# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>02</td>
<td>INTRODUCTION</td>
</tr>
<tr>
<td>04</td>
<td>AFTER BREXIT</td>
</tr>
<tr>
<td>07</td>
<td>THE NEW GOVERNMENT</td>
</tr>
<tr>
<td>11</td>
<td>LABOUR AFTER CORBYN</td>
</tr>
<tr>
<td>15</td>
<td>VIEW FROM THE STATES</td>
</tr>
<tr>
<td>19</td>
<td>BRITISH BUSINESS</td>
</tr>
<tr>
<td>22</td>
<td>THE CLIMATE CRISIS</td>
</tr>
<tr>
<td>25</td>
<td>THE OLYMPIC OPPORTUNITY</td>
</tr>
<tr>
<td>28</td>
<td>THE LATEST TRENDS</td>
</tr>
<tr>
<td>32</td>
<td>ABOUT AUDLEY</td>
</tr>
</tbody>
</table>
Welcome to Audley Intelligence, the first in a new series of publications and events for Audley’s clients and contacts bringing together expertise, knowledge and insight from across the worlds of business, politics, technology, culture and beyond.

Our experience as advisers, strategists, writers and commentators provides us with a rich insight into how the various areas of national life intersect which, alongside our extensive network and own research, helps us provide our clients with the Unconventional Wisdom they need to succeed.

The new Audley Intelligence platform aims to bring some of this to life. Over the coming months, we will curate a portfolio of reports, podcasts and white papers on a range of relevant and thought-provoking topics, complemented by a programme of unique events hosted by members of the Audley team and leading experts in their fields.

We begin at the start of this new year by looking ahead. There are a few things that we all know for certain about the year to come: Brexit will happen, though we perhaps still don’t quite know what it really means. The UK will be led by a majority Conservative government, while the Labour opposition will see change at the top. Change may take place in America too, where the forthcoming election promises to be one of the most divisive – and expensive – yet.

And other major events will dominate the news agenda. The climate crisis will continue to be top of mind, with Glasgow playing host to the major COP26 climate summit towards the end of the year. Tokyo will host the 2020 Olympic Games – just one of a series of major sporting events scheduled for the year ahead. But as ever, the most interesting conversations lie in the unknown; in discussions about what these events will actually mean for the UK,
individuals and businesses alike. We asked a number of experts in their particular fields to share their opinions on the big questions we need to consider. Anand Menon discusses what the UK’s first steps will be once Brexit finally ‘gets done’. I try to explain why we shouldn’t underestimate the new government’s determination to deliver on their promises, while the Guardian’s Anushka Asthana reflects on what’s in store for the Labour Party.

Former Clinton adviser Justin Cooper offers a view from the US as the Democratic Party seeks to choose its challenger to President Donald Trump. Jimmy McLoughlin asserts the need for UK businesses to offer more than just jobs for their country while Benet Northcote explains how business can genuinely contribute to lessening the climate crisis. And Giselle Pettyfer provides insight on the impact of the upcoming Olympics on Japan. We wrap up this edition with one of the world’s leading trend spotters, Marian Salzman, identifying the things that should give us hope.

The thoughts are those of the authors. You may agree with them or not. But I hope they will inspire some fresh thinking as we turn our minds to a new year, and indeed a new decade. Do please let me know what you think by dropping me a line at cwilkins@audley.com – that’s also the address to use if you don’t want us to bother you with things like this again. Hopefully though, you will find something of interest here and will want to join the conversation that the Audley Intelligence platform seeks to inspire.

Happy new year.

Chris Wilkins, Managing Partner, Audley
After Brexit

WRITTEN BY ANAND MENON
PHOTOGRAPHY BY FREDERICK TUBIERMONT

Last year was like a never-ending episode of Deal or No Deal but the new government has promised Brexit will happen, no matter what, by the end of January 2020. Anand Menon, one of the UK’s leading Brexit experts, explores what the immediate fall-out of leaving the EU will look like for the UK, which obstacles will have to be tackled first and the post-Brexit political landscape to which the government, and entire country, will have to adjust.
On 1 February, Brexit will be done. The previous evening, the UK will have ceased to be a member state of the European Union. So far so good. Boris Johnson will have delivered. But then what? Then, briefly put, the real decisions will need to be made. Some of these relate directly or indirectly to the fact of leaving the EU. Others stem from a political context that has changed beyond recognition since the referendum of 2016.

