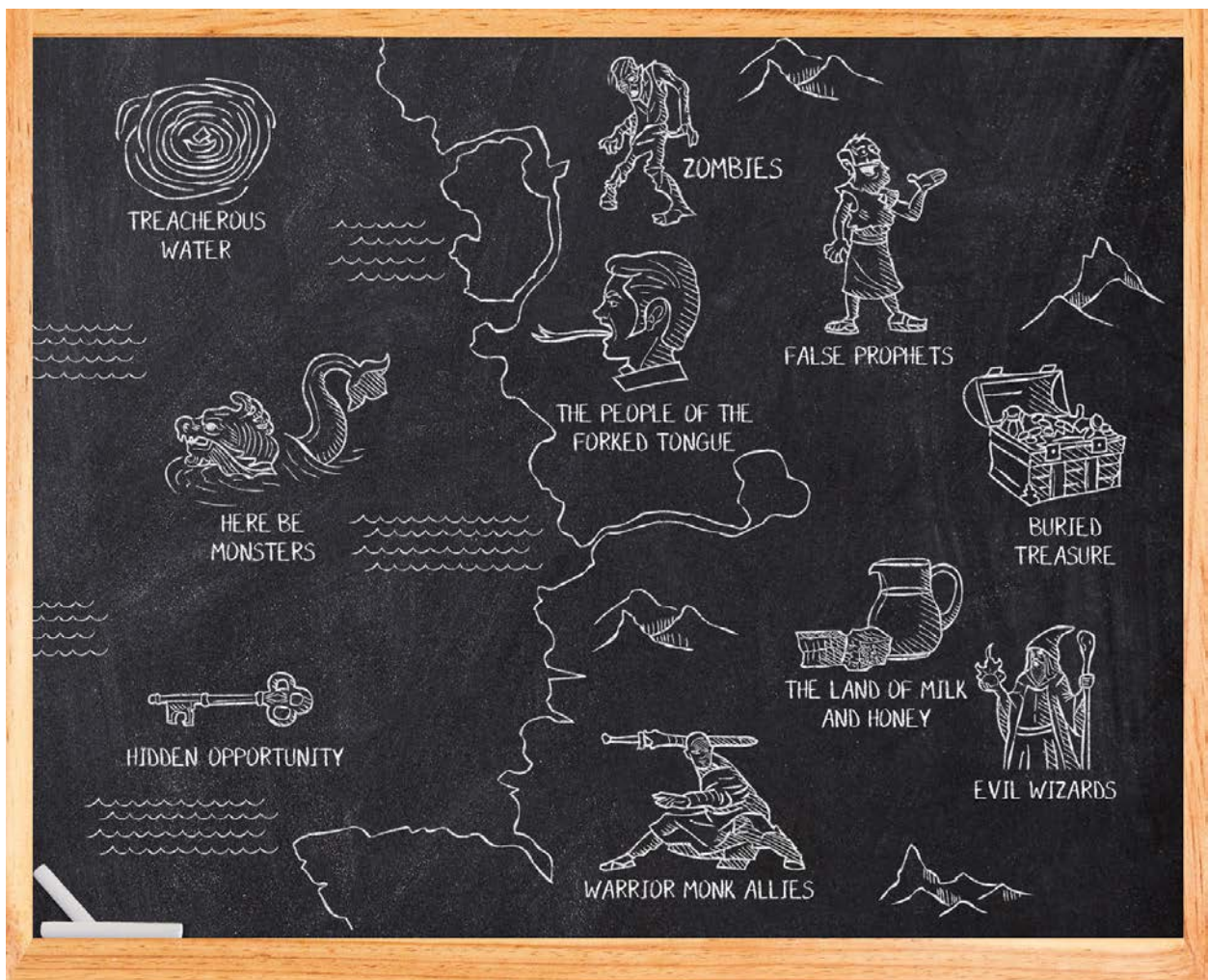


Your Roadmap to Money in 2020

A Cautionary Tale of Hope



by **Mark Joyner**

(v. 1.01)

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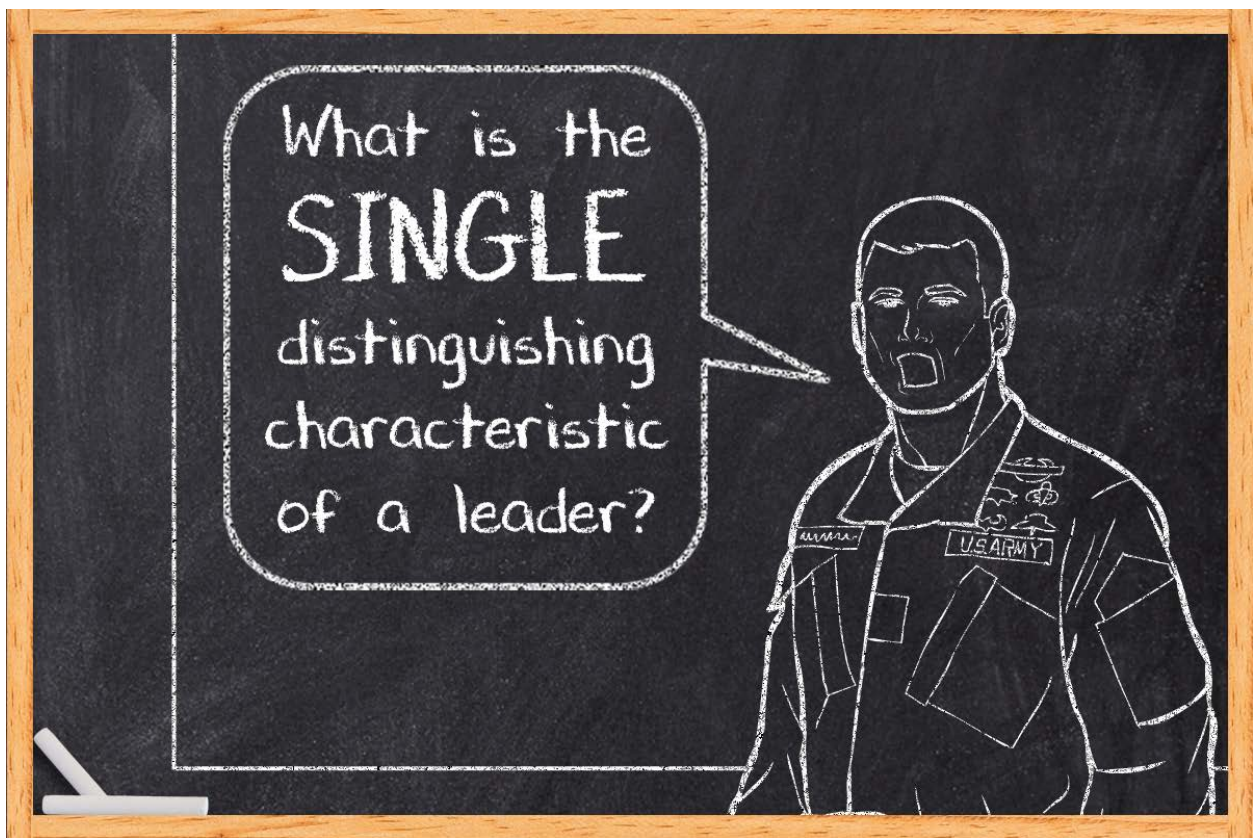
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A Life or Death Game

In early February 1995 in the iconic “Building 4” of Fort Benning, Georgia an instructor nicknamed “Yoda” dealt a death blow to our egos.

It came in the form of a deceptively simple question ...

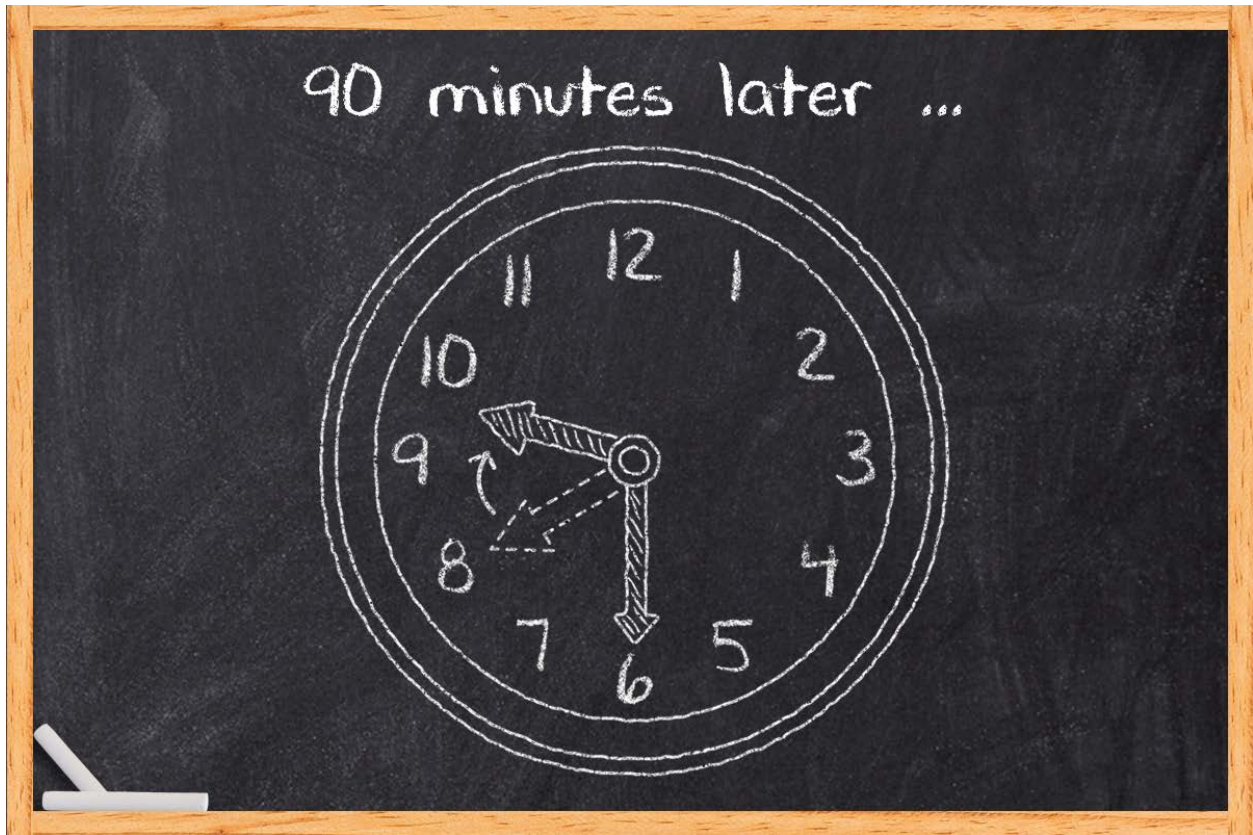


“Communication!” one of my fellow Officer Candidates said.

“Oh, really?” Yoda replied. “So your battle plan was a catastrophic mess but you communicated it perfectly to you troops. Congratulations, Candidate. You just killed your entire Platoon. I see glory in your future. Anyone else?”

“Leading by example!” another Candidate chimed in.

“Not a terrible answer, really. But clearly you didn’t listen to the question. I mean, if all of your troops pay as little attention to detail as you, will you be able to trust *they* will not get *you* killed out on patrol? Anyone want to try who actually knows how to listen? What is the single *distinguishing* characteristic of a leader?”



One by one each of our answers were shot down with merciless, but well-justified, sarcasm and ridicule.

After 90 minutes of this mental torture, the room fell silent.

“Seriously ... ? I thought you Officer Candidates were supposed to be the best of the best from your respective units. God help us all. No one ... ? Really ... ?”

With one simple question he landed a strychnine-dipped blowdart on our hubris. And revealed an obviously indisputable profound truth ...

“So, you’re about to lead your troops into a desperate life or death struggle, but not a single one of you can answer the simplest question about leadership. Let that sink in, hot shots.”

Yoda’s surface-cruelty was actually a profound act of compassion in disguise.

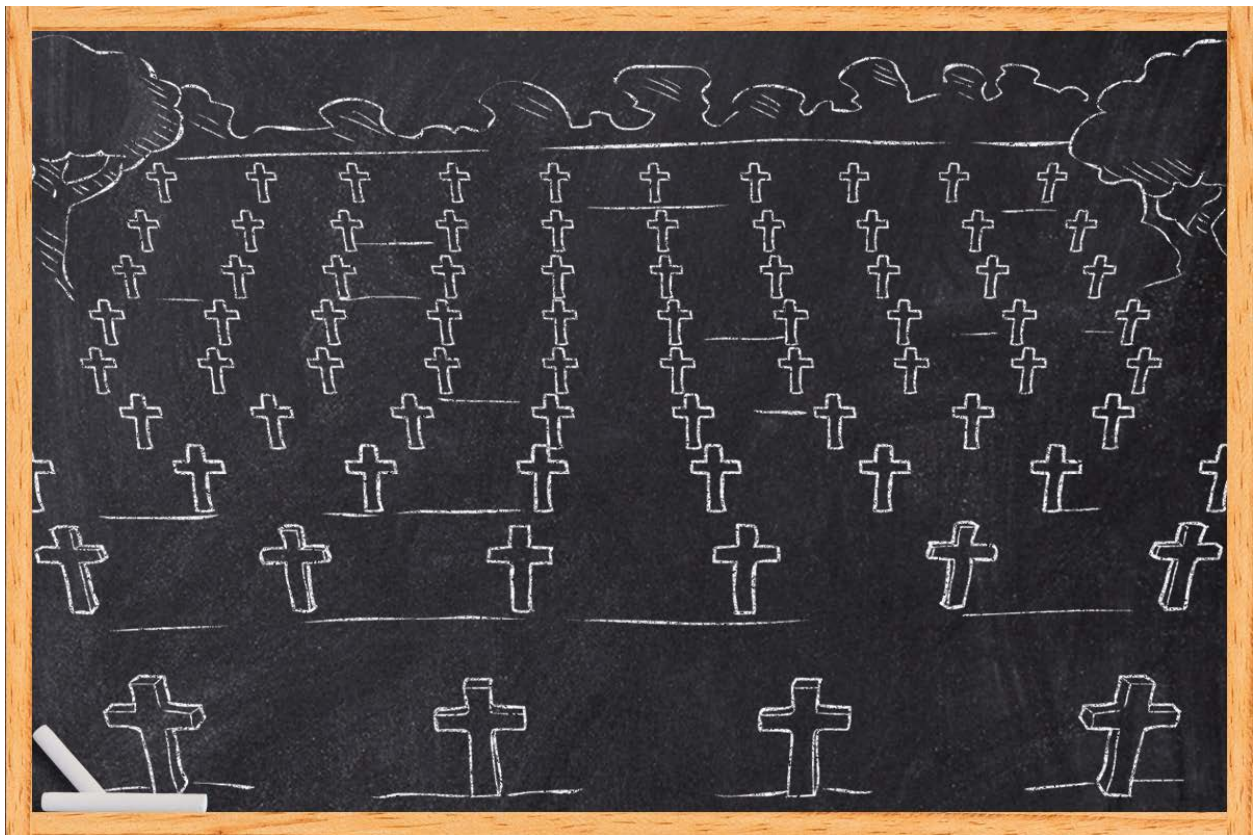
When he finally delivered the ultimate ah-ha moment, we would never be the same again.

And neither will you ...

Before the big reveal he told us how he dropped to his knees when he first laid eyes on the endless sea of gravestones at the American WW2 Cemetery and Memorial in Normandy, France.

“In a single moment I truly understood how many lives are at stake ... How solemn the words of our oath of office ... How seriously I needed to take my duties as a leader “

He paused and almost every grown man in the room was moved to tears.



Normandy American WW2 Cemetery and Memorial

“And I hope to God you do, too.”

“Now! Allow me to put you out of your collective misery and simultaneously un-fuck the future of the US Army Officer Corps.”

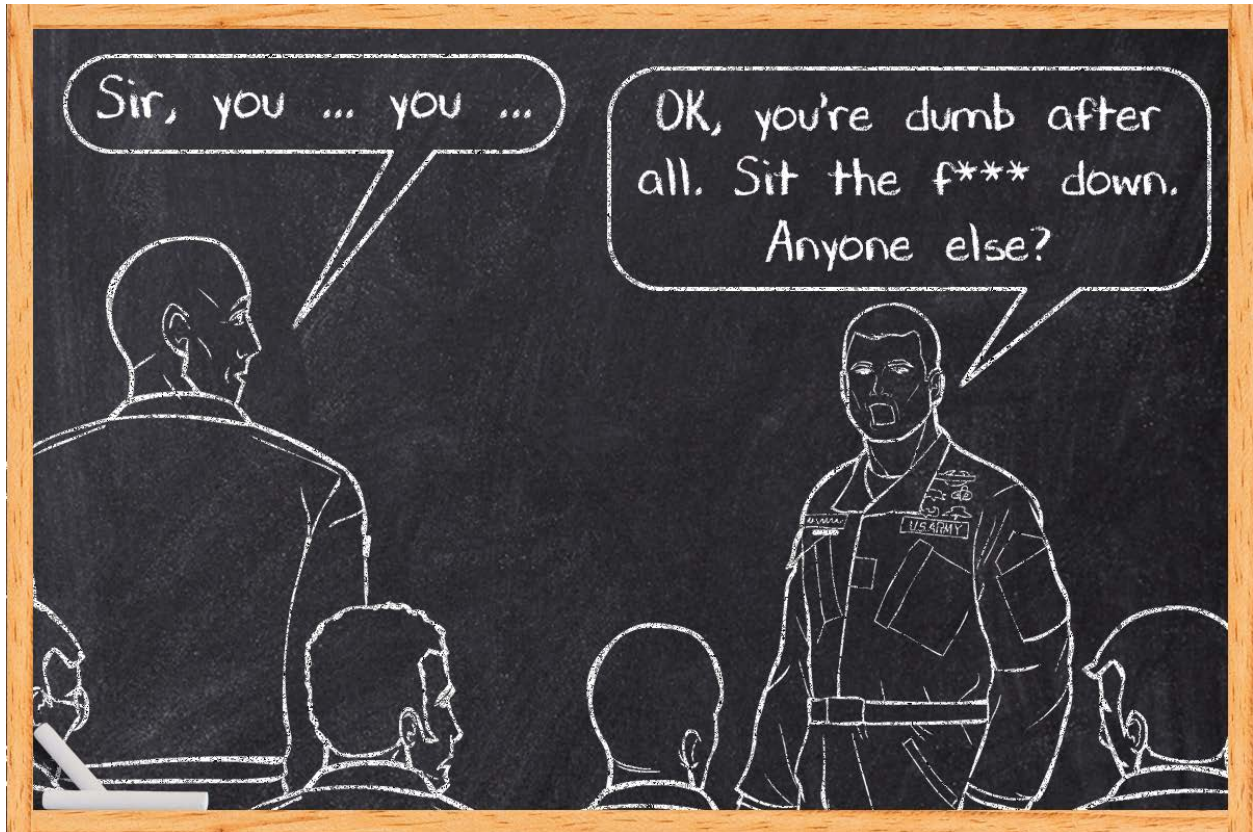
He flipped over the chalkboard and half of the room experienced an instant-epiphany. The other half needed a bit of explanation before the “holy shit” moment kicked in.



“So, which of you hot shots think you get it?. And for god’s sake don’t raise your hand unless you have really thought this through.”

I nervously raised my hand ...

“Candidate Joyner! You’re obviously *brave*. Let’s find out if you’re not dumb.”



I mustered up my courage and fired back.

“Sir! You asked, ‘what is the single *distinguishing* characteristic of a leader.’ By this you mean, it’s **the one thing** that the leader *must* do that separates him from those who follow him. *Everyone* needs to be able to communicate well. Leadership by example is one of many leadership styles and not a distinguishing characteristic ... And so on ... So, none of the answers my candidates and I have given so far are the single distinguishing characteristic. Many were essential traits of *good* leaders, but none were the single *distinguishing* characteristic.

“The responsibility to see the battlefield - that is, to truly understand what is happening on the ground in the moment - and dynamically navigate toward our objective - **rests solely on**

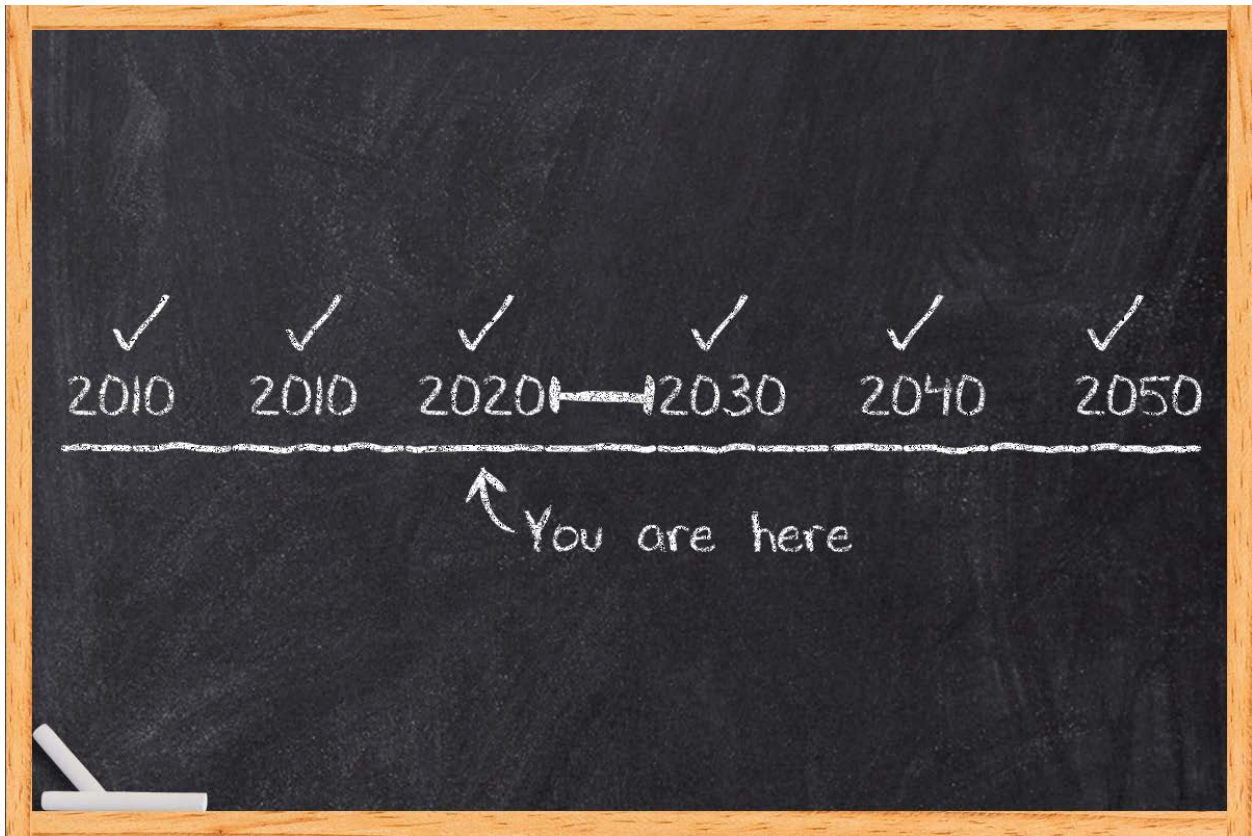
the leader. The individual soldier is usually only responsible for a single field of fire, or a single simple task or very narrow range of tasks. But the leader needs to see the battlefield in entirety or he will lead his troops to catastrophe, no matter how well-trained his troops are at their individual jobs. It's not possible for an individual soldier to perform his task well *and* see the battlefield at the same time, because his attention must be solely focused on his immediate task and the limited situational awareness of his immediate surroundings. The leader, however, must see the larger picture of the battlefield. At least as much of the battlefield for which he is responsible. And the higher up the ranks, the larger the chunk of the battlefield the leader must see."

I shut up and stood my ground having no idea whether I got it right or was about to get another ass-reaming. The room was pin-drop silent while Yoda paused staring at me.

"There's hope for the Army yet," said Yoda.

"Hua!" the room cheered.

While much of what I'm about to show you may or may not be relevant *this* year, it is all on the near horizon.



This is the battlefield you *must see*, and if you don't ... you're playing darts with a blindfold on.



If you don't see the battlefield, I don't care how much "hustle" you bring ...

I don't care how clever you think you are ...

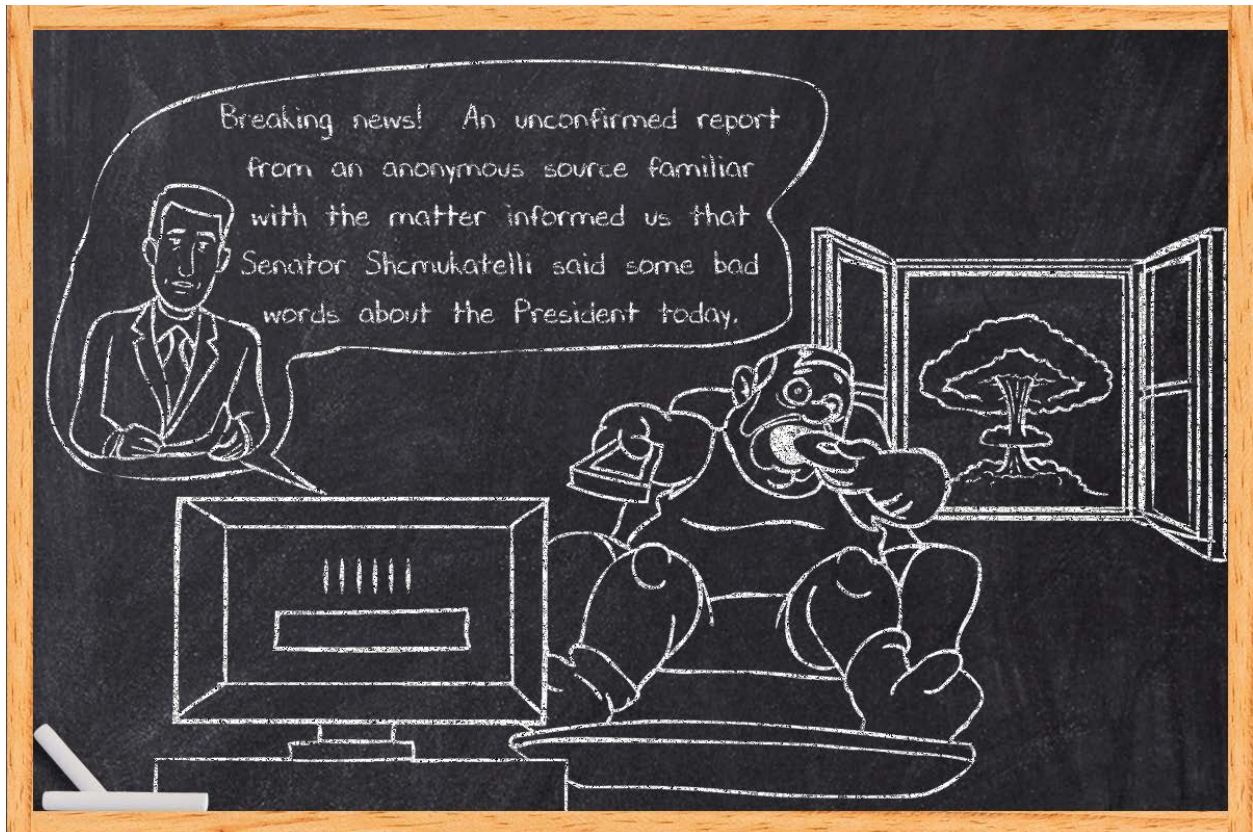
I don't care how many "secrets" you learn ...

Your money-getting efforts *will* ultimately crash and burn.

You're about to learn what **the real insiders** are talking about ...

An invisible war is being waged right now.

And "they" want to keep you distracted with toxic entertainment, pseudo-relevant news, and disinformation.



Who are “they”?

Do “they” even exist?

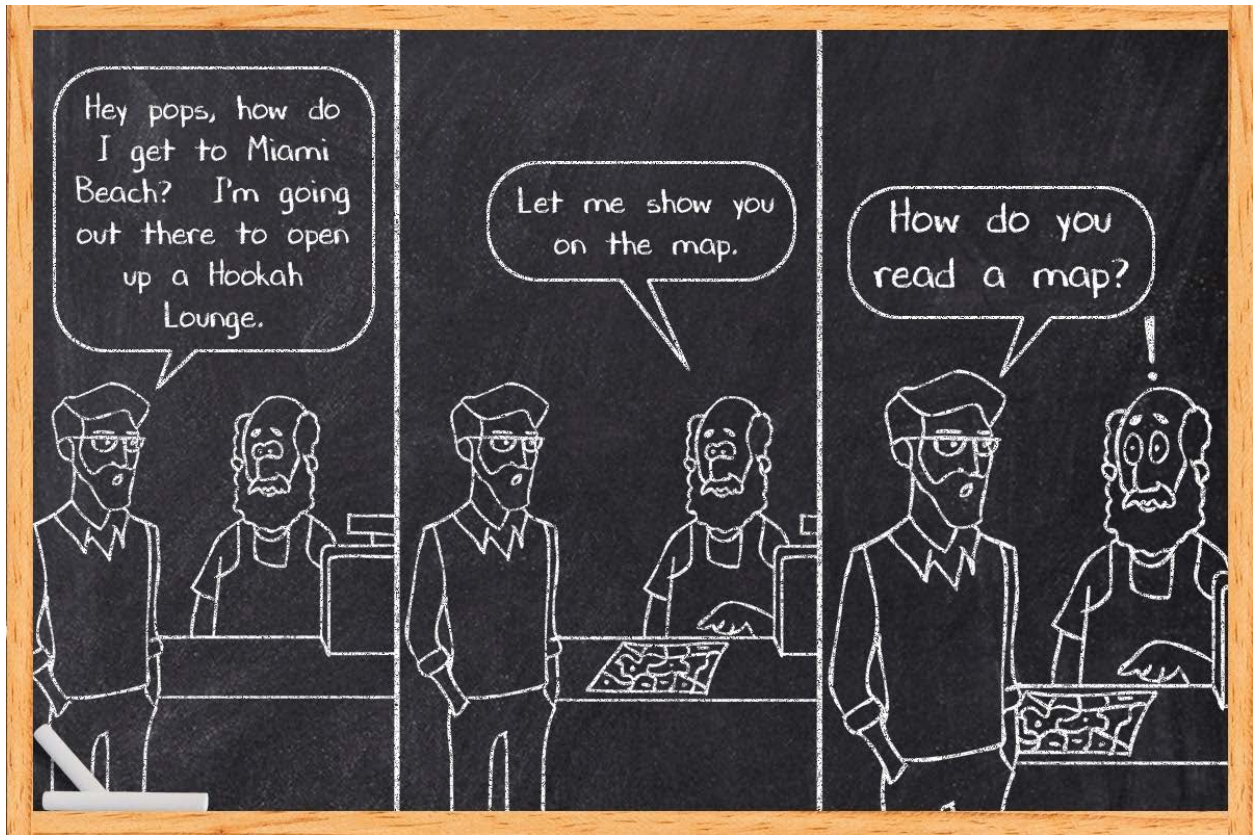
I don’t know.

But I do know everything you’re about to learn is either verifiably real or plain to see.

Once you *see* it.

(Whether you do - or do not - depends entirely on how closely you pay attention.)

Map Reading 101

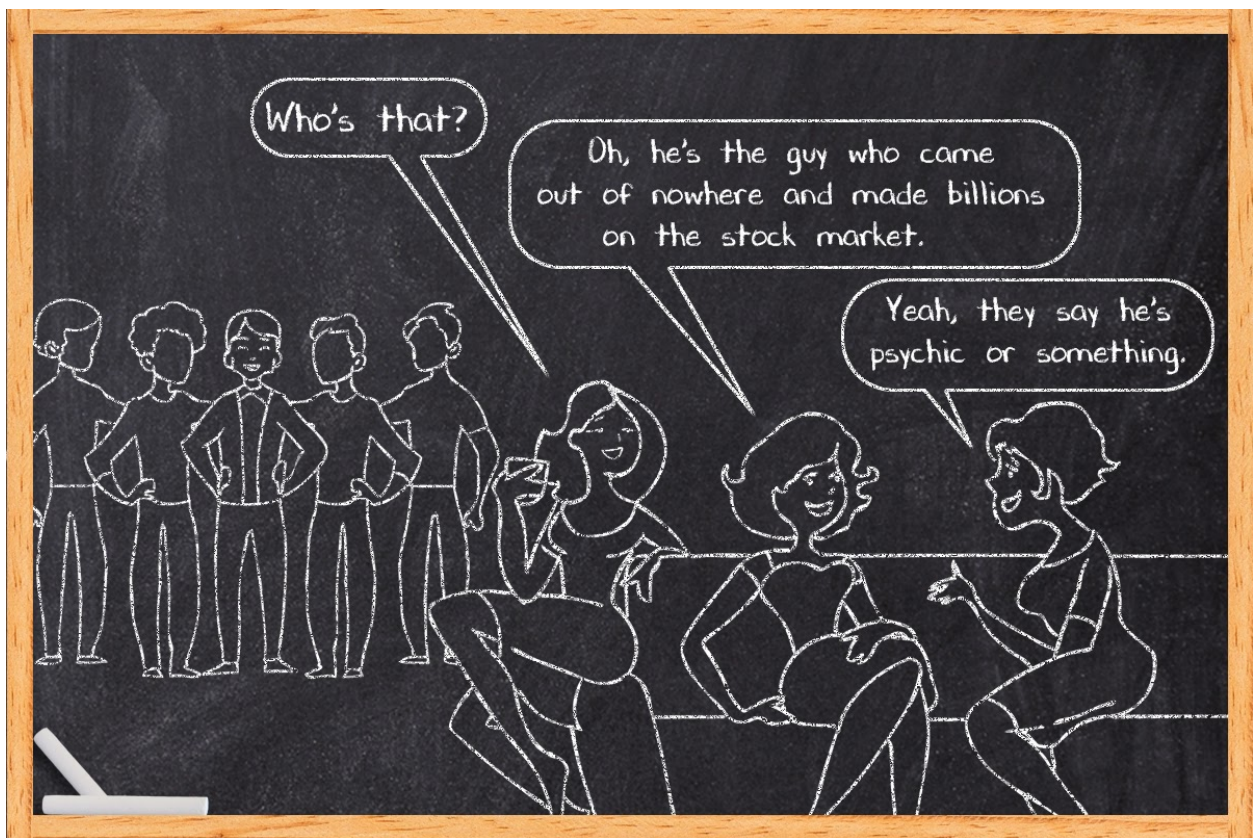


What good is a map if you don't know how to read it?

Imagine ... a man visits from the future and hands you the stock charts for the next 10 years.

If you don't know how to read stock charts ... well, it may as well be an ancient Greek accounting ledger.

But if you *do* know how to read it ...



So, how do you read *this* map?

Well, it's not a topographical map as such.

That is, to make money - especially in this radically new battlefield - you're not only navigating *geographical* land - you must also navigate a very complex, dynamic, and potentially treacherous *intellectual* landscape, as well ...

So, "roadmap" isn't really an apt metaphor ... this isn't a map as such, it's more of a crash course in map *reading* ...



And the map, my friend, is all around you ...

It's ever-changing, as well. Right now, it's probably all “squiggly lines” to you. Hang in there with me and you'll soon know how to read them.

But this isn't only a crash course in reading the global roadmap to money ...



It's also a primer in *navigation* and *warfighting*.

And you, my friend *are* at war. You just don't know it yet.

By the end you will understand:

- **"The 9 Great Threats" that could end life on this planet** *(almost no one is talking about any of these in public - and no, neither "climate change" nor the Coronavirus are one of them)*
- **The most significant "numbers" you should be tracking right now** *(they have nothing to do with the stock market or your KPIs)*
- "The Big 5 Phenomena" that will change *everything*
- **New tech rolling out this year that will change the very nature of human existence**
- The 7 most important emergent economic trends that will change the face of business forever
- The most lucrative growth markets of the next decade
- "The 3 Essential Hedges" you absolutely *must* apply right now to protect yourself and your family

The Most Significant Numbers in History

Some say if you have identified the right Key Performance Indicators (KPIs) ... and plot them on a trendline ...

You can manage your entire business from a single dashboard.



If the **culture and systems** of your business are good enough, it's totally true ...

