The NEW New World Order:
Is it Safe to Make Plans Now?

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Jennifer Prosek, Managing Partner, Prosek Partners
Bruce Batkin, Chief Executive Officer, Terra Capital Partners
Edward C. Forst, Chairman, RealtyShares
Dennis Gartman, Editor/Publisher, The Gartman Letter
Nels B. Olson, Vice Chairman, Korn Ferry
Tyler Shultz, Founder & CEO, Flux Biosciences
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Matthew S. Levatich, President & CEO, Harley-Davidson Inc.
Joseph C. Papa, Chairman & CEO, Bausch Health Companies
Mark Fields, Former President & CEO, Ford Motor Company
Andrew Ross Sorkin, Editor, DeallBook, The New York Times; Co-Anchor, CNBC
James F. McCann, Chair, Willis Towers Watson; Chair, 1-800-FLOWERS.COM
Bridget van Kralingen, Senior Vice President, IBM Global Industry Platforms
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Anthony W. Marx, President & CEO, The New York Public Library
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David J. Stern, Commissioner Emeritus, National Basketball Association
Cristine P. Minnis, Co-Head, Americas Credit Finance Group, Goldman Sachs & Co.

RESPONDENTS
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Jack D. Hidary, Chairman, Samba Energy
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Jonathan Mariner, Retired Executive Vice President & CFO, Major League Baseball
Alexander J. Moazad, Founder, President & CEO, Applico
Mary C. Tanner, Senior Managing Director, Evolution Life Science Partners
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Elisabeth DeMarste, Former Chairman, President & CEO, TheStreet, Inc.
Seth Feuerstein, Former Chief Medical Officer, Magellan Healthcare
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Stacy J. Kenworthy, Chief Executive Officer, HellaStorm
Andrew McConnell, Chief Executive Officer, Rented.com
Alfred G. Goldstein, Former President, Sears Specialty Merchandising
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Stephen A. Greyser, Professor Emeritus, Harvard Business School
Legend in Leadership Award: Paul Polman, Chief Executive Officer, Unilever PLC

PRESENTATION
Farooq Kathwari, Chairman, President & CEO, Ethan Allen
Myron E. Ullman III, Chairman, Starbucks Corporation

Maverick in Leadership Award: Kay Koplovitz, Founder, USA Networks; Managing Partner, Springboard Growth Capital

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David J. Stern, Commissioner Emeritus, National Basketball Association
Alan J. Patricof, Founder & Managing Director, Greyrock Partners
Laura R. Walker, President & CEO, New York Public Radio

Lifetime of Leadership Award: Andrew J. Young, Mayor (1982-1990), Atlanta, Georgia; U.S. Ambassador to the United Nations (1977-1979)

PRESENTATION
Kenneth C. Frazier, Chairman, President & CEO, Merck & Co.
How Long is Long-Term Planning Safe?

Overview

The financial markets and activist investors are constantly pushing CEOs to focus on the short term, but those who have built successful enterprises that have stood the test of time resist the short-term temptations and emphasize the long term. They lead with values, emphasize culture, and don’t pay attention to quarterly results. They communicate frequently with shareholders about the company’s vision, strategy, and long-term story, which allows the company to weather inevitable bumps in the road. And, some choose to take their companies private so they can make decisions in the company’s long-term interests while shielded from activist investors and the volatility of the public markets.

Context

Panelists discussed keys to building successful enterprises that survive over the long term and dealing with short-term pressures from activist investors.

Key Takeaways

Those who have built great enterprises have long time horizons.

We live in an era of short termism. Most shareholders, particularly activist investors, are impatiently focused on the short term. This creates a climate where many CEOs, who have shortened tenures, are incented to maximize short-term results. At times, employees, franchisees, the media, and other stakeholders can also be blinded by the short term.

It is rare and exceptional leaders who take a long-term perspective. This panel included several such leaders: Paul Polman (Unilever), Farooq Kathwari (Ethan Allen), Nigel Travis (Dunkin’ Brands), Kip Tindell (The Container Store), and Myron Ullman (JC Penney and Starbucks). These panelists and other participants discussed what they have done to focus on the long term.

• Lead based on values. Companies with a long-term perspective are grounded in values; those values typically center on serving customers. In leading based on values, the enterprise seeks to attract employees, partners, and shareholders who share the same values.