First things first, Brexit will necessitate the negotiation of a new relationship with the EU. Despite the optimism of the government, this will not be straightforward for a number of reasons. First, the Political Declaration agreed by the UK and the EU stipulates that financial services and fisheries will need to be sorted first. Neither will be easy.

Second, the EU simply does not buy the argument that the fact the UK is aligned with its standards now should make negotiations quicker and easier. As far as Brussels is concerned, it’s not the starting point that matters, but the destination. And British rhetoric about the opportunities offered by divergence from EU rules has not gone unheeded. Member states will almost certainly insist that even a ‘bare bones’ FTA will necessitate some level playing field arrangements.

Finally, the sheer breath of the relationship – ranging from trade to police and military cooperation – militates against a rapid solution if its depth is to be maintained as far as possible.

So far so complicated. Yet in many ways this is the easy bit. Because Brexit also requires us to make some difficult decisions about how we do things at home. What kind of immigration policy do we want? What kind of regulatory standards do we think are appropriate? How should we deal with agriculture and fisheries? What rights, if any, should be enshrined beyond the reach of parliament and how, absent EU law, can this be achieved in our system?

And, of course, there is the thorny question of what Brexit means for the devolution settlement. Not merely in terms of whether there is ‘unfettered’ trade between GB and NI. Nor even of the fate of the UK’s internal market should powers over, for instance, agriculture be devolved to Belfast, Edinburgh and Cardiff. On top of all that there is the issue of the political pressure building for another independence referendum in Scotland.

So Brexit will soon be over, but there will be plenty left to do. The saga will drag on.
AFTER BREXIT

Anand Menon is Professor of European Politics and Foreign Affairs at King’s College London, and Director of UK in a Changing Europe, the authoritative source for independent research on UK-EU relations. He has written widely on many aspects of EU politics and policy and on UK-EU relations, and is a frequent contributor to the media on matters relating to British relations with the EU.
THE NEW GOVERNMENT

WRITTEN BY
CHRIS WILKINS

Boris Johnson’s decision to call a December general election for the first time in just under a century was deemed a gamble by the press. If so, it clearly paid off. But was it luck or was it part of a well-executed plan? Audley’s Chris Wilkins shares his opinions about the new Conservative government’s success and what we should expect from their upcoming tenure.
Towards the end of last year, political watchers and commentators made the mistake of underestimating Boris Johnson and his political team.

As he lost vote after vote in the House of Commons, many thought the wheels were coming off the Boris bandwagon. Events were to prove them wrong. The day-to-day difficulties masked the broader strategic rigour. It was his team’s capacity to focus on the signal rather than the noise that delivered the Prime Minister a sizeable majority. A majority that means he can expect to be in Downing Street for at least a full parliamentary term, maybe more. Now, however, many are making the mistake of underestimating the Prime Minister and his team once again. They expect the bold promises about ‘levelling up’ the country to go unmet and eagerly anticipate the Conservatives turning their backs on the left behind towns that delivered them their majority. This analysis overlooks two things.

Firstly, the new Conservative majority was not formed overnight. The party’s shift towards what may be termed ‘Blue Collar Conservatism’ is a decisive strategic move that has been long in the making. It was taken up in earnest by Theresa May and completed by Boris Johnson. Having completed that journey, the government is determined to embed the new reality. That means keeping a laser-like focus on the people that delivered electoral success – particularly people living in traditional Labour heartlands in the Midlands and North of England.

Second, one of the animating features of the new wave of political movements – whether President Trump’s success in the US or the Leave campaign in the UK (led, of course, by the Prime Minister’s chief adviser Dominic Cummings) – is a widespread belief that politicians too often go back on their promises. Delivering what was promised during the campaign has therefore become more important than ever before.

