The Nexus Effect

How brands and business can multiply their impact by unlocking the **power of connections**

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Unlocking the **power of connections**

Business has always been about relationships. From the earliest merchants in Mesopotamian markets to the industrial giants of the twentieth century, success was determined by who could connect supply and demand most effectively.

Yet in today's **hyper-networked, digital-first** world, connections matter in ways that are far more complex, pervasive, and valuable than ever before.

The twenty-first century economy is no longer defined by the simple transaction of product for price, but by **networks of value**, enabled by data and AI, that bind consumers and companies together in ongoing relationships.

The companies that thrive are those that don't merely sell things, but **create webs of connection** — to consumers, between products, across services, and through communities. This is the essence of what I call the **Nexus Effect.**

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The *Nexus* Effect

A nexus is **a focal point, a hub, or a set of connections** that give meaning and power. In business, the nexus represents how companies integrate multiple touchpoints, technologies, and experiences to form a **network** that is greater than the sum of its parts. It is about creating systems in which customers are not one-time buyers but ongoing **participants** — members, subscribers, creators, fans, or even co-owners of the brand journey.

The most successful businesses today understand that **value creation** no longer ends at the point of purchase. Instead, it extends across the entire lifecycle — from discovery and engagement to usage, renewal, and advocacy. Every touchpoint strengthens the connection; every service deepens loyalty; every interaction reinforces the brand. In this world, customer relationships are no longer linear, but circular and exponential.

An increasing number of global companies exemplify this phenomenon in unique and powerful ways: **Amazon, Nespresso, L'Oréal, Disney, Spotify, Jio, and Apple**. Each has built its own nexus of connections — spanning subscriptions, memberships, communities, services, and ecosystems — that transform customers from passive consumers into active participants. Each case shows how connections drive more than loyalty: they drive scale, innovation, resilience, and enduring growth.

We explore these stories in depth, before drawing out the patterns of **nexus strategies** and what they mean for leaders determined to succeed in a connected age.

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Welcome to the *Nexus*

Apple's true strength lies not in individual products, but in how they connect—iPhone with App Store, iCloud, Apple Music, Watch, Mac, and more. Each product adds value to the others, creating a network effect: the more Apple devices and services a customer uses, the harder it is to leave the ecosystem. Behind all this was a connected organisation, inside Apple Park, often called The Nexus.

Disneyland's magic Nexus

Disney's MagicBand transformed the theme park experience by connecting disparate services—tickets, hotel rooms, rides, food, photos—into one seamless system. Internally, it required unprecedented collaboration between IT, operations, customer service, and design teams. Externally, it deepened customer loyalty by making every interaction part of an integrated, magical journey.

Toyota's "kyōryoku kai" Nexus
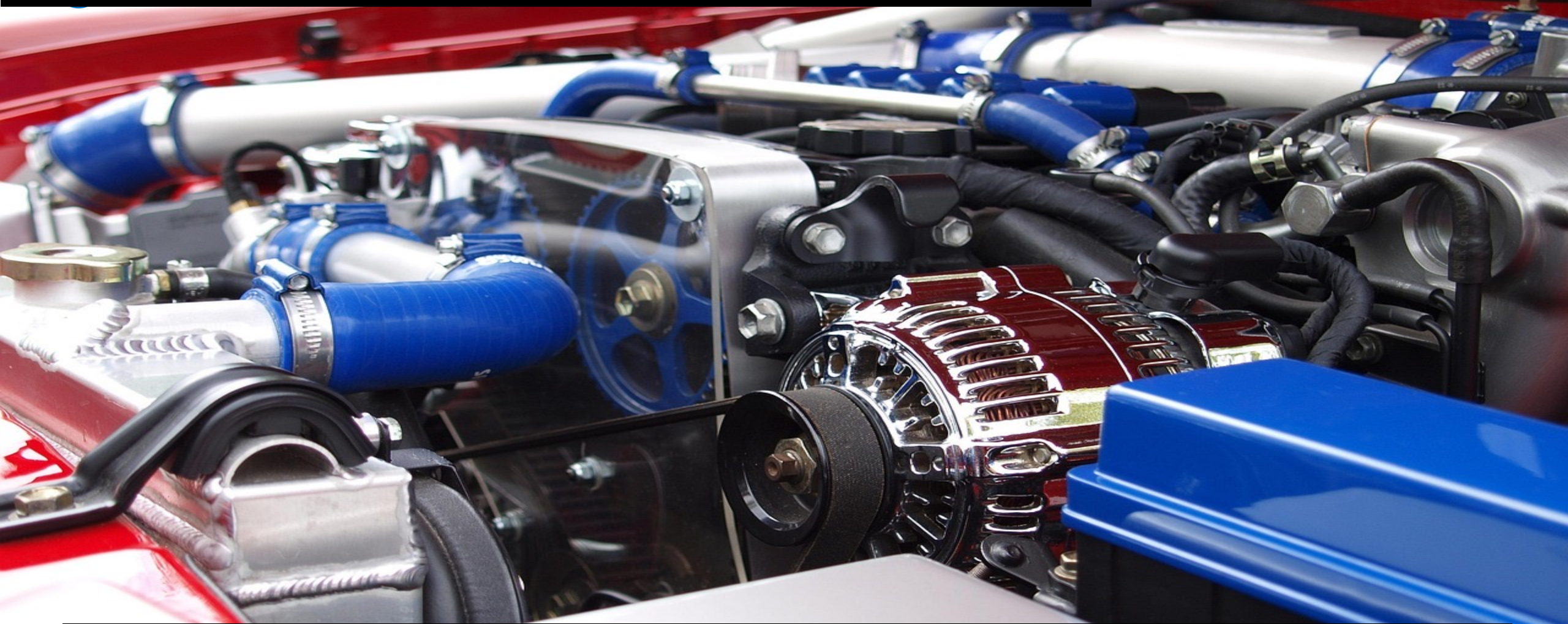
Toyota revolutionized manufacturing not by squeezing suppliers, but by connecting them in a system of mutual learning called *kyōryoku kai* (supplier associations). By sharing knowledge, benchmarking, and training across its network, Toyota lifted the performance of the entire ecosystem. This collaborative approach enabled just-in-time production and continuous improvement (kaizen), the source of Toyota's edge.

When IBM repurposed Watson, its AI system, to assisting doctors, it wasn't about the technology alone—it was about connecting IBM's computational power with the tacit knowledge of doctors, and then connecting hospitals, insurers, and researchers, its ecosystem.
This web of connections created a new capability: augmenting human decision-making in complex medical cases

LinkedIn's data-driven *Nexus*

LinkedIn grew slowly at first, but once it connected a critical mass of professionals, network effects kicked in. Each new member made the platform more valuable for recruiters, job seekers, and advertisers. Importantly, the company also fostered internal networks—teams working across data, product, and sales—to spot emergent patterns, and its most powerful growth engine, "People You May Know."

