

The Great Company Adventures · Book 12 of 50

ERICSSON

THE TOWERS THAT TALK

seven doors, twelve mental models, and the steel tower on the hill that carries every voice through the air.

"Discovering the businesses that built the modern world"

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THE GREAT COMPANY ADVENTURES

Discovering the businesses that built the modern world.

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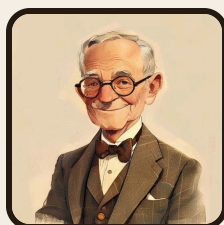
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MEET THE CHARACTERS



SIRI



BEN



WARREN



CHARLIE



IRIS

A curious girl named Siri, a wise old teacher named Ben, and his student Warren with Warren's partner Charlie — together discovering the businesses that built the modern world, one adventure at a time.

THE GLOBAL 50

One great company per volume · Fifty adventures, one modern world

SPACE & EXPLORATION

1. SpaceX — *“The Fire That Comes Back”*

MANUFACTURING & ENGINEERING

2. Toyota — *“The River That Builds Cars”*
3. Siemens — *“The Factory That Builds Factories”*
4. Caterpillar — *“The Machines That Move Mountains”*
5. Boeing — *“The Bird With Six Million Pieces”*
6. Airbus — *“The Plane Four Countries Built”*

ENERGY & INDUSTRY

7. Shell — *“The Sunlight Buried at Sea”*
8. ExxonMobil — *“The Ancient Sunlight Machine”*
9. GE Vernova — *“The Wheel That Makes Lightning”*

COMMUNICATION

10. AT&T — *“The Voice Inside the Wire”*
11. Qualcomm — *“The Whisper in the Air”*
12. Ericsson — *“The Towers That Talk”*

TRANSPORTATION

13. Tesla — *“The Car With No Engine”*
14. John Deere — *“The Machine That Feeds the World”*
15. UPS — *“The Promise in a Brown Truck”*

INFRASTRUCTURE

16. ABB — *“The Arms That Never Tire”*
17. Schneider Electric — *“The Guardian of the Grid”*

MATERIALS

18. Corning — *“The Thread of Light”*
19. DuPont — *“The Inventors of Almost Everything”*

SCIENCE & TOOLS

20. 3M — *“The Factory of Ten Thousand Ideas”*
21. Bosch — *“The Spark in Every Machine”*
22. Honeywell — *“The Dial That Tames the Weather”*

MEDICINE & BIOTECHNOLOGY

23. Pfizer — *“The Shield in a Tiny Vial”*
24. Roche — *“The Detectives of the Blood”*

25. Novo Nordisk — *“The Key to a Billion Locks”*

26. Johnson & Johnson — *“The Little Bandage That Grew”*

FOOD & AGRICULTURE

27. Nestlé — *“The Cup That Wakes the World”*
28. Cargill — *“The Invisible Harvest”*

FINANCE & COMMERCE

29. Visa — *“The Handshake Inside the Card”*
30. Mastercard — *“The Two-Second Trust Machine”*
31. Walmart — *“The Store That Never Runs Out”*
32. Costco — *“The Treasure Warehouse”*
33. FedEx — *“The Race Against the Sun”*

CONSUMER INNOVATION

34. Disney — *“The Factory of Dreams”*
35. LEGO — *“The Brick That Builds Anything”*
36. Sony — *“The Pocket Full of Music”*
37. Coca-Cola — *“The Secret in the Red Can”*
38. Nike — *“The Shoe That Learned to Fly”*

LUXURY & CRAFTSMANSHIP

39. Rolex — *“The Heartbeat on Your Wrist”*
40. LVMH — *“The Suitcase That Conquered the World”*

COMPUTING & DIGITAL CIVILIZATION

41. Apple — *“The Glass That Thinks”*
42. Microsoft — *“The Invisible Machine”*
43. Google — *“The Library With No Walls”*
44. Amazon — *“The Box That Crossed the World”*
45. NVIDIA — *“The Brain Made of Sand”*
46. Intel — *“The First Thinking Chip”*
47. TSMC — *“The Invisible City”*
48. ASML — *“The Machine That Prints With Light”*
49. OpenAI — *“The Machine That Learned to Talk”*

THE FINAL DISCOVERY

50. The Company Yet to Be Built — *“The Adventure You Will Build”*

THE BARS THAT APPEARED AT MIDNIGHT

Midnight. Homework: not happening. Because Grandpa Ben's brass compass just started... trembling.

TIK-TIK

It spun. Locked. Pointing straight out the window—

SPIN

Wait. Seriously?

Down the hall: Mom reading news. Dad on a video call. Grandma texting. Three glowing rectangles. One family.

We stare at these ALL DAY. And I've never asked HOW they reach so far.

It's never done THIS before.



The needle pointed past them all — at the steel tower on the hill. The most ignored thing on Earth.

YOU'RE the next great company?
You're a POLE.



The diary flipped open by itself. Fresh ink.

“Time to meet the businesses that built the modern world, little one. Start with the giant everyone walks past. The towers that talk.”

★ WORTH REMEMBERING

Really look at your signal bars. They promise something invisible is flying through the air — through walls, through YOU — carrying Grandma's laugh from far away. Nobody sees it. So tonight's mystery: **what is talking to your phone?**

The tower's red light flared — and a whirlpool of blue light yanked her out the window.

WHOOSH



Here we GOOO!

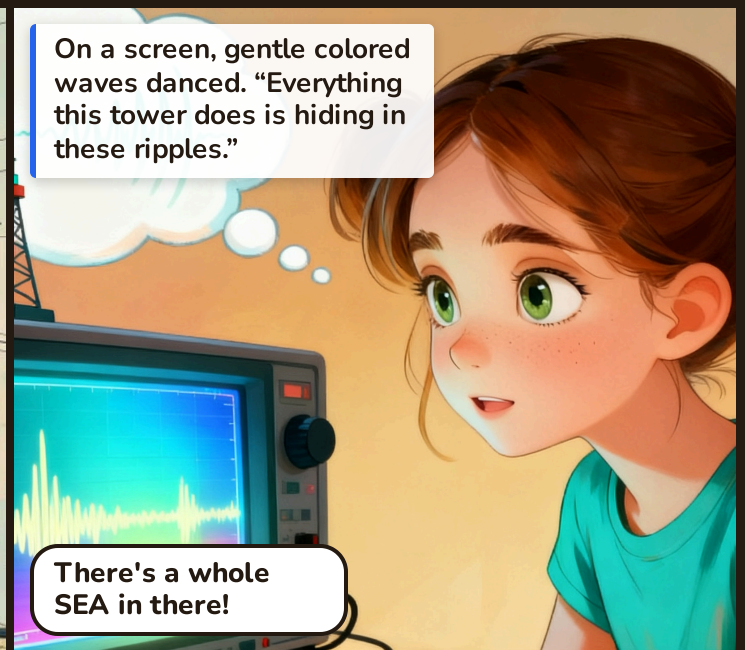
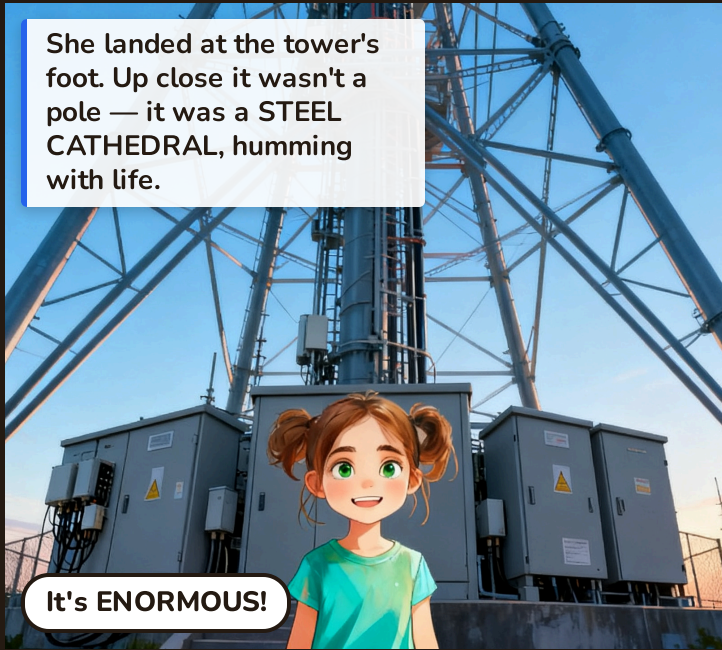


SIRI'S SECRET NOTEBOOK

Biggest mystery yet 📡

- ① What invisible thing carries voices through the air — and bends around walls?
- ② Grandpa says this ignored pole built a giant company. Prove it, compass.

THE GIANT NOBODY LOOKS AT



★ WORTH REMEMBERING

A cell tower looks like dumb metal. It's really a **radio station whispering to thousands of phones at once** — millions of tiny calls, and it never mixes up whose voice is whose, hundreds of times a second.

Iris unrolled a parchment map. Seven glowing doors.
“Seven secrets. Open them all and you’ll understand this
giant better than most grown-ups.”



Seven doors. Deal.



SIRI'S SECRET NOTEBOOK • THE QUEST MAP

 1 THE INVISIBLE LIGHT — what carries a voice?

 2 THE MESSAGE — how does a wave hold my words?

 3 THE ANTENNA — how do you catch a wave?

 4 THE CELLS — how does one sky hold a million calls?

 5 THE BEAM — how does a tower aim at ME?

 6 THE BACKBONE — where does my call GO?

 7 THE BUILDERS — who makes all this... and WHY? Let's GO 

THE LIGHT YOU CANNOT SEE

3a Door One: the invisible light

Door one opened onto a rainbow ladder across the sky. “That invisible stuff? It’s **LIGHT** — just light your eyes can’t see.”



Radio is... **LIGHT**?!

“Wiggle electrons in a metal rod and they fling out ripples of light — radio waves. Same family as sunshine, only lazier.”



So the tower **SHAKES** electricity into light!

★ WORTH REMEMBERING

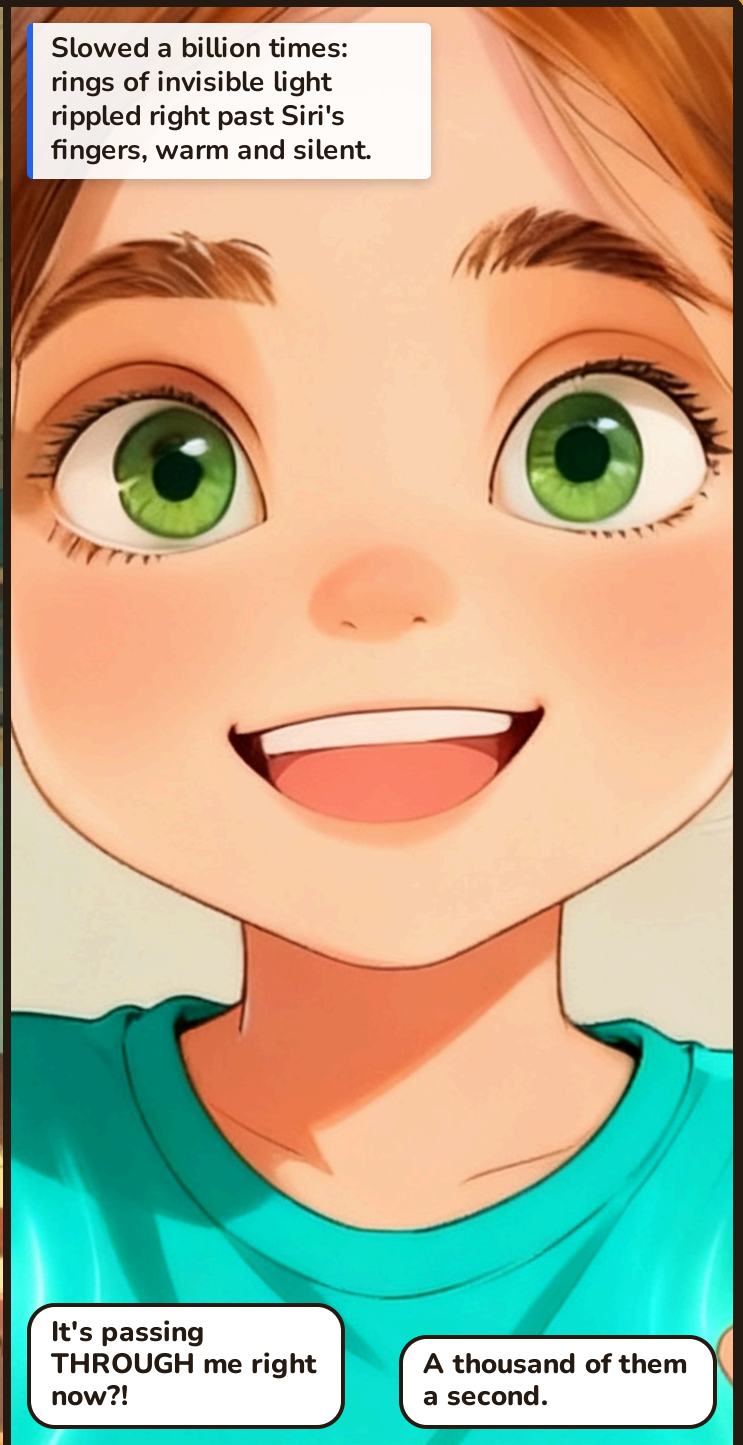
Sunlight, radio, X-rays — all the **SAME** stuff, just wiggling at different speeds. Slow wiggles make radio: long, lazy waves. Fast wiggles make the colors you see. Change the speed, change the magic. 🌈