In 2020 then, Boris Johnson and his team will maintain a relentless focus on delivering – and on being seen to deliver – for the people who make up the new Conservative coalition. The ‘permanent campaign’ – where the line between campaigning and governing becomes increasingly blurred – is back. This is why Mr Cummings and others have the government’s communications and press office teams in their sights. They know that winning the communications war is half the battle. So while Boris Johnson has promised no more elections or referendums in 2020, the political campaigning will certainly go on.
THE NEW GOVERNMENT

We will hear much more about investment in the NHS – a public priority and something that Number Ten knows the Prime Minister will be judged by due to the commitments he made during the referendum campaign. Similarly, spending will be ramped up on the police, schools and infrastructure projects – particularly as they impact on those left behind towns. To secure some quick wins, we can expect a focus on regenerating high streets by slashing business rates and restoring local transport connections. The age of austerity will be over as borrowing to invest becomes the norm, and the Treasury rips up the existing spending rules to allow greater investment to be targeted at parts of the country where productivity is low and economic activity weak.

Delivering this agenda will mean some structural change too. Number Ten is serious about moving parts of government out of London, establishing a greater presence in some of these communities. At the same time, the centre – Number Ten and the Cabinet Office – will take greater overall control in order to focus all areas of the system on delivery. This is likely to be overseen by the new de facto Deputy Prime Minister Michael Gove, the Chief Operating Officer to Boris Johnson’s CEO, who will also be the driving force behind the next phase of Brexit talks.

While relations between the two men have been tense in recent years, they have shown what they can do when they work together. And sources argue that few ministers have shown themselves to be as adept at getting things done as the former education secretary.

Many credit the line ‘Get Brexit Done’ with delivering the Conservatives’ election victory, but the second half of the slogan ‘Unleash Britain’s Potential’ was a vital part of the message too. Brexit itself was not, and is not, enough. The Prime Minister offered an optimistic vision of the country Britain could become once Brexit was finally delivered. He knows that it’s on his ability to turn that vision into reality that he will ultimately be judged.

The Prime Minister sees this as a ten-year programme of reform. That’s why we will hear a lot about a ‘decade of renewal’, as the government seeks to manage public expectations and draw the battle lines for the next general election even now. They know that turning around the fortunes of Britain’s forgotten towns will be a long haul. But commentators underestimate Boris Johnson and his government’s determination to deliver this agenda at their peril.
Chris Wilkins is Managing Partner at Audley and regularly speaks and commentates on the Conservative Party and British politics. He was Director of Strategy and Chief Speechwriter to Prime Minister Theresa May in Downing Street between 2016-2017, the culmination of a twenty-year political career during which he served as a speechwriter, communications and strategy adviser to successive Conservative leaders and Cabinet Ministers.
Labour after Corbyn

WRITTEN BY ANUSHKA ASTHANA
PHOTOGRAPHY BY ROB STOTHARD/GETTY IMAGES

The scale of Labour’s defeat in the December general election was such that it begged the questions: was Jeremy Corbyn the problem, a leader the country didn’t want to get behind? Or does the entire party need a shake up to stand any chance of regaining their lost seats in the future? The party will elect a new leader at the beginning of April this year but whether it will be ‘continuity Corbyn’ or a fresh new stance remains to be seen. Anushka Asthana, editor-at-large at the Guardian newspaper, imparts her wisdom on the topic.
LABOUR AFTER CORBYN

The challenge for the Labour Party in 2020 is eye-watering. The party emerged from the general election with just 202 MPs.

To put that in context, the Conservatives have 163 more Westminster politicians – including many representing large swathes of the ‘red wall’ Labour heartlands.

To understand what happened it’s worth looking back at the leaked comments that Labour’s shadow health secretary, Jonathan Ashworth, made to a so-called friend in the run up to Election Day. He said that his journeys across the country painted a picture that was “dire” for Labour – driven by a “combination of Corbyn and Brexit” and particularly bad “outside of the city seats”.

Ashworth said the electoral map had gone topsy-turvy and it wouldn’t surprise him if the party held onto affluent (and young) Canterbury – that had, before 2017, been held by the Tories for so long that it was in the Guinness book of world records – but lose a once rock-solid safe Labour seat like Bolsover.

Inside Labour headquarters, this penny had begun to drop in the middle of the campaign.