• Take a broad view, with multiple constituencies. Shareholders are not the sole focus. Those with a long-term view focus on a broad host of constituencies, including customers, employees, vendors, and the community. They build relationships with and provide benefits to each of these constituencies.

• Emphasize culture. More than just focusing on profits and returns, it is the culture that defines an organization. Leaders described non-hierarchical, nurturing, values-based cultures where employees are empowered.

Even those with a long-term perspective must navigate short-term pressures.

Advice from panelists and participants on navigating short-term pressures, including pressures from activist investors, included:

• Don’t pay attention to quarterly earnings. The CEO of a leading financial services firm sees no value in obsessing over quarterly earnings. In his view, by focusing on values, hiring the right people, and building the right culture, companies with a long-term focus will outperform others.

• Seek to attract long-term investors. Paul Polman shared that 70% of Unilever’s shareholders have been with the company seven years or more. Polman’s message to shareholders is solely focused on the company’s long-term vision. He lets shareholders know that if they don’t share this long-term vision they can sell the stock to someone who does. These patient long-term investors have been rewarded with exceptional returns.

• Consider going private. Farooq Kathwari took Ethan Allen private in 1989, which enabled the company to make numerous changes out of the public spotlight, before going public again three years later. And Michael Dell has taken Dell private to do things the company couldn’t do if it were public.
To avoid being attacked by an activist investor, one CEO suggested that boards and CEOs proactively run the company as if they were activists themselves. This would preempt an activist from ever seeing an opportunity worth pursuing.

- **Tell a compelling story.** To attract the right shareholders and keep shareholders motivated to own the stock—even in turbulent times—it is important for CEOs to tell a persuasive story and offer a compelling strategy.

- **Be ready for the activists.** Even great companies with strong CEOs, good stories, and a long-term perspective will have moments when the stock dips. If a company is publicly traded, it is at the risk of activist investors. Some activists play dirty, causing one panelist to observe, “Assume the worst about activists.”
Planning for Global Alliances: Rule of Law vs Law of Rulers

Overview

The majority of participants have serious concerns about President Trump’s leadership of national security and his foreign policy. Even among those who agree with his direction often disagree with his style and behavior, believing it erodes relationships with important allies. Yet as important as the president and the government are in international relations, businesses can play a key role in building strong relationships and advancing important societal goals.

Context

Participants looked at the state of America’s foreign policy and discussed the role that companies play.

Key Takeaways

There are serious concerns about Trump’s foreign policy.

Supporters of President Trump said that the substance of his administration’s foreign policy has thus far been better than was expected when he was elected, even if they don’t applaud his behavior or style. In the view of some, the U.S. is a powerful country and Trump is leveraging that power to advance U.S. interests. Among the positive results cited were:

- The United States-Mexico-Canada Agreement (USMCA) as an update to NAFTA.
- Pushing NATO members to pay their fair share.
- Being strong on Russia by expelling diplomats and allowing arms to be provided to Ukrainians.
- Discontinuation of missile tests by South Korea and a summit with Kim Jong-un.
- Getting tough with China on trade.

One foreign diplomat summarized that Trump’s form is alarming but his substance is pretty good.

But most other participants had a very different view. The overwhelming majority of participants do not believe Trump is effectively leading national security and most think he was outmaneuvered by Russia and Korea.

In addition to concerns about national security, 87% of participants believe that Trump’s negotiation style has cost the U.S. the trust of critical allies. (Among those with a background in government, 100% say that Trump’s style has hurt the trust of allies.) A former State Department official argued that the U.S.’s greatest strength is its allies. “When we take on our allies it is hard to work on things together.”

Another former government official said that while Trump may ultimately get outcomes from foreign leaders, by disparaging and belittling these leaders and their countries Trump is arousing anger among foreign populations, which makes it hard for these leaders to support U.S. policies. As a former diplomat expressed, “It is hard on foreign leaders to agree with the U.S.”

Other comments about Trump’s behavior and foreign policy included:

- USMCA was a minor deal and could have been achieved in a warm, collaborative way with allies instead of in an abrasive, adversarial way.