So, what is a *"Nexus"*?

nexus
/ˈnɛksəs/

noun
noun: **nexus**; plural noun: **nexus**; plural noun: **nexuses**

1. a connection or series of connections linking two or more things.
   "the nexus between industry and political power"
   - a connected group or series.
     "a nexus of ideas"

2. a central or focal point.
   "the nexus of any government in this country is No. 10"

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Connections **multiply value**

People spark **creative ideas** when connected

Capabilities become innovative **breakthroughs** when integrated

Products and services create **richer experiences** when connected

Partners **amplify each other** when they work as an ecosystem

Customers unlock **exponential growth** when engaged together

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Metcalfe's Law ... the power of networks

Metcalfe's Law, a little known concept which was conceived by 3Com founder Robert Metcalfe, states that **the value of a network grows exponentially** as more participants join — roughly proportional to the square of the number of users.

In other words, each new connection doesn't just add value, it multiplies it, because every node can now connect with every other.

This principle is at the heart of the nexus effect: the breakthrough potential that emerges when ideas, people, technologies, and cultures are linked.

The **power of connections** lies not in their sum, but in their multiplication — where networks turn linear assets into exponential opportunities for innovation and growth.
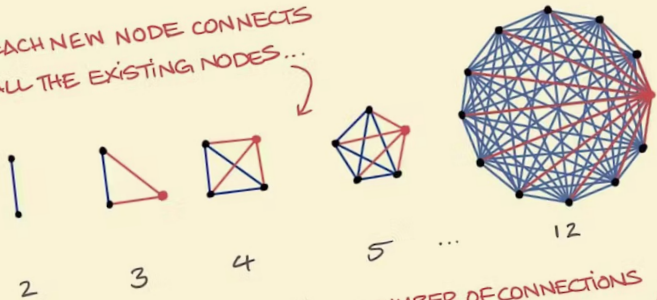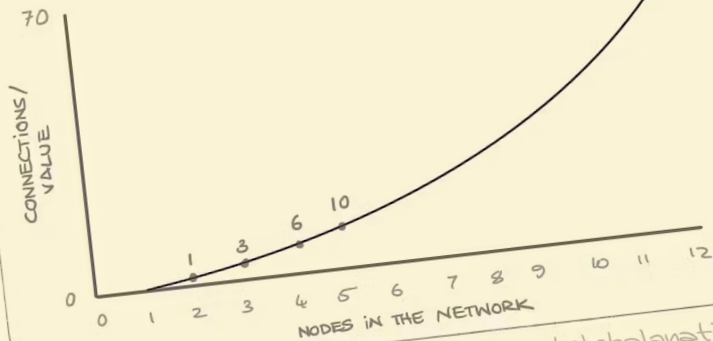
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METCALFE'S LAW

THE VALUE OF A … NETWORK IS PROPORTIONAL TO THE SQUARE OF THE NUMBER OF … USERS.
— ROBERT METCALFE

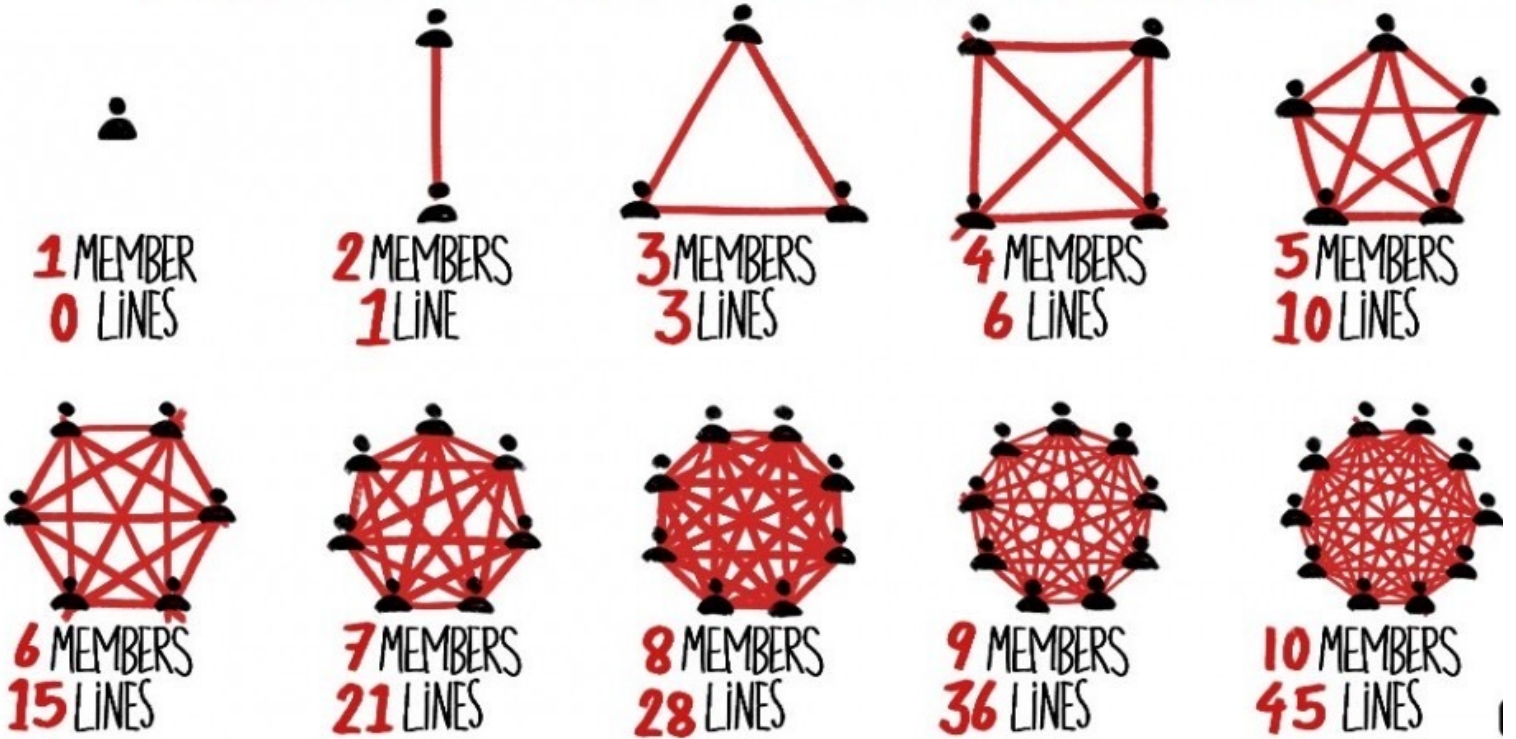IF EACH NEW NODE CONNECTS TO ALL THE EXISTING NODES …

2   3   4   5   …   12

… THE NUMBER OF CONNECTIONS START TO INCREASE RAPIDLY

66

70

CONNECTIONS / VALUE

10

6

3

1

0   1   2   3   4   5   6   7   8   9   10   11   12

NODES IN THE NETWORK

sketchplanations

1 MEMBER **0** LINES

2 MEMBERS **1** LINE

3 MEMBERS **3** LINES

4 MEMBERS **6** LINES

5 MEMBERS **10** LINES

6 MEMBERS **15** LINES

7 MEMBERS **21** LINES

8 MEMBERS **28** LINES

9 MEMBERS **36** LINES

10 MEMBERS **45** LINES

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The Nexus Effect

The Nexus Effect is not a new phenomenon but has not been articulated holistically, and is more powerful today because of technological, social, and cultural shifts.