After a big push within the party towards a second referendum (with many wanting Corbyn to go further still towards remain) it had started to become clear that the key problem in 2019 was actually going to be the leave vote. Brexit supporters across the North and Midlands felt betrayed. Some were attracted to Boris Johnson with a few lifelong Labour voters describing him to me as “flamboyant” on the doorstep convinced that he was the man to deliver Brexit. Others were not persuaded by the Tories but chose to stay at home instead.

Then came the second issue identified by Ashworth. It was unquestionable travelling around the country that Corbyn was a difficult sell on the doorstep. Even Corbynista activists in Hartlepool – who were pounding the streets in the dark and cold because of their love for the leader – admitted that voters were just not convinced. In Stoke South, that turned from a marginally held Tory seat to an 11,000 Conservative majority, one voter described him as a “terrorist”, while others were fed up with his position on leaving the EU, which they saw as muddled.

Then in other completely different seats like Winchester where the Liberal Democrats hoped to win over remain-voting liberals, fear about a Corbyn-led government
**LABOUR AFTER CORBYN**

stopped wavering Conservatives from deserting Johnson’s party.

Corbyn’s team blame Brexit for defeat, while many remain-supporting MPs blame their leader, but the truth is that both factors were a serious problem in December. That – along with the fact that the party’s losses in the North were not just driven by defectors but others staying at home – means that I think this defeat is more like the Tories in 2005 than 1997.

With Brexit and Corbyn gone, a new leader and a new start provides a chance to rebuild the party – and perhaps take advantage of disillusionment with the Conservatives among liberal voters. But the problem they face – whoever is leader – is that the deep divisions between leave and remain voters, that have caused Labour’s electoral coalition to fracture, go much deeper than Brexit.

This split is driven by values as one part of Labour’s vote becomes more liberal and internationalist, having benefited from economic growth concentrated in more urban areas, while others – outside of the major cities – are driven by increasingly socially conservative views.

But – however popular Johnson seems now – who knows what will happen to the economy as Britain leaves the EU or whether Johnson’s promises to the North and Midlands will actually bear fruit?

Labour will hope that a progressive economic argument focused on workers’ rights in the world of a more insecure gig economy could start to bridge the divide.

It’s clear there is a mountain to climb in England and Wales – and the task in Scotland is perhaps even more daunting – but five years is an age in politics, with events far beyond any politicians’ control.
Anushka Asthana is editor-at-large at the Guardian and presenter of the paper’s daily podcast Today in Focus. She is also co-presenter of ITV’s flagship weekly current affairs programme Peston, and a regular presenter of the Week in Westminster for BBC Radio 4.
The UK, along with the rest of the world, will watch as the US prepares for its 59th presidential election on the 3rd of November this year. President Trump’s politics, military decisions and tweets make global headlines every day but, as political adviser and commentator Justin Cooper reminds us, it is impossible to tell how the next year of US politics will play out. There are a few things, however, we know for sure.
In short, it is too early to tell. President Trump may have lost some support among women and moderates, but he has strengthened and likely grown his base. He will continue to do so as Democrats battle it out to choose a candidate in the primaries and caucuses, and some speculate that the race could go right down to the wire with a brokered Democratic Convention in mid-July.

A lot can happen in the run up to a general election; momentum will wax and wane, domestic and world events will transpire, there are factors we can’t predict that have the capacity to influence the course of the election.

There is one thing we can be sure of as we progress through the primaries, caucuses, conventions and general election campaigns: math matters.

As we move through the Democratic primaries, who underperforms or drops out may be more important than who wins at any particular stage. When players falter and leave the race, where their votes go, and which states are still in play will have direct consequences for who ultimately prevails. States with early primaries can alter the momentum of the campaign, but it is the big states that will still have the greatest impact as they deliver the greatest number of delegates for the conventions. Mike Bloomberg’s campaign, in particular, is focused on this – passing over the early primaries in order to focus on states with larger number of voters and where campaign tactics work differently.

When it comes time for the general election we should remember that we do not have a national election in the US, so the national polls may indicate sentiment, but they should be taken with something of a grain of salt. That was a lesson we were reminded of again in 2016 when Hillary Clinton won the greater number of votes but lost the electoral college. Ultimately that is all that matters.