Overview

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CELI Polling Question % Agree % Disagree
I think President Trump is effectively leading national security 24% 76%
President Trump was outmaneuvered by the Russians 72% 28%
President Trump was outmaneuvered by North Korea 65% 35%

In addition to concerns about national security, 87% of participants believe that Trump’s negotiation style has cost the U.S. the trust of critical allies. (Among those with a background in government, 100% say that Trump’s style has hurt the trust of allies.) A former State Department official argued that the U.S.’s greatest strength is its allies. “When we take on our allies it is hard to work on things together.”

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CELI Polling Question % Agree % Disagree
I think President Trump’s negotiation style has cost us the trust of our allies 87% 13%
As a business professional traveling abroad, I often have to apologize to business partners for embarrassing diplomatic messages 75% 25%

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Other comments about Trump’s behavior and foreign policy included:

- USMCA was a minor deal and could have been achieved in a warm, collaborative way with allies instead of in an abrasive, adversarial way.
• In organizations such as the G20 the U.S. should be leading but is not.
• President Trump should not have met with Kim Jong-un without first eliciting some concessions from North Korea. When a U.S. president agrees to have a summit it is a big deal; Trump got no concessions at all in agreeing to a meeting while Kim Jong-un got to appear on the same stage as the U.S. president. This was a mistake and a gift to North Korea.
• After the summit Trump declared victory and claimed that North Korea would disarm. This is far from true. There has not been any progress. And, after the summit, China has eased up on the pressure it had applied to North Korea.
• Trump’s behavior and U.S. foreign policy has been erratic and inconsistent. Trump blows hot and cold, which creates great uncertainty among allies.
• As another former diplomat said, “We have alienated our allies and empowered autocrats.”
• The majority of business leaders (75%) said that when traveling abroad they feel compelled to apologize for America’s embarrassing diplomatic behavior.

**Most business leaders believe confronting China, as well as other countries with outdated tariffs, is necessary.**

Multiple business leaders expressed the view that they are happy that the U.S. government is taking China seriously. Key issues include IP theft, access to Chinese markets, and China’s tariffs. While U.S. business leaders may not like Trump’s tone and may not support tariffs, nonetheless they see the need to take firm action. As one CEO said, “How are we ever going to get China to change; by acting nicely?” Another business leader said that in order to get concessions from China it is necessary for the U.S. business community to hang together.

In the eyes of many business leaders, tariff difficulties and trade inequities extend beyond China. One CEO mentioned egregious tariffs when attempting to sell into India or Indonesia and another mentioned high tariffs for U.S.-made automobiles when entering Europe. Per a former automobile executive, “Trade agreements have to be right for the time.” An example, China established tariffs when it was a developing country to protect its fledgling industries, but China is no longer a developing country. Trade agreements have to be revised as circumstances change—in China and elsewhere.

**Participants hold differing views on the proper course of action with Huawei.**

Huawei’s CFO was arrested in Canada on December 1 at the request of U.S. authorities. She is accused of helping Huawei cover up violations of sanctions on Iran. Huawei is a large telecom equipment company. While some in the telecom industry believe there has been unfounded hysteria over the company, others are certain that Huawei has committed major IP theft.

The majority of participants believe that detaining the Huawei executive was appropriate to enforce the law, even if doing so threatens to inflame trade tensions with China. In supporting the rule of law, most believe that President Trump should not intervene to release the CFO.

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<th>CELI Polling Question</th>
<th>% Agree</th>
<th>% Disagree</th>
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<tbody>
<tr>
<td>Canada was right to detain the Huawei CFO</td>
<td>77%</td>
<td>23%</td>
</tr>
<tr>
<td>The Huawei detention is a threat to trade agreement with China</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>President Trump should intervene to release the Huawei CFO</td>
<td>20%</td>
<td>80%</td>
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The counterargument held by a few individuals was that this is not merely a legal breach by one executive at one company, but is a state-to-state issue, as Huawei was simply implementing China’s national policy. Instead of just following typical administrative and legal processes, this should be dealt with at the highest level of government. Further, government leaders, particularly the president, should have prosecutorial discretion in enforcing the law.

**International relations aren’t solely the responsibility of the government.**

Former ambassador to the United Nations Andrew Young said, “We can’t just leave foreign policy to the government.” In fact, he believes that the private sector can at times have faster and greater impact than government. He recounted how throughout history business leaders from different countries have built relationships that have helped foster economic stability. For example, during fragile periods for the Soviet Union many companies went into the Soviet Union to help stabilize the country. Young also recalled collaborative programs between sister cities Atlanta (Georgia, USA) and Tbilisi (Republic of Georgia) where thousands of people visited the other city/country.

