THE GREAT ACCELERATION

How 2020’s Crises Are Bringing the Future Faster
# THE GREAT ACCELERATION

*How 2020’s Crises Are Bringing the Future Faster*

## I. SUMMARY

3-4

## II. YESTERDAY

5-8
- Key Trends in Technology, Globalization, Culture & Politics
- Sowing the Seeds of 2020’s Crises: Foreseeable Failures

## III. TODAY

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- Key Trends in Technology, Globalization, Culture & Politics
- The Crises of 2020: It’s the Pandemic, Stupid

## IV. TOMORROW

15-23
- Key Trends in Technology, Geopolitical, Cultural & Political

## V. THE 2020 ELECTIONS

24-30

## VI. RECOMMENDATIONS

31-34
The Great Acceleration

TECHNOLOGY
- 4TH Industrial Revolution Speeds Up
- Digital Disintermediation Expedited
- New Tech Regulation (aka “Techlash”)

GLOBALIZATION
- New World Disorder
- Demographics Will Drive Declines
- Nationalism > Globalism

CULTURE
- New Psychology & Priorities Post-COVID
- Leadership Leaving Washington
- More Diversity & Inclusive America

POLITICS
- Bigger Government
- Party Civil Wars & Realignment
- New Reform Era
## 2020: A YEAR UNLIKE ANY OTHER

**Four Concurrent “Super-Disruptors”**  
*(Since 1900 only 3 other years had 3)*

<table>
<thead>
<tr>
<th>Year</th>
<th>Recession</th>
<th>Pandemic</th>
<th>Mass Protests</th>
<th>Intense Election</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>1968</td>
<td>NO</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
</tr>
<tr>
<td>1957</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
</tr>
<tr>
<td>1919</td>
<td>YES</td>
<td>YES</td>
<td>YES</td>
<td>NO</td>
</tr>
</tbody>
</table>
YESTERDAY

The Age of Disruption & Backlash
### YESTERDAY’S KEY TRENDS: A WORLD REMADE

<table>
<thead>
<tr>
<th>TREND</th>
<th>OPPORTUNITY</th>
<th>CHALLENGE</th>
<th>BACKLASH</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TECHNOLOGY</strong></td>
<td><strong>Digital Age Dawns</strong></td>
<td><strong>Innovation Booms</strong></td>
<td><strong>Inequality Grows</strong></td>
</tr>
<tr>
<td><strong>GLOBALIZATION</strong></td>
<td><strong>Cold War Ends</strong></td>
<td><strong>Hyper-Globalization</strong></td>
<td><strong>Arbitrage &amp; Authoritarianism</strong></td>
</tr>
<tr>
<td><strong>CULTURE</strong></td>
<td><strong>Comfortable Conformity</strong></td>
<td><strong>New Voices Heard</strong></td>
<td><strong>Old Gatekeepers Gone</strong></td>
</tr>
</tbody>
</table>
### Loss of Trust

<table>
<thead>
<tr>
<th>Institution</th>
<th>1979</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Military</td>
<td>54</td>
<td>73</td>
</tr>
<tr>
<td>Mass Media</td>
<td>72</td>
<td>41</td>
</tr>
<tr>
<td>Supreme Court</td>
<td>45</td>
<td>38</td>
</tr>
<tr>
<td>The Presidency</td>
<td>52</td>
<td>38</td>
</tr>
<tr>
<td>The Church</td>
<td>65</td>
<td>36</td>
</tr>
<tr>
<td>The Medical System</td>
<td>N/A</td>
<td>36</td>
</tr>
<tr>
<td>Banks</td>
<td>60</td>
<td>30</td>
</tr>
<tr>
<td>Public Schools</td>
<td>36</td>
<td>29</td>
</tr>
<tr>
<td>Organized Labor</td>
<td>N/A</td>
<td>29</td>
</tr>
<tr>
<td>Criminal Justice System</td>
<td>32</td>
<td>24</td>
</tr>
<tr>
<td>Big Business</td>
<td>34</td>
<td>23</td>
</tr>
<tr>
<td>Congress</td>
<td>34</td>
<td>11</td>
</tr>
</tbody>
</table>