The big question for the election is whether voters will decide it is about change or more of the same. In both primaries and national votes, we have a modern track record of picking change candidates who are not the most obviously qualified or the

President Trump himself is perhaps the most obvious example. An outsider who ran on a ticket of shaking up Washington, he beat a slew of Republicans in the primaries and Hillary Clinton last time around. The question is whether he can still claim the change mantle; do his voters think he is fighting the system for them or is he just a part of it? Or this time around, is a change candidate amongst those running to be the Democratic nominee who can truly take him on. And what does change look like in 2020? A fresh-faced, younger candidate or someone with experience of governing? This is the central question that will most likely frame the campaign.

And then there is always the wisdom of James Carville’s mantra, “it’s the economy, stupid”, which may be more prescient than ever. Personal economics often proves to be a more important factor when it comes to casting votes. If you have a job and you didn’t before, if you have more security in your job than before, if you are invested in a record high stock market, will you vote for change? The answers to these questions will become more and more clear as the year progresses.

At this stage, only two things appear to be certain. First, the US will go to the polls on Tuesday 3rd November. We may well know which way they have voted by the following morning – but then again, we may not.

Which brings us to the second certainty. That while 2020 promises to be a year of political uncertainty for the US, it sure isn’t going to be dull.
Justin Cooper is Founder and CEO of Foxcroft Strategy Group LLC. He has provided strategic counsel to some of the world’s most notable individuals, including President Bill Clinton, and organisations from the White House to Fortune 50 corporations. He has a unique background and a wealth of experience in advising clients on the inner workings of business, government, public policy and philanthropy.
With the after-effects of the financial crisis, the rise of populist politics, a renewed focus on social issues and major upheavals such as Brexit, the 2010s were a tough decade for businesses and business leaders. The next decade promises to be equally challenging, particularly as consumers and society generally place increased emphasis on issues such as sustainability and the environmental, social, governance (ESG) agenda. Business columnist and former government adviser, Jimmy McLoughlin, sets out what businesses must do to respond.
Businesses in the 2020s must make their case to a wider audience about the benefits that they bring to society. It is not simply enough for them to say “we employ people and make a return for shareholders, that is all we need to do.”

To that end, it is time for corporate leaders to invoke the spirit of John F Kennedy. It is no longer enough for them to ask what Britain and governments can do for them; they need to start demonstrating what they do for their country and their citizens.

Since the 2008 crisis, low wage growth and a lack of productivity gains has made the UK more sceptical of the value that corporate Britain delivers. Combined with corporate scandals from Carillon to BHS to most recently Thomas Cook, it is time for businesses to step forward and explain the benefits they bring to society.

There are some remarkable stories of how business is improving society on a daily basis. Look, for example, at how James Timpson of the key cutter and repairer is becoming the single biggest employer of former offenders, achieving far more than any number of government initiatives could achieve.

Corporate leaders have become quite efficient at making the case to their ‘key stakeholders’, whether its investors, board members and employees. However, in a more scrutinised world than ever before, corporate leaders need to take the time to explain not just to their employees but also the wider country what they are doing to improve the UK on a daily basis.

Many are at the forefront of tackling mental health and climate change, for example. Many cite not wanting to get involved with politics, but business, like politics, needs to be viewed as a constant state of campaigning.

The greatest challenges of our time are more likely to be solved by the private sector than by state actors. To go even further than JFK, they need to explain what they are doing for everyone in the world, and not just what the world can do for them.
Jimmy McLoughlin OBE is a business columnist for the Times. He was the Prime Minister’s Business Director in Downing Street until the end of last year and Head of External Affairs at the Institute of Directors before that. He is currently studying entrepreneurship at the University of Stanford in the United States.
The Climate Crisis

Australia’s ‘fire season’ has so far seen 10.7m hectares burned across the country since the end of 2019. The January headlines about the issue are impossible to ignore and serve as relentless reminders of the climate crisis. With COP26 to be hosted in Glasgow at the end of the year and The Royal Foundation’s Earthshot Prize, a “decade of action to repair the Earth”, recently announced, the UK has positioned itself as a key player in this global issue. Benet Northcote, Director of Corporate Responsibility at John Lewis and a key figure in the green movement, outlines the role business can play in this crucial year ahead.
As we start the New Year, it is clear that sustainability can’t be just a bolt-on to business-as-usual. Around the world, countries are responding to the climate challenge, new technologies are emerging to disrupt traditional business models and customers’ expectations are increasing ever upwards.