Tupperware CEO Rick Goings explained how his company promotes prosperity and social advancement around the world. An analysis of the company’s impact in Mexico and Indonesia found that women involved with Tupperware are more confident, are more connected in their communities, experience less abuse, and have greater success in moving from the lower class to the middle class. Tupperware is a global company that doesn’t wrap itself in the American flag; it is an example of a company that participates in “constructive engagement” in lifting people up.
Planning for Stable Markets

Overview
The U.S. economy has been humming along, with strong GDP growth and low unemployment. But the future looks far from certain or stable. About 50% of Summit participants see a recession within the next year. The main economic threats are political instability, trade wars, rising interest rates, and a growing deficit. Slower economic growth in Asia and uncertainty in Europe add to the growing sense of uncertainty.

Context
Participants discussed the stability of the U.S. and European economies and assessed the implications for different geographies, industries, and companies.

Key Takeaways
The U.S. economy is currently doing well but there are growing concerns about the future.

Over the past year the economy has been strong. In the past quarter economic growth and corporate earnings remained strong and unemployment remained low as the economy continues to create jobs. The tax cuts have helped boost profits and have accelerated repatriation. For many companies their greatest challenge is finding enough skilled labor.

However, as good as the past few years have been, Summit participants have mixed views about the future. Almost half of participants expect the U.S. to be in recession in the next year.

I believe there we will be in recession within one year

When asked about the greatest risks to today’s strong financial markets, participants see four primary threats: U.S. political instability, trade wars, Federal Reserve policies, and the national debt.

<table>
<thead>
<tr>
<th>The greatest threat to strong US financial markets are</th>
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<tr>
<td>US Political Instability</td>
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<td>Trade Wars</td>
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<td>Federal Reserve Policies</td>
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<td>National Debt</td>
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<td>Diminished Public Trust</td>
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<td>Failed Tax Policy</td>
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<td>Brexit-Style US Dissolution</td>
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<td>Political Instability Abroad</td>
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<tr>
<td>‘Rigged’ Financial System</td>
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<tr>
<td>Warfare</td>
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Summit polling results are consistent with a recent survey from CEO Magazine. In this survey CEOs report feeling good today, while wrestling with the challenge of finding enough people amid tight labor markets. But CEOs report increasing nervousness about the future. In the past month CEO confidence declined significantly. As with the Summit poll, the decline in CEO confidence in CEO Magazine’s survey is not attributed to one specific thing; it is a confluence of factors. One worry is that pessimism over a recession becomes a self-fulfilling prophecy and people talk themselves into one.

Participants dissected the most significant threats:

- **Political instability.** Savvy political veterans from both parties sought to minimize the sense of instability. One described how Trump’s popularity, while low, is higher than that of the leaders in France, Germany, and the UK. Another expert said that the fighting taking place is amateurish, but the more fighting that takes place, the more progress that is made. (It was not clear that these arguments alleviated concerns from Summit participants about a growing sense of political instability.)

- **Trade wars.** The impact of trade wars varies by industry. While some participants argued that the positive impact of tax cuts offsets any negative impact from trade conflicts, most participants disagreed. Few are fans of the U.S. imposing tariffs and other countries retaliating. Tariffs have increased the costs of components and materials for industries such as automotive and homebuilding, causing some companies to decide to move manufacturing to foreign locations. And, ultimately tariffs are taxes paid by consumers. Most participants want trade wars to be quickly resolved, but there was limited optimism.
**Fed policy.** Home builders are particularly concerned that rising interest rates could precipitate a recession. Rising interest rates make housing more expensive, which hurts demand. And even though interest rates have been much higher in previous decades, a rise from 3.5% to 5% is a 40% increase, which can have a significant impact. As one housing CEO told the Fed, “Housing has led to many recessions.” Another housing CEO concurred, noting that the housing market stalled as interest rates started to rise. As a result, home builders recently reported strong earnings but offered lower future guidance.

**Europe is also experiencing growing political and economic uncertainty.**

The three largest economies in Europe – Germany, France, and the UK – all have leadership vacuums. Merkel and Macron have extremely low approval ratings and May is struggling to stay in power. These situations create tremendous uncertainty in Europe.