"And because radio waves are so long and lazy, they curve AROUND houses — while light just casts a shadow."



THAT'S why my call works indoors!

Slowed a billion times: rings of invisible light rippled right past Siri's fingers, warm and silent.



It's passing THROUGH me right now?!

A thousand of them a second.

 SIRI'S SECRET NOTEBOOK · DOOR 1, HALF OPEN

Radio waves = invisible light, same family as sunshine. Slow + lazy = long waves that bend around walls (light can't!). They flew through me and I felt NOTHING. 🌈

THE SHAPE OF A WHISPER

Iris tossed a pebble in a pond. Rings spread out. “A radio wave is just ripples — but in the sea of empty space.”



One splash...
endless rings!

“Two things matter: how LONG each ripple is, and how FAST they come. Long lazy ripples, or short busy ones.”

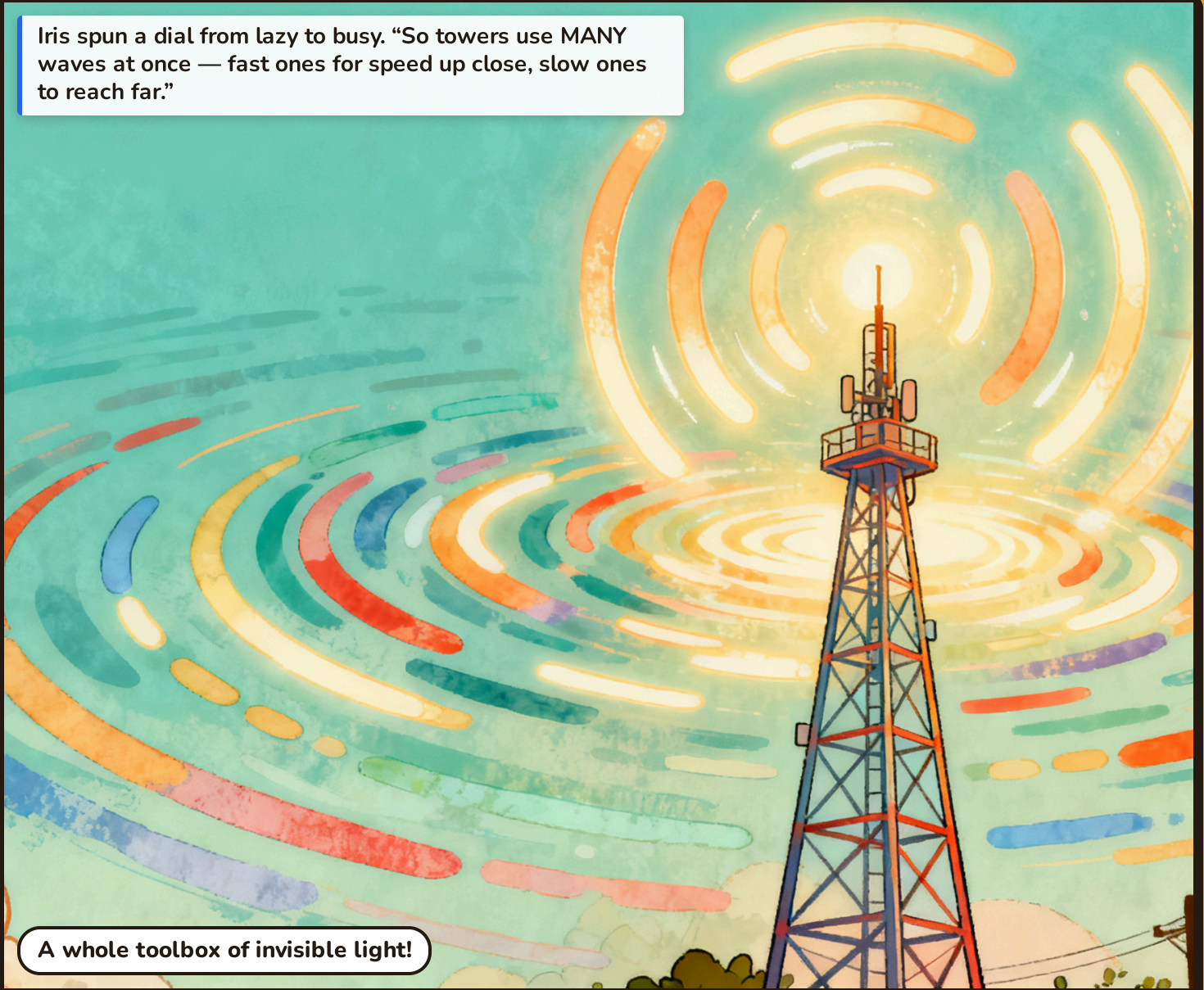


Like slow swings
and fast swings!

★ WORTH REMEMBERING

Short busy waves carry MORE words each second — but tire out fast and can't bend around things. Long lazy waves carry less, but travel far and sneak indoors. There's no perfect wave: **every gift costs something.** 🏛️

Iris spun a dial from lazy to busy. “So towers use MANY waves at once — fast ones for speed up close, slow ones to reach far.”



A whole toolbox of invisible light!

★ WORTH REMEMBERING

This band of usable waves is called **spectrum** — and there's only so much of it, shared by the whole world. That's why it's precious, and why countries hand out slices of the sky like priceless land. 📶

📖 SIRI'S SECRET NOTEBOOK · DOOR 1 UNLOCKED

Waves have length + speed. Short = fast but weak; long = slow but far-reaching. Towers juggle MANY at once. The sky's waves are called SPECTRUM — and there's a limited amount, so it's treasure. ⚖️

WRITING ON A WAVE

5a Door Two: hiding a voice in light

Door two. “A plain wave is a blank page. To send your voice, we **WRITE** on it.” A little squiggle rode the wave.



You draw my voice
ONTO it!

“First your 'hello' becomes numbers — tiny on-and-off dots. Then those dots reshape the wave.”

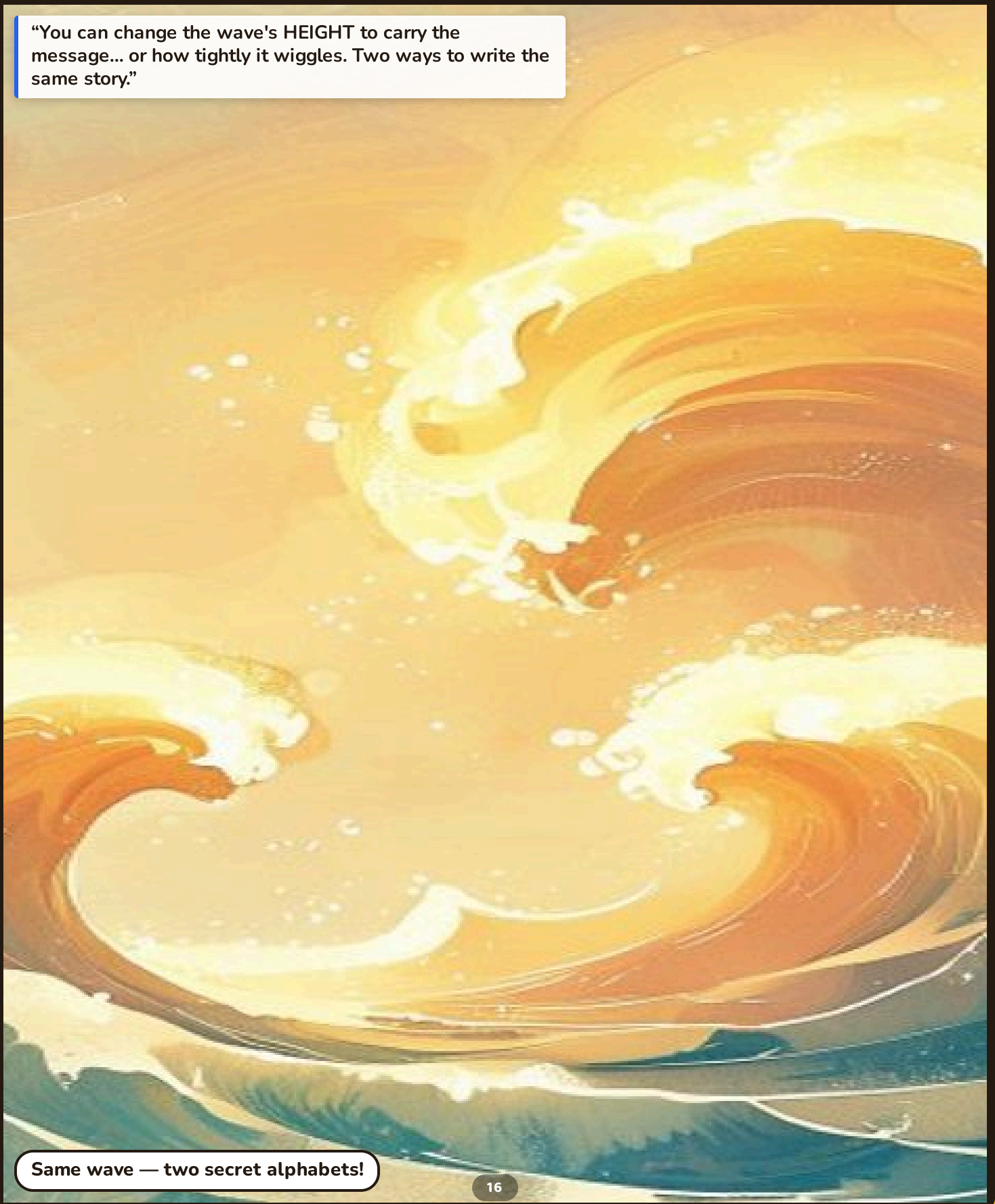


My voice turns into
a secret **CODE**!

★ WORTH REMEMBERING

Turning sound into on-off dots first is the whole trick of **DIGITAL**. Dots don't blur or fade like a shout across a field — the far end reads them back perfectly, every time. Clean numbers beat a fuzzy echo. 12
34

"You can change the wave's HEIGHT to carry the message... or how tightly it wiggles. Two ways to write the same story."



Same wave — two secret alphabets!