We are at the start of a sustainability revolution which will transform how we live. Companies need to understand how the world is changing and how they can succeed in the new landscape.

Much is changing for the better. In the UK last year 48.5% of the country’s electricity came from clean sources, more than came from burning fossil fuels. This is a level of clean energy that was simply unthinkable even a decade ago. And the costs of renewables are predicted to keep falling, to a point where burning fossil fuels will simply be economically irrational.

Cleaner, greener products are more desirable than their carbon-intensive alternatives. Electric cars are better than their petrol-based equivalents and new breakthroughs – on everything from the packaging we create to the way we grow food – are emerging every day.

However, we are only at the start of this sustainability revolution. The scientific community might well have been warning us for decades, but Australia’s bush fires are perhaps a more vivid warning to the world that we have more to do.

Environmentalists no longer talk about climate change, they talk about a climate crisis. On any objective view of the evidence, they are right. Customers’ expectations are already high, but they will increase further as the full scale of the challenge becomes clear. If you are not responding with suitable urgency, then expect to be called out. If not by your customers, then by your staff, family and friends.

So, how do you know if you are doing enough?

The first thing is to really understand your impact and to be honest about the scale of the problem. There aren’t instant solutions for everything, yet, so there is no point in pretending to be sustainable. That’s just greenwash. Instead, engage with the policy community in your area to share the problem. Chances are you have unique data and insight that will help solutions emerge.
THE CLIMATE CRISIS

Be prepared to be vulnerable. In return, you will build your understanding of what needs to happen and where the market opportunities are in a sustainable future. Then you will be both helping avert the climate crisis and ensuring your business’s commercial future.

Benet Northcote is Director of Corporate Responsibility for the John Lewis Partnership. He is a Trustee Director of the UK Centre for Ecology and Hydrology, a Trustee of Green Alliance and on the board of the Conservative Environment Network. He was previously Deputy Private Secretary to HRH The Prince of Wales and Chief Policy Adviser to Greenpeace UK.
Japan is preparing to hold its next major sporting event: the 2020 Olympic and Paralympic Games. After the success of last year’s Rugby World Cup, we are keen to know what these games will be known for. Giselle Pettyfer, former Director of Communications for the IOC, predicts the particular ethos of Japan’s games and the main headlines we can expect to see as Tokyo hosts the world’s best athletes this summer and invites the rest of the globe to watch.
Omotenashi. If you did not know this word before, in 2020 you will. The Omotenashi Association defines it as, “a traditional Japanese way of hospitality with the most dedicated and exquisite manners…"

It creates an ambiance of tranquility and relaxation where guests will experience unforgettable moments at ease.” A blog by London agency Tokyoesque describes it as, “an integral part of Japanese culture, but one that is not so easily defined”. Definable or otherwise, organisers of the Tokyo 2020 plan to have omotenashi at the heart of their Olympic Games.

The games too, are arguably hard to define. Yes, they are an event held every four years over 17 days, where some 11,000 athletes from 206 nations participate in 28 sports (for the Summer Games). But this misses the point. It misses explaining the magic, the inspiration, the friendship, the respect, the drama through which the Olympic Games continue to capture the world’s attention. Tokyo 2020 will have us enthralled, even in a decade when attention is a hard thing to catch.

Last year’s Rugby World Cup unquestionably demonstrated the passion and enthusiasm Japan has for sport and for welcoming the world. Tokyo 2020 will be an Olympic Games for a new era, the most urban, youthful, innovative yet.

New events – 3x3 Basketball, BMX freestyle, Skateboarding, Surfing and Sport Climbing – will keep this historic event relevant for today’s youth; innovation will breathe new life into venues from the 1964 games and save significant cost; female athletes will count for nearly 49% of the field, making these the most gender balanced games in history. Domestic sponsorship revenues for these games are unprecedented and the Organising Committee announced revenues of USD 5.9 billion (JPY 630 billion) against expenditures of USD 5.6 billion.