Further, the entire Brexit situation is a mess. Usually when people make decisions, they first know the terms and then decide whether or not to accept the terms. But with Brexit, the decision was made to separate from Europe, and then terms were negotiated. Many business people in the UK (and 85% of Summit attendees) believe that now that terms have been established there should be a new referendum voted upon. The reality is that no one has any idea what will happen.

**Stability varies by geography, industry, and company.**

After discussing economic stability in the U.S. and Europe, participants offered comments on specific situations.

**Need for infrastructure.** After much talk about infrastructure, little has happened. Experts say that infrastructure requires renewed attention and lack of infrastructure investment will hinder long-term economic growth. Priorities must include surface transportation, water transportation, and rural cable. In addition to government funding, progress must be made to expedite the permitting process, which is necessary to attract private capital.

**Student debt.** Another issue affecting economic growth is the massive level of student loans, which are often preventing many borrowers from buying homes or spending in other ways.

**Home repair.** While rising interest rates may hurt home purchases they don’t necessarily affect home repairs. If people believe that spending on their home is an investment that will cause their home value to appreciate, then spending on repairs will rise. With an aging housing stock and people investing in their homes, business at companies such as The Home Depot is strong.

**Manufacturing.** Rising interest rates also negatively affect car purchases. In looking ahead at future demand and product mix, General Motors decided to close some factories. GM CEO Mary Barra was commended for being proactive in acting in the best interests of her shareholders, even if that meant incurring the Twitter wrath of the president.

**Expansion of the tech labor force.**

Along with Amazon’s new headquarters in New York City and Washington D.C., Google is planning additional hiring in New York and Apple will invest $1 billion in a new facility in Austin, Texas. High labor costs in Silicon Valley along with a shortage of talent are leading major tech companies to look elsewhere. These locations are already stable and attractive to tech companies, but this adds to their stability.

**Stock exchanges.** IEX founder Brad Katsuyama argued that many investors want to hold longer term, but the traditional exchanges make more money from volatility. They like markets that aren’t stable, with excessive volatility. IEX is a transparent exchange based around the needs of investors, with a goal of restoring trust.

**Wells Fargo.** Wells Fargo has gone through a difficult period but CEO Tim Sloan said things are improving. Wells Fargo has taken responsibility for its issues, has developed a plan that takes into account all stakeholders, and is making good progress executing on its plan. He is optimistic about the company’s future. (However, among Summit participants only 42% believed the company has been unfairly criticized by the media and legislators.)

In the meantime, the uncertainty is hurting the economy in the UK and is particularly worrisome for small businesses, most of which engage in trade with Europe.
Who Knows What They Want Already: Planning for Changing Consumer Tastes and Technologies

Overview

Consumers now use technology in all aspects of their life to communicate, gather information, purchase, and make their lives easier. But while people are dependent on technology, which is embedded in all aspects of their life, they don’t want their personal data shared or their privacy violated. This creates a dilemma: people are addicted to technology and the benefits it provides, but they see the need for greater regulation, particular of the large technology companies (Amazon, Google, and Facebook).

Yet regardless of whether or when regulation occurs, technology will continue to advance and will transform every industry and virtually every company, ranging from cars to retailers, from manufacturers to financial services and education. A challenge companies will face is how to use technology not just to automate tasks and lower costs, but to improve products, services, and experiences, while building trust.

Context

Panelists discussed the opportunities and risks from technology, and commented on the responsibilities that leaders and companies have for being authentic and accountable.

Key Takeaways

Consumers can’t live without modern technology, yet it raises concerns that must be addressed.

Several participants expressed concern that people, especially kids, have become addicted to technology, with negative implications for society. People are more isolated and spend more time alone. They aren’t as creative and lack interpersonal skills. One participant challenged these beliefs, contending that these assumptions about kids are wrong, and teens would provide a very different perspective.

Participants are also concerned at the power held by Amazon, Google, and Facebook, which have monopolies in their respective areas. One participant indicated that 65% of American households have signed up for Amazon Prime. This makes it extremely difficult for smaller companies to compete.

In addition, most consumers don’t understand what is being done with all of their online and mobile data. As a result, the majority of participants believe that more regulation over tech companies is necessary, especially related to privacy abuses and hate speech.