- **Platforms** make it easier than ever to connect customers continuously.
- **Data and AI** allow personalization at scale, turning relationships into uniquely tailored experiences.
- **Communities** thrive online, creating spaces where customers connect not just with brands, but with each other.
- **Subscriptions** and memberships create predictable revenue streams while binding customers into ongoing usage loops.
- **Ecosystems** amplify value by linking products and services, making it harder for customers to leave without losing convenience or benefits.

In essence, companies no longer compete simply as product providers but as **architects of networks of value.** The winners are those who can connect the dots between customers' needs, aspirations, and lifestyles — and deliver continuously through a nexus of products, services, and experiences.

A history of *Nexus*

Throughout history, the greatest leaps in human progress have often come not from isolated genius, but from connection — the ability to bring together different worlds, disciplines, and perspectives into something greater. These moments of "nexus" reveal the extraordinary power of connections to unlock knowledge, transform culture, and multiply impact.

The Silk Road is a nexus on a grand scale. Stretching thousands of miles from China through Central Asia to the Mediterranean, it was more than a trade route for silk and spices. It became an artery through which ideas, religions, and technologies flowed: Buddhism spread to China, paper travelled westward, gunpowder reached Europe. Civilizations far apart began to influence one another, and the result was not just commerce but cultural and technological revolutions. The Silk Road showed that when societies connect, they reshape each other in ways neither could have achieved alone.

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A history of Nexus

Consider **the Rosetta Stone**. Discovered in Egypt in 1799, this single slab of granite carried the same decree written in three scripts: Egyptian hieroglyphs, Demotic, and Ancient Greek. For centuries, hieroglyphics had been an undecipherable mystery. The Rosetta Stone created a bridge between languages, allowing experts to decode the ancient script and, with it, open the door to understanding one of the world's great civilizations. It was not the stone itself but the connection it enabled — between languages, eras, and cultures — that made it transformative.

In the Renaissance, **Raphael** captured this spirit of connection in his masterpiece *The School of Athens*. Painted on the walls of the Vatican, it depicts the great philosophers of antiquity — Plato, Aristotle, Euclid, Pythagoras — gathered together in one imagined conversation. In reality, these figures spanned centuries, but Raphael's vision connected their ideas into a single scene, linking classical wisdom with Renaissance humanism. The painting became a nexus of art, philosophy, and history, symbolizing the rebirth of learning by the fusion of past and present.

Centuries later, **Pablo Picasso** would do something similar in art. His groundbreaking *Les Demoiselles d'Avignon* in 1907 shocked audiences by fusing influences from Iberian sculpture, African tribal masks, and European painting. This cultural collision gave birth to Cubism, which would redefine the very language of modern art. Picasso's work showed that when you bring together styles and traditions from disparate sources, you can create entirely new ways of seeing.
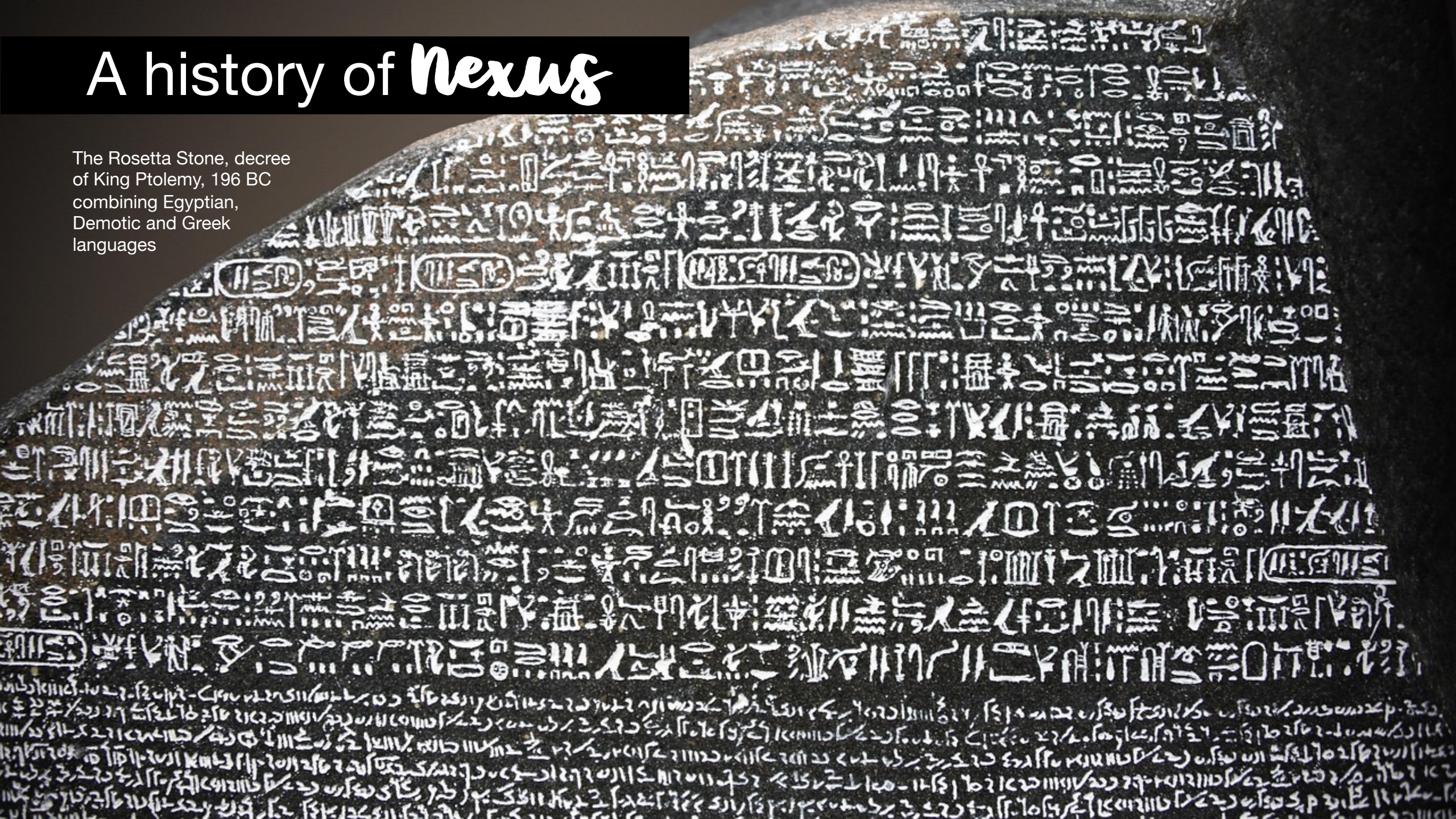
In the modern era, **Steve Jobs** demonstrated the nexus principle with the launch of the **iPhone** in 2007. It wasn't just a phone — it was a fusion of three devices: a phone, an iPod, and an internet communicator. More importantly, it created an ecosystem where developers, users, and services could connect through the App Store. By uniting design, technology, and community, Jobs didn't just launch a product — he created a platform that transformed industries and lifestyles around the globe.

