

B. E2E Shifts – VALUE CHAIN TRANSFORMERS – SUSTAINABLE. MEANINGFUL. EXCEPTIONAL.

Where do you Compete. Collaborate. Contribute?

Building organizations anew or towards their 2.0 versions befitting of this paradigm shift necessitates a pause for leadership to engage in contemplation and circumspection, adopting a comprehensive 360-degree approach in crafting their strategies. What emerges from this circumspection as vital, is a periodic Health Check—a diagnostic assessment. Beyond simply being producers of products or services, organizations must now articulate with greater specificity and wider context, the elements constituting their value chains, encompassing competition, collaboration, and contribution. Adopting a wide-angled perspective that extends beyond the enterprise's periphery allows for the inclusion of all actors across the value chain. Embracing a dual focus on "Resource First" and "Customer First" requires a deeper breath, filling one's lungs to slowly exhale where meaningful contributions and collaborations can occur

with clarity.

Reimagining their relevance in the Design-led - Built to Suit - Demand Fulfilment value chain becomes imperative for organizations. Embracing an End-to-End (e2e) mindset aids in appreciating one's role in resource and value creation, effectively positioning a GPS that navigates routes converging towards value creation. Exemplars are now emerging, supported by risk capital, actively assessing the entire spectrum across multiple value chains such as:

- In Agri produce
 - Farm2Fridge
- In Apparel
 - Forest2Fashion
- In Energy for Transport
 - Create Clean. Store. Consume. In a Net Zero way.

All this must be taken on in a Circular way, "Earth2Earth". As a result of prevailing circumstances, businesses are now facing compelling pressures to meticulously investigate and conscientiously elucidate the implications of their actions, both internally and externally, in order to uphold and demonstrate their accountability in our societal and geographical ecosystems.

C. THE DO HOW. GROWTH AT 'OUR' COLLECTIVE COST. NOT AT 'ANY' ONE'S COST. FOR TODAY AND THE DAY AFTER TOMORROW.

Organization Structural Revolution: The Impervious Headless TransGlobal Collectives

Value – Economical. Ecological. Experiential.

The organizational design is currently undergoing a profound shift to actively engage and exist within the dynamic and everchanging VUCA (Volatile, Uncertain, Complex, Ambiguous) world. Traditional hierarchies are facing the need for transformation, transitioning from rigid spider-like structures—vulnerable to a single disruption leading to collapse—to resilient and flexible starfish like topologies.

Moreover, adopting a Transglobal centric approach enables organizations to initiate or reinvent themselves, basing transactions on a baton-like exchange along the end-to-end value chain. This approach facilitates capturing and delivering appropriate value to each member within the collective value chain.

We have a unique opportunity now, like never before, to harness the potential of multi-node organizations, much like Arts Collectives collaborating to create exceptional experiences for collectors or casual visitors at an Arts Biennale exposition. Supply chains and Demand fulfilment engines unite to orchestrate compositions anywhere in the world, sourcing talent, technology, and transactions tailored to individual consumers.

Through these Transglobal Collectives, transactions can be efficiently concluded at scale, as each entity leverages the competencies of others to collaborate and contribute toward the consumer's desired economic, ecological, and experiential value, empowering organizations to navigate the ever-evolving global landscape with agility and innovation.

Do How :

Leveraging Open Infrastructure & Open Innovation. Inter-operable IP + Trademarks.

In the context of fulfilment of transactions, within the "New Age of Innovation," Prof. C.K. Prahalad eloquently elucidates the notion that resources are global and, crucially, will be accessible to ANY organization, aptly and succinctly described in an expression he used, $r=g$. In today's disconnected and fragmented global landscape, where numerous synergistic capacities exist, ANY entity, no longer restricted by scale or location, has the potential to collaborate with any other over time. The essence lies in crafting super customer-centric organizations, where transactions draw upon resources from the $r=g$ spectrum, culminating in singular, $n=1$ experiences tailored to each individual customer, rather than a mass-purposed approach.

Headless organizations guided by protocols converge to "poly-craft" products or services as sought by customers, gradually transitioning from cost-plus thinking to a value transfer approach. The Total Value Multiplied (TVM) paradigm emerges, transforming external costs into internal costs and paving the way for Return on Equity and Return on Capital Employed to evolve into Return on Total Value Added. Economically speaking, Asset IRRs + External Rates of Return or ERR linked to Head & Tailwinds drive Equitable Returns for each participant.

The foundation for such transformative systems lies in open architecture, where collaborative efforts are underpinned by Open Protocols—systems that promote collective good and discourage selfish behaviour. Open Innovation Ecosystems foster the design of products, services, and systems using cross-platform, omni-channel, and cross-licensing IP and Trademarks, transcending traditional proprietary and hierarchical models. Concepts of control and out-of-control, as well as contract structures, will naturally evolve within this innovative landscape.

We come together for evolving new acronyms.

OPEN: Opportunity. Partner protocols. Excel Networked.

SME: Sustainable. Meaningful. Exceptional.

FAD: Fluid. Adaptive. Dynamic.

IDE: Integrated. Inclusive. Diverse. Equitable.

We would leverage the Collective working in a **Poly-Cultural. Poly-Dimensional. Poly-Functional way**
And drop the pursuit of a MONOPOLY in favor of MANYOPOLIES.

We will learn to build the **NEXT ONE TRILLION DOLLAR BLOCKS** where we manage contradictions and counterpoints such as-

Lead & Follow in parallel.

Create & Collaborate.

Compete & Cooperate.

The make-up of the blocks of GDP will change in character and Venture Capital is very much being directed to let this evolve despite the perceived RISK in changing what's been around for centuries. It is time. And it is happening.