VALUE SPAN ASSESSMENT FOR SOLUTION PROVIDERS

Know where your solution contributes value as AI reshapes markets

Agentic AI is reassigning software categorization. The value of your product now depends on the decisions it supports, not the category it is filed under.

Whether a legacy technology or an emerging vendor, a solution's relevance depends on where it contributes within the decision lifecycle. Does it feed a decision, shape it, execute it, or govern it?

The Industrial Value Span™ assessment shows where your solutions, competitors and potential acquisitions sit, the value of those positions, and how they could change based on where the market is moving.

THE QUESTION WE ANSWER

Is your core competency at risk, who could take it away, and how?

THE CHALLENGE

Your market position could be compromised before you see it coming.

Categories are being re-sorted

Some technologies become systems of record agents rely on. Others lose decision authority or get absorbed into broader platforms.

Domain logic trumps AI models

In complex markets, commoditization can occur overnight; proprietary domain logic and industrial context appreciate.

Pricing power is at risk

Without proprietary operational context, AI overlays remain vulnerable to platform absorption.

THE FRAMEWORK

Lifecycle processes from raw telemetry to governed autonomy

01	02	03	04	05	06
CONNECT	CONTEXTUALIZE	ANALYZE	OPTIMIZE	DECIDE	GOVERN
FEEDS THE DECISION		SHAPES IT	EXECUTES IT		GOVERNS IT

ELEVATED

Holds value agents cannot work without.

DEMOTED

Survives as a system of record but loses decision authority.

ABSORBED

Agents perform the work the solution held.

NET NEW

No legacy category currently performs the function.

VELOCITY
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FOR INDUSTRIAL SOFTWARE & AUTOMATION SOLUTION PROVIDERS

HOW THE INDUSTRIAL VALUE SPAN ASSESSMENT WORKS

Six dimensions, and your solution's position based on contribution to a value decision

1	**Value Span Vector & Decision Ownership**	How does the product feed, shape, execute or govern the decision?
2	**Strategic Goal Decomposition**	Can it turn corporate strategy into live operating constraints for agents?
3	**Proprietary Logic Defensibility**	Could a foundation model replicate its domain logic, or does it carry authoritative IP?
4	**Interoperability, AgentOps & Headless Readiness**	Does it fit an open, decoupled IT/OT architecture that operations can manage?
5	**Keystone Coexistence & Neutrality**	Does it complete a keystone's value span, or own a neutral category no keystone can absorb or demote?
6	**Certified Governance & Safety**	Can it prove, audit and escalate every autonomous action?

WHAT THE ASSESSMENT ANSWERS

- Which of our products will be elevated, demoted or absorbed?
- Where do competitors sit on the span, and where are the open gaps?
- Which acquisition targets or partners would complete our span?
- Is our domain logic defensible against pure-play, overlay AI models?
- Does your architecture fit open, agent-ready customer environments?

WHAT YOU RECEIVE

- Value Span map of your portfolio against your competitors
- Deep analysis of the lifecycle span, market conditions, and factors contributing to risk and opportunities
- Weighted scorecard for your solutions and your competitors
- Scored shortlist of acquisition targets and partners
- Roadmap and pricing risks tied to the stages you own
- Positioning grounded in your contribution to the customer's decision

HOW WE ENGAGE

1 DISCOVER
Map your portfolio and competitors across the six stages.

2 CONFIRM
Analyze your solutions against evidence, not internal assumptions.

3 EVALUATE
Test absorption risk, pricing exposure and M&A options.

4 OPTIMIZE
Set roadmap, partnering and positioning priorities.

WHEN TO USE IT Product strategy · Portfolio review · M&A screening · Partner strategy · Go-to-market positioning

Gain velocity.

Start with an Industrial Value Span ™ assessment of your lead solution and two competitors.

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