### Voting for Change

<table>
<thead>
<tr>
<th>Year</th>
<th>House, Senate or WH Changed Parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>2012 2014 2016 2018</td>
</tr>
</tbody>
</table>

Source: Gallup 1979 & 2019; Mass Media 2019
SOWING THE SEEDS OF 2020’S CRISSES: FORSEEABLE FAILURES

PANDEMIC: UNPREPARED

- 2009: TIME magazine cover featuring a mask with the text "Why You’ll Be Wearing Masks Again".
- 2015: Bill Gates in a TED talk with the text "The next outbreak? We’re not ready".
- 2017: TIME magazine cover with the text "WARNING: WE ARE NOT READY FOR THE NEXT PANDEMIC".

Sources: Savings; Leave; Insurance; Broadband

53% lacked emergency savings
27.9M lacked health insurance
21.3M lacked adequate broadband
33.6M lacked paid sick leave

ECONOMY: UNPROTECTED

Sources: Income; Homes; Wealth; Jail; Parents; Police

SOCIAL JUSTICE: GLARING GAPS

INCOME
- White: $82k
- Black: $53k

WEALTH
- White: $171k
- Black: $17k

KILLED BY POLICE (Unarmed, per 1M)
- White: 4.9
- Black: 1.1

IN JAIL (per 100k males 16+)
- White: 8
- Black: 392

Sources: Income; Homes; Wealth; Jail; Parents; Police
TODAY

Divided We Fall
GLOBALIZATION: A SOFT POWER VACUUM

Managing Global Challenges Without Trusted Global Leaders

RUTHLESS

UNTRUSTWORTHY

RECKLESS

UNRELIABLE

BULLY

UNFREE

BULLY

UNEQUAL

China’s Internal Campaign against a Muslim Minority

60 MINUTES

CHINA’S COVID-19 COVER UP

TIME

THERE’S A RIGHT WAY TO REOPEN AMERICA. THIS ISN’T IT

The Economist

Who can trust Trump’s America? The consequences of betraying the Kurds

BULLY OF ASIA

WHY CHINA’S DREAM IS THE NEW THREAT TO WORLD ORDER

STEVEN A. MOSHER

TIME

THE BATTLE FOR HONG KONG

THE OVERMUSE AWAKENING
CULTURE WARS HAVE BECOME BUSINESS BATTLES

**WHY ENGAGE?**
STAKEHOLDERS DEMANDING

**HOW TO ENGAGE?**
ACTIONS > WORDS

---

**"Wokeforce"**

**Consumers**

*Believe in something, even if it means sacrificing everything.*

**Ad Spending**

*Advertisers leaving "The Ingraham Angle"*

**Advocacy**

*Texas Businesses stand together for economic prosperity and against discriminatory legislation!*

**Investors**

**Activists**

*Skolstrejk för klimatet #Econews*

**Partnership**

*HBCU Claflin U Signs First-Ever Zoom University Partnership*

**Operations**

*Walmart, Target pull all Washington Redskins merchandise from online stores*
Who Will Occupy the Center? Both Parties Have Been Moving Away

<table>
<thead>
<tr>
<th>LEFT LOSING</th>
<th>ISSUE</th>
<th>RIGHT LOSING</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Too Politically-Correct)</td>
<td>(Politically Exhausted)</td>
<td>(Too Politically-Incorrect)</td>
</tr>
</tbody>
</table>

- **ABOLISH I.C.E.**
- **GREEN NEW DEAL**
- **DEFUND THE POLICE!**
- **MEDICARE FOR ALL!**
- **TAXES & SPENDING**
- **IMMIGRATION**
- **ENERGY & ENVIRONMENT**
- **RACIAL JUSTICE**
- **HEALTH CARE**
- **CLIMATE CHANGE DOES NOT EXIST**
- **REPEAL OBAMACARE**