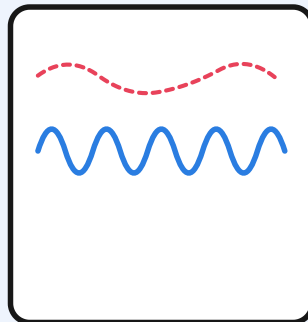


HOW YOUR VOICE RIDES A RADIO WAVE



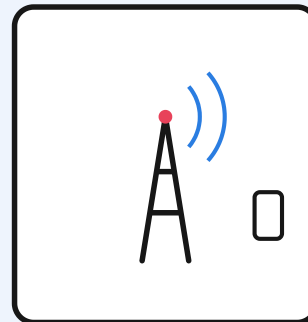
VOICE BECOMES NUMBERS

sound turns into little bits



THE BITS RIDE A WAVE

the message reshapes the wave



THE TOWER READS IT

and hands it onward at light speed



SIRI'S SECRET NOTEBOOK · DOOR 2 UNLOCKED

Voice → numbers (on/off dots) → those dots
reshape the wave = MODULATION. Digital dots
don't blur like a shout, so the far end reads them
perfectly. You can write with a wave's height OR
its wiggle-speed.

1	2
3	4

THE SECRET OF THE ANTENNA

6a Door Three: the metal that sings

Door three hummed. Iris struck a tuning fork — and a rod of just the right length hummed right back.



It sang **WITHOUT** being touched!

★ WORTH REMEMBERING

That's an **antenna**. A wave passing by makes the electrons in a matching rod jiggle in time — turning invisible light back into electricity, and back again. To send OR catch a wave, you just need metal the right size to 'sing along.'



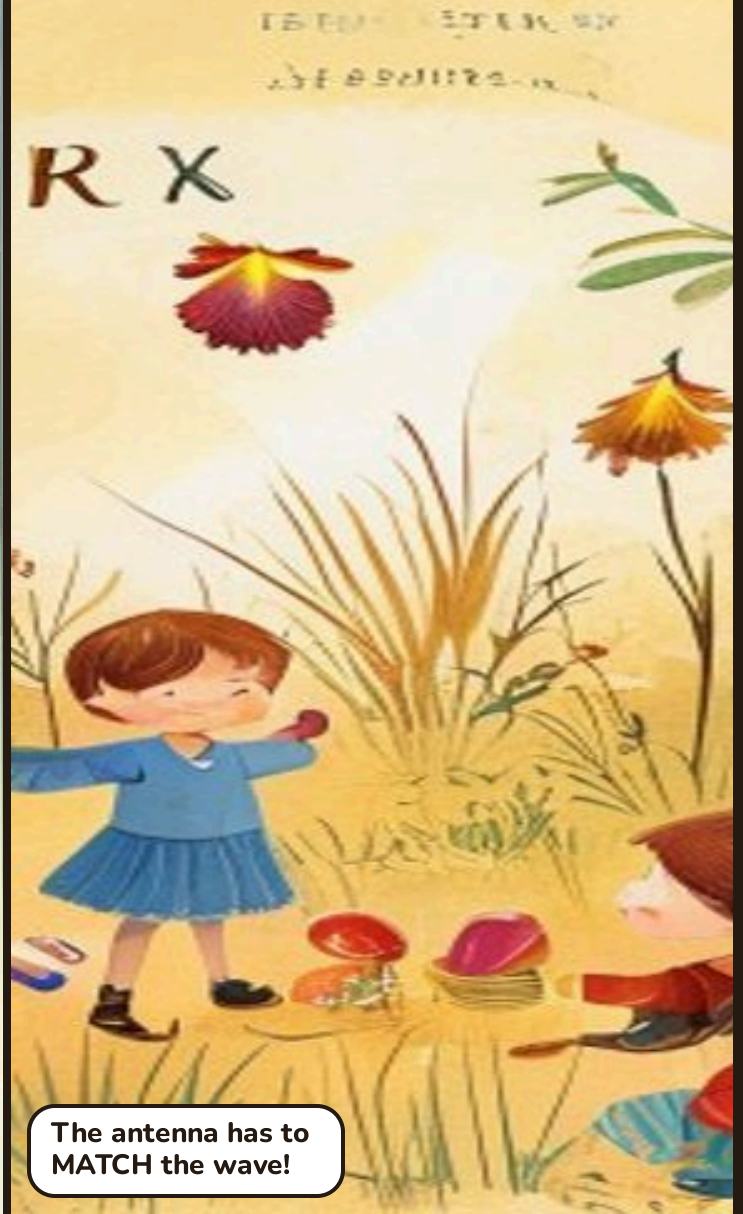
Iris opened a panel antenna. Inside: neat rows of tiny metal patches, each glowing faintly.



So it's full of little singers!

Every one shapes the light.

She held up a tall antenna and a stubby one. "Long waves need long antennas. Short waves need short ones."



The antenna has to **MATCH** the wave!

 SIRI'S SECRET NOTEBOOK · DOOR 3 UNLOCKED

An antenna = metal tuned to 'sing along' with a wave, like a tuning fork. It turns invisible light into electricity and back. Long waves → long antennas; short waves → short. The SAME metal both sends and catches. 🎵

A MILLION VOICES, ONE SKY

7a Door Four: sharing the air

Door four. From the ridge, the town glowed in a honeycomb — one small tower per patch.

“Each patch is a CELL. Give it a few radio colors — then reuse those SAME colors in cells far away.”

Why chop the sky into hexagons?

Two classrooms, same red crayons, no fighting!

★ WORTH REMEMBERING

There's only so much sky to share. So instead of one giant tower shouting over everyone, we use many small ones. Faraway cells reuse the same waves because they're too far to clash. Millions of calls fit in one thin sliver of spectrum. 📶

“Walk across town and towers hand your call along — runner to runner — so smoothly you never hear the seam.”



THAT'S why it's called a CELL phone!

★ WORTH REMEMBERING

Every few seconds your phone quietly asks nearby towers, 'who hears me best?' — and the network passes you to the winner mid-word. A relay race of hundreds of towers, and you never drop the baton. 🏃

📖 SIRI'S SECRET NOTEBOOK · DOOR 4 UNLOCKED

Sky split into CELLS 🐼 → each gets a few radio colors → faraway cells reuse the same colors (too far to clash) → towers hand off my call as I move. That handoff is literally why it's a 'cell' phone!

THE TOWER THAT AIMS

8a Door Five: a beam just for you

Door five. A tower sent narrow beams of soft light — one to each person in the park.

“Its face hides dozens of tiny antennas. Fire them together, just right, and their waves ADD UP into a beam.”

Wait — it aims at people ONE BY ONE?

Lots of little singers... making one spotlight!

★ WORTH REMEMBERING

It's called **beamforming**. Many tiny antennas working in perfect timing can steer a narrow beam of radio right at your phone — and a different beam at your neighbor's, at the same instant. Old towers shouted; new towers aim.



In a packed stadium, thousands texted at once — and every single beam found its own fan.



Fifty thousand phones... and nobody crosses wires!



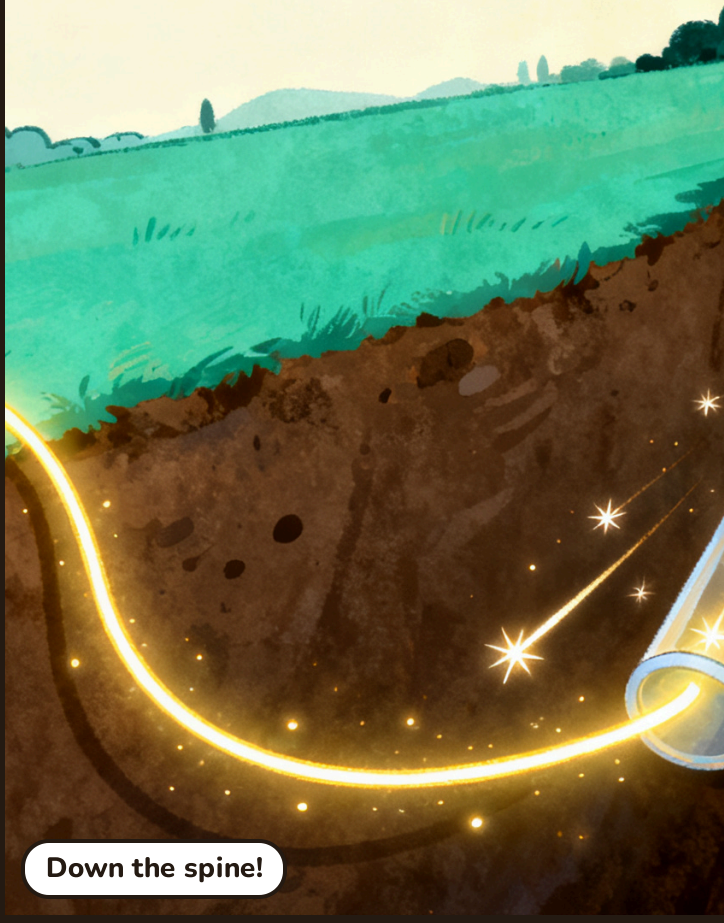
SIRI'S SECRET NOTEBOOK • DOOR 5 UNLOCKED

A flat antenna hides **DOZENS** of tiny antennas. Fire them in perfect timing → their waves add up into a steerable **BEAM** (beamforming). One beam for me, another for my neighbor, at the same time. Shouting wastes; aiming wins. 🎯

THE RIVER BEHIND THE TOWER

9a Door Six: where your call goes

Door six. "Your voice reaches the tower — but then WHERE?" The glowing thread dove underground.



Down the spine!

It raced through fiber to a humming hall of machines that read every call and sent it onward.



This is the tower's
BRAIN?

One brain for
thousands of
towers.

★ WORTH REMEMBERING

The tower is only the doorway. Behind it, your call becomes **light in a glass thread** — fiber — racing to a 'core' that knows where every phone on the network is and routes your hello to exactly the right one. 💡

At the core, her 'hello' was read and shot down exactly the right lane — like a post office made of light.

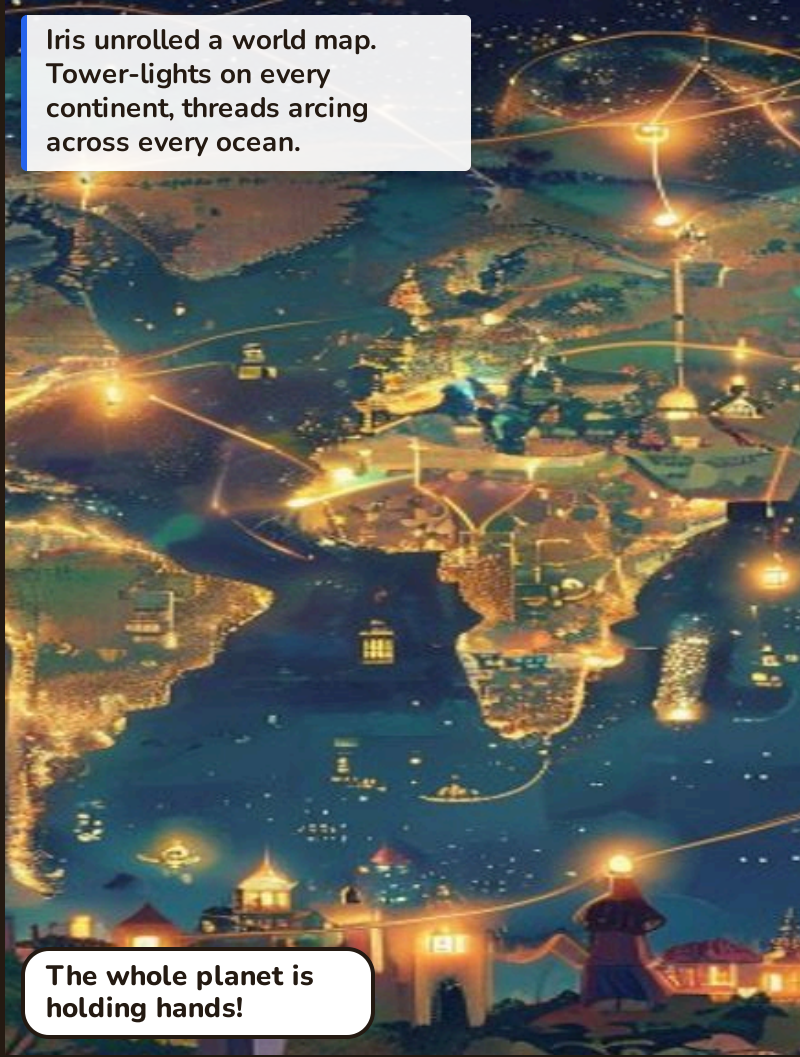


It knows where EVERYONE is?!