It won’t all be good news of course. There will be the challenges which media (social or otherwise) will whip up into salacious headlines world-wide: heat, air quality, not to mention the troubling issue of doping. But when the Olympic and Paralympic Games are over, the world’s visitors and viewers will have inspired the Japanese towards an ever more progressive society, and the world will see Japan reaffirmed as a leader in technology and innovation. Perhaps, most importantly, we will all have been reminded that exquisite manners can change the world. For which we will have omotenashi to thank.
THE OLYMPIC OPPORTUNITY

Giselle Pettyfer was Director of Communications for the International Olympic Committee from 2002 to 2008. Prior to this, she worked at Formula One and as Head of Communications for Jordan Grand Prix. She has lived in Dubai for the last ten years, working as Chief Executive of Falcon and Associates, a government related entity which promoted the emirate internationally and played a central role in Dubai’s winning bid for Expo 2020. She recently returned to London with her young family.
The Latest Trends

Marian Salzman, one of the world’s leading trend spotters and Senior Vice President for Global Communications at Philip Morris International, shares her insights into three major trends that will steal the limelight throughout the next year. The Internet of Things will widen its reach (a fact corroborated just recently by CES 2020’s show of self-driving cars and intruder-spotting home robots), plastic-free solutions will exponentially increase and the power of today’s youth will continue to inspire and impress.
The constant in the years during which I have been spotting and compiling trends is the seemingly inexorable push in the direction of fundamental change and even chaos. Chaos is most definitely feeling like the new normal.

Has every generation felt so wholly unmoored and jittery about what’s next? Looking back over history, one can certainly imagine the huge uncertainty that would have been kicked up by the Industrial Revolution – not to mention two world wars – but the chaos of today seems somehow more pervasive. Maybe that’s because we’re dealing with the increasing consequences of climate change. Or the fact that we’re simply far more aware of every horror and hiccup taking place across the globe.

To mark the new decade, I delved into 20 global, human trends, three of which are touched on here, which I believe will characterise the coming months and years.

Firstly, the Internet of Things will pervade more and more of daily life. Humans are predisposed to anthropomorphise objects – especially interactive ones that perform a task. So, when tech comes up with responsive gadgets that people can relate to, they’re tapping into basic human nature. With more than 100 million Alexa devices sold, along with competitors such as Apple’s HomePod and Google Assistant, it’s no exaggeration to say there are already people who interact more with their smart speakers than with family members.

We’re in the early days of a new stage in our relationships with artificial intelligence. As developers figure out how to make our smart devices ever more personable, it doesn’t take a soothsayer to recognise that a global population increasingly suffering from loneliness and disconnectedness will find solutions of a sort in these gadgets. How will those solutions affect our social fabric and human-to-human relationships? Will the eventual perfection of AI make us less willing to accept human imperfections? Stay tuned.

Secondly, as consumers clamour for accountability when it comes to plastic, businesses are starting to listen. Earlier this year, Marks & Spencer launched a plastic-free packaging approach for fruits and vegetables to give consumers the option to reduce their waste. Taking the concept even further are companies that are creating biodegradable, natural packaging solutions from vegetables themselves. In Southern California, a cannabis company is creating packaging from plastics recovered
from the ocean. In India, a start-up is building bricks from plastic waste. Big brands are taking action too: Colgate has released a recyclable toothpaste tube, and Heineken UK is ditching the plastic rings from its multi-packs. More brands will tap into technology and are developing science to meet consumer demand for better sustainability in both products and packaging.

And thirdly, we will continue to see the powerful impact of the new generation. Greta Thunberg, at 17 years old, is a media and political giant. Barely a year after starting her lone strike for the climate in Stockholm, she was giving world political leaders in Davos a stern dressing down. Thunberg is emblematic of a new generation – and a new form – of cause activists who have grown up in a world where bullies feel free to intimidate people of any age both online and offline. These young activists have grown far thicker skin than most adults possess, and they’ve shown time and again that they won’t be shut up or shut down.