**POLITICS: THE CENTER IS UP FOR GRABS**
**2020 CRISSES: IT’S THE PANDEMIC, STUPID**

**PANDEMIC: OUR POLITICS ARE KILLING US**

**Official Death #: % Believe Overcounted**
- GOP: 50
- DEM: 5

**Masks: % Always**
- GOP: 29
- DEM: 63

**% Trust Dr. Fauci “A Lot”**
- GOP: 12
- DEM: 50

**ECONOMY: INABILITY TO CONTROL SPREAD PREVENTS RECOVERY**

**No Child Care?**
- -10% GDP
  (U. Chicago)

**No Masks?**
- -$1T GDP
  (Goldman Sachs)

**No State Govt Help?**
- -5.3M Jobs
  (EPI)

**SOCIAL JUSTICE: FIGHTING OVER STATUES WHILE...**

**UNEMPLOYMENT RATE**
- June 2020 %
  - White: 10.1
  - Black: 15.4
  - Latino: 14.5

**COVID-19 CASES**
- per 10,000 people
  - White: 23
  - Black: 62
  - Latino: 73

**NO REMOTE INSTRUCTION**
- % K-12 students
  - White: 10
  - Black: 40
  - Latino: 30

Sources: Unemployment (BLS); COVID (NYT); K-12 (McKinsey).
TOMORROW

The Great Acceleration
Internet Cutting Out More Middlemen: EDs, MEDs & FEDs

**EDUCATION**
- Hybrid online-offline degrees, more access
- Lower cost, higher enrollment, fewer schools
- Employers are becoming the new schools

**HEALTH CARE**
- More telemedicine, greater access
- A.I. transforms diagnostics & discovery
- Real-time revolution: wearables + tracker apps + cloud

**PHYSICAL BUSINESS MODELS**
- “Retail-pocalypse” → “Office-pocalypse”
- Cash & credit cards → ePayments
- Travel & Broadcast → Zoom & Streaming

**GOVERNMENT**
- More virtual hearings & voting
- A.I. Oversight (fraud, waste, abuse)
- Smarter policing & national security
# TECH: NEW TECHNOLOGY REGULATION

## Government is Coming

<table>
<thead>
<tr>
<th>Category</th>
<th>China</th>
<th>EU</th>
<th>U.S. States</th>
</tr>
</thead>
<tbody>
<tr>
<td>Antitrust / Competition</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Privacy Enforcement</td>
<td></td>
<td></td>
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<tr>
<td>Platform Liability / ContentCtrls</td>
<td></td>
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<tr>
<td>New Digital Taxation</td>
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<td></td>
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<tr>
<td>Emerging Tech Regulations</td>
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<td></td>
<td></td>
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<tr>
<td>(A.I., Facial Recog., Blockchain)</td>
<td></td>
<td></td>
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<tr>
<td>Encryption Access</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Export / Import Controls</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-Gig Work Rules</td>
<td></td>
<td></td>
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<tr>
<td>Supply Chain Security</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

**In progress** | **Very Likely** | **Possible** | **Unlikely** | **N/A**
Post-Deglobalization Paradigms

Great Power Rivalry Returns
FRENEMIES ↔ ENEMIES
Competing Alliances
Competing Technology
Market Access as a Weapon
Growing Military Frictions

Multilateralism Remade
NEW MISSIONS, MANDATES, MODELS

Cross-Border Flows Slow
REduced RATE OF GROWTH IN:
DATA
GOODS
PEOPLE
CAPITAL
KNOWLEDGE

Trade Economics Disrupted
TECHNOLOGY: Automation, 3D printing reduce the need
NATIONALISM: Industrial policies changing the math