And today, we see the same power in unexpected places, such as **Riot Games**' headquarters, home of *League of Legends*. What began as a video game has evolved into a cultural hub — a nexus of gaming, esports, music, fashion, and global community. Riot connected players not only to the game but to each other, turning entertainment into a shared cultural phenomenon and pioneering a billion-dollar esports industry.

Across time and place, these examples remind us that breakthroughs come from connections. Whether decoding hieroglyphs, linking continents, blending artistic traditions, or uniting technologies, the nexus is where possibilities multiply. It is in the spaces between worlds — where cultures, ideas, and people meet — that the future is born.

A history of *Nexus*

The Rosetta Stone, decree of King Ptolemy, 196 BC combining Egyptian, Demotic and Greek languages
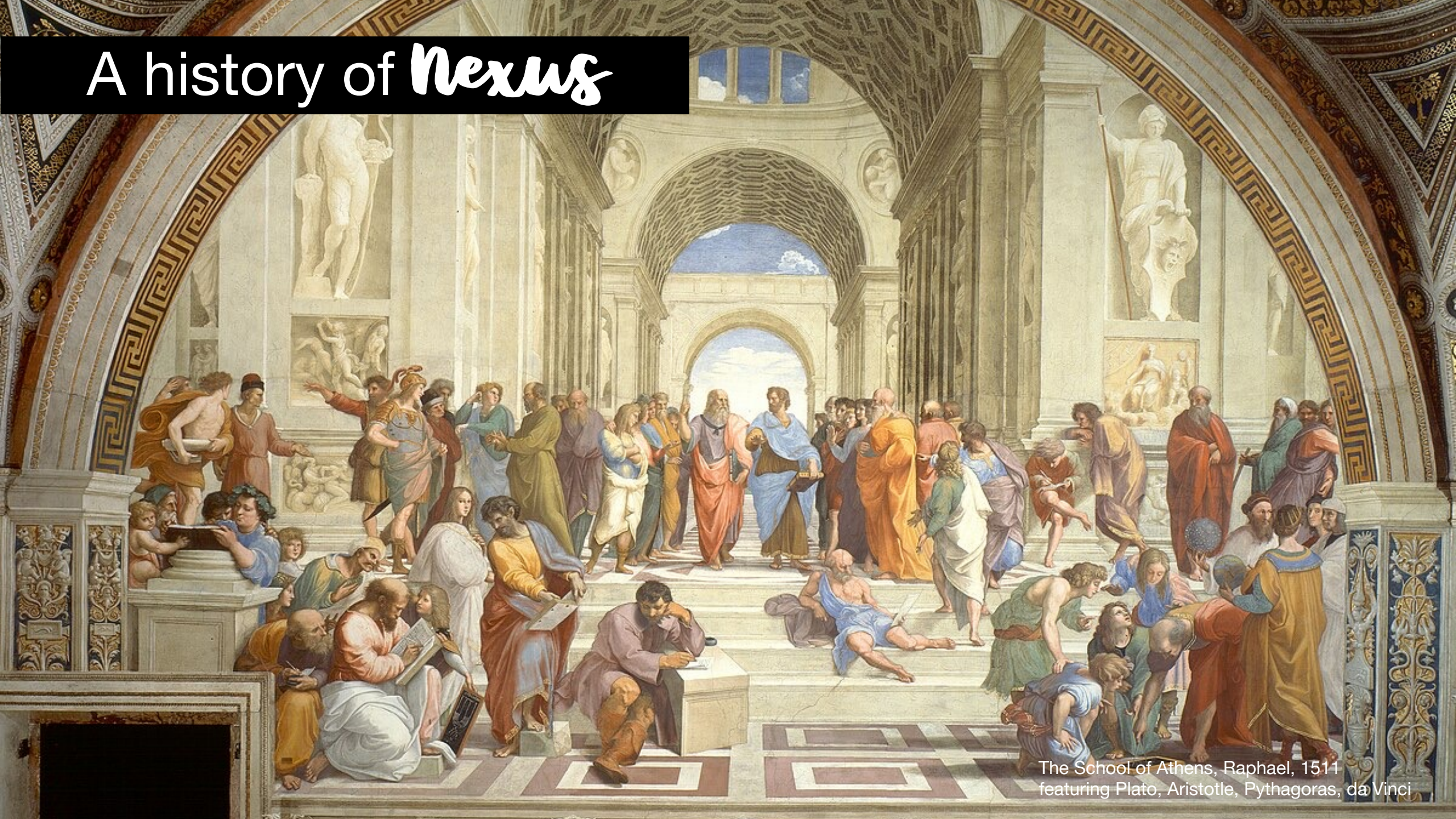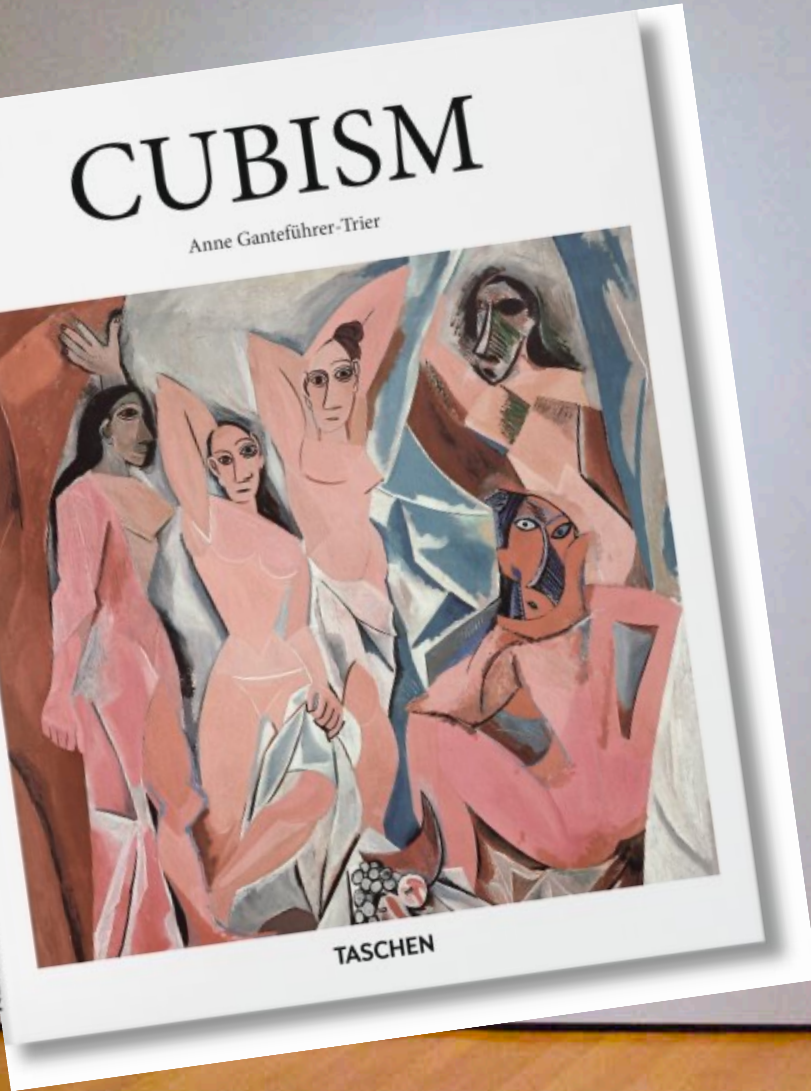
The School of Athens, Raphael, 1511
featuring Plato, Aristotle, Pythagoras, da Vinci