Greta, Malala Yousafzai and students from Marjory Stoneman Douglas High School in the US are amongst a crop of prominent young activists advocating for causes ranging from human rights to climate action, water access and deforestation. What is notable about them, aside from their youth and courage, is the way they are choosing to fight. They have proved masterful in their use of social media. And – unlike most of their adult counterparts – they understand the value of humour, reason and even gentleness over anger and finger-pointing. They recognise that progress relies on dialogue and shared understanding and that neither is fostered by shouting.

The calm and collaborative approach we’re seeing from Thunberg, Yousafzai and other young activists fills me with optimism. They’re showing older generations that it’s possible and preferable to be committed, focused and powerful without losing sight of their own humanity or anyone else’s. In this age of chaos and rage, that’s a hopeful lesson to learn from the rising generation.
Marian Salzman is Senior Vice President, Global Communications at Philip Morris International. She is forging alliances with NGOs, advocacy groups and regulators as PMI embarks on its journey to a smoke-free future. Before joining PMI in 2018, Marian was CEO of Havas PR North America for nearly a decade, CMO at both Porter Novelli and JWT Worldwide and CSO at Euro RSCG Worldwide (Havas Creative). She is one of the world’s top five trend spotters, was named as one of Business Insider’s 25 Most Powerful PR People and is author of Chaos: The New Normal, her annual trends report for 2020.
UNCONVENTIONAL WISDOM
Audley is a London-based reputation and strategy consultancy that works with leaders in business and government to help them achieve their political, professional or personal goals.

We design, develop and deliver creative strategies and campaigns to help them shift opinions, shape their reputations, and navigate change.

We operate at the points where politics, communications and business intersect. Our team combines years of experience at the highest levels of business, politics and national institutions with fresh insights drawn from our extensive networks, to offer the Unconventional Wisdom our clients need to succeed.
ABOUT AUDLEY

Our solutions may include any or all of the following areas in which we have particular expertise:

REPUTATION MANAGEMENT
We design, develop and deliver reputation management campaigns for individuals and organisations – advising on everything from PR initiatives to philanthropic strategies, and all things in between.

SPEECHWRITING
We help leaders and their teams prepare for significant set-piece events. Our team of writers develop the speeches leaders need, while our performance coaches use our private training studio to refine and perfect presentations.

LEADERSHIP CONSULTING
We work with leaders of public and private sector organisations to help them define and execute winning strategies. We give them the language and the advice they need to communicate effectively, and we help them build the networks of influence that can deliver success.

LEGACY & SUCCESSION PLANNING
Our advisers work with leadership teams to help them plan succession strategies and put in place the building blocks that will secure their leadership legacy.

NARRATIVE DEVELOPMENT
We work with leaders and their teams to define the story they want to tell. We identify the messages that will move people and turn those into compelling narratives that can deliver success.

RESEARCH & THOUGHT-LEADERSHIP
We commission and conduct research among critical audiences to inform our thinking and help our clients get to know their issues and
ABOUT AUDLEY

audiences more effectively, helping to position them as leaders in their fields.

BUSINESS & POLITICAL INTELLIGENCE
We operate most effectively at the points where business and politics intersect. We have a foot in both camps and use our networks and our knowledge to provide the critical intelligence that leads to better decisions, and better results.

STRATEGIC COMMUNICATIONS
We recognise that in the modern information environment, communication is everything. We develop and deliver communication strategies for clients that help to manage their reputations, shift opinions and navigate change.

CAMPAIGN DEVELOPMENT
We are campaigners at heart and understand the power strategic campaigns have to shift opinions and deliver results. We take care of every aspect of a campaign, working with our network of delivery partners to build ‘best in class’ teams that are shaped around the need of the client.

STRATEGIC EVENTS
We design and deliver strategic events that help our clients communicate and engage with their critical audiences. We take care of every aspect: helping to ensure our clients are positioned in the best possible light.

PUBLIC RELATIONS SUPPORT
We have an extensive network of media and media relations contacts in London and Europe, and through our New York-based partners in the United States of America too.

ONLINE REPUTATION MANAGEMENT
We enjoy a close relationship with London’s premier online reputation management agency, and work with them closely to help shape and manage reputational issues online.