REDUCED RATE OF GROWTH IN:
DATA
GOODS
PEOPLE
CAPITAL
KNOWLEDGE

GLOBALIZATION: NEW WORLD DISORDER
GLOBALIZATION: DEMOGRAPHICS WILL DRIVE DECLINES

% Change in Working Age Population, Past & Future 3 Decades

<table>
<thead>
<tr>
<th>Country</th>
<th>1990-2020</th>
<th>2020-2050</th>
</tr>
</thead>
<tbody>
<tr>
<td>U.S.</td>
<td>29.4</td>
<td>10.1</td>
</tr>
<tr>
<td>Japan</td>
<td>30</td>
<td>-18.5</td>
</tr>
<tr>
<td>Germany</td>
<td>-13.9</td>
<td>-25.6</td>
</tr>
<tr>
<td>India</td>
<td>82.5</td>
<td>21.1</td>
</tr>
<tr>
<td>UK</td>
<td>-2.3</td>
<td>13.8</td>
</tr>
<tr>
<td>France</td>
<td>7.4</td>
<td>3.5</td>
</tr>
<tr>
<td>Italy</td>
<td>-5.3</td>
<td>-1</td>
</tr>
<tr>
<td>Brazil</td>
<td>65.1</td>
<td>-22.5</td>
</tr>
<tr>
<td>Canada</td>
<td>30.8</td>
<td>7.8</td>
</tr>
</tbody>
</table>

Source: UN World Population Prospects 2017
CULTURE: NEW PSYCHOLOGY, NEW PRIORITIES

BEFORE COVID

EFFICIENCY

G: Fund Stockpiles & Excess Capacity
B: Supply Chain Optionality, Process Redesign
I: Car > Metro; Suburb > City; Prepper-Nation

INTERDEPENDENCE

G: Industrial Base, Migration Limits
B: Less Global, More Vertical Integration
I: Home Cooking, Working, Schooling; DIY

LEVERAGE / RISK

G: More Regulation, Bigger Safety Nets
B: New Liability Risks, Safety Procedures; More Liquidity
I: Rent > Own; Big Employer > Startup

ABUNDANCE

G: Incur Less Debt, Find More Revenue
B: Deeper Reserves, Fewer Dividends/Buybacks
I: Save More, Spend Less, Borrow Less

AFTER COVID

RESILIENCE

SELF-SUFFICIENCY

MARGIN / SAFETY

AUSTERITY

G: Government
B: Business
I: Individuals
POLITICS: CRISES GROW GOVERNMENT

WWI & Spanish Flu

Great Depression

9/11

Global Financial Crisis

Annual Federal Spending (M)
POLITICS: THE PARTIES ARE REALIGNING

EDUCATION GAP

Voters With College Degrees: Party ID

GENDER GAP

Women: Congressional Control Preference

GEOGRAPHY GAP

Dem share of vote in counties with Whole Foods

RACE GAP

White Men as a Share of House Members

Sources: Pew (Education); WSJ/NBC (gender); Wasserman (Geography);
THE 2020 ELECTIONS

Pandemic Politics
PANDEMIC

Looks Like: “Wartime President”

Feels Like: We’re Losing the War

Net Trump Approval (Handling Pandemic):
-17

ECONOMY

The Re-Opener-in-Chief

Better for the Economy (Trump vs Biden):
Trump +6

TOLERABILITY

Too Old, Too PC, Too Washington?

Too Divisive, Dangerous & Corrupt?