A history of *Nexus*

CUBISM
Anne Gantefürer-Trier
TASCHEN
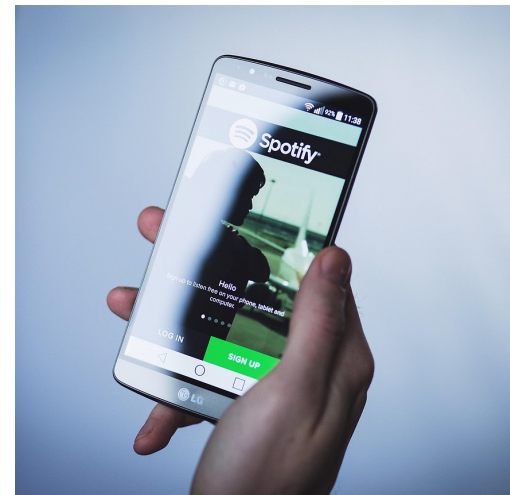
Les Demoiselles d'Avignon, Picasso, 1907
connecting African, Iberian and Western cultures

A history of *Nexus*

DNA Double Helix, Watson and Crick, 1953
built on chemistry, physics, and biology

The best companies build *Nexus* strategies

The best companies build *Nexus* strategies

Customers connect together as **communities** of fans, creators

Products and services connect as richer, **personal experiences**

Brands become **platforms**, guided by purpose, at the speed of culture

People and partners work together as **ecosystems** to achieve more

Data enables these connections, more personal, anticipatory, and enduring

Growth is accelerated, more profitable, more exponential

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Amazon ... the *Nexus* of shopping

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Amazon began in 1994 as an online bookstore. Its founder, Jeff Bezos, envisioned an "everything store" that could harness the internet's limitless reach. What has made Amazon extraordinary, however, is not just scale, but its ability to build an ecosystem where connections multiply value.

At the heart of this ecosystem is Amazon Prime. Launched in 2005 as a free-shipping program, Prime has evolved into one of the most powerful membership platforms in the world.

With more than 250 million global subscribers by 2025, Prime generates loyalty not because customers love paying annual fees, but because it integrates multiple forms of value:

• Convenience: Unlimited fast shipping.
• Entertainment: Prime Video, Prime Music, Prime Gaming.
• Savings: Exclusive deals and discounts.
• Everyday living: Grocery delivery (Whole Foods, Amazon Fresh), photo storage, audiobooks.

Prime exemplifies the Nexus Effect: every additional service makes the membership more "sticky," increasing customer reliance. Prime members spend on average more than twice as much per year as non-members, and churn is astonishingly low.

Amazon's ecosystem extends further. Alexa connects homes to shopping, entertainment, and smart devices. AWS connects businesses to computing power and digital innovation. Marketplace connects millions of third-party sellers to global customers, while Amazon logistics links the entire supply chain. Each reinforces the other — a flywheel of connection that accelerates growth.

What makes Amazon unique is not simply breadth, but the way these services reinforce each other in the customer's daily life. Customers don't just shop at Amazon; they live within its ecosystem.

Amazon … the Nexus of shopping

Nespresso ... the *Nexus* of coffee

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Nespresso ... the *Nexus* of coffee

When Nestlé launched Nespresso in 1986, it was a slow burn. The single-serve capsule coffee system seemed niche, even indulgent. But over time, Nespresso reinvented the coffee experience by building not just a product, but a lifestyle community.

The Nespresso Club has been central to this strategy. Customers who buy a machine are invited to join, gaining access to exclusive capsules, services, and experiences. The Club is not a traditional loyalty program; it is a membership ecosystem.

• Direct-to-consumer channels: Nespresso pioneered selling capsules directly to members via boutiques, online platforms, and dedicated call centres.

• Personalization: Members are offered curated selections, seasonal flavors, and limited editions.

• Sustainability and responsibility: Capsule recycling programs invite members to participate in a shared mission.

• Lifestyle branding: Partnerships with George Clooney and luxury positioning elevate the product beyond commodity.

By controlling the entire lifecycle — from machine to capsule to membership — Nespresso ensures recurring revenue and strong lock-in. The Club transforms coffee from a product into a relationship of rituals, identity, and belonging.

Today, Nespresso serves millions of members worldwide, with annual revenues exceeding $6 billion. Its success lies not in selling coffee pods, but in making customers feel like insiders in an exclusive global community.

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L'Oreal … the **Nexus** of beauty

Beauty is one of the most emotional and intimate industries, and L'Oréal has become the world's largest cosmetics company by combining science, creativity, and connection. Its mission is simple yet powerful: *"Beauty for all."*

In recent years, L'Oréal has embraced beauty tech as a way of deepening customer relationships. This includes:

• Makeup Genius: An augmented reality app launched in 2014 that lets customers virtually try on products. It was downloaded millions of times and paved the way for AI-driven personalization.

