

## ON THE AGENDA FOR 2020

### “WORLD CLASS COMPETITIVENESS.”

*An outlook for 2020, and beyond*

**The Economy:** What is good news, or bad news? Uncertainty and nervousness will prevail.

**Stress points:** Climate change, energy, low interest rates, currency volatility, political tensions.

**Protectionism:** From job protection to national security rhetoric. Market access jeopardized?

**Globalization:** The global value chain is still thriving. Regionalization will be prioritized.

**Technology revolution:** Automation, connectivity, location, sharing (C to C), plus convergence and mobility. What impact on energy?

**The New Business models:** Free (Facebook), Subscription (Spotify), Licensing (Microsoft), Streaming (Netflix). Does profit still matter?

**The Immaterial Economy:** How can it be measured? Can business and personal data be protected? How much regulation is needed? Who is liable?

**Technology companies:** How dominant? Branching into other sectors: cloud, food retailing, health, watches, finance. Is the consumer trapped?

**The Key Issues:** Who will be the competitors of tomorrow? Where will they come from? Technology lowers entry barriers.

**The Black Hole Economy:** Start-ups are bought out by dominant technology firms. Can they still grow into large companies?

**The Next Systemic Risk:** From the regulated banking sector or from the unregulated technology sector? Should tech firms be dismantled?

**Corporate Ownership:** New actors (sovereign funds, emerging companies, family business), new global brands, M&A and share buybacks.

**The Tax Impact:** Territorial approach, transparency, equality of treatment. No tax rate harmonization. Are we shifting toward a global system?

**The Millennials:** Me-ism, strong sense of entitlement, idealistic, free is cool. Overwhelming influence on governments and companies.

**Mindset:** Resilience, speed, openness to new ideas and business models, sensitive to new value systems, responsive to society expectations.



*Latest books: “Are you a Tiger, a Cat or a Dinosaur?”, “Top Class Competitiveness”.*

**Stephane Garelli, 2020**