<table>
<thead>
<tr>
<th>CELI Polling Question</th>
<th>% Agree</th>
<th>% Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>We need more regulation of tech companies over privacy abuses</td>
<td>90%</td>
<td>10%</td>
</tr>
<tr>
<td>Social network enterprises should be responsible for violent hate speech they carry</td>
<td>77%</td>
<td>23%</td>
</tr>
<tr>
<td>We need more regulation of tech companies over freedom of speech</td>
<td>75%</td>
<td>25%</td>
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</tbody>
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Companies are planning ahead for new generations and uses of technology

Participants see technology as a game changer in every industry, ranging from electric cars to transformed retail shopping experiences and reimagined homes of the future. Success for companies is not about adopting any particular technology. As one CEO said, competitive advantage is about the flow and pace of change, and the ability to constantly adapt.

Technologies such as artificial intelligence (AI) and machine learning can be used to automate processes, improve customer service, personalize communications and experiences, save time, and reduce costs. Blockchain is a technology that can build trust.

Examples of technology’s impact in different industries and companies include:

- **Motorcycles.** Harley Davidson is developing an electric vehicle that will be an entry-level “gateway” vehicle to expand the category to first-time purchasers. It will make the community of riders larger.

- **Retailers.** For retailers such as Home Depot, technology is changing everything. CEO Craig Menear said the front door of the store is now on the consumer’s phone. Competing and winning is now about using technology to give consumers the information they need wherever they are. In such a competitive landscape Menear worries about the ability of small companies to keep pace.

- **Education.** As all books become digitized, education will evolve to a blended experience with online and offline learning, which can be customized and personalized.
Consumers want companies and leaders that are authentic and accountable.

In discussing changing consumer tastes and adoption of new technologies, participants discussed the responsibilities of companies and leaders. Comments included:

- **Companies must tell great stories.** Historically, some companies and leaders stayed in the background and didn’t make an effort to communicate stories or build their brand. This can make companies vulnerable if others control the narrative about them. Goldman Sachs, for example, had always avoided the limelight. But after the company was frequently criticized in the media, the company decided to become more proactive in telling its own story.

Or IBM, which had always talked about its work or its clients, has recently become more vocal on topics such as immigration and LGBT issues, because these topics are important to the company’s employees and stakeholders.

An experienced journalist commented that the key to making a story great is for it to be authentic, told by someone who is genuine and human.

- **Companies and leaders must be accountable.** Another journalist observed that there are many fabulous executives who tell great stories. But if the results of a leader or their company are not consistent with the story, they must be held accountable.

One example is Elizabeth Holmes, founder of Theranos. The company’s reality didn’t match her story. After a courageous whistleblower came forward, she and the company were eventually held accountable. More recently, as Facebook has experienced multiple scandals, COO Sheryl Sandberg has come under scrutiny for behavior that isn’t consistent with the story that she and the company have put forth. Among Summit attendees, 56% believe Sandberg should be replaced.

- **In holding leaders accountable, the media must avoid discriminating.** A recent study found that when struggling companies are mentioned in the media, at companies led by women the CEO was blamed personally far more than if the company was led by a man. One explanation is that the few women who lead large companies are held to a higher standard.
Legend in Leadership Award
Paul Polman, CEO, Unilever PLC
Presented by Farooq Kathwari, Chairman, President & CEO, Ethan Allen, and Myron E. Ullman III, Chairman, Starbucks Corporation

Unilever CEO Paul Polman was presented with the Legend in Leadership Award. He was recognized for his strong business accomplishments at Procter & Gamble, Nestle, and Unilever, and even more so for leading based on strong values. He has been a force for corporate citizenship, social responsibility, and environmental sustainability.

In accepting this award, Polman said today resembles Dickens’ A Tale of Two Cities in that it is both the best of times and the worst of times. On the one hand, it is a great time to be born as tremendous numbers of people have been lifted out of poverty, people are healthier and live longer, and people across the globe have access to clean water.

Yet, there are serious shortcomings and challenges. The financial crisis of 2007 and 2008, which became an economic crisis, was fundamentally a crisis of morality. It was part of a system of overconsumption where few benefitted. Such a system won’t be sustained.