• ModiFace (acquired in 2018): Provides AR try-ons across L'Oréal brands, integrated directly into e-commerce.

• Skin and hair diagnostics: AI-powered tools that recommend personalized regimes.

• Communities: Platforms where beauty enthusiasts share tips, routines, and looks, reinforcing brand bonds.

L'Oréal doesn't just sell lipstick or skincare; it connects customers with solutions that feel uniquely theirs. Every digital tool deepens engagement and makes switching less likely. Moreover, the company's sustainability commitments (like refillable packaging and carbon-neutral operations) create an additional emotional nexus around shared values.

The result: L'Oréal connects across science, technology, and lifestyle, making customers participants in beauty innovation rather than passive buyers.

L'Oreal … the Nexus of beauty

Jio … the Nexus of a Nation

Jio ... the *Nexus* of a Nation

When Reliance Industries launched Jio in 2016, it disrupted India's telecom market with ultra-cheap data and free voice calls. Within a few years, Jio amassed over 450 million subscribers, transforming connectivity in one of the world's largest markets.

But Jio's ambition went far beyond telecom. It has built a super app ecosystem that connects users to multiple aspects of life:

• JioMart: Groceries and retail.

• JioSaavn: Music streaming.

• JioCinema: Entertainment.

• JioMoney: Digital payments and financial services.

• JioSecurity and JioCloud: Data and device protection.

In essence, Jio is creating an Indian equivalent of WeChat — an integrated platform where customers handle communication, shopping, entertainment, and finance.

By bundling services at low cost, Jio locks users into its ecosystem while bringing millions of first-time digital customers online. Its nexus strategy is not only commercial but national: Jio is shaping India's digital future by connecting people, communities, and commerce at scale.

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Spotify ... the *Nexus* of Music

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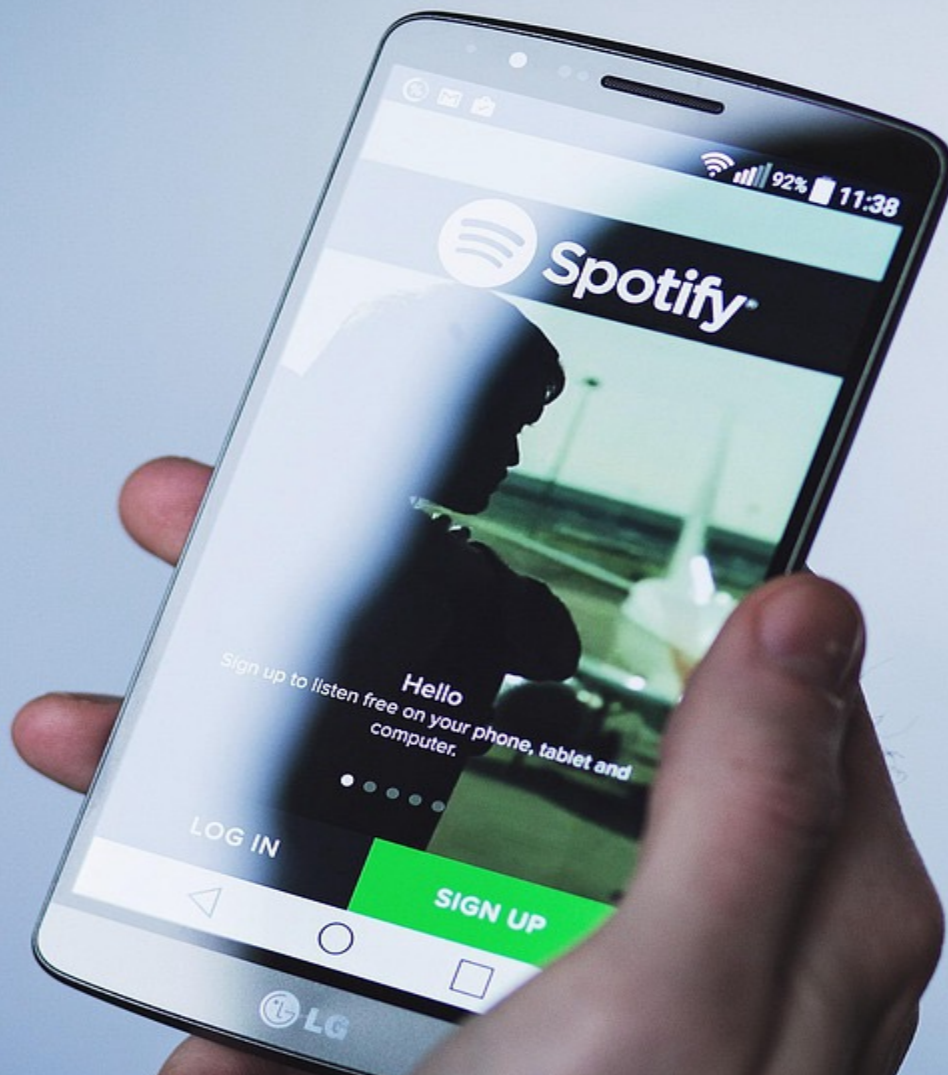
Music has always been social, but Spotify turned listening into a global, personalized community. Launched in 2008, Spotify pioneered streaming subscriptions and today has over 600 million users (more than 250 million paying subscribers).

Its nexus strategy rests on three pillars:

• Personalization: Playlists like Discover Weekly and Release Radar feel tailor-made. Algorithms connect users with music they didn't know they needed.
• Community: Playlists are shareable, collaborative, and social. Fans follow artists and each other, building networks of taste.
• Creator connection: Through tools like Spotify for Artists and podcasting platforms, creators connect directly with fans.

Spotify Premium provides ad-free listening, downloads, and higher quality, while the free tier keeps the funnel wide. Beyond music, Spotify has expanded into podcasts and audiobooks, broadening its ecosystem.

Spotify's true genius is that customers don't feel like subscribers to a utility; they feel like members of a global music community. Music becomes not just consumed but shared, discovered, and lived through the platform.

Spotify … the Nexus of Music

Apple ... the *Nexus* of Desire

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Apple … the *Nexus* of Desire

If there is one company that epitomizes the Nexus Effect, it is Apple. With more than 1.5 billion active devices worldwide, Apple has created the most valuable ecosystem in consumer technology.
Its nexus is built on four layers of connection:

- Hardware: iPhone, iPad, Mac, Apple Watch, AirPods — beautifully designed, seamlessly integrated.
- Software and services: iOS, iCloud, App Store, Apple Music, Apple TV+, Apple Arcade.
- Membership and subscriptions: iCloud+, Apple One bundles, fitness subscriptions.
- Community and lifestyle: Apple Stores, developer conferences, loyal fan culture.