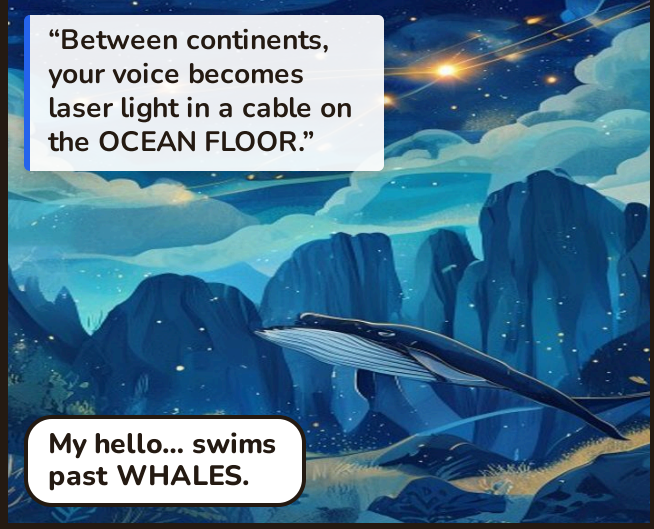
 SIRI'S SECRET NOTEBOOK · DOOR 6 UNLOCKED

After the tower: my voice becomes LIGHT in a glass thread (fiber) → races to the CORE, a giant sorting brain that knows where every phone is → sends my hello down the right lane. The tower's just the front door. 💡

THE WHISPER AROUND THE WORLD

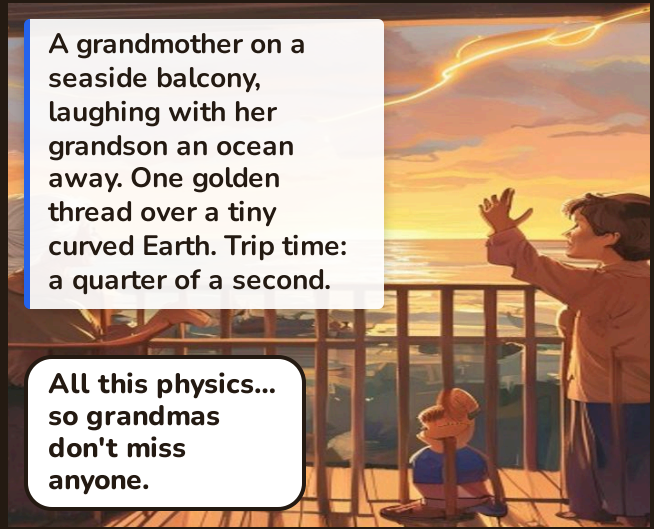


Iris unrolled a world map. Tower-lights on every continent, threads arcing across every ocean.



"Between continents, your voice becomes laser light in a cable on the OCEAN FLOOR."

My hello... swims past WHALES.



A grandmother on a seaside balcony, laughing with her grandson an ocean away. One golden thread over a tiny curved Earth. Trip time: a quarter of a second.

All this physics... so grandmas don't miss anyone.

The whole planet is holding hands!

★ WORTH REMEMBERING

Follow one 'hello': voice → numbers → invisible radio light → tower → fiber → the core → **laser light under the ocean** → another tower → an ear on another continent. 250 milliseconds. A century ago: six weeks by ship. 🌊

📖 SIRI'S SECRET NOTEBOOK · DOOR 6, WIDE OPEN

Radio to the tower → fiber → core → LASER under the sea (past actual whales!) → tower → your friend. A 'hello' crosses the planet in $\frac{1}{4}$ second. Six doors down. Door Seven, Iris says, doesn't ask HOW. It asks WHO. 📖

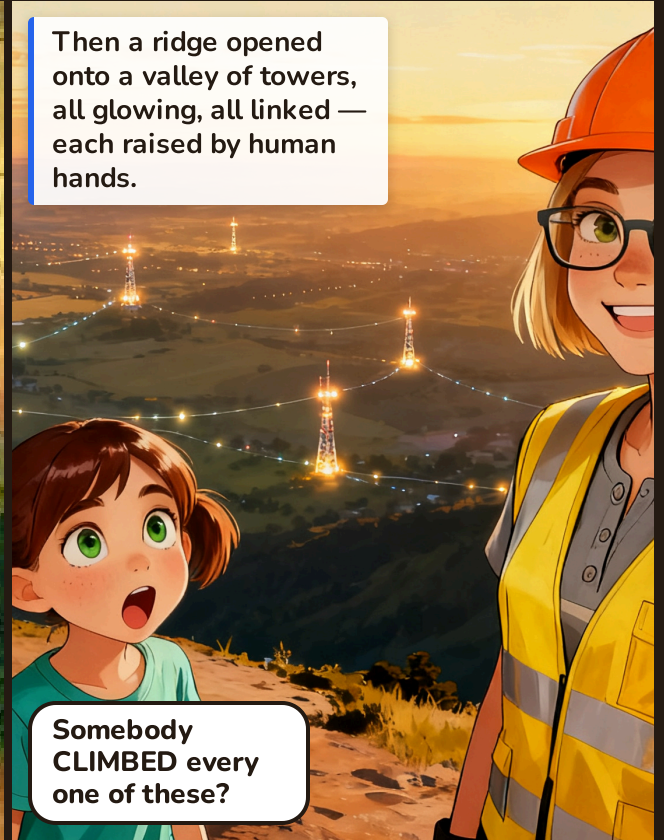
A HUNDRED THOUSAND HANDS

Door seven filled the whole wall. Behind it: no machine at all. Just... people.



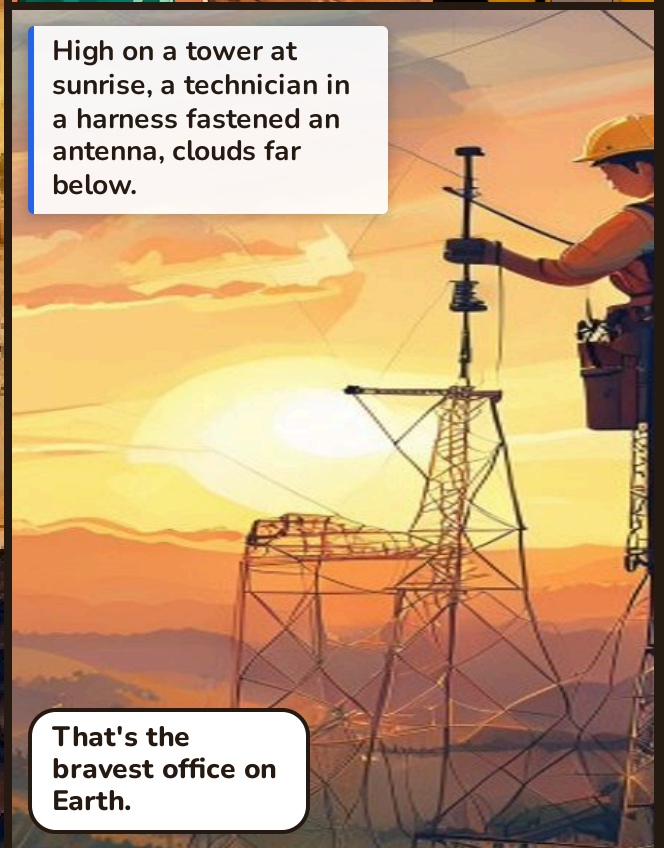
The seventh secret is
PEOPLE?

Then a ridge opened
onto a valley of towers,
all glowing, all linked —
each raised by human
hands.



Somebody
CLIMBED every
one of these?

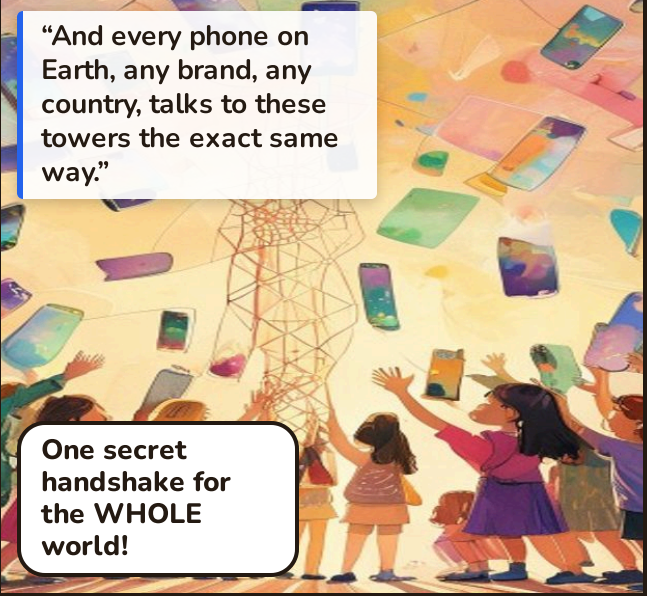
High on a tower at
sunrise, a technician in
a harness fastened an
antenna, clouds far
below.



That's the
bravest office on
Earth.

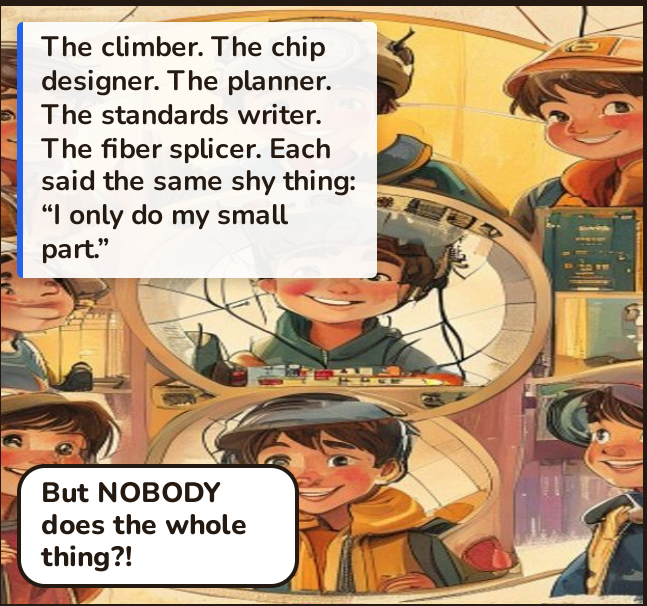


At a desk, a planner slid glowing tower-pins across a city map so no two signals would clash.



“And every phone on Earth, any brand, any country, talks to these towers the exact same way.”

One secret handshake for the **WHOLE** world!



The climber. The chip designer. The planner. The standards writer. The fiber splicer. Each said the same shy thing: “I only do my small part.”

Fitting a million calls together like a **PUZZLE**.

But **NOBODY** does the whole thing?!

★ WORTH REMEMBERING

Sit with that: **nobody on Earth builds a network alone**. Each person masters one sliver — a beam, a cable, a rule — and one company conducts a hundred thousand slivers into a single humming web. The conducting is the real invention. 🎵

📖 SIRI'S SECRET NOTEBOOK · DOOR 7, PART ONE

Behind the towers: climbers, chip designers, spectrum planners, standards writers, fiber splicers. No one person knows it all. Somebody conducts the whole orchestra. So — **WHO'S THE CONDUCTOR?** ...I think I'm about to meet them.