Dislike both candidates:
2016: Trump +17
2020: Biden +34

Sources: Pandemic (RCP, 7/13); Economy (CNBC, 6/19-22); Dislike (2016 Exits; Monmouth 7/20)
**BATTLE OF THE BRANDS**

**BIDEN’s BRAND RISKS**

1. Uncle Joe → Grampa Joe  
   (seen as too old)

2. Regular Joe → Radical Joe  
   (seen as too PC for moderates)

3. Obama Era Joe → Clinton Era Joe  
   (seen as too moderate for liberals)

4. Patriotic Joe → Partisan Joe  
   (seen as rooting against recovery)

5. No Show for Joe  
   (Fear of Disease + Lack of Enthusiasm + Voting Restrictions depress turnout)

**TRUMP’s BRAND RISKS**

1. Disruptor-in-Chief  
   (seen as unstable in a time of crisis)

2. Divider-in-Chief  
   (seen inflaming divisions, race-baiting)

3. The Pandemic President  
   (seen as failing to manage COVID)

4. Lock Her Up → Throw Him Out  
   (unable to shift focus off himself onto Biden)

5. The Vision Thing  
   (seen as lacking a plan for the future)
### TURNOUT & TRUST

#### People Are Very Eager to Vote in 2020

- **2019**
  - Highest “Extremely Enthusiastic” to Vote Ever Recorded (CNN)

- **2018**
  - Highest U.S. Midterm Voter Turnout Since 1914

#### Both Sides See Turnout Opportunities & Risks

**Eligible Citizens Who Didn’t Vote in 2016**

<table>
<thead>
<tr>
<th>2016</th>
<th>White No College</th>
<th>College White</th>
<th>Non-White</th>
</tr>
</thead>
<tbody>
<tr>
<td>MI</td>
<td>1,564k</td>
<td>412k</td>
<td>643k</td>
</tr>
<tr>
<td>MN</td>
<td>786k</td>
<td>211k</td>
<td>259k</td>
</tr>
<tr>
<td>NH</td>
<td>220k</td>
<td>69k</td>
<td>25k</td>
</tr>
<tr>
<td>PA</td>
<td>2,290k</td>
<td>603k</td>
<td>695k</td>
</tr>
<tr>
<td>WI</td>
<td>819k</td>
<td>161k</td>
<td>306k</td>
</tr>
<tr>
<td>AZ</td>
<td>684k</td>
<td>228k</td>
<td>904k</td>
</tr>
<tr>
<td>FL</td>
<td>2,565k</td>
<td>719k</td>
<td>2,565k</td>
</tr>
<tr>
<td>GA</td>
<td>1,172k</td>
<td>327k</td>
<td>1,303k</td>
</tr>
<tr>
<td>NC</td>
<td>1,105k</td>
<td>321k</td>
<td>834k</td>
</tr>
<tr>
<td>TX</td>
<td>2,665k</td>
<td>813k</td>
<td>4,274k</td>
</tr>
</tbody>
</table>

#### People Are Very Afraid of COVID, Fraud & Voter Suppression

- **25%** would be uncomfortable voting in person right now (40%D, 6% R)
- **59%** of Americans are not confident in the honesty of U.S. elections

Sources: CNN (2019); [Dave Wasserman](https://www.davewasserman.com), (2016); NYT (uncomfortable); Gallup (honesty)
# How Elections Might Impact Policy