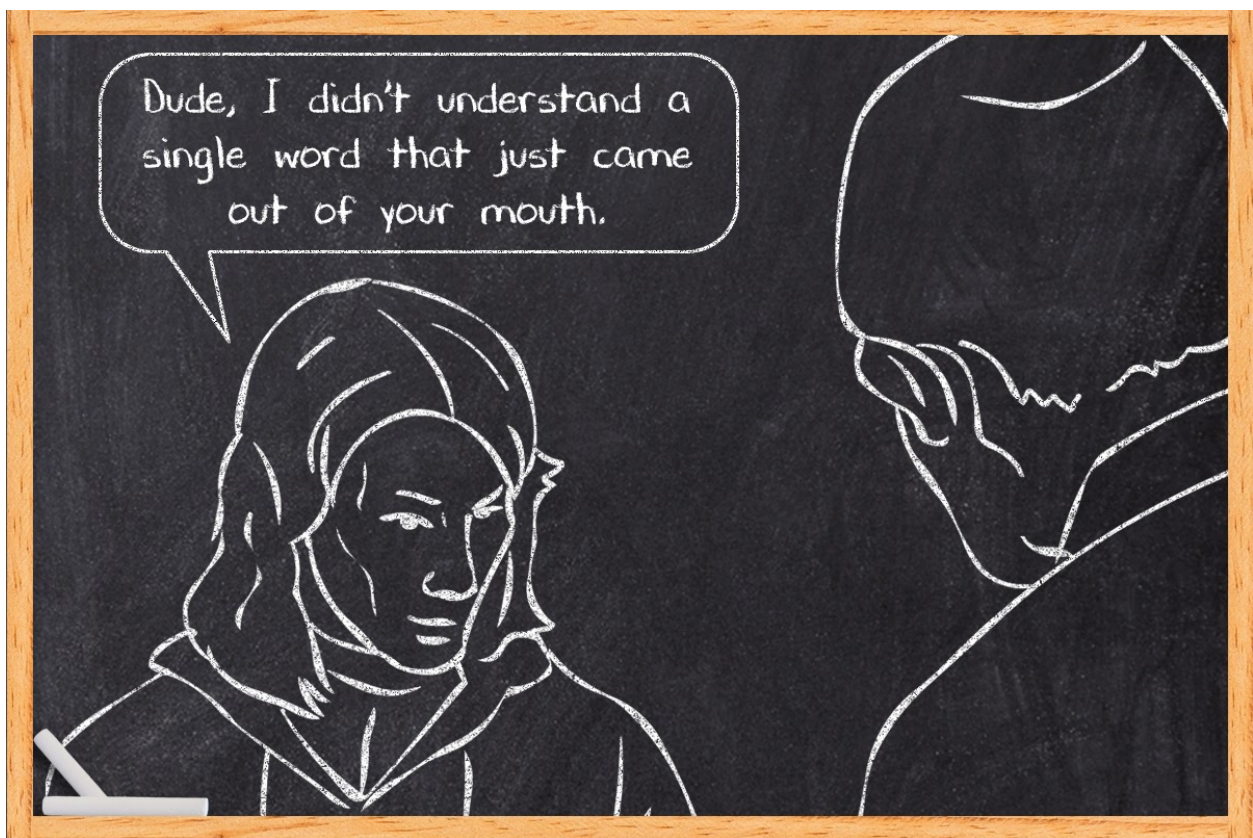
But I want to introduce you to a different set of numbers.
Numbers that will allow you to predict the future ...



No, not like that.

The way a futurist would:

- Identifying *the most significant metrics* that affect the direction of the world ...
- Plotting them out *over time* ...
- Looking for *patterns* along the trendlines ...
- Comparing these trends to significant *events* ...
- *Hypothesizing* about causal relationships ...



If that's you, don't worry. I'll make all of this very easy to understand.

Yes, a bit of thinking will be required along the way, but **know this**: this is the kind of thinking that allowed me to be *decades* ahead of the rest of the world with many of my inventions and startups ...

- I invented **the tracking pixel**
- I started the **first ebook** publishing company
- I launched the **first ad tracking** company
- I was the first on the web to use what we now call “**funnels**”
- I started the **first viral traffic building** service
- And so on ...

Many of these technologies were invented from my offices in Hollywood, California.



But are now used every single day by every person who logs in to any digital device around the world.



It took *decades* for some of these technologies to catch on.

Those were the early days of the Internet.

But today, we live in an era where someone can create something in one location and **within hours it can touch every Internet-connected person on the planet.**

How did I know **in advance** these technologies would be so huge?

You're about to find out ...

And it will be **far easier to understand than you think.** I promise.

Some of what you're about to learn is "common knowledge" amongst serious futurists. Some of it is based upon my own personal observations. But all of it is clearly verifiable or self-evident.

That said ... **my predictions are very different from what most of the mainstream futurists are telling you.**

Indeed, I think many of them are taking us down a **very reckless path.**

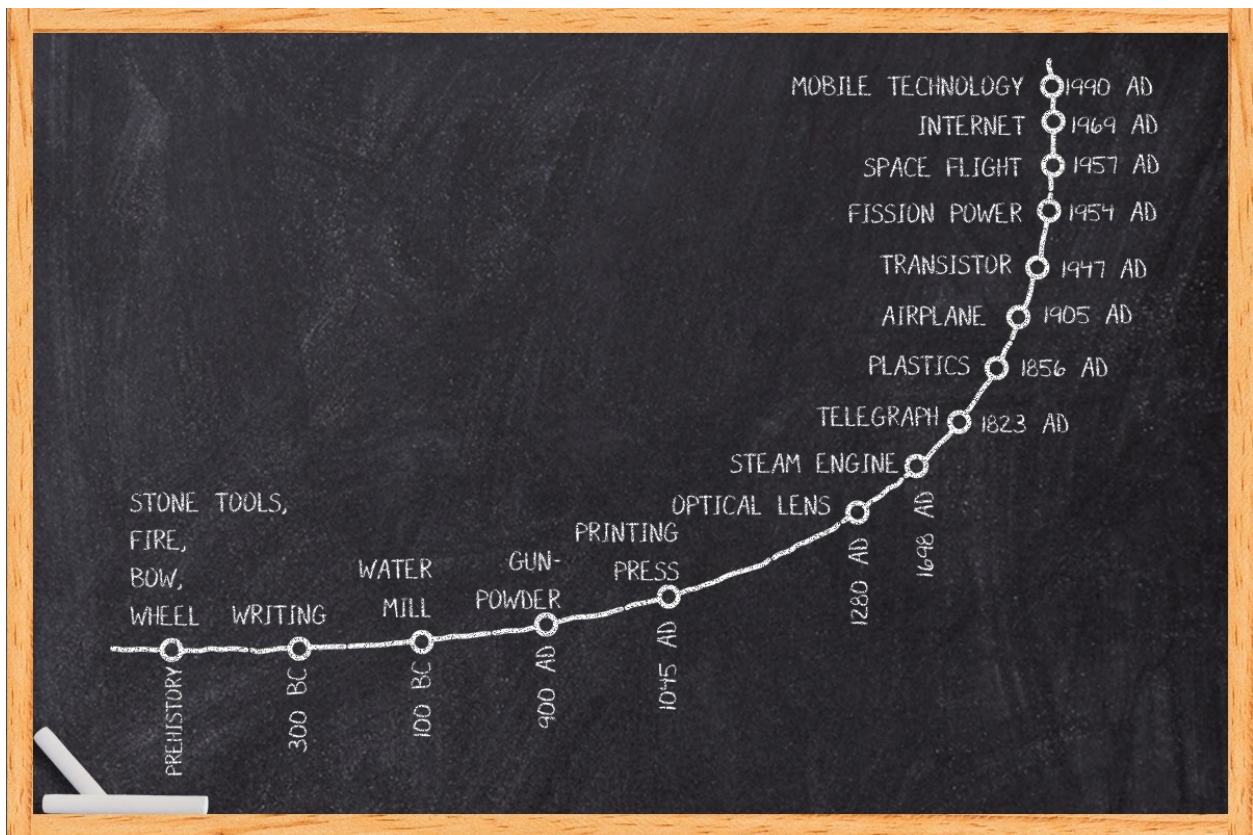
I hope to present what is a rather unassailable case that will guide you to **better decisions about your future.**

You absolutely *must* understand these things. **Your financial future depends on it.** And your very survival itself may as well ... (Read on.)

The Great Halving (*AKA The Great Doubling*)

The period of time in between a world-changing technological advancement or discovery has been - approximately - halving itself throughout time ...

These world-changing advancements are often referred to as “paradigm shifts.”



Or, expressed another way ...

The *pace* of the paradigm shifts has been “doubling” over time.

Why is this?

Are humans getting smarter?

Or ... is there something **inherent in the nature of paradigm shifts** that facilitates faster advancement?

Hold that thought ...

First, let's ask a profoundly important question:

If there is something inherent in the nature of paradigm shifts that speeds up the rate of future paradigm shifts ... Is there a particular paradigm shift that would make the pace of change even faster?

Through the decades tech pundits have, on multiple occasions, predicted More's Law would hit a brick wall for various (sometimes well-justified) reasons ... but, somehow, the law has remained *stunningly* consistent.

It seems every time we hit a hard physical barrier to prevent this trend from continuing, **someone figures out a new way to get around the barrier.**

The Technological Singularity

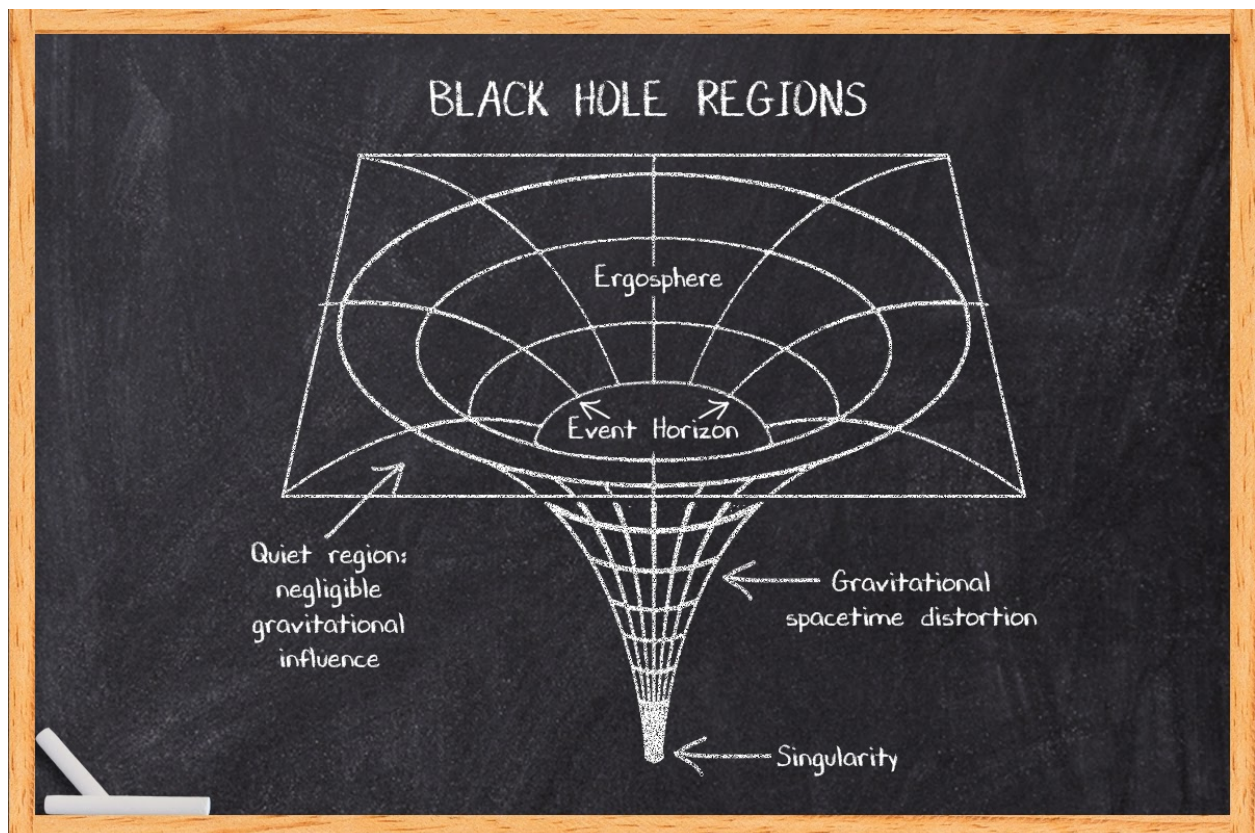
Back in 1993, science fiction author and computer science professor Vernor Vinge asked a very simple question:

What will happen when machines are smarter than humans?

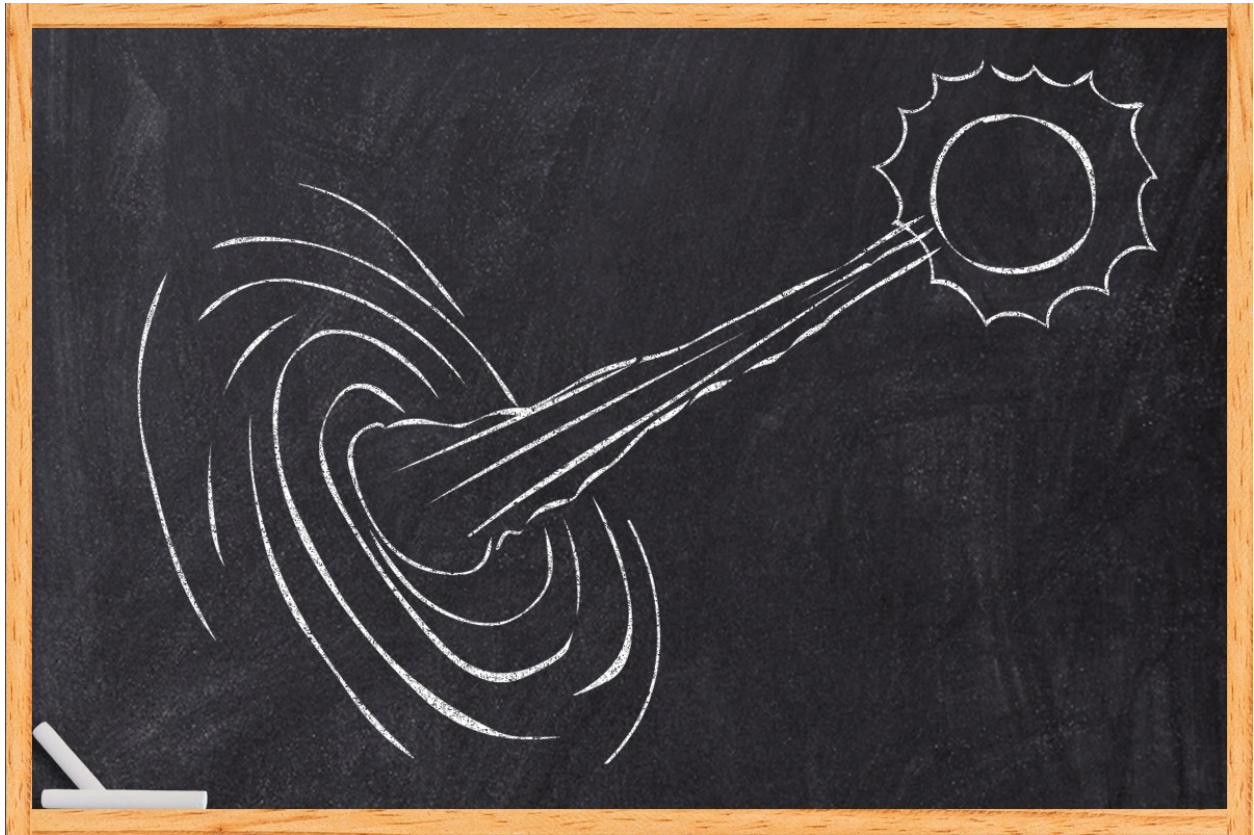
“We are on the edge of change comparable to the rise of human life on Earth,” he said. He went so far as to call it ...

“The Post-Human Era”

He likened this era to the “singularity” of a black hole.

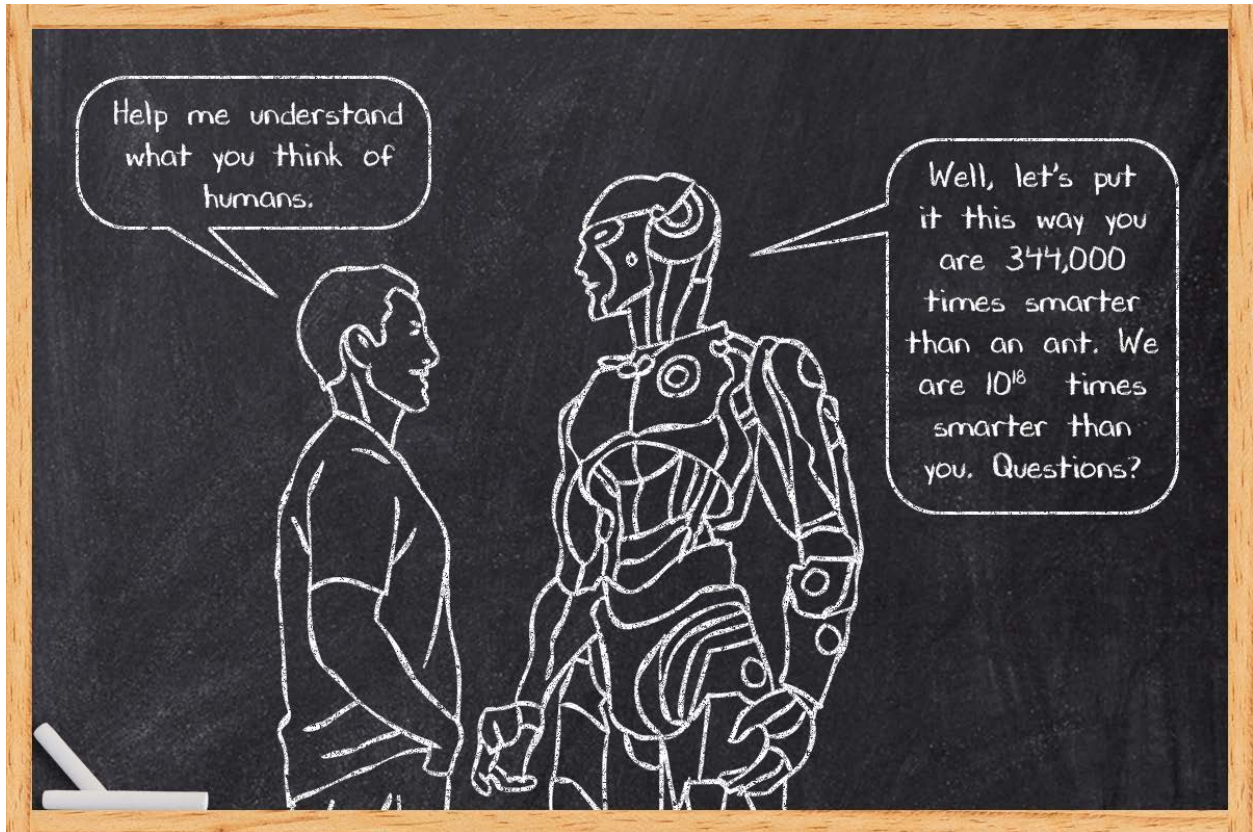


A black hole is a phenomenon in astrophysics. Our current understanding of the phenomenon is that it is a gravitational field so strong, it sucks everything into it - **including light!**



The “**singularity**” of a black hole is the point past which we cannot see. (Since *everything* in the electromagnetic spectrum is sucked into it, we have no way of seeing *past* the singularity.)

Vinge called the moment in time when machines become smarter than man “the technological singularity” because ... **how could we possibly predict what will happen after that?**

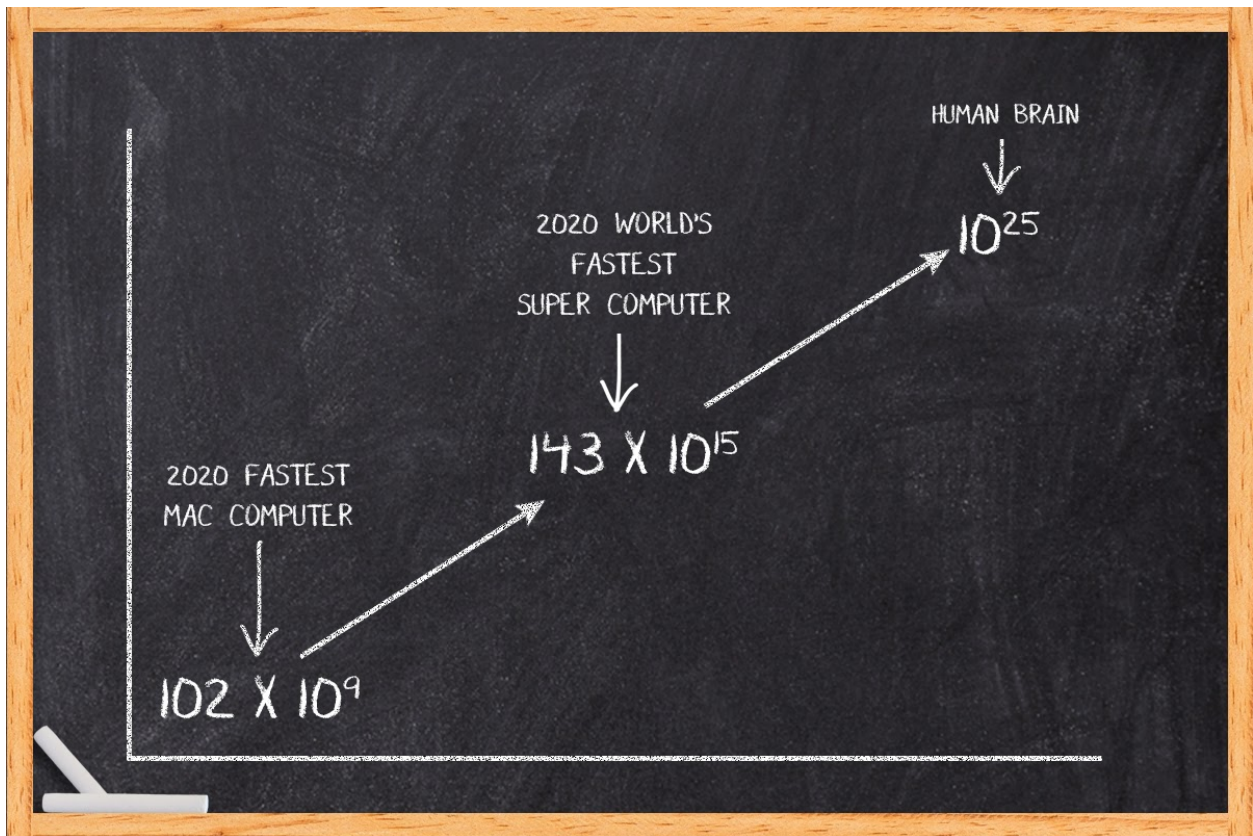


If machines are smarter than us - and if Moore's Law holds it is **axiomatic machines will eventually be orders of magnitude smarter** - why would we think we can predict their behavior, let alone control them?

When will this happen?

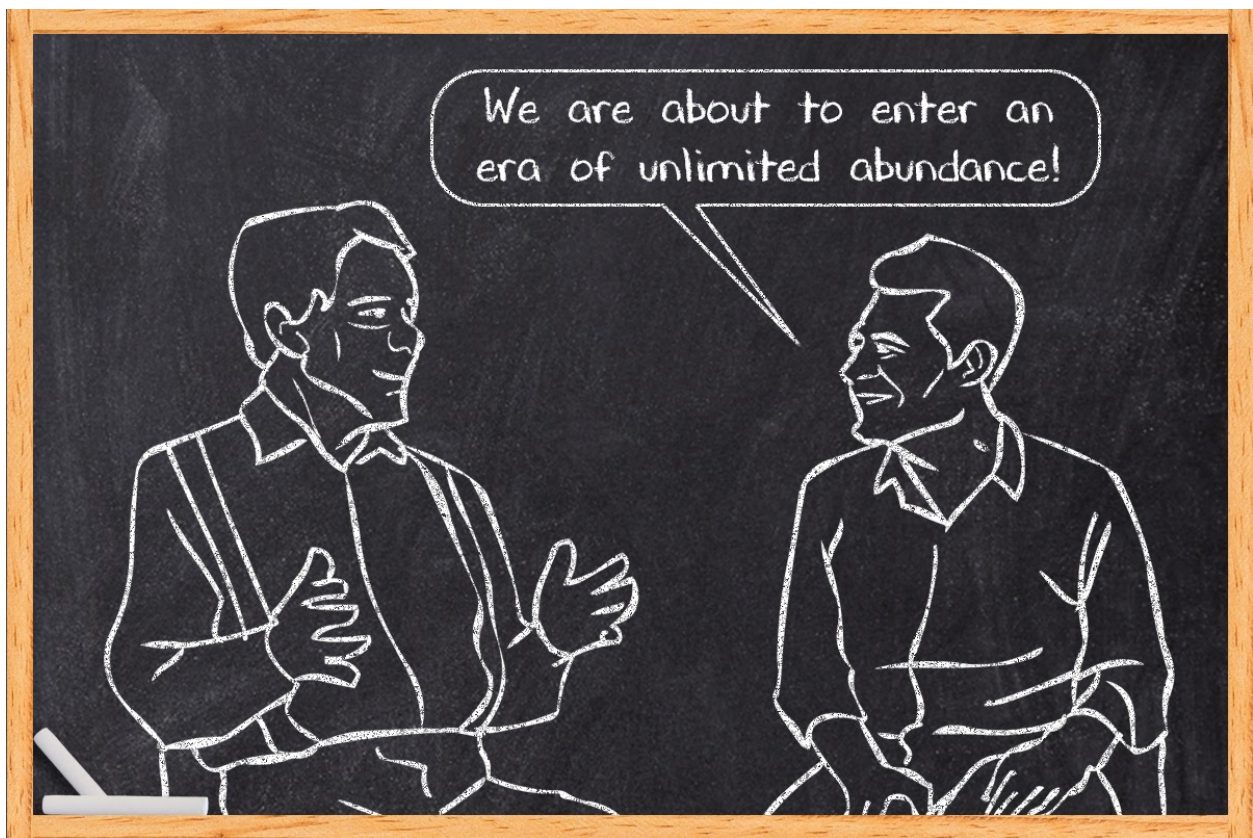
Well, it is believed that the human brain processes data at a speed of 10^{25} FLOPS (*floating point operations per second*).

As soon as computers can operate at that speed, that is the hypothetical Technological Singularity moment.



Ray Kurzweil, the inventor of the flatbed scanner and also the current **Chief Technology Officer at Alphabet** (Google's parent company), is the most well-known popularizer of the Technological Singularity.

He, along with X-Prize founder Peter Diamandis, founded a school called **Singularity University** to study this phenomenon.

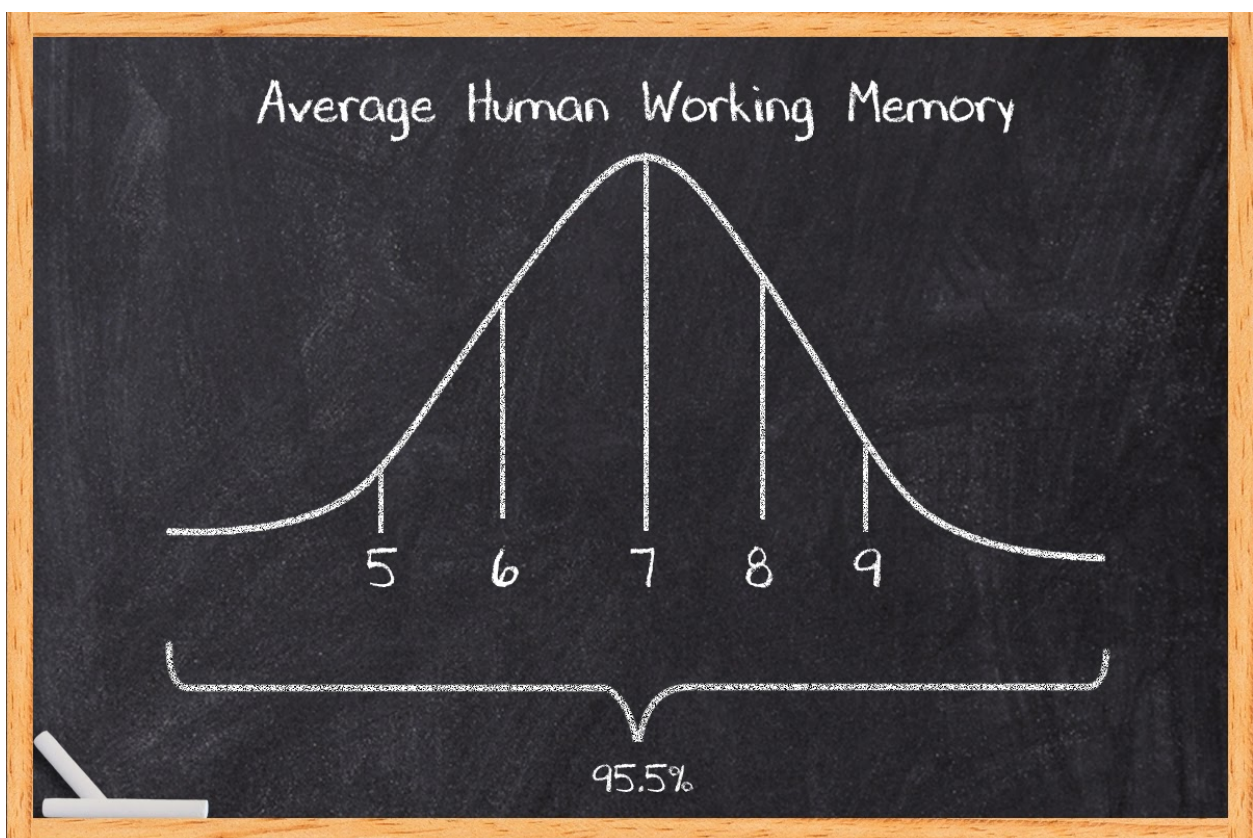


They are doing amazing work, but my take on it differs from theirs in some extremely significant ways, as will become clearer as you read on ...

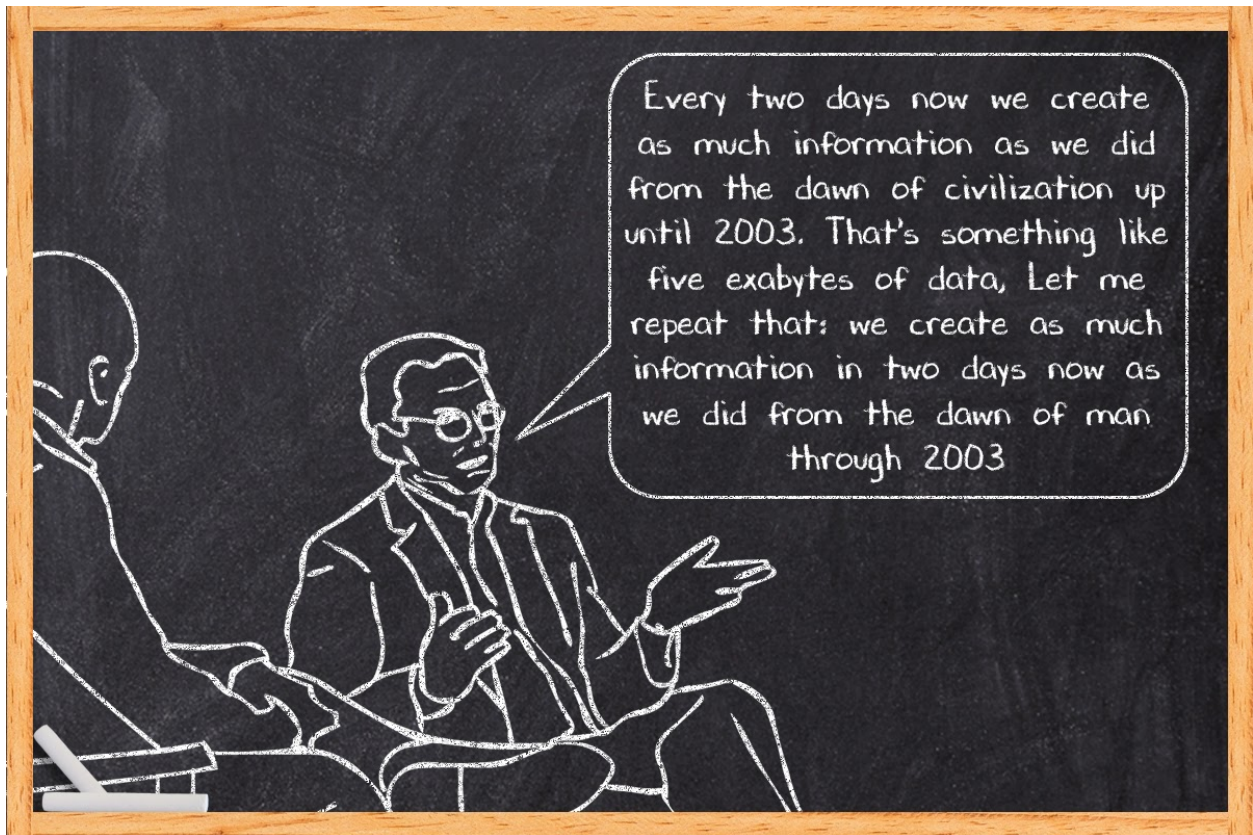
The Complexity Gap

One of the best studied phenomena in Cognitive Psychology is “The Magic Number 7.”

That is, on average, **humans can only process about 7 bits of data** in conscious working memory.



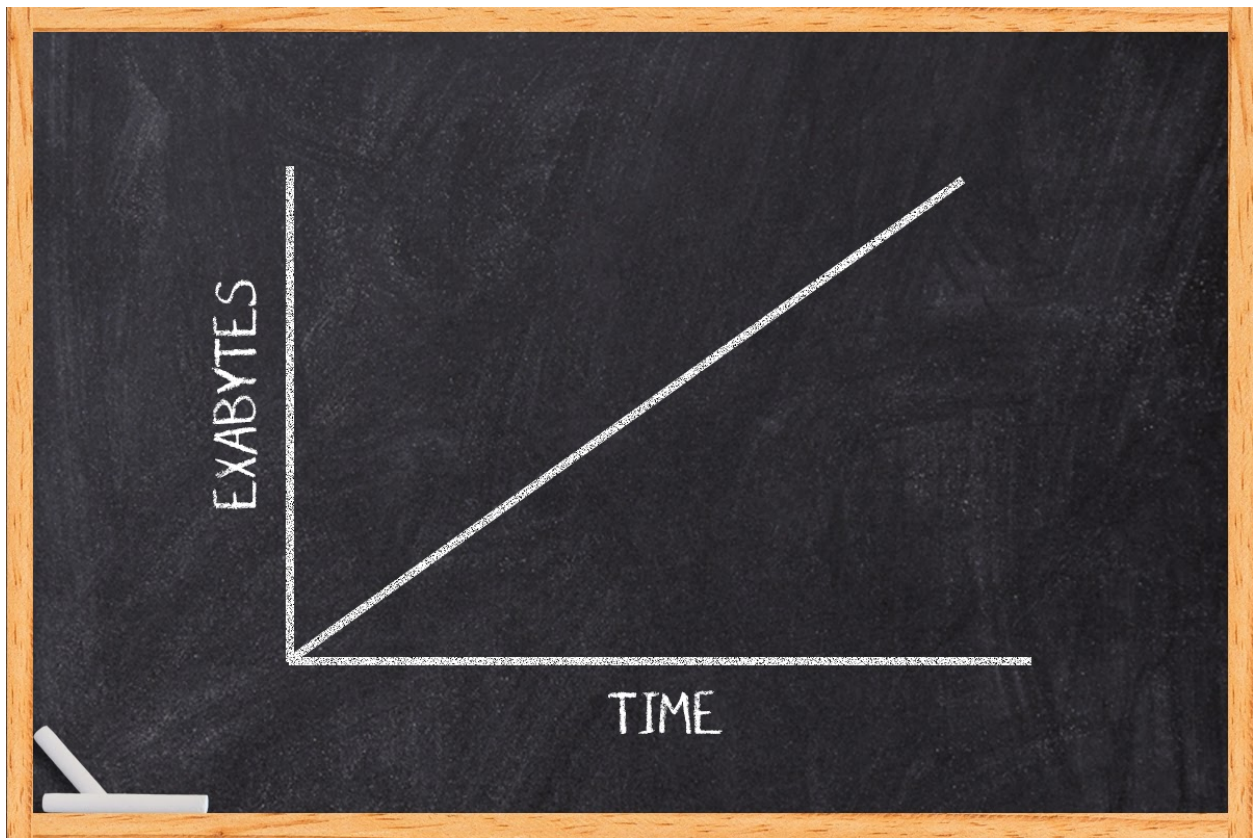
The number varies from person to person, but 7 is the average. This, in fact, is why phone numbers are usually around 7 digits long in most countries.