THE LANGUAGE EVERYONE AGREED ON

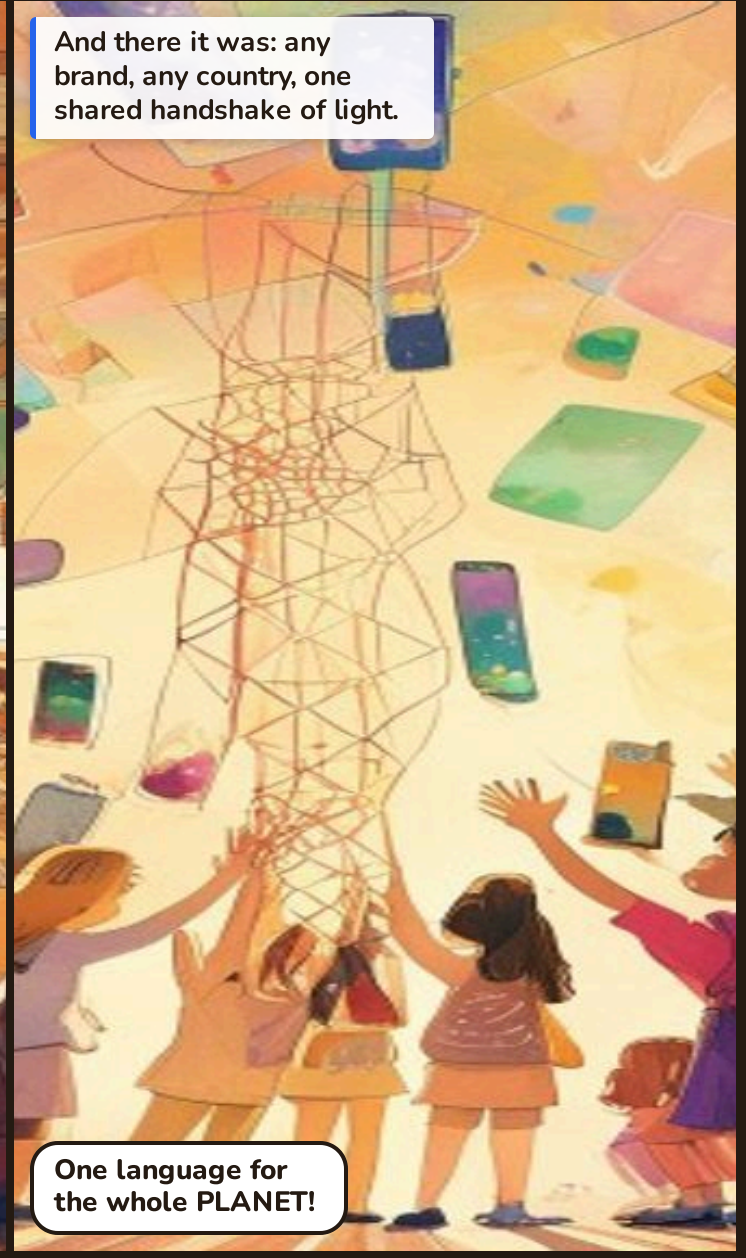
A hushed room: engineers from dozens of countries around one long table, arguing kindly, then shaking hands.



They're **WRITING** the rules together?

So every phone can understand every tower.

And there it was: any brand, any country, one shared handshake of light.



One language for the whole **PLANET!**

★ WORTH REMEMBERING

Here's a quiet miracle: rivals sit together for years and agree on **ONE** way for phones and towers to talk — a **standard**. Without it, your phone would work on one street and die on the next. Cooperation, so competition can happen. 🤝



Below, the network moved like a ballet — millions of calls flowing, sorting, arriving, never colliding.



Then a crew swapped a tower's old radio for a new one. "Same steel. New brain. That's how 3G became 4G became 5G."

It's not a machine.
It's an
ORCHESTRA.

You upgrade the
world one tower at
a time!

 SIRI'S SECRET NOTEBOOK

A STANDARD = rivals agreeing on one language so every phone works everywhere. Ericsson helps write it. The network runs like an orchestra. And each 'G' is a new brain bolted onto old towers, worldwide. 🤝

WHY THE WORLD PAYS FOR BARS

13a Siri's question flips

On a stormy night, an emergency call flew through — instant, perfect. The tower stood steady.

Then and now: a letter that once took six weeks by ship... and a face-to-face call across an ocean in a heartbeat.

Six WEEKS shrank to a quarter-second!

Iris held up a balance scale. The price of a phone plan on one side. Everything it does on the other. CRASH.

People don't pay for bars. They pay for what bars REPLACE!

It NEVER fails?

It's not allowed to.

★ WORTH REMEMBERING

Warren's favorite riddle: **price is what you pay, value is what you get.** A signal lets you call for help, learn anything, reach anyone, run a whole business from a pocket. When the value side crashes down, a monthly bill feels like a bargain. 💛

Through a window: a girl doing homework online, a nurse reading a test, a farmer checking the rain — all on one invisible thread.



The same signal runs a whole DAY!

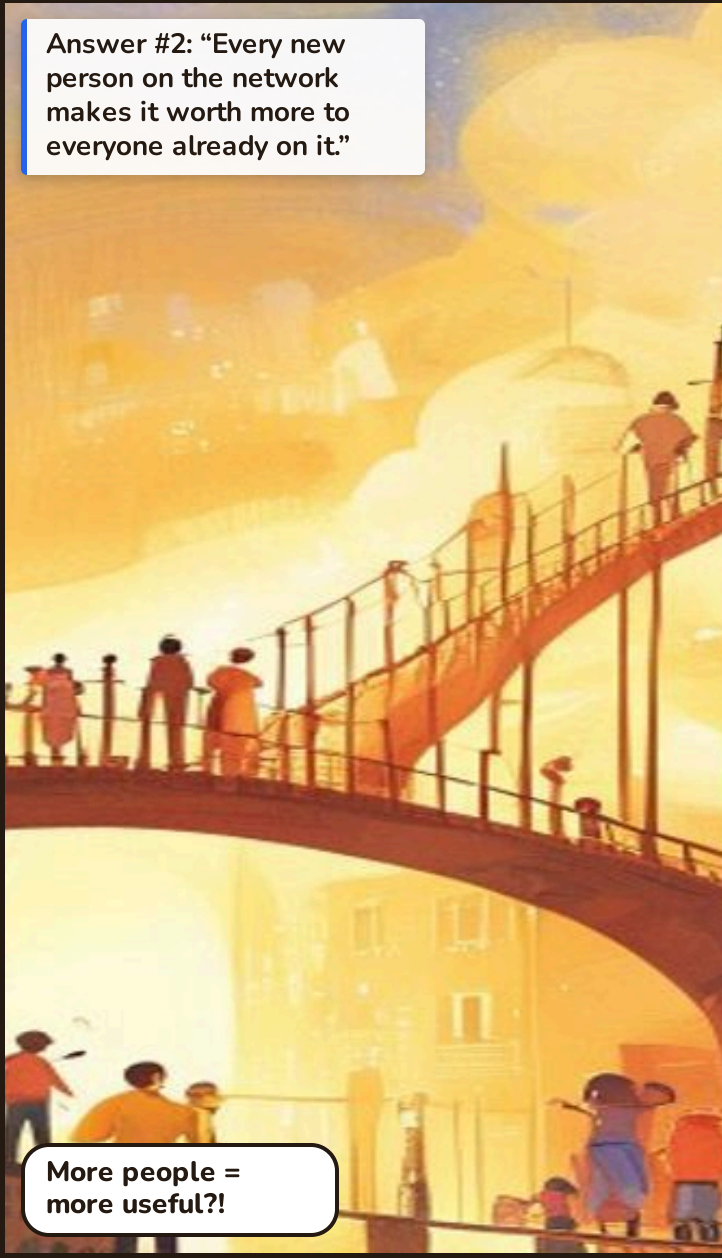


SIRI'S SECRET NOTEBOOK

My question flipped: not 'how does it work' → 'WHY would anyone pay billions for towers?' Answer #1: a trustworthy signal replaces weeks of waiting, whole shops, even lifelines. Value >> price. 🧡

THE WEB THAT GROWS

Answer #2: "Every new person on the network makes it worth more to everyone already on it."



And it wasn't just phones anymore: cars, watches, doorbells, tractors — all climbing onto the same web.



★ WORTH REMEMBERING

It's called a **network effect**: one phone is useless — who would it call? A billion phones is a nervous system for the whole species. Each new thing that connects makes connecting worth more — so more things connect. Round and round. 🌐

“And because everyone speaks the one standard, a gadget made anywhere works everywhere.”



One language → the party never stops growing!

SIRI'S SECRET NOTEBOOK

Answer #2: NETWORK EFFECTS. One phone = useless; a billion = a nervous system. Now cars, watches, sensors all joining. Each new device makes the web worth more → more join. The shared language keeps the party open to all. 

THE PRICE OF TRUST

Answer #3 had its own room: a wall of screens, engineers watching every tower breathe, all lights calm green.



Nobody's calling.
Why are they
WATCHING?

So a problem is
fixed before you
ever feel it.

"Carriers demand 'five nines' — working 99.999% of the time. That's a few minutes of hiccup in a whole YEAR."

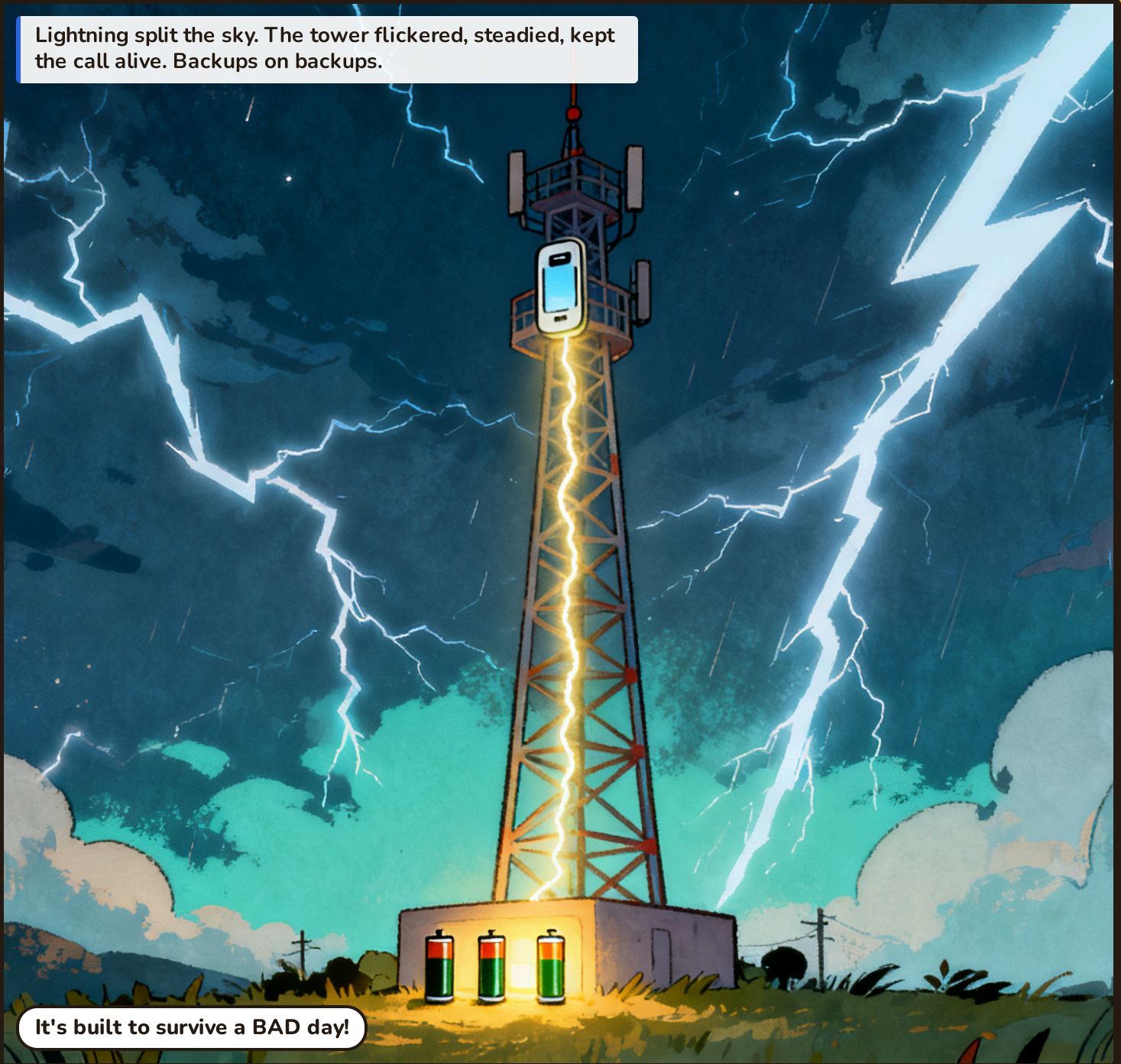


Almost never
down... ON
PURPOSE.