<table>
<thead>
<tr>
<th>ISSUE</th>
<th>Biden Administration</th>
<th>Trump Administration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Immigration</td>
<td>More; give health care; DACA</td>
<td>Less; no gov’t benefits</td>
</tr>
<tr>
<td>Climate / Energy</td>
<td>Regulate &amp; enforce; Paris Accord</td>
<td>Deregulate</td>
</tr>
<tr>
<td>Gun Control</td>
<td>Gun safety laws &amp; enforcement</td>
<td>No new laws</td>
</tr>
<tr>
<td>Labor</td>
<td>PRO Act + $15/hr</td>
<td>Deregulate; Fewer NLRB rules</td>
</tr>
<tr>
<td>Policing Reform</td>
<td>Black Lives Matter; Have Feds lead</td>
<td>Blue Lives Matter; Let States lead</td>
</tr>
<tr>
<td>Health Care</td>
<td>ACA+ public option; Lower age for Medicare; Lower Rx costs</td>
<td>Kill ACA but says he’ll cover pre-existing conditions; Lower Rx costs</td>
</tr>
<tr>
<td>Tax</td>
<td>Repeal Trump cuts for wealthy, corps</td>
<td>Maintain / more cuts</td>
</tr>
<tr>
<td>Finance</td>
<td>Homeowner protection; undo regulatory rollback; enforcement</td>
<td>Relax Dodd-Frank</td>
</tr>
<tr>
<td>Foreign Policy</td>
<td>Lead multilateral groups</td>
<td>End old multilateralalism</td>
</tr>
<tr>
<td>Trade</td>
<td>Cut “Fair” deals, TPP; re-shore U.S. supply chains; fewer tariffs</td>
<td>Cut “America First” deals; re-shore U.S. supply chains</td>
</tr>
<tr>
<td>Deficits</td>
<td>+$8.6T from ‘09–’16</td>
<td>+$8.3T from ‘17–’20</td>
</tr>
<tr>
<td>China</td>
<td>Confront with allies</td>
<td>Confront</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>$$$$$$ + green incentives</td>
<td>$$$$$$</td>
</tr>
<tr>
<td>Antitrust/Big Tech</td>
<td>Restrain “Big Tech” (Antitrust, §230)</td>
<td>Restrain “Big Tech” (Antitrust, §230)</td>
</tr>
</tbody>
</table>
Since 1992, Incumbent Senators Win...

97%  
126/130  
...of races when the Presidential candidate of their party wins their state

70%  
37/53  
...of races when the Presidential candidate of their party loses their state

Closest 2020 Senate Races by How State Is Leaning in the Presidential Race (per Cook Report)

<table>
<thead>
<tr>
<th>Likely+ Dem</th>
<th>Lean Dem</th>
<th>Toss Ups</th>
<th>Lean GOP</th>
<th>Likely+ GOP</th>
</tr>
</thead>
<tbody>
<tr>
<td>ME (Collins)</td>
<td>CO (Gardner)&lt;br&gt;MI (Peters)</td>
<td>AZ (McSally)&lt;br&gt;GA (Perdue)&lt;br&gt;GA (Loeffler)&lt;br&gt;NC (Tillis)</td>
<td>IA (Ernst)</td>
<td>AL (Jones)&lt;br&gt;MT (Daines)</td>
</tr>
</tbody>
</table>

Sources: Winning %'s (UVA Center for Politics); *State leanings (Cook Report July 2020)
GOP SENATE 2022... IF TRUMP RE-ELECTED, HUGE RISKS

GOP Could Be Defending 8 of 10 Closest Trump 2016 States

6th Year Itch?
1986 Reagan lost Senate
2006 Bush lost Senate
2014 Obama lost Senate

Source: 2022 Map from National Journal
**CONGRESS: DON’T WRITE-OFF 2020**

**Significant Legislative Tasks Remain**

### MUST DO / VERY LIKELY IN 2020

<table>
<thead>
<tr>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>COVID Recovery Package #5</strong></td>
</tr>
<tr>
<td><em>IN: liability limits, $$$ for families, states+ health system</em></td>
</tr>
<tr>
<td><strong>FY 2021 Spending Bills/CR</strong></td>
</tr>
<tr>
<td><em>(or shutdown 9/30)</em></td>
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<tr>
<td><strong>FY21 Nat’l Defense Authorization Act</strong></td>
</tr>
<tr>
<td><strong>Expiring Authorizations:</strong></td>
</tr>
<tr>
<td>• FISA (expired 3/15)</td>
</tr>
<tr>
<td>• Surface Transportation (expires 9/30)</td>
</tr>
<tr>
<td>• National Flood Insurance (9/30)</td>
</tr>
<tr>
<td>• TANF &amp; CCES programs (11/30)</td>
</tr>
<tr>
<td>• Water Resources Development Act</td>
</tr>
<tr>
<td>• Medicare, Medicaid, Community Health Ctrs &amp; Other Public Health</td>
</tr>
<tr>
<td><em>(11/30)</em></td>
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<tr>
<td><strong>Sanctions (China, Russia, Venezuela)</strong></td>
</tr>
<tr>
<td><strong>Great American Outdoors Act</strong></td>
</tr>
<tr>
<td><em>(LWCF permanent reauthorization)</em></td>
</tr>
<tr>
<td><strong>Oversight of Recovery Spending</strong></td>
</tr>
</tbody>
</table>