Today’s major challenges are inclusion, inequality, dealing with the devastating effects of climate change, and preserving the world’s finite resources. While previously institutions and elected officials dealt with these types of challenges, that is no longer the case. Solutions are needed to decarbonize the global economy, to shift from a linear economy to an economy of reuse, and to make the financial markets more focused on the longer term. Business can’t be a bystander. It is in the interests of business to step up and develop solutions.

One path forward is for business to take a leadership role in achieving the UN’s Sustainable Development Goals, which aim to eradicate poverty in a sustainable, equitable way and address other key issues such as gender inequity. At Unilever, for example, goals include increasing the company’s social impact by reaching one billion more people and decoupling growth from environmental impact.

Polman asserted that businesses already have the answers and know what needs to be done. What is missing are willpower and leadership. He called on business leaders to be purpose driven, to think longer term, to work in partnership, and to put the interests of others ahead of themselves. Most who lead businesses have won the lottery of life based on where they were born and where they were educated and live. Those at the very top of the socioeconomic ladder have the duty to help everyone else.
Maverick in Leadership Award
Kay Koplovitz, Founder, USA Networks; Managing Partner, Springboard Growth Capital
Presented by David J. Stern, Commissioner Emeritus, National Basketball Association, Alan J. Patricof, Managing Director, Greycroft Partners, and Laura R. Walker, President & CEO, New York Public Radio

The Maverick in Leadership Award is presented to disruptors who bring creativity with honorable character to their industries. Kay Koplovitz personifies these characteristics. Koplovitz founded USA Network, the first advertiser-supported basic cable network, and was the first woman to head a television network.

After selling USA Network she was appointed to chair the bipartisan National Women's Business Council. She later founded Springboard Enterprises, a network of innovators, investors, and influencers dedicated to helping high-growth, women-led companies attract venture capital.

Koplovitz cited as inspiration the famous quote, “There are those that look at things the way they are, and ask why; I dream of things that never were, and ask why not.” She said that in 2000 she saw a world with tremendous amounts of capital and tremendous entrepreneurial activity, but saw less than 2% of venture capital going to women. In founding Springboard she set out to change that. To date Springboard has assisted 730 women-led companies raise $8.6 billion and create tens of thousands of jobs.

The presenters—all of whom know Koplovitz extremely well—characterized her as visionary, idealistic, innovative, passionate, fierce, and extremely generous. She is adventurous, fearless, and not one to rest on her laurels. She is a mentor and an inspiration to countless numbers of women entrepreneurs.
Lifetime of Leadership Award
Andrew J. Young, Mayor (1982-1990), Atlanta, Georgia; U.S. Ambassador to the United Nations (1977-1979)


Ken Frazier and John Negroponte reflected on Andrew Young’s amazing life and career. Andrew Young was a leader in the civil rights movement. He was the first African American elected to Congress from the Deep South since Reconstruction and was the first African American to serve as the U.S. ambassador to the United Nations. He then went on to serve two terms as mayor of Atlanta, where he led Atlanta during a dynamic period that included bringing the Olympic Games to the city.

Andrew Young was recognized for his unwavering commitment to civil rights and human rights, and for being a role model and a beacon of light. Young has constantly been a voice of acceptance, tolerance, justice, and inspiration. Throughout his life he has lifted others up.

In accepting the Lifetime in Leadership Award, Young shared that his experience at the CEO Summit has caused him to feel good about the world. He proceeded to deliver an emotional celebration of the free enterprise system, stating, “Believe it or not, I almost have more faith in business than I have in the church, politics, almost anything else I do. And the reason is that there’s more freedom and there’s more courage in our free enterprise system. There’s a capacity to rise from all kinds of need and to imagine and to create glory in the midst of darkness and clouds.”

Young recounted that in Birmingham, Alabama in 1963, Martin Luther King Jr. didn’t want Young to protest or to go to jail. King wanted Young to work with community leaders to bring about desegregation. After months of protests, businesses had slowed down. This led 100 business people in Birmingham to work with Young and others to desegregate the city—without incident—one year before Congress passed the Civil Rights Act.

Young praised those who start and lead businesses. It is businesses, he said, that contribute to society by feeding the hungry, clothing the naked, providing jobs and healthcare, and addressing society’s most basic needs. He concluded by commending business by recognizing, “The jobs that you do and the innovations you share and the confidence and courage with which you take on the problems of the world are making this world a much better place.”