Apple devices are designed to work best with each other, creating a walled garden that keeps customers inside. Switching out of the Apple ecosystem means losing convenience, integration, and emotional resonance.

Customers often own multiple Apple devices — with the average user connected to 2–3 products. This multiplies lifetime value, while services generate recurring revenues. In 2023, Apple's services business alone surpassed $85 billion annually.

The magic lies not just in lock-in, but in emotional connection. Apple represents simplicity, creativity, and status. Customers feel not just like buyers but members of a global community united by design and innovation.

What's the pattern of *Nexus*?

- **Start with Purpose**
Purpose gives you a common cause, passion, values. Between employees, stakeholders, and consumers. Make purpose tangible, bring it to life as your brand.

- **Data as Connective Tissue**
Every interaction becomes data, and every data point improves personalization, cross-selling, and retention.

- **Platforms over Products**
Products are entry points; platforms are where value compounds. The shift is from selling items to orchestrating ecosystems.

- **Communities as Amplifiers**
Engagement between customers multiplies value. The brand is no longer the only source of meaning; peers are.

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What's the pattern of *Nexus*?

- **Working as Ecosystems**
  Nexus strategies are built on strong internal connections, and with partners, from suppliers to distributors.

- **Cross-Sector Convergence**
  Brands extend into adjacent spaces: L'Oréal into tech, Amazon into groceries. Each extension deepens the nexus.

- **Membership as Glue**
  Subscriptions, loyalty, and exclusive clubs ensure recurring revenue and emotional commitment..

- **Network Effects as Accelerators**
  Each new connection - an app, route, or feature - multiplies value across the system. This is Metcalfe's Law at work.

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What's **the impact** of *Nexus*?

Amazon: 220 million Prime members spend more than twice as much as non-members ($1400 vs $600 per year), illustrating the power of membership/

Jio: 520 million people now use the Jio superapp daily, making it the most popular lifestyle brand and financial services platform in India

Nespresso: 7.8 million people are members of the Nespresso Club, typically spending 12 times the initial cost of the coffee machine every year.

Apple: 2.35 billion active devices worldwide, 1.56 billion iPhones. 2.2 million Apps in 2025, generating over $1 trillion in developer billings.

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What should *Nexus* leaders do?

1. Think bigger, in systems
Design offerings that interconnect. Every new product should strengthen the ecosystem, not sit apart.

2. Prioritise lifetime value
The goal is not just the next sale but the next thousand. Subscriptions, collaboration, loyalty, and communities.

3. Build platforms and partnerships
Build platforms around purpose, culture, enabling more.

Ecosystems are built with partners on mutual value.

4. Organise for connection
Traditional structures fragment customer experience. Nexus strategies demand integrated teams not functional silos.

5. Focus on what multiplies
Beyond sales, focus on cross-sell ratio, engagement depth, subscription renewal, and community participation.

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Playbook and Workshops
Developing your *Nexus* strategy

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Step 1: **Explore the best market opportunities**

Objective: Identify areas where connections create disproportionate value.

Why: Most nexus strategies fail because companies try to connect assets without a clear market opportunity. Begin by understanding fragmentation points, recurring customer needs, and network multipliers.

How:

1. Map customer journeys: Identify friction points, gaps, or unmet needs.
2. Analyze recurring touchpoints: Look for daily, weekly, or seasonal interactions that can be linked.
3. Identify network effects: Determine where more users, partners, or interactions increase value.
4. Trend scan: Monitor emerging technologies, adjacent industries, and societal changes.

Example:

Amazon: Noticed fragmented online shopping experiences — multiple sellers, delayed deliveries, lack of discovery tools — connected logistics, marketplaces, and subscriptions.

Checklist:
- Have I mapped the complete customer journey?
- Are there recurring needs we can connect into a service?
- Can a network effect be created or amplified?

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Step 2: **Find your potential "nexus"**

Objective: Determine the scope, participants, and connections that will form your nexus.

Why: A nexus must have a clear purpose: what connections generate value, and who participates. Without clarity, efforts scatter and impact is diluted.

How:

- Identify primary participants: customers, partners, suppliers, developers.
- Map interactions: what connections create the most value?
- Determine scope: local, regional, or global network?
- Set measurable goals: membership growth, engagement, revenue streams.

Example:

Nespresso: Transformed coffee machines into a nexus by connecting customers with capsules, a subscription club, recycling programs, and exclusive boutique experiences.

Checklist:

- Have I identified all stakeholders?
- Do I know which interactions drive the most value?
- Have I defined success metrics?

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Step 3: **Unlock potential assets**

Objective: Identify tangible and intangible assets that can be used to anchor and grow the nexus.

Why: Assets — physical, digital, or relational — are the building blocks of a nexus. Maximizing existing assets reduces risk and accelerates growth.

How:

- Catalogue all assets: brand, IP, distribution, customer data, infrastructure, partnerships.
- Identify leverage points: which assets can multiply value if combined?
- Assess gaps: what new capabilities or partnerships are required?

Example:

Apple: Combined hardware (iPhone, Mac) with software (iOS, macOS) and services (iCloud, Apple Music) to create a platform that connects millions of users.

Checklist:

- Have all existing assets been catalogued?
- Are there opportunities to combine assets for higher leverage?
- Do I know where gaps exist that need to be filled?

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Step 4: **Harness data and insights**

Objective: Use data to guide decisions, personalize experiences, and enable compounding value.

Why: In a nexus strategy, data is the connective tissue — it links participants, products, and services while generating feedback loops for improvement.

How:

- Integrate datasets across channels and touchpoints.
- Establish analytics to predict and personalize customer needs.
- Build feedback loops to continuously refine experiences.
- Ensure privacy and ethical data handling.

Example:

L'Oréal: Uses AI and AR (ModiFace) to personalize beauty experiences, improving engagement and loyalty while generating rich insights for innovation.

Checklist:

- Are all relevant data sources integrated?
- Are personalization opportunities identified?
- Are ethical and privacy considerations addressed?

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Step 5: **Identify the right business model**

Objective: Determine how value is captured, monetized, and sustained.

Why: Traditional transaction-based models rarely support a nexus. Consider membership, subscription, platform, and bundled service models.

How:

- Analyze lifetime value potential.
- Evaluate recurring revenue opportunities (subscriptions, memberships).
- Explore two-sided marketplaces or platform fees.
- Bundle services to increase stickiness.

Example:

Amazon Prime: Membership drives more frequent purchases → attracts more sellers → increases selection → enhances perceived value → increases memberships.

Checklist:

- Is the model focused on lifetime value?
- Are recurring revenue opportunities leveraged?
- Does the model align with ecosystem incentives?

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Objective: Design a network of partners, developers, and participants that amplifies value.