### MAY DO IN 2020 / LIKELY BY 2021*

<table>
<thead>
<tr>
<th>Task</th>
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<tbody>
<tr>
<td><strong>$1T+ Infrastructure Overhaul</strong></td>
</tr>
<tr>
<td><strong>Policing Reform</strong>→ by ‘21 new civil rights agenda** <em>(jobs, health, housing, education)</em></td>
</tr>
<tr>
<td><strong>Tech:</strong> Limiting CDA §230; Promoting U.S. semiconductor manufacturing; Supporting 5G broadband deployment; Cyber Solarium recommendations</td>
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<td><strong>HC:</strong> Drug Pricing; Surprise Billing; Telehealth expansion; Moving Rx/PPE supply chains to U.S.; Health disparities/social determinants</td>
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<td><strong>Fin:</strong> Anti-Money Laundering bill</td>
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<td><strong>Trade:</strong> Carrots/sticks to re-shore supply chains</td>
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<tr>
<td><strong>Post-COVID safety net fixes</strong></td>
</tr>
<tr>
<td><strong>Oversight of Recovery Spending</strong></td>
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</table>

*If Biden wins WH, new agenda & new team = more issues*
RECOMMENDATIONS

“Those Who Fail to Learn from History…”
MORE CRISES ARE LIKELY

We Have Been Warned... Will We Be Prepared?

Second Pandemic Wave
- 8 of last 8 major pandemics had 2nd waves including Spanish Flu
- Coinciding with seasonal influenza could overwhelm public health in the Fall disrupting economy, elections, education

Disrupted & Disputed Elections
- Long lines, closed polling locations, fearful voters
- Winner may be unknown for week(s)
- High chance close results are disputed → largest protests in U.S. history

Cyber “Pearl Harbor”
- Cyber crime costs the world $6T per year, is occurring with greater frequency with growing hacking by nations
- Critical U.S. infrastructure remains vulnerable

Catastrophic Infrastructure Failure
- Trillions are needed to promote safety

Climate Cataclysm
- Extreme weather events have occurred with increasing frequency, driven by changing climate
CRISSES CATALYZE REFORMS

GILDED AGE

GREAT DEPRESSION

MERS OUTBREAK (S. KOREA, 2015)

- Fast, early, widespread testing
- Universal mask wearing
- Health care system prepared for surges
- Compliance with quarantines
1. TRUST: the Most Important Brand Attribute This Decade
   - You will be judged on what you do to help in 2020... Expect aggressive government oversight, heightened media scrutiny & increasing activist engagement.

2. TECHNOLOGY: Disruptive Innovation Will Accelerate
   - Leverage new opportunities to become more competitive... Build a smarter, more resilient business.

3. GEOPOLITICS: Plan for Ongoing Deglobalization
   - Diversify supply chain optionality and engage local governments... but also lead by example in supporting multilateral institutions aimed at shared challenges.

4. CULTURE: Traditional Washington Gatekeepers Are Losing Power
   - Expand stakeholder outreach, doing more than just writing checks... who will partner on your priorities later because you supported theirs now?

5. POLITICS: Reforms Are Necessary & Inexorable
   - Engage in the messy process of political & policy reforms... populism will continue rising at home & abroad until more people feel “dealt-in”.

HOW LEADERS CAN PREPARE FOR COMING CRISES
is one of the nation’s most innovative government relations firms, offering strategic solutions to companies, trade associations, non-profits, and entrepreneurs that help them succeed in Washington.

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