★ WORTH REMEMBERING

Answer #3: **trust, built on purpose.** When a network holds through storms, quakes and midnight emergencies, a promise forms: *this will be there when I need it most.* That promise is why a carrier bets its whole country on one vendor. Trust is the product. 🛡️

Lightning split the sky. The tower flickered, steadied, kept the call alive. Backups on backups.



It's built to survive a BAD day!



SIRI'S SECRET NOTEBOOK

Answer #3: TRUST. 'Five nines' = up 99.999% of the time (minutes down a year). Backups on backups, watched day and night. That reliability is why carriers stake a whole nation on your gear. Value → Web → Trust. Now — WHO built it? 🗺️

THE LITTLE SHOP IN STOCKHOLM

The compass dragged her across the water to a gleaming glass headquarters, three towers of light above it. Siri knew the name on the gate.



ERICSSON! The towers that talk are THEIRS!

“1876. A tiny workshop in Stockholm. A young man named Lars Magnus, fixing broken telegraph machines by lamplight.”



The whole thing began in a REPAIR shop?

“The telephone had just been born. Lars didn’t just repair them — he built his OWN, better and sturdier.”



From fixing to INVENTING!

Soon Ericsson telephones
— elegant brass and bells
— were ringing in homes
across Europe and beyond.



A little shop...
going
WORLDWIDE.

“Back then a room full of
operators plugged every
call by hand. Ericsson
helped teach the wires to
connect themselves.”



Machines that
answered so
people didn't have
to!

★ WORTH REMEMBERING

Freeze on that beginning: **no giant starts as a giant**. One curious repairman, in one small shop, decided broken wasn't good enough. A hundred and fifty years later, the world's voices still ride on what that curiosity became. 🔧

📖 SIRI'S SECRET NOTEBOOK · THE REVEAL

ERICSSON. 1876 Stockholm → Lars Magnus fixes telegraphs → builds his OWN telephones → sells across Europe → automatic switching. A repair shop grew into a company that wires the whole planet. What happened next?! TURN THE PAGE.

A CENTURY OF SIGNALS

"Lars Magnus never chased glory. He chased quality — telephones so good they lasted decades."

The founder's secret weapon was... being **RELIABLE**.

"Then the biggest leap: cutting the cord. In the 1990s they helped make mobile phones digital — GSM — for the whole world."

They set the world **FREE** from wires!

"The telephone spread, so did Ericsson: switchboards, then huge electronic switches that connected millions of calls at once."

Every leap in talking, they were **THERE**.

"For a while Ericsson made handsets too — the phones in your hand. But the world had many phone-makers..."

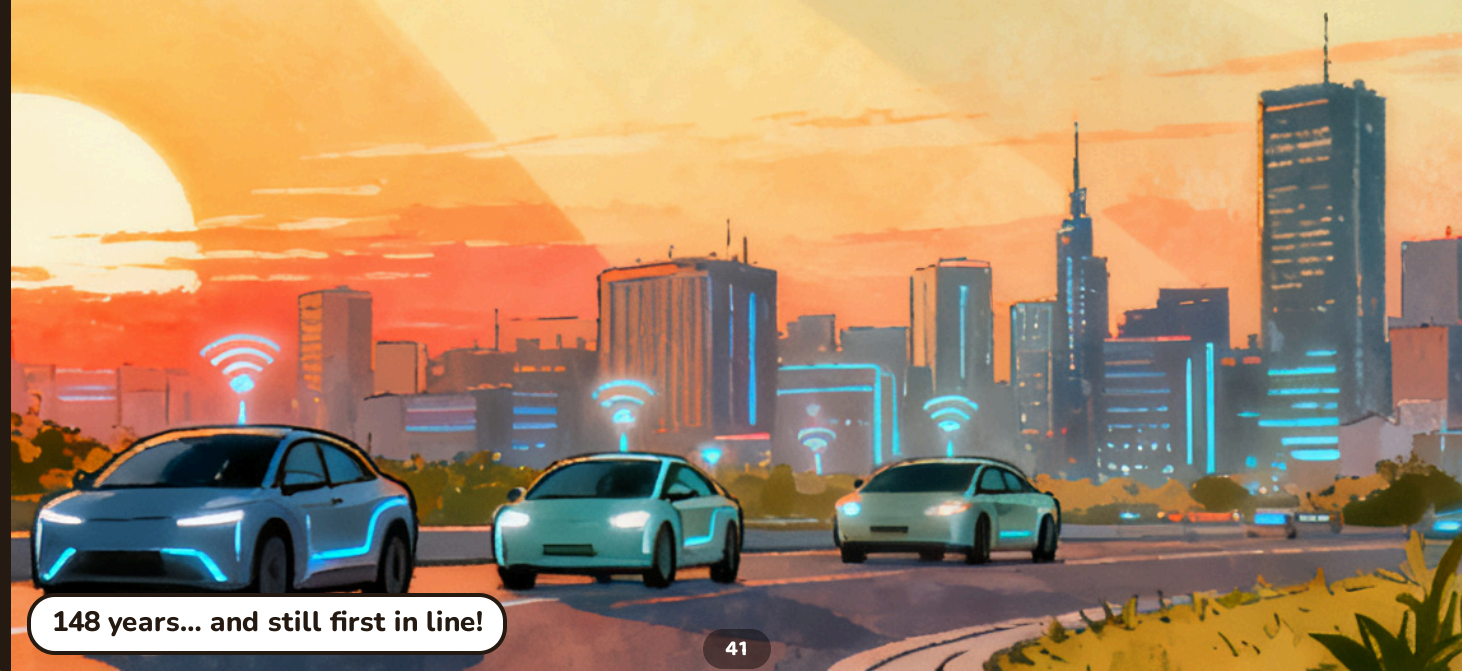
So they had a big decision.

★ WORTH REMEMBERING

Then the bravest business choice: Ericsson largely **let go of the handset** and bet everything on the towers and networks behind every phone. Fewer headlines, but every rival's handset would still need Ericsson's invisible web.

Own the road, not just one car. 🛣️

“And in 2019, among the first to switch on 5G — beams, sensors, self-driving, all riding their networks.”



148 years... and still first in line!



THE STORY IN TIME

1876

Lars Magnus Ericsson opens a telegraph repair shop in Stockholm.

1878

He builds his own telephones — famous for lasting decades.

1890s

Ericsson telephones sell across Europe and beyond.

1920s

Automatic switching connects calls without operators.

1981

Helps launch one of the first automatic mobile networks.

1991

A leader in GSM — digital mobile for everyone.

2000s

3G, then 4G — the mobile internet arrives.

2012

Steps back from handsets to focus on networks.

2019

Among the first to switch on 5G.

Today

Ericsson gear carries a huge share of the world's mobile traffic. 



SIRI'S SECRET NOTEBOOK

Telephones → switchboards → giant switches →
GSM (cut the cord!) → handsets → then they LET
GO of handsets to own the network. From one
repairman's quality obsession to wiring the
planet. Own the road, not one car. 🛣️

THE CASTLE OF SIGNALS

A warm glow. A whiff of cherry cola. Warren and Charlie, the partners from Omaha, before a shining castle.

Under a tree, with a glowing tower on the hill behind them, the two old friends let her lay out the walls, one by one.

The only question that matters for a hundred years, Siri: what keeps invaders OUT?

Walls! I've been collecting them ALL BOOK!

Scarier than any school quiz. And a hundred times more fun.



THE CASTLE WALLS • WHY RIVALS CAN'T COPY IT



Wall One: The Shared Rulebook

Ericsson helps WRITE the world's one telecom language — and owns patents on the ideas inside it. The whole planet's phones lean on their inventions. (Grown-ups say: standard-essential patents.)



Wall Two: Trust You Bet Lives On

'Five nines' reliability, kept for generations. Carriers stake entire nations on it. A feature takes a year to copy. A century of trust takes a century.



Wall Three: The Endless Lab

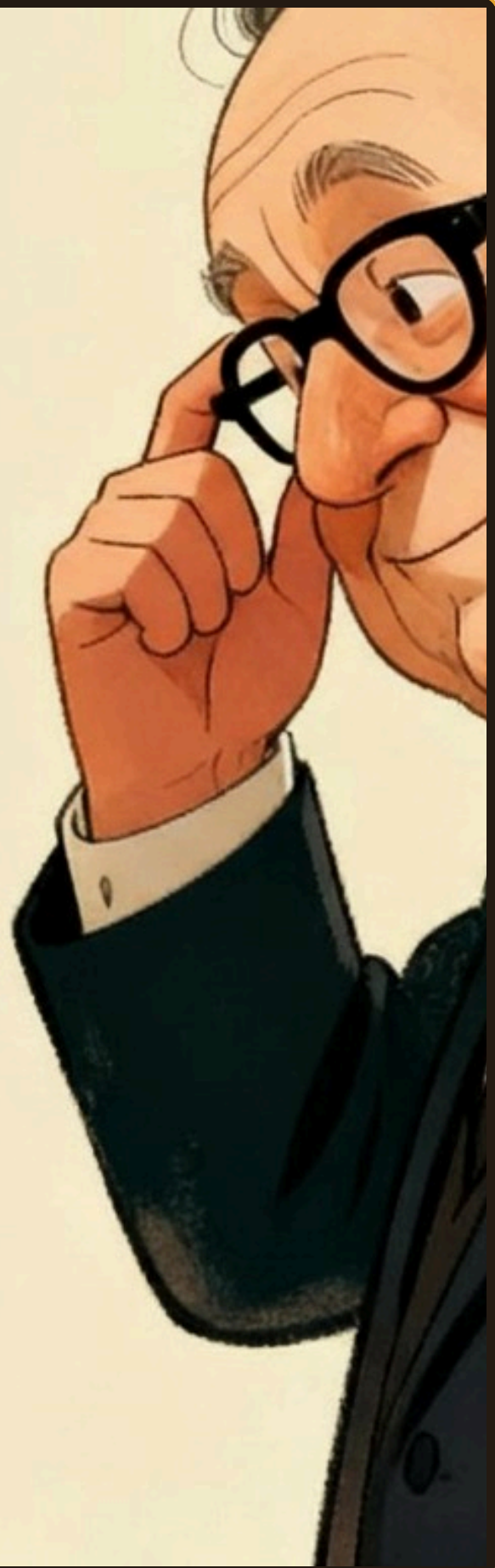
Each new 'G' costs billions and many years. Only a handful of companies on Earth can even enter the race — and it never, ever stops.



Wall Four: The Sticky Network

Once a carrier's whole country runs on your gear, ripping it out risks blackouts and huge bills. So they stay — for decades.