Why: A nexus thrives on orchestration. No company can provide everything; ecosystem design enables scale and complementarity.

How:

- Identify essential partners and contributors.
- Determine governance: open vs. closed, collaborative vs. controlled.
- Define incentives for participation.
- Build APIs or integration points for third-party involvement.

Example:

Jio: The Indian super app orchestrates services and third-party apps into a single "digital life" ecosystem.

Checklist:

- Have key partners been identified?
- Is governance clear and fair?
- Are integration points designed for scale?

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Step 7: **Activate brands and experiences**

Objective: Use the brand and curated experiences to attract, engage, and retain participants.

Why: Brands are magnets; experiences are the glue. A strong brand creates trust, identity, and permission to extend into new categories.

How:

- Design personalized experiences across channels.
- Create community touchpoints (events, forums, social sharing).
- Align experiences with brand purpose and identity.
- Continuously innovate to keep engagement fresh.

Example:

Disney: Integrates films, streaming, parks, merchandise, and cruise experiences to create immersive, continuous engagement.

Checklist:

- Are experiences personalized and compelling?
- Is the brand positioned as a curator of the nexus?
- Are community elements integrated?

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Step 8: **Design your flywheel**

Objective: Create self-reinforcing loops that increase retention, engagement, and advocacy.

Why: Flywheels compound value and reduce reliance on acquisition alone. Each connection strengthens the network.

How:

- Identify points where engagement reinforces loyalty.
- Align incentives to encourage repeat participation.
- Measure retention, membership growth, and advocacy.
- Iterate to strengthen compounding effects.

Example:

Amazon Prime: More members → more purchases → more sellers → better selection → more members.

Checklist:

- Is the flywheel clearly defined?
- Are retention and advocacy metrics tracked?
- Is the loop self-reinforcing and scalable?

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Objective: Continuously adapt the nexus to changing markets, technologies, and customer expectations.

Why: A static nexus loses relevance. Continuous evolution ensures ongoing value creation.

How:

- Introduce new services or products to meet emerging needs.
- Expand geographically or into adjacent markets.
- Integrate new technologies (AI, AR/VR, blockchain).
- Refine data, insights, and experiences based on feedback.

Example:

Apple: Expanded from devices to subscriptions (Apple TV+, Apple Fitness+, Apple One) to strengthen ecosystem stickiness.
Disney+: Expanded narrative universe and digital delivery to complement traditional parks and film revenue streams.

Checklist:

- Are innovation pipelines feeding the nexus?
- Are geographic or market expansions planned?
- Is the ecosystem continuously refined with data insights?

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Step 10: **Lead, measure and evolve**

Objective: Use metrics to ensure the nexus strategy remains effective and evolves with the market.

Example metrics:

- Membership and subscription growth
- Customer engagement and retention rates
- Network participation and contribution (data points, content creation)
- Cross-platform usage
- Advocacy and referral rates

How:

- Establish a dashboard of key nexus metrics.
- Monitor network health, retention, and engagement.
- Conduct quarterly strategy reviews to refine connections.
- Align incentives and rewards based on performance.

Checklist:

- Are key metrics tracked in real time?
- Is the nexus delivering compounding value?
- Are adjustments made systematically based on insights?

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The best companies make **the best connections ...**

What's your *nexus* strategy?

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More about **Peter Fisk**

Peter Fisk is a global thought leader – a bestselling **author,** expert **advisor** and keynote **speaker**. He works with **business leaders** to reimagine their markets and strategies. He brings together the best in **strategy and leadership**, growth and innovation, business models and sustainability, brand and customer thinking to **make sense of change**, and **create better futures**.

He leads **GeniusWorks**, an innovative business accelerator, based in London, and is professor of leadership, strategy and innovation at **IE Business School** in Madrid, where he is responsible for executive programs. He also works independently and with other business schools, including IMD, Harvard and CEIBS in Asia. He was **Thinkers50** Global Director, founded the annual European Business Forum, and publishes the monthly "Fast Leader" magazine.

Peter's business career was forged in a superconductivity lab deep under the Alps, accelerated by managing high-flying **brands** like Concorde, shaped by working on strategy and innovation in companies in North America and Asia, evolved by leading a **digital start-up**, and formalised in his role as **CEO** of the world's largest marketing network. He then created GeniusWorks to work more flexibly with business leaders and their teams – from inspiring **keynotes** to strategy **workshops** for executives and boards, facilitating innovation **projects**, and much more.

He has over 30 years of practical business experience, working with more than 300 companies in over 55 countries … from **Adidas**' growth into new markets to **Asahi**'s consumer-centric innovation**, Cartier's** redefined luxury and **Coca Cola's** growth strategy, **McKinsey's** leadership development to **Microsoft's** new approach to strategic innovation, **P&G's** direct to consumer strategy and Pfizer's future scanning, **Santander's** future bank vision and **Sompo's** digitally-minded insurance leaders, **STC**'s strategic growth and **Suntory's** brand building, Takeda's patient-centric healthcare and **Tata'**s growth as a global business, **UN**'s sustainable innovation projects, and **UNSSC**'s global leadership program.

His latest book "**Business Recoded**" challenges leaders to have the courage to create a better future, harnessing the opportunities of a post-pandemic world, through **7 shifts** built on deep dives with 49 of the world's most inspiring business leaders today. It is shortlisted for CMI Business Book of the Year, and was reviewed by the Financial Times with "Wow. The book you have to read now".

He has written **9 books**, translated into **35 languages**, also including "Business Genius" fusing the brains of Einstein and Picasso to ask how would they do business today. "Creative Genius" is inspired by the border-crossing creativity of Leonardo da Vinci, **"People Planet Profit"** focuses on how to innovate with purpose for positive impact, while the award-winning **"Gamechangers"** learns from the world's most innovative companies, big and small, to develop new strategies for growth.

Futures
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Keynotes and workshops

Here are 5 examples of Peter Fisk's most popular topics for business leaders and managers - which can be customised to your industry, organisation, audience, and to focus on specific topics.

They can be a 60-90 min keynote, or 1-3 day executive program, depending on your needs.

Each builds on a bestselling book, enhanced with the latest concepts and new case studies from around the world.

Peter Fisk is a global thought leader, author of 8 business books, a business school professor, and 30+ years experience working with over 250 companies, in 50 countries.

Peter Fisk brings to life the key topics with deep insight and inspiration, building on practical case studies from around the world, and the best tools for implementation.

Email peterfisk@peterfisk.com

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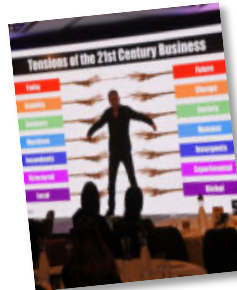
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