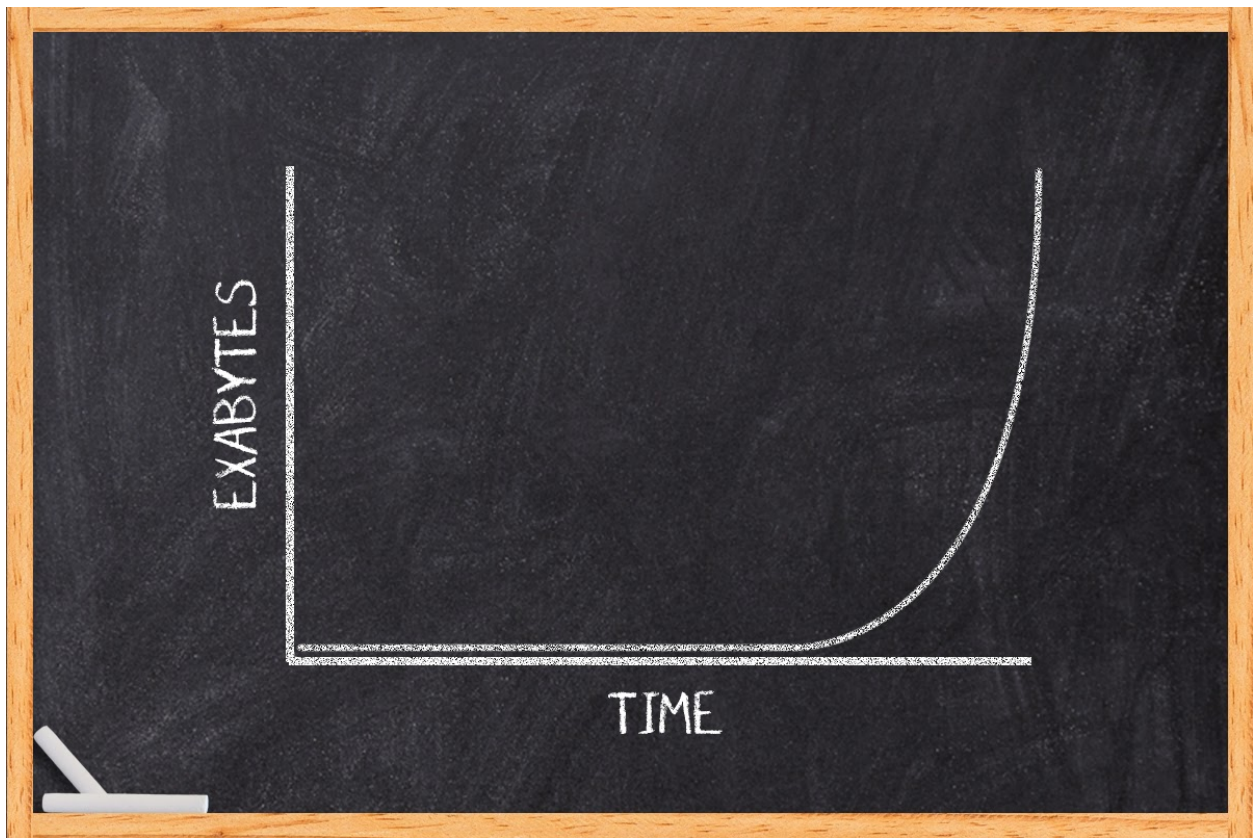
Former Google CEO Eric Schmidt famously said this in 2005.

Keep in mind the amount of data being entered is now increasing *exponentially*.

If we were entering 5 exabytes a day, the growth curve would look like this ...



But since it is exponential, meaning - the *rate* of increase is also increasing - it looks like this ...

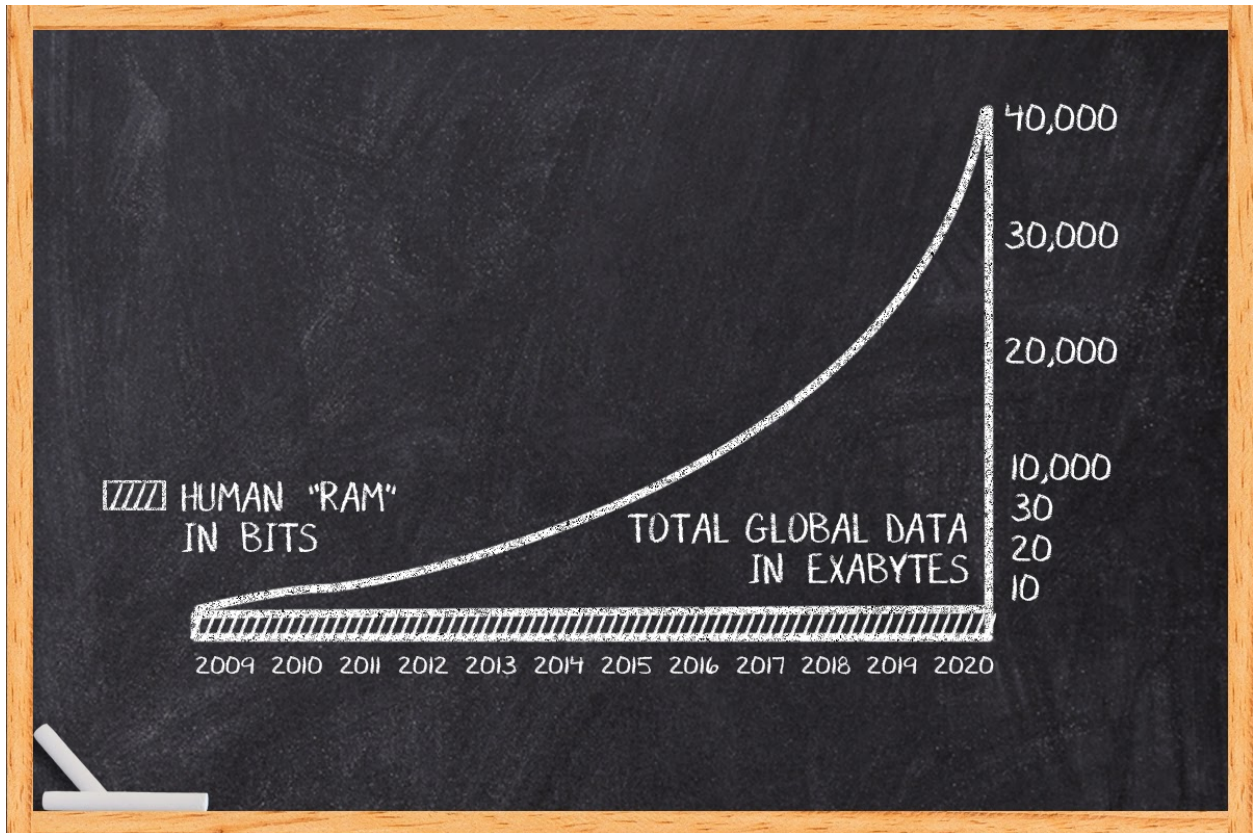


Now, if the amount of data we can process in conscious memory is **static** ...

But the amount of data we must contend with is increasing **exponentially** ...

We have an **exponentially growing gap** in between the amount of information in the world and the amount of information the human brain can process. I call this ...

The Complexity Gap



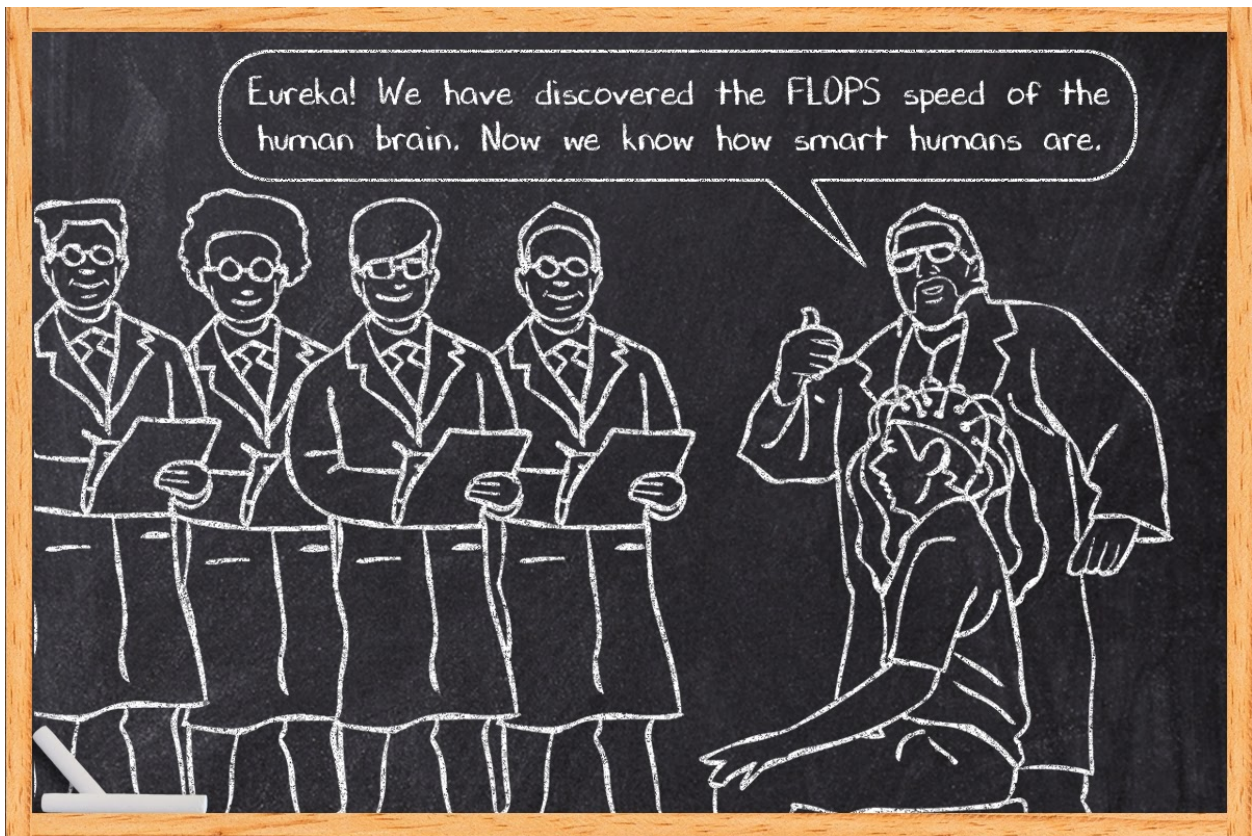
Can you see the problem here?

How do humans, with **hard wired intellectual limitations**, contend with an increase in data that has **no limits**?

Interlude: How “Smart” is the Human Mind, Actually?

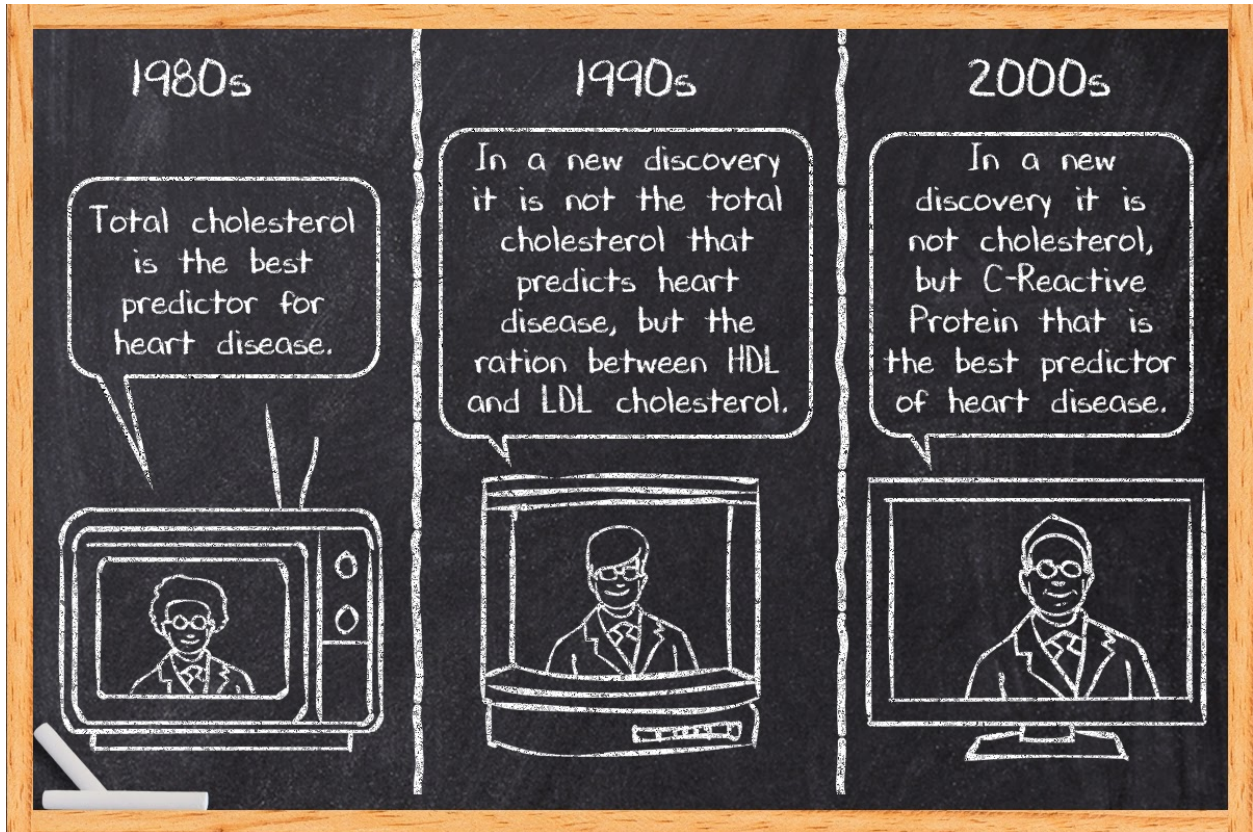
Let us begin with a fundamental question.

“Can human intelligence really be measured in FLOPS?”



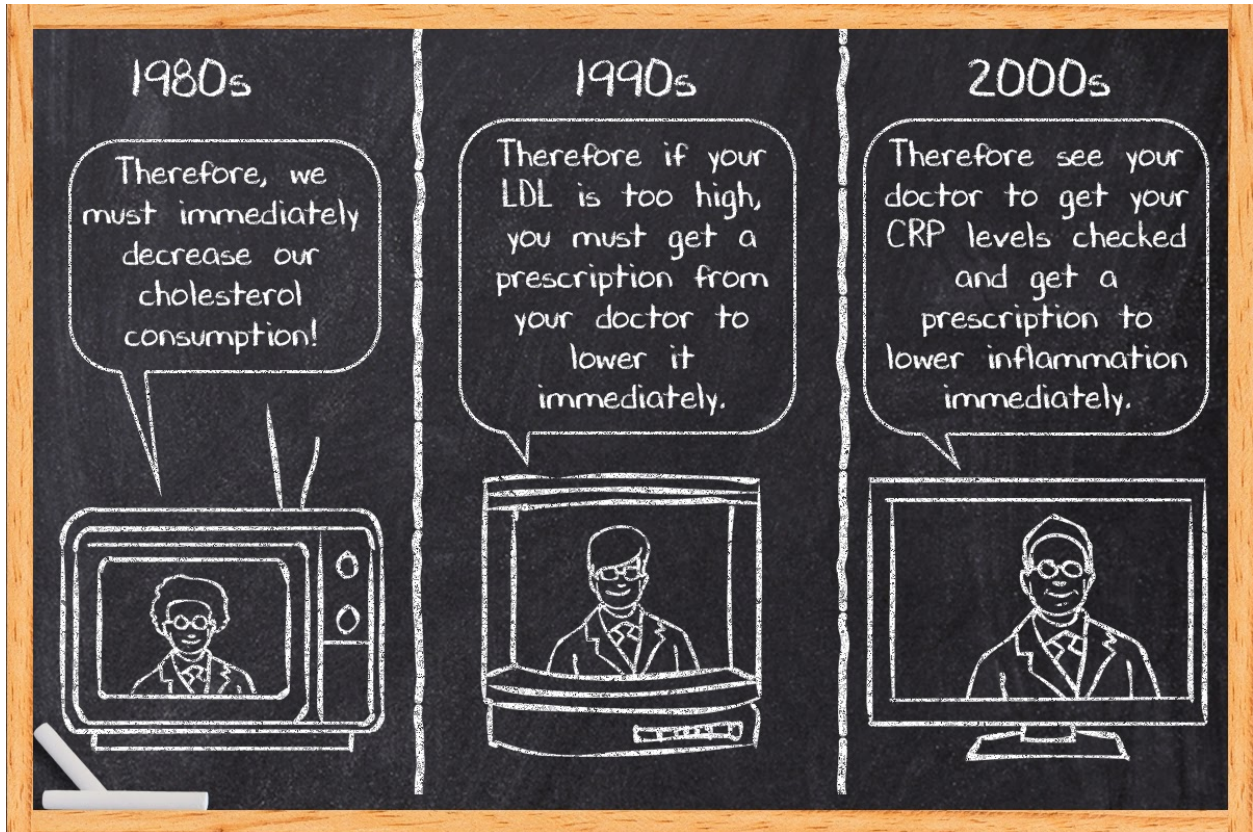
Is it really that simple?

Reductionist science has a long history of making **broad assumptions based on narrow numbers**. Sometimes these assumptions are shown to be radically incorrect.



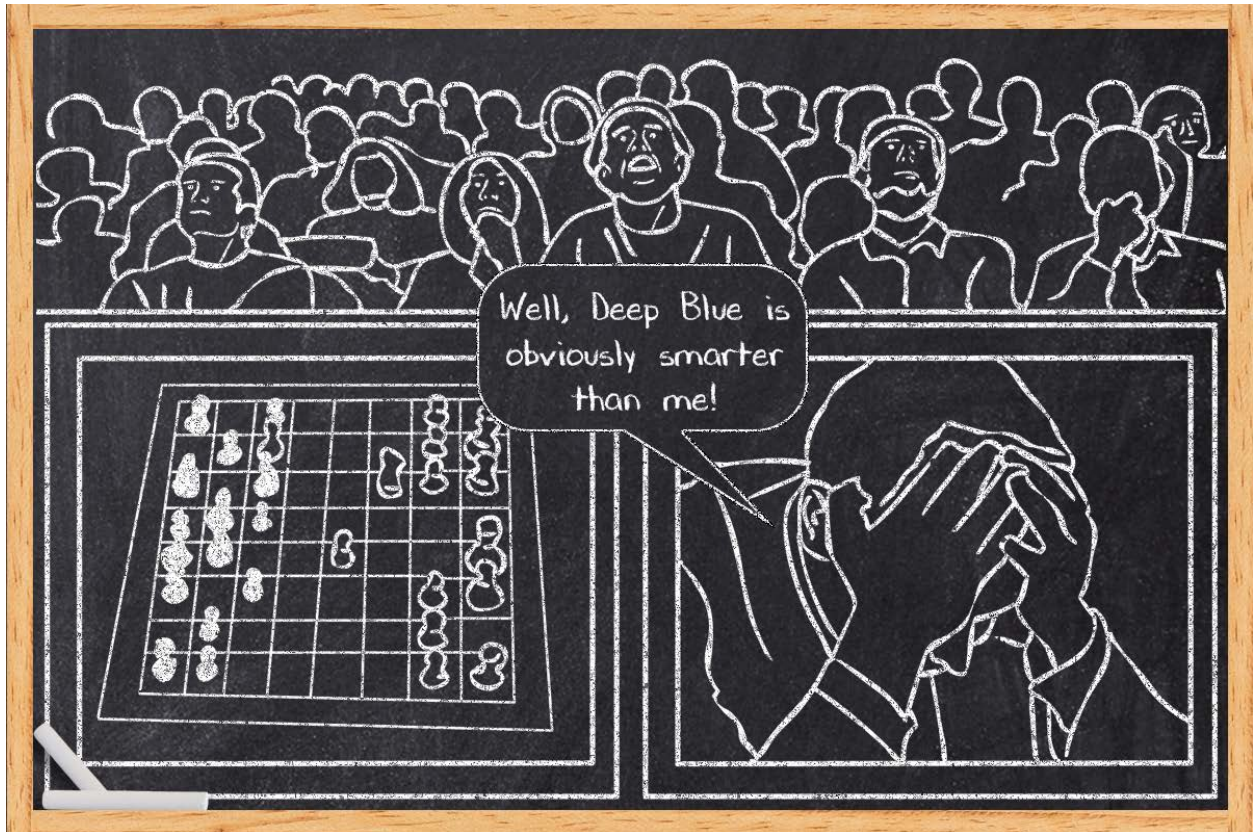
When do we know we have it “right?”

Even though a cursory look at the history of science shows long held scientific dogma is constantly being overturned by new observations, **reductionist scientists continue to make rather dogmatic recommendations** based on the “consensus” du jour ...



So how can we have any confidence that the FLOPS speed of the brain is any real indicator of human intelligence?

Just because a computer can perform certain operations at a higher FLOPS speed, **does that necessarily mean it is “smarter?”**



In 1997 a computer beat a world champion chessmaster under tournament conditions for the first time in history. (*Kasparov vs. Deep Blue*)

In 2015 a computer beat a professional Go player without a handicap on a full 19x19 board for the first time in history. (*AlphaGo vs. Fan Hui*)

Is it only a matter of time before computers can beat us at everything? On one level, this seems to be inevitable, but what if it's not that simple?

Consider the following ...

First, there are many autists who are able to perform superhuman feats.



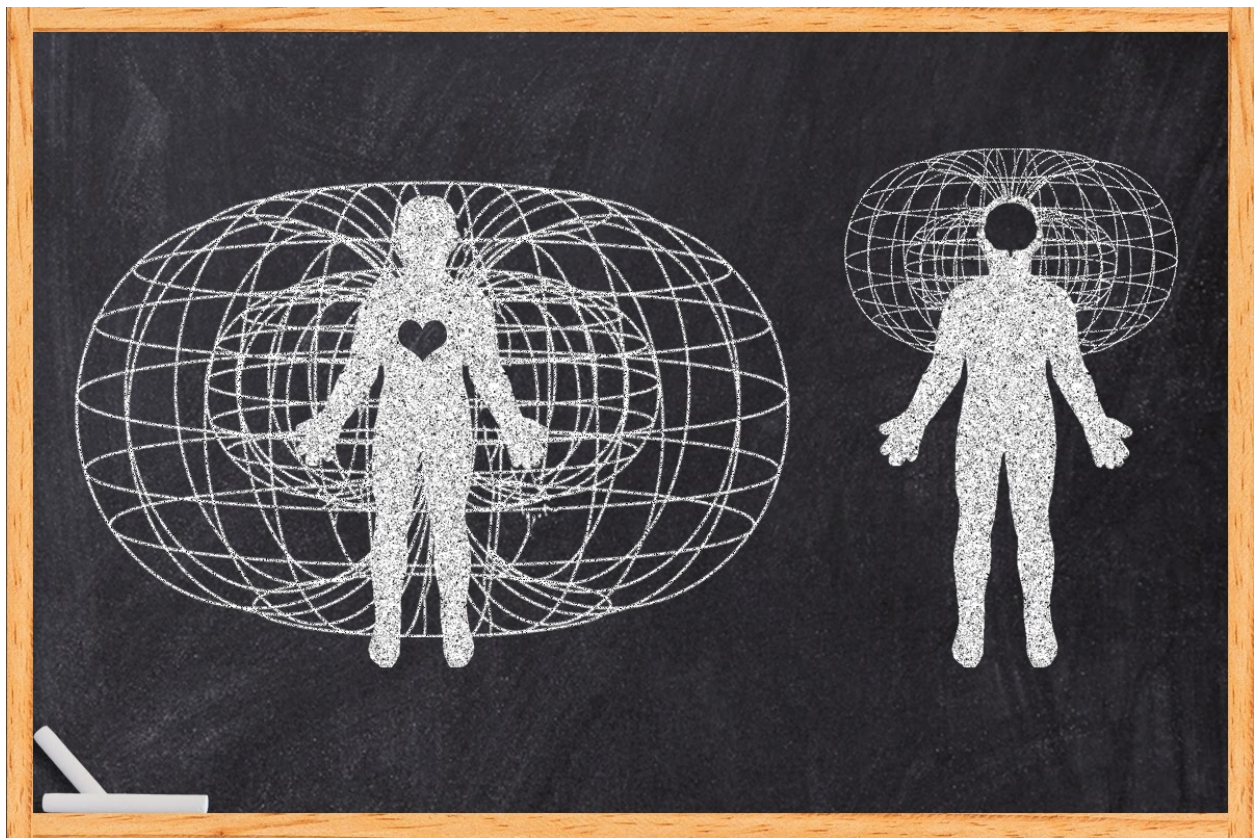
Are these autists truly outliers or ...

Do they represent a greater level of human intelligence into which we can all tap?

Next, what if consciousness is not a brain-local phenomenon?

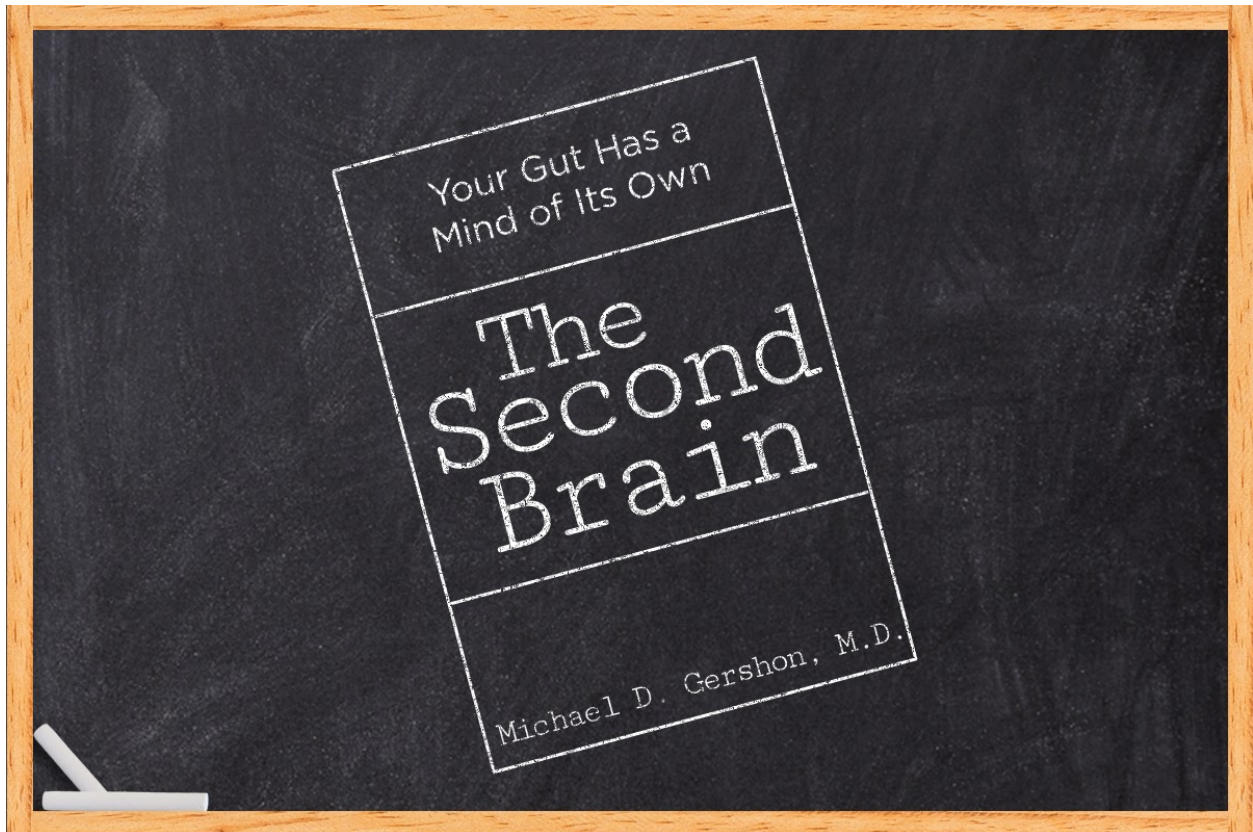
It's a controversial topic amongst mainstream academics, but there is a great deal of evidence to support the notion.

For example, the magnetic field of the heart is 60x stronger than the magnetic field of the brain.



And, it is now believed that there is a “second brain” that lives in the gut.

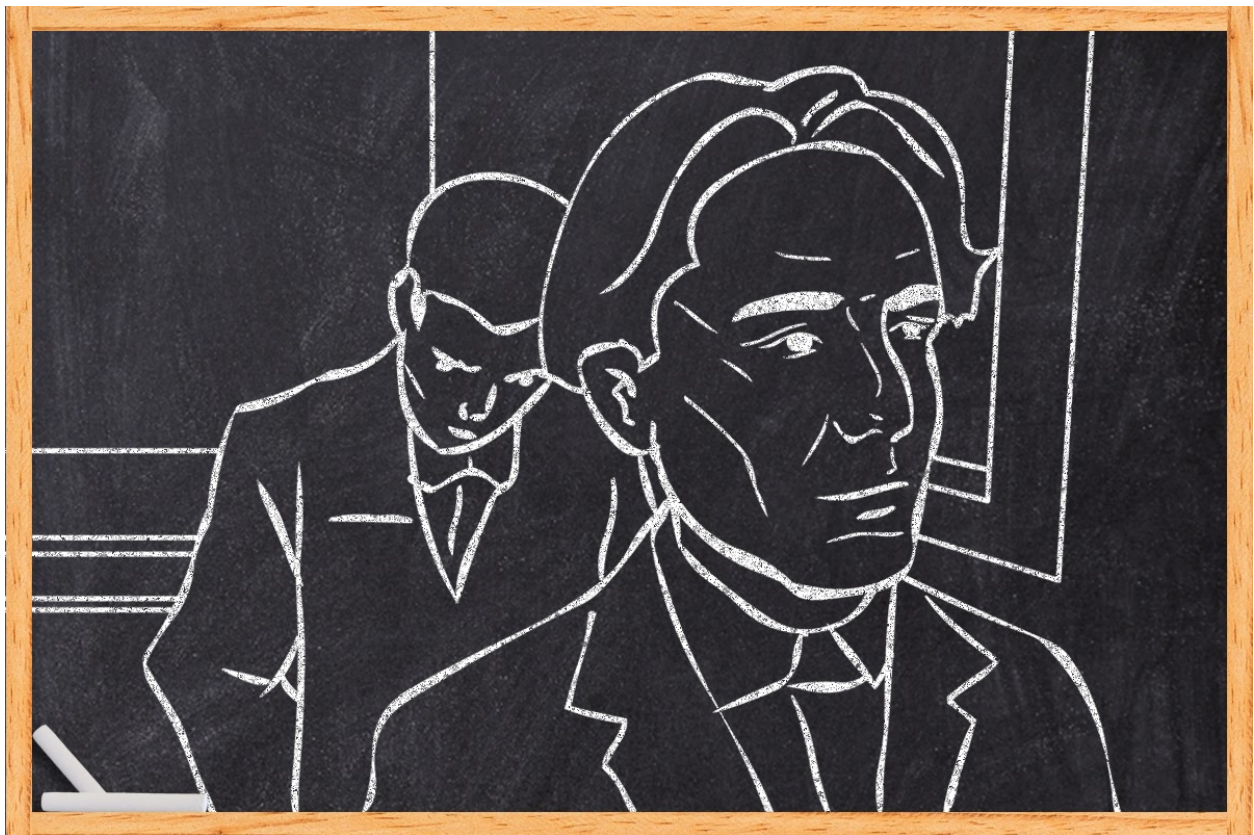
In other words, “gut instinct” may not be a mere idiomatic expression, but a real phenomenon whereby our “gut” represents another method of thinking altogether.



And this isn't the only evidence that the brain is perhaps not the sole seat of consciousness ...

Dr. Rupert Sheldrake is a man with an impeccable scientific pedigree. But he is sometimes dismissed out of hand in the mainstream as a “heretic” for some of his theories that question current scientific “consensus”. Dr. Sheldrake believes that we are connected by, and pass information through, something called the “morphic field”.

He has even conducted experiments to show that strange phenomena, like “the sense of being stared at” can be measured in controlled experiments.



Students at Eton participating in trials measuring “the sense of being stared at”.

Even a well-lettered formal academic, Dr. Peter Fenwick (*a widely-published neuropsychologist and neurophysiologist with a degree from Trinity at Cambridge who is also generally well-respected in the formal academic community*), **believes the brain is not the generator of consciousness, but a filter of consciousness.**



So ...

While it's possible that consciousness exists outside of the brain ...

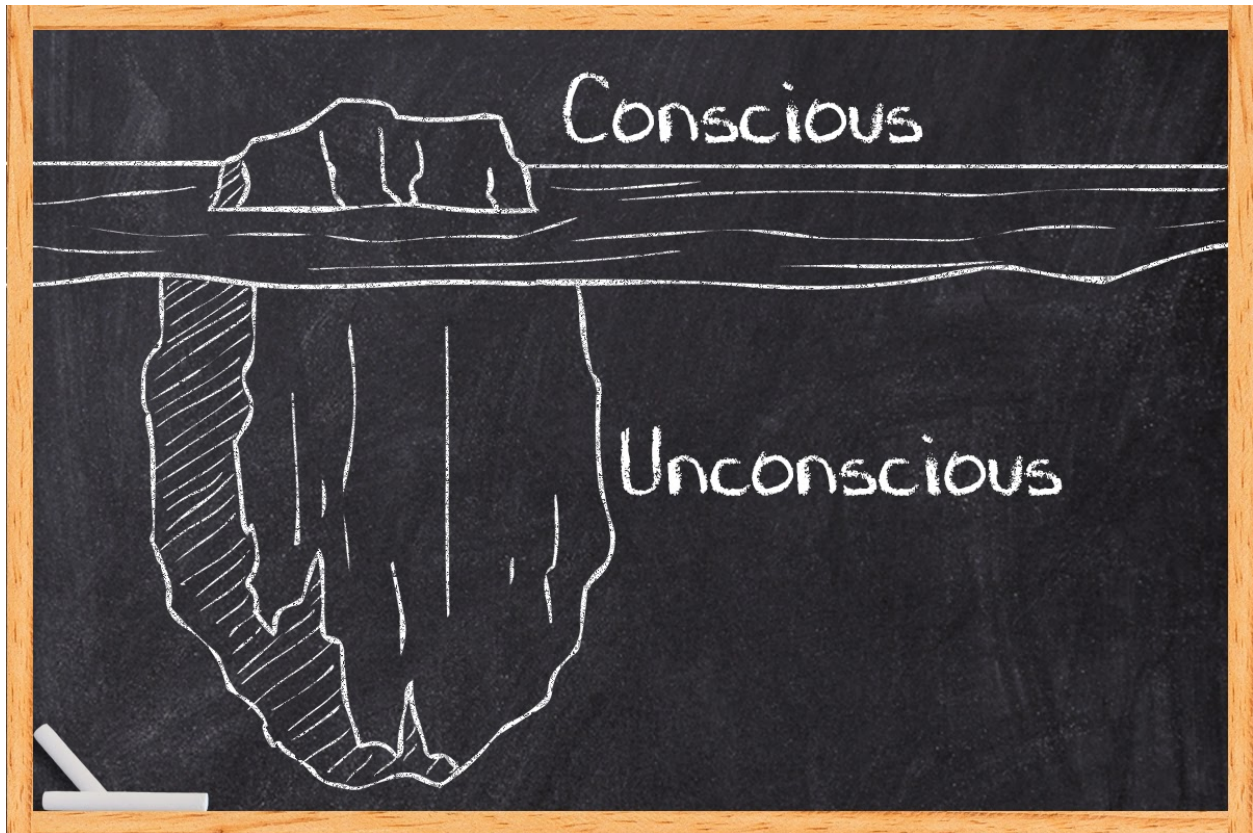
While it's possible there may exist greater latent powers inside of us into which we can tap ...

There are, however, some seemingly hard-wired limitations of human consciousness. Remember the Magic Number 7?

But consider this: Some believe human “working memory” can actually be expanded through specific types of exercise.

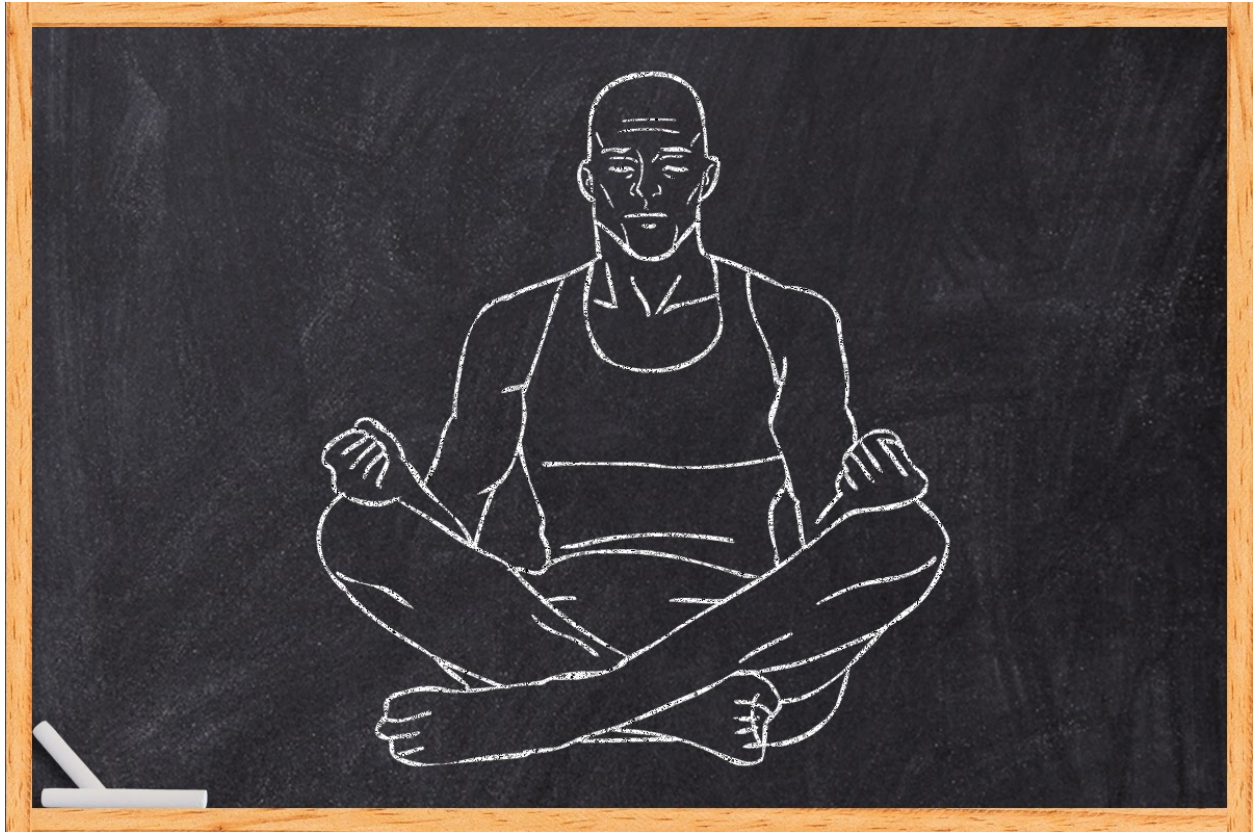
N-Back training, for example, is used to do just that, and while the results are not yet conclusive, the potential is clear.

And what of the unconscious mind?



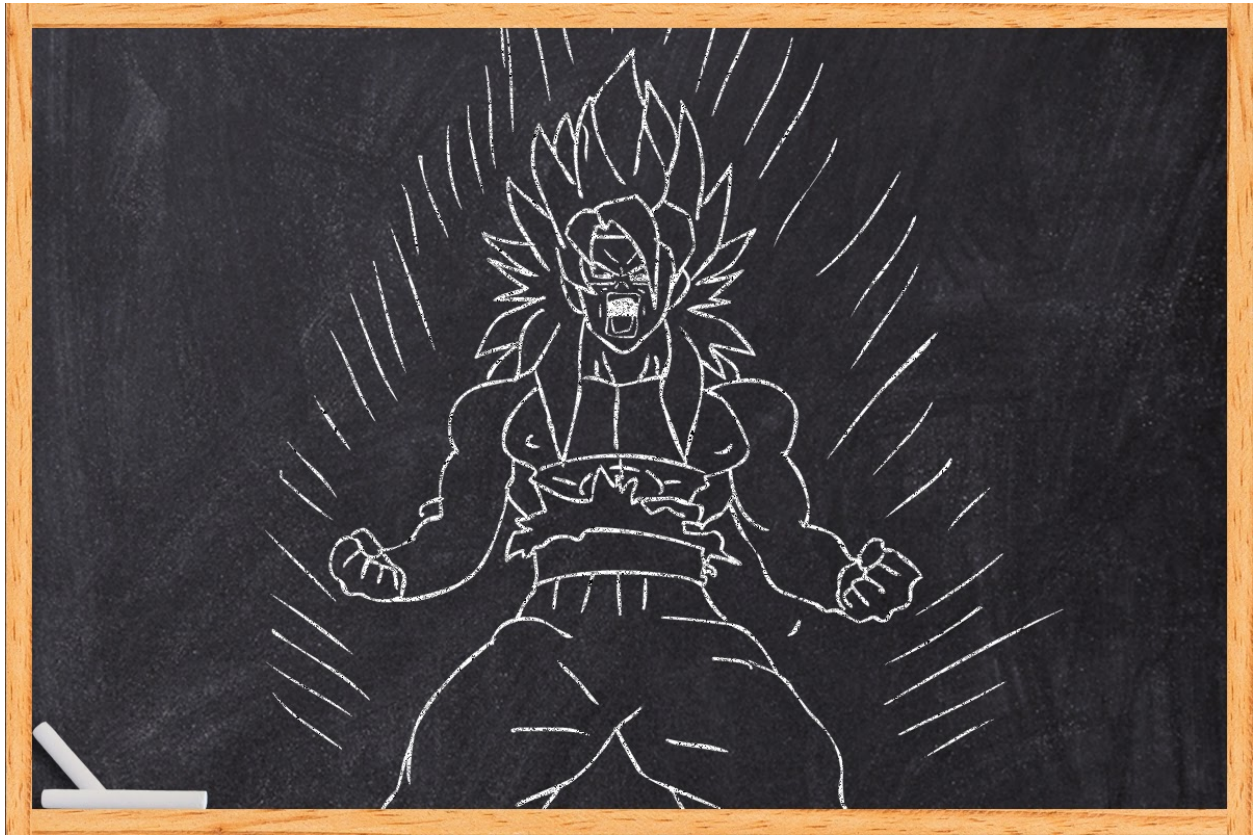
Freud likened the relationship of the conscious and unconscious minds to **the tip of an infinitely vast iceberg**. The unconscious is the invisible part of the mind below the water line.

Does the unconscious exist inside or outside of the brain? **Is there any hard-wired limitation to the processing power of the unconscious?** Does it represent an infinite source of intelligence into which we can all connect? Can we gain better and better access to the unconscious?



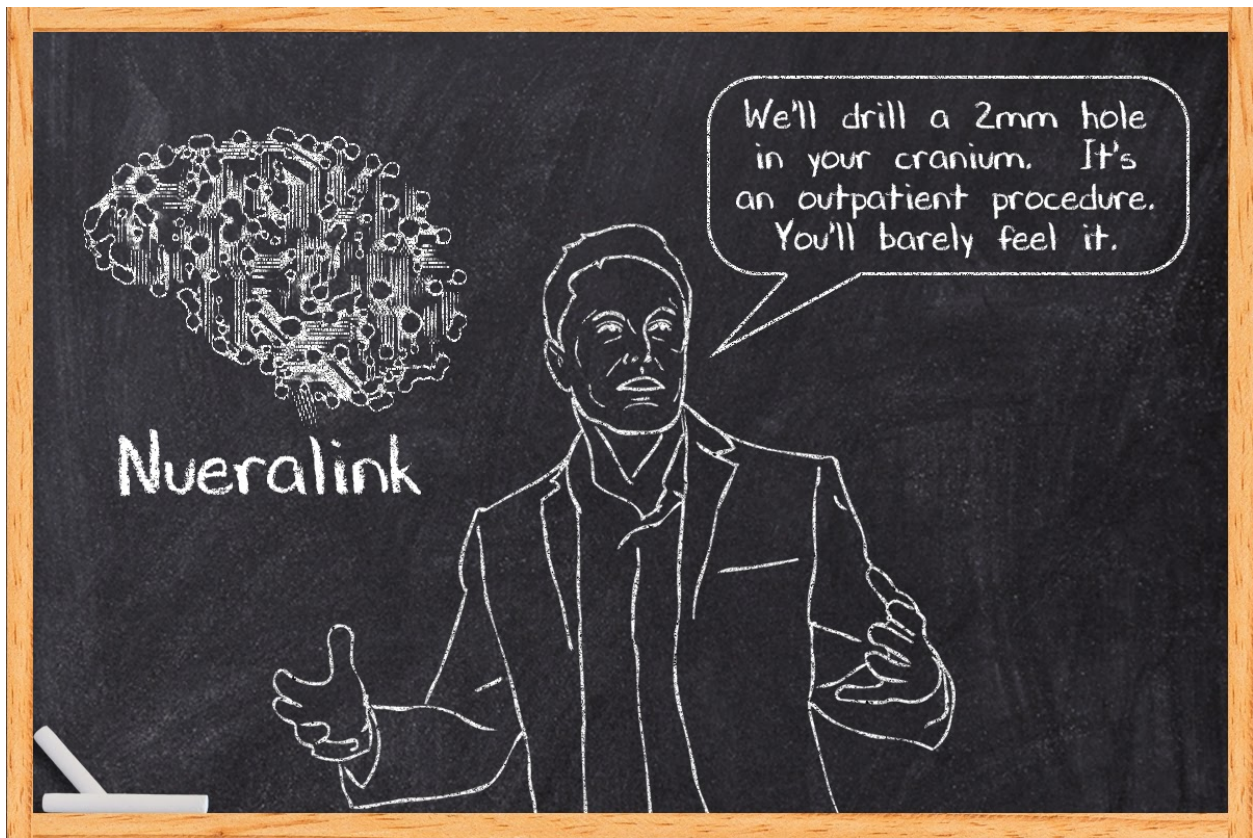
My personal experience with various forms of meditation and consciousness exploration - and the improbable creative insights this has allowed me to experience (*more about that later*) - leaves me quite comfortable with the notion that **we may be able to “beat the machines” by learning how to better tap into our latent potential ...**

What if we are already, in fact, **superhumans with amnesia?**



What if the answer is to unleash the latent potential within ourselves ...

... rather than “merge with the machines” as Elon Musk believes we must do to survive the rise of Artificial Intelligence?

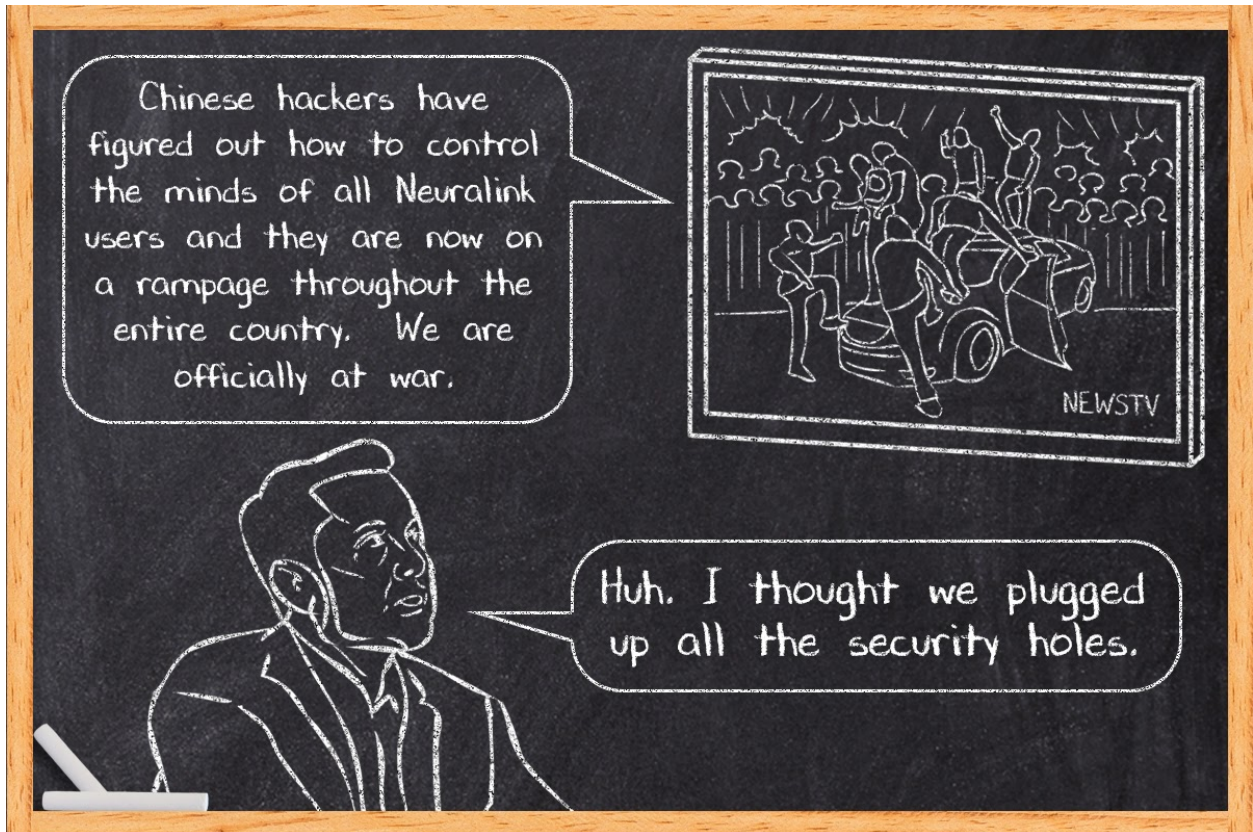


That I'm even considering this is but one of the many ways my views diverge from many of my futurist peers.

Who among us is right?

Well, that's yet another way I diverge from my futurist peers. I don't have any fixed opinions about these things.

While Elon believes putting a hole in your head so you can "merge with the AI" is our best chance of survival, I'd like to explore some other alternatives before taking the risk.

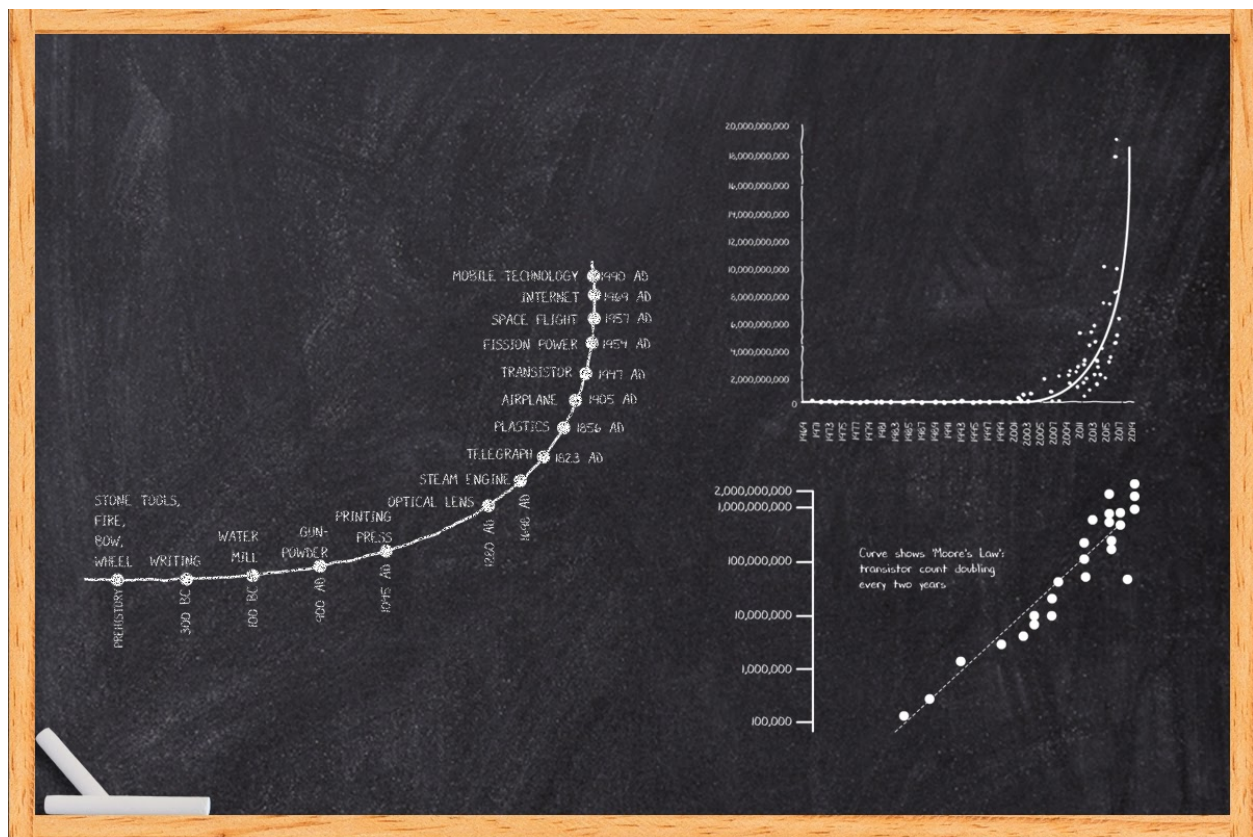


Hold that thought ...

The Nature of Exponentiality and Compounded Exponentiality

Moore's Law could be viewed as but one expression of the larger phenomenon of The Great Halving.

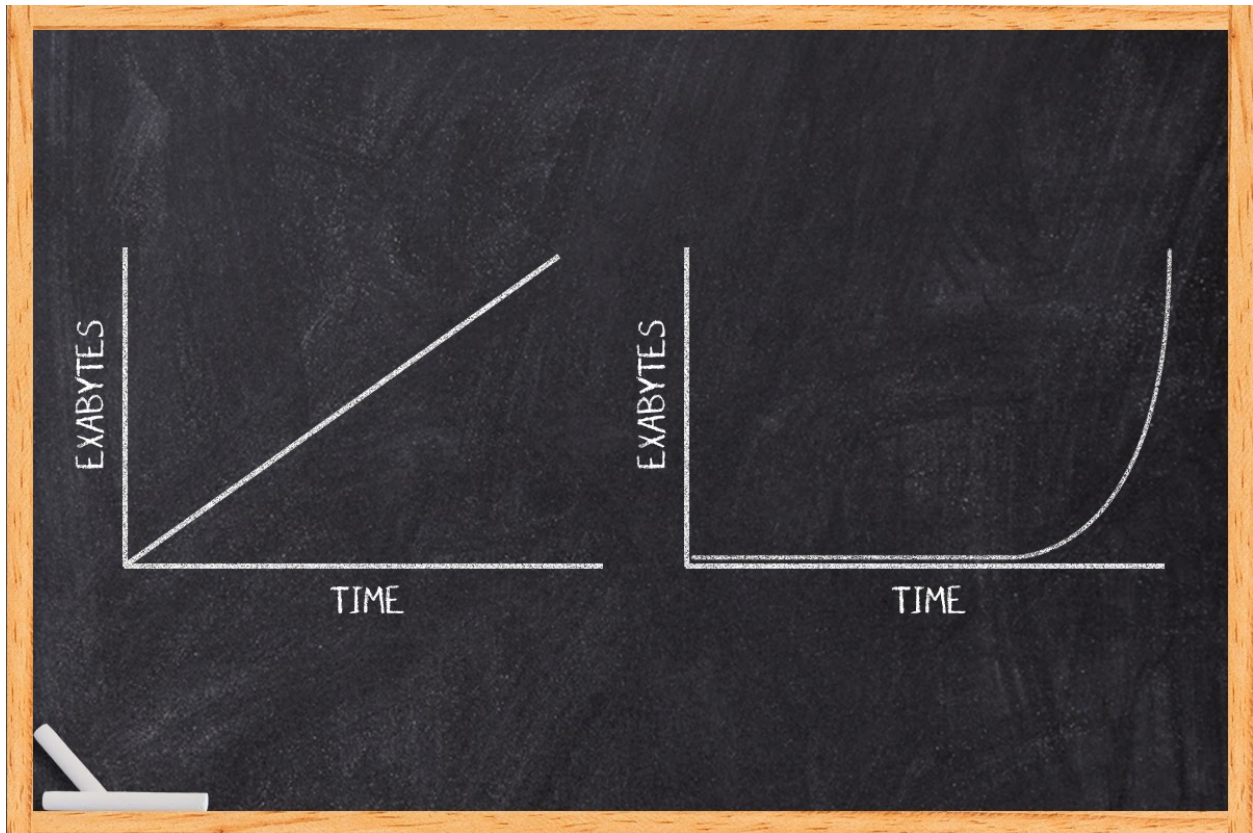
If you plot them out on a cartesian graph, they both represent exponential functions.



But here's where it gets interesting ... The advantage our increasingly intelligent computers give us seems to be compounding the effect of The Great Halving.

Let's look at this yet another way ...

Linear vs. Exponential Growth Curves

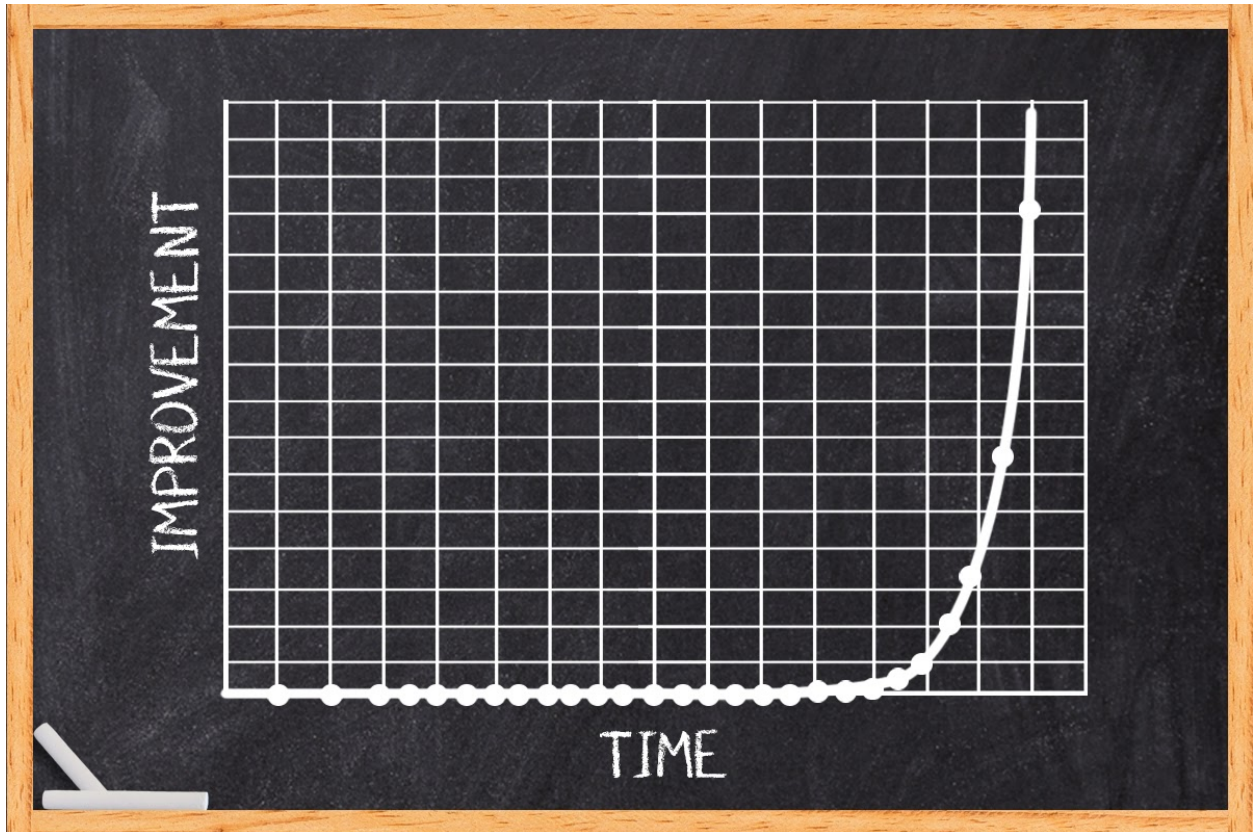


As discussed before, linear growth is impressive, but exponential growth is a whole different animal.

If the exponent is powerful enough, there is always a point where the exponential growth begins to shoot up so fast, it leaves linear growth in the dust. With the doubling/halving we are seeing (**an exponential growth rate of 2**), that curve eventually hits a very dramatic slope.

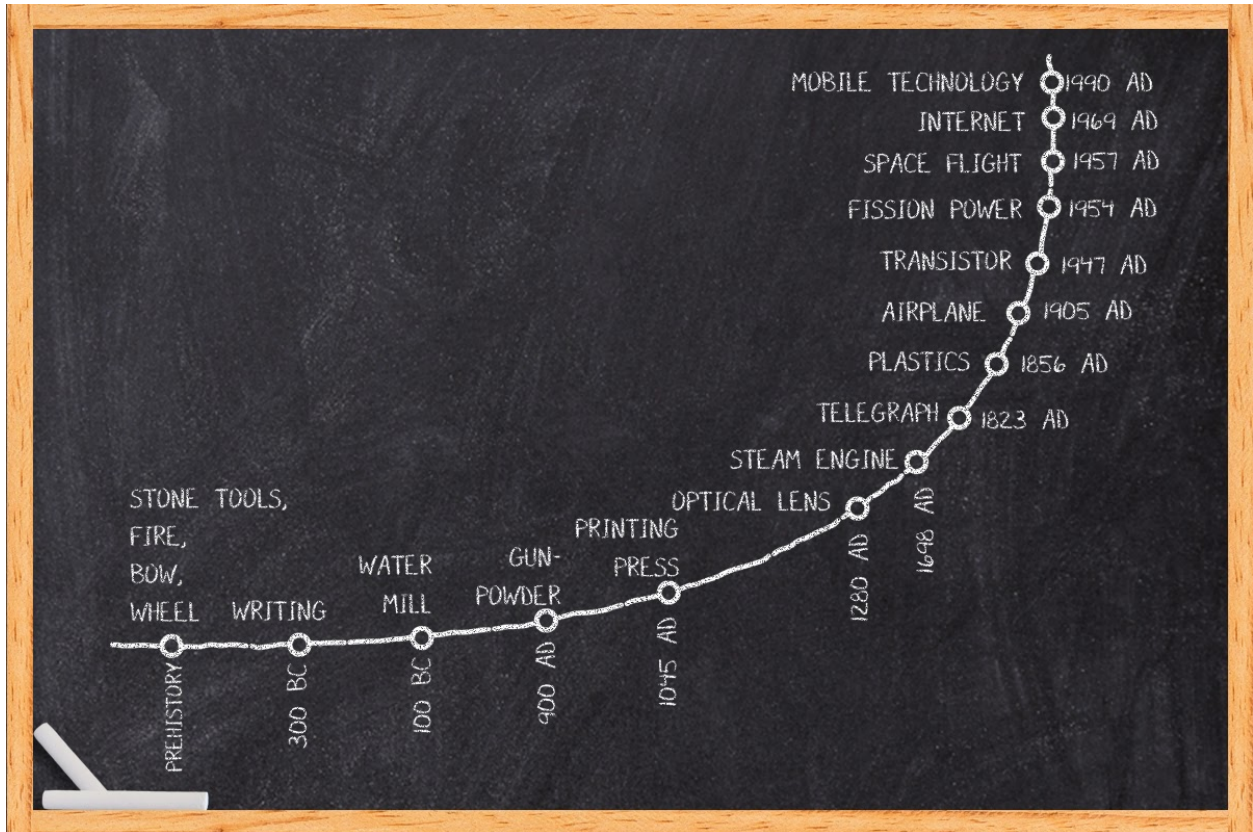
Put another way ...

1% is 99%



When dealing with an exponential growth rate of 2 or above

When we have seen a **1% increase in measurable improvement** ...
we are **99% of the way *over time*** toward the point where
exponential growth really kicks off.



To understand that clearly, take a look at this chart of significant technological advancements (paradigm shifts) again, and look at the number of years in between each.

At today's pace of change ... When people say, "Well, we're still a long way away from X"

Well, they simply don't understand exponentiality and the historical moment in which we're living.

This will become clearer shortly.

Everything Simplified: The Big 5 Phenomena

Another way to express what's happening right now is to think of it like this. Everything (*everything*) is getting ...

1. Faster
2. Smaller
3. Cheaper
4. More Available
5. More Powerful

Again ... *Everything*.

But not only that, they are all improving at an **exponentially increasing rate**.

They are all improving ...

... and ...

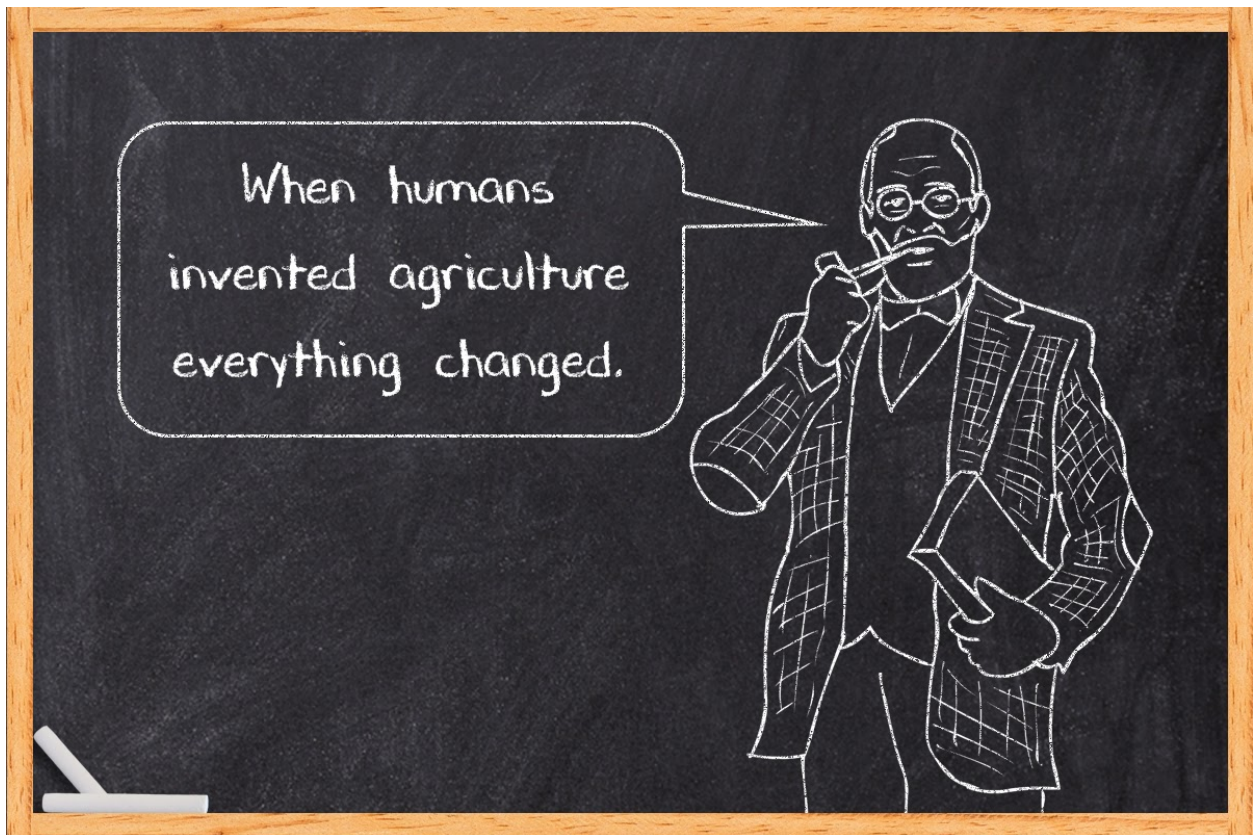
... the rate at which they are improving is *doubling*.

Think about that ... And consider the implications.

If you're not getting chills down your spine right now, **you don't quite get it yet**. But, you will.

To deepen your understanding, let's now look at a few of the most important technological areas where this is occurring.

Emergent Tech That Changes Everything



Or so the historians say. (I don't really trust history. And you won't either by the time you're done reading this. Hold that thought.)

But let's assume it's true, as it illustrates a great point.



Imagine we went from being hunter-gatherers constantly scrounging the earth looking for food ...



... to having the luxury of raising all of our food in one place.

It is hypothesized by many historians and anthropologists that it is this “tie to the land” that triggered the dawn of civilization itself.

Imagine ... If you don't have to spend your time going out searching for food, you suddenly have a lot of extra time on your hands.

It's not hard to then imagine going from this ...



To this ...



All of this as a result of a single brand new technology that changed everything. A *paradigm shift*.

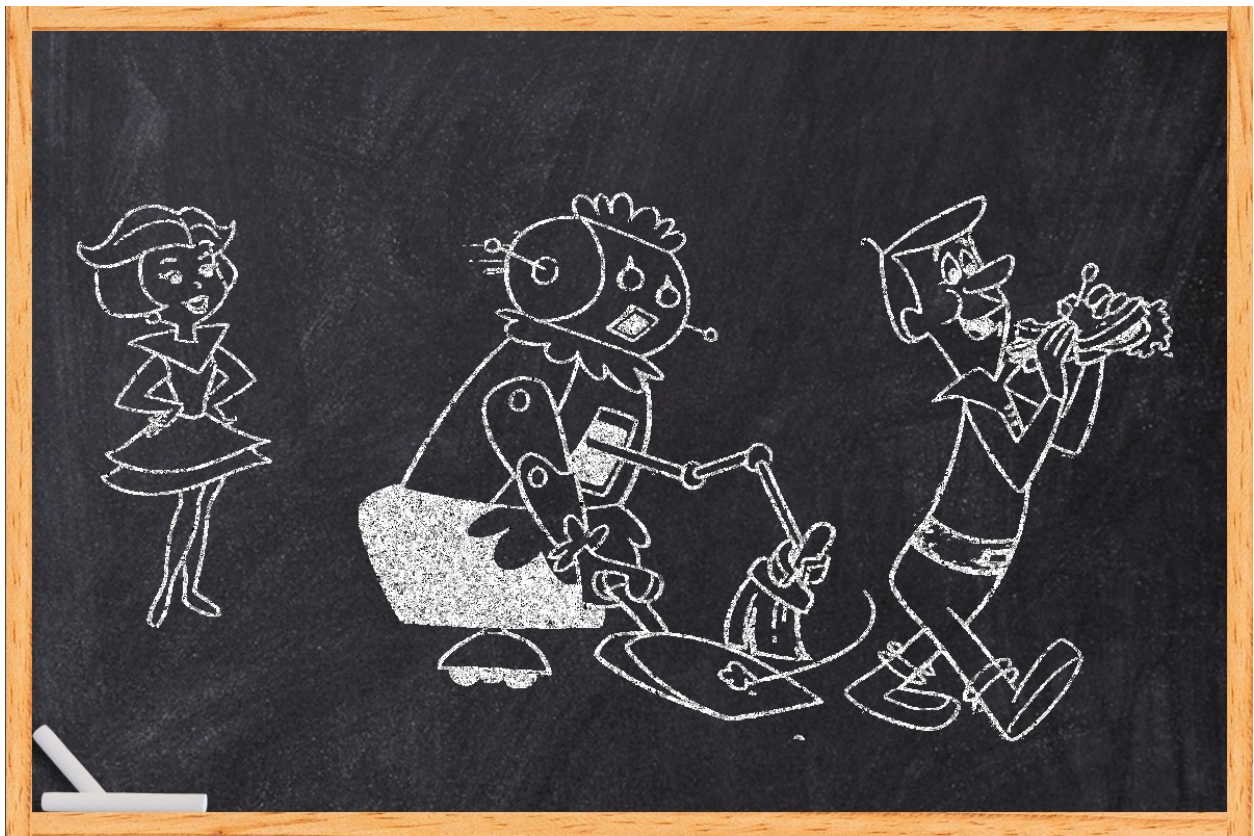
Imagine now, that we have not just one technology that changes everything ... but hundreds or thousands of them.

That's exponentiality. That's the era we're living in today.

Here are a few of the most noteworthy new technologies I believe will have some of the most significant impact on the business battlefield and on society as a whole. **To be blunt: if you don't factor these into your long-term strategic plan ... your business is dead.**

Robotics

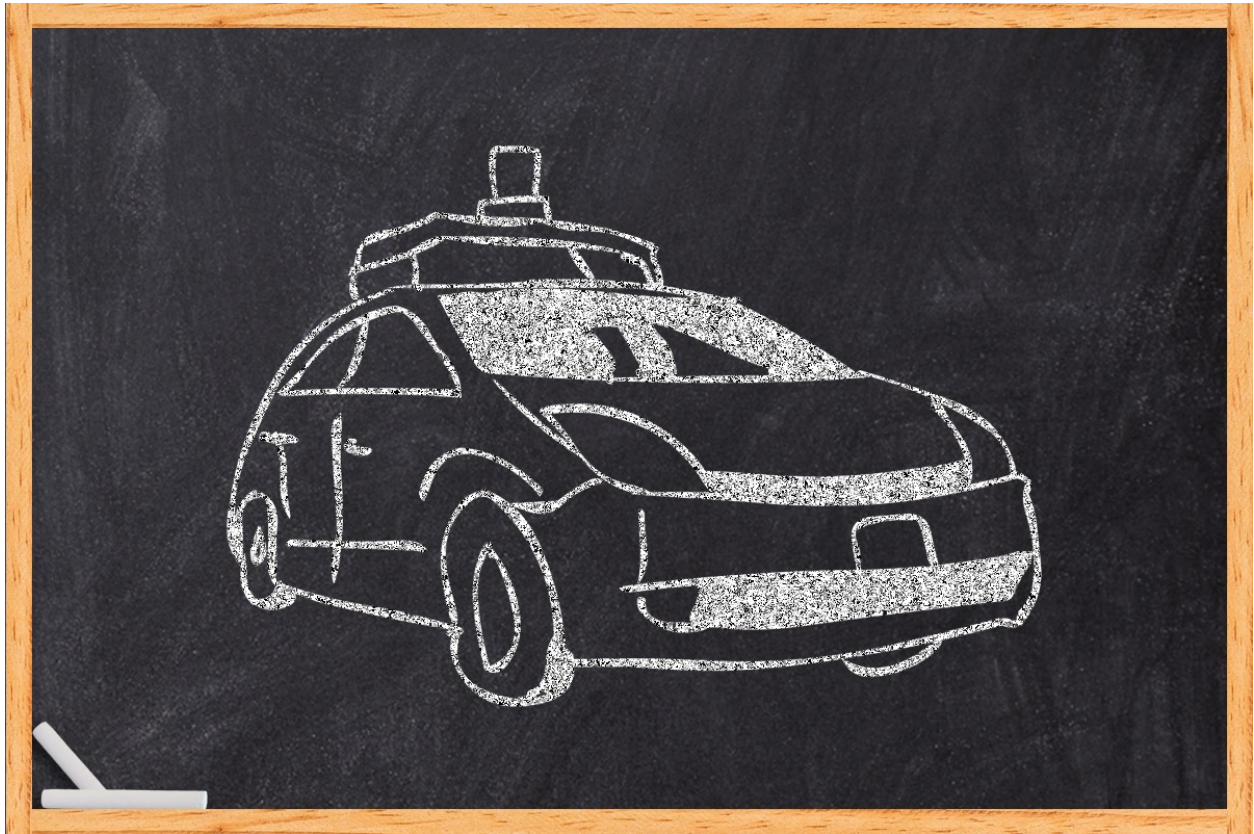
Just a few years ago most dismissed this as a distant sci-fi future that would affect some future generation (as in the cartoon show “The Jetsons”).



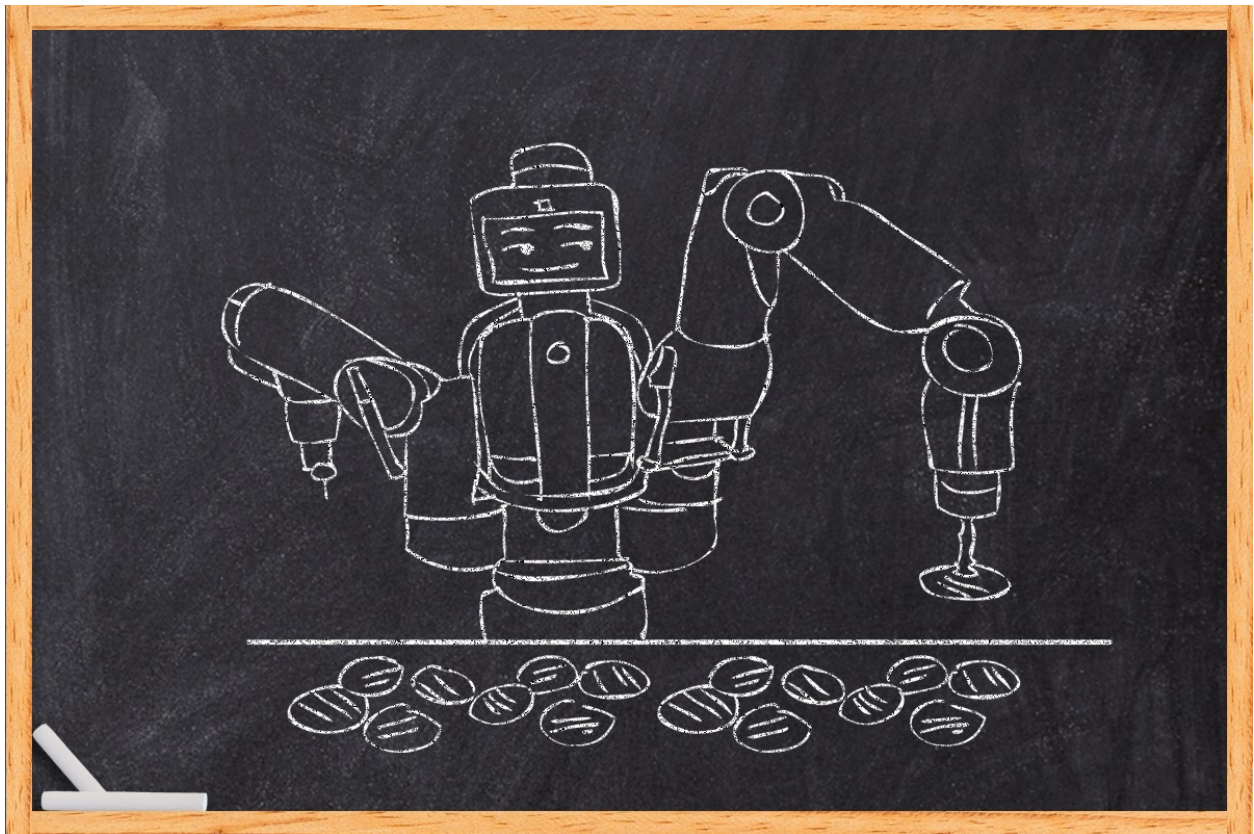
Talk of robotics changing the world was even once referred to as “The Jetsons Fallacy” by some.

But today we see robotics everywhere ...

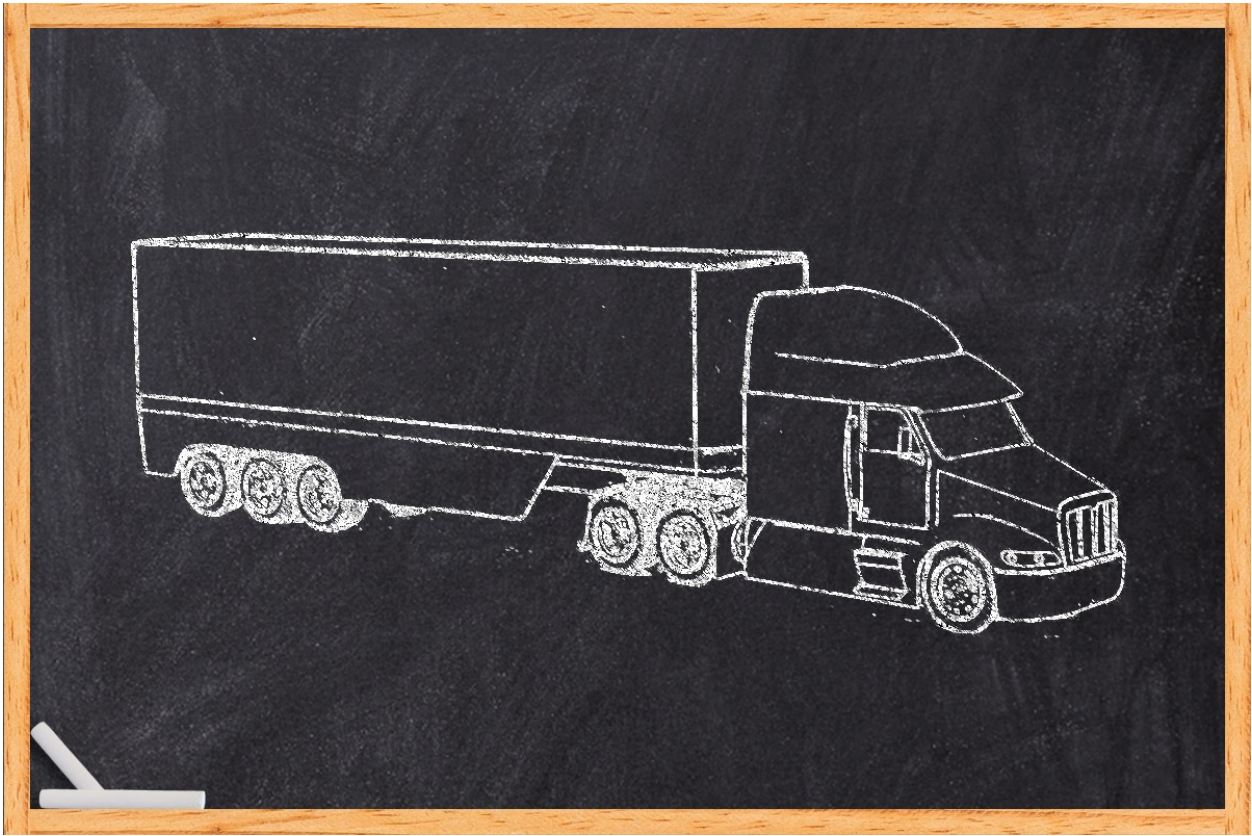
On 1 March 2012 self-driving cars took to the streets of the United States.



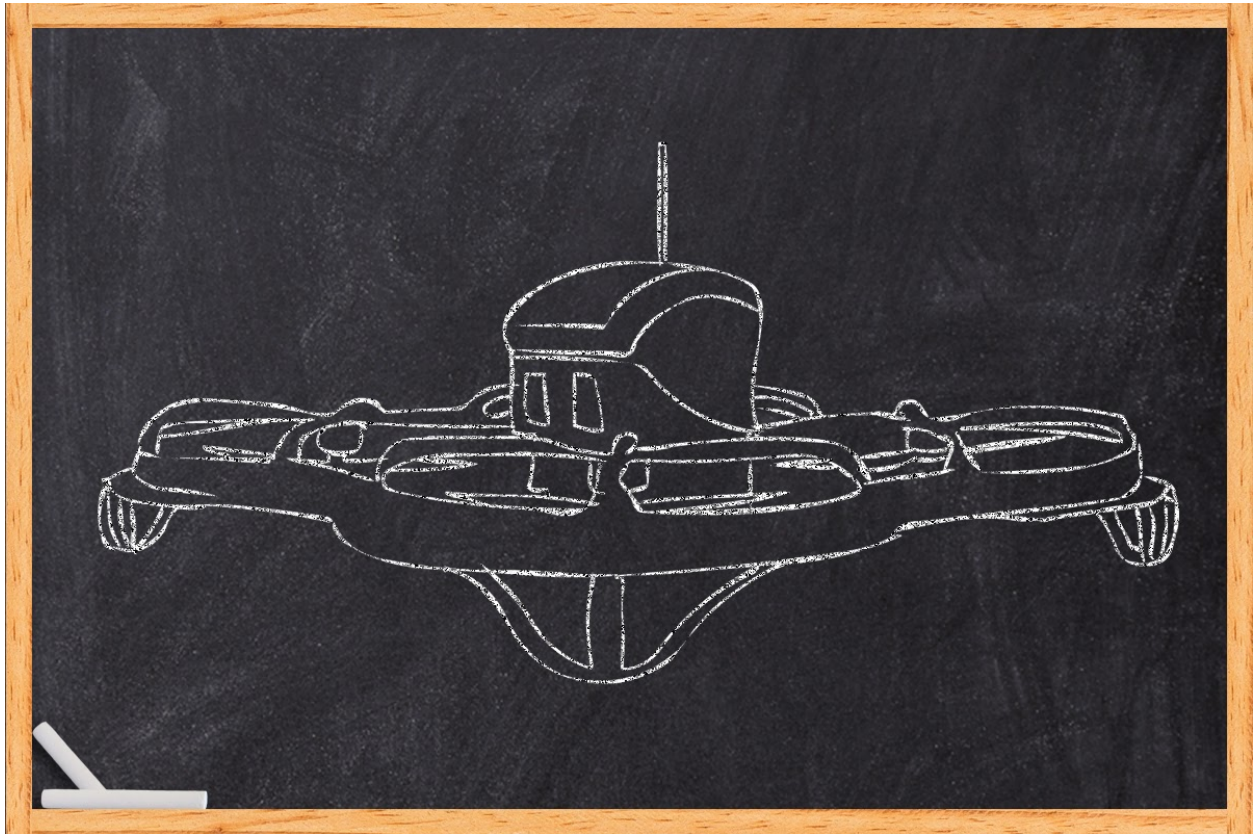
While, despite the fake news articles to the contrary, we don't yet have fully robotic fast food chains popping up yet ... we are, in fact, automating more and more food production every day and **it can't be long before most food service workers are completely eliminated.**



Since May 2019 UPS self-driving long haul trucks have been on the road in the United States ...



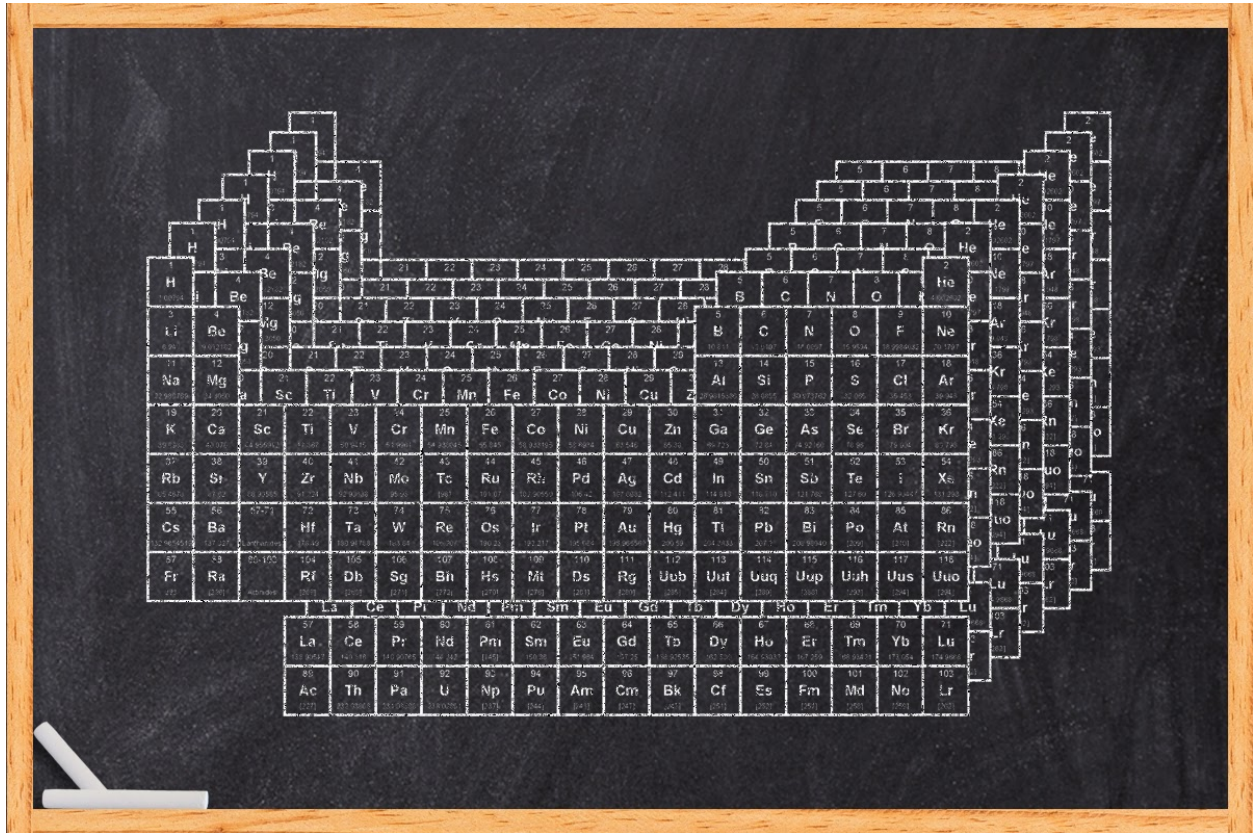
In 2019 Amazon announced it will soon begin **delivering packages via drone** with the new Amazon Prime Air service ...



I can't imagine a single industry that won't be affected by robotics.

And in this era of exponentiality, it's going to happen sooner rather than later.

The Nanomaterial Revolution



What if, behind the periodic table of elements, there was another periodic table ...

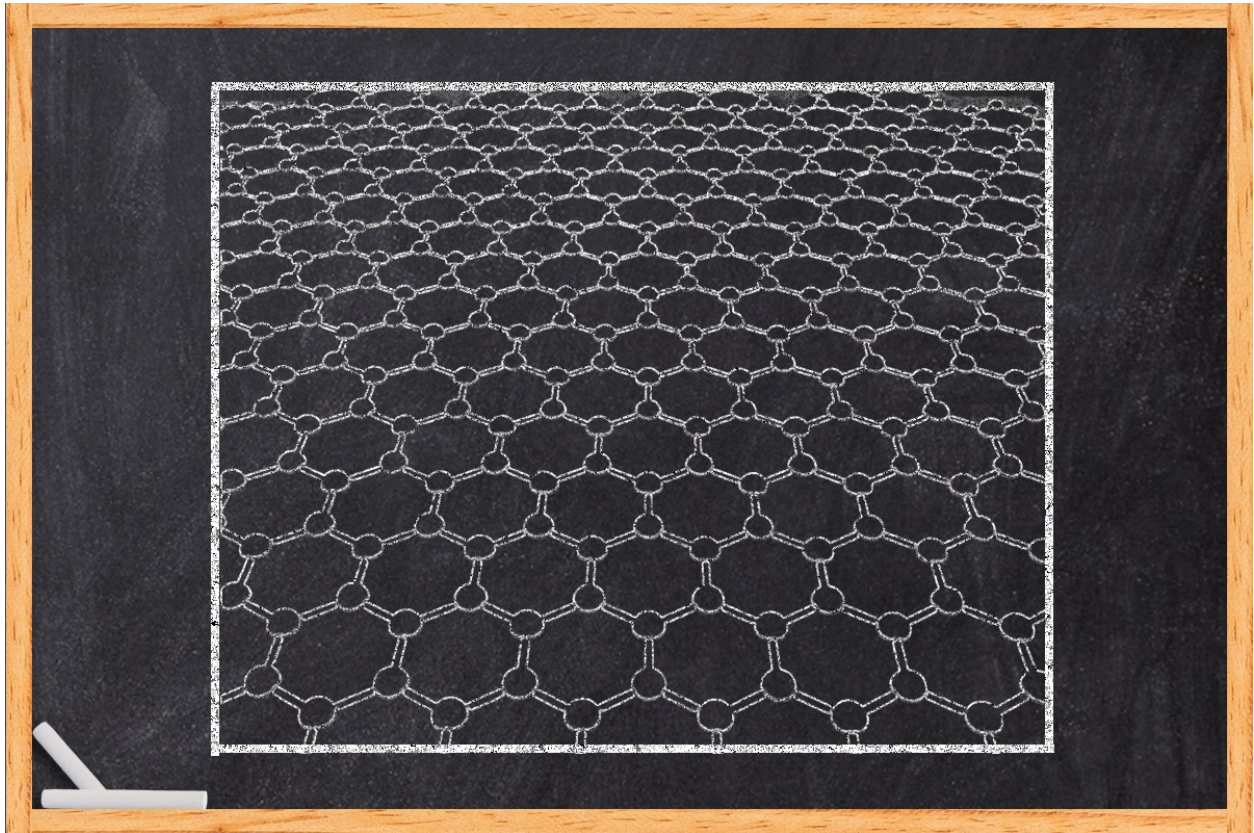
And another one ...

And another one ...

Perhaps without limit?

That's the deeper implication of the **nanomaterial revolution** almost no one is talking about.

The most popular nanomaterial is **graphene**.

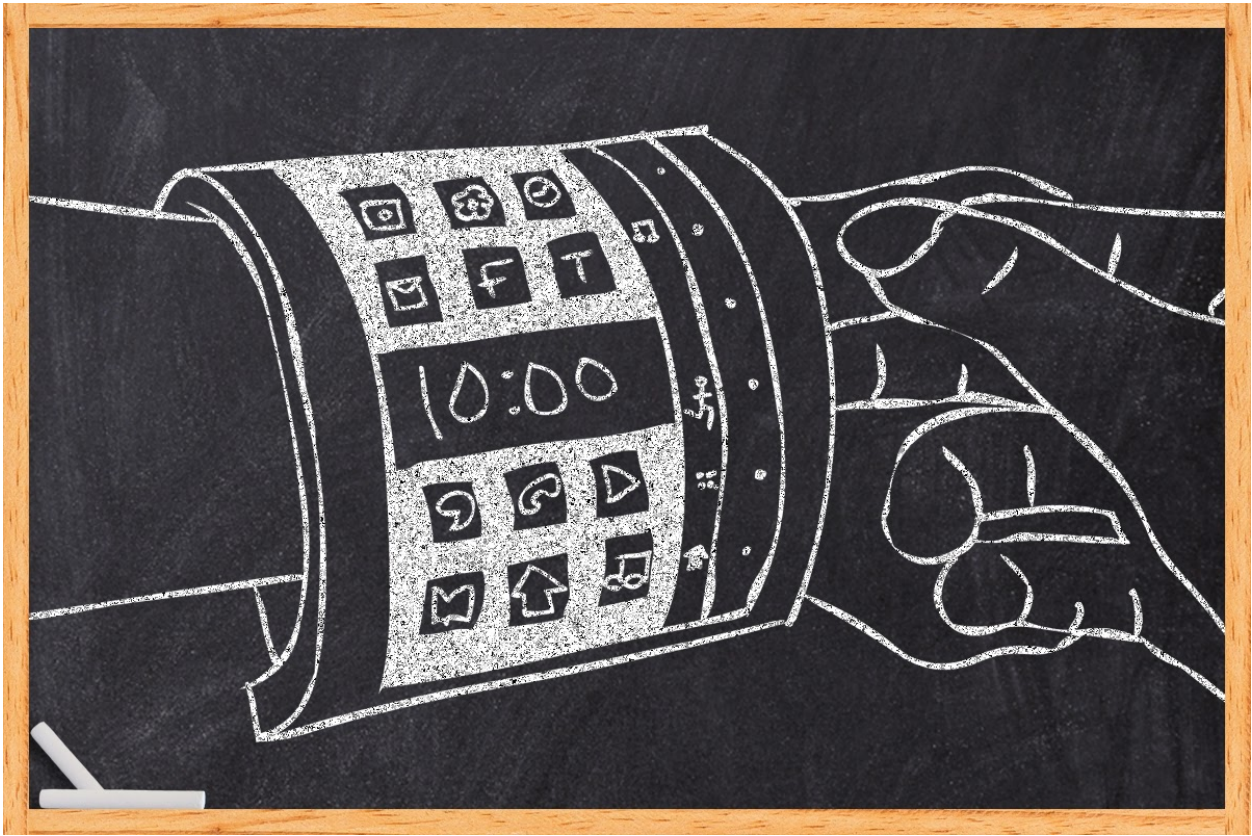


At **200 times the tensile strength of steel**, it is the strongest material yet discovered. But get this - it's **only 1/300 the weight of steel**.

And ... It represents the greatest potential yet for room temperature superconductivity.

I could easily write an entire report about the implications of graphene alone.

We're already seeing it show up in commercial electronics in flexible displays ...



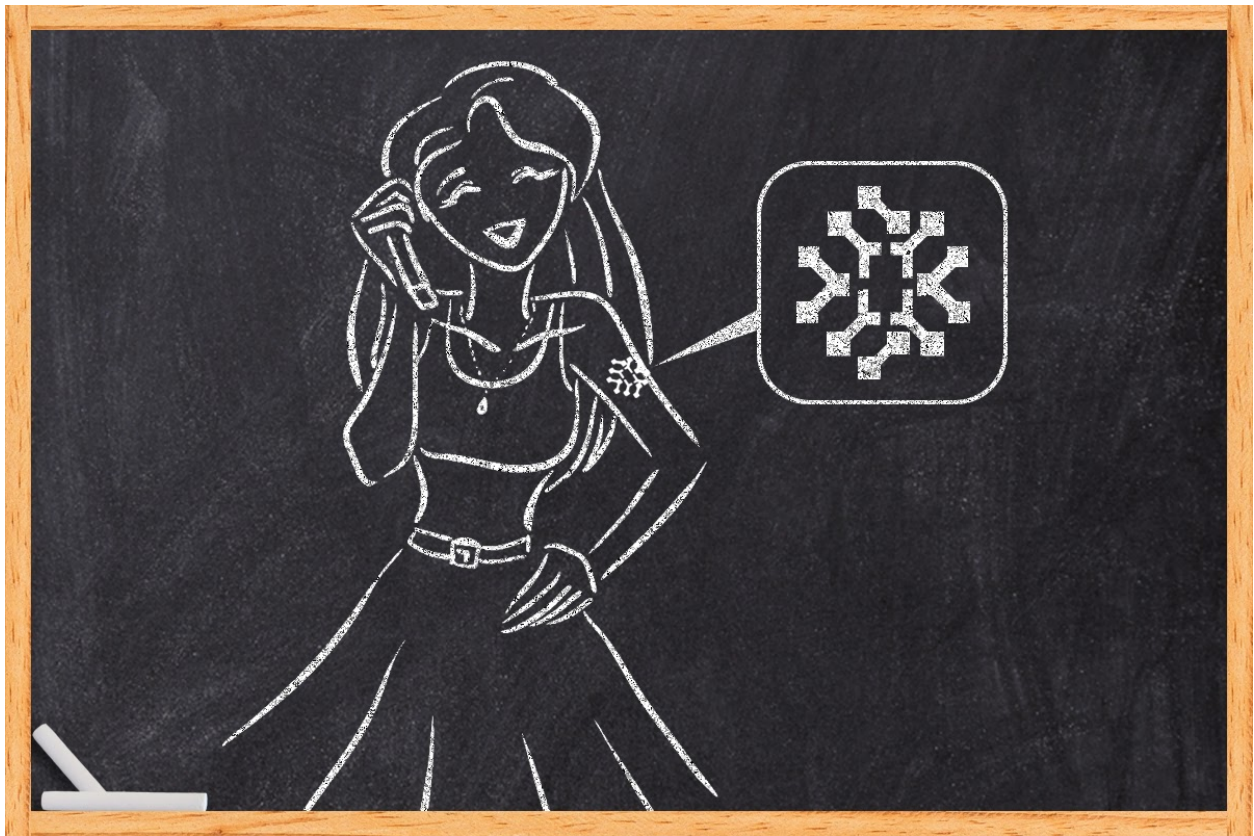
In super lightweight and super strong graphene bicycle frames ...



In graphene-based jackets that allow the wearer to maintain a constant temperature in hot or cold weather ...



In graphene patches that have the potential to track all of your biometrics better than full sized equipment in a standard ER ...



... and much more.

And over the last 15 years there has been a **graphene patent war** raging silently around the world.

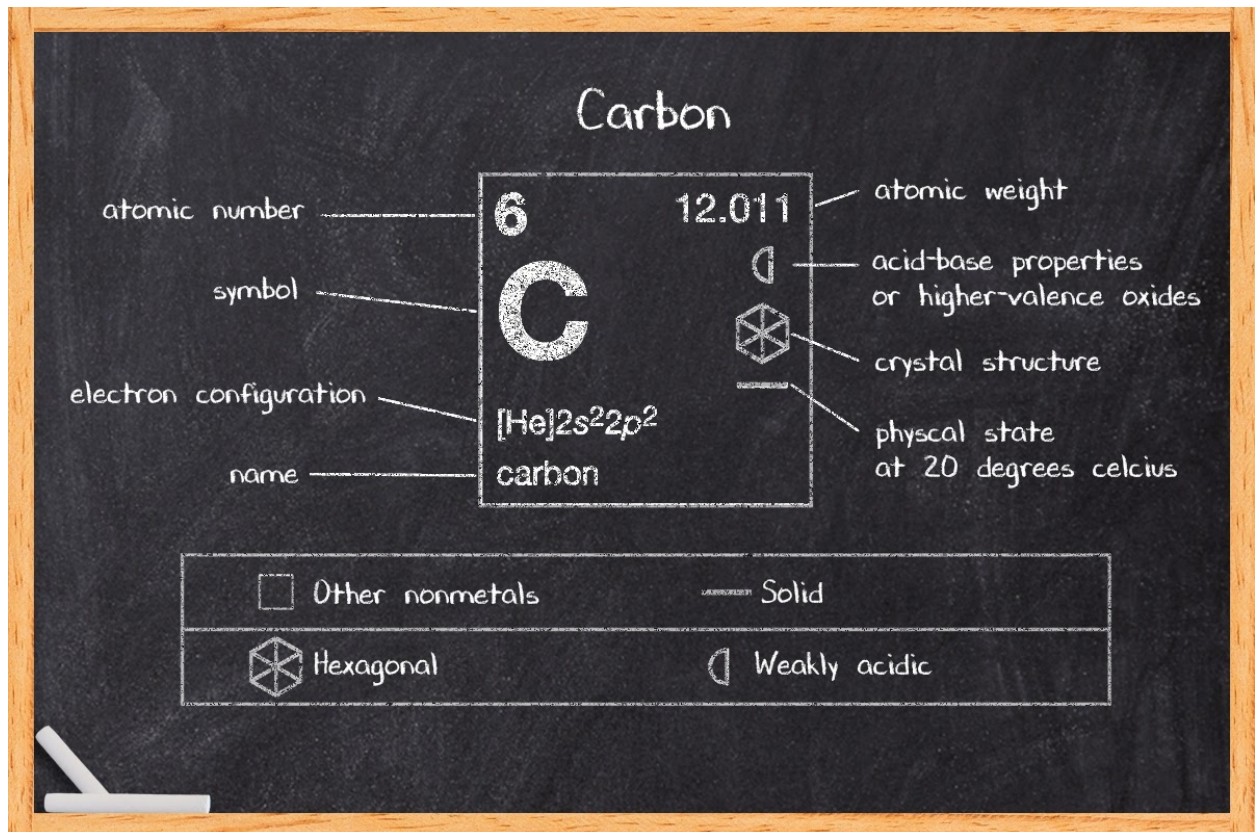
If this is the first you're hearing about this, you shouldn't be surprised. With technology improving so fast, **it's no longer possible to stay "on top of everything."**

Add to that all of the meaningless digital distractions most of us are engaged in and it's easy to understand how such a profound

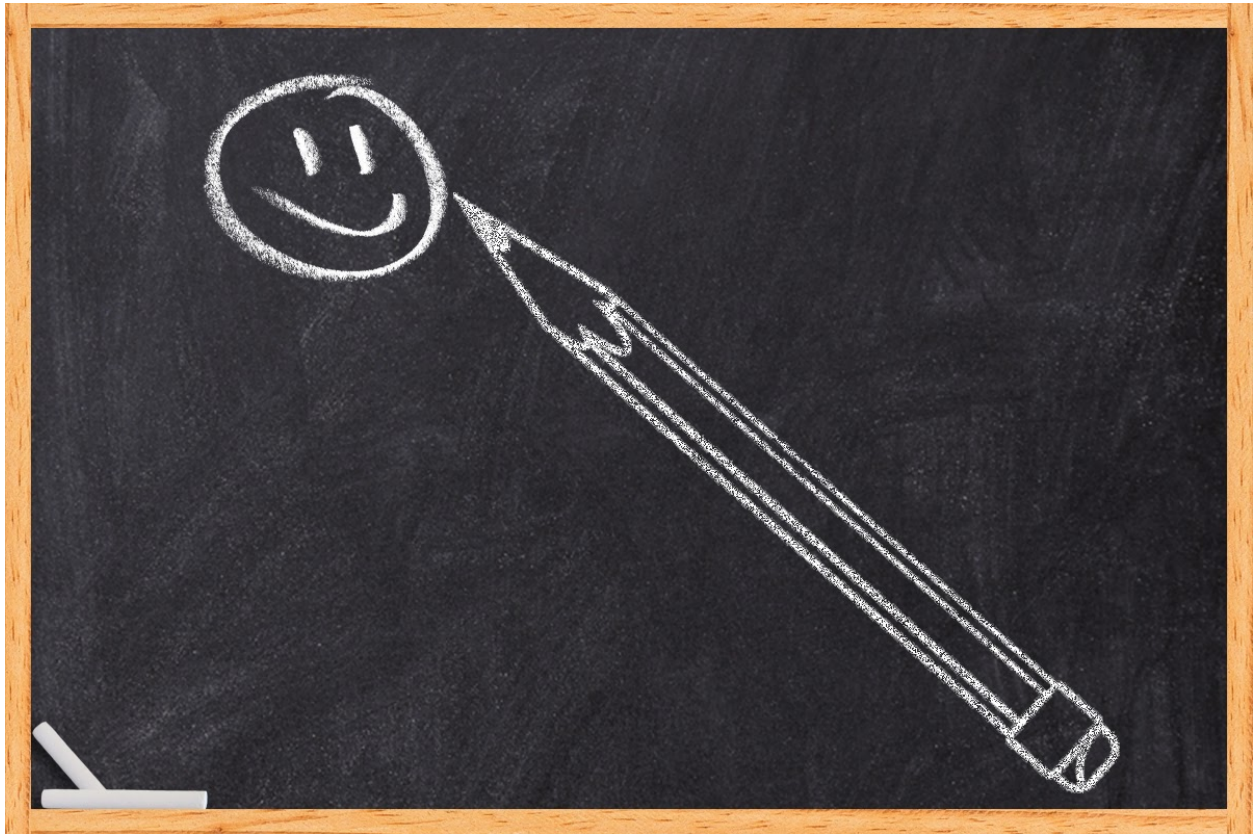
technological advancement can occur while most of the world remains unaware.

And here's the kicker. Do you know what graphene is?

Well really, it's just carbon.



That's right. In other words ... plain old pencil lead (AKA graphite).

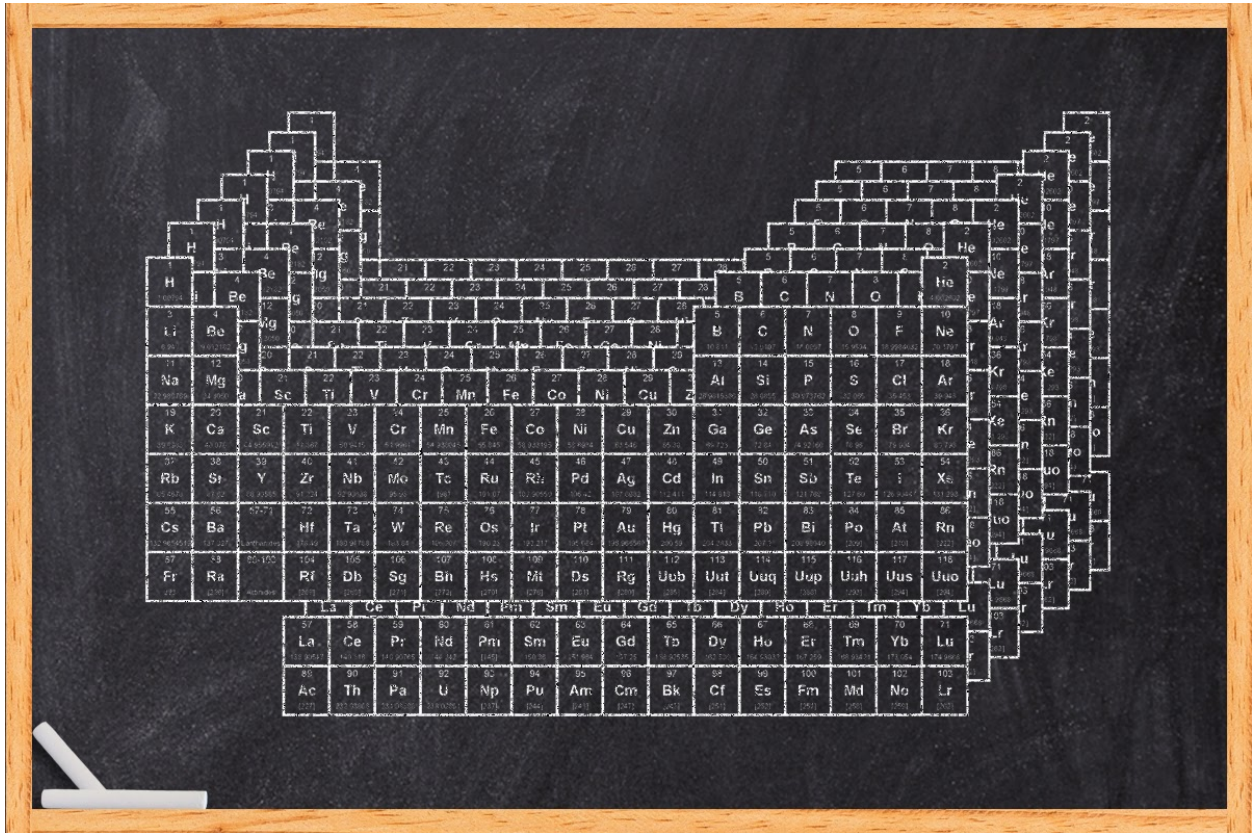


Huh? How is that possible?

In 2004 two scientists at the University of Manchester were goofing around with flakes of graphite and noticed some were thinner than others. So, they used good old scotch tape and lifted some of the graphite off the flakes to see how thin they could get it.

They'd stick one piece of tape to another getting the layer thinner and thinner.

When they got it down to a *single atomic layer*, they discovered that the behavioral properties were radically different from that of carbon.



This is why some liken the nanomaterial revolution to being as if we discovered a nearly limitless number of new periodic tables behind the periodic table.

See, graphene is only one of many nanomaterials.

And it's not only single atomic elements that have these properties.

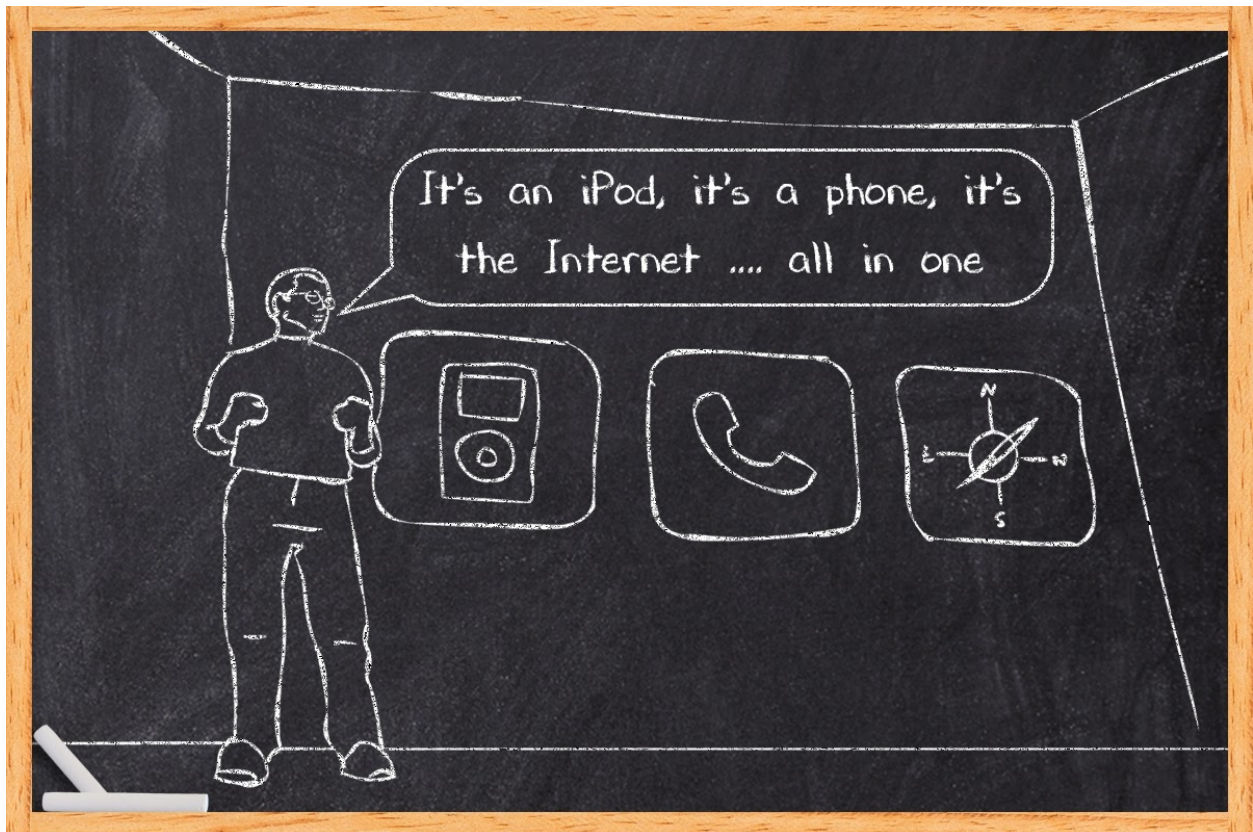
When you add in the discovery of nanomaterial composites ... nanoparticles ... nanocrystalline materials, etc ...

And when you realize that every single one of these have **radically different behavioral, optical, electronic, and mechanical properties ...**

One discovers that there are limitless possibilities and mysteries lurking behind the periodic table that are far beyond anything 20th century scientists could have imagined.

The Death of the Gen 1 Mobile Form Factor

This is yet another prediction I made back in 2007 when the iPhone was announced.



Everyone was saying “mobile is the future” and “if you don’t have an app, you’re dead” ...

I found this notion amusing. See, to me - **mobile as we know it now only represents what will eventually be seen as a tiny blip in the history of tech.**

Like many of my tech predictions (which in retrospect have a rather strong track of accuracy), this was immediately met with

derision, but the evidence of it is now becoming clearer and clearer.

What do I mean? Ask yourself this question ...

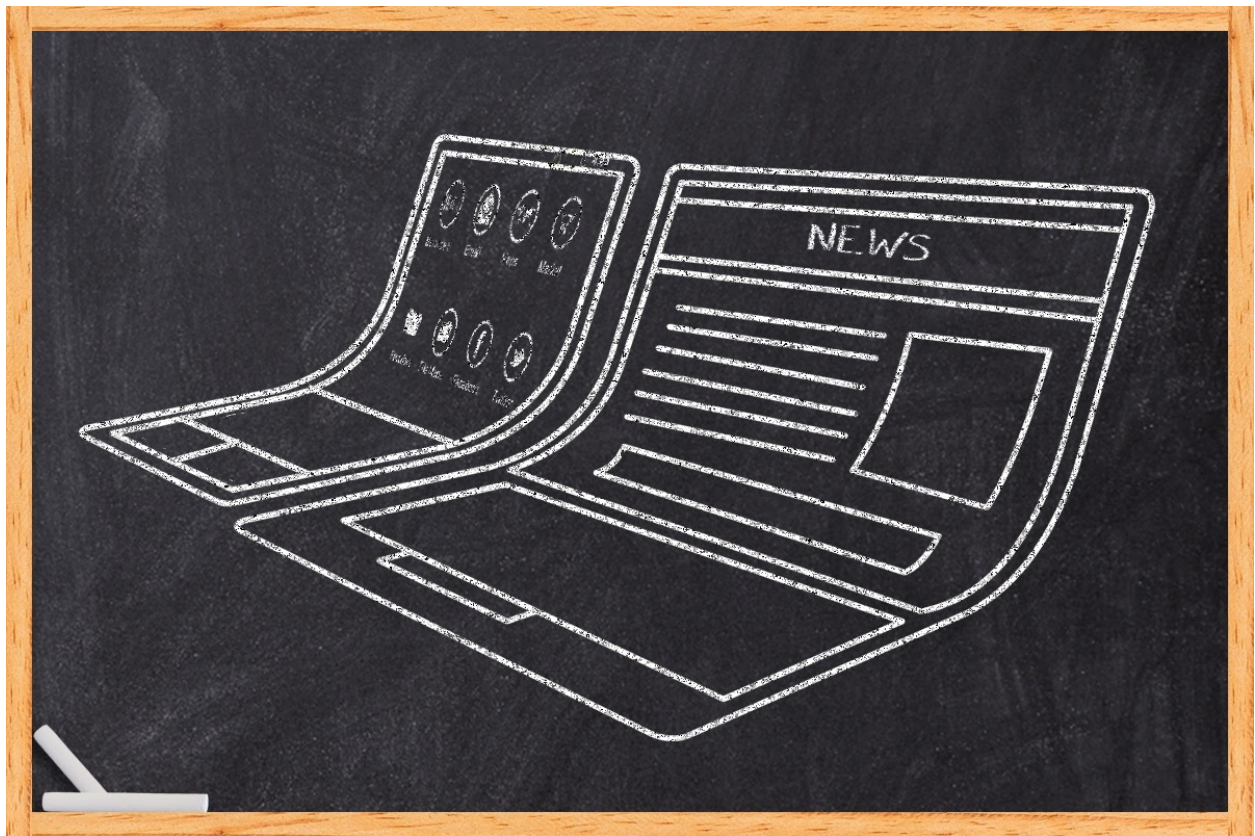
If you had a phone and a laptop in front of you, and you needed to input a large volume of text, which device would you choose?



I think the answer is obvious, is it not? Do you *really* enjoy the tedious task of thumbing in text on your phone? Do you *really* enjoy the constant autocorrect wrestling match?



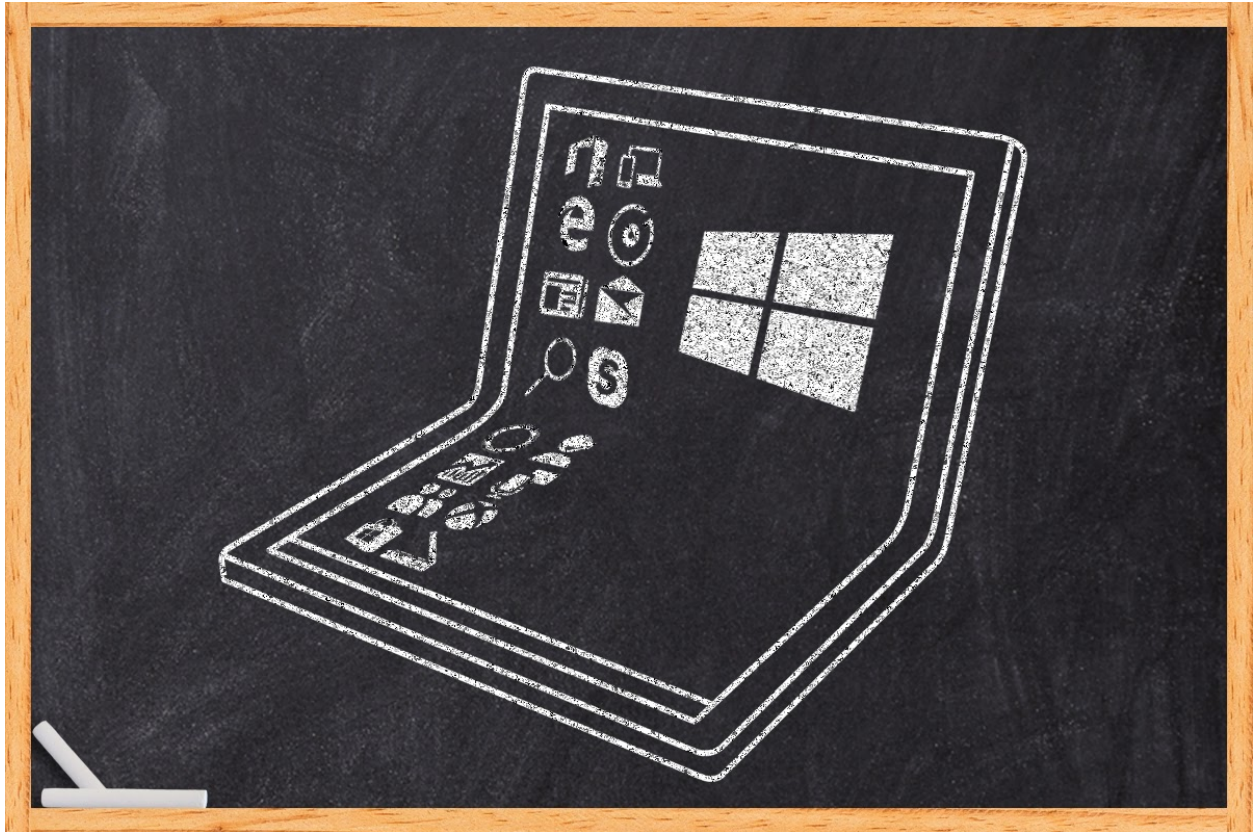
There are many ways the mobile form factor of the future might look, but I believe they will ultimately provide both the convenience of mobile and the comfort of a laptop.



That is, you'll be able to check and input small things on the fly, but ... you'll also be able to have a full laptop experience at your fingertips as well - **in a device as small as, or even smaller, than the phone you're carrying now.**

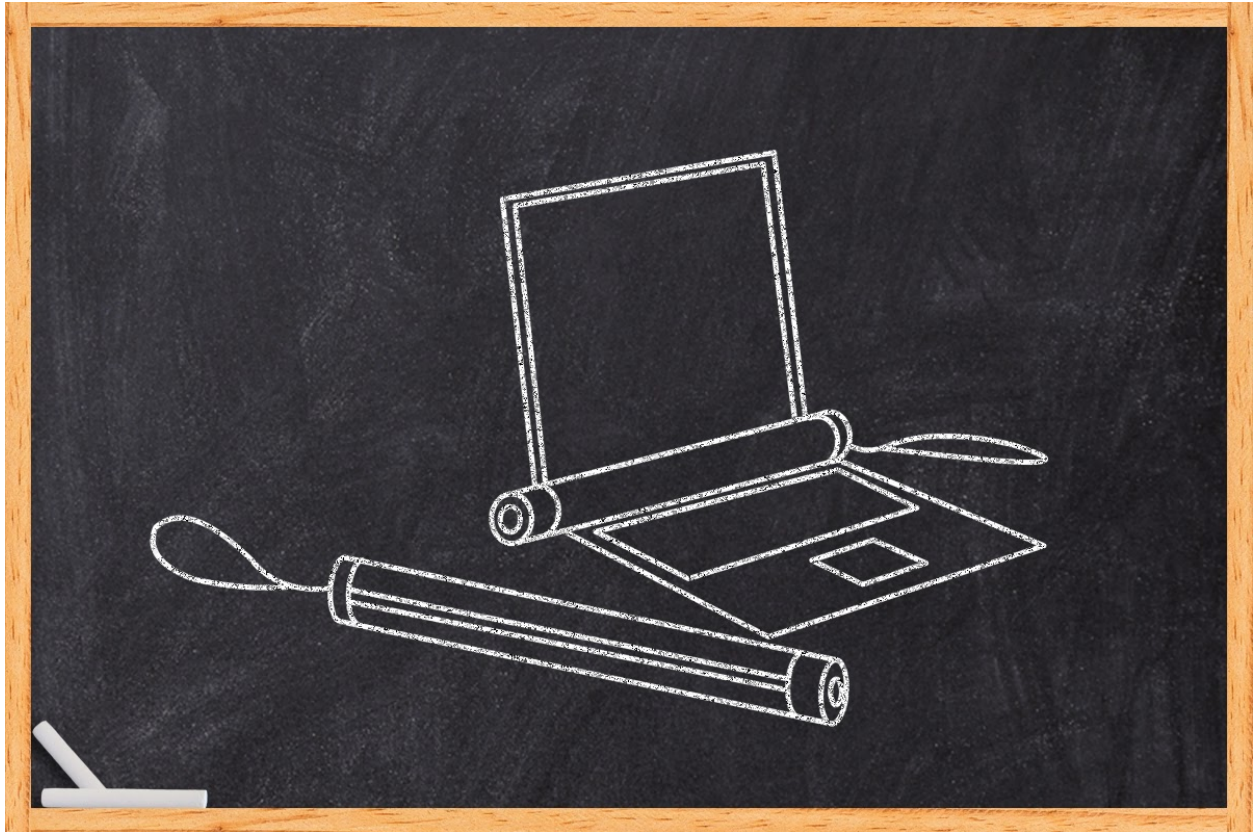
How is that possible?

Well, there are many potential form factors - and many of them will likely be enabled by graphene and other nanomaterials.



Foldables

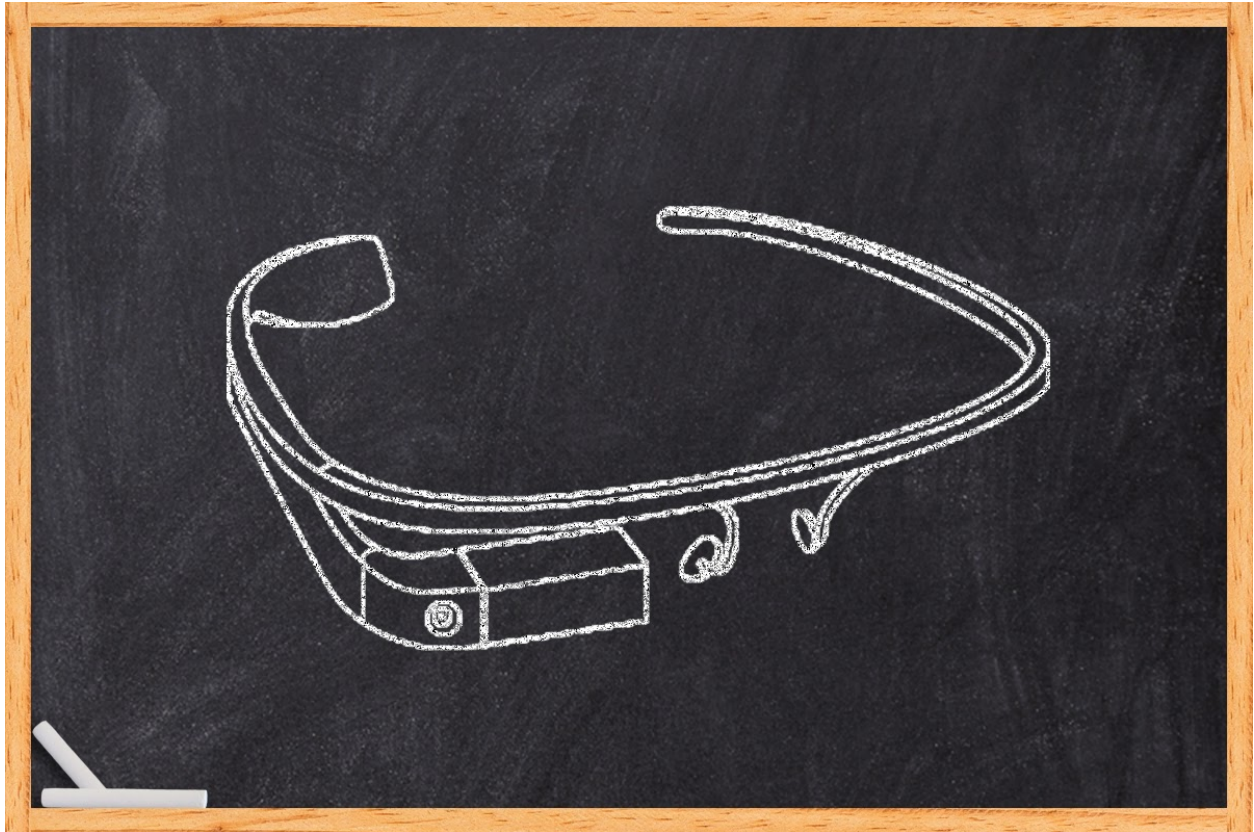
These are very thin devices that fold down into a shape smaller than your phone - with a surface level screen for your current mobile experience - but then fold out into a full sized laptop with a keyboard with the same kind of haptic feedback your laptop gives you now.



Rollables

Since graphene can allow extremely thin devices, a full size screen could easily be rolled up into a tiny device that fits in your pocket. And if you want a full sized keyboard, Gen 1 foldable keyboards that fold down the size of the average phone exist today ...

The current models don't quite meet the standard I'd prefer (as a writer, I'm quite the keyboard snob), but I expect this technology to rapidly improve since the keyboard is still most everyone's data input device of choice ... and you'll soon have that - with the same convenience of a pocket-sized device.



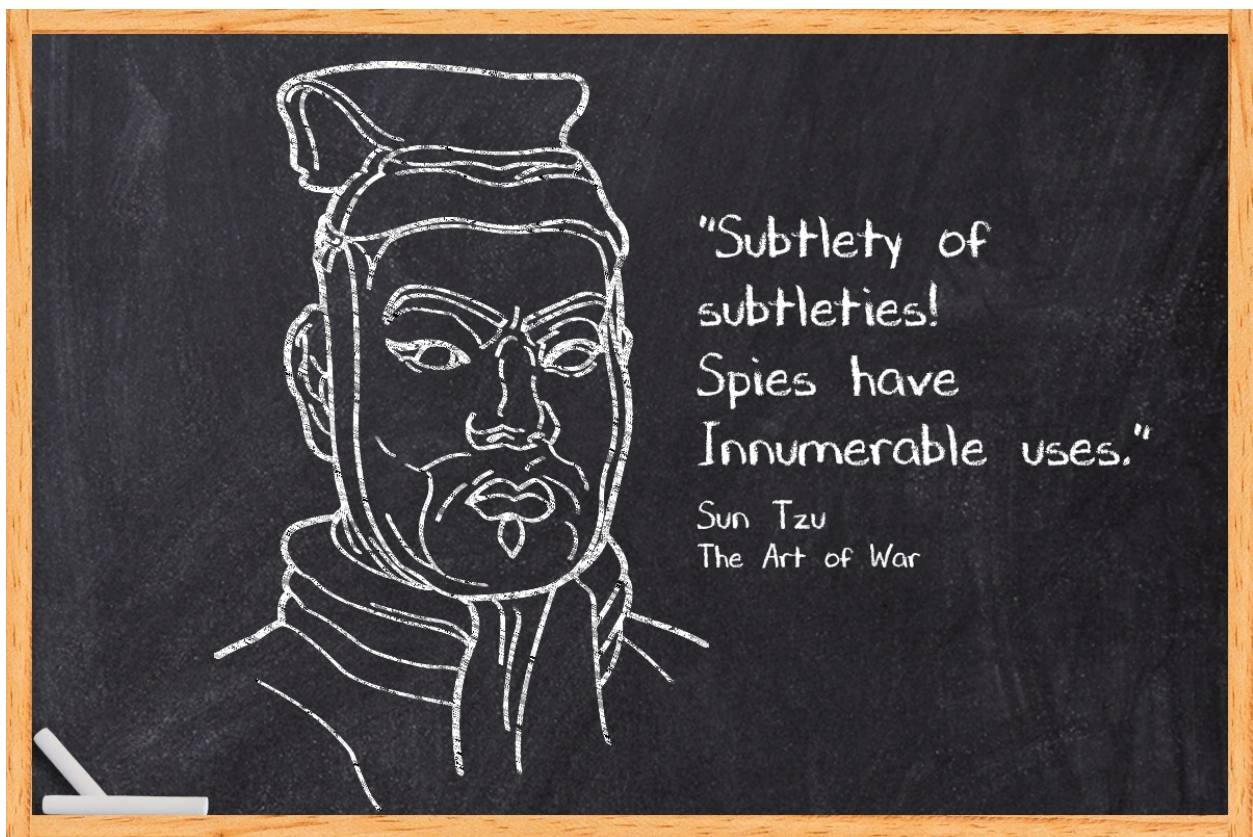
Retinal Projection / AR / and Other Full-Function Wearables

Google has been experimenting with this for years with Google Glass, but it's apparently not functional enough yet for mass consumption ... One way or the other we will soon have wearables that allow us to see not only a screen in front of our eyes, but also Augmented Reality objects ... Combine that with a pocket-sized foldable keyboard and you'll have a better-than-laptop experience in your pocket. And/or on your head.

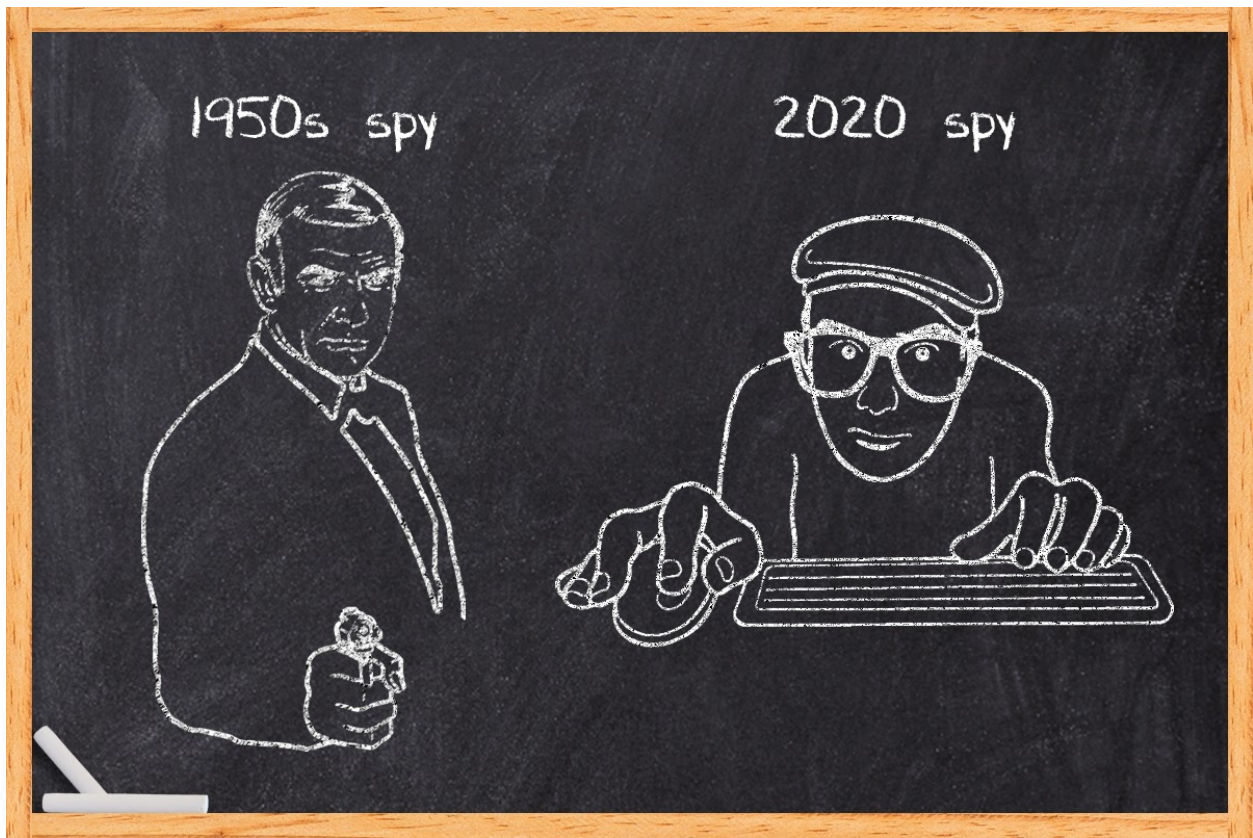
There are many ways to go, but I have high confidence as soon as the correct combination of these technologies comes together (and I believe that is **now years away - not decades**), the Gen 1 mobile form factor will very rapidly fade out in the industrialized world.

Weaponized Information

People think “fake news” is a new thing, but it actually dates back at least as far back as Sun Tzu’s *The Art of War* around 500 B.C.. In truth, it’s probably as old as warfare itself. **Sun Tzu dedicated an entire chapter to the use of spies in gathering reliable information and planting false information and rumors.**

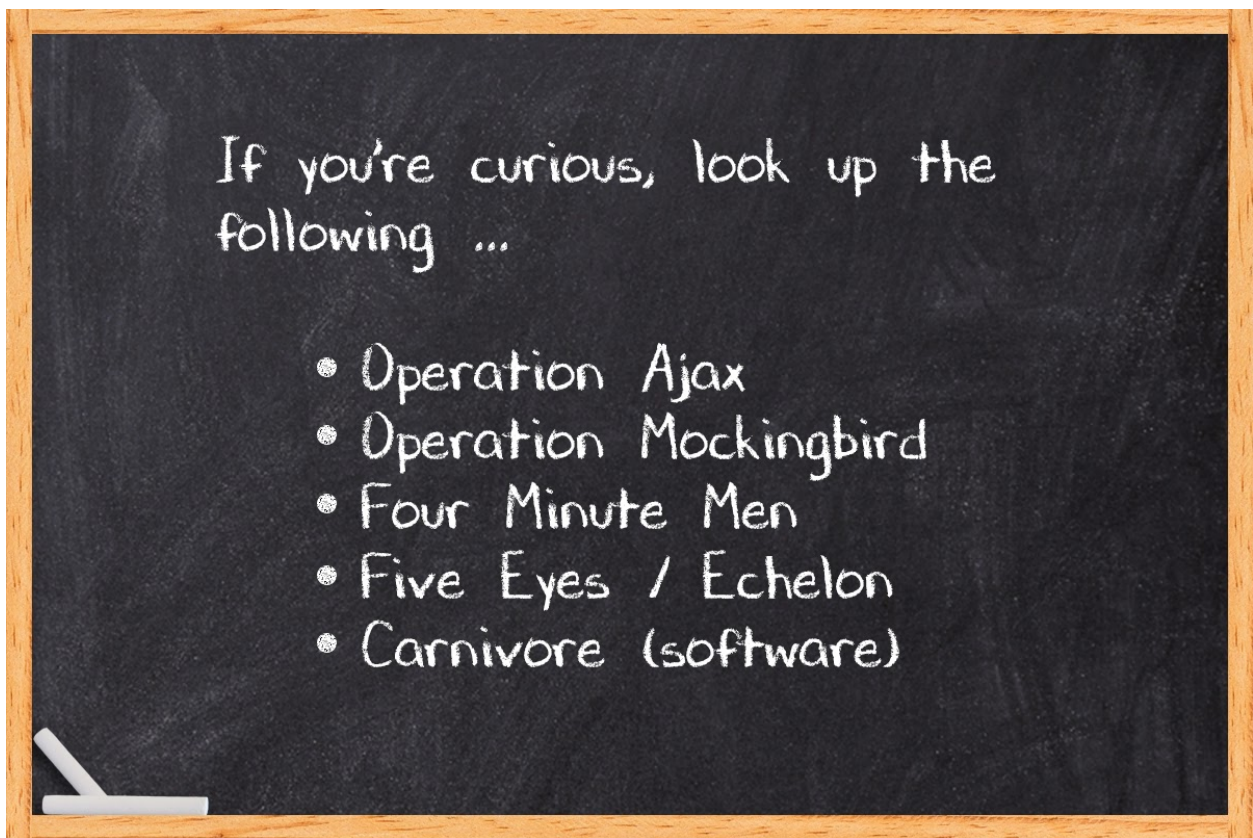


Over time, as technology and our understanding of human psychology became more sophisticated, “tradecraft” did as well.



It's interesting that discussing such things is automatically dismissed in mainstream public conversation. (*"That sounds like conspiracy theory!"*) But some rather insidious forms of it are hardly controversial.

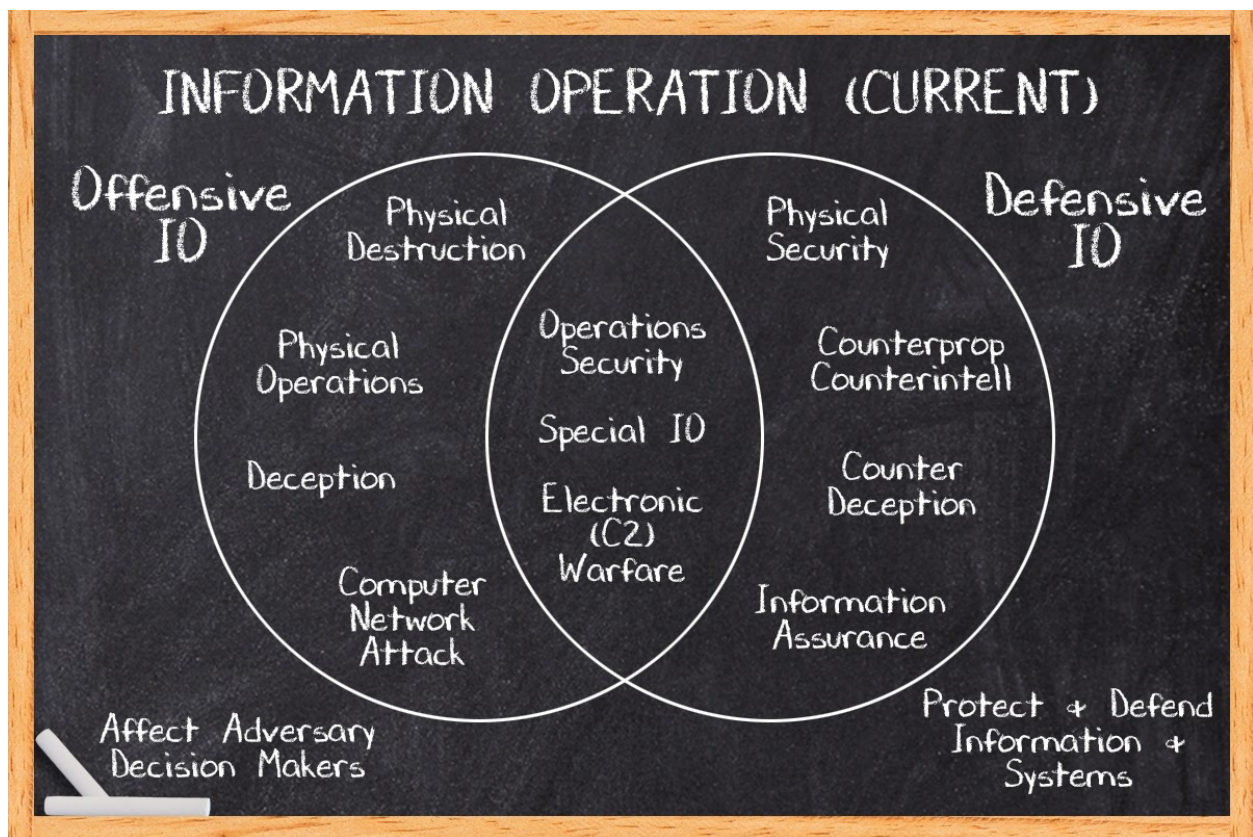
In the U.S. the existence of such programs have been declassified and made available through the Freedom of Information Act.



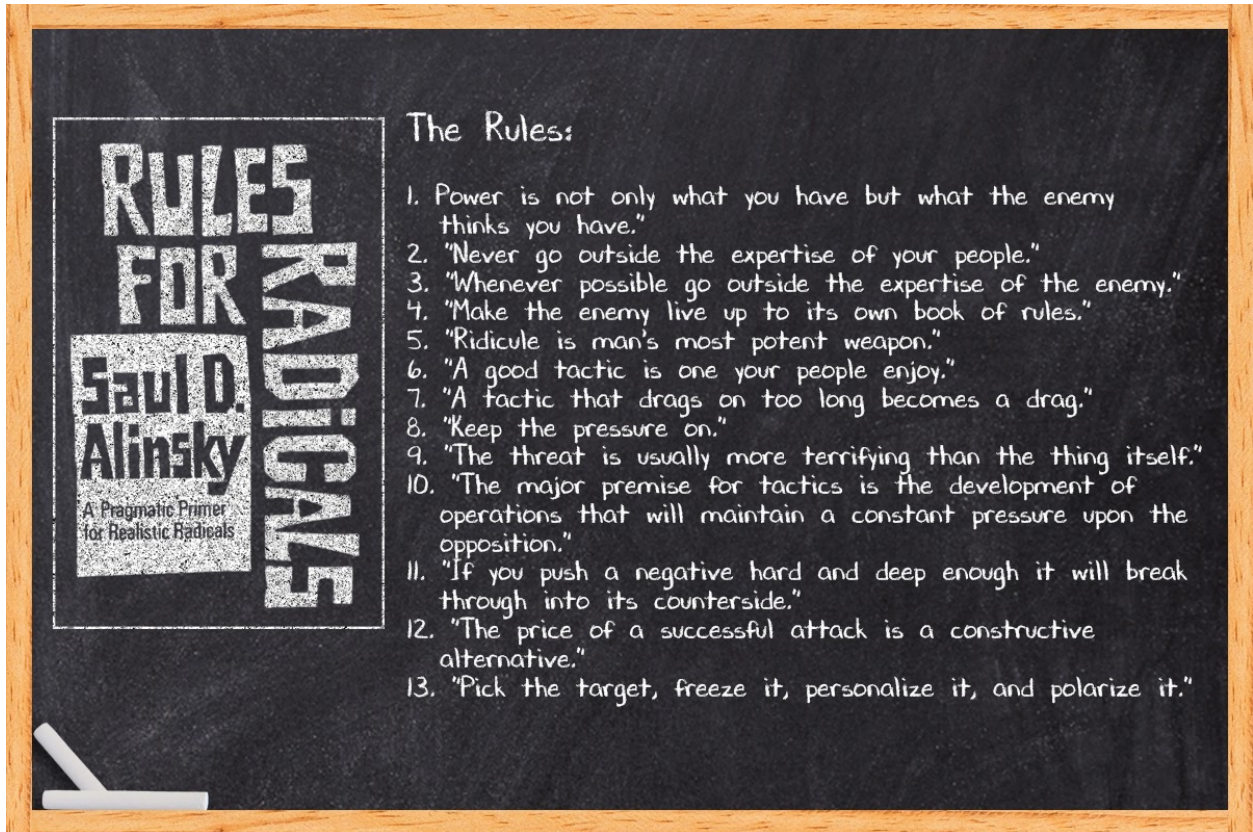
Yet somehow the notion we are currently being manipulated in some way is the subject of derision, yet in others we are expected to believe it is a matter of fact (for example, the notion that “the Russians manipulated the results of the 2016 election”).

Is this, too, a subtle form of weaponized information in itself? (I'll leave that for you to judge.)

The Intelligence Community (of which I was once a member ... even being awarded with the rare honor of “Distinguished Member of the Military Intelligence Corp” in the United States) now collectively refers to all of the different forms of information warfare (*Signals Intelligence, Human Intelligence, Psychological Operations, Electronic Intelligence, etc*) under the collective umbrella of **Information Operations**.



Once Donald Trump broke onto the political scene, the public awareness of this has not only radically increased, but the public itself has become increasingly involved. Sometimes wittingly, and sometimes unwittingly.

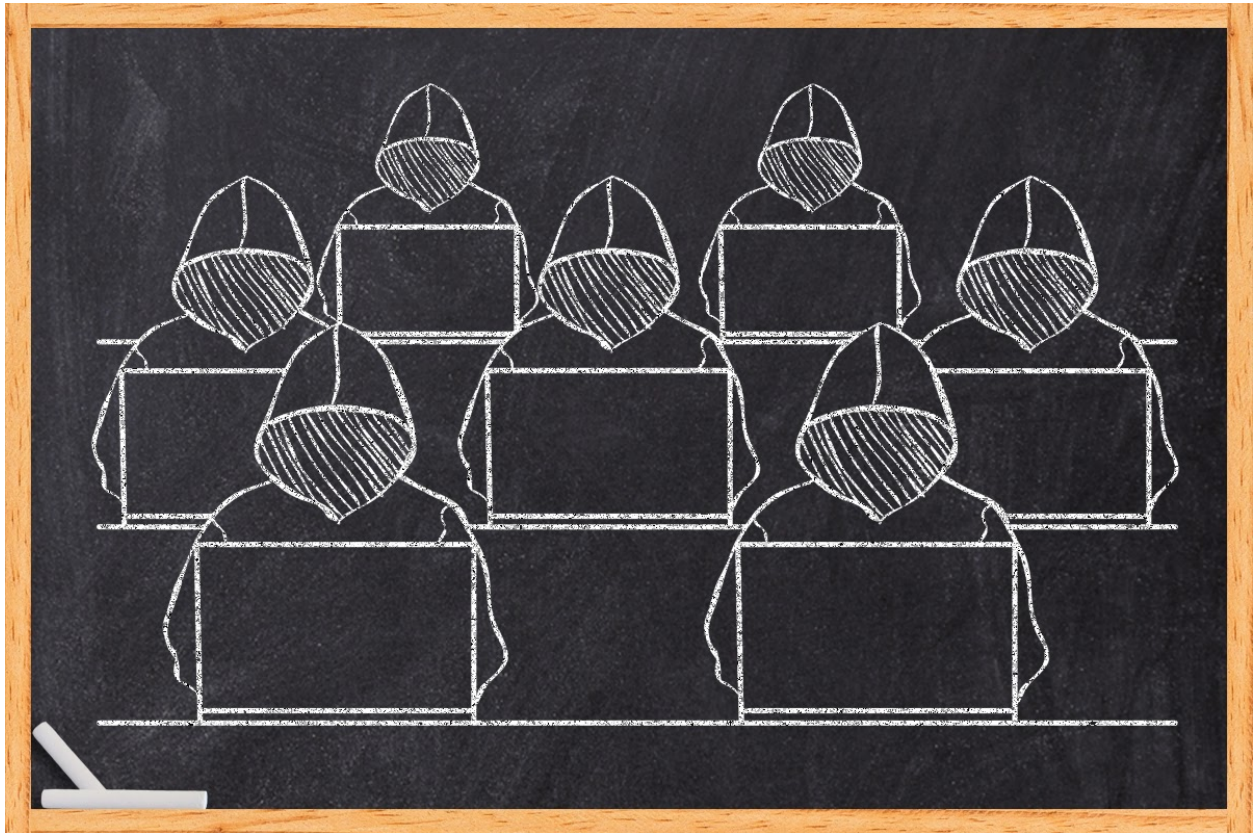


Indeed, many citizens who identify as Socialists openly embrace the information warfare methodologies outlined in *Rules for Radicals*. And many citizens who identify as their political opponents are developing their own playbooks to counter them.

Do the above rules explain any of the behavior you see online?

Remember ... this is only what can be observed on the surface. When the above mentioned declassified programs were all happening decades ago ... **what is happening today that still remains classified?**

One of the forms of weaponized information in existence today is actually quite well-organized and pervasive, **but most are not even aware it exists ...**



It is widely documented that **“troll farms”, “paid shells”, “black hat SEO agents”,** and the like are employed by governments, intelligence agencies, and interest groups to:

- **Alter key wikipedia entries** to amplify or suppress narratives about historical events, technologies, people, etc ...
- **Shame or gaslight people on social media** who hold certain beliefs and encourage people who hold others ...

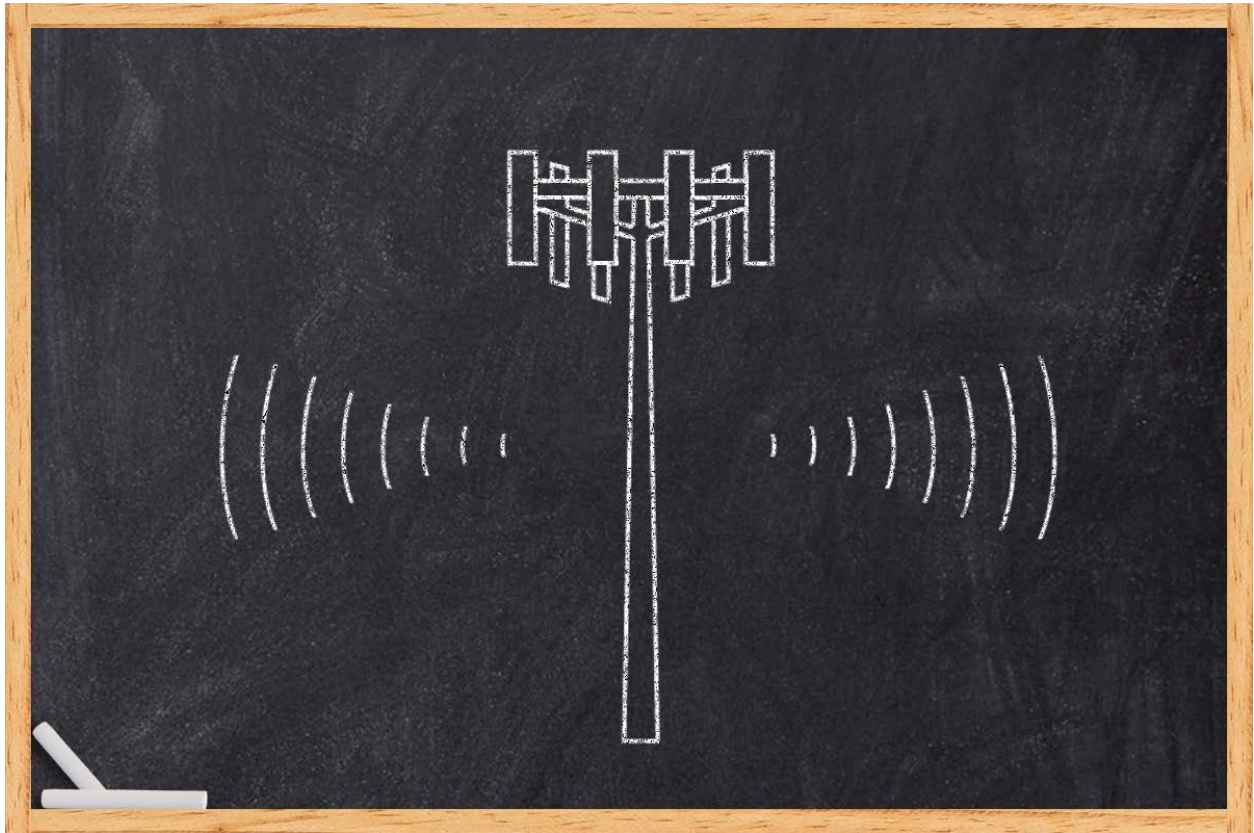
- **Manipulate the search results of Google to amplify or suppress points of view ...**
- **Create false narratives to make people or groups look good or bad ...**
- **Create the appearance of a majority, when no such majority actually exists ...**
- Etc.

Of course, you'd be a "crazy conspiracy theorist" to posit the notion such things exist. Right?

5G Cellular Technology

First, let us disambiguate two things:

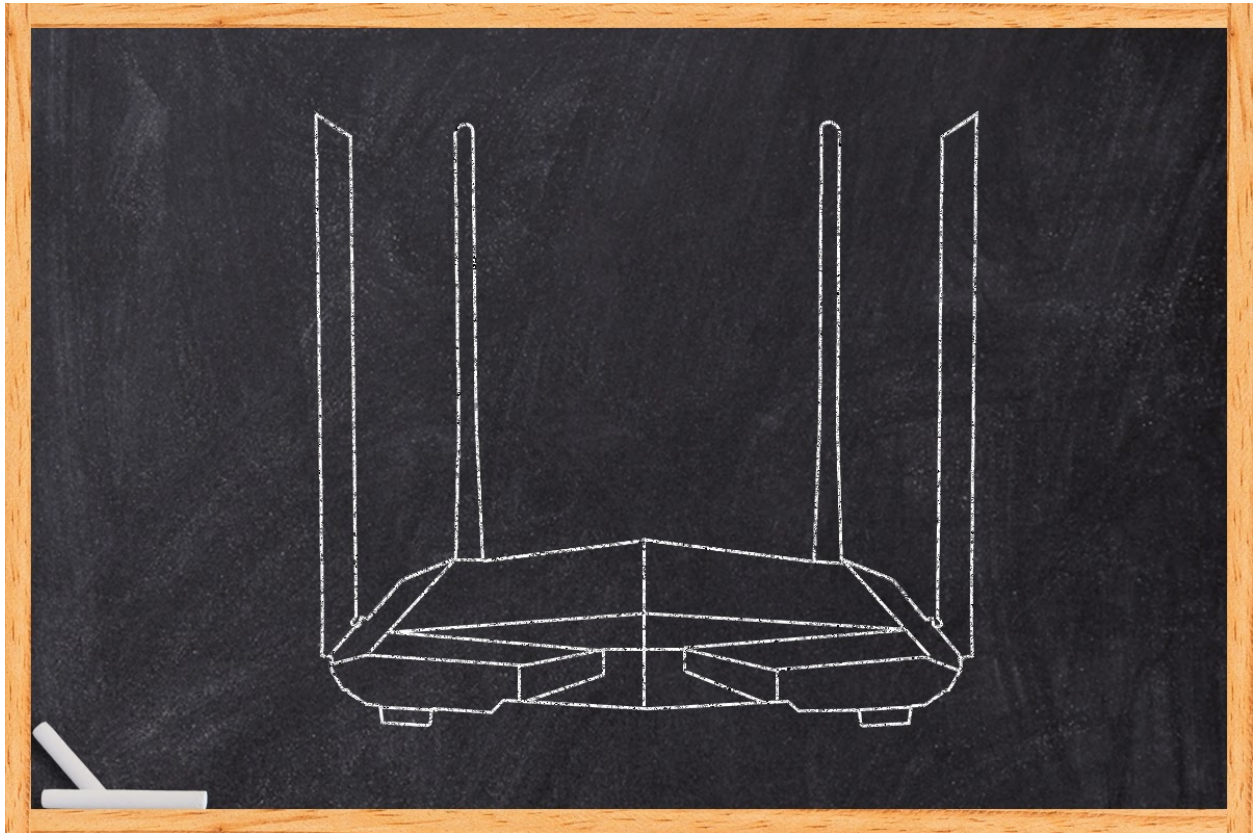
5G Cellular Technology



This is what most people are referring to when they talk about “5G”. It’s short for “5th Generation” of cellular technology. More about that in a minute.

This is to be distinguished from ...

5Ghz Wifi



5Ghz Wifi is referring to the frequency range of the latest generation of wifi routers.

While these two technologies are often conflated or confused, it's very important to distinguish them. **While they both operate in similar frequency ranges, the implications of the two technologies are radically different.**

While 5Ghz WIFI offered faster Internet at home, 5G cellular represents one of the most significant shifts in the history of tech. A shift so profound it will change the very nature of our existence.

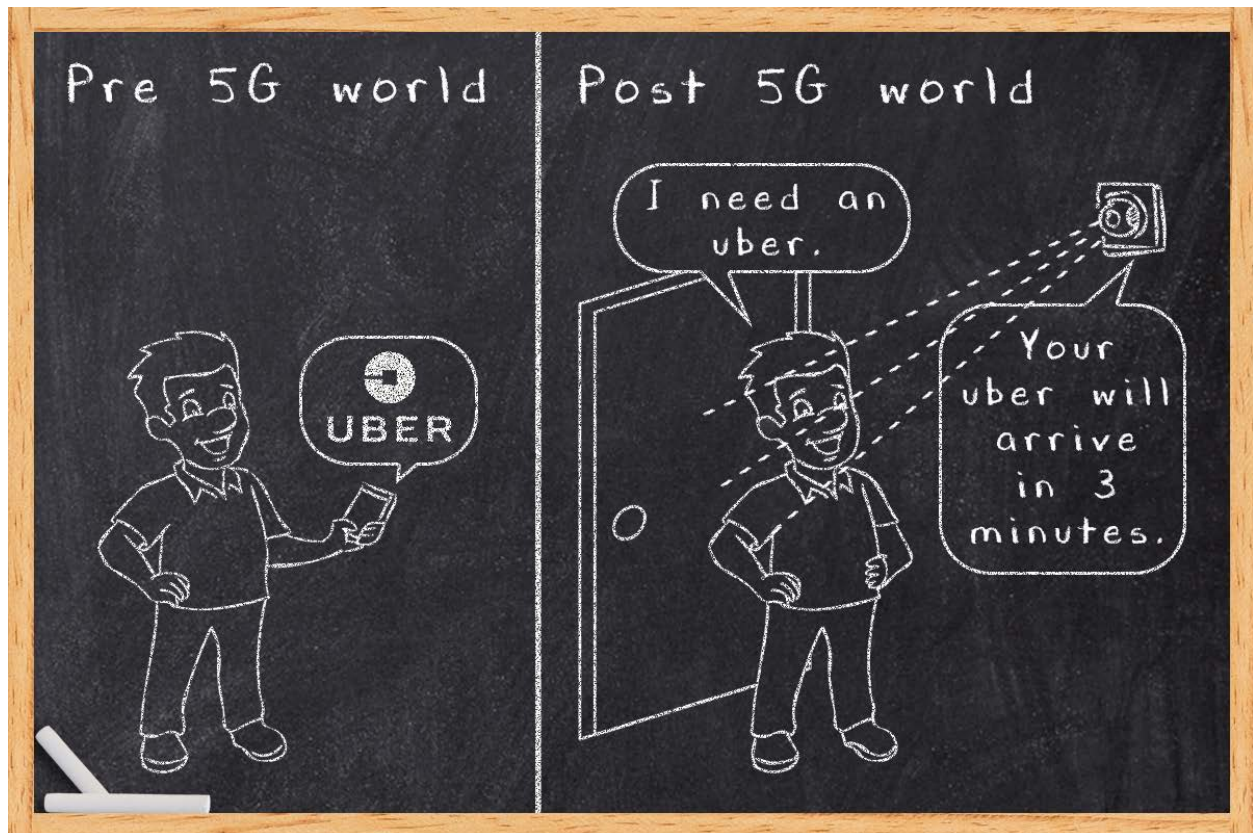


To get a glimpse into the sea change 5G represents, it's interesting to observe **which companies had the highest market cap pre and post 4G**. Pre-4G, the market was dominated by primarily finance and oil. Post 4G, suddenly Big Tech is the dominant force.

Coincidence?

Well, 4G was as radical a shift as 5G, **but the implications were subtler**. With 4G, operating at 100Mbps, suddenly our mobile devices were more useful than they were at the excruciatingly slow 384Kbps of 3G. This approximate 500x increase in speed suddenly made streaming video and downloading larger data files and apps practical. And it changed *everything*.

5G, however, is a whole ‘nother animal entirely. While, at max speeds of 10Gbps, it is a “mere” 100x improvement over 4G, what it will enable is something that will be more visibly apparent to the way we live our day to day lives.



Imagine a world where **Internet-connected sensors are everywhere ...** They will be so ubiquitous, you will not even have to carry a device to avail of many of the conveniences that now require you to be glued to your phone.

Ultimately, you will be able to walk out of your home, be immediately recognized by **facial and voice recognition sensors that will saturate the globe**, and by merely uttering a command order an Uber to your door. All without touching a single device.

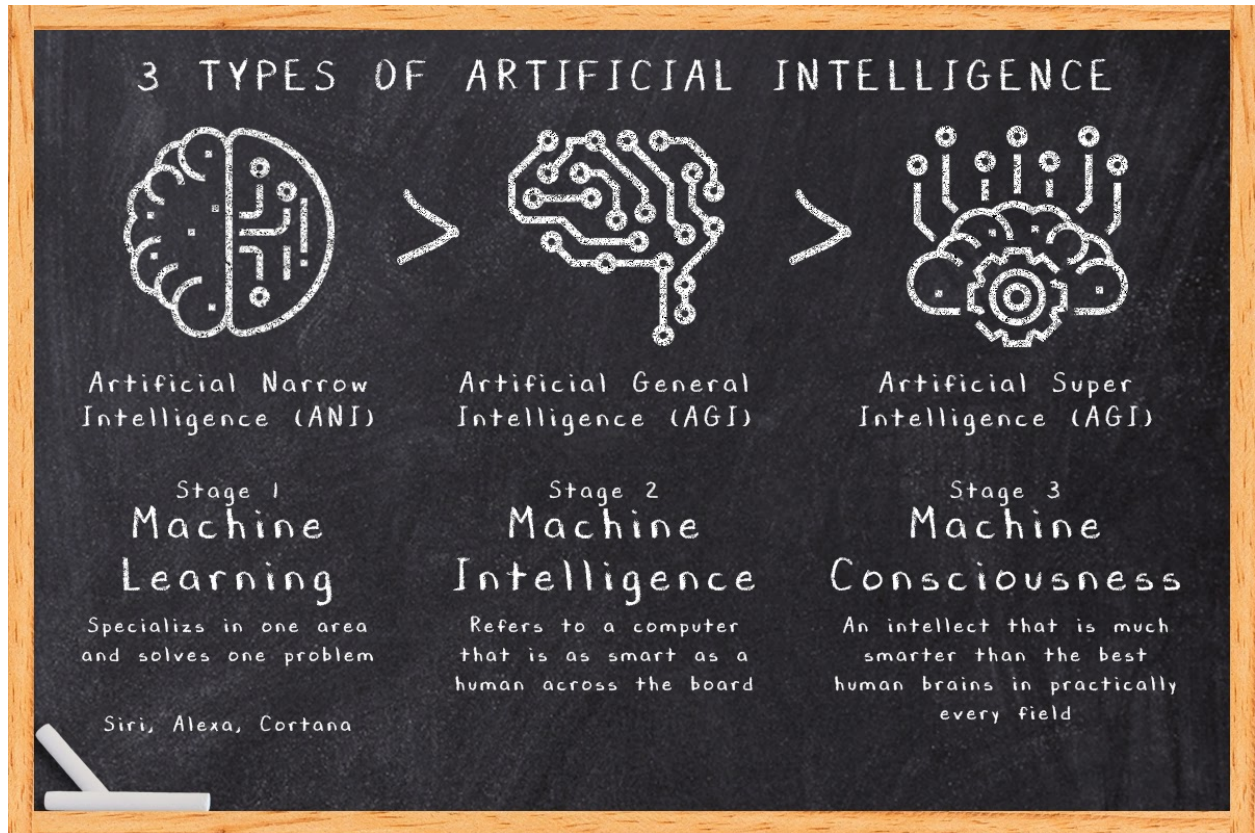
That is but a single glimpse into the broader implications of the 5G world.

As I write this there are already 6,864 5G nodes - commercially available in full deployment - around the world. That sounds like a lot. But when you understand that 5G towers are, by definition, very short range (*due to their higher operating frequency*) we still need a great many new towers before the full realization of our 5G future.

Indeed ... this represents, in fact, a new “arms race.”

More about that later ...

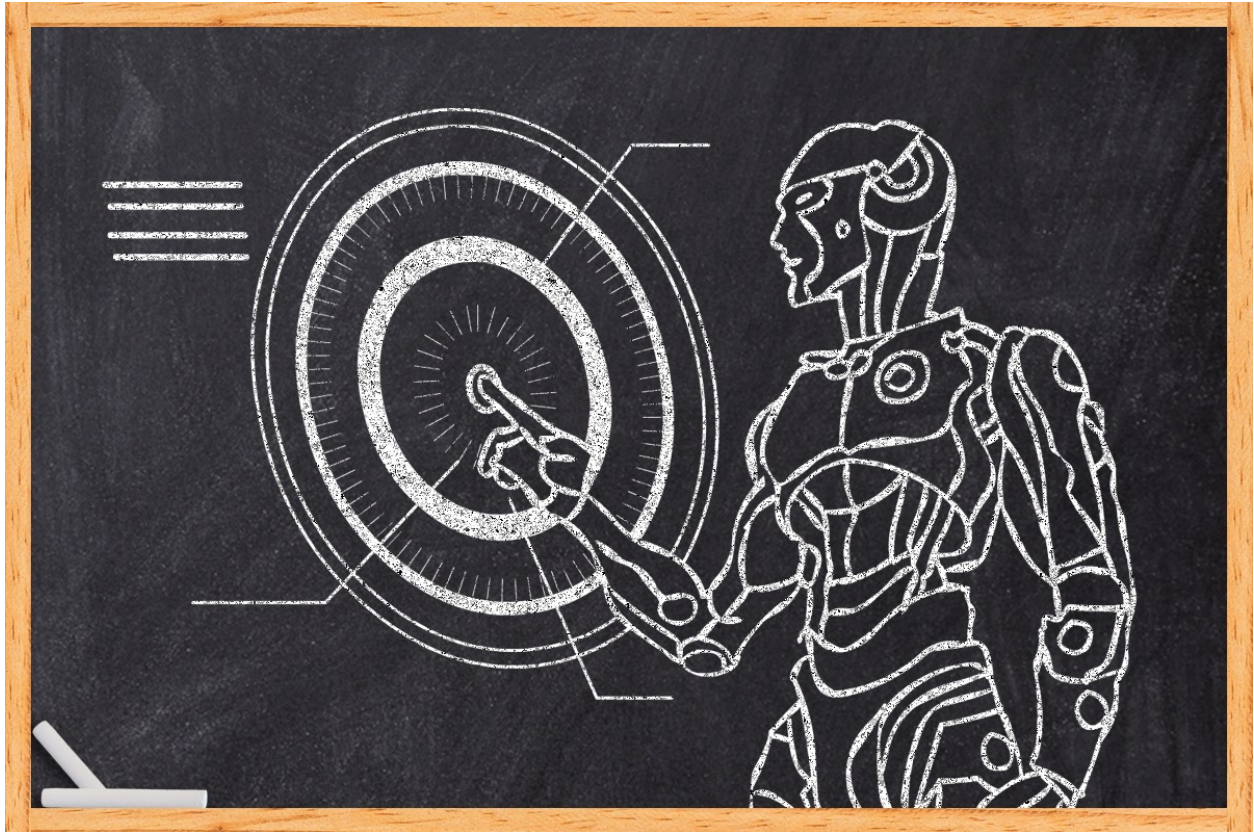
Artificial Intelligence



We are currently at Stage 1.

If you remember from the chapter asking the question “How ‘Smart’ are Humans, Actually”, one wonders whether Stage 2 (AKA the “*Technological Singularity*”) is really even possible. Again, can human intelligence really be distilled down to a simple measurement of FLOPS?

Many futurists, including Gordon Moore, whose law upon which the whole notion of the Singularity rests, **questions the probability of the event.**



Other futurists - like Vinge, Kurzweil, Diamandis, and the like - believe it is inevitable and **predict it will occur between 2030 and 2050.**

Again, they believe this represents the “end of the human era” and the dawn of ... **something totally unpredictable.**



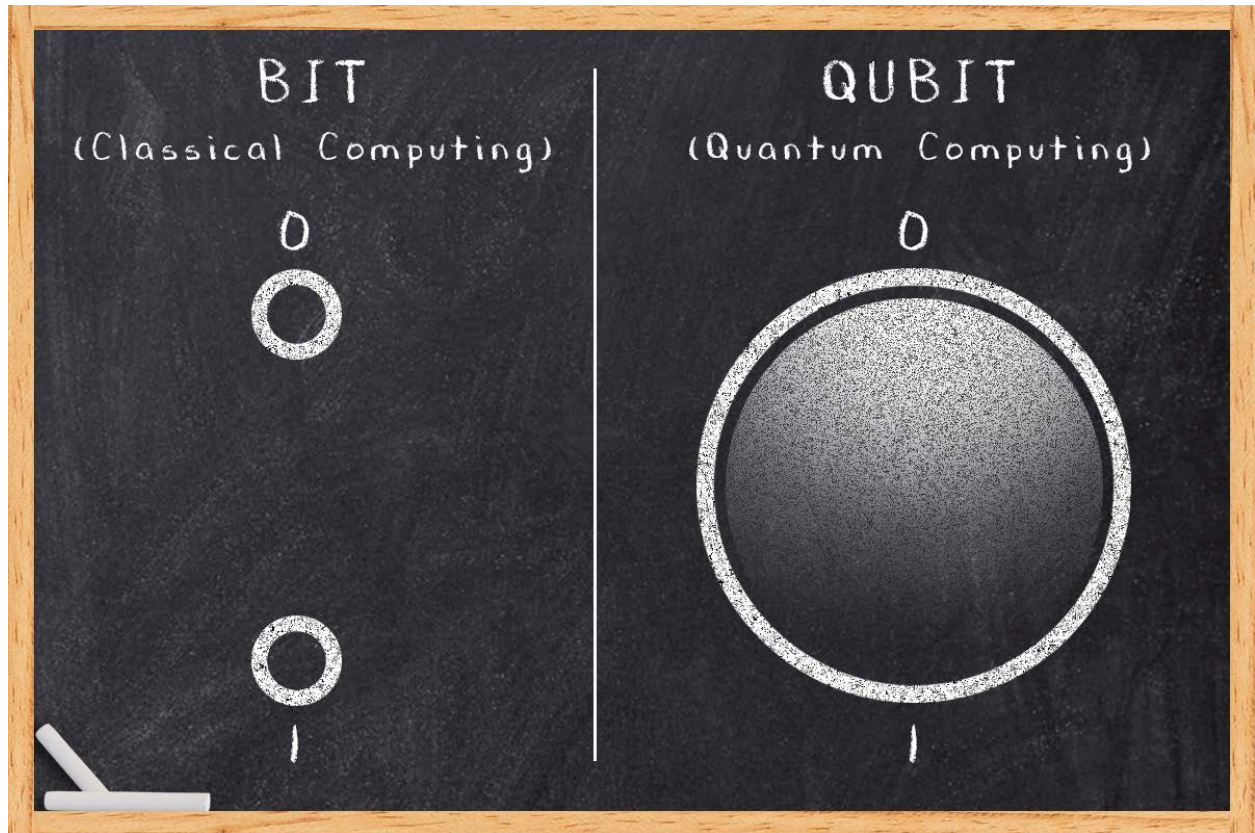
And since this machine intelligence - which, quite ironically, *we* created, would ostensibly be unbeatable by us ...

Futurists like Elon Musk believe “**we must merge with the machines, lest they destroy us.**”

While it remains to be seen whether Stage 2 General Artificial Intelligence is even possible, **it appears inevitable that Stage 1 AI will, at the very least, radically improve.**

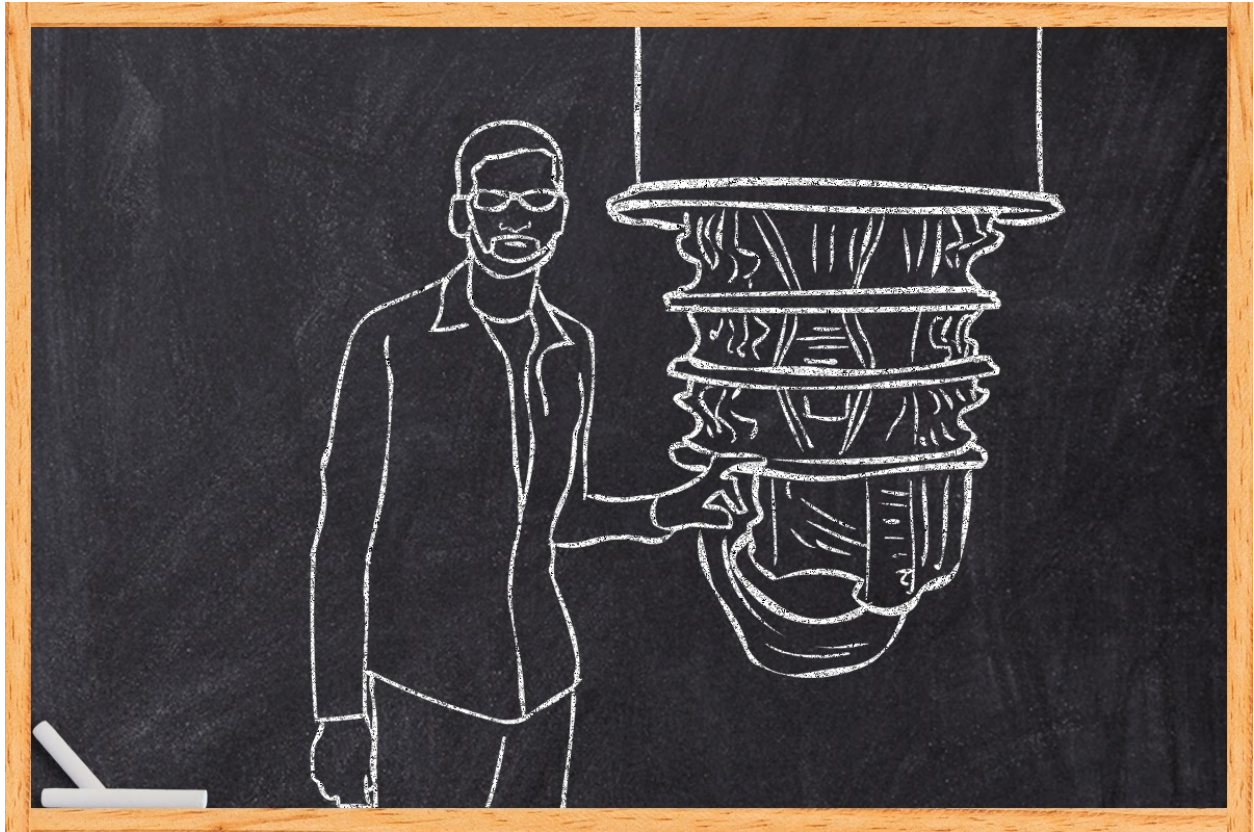
We have already proven **there are *some* things computers can do better than the smartest of humans in *particular* fields (cf. *Kasparov vs. Deep Blue*).** Does it really matter whether they could ever do *everything* we can do? **Perhaps the implications are the same regardless ... Hold that thought.**

Quantum Computing



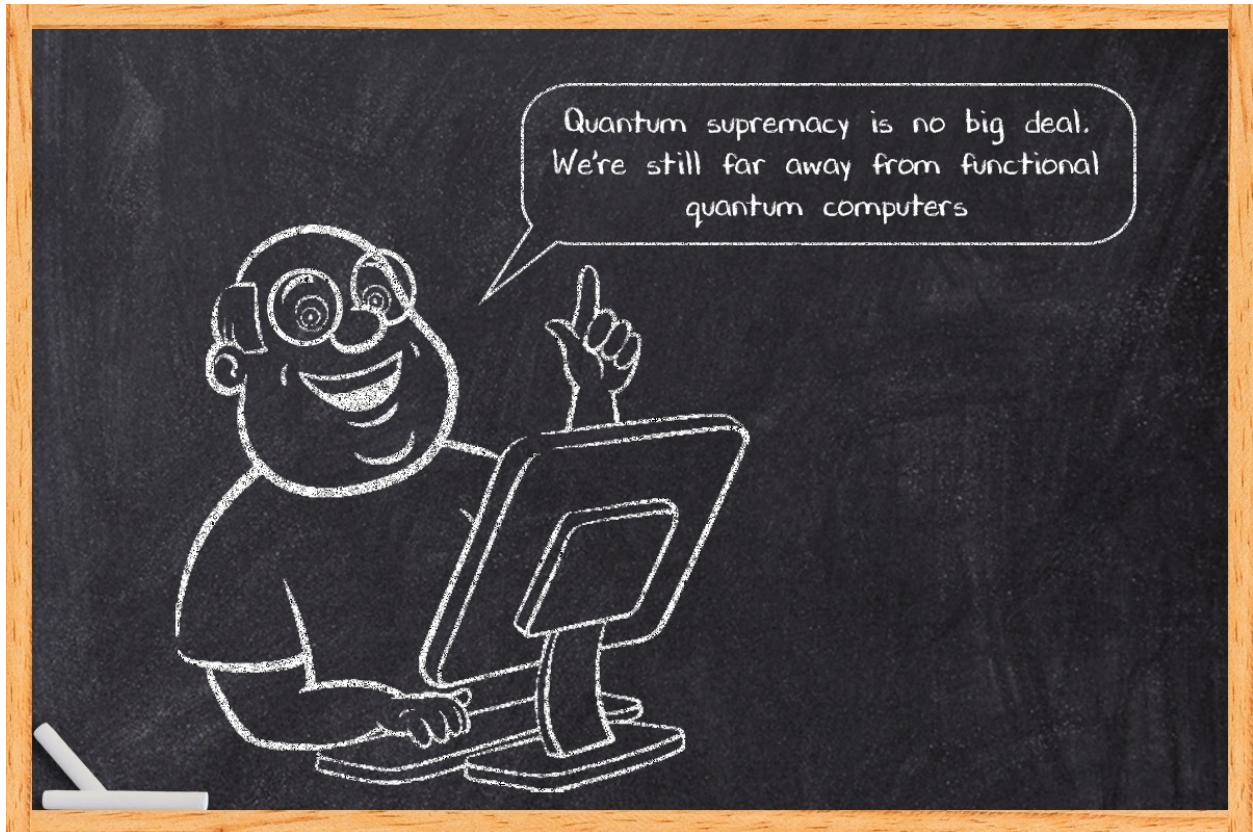
Traditional computing is based on binary code. That is, everything a computer can do is represented by a 1 or a 0. A quantum computer capitalizes on a phenomenon in Quantum Mechanics known as “quantum superposition.”

Understanding superposition requires a quite the geeky rabbit-hole-drive that may be a distraction for our purposes here. The simplest way to understand it: imagine instead of 2 bits, quantum computers can use 8. And this enables an astronomical increase in speed.



Quantum computing has remained largely theoretical and impractical. **The Quantum Supremacy Test** was the put-up-or-shut-up challenge posed to the manufacturers of quantum computers: “demonstrate that a quantum computer can perform a calculation significantly faster than a classical computer.”

On 23 October 2019 Google claimed that it not only passed the test - it did so with flying colors: **their 54qbit array could perform in 200 seconds what would take the world’s fastest supercomputers 10,000 years.**



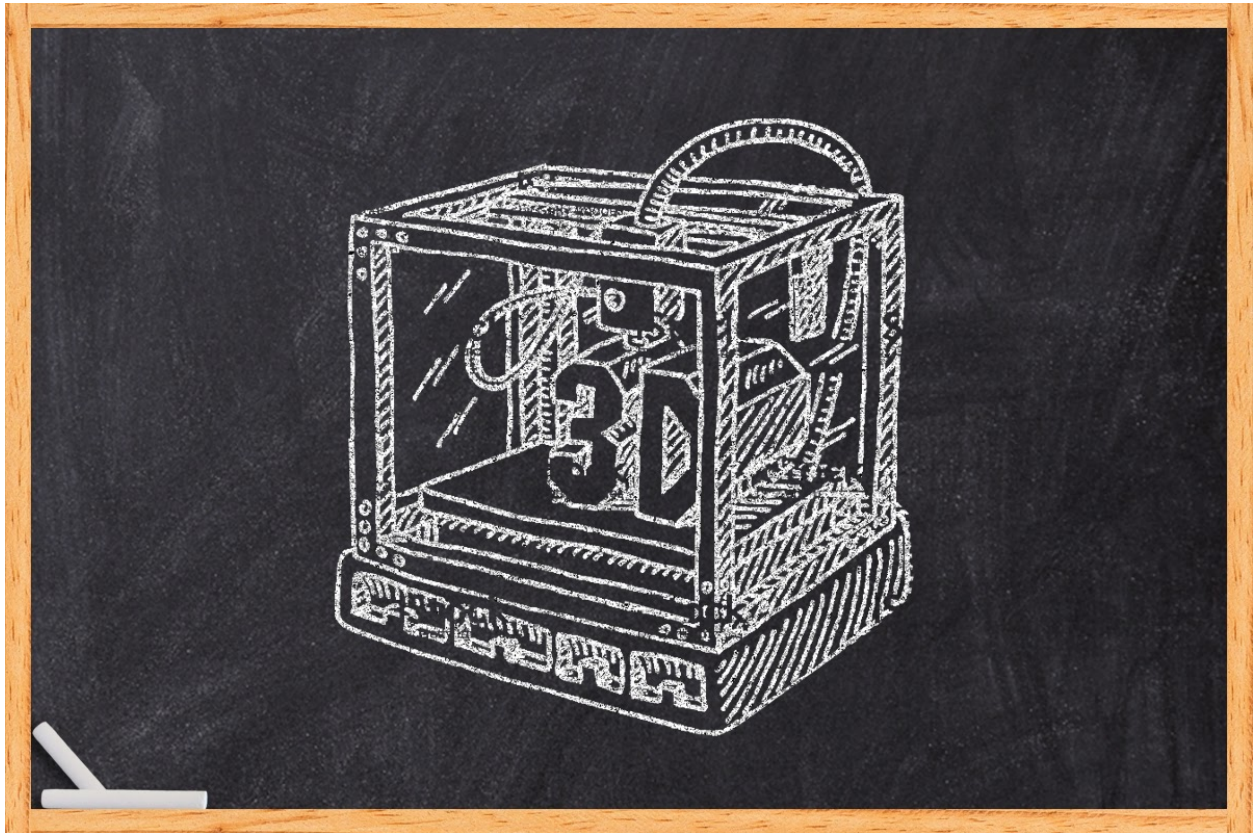
So sayeth many tech pundits.

And in one sense they are correct. Even Google acknowledges its quantum computer could only perform a single function. It was not even remotely complex enough to be able to perform the duties of a standard computer at those blazing fast speeds.

But ...

When we remember that “1% = 99%” ... how far away are we actually from having fully functional quantum computers?

3D Printing



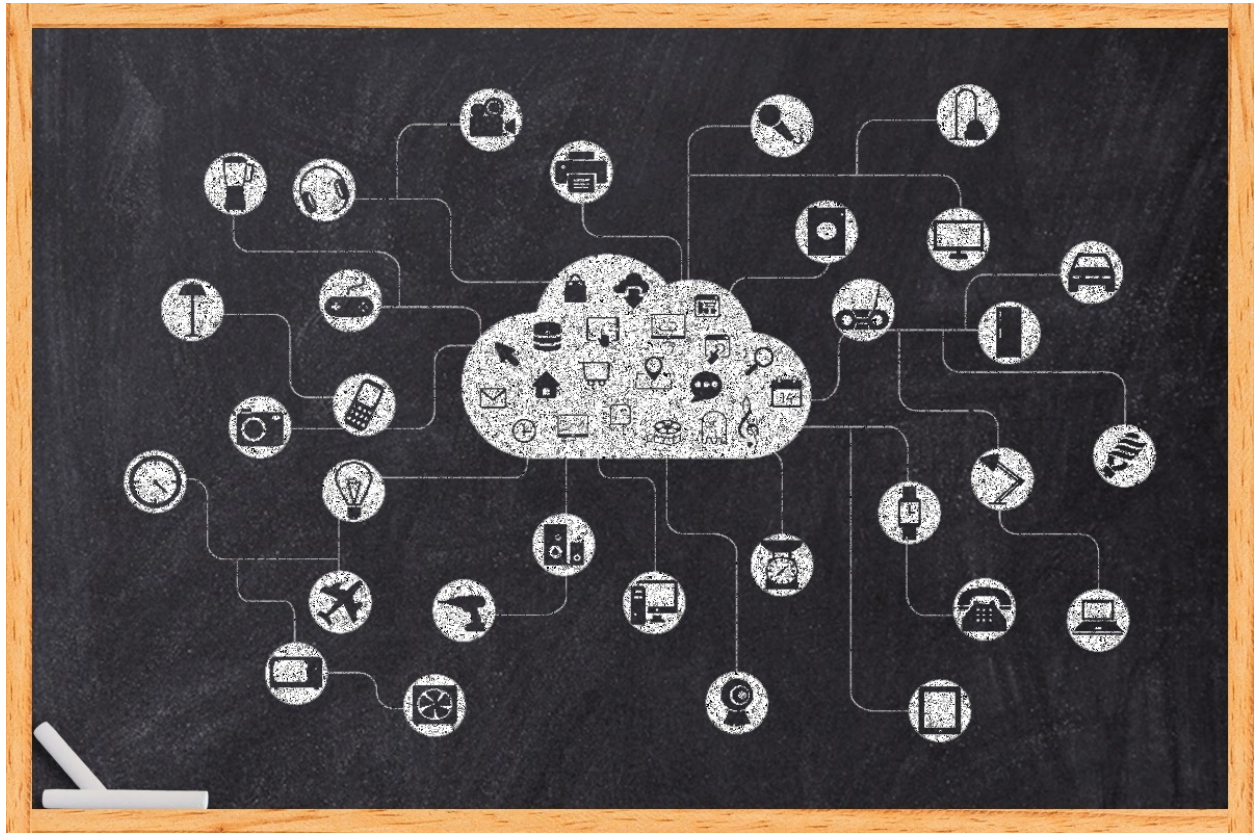
If the printing press represented an explosion of knowledge, 3D printing represents an explosion of objects.

Before the printing press books had to be painstakingly copied by hand. And the process was prone to error. 3D printing represents a similar increase in the speed and accuracy of the replication of objects.

The stuff of the future? Well, you can buy rudimentary 3D printers on Amazon today for as low as \$150 USD.

If 1% = 99% ... What's next? And how soon?

The Internet of Things



Imagine literally every device you own - from your clothes, to your watch, to your refrigerator - containing a sensor that is connected to the Internet.

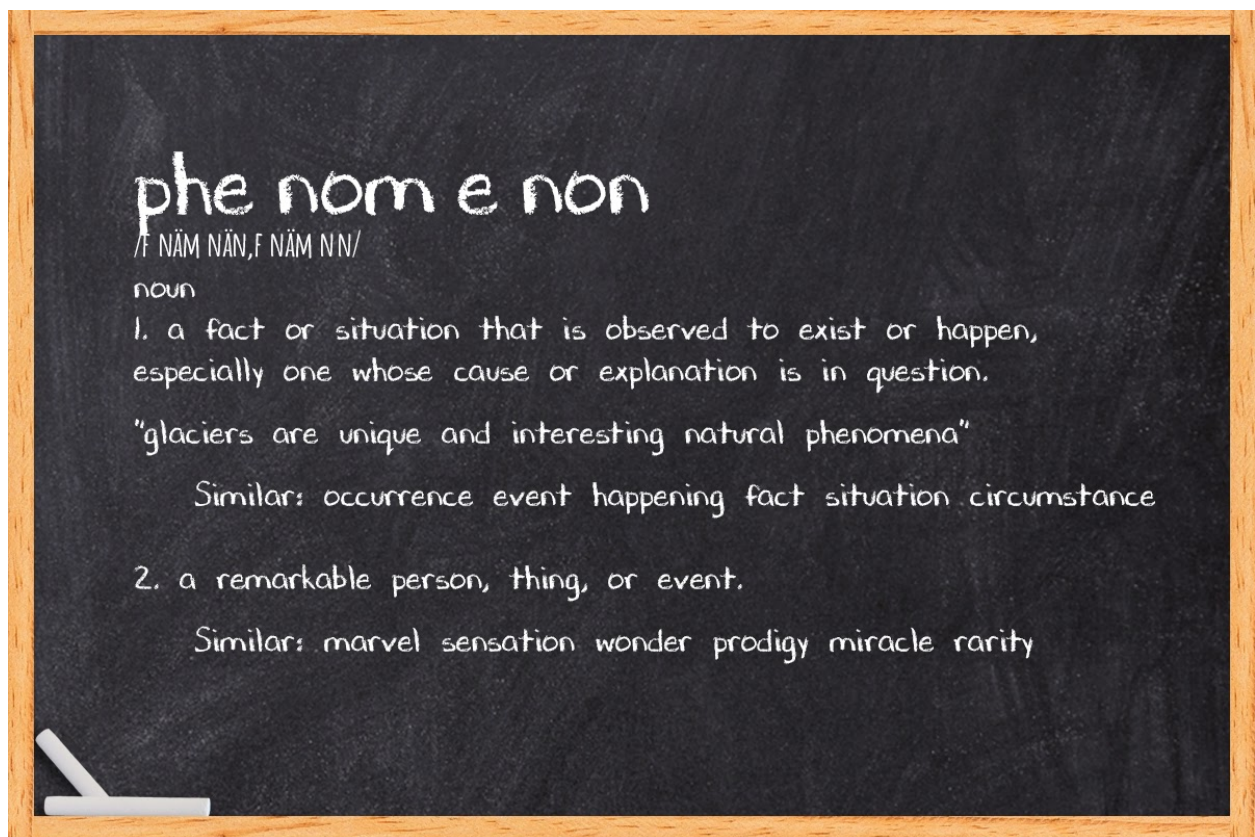
This is the “Internet of Things” that 5G represents.

But remember, the Internet of Things doesn't represent merely objects you own ... **It also represents objects that own *you* - whether you like it or not.** Imagine sensors everywhere. Tracking everything you do ... Everything you own ... Everything you experience ... Down to your biometrics.

Emergent Economic Phenomena

As a result of the trends indicated in “The Most Significant Numbers in History”, and the emergent tech those trends are spawning, we are beginning to observe some rather interesting “phenomena” in the business world.

But what does that mean, really?



Let me give you an example ...

Remember the notion that “**agriculture changed everything?**”

No agriculture. No cities. Do you think the proto-farmers of pre-history could have predicted the implications of their actions?

The phenomena I’m about to describe are easily observable and self-evident once you see them.

Ignore them at your peril ...

Understanding them will help you avoid enormous blunders in your choice of business ... may guide you toward unprecedented windfalls ... and may even save your life.

But they should also alert you to the notion that ...

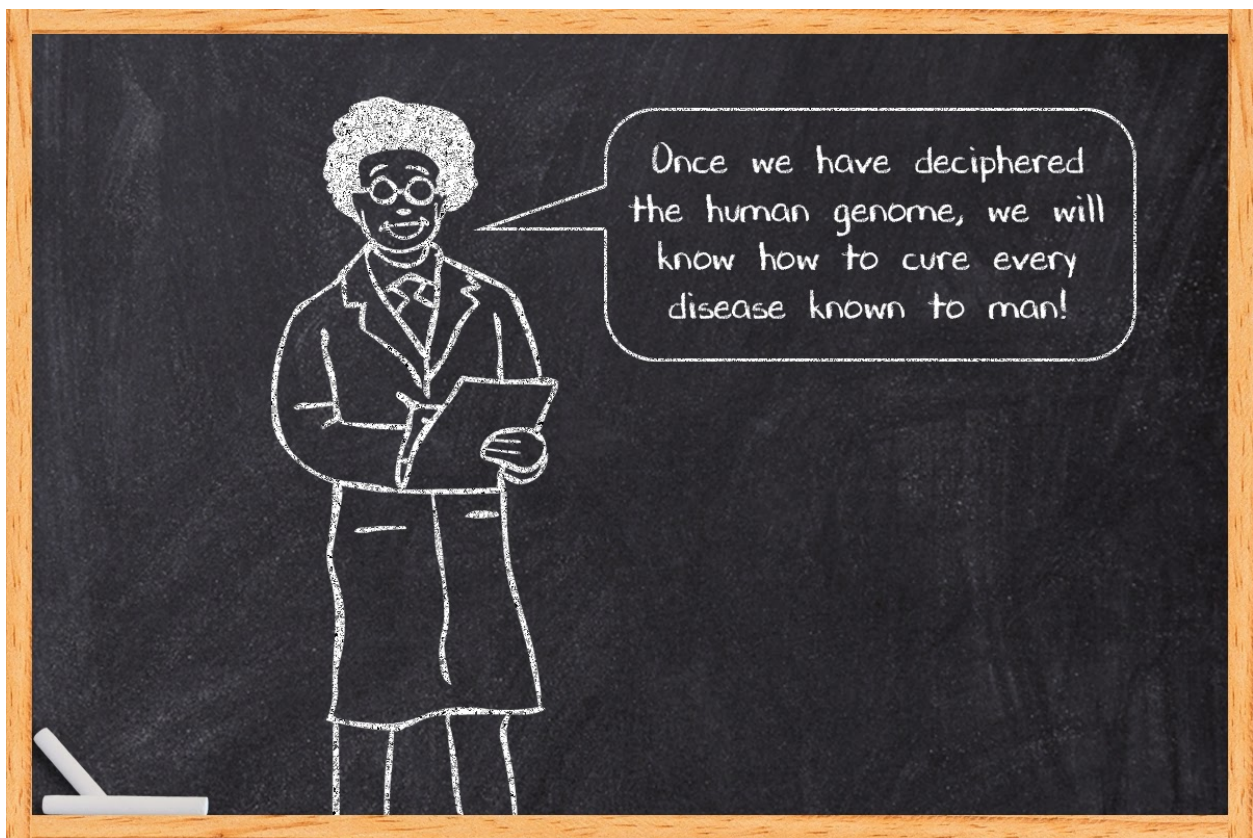
The world we are now entering will lead to further phenomena none of us can yet predict.

That, too, should guide your thinking and planning ...

The Strange Asymmetric Rise, Fall, and Rise of Middlemen

Futurists, like most scientists, have a tendency to take their observations too seriously. They often make one observation and turn it into a grand sweeping generalization that “explains everything”.

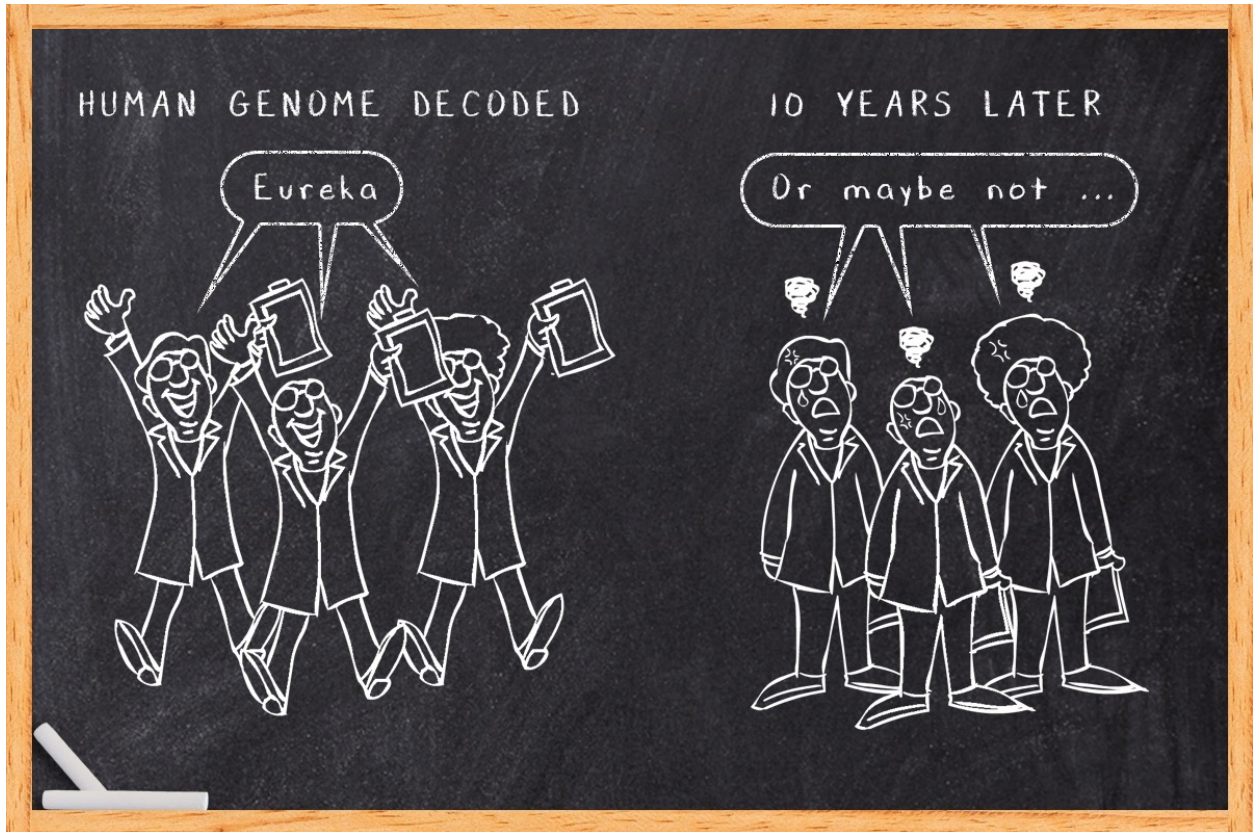
Perhaps there is none more dramatic than the **Human Genome Project** ...



But it didn't quite work out that way ...

It turns out the human body is **far more complex** than the early geneticists thought.

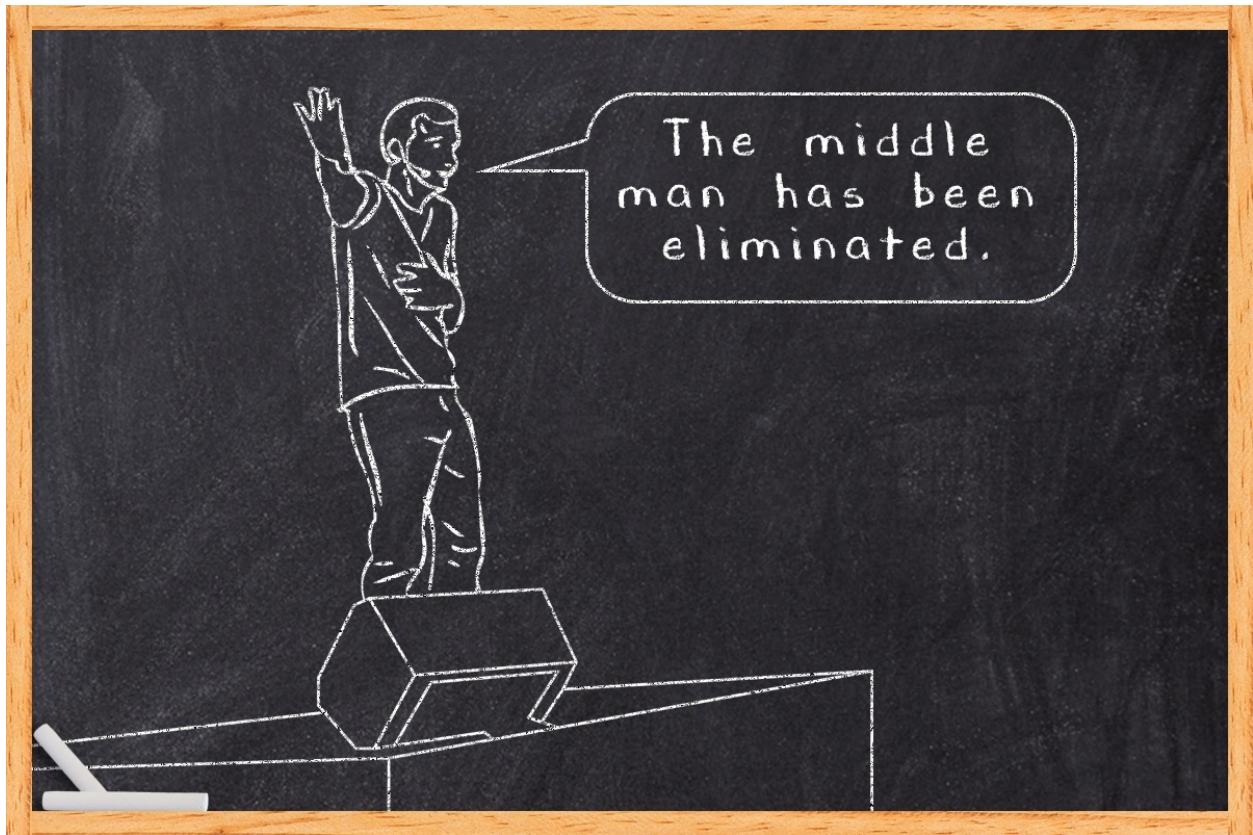
- It was assumed, since peptides are the hypothetical determinant of our phenotypic expression, and we have identified over 150,000 peptides in the human body, we would decode *at least* 150,000 genes. By the time the Human Genome Project was “complete” we discovered ... only 34,000 genes
- We have since discovered there is a “code outside of the genetic code” (epigenetic markers) that also affect phenotype. But - unlike genes - these epigenetic markers can be “flipped” into on/off positions ... and passed on to our progeny in the changed state (*totally undoing the old biological dogma that “Darwin debunked Lamarck”*)
- What we once labeled as “junk DNA”, some hypothesize, may play some vital role in the body after all
- And so on ...



Despite this constant cycle of dogma-to-disappointment, we still keep making the same mistake.

In Futures Studies, the same phenomenon is rampant.

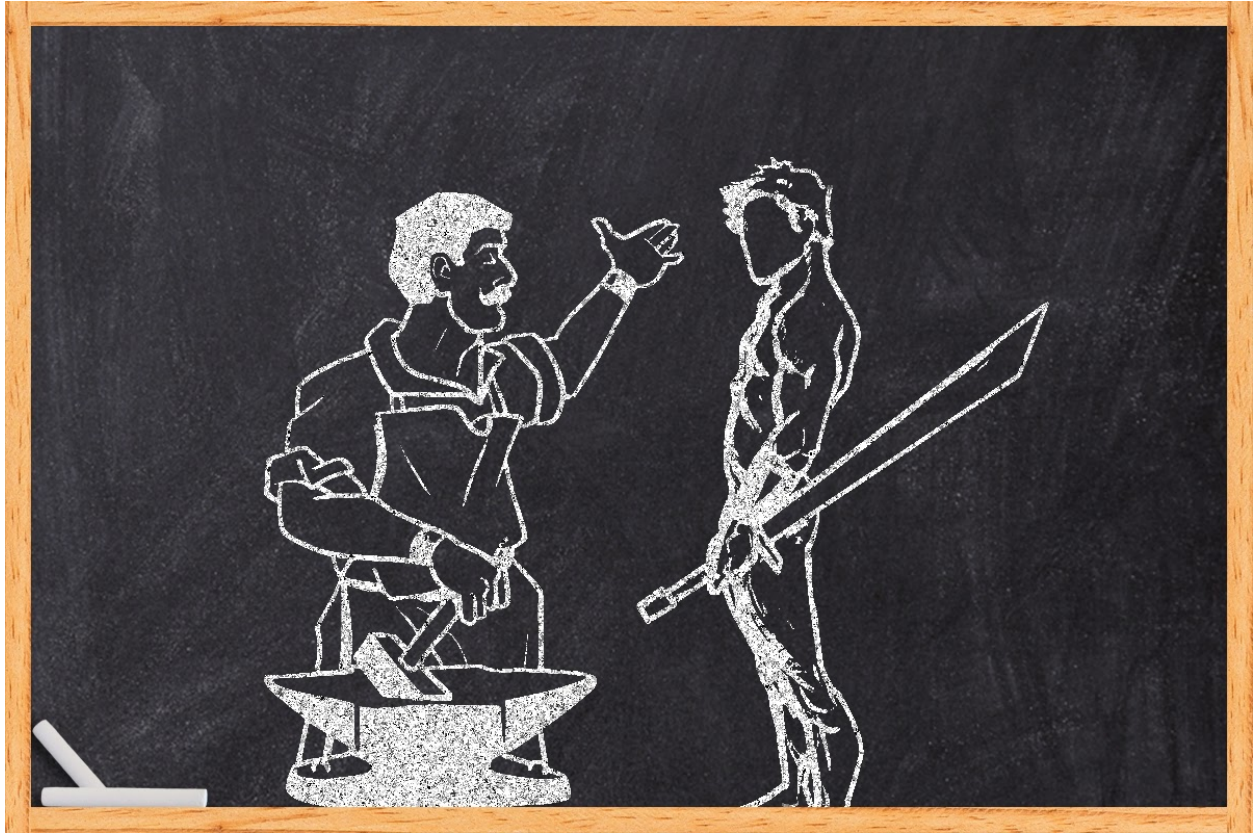
For example, it was in vogue for a while to say ...



But that's a very gross simplification of a far more complex set of phenomena.

To help you understand this, let me take you **on a journey through time** and give some examples that defy logic ... that defy any attempt to define them with a single unifying principle ...

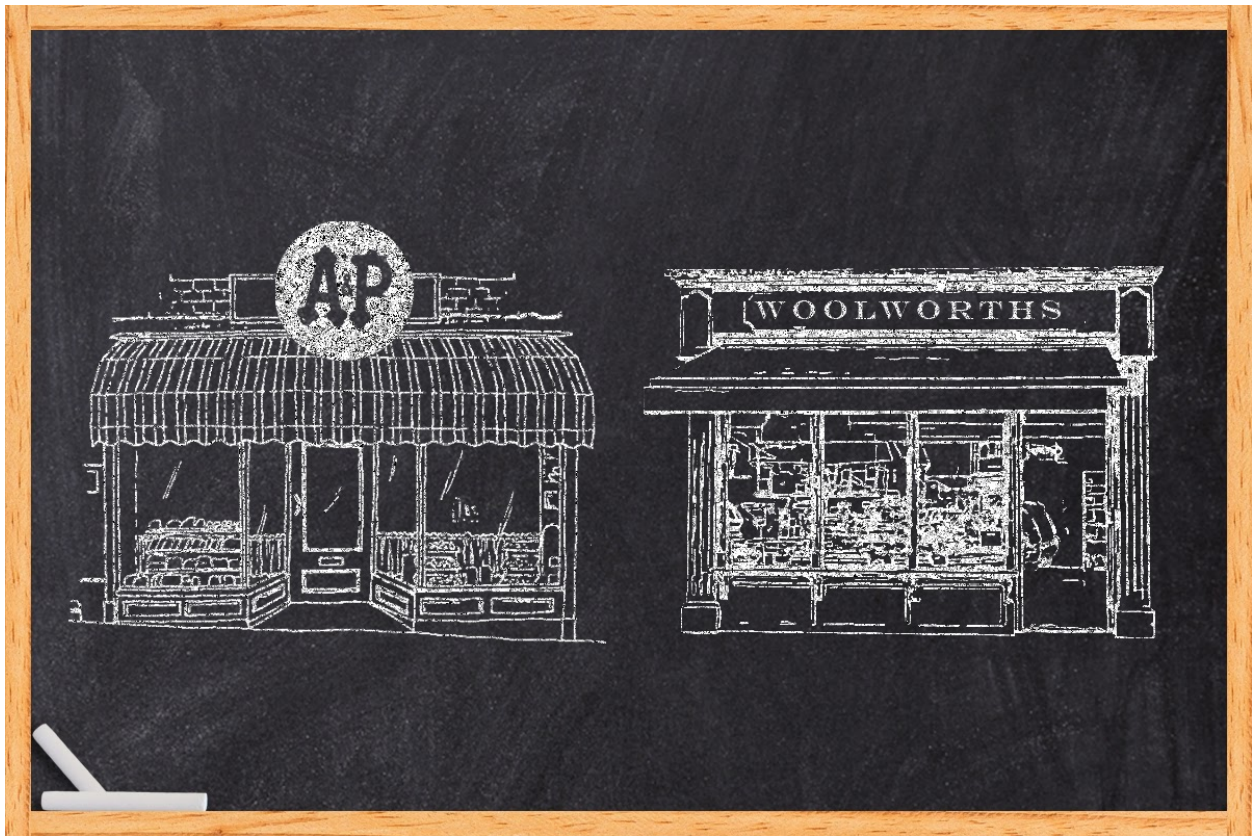
Back in the early days of commerce, most items were sold **directly by the people who made them to the people who used them ...**



In the 1700s, as pioneers began to settle into small territories, **general stores** began to emerge. The tiny towns were too small to support individual outlets for specific types of product, so a tiny general store would serve the town's needs well.



And then, with the combination of mass production and branding, a new phenomenon occurred: **the chain store.**



Immediately many varieties of chain stores arose ...

- General/variety stores (*AKA “five and dime” stores*)
- Department stores
- Grocery stores
- Specialty shops (*tobacconists, haberdashers, etc*)

What distinguished chain stores from their earlier pre-branding and pre-mass-production predecessors was the consistency in products sold. You would generally find the same brands of products available in any branch of a chain store.

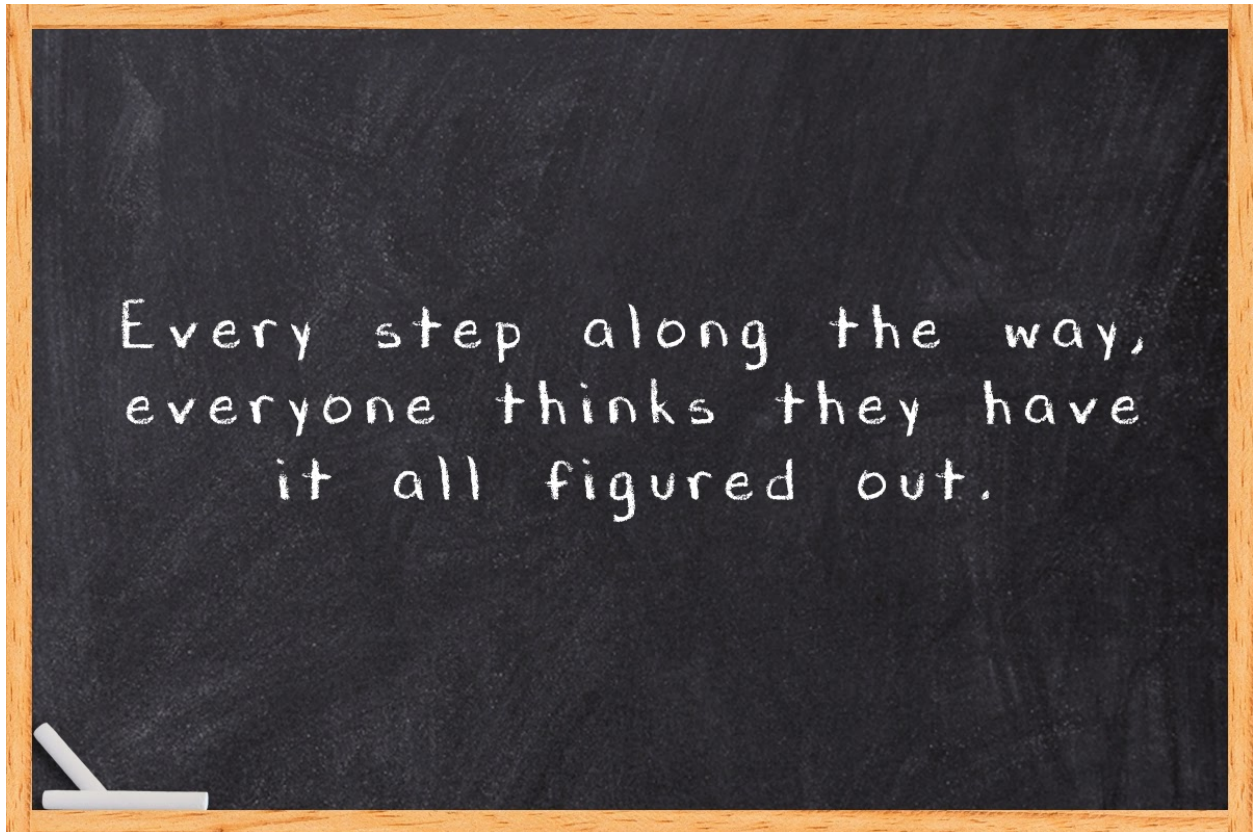
Now, notice how every stop along the way so far, these shifts have occurred for two reasons:

- **Sociological phenomena** (*for example, the settler movement*)
- **Technological advancement** (*mass production*)

These are the types of clues that futurists look for in order to “see the battlefield”. Combine these types of observations with numerical trends and it becomes easier and easier to predict the future.

But as you’ll soon see, as is always the case with any field of science, once we think we have it figured out, **the world changes in surprising** ways.

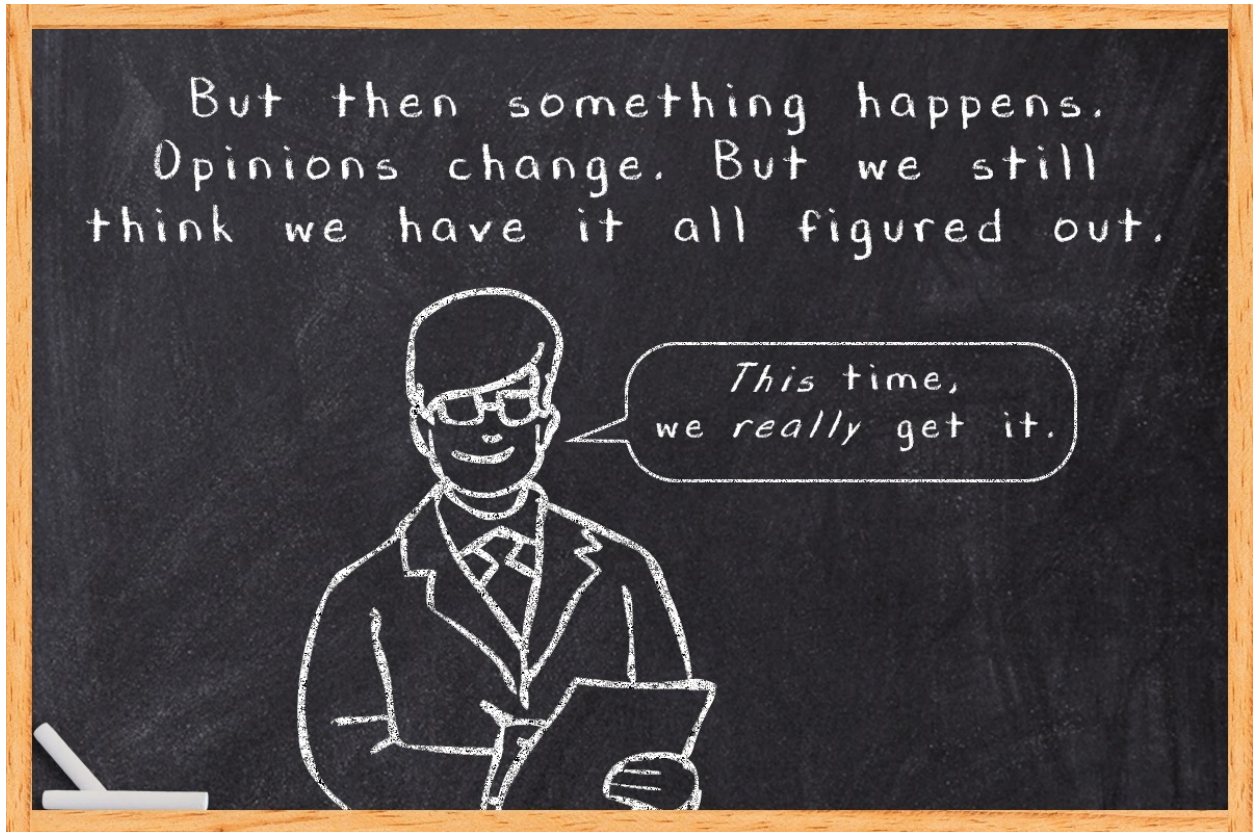
Yet still ...



For example, at every step we've examined so far, **it would have been easy to make grand sweeping assumptions.**

“To make real money, you have to own a general store!”

And for a while ... they were right. For decades one could have made a handsome living running a local general store that simply consolidated all of the local goods and shipped in a few specialty items as needed.