Charlie tapped his thick glasses. “My trick: turn the telescope around. Don't ask how Ericsson wins — ask what would DESTROY it. Then check they're not doing it. **Invert, always invert.**”



Find every way to LOSE... then don't go there!



THE CASTLE WALLS · WHY RIVALS CAN'T COPY IT



Crack One: The Few Giants

Only a tiny club of companies can build whole networks — so every deal is a knife-fight for a giant customer.



Crack Two: Backed by Governments

Some rivals get help from their own countries, making prices brutal and politics part of the game.



Crack Three: Miss One 'G'

Fall behind on a single generation — 5G, 6G — and carriers may pick someone else for a decade.



Crack Four: The Spending Waves

Carriers build in giant bursts, then pause. A feast one year can become a famine the next.



★ WORTH REMEMBERING

Charlie's ruin-Ericsson checklist: sleep through the next 'G'. Ship one tower that dies in a storm. Stop out-spending the lab. Lose a carrier's trust once. Bet the company on the wrong wave. Now — **just never do those.** Inversion turns worry into a checklist. 🏰

Warren raised his cola. "A business the whole modern world would grind to a halt without, behind four walls. The treasure was never the steel. It's the TRUST and the rulebook."



So the tower is just the tip of the castle!



SIRI'S SECRET NOTEBOOK · THE CASTLE

WALLS: rulebook 📖 trust 🤝 endless lab 🔬 sticky network 🔗. CRACKS: few giants 💡 government-backed rivals 🚩 miss-a-G 🎵 spending waves 🌊. Charlie: INVERT. Warren: buy trust, not steel. 🏰

THE JUDGE'S QUESTIONS

Then Warren built a tiny courtroom under the tower — and put a CELL TOWER on the witness stand.

“Every business answers a judge someday, Siri. The judge is the future. Today, that's you.”

TOK TOK

Order in the court!

Siri banged a tiny gavel and fired Warren's five eternal questions.



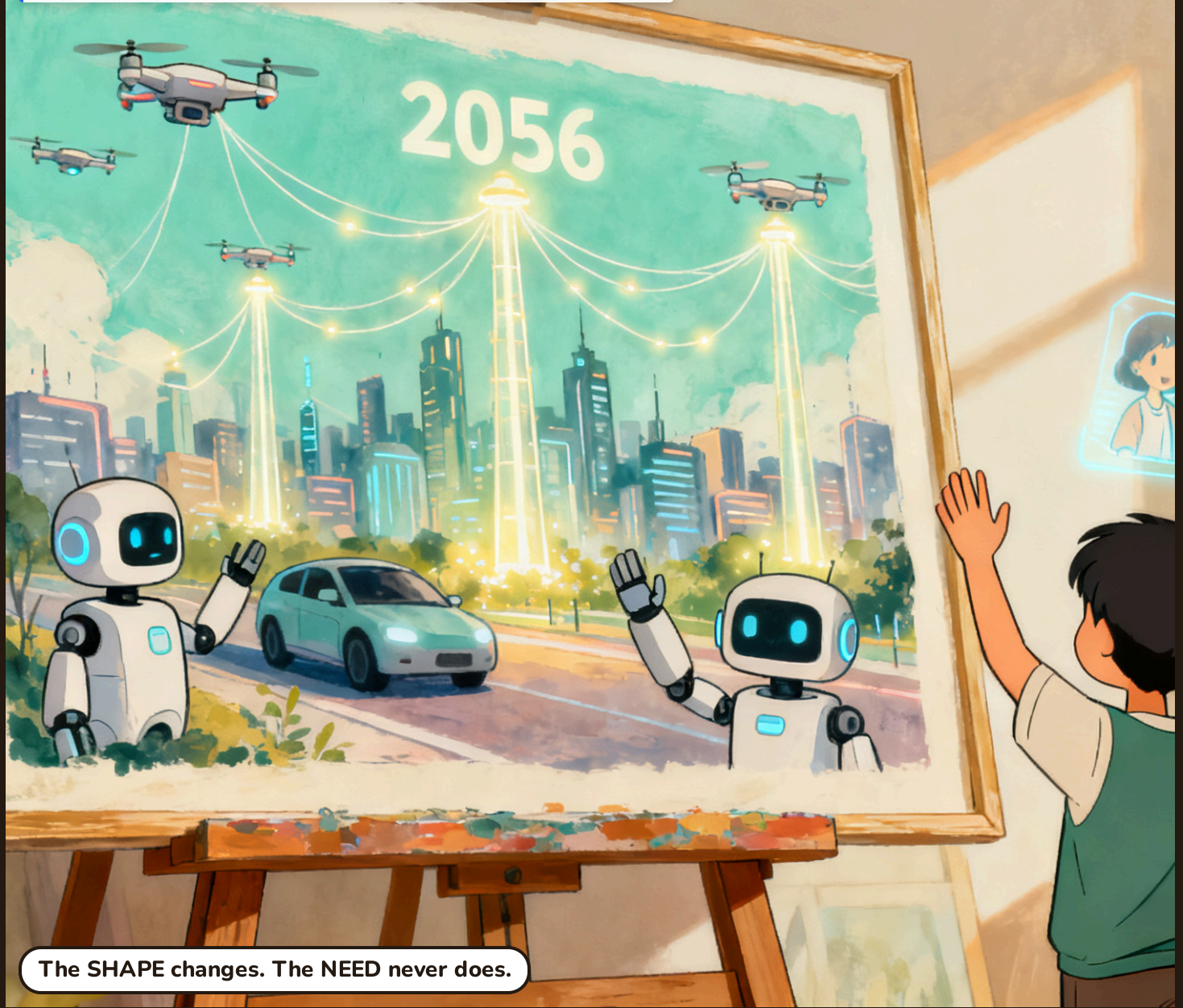
Question one, witness: will people still **NEED** you in thirty years?



★ WORTH REMEMBERING

The Owner's Court:  Enduring need? — 'Talking, learning, connecting. Older than money.'  Trust earned? — 'Nations bet their whole networks on me.'  Reinvesting wisely? — 'Billions a year into each new G.'  Copyable with money? — 'My steel, yes. My rulebook, patents and century of trust? No.'  What breaks you? — 'Only my keepers, if they doze off.' Court adjourned for lemonade.

Last exhibit: a painting of 2056. Cars, robots, whole cities humming on invisible threads — doing the same eternal thing: connecting.



The SHAPE changes. The NEED never does.

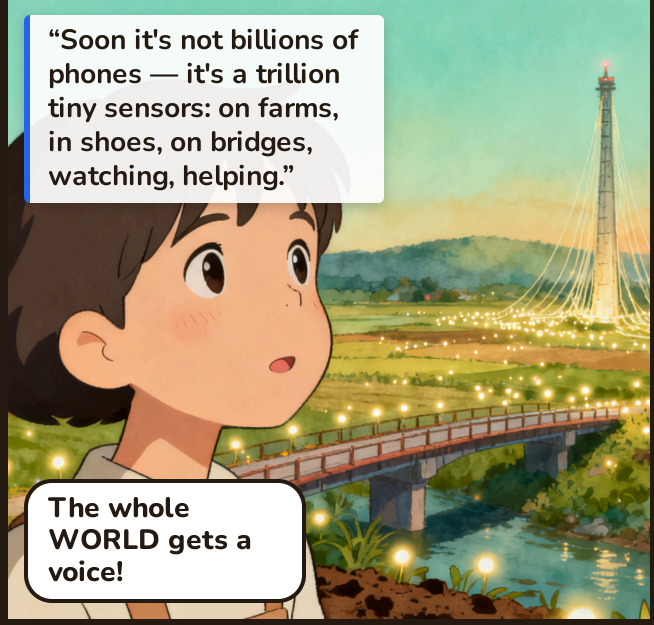
SIRI'S SECRET NOTEBOOK • JUDGE ANY BUSINESS

Warren's five: ① enduring need? ② trust earned? ③ reinvests wisely? ④ copyable with mere money? ⑤ what breaks it? Works on soap, railways, red fizzy cans, cell towers — anything. (He never once named a stock price. The judge judges the BUSINESS.) ⚖️

THE NEXT THIRTY YEARS

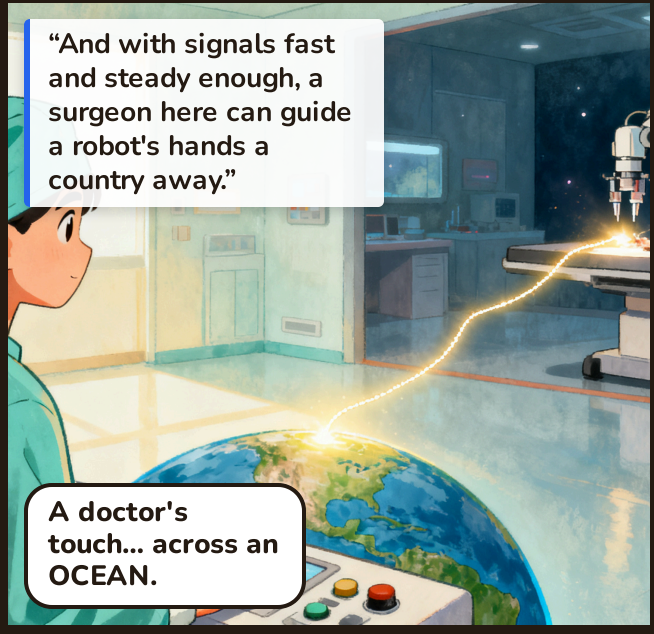


One last walk: a city of tomorrow. Cars trading warnings in light. Robots. Farms and bridges whispering to towers.



"Soon it's not billions of phones — it's a trillion tiny sensors: on farms, in shoes, on bridges, watching, helping."

The whole
WORLD gets a
voice!



"And with signals fast and steady enough, a surgeon here can guide a robot's hands a country away."

A doctor's
touch... across an
OCEAN.

Everything's going to
be CONNECTED!

★ WORTH REMEMBERING

No crystal balls — just visible currents: a trillion sensors (the 'internet of things'). Machines that talk in a blink for self-driving and remote surgery. Maybe 6G, where the network itself can SENSE the world. Siri's rooftop rule: **don't bet on the tower — bet on the need to connect.** 🌐

On the rooftop at dusk, she added the honest last line: a signal is a tool. Tools serve whoever holds them.



Best servant. Worst master. Same as fire.

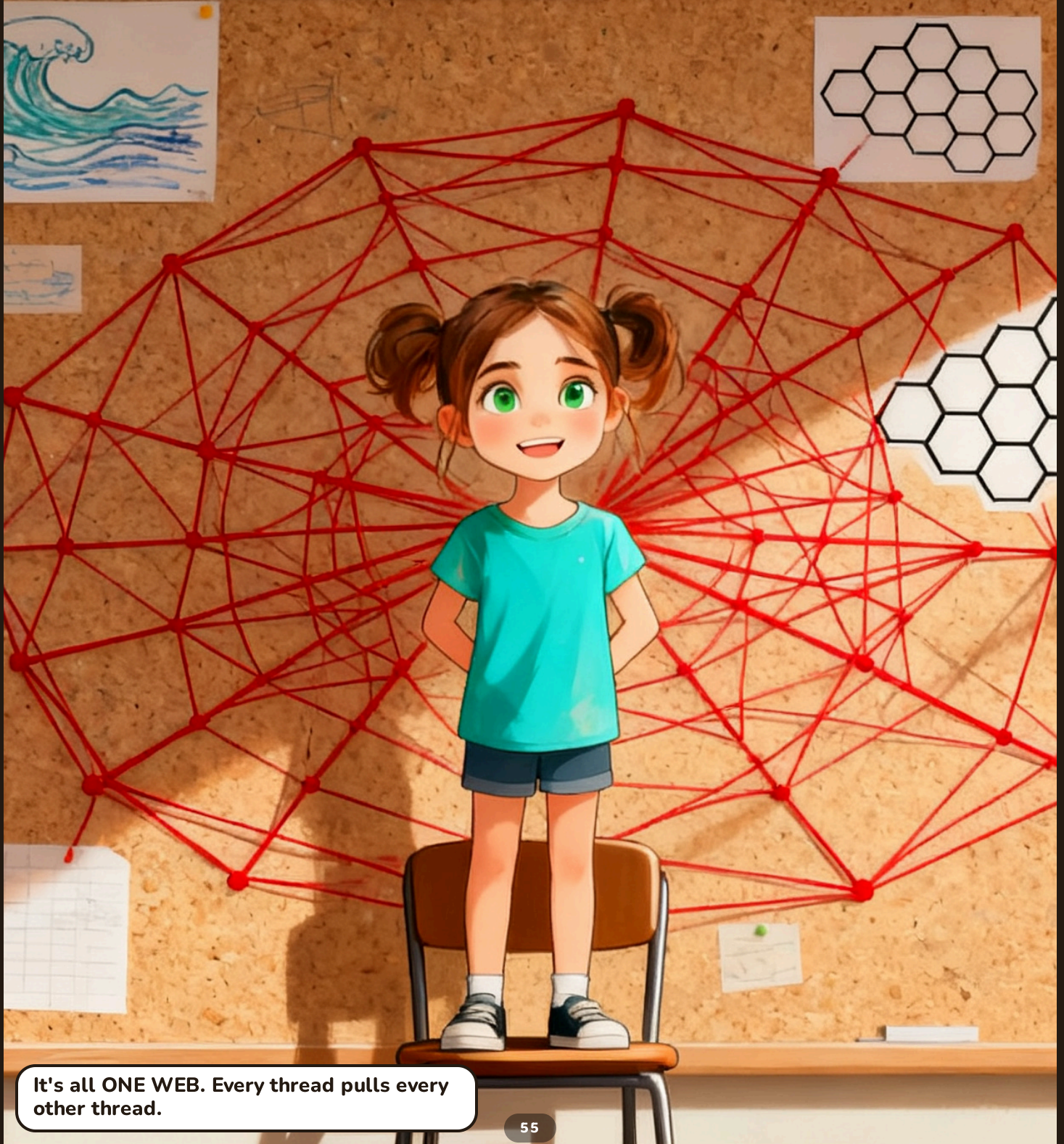


SIRI'S SECRET NOTEBOOK

2056 watchlist: a trillion sensors, talking cars, faraway robot surgeons, maybe 6G that senses. Rules: bet on the need to connect, not the shape · trust is the crown · stay the master of the signal. 🧙

THE SECRET NOTEBOOK

Home stretch. Siri pinned every discovery to her wall and joined them with red string.



It's all ONE WEB. Every thread pulls every other thread.



★ WORTH REMEMBERING

The Science Web, one breath: radio is invisible light → we WRITE a voice onto its wave → an antenna sings it out and back → the sky is split into cells that reuse colors → towers hand off and aim beams → fiber and a core carry it → laser light under the sea → a hello circles the Earth. **Ordinary physics, stacked extraordinarily.**



★ WORTH REMEMBERING

The Business Web, one breath: value (a signal replaces weeks and whole shops) → network effects (each new user makes it worth more) → trust (five nines, built on purpose) → castle (rulebook + trust + endless lab + sticky network), patrolled with Charlie's inversion, judged by Warren's court. And underneath: a hundred thousand strangers, conducted into one web.

The true test: she retold the **WHOLE** thing to her little cousin — with two cans and a string.



If you can't explain it with string, you don't really know it yet.

SIRI'S SECRET NOTEBOOK • THE LATTICEWORK

Charlie's word for my string-wall: a **LATTICEWORK** of mental models.
Twelve from ONE tower: invisible-light · write-on-a-wave · resonance ·
reuse-the-sky · handoff · beamforming · standards · network effects · price-
vs-value · trust-as-product · the owner's court · own-the-road. ✨

COMING HOME

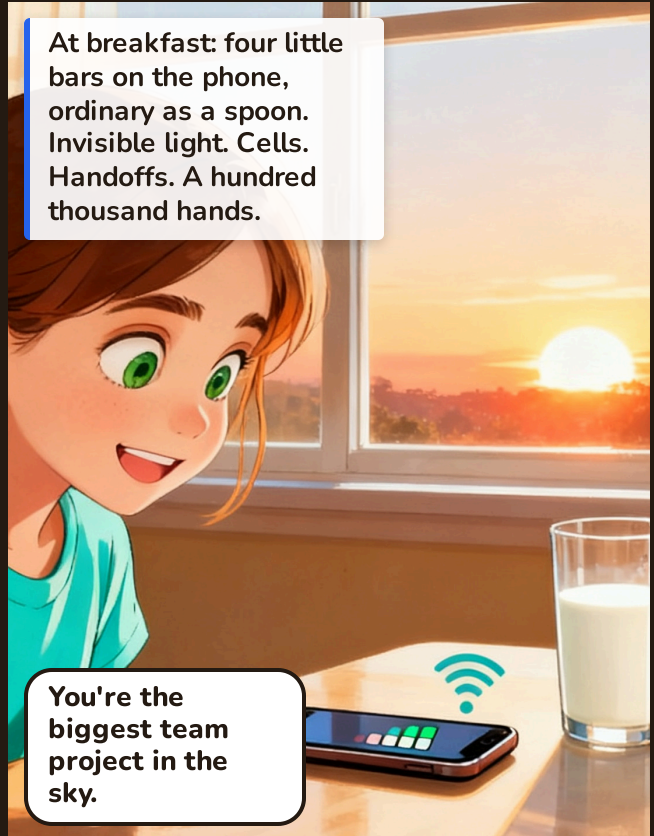


Her own bed. Morning. The compass: quiet. The house: lit differently, somehow.



One fresh letter dried on the diary's page.

"The modern world is not magic. It is millions of ordinary people doing small hard things, together, for a long time. Be patient, little one — patience is the one wall no rival can copy."



At breakfast: four little bars on the phone, ordinary as a spoon. Invisible light. Cells. Handoffs. A hundred thousand hands.

You're the biggest team project in the sky.

Was it real? It FELT real...

Then she looked UP — and the whole family laughed together at Grandma's old story instead.



Best servant.
Worst master. MY
rules now.

She hugged the diary tight.
Far away, three towers of
light caught the morning
sun.



Show me the next
one, Grandpa. 🧡

★ WORTH REMEMBERING

Next unlock, feel it: invisible light bending around your walls — your voice written onto a wave and read back a world away — cells and beams juggling a million calls — a century of trust behind four little bars. **Nothing, from now on, is just anything.**

📖 SIRI'S SECRET NOTEBOOK • VOLUME TWELVE, CLOSED

Seven doors. Twelve mental models. One castle. One little repair shop that wired the planet. One courtroom under a tower. But the compass is twitching toward the driveway... something humming... no engine at all... and Warren is already grinning. Volume Thirteen. 🧭⚡



OUR PHILOSOPHY

We believe the greatest gift we can give a child is the ability to think.

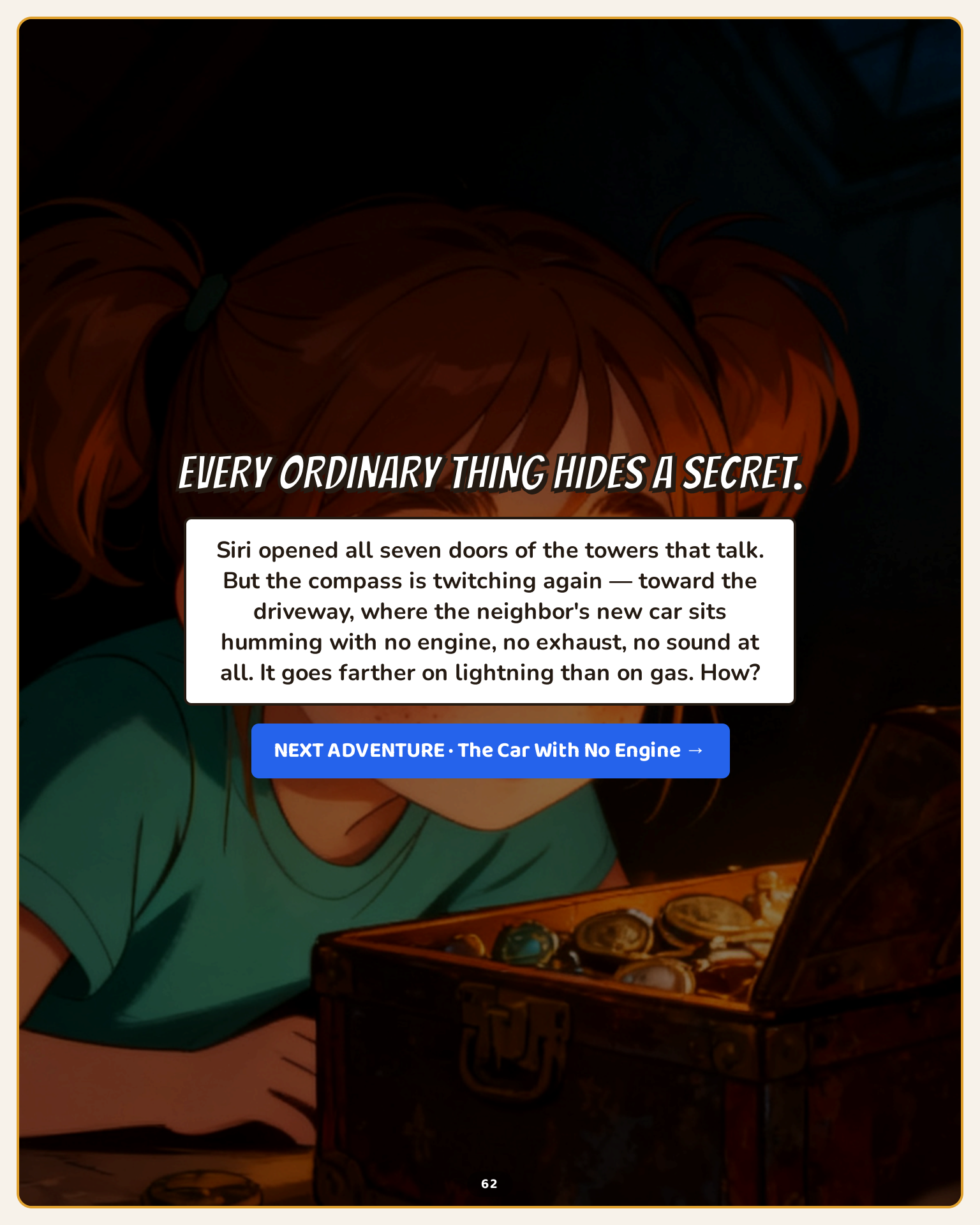
Inspired by the multidisciplinary thinking of [Charlie Munger](#) and the rational, long-term philosophy of [Warren Buffett](#), our comics connect science, technology, business, history, and human behavior to show how the real world works.

Every story begins with a scientific idea and follows its journey into innovation, industry, and the businesses that create value for society. Along the way, children learn that great companies are built on curiosity, experimentation, integrity, and long-term thinking.

Our goal is not to teach children how to invest, but to help them build the mental models needed to understand the world, ask better questions, and think independently.

The companies featured in *The Great Company Adventures* are educational case studies—not investment recommendations. They show how knowledge, innovation, and perseverance turn ideas into products, services, and enduring businesses.

LEARN THE SCIENCE. • UNDERSTAND THE BUSINESS. • THINK FOR LIFE.

A girl with red hair in pigtails, wearing a green shirt, is looking into an open treasure chest filled with gold coins and jewels. The scene is dimly lit, with a dark background.

EVERY ORDINARY THING HIDES A SECRET.

Siri opened all seven doors of the towers that talk. But the compass is twitching again — toward the driveway, where the neighbor's new car sits humming with no engine, no exhaust, no sound at all. It goes farther on lightning than on gas. How?

NEXT ADVENTURE • The Car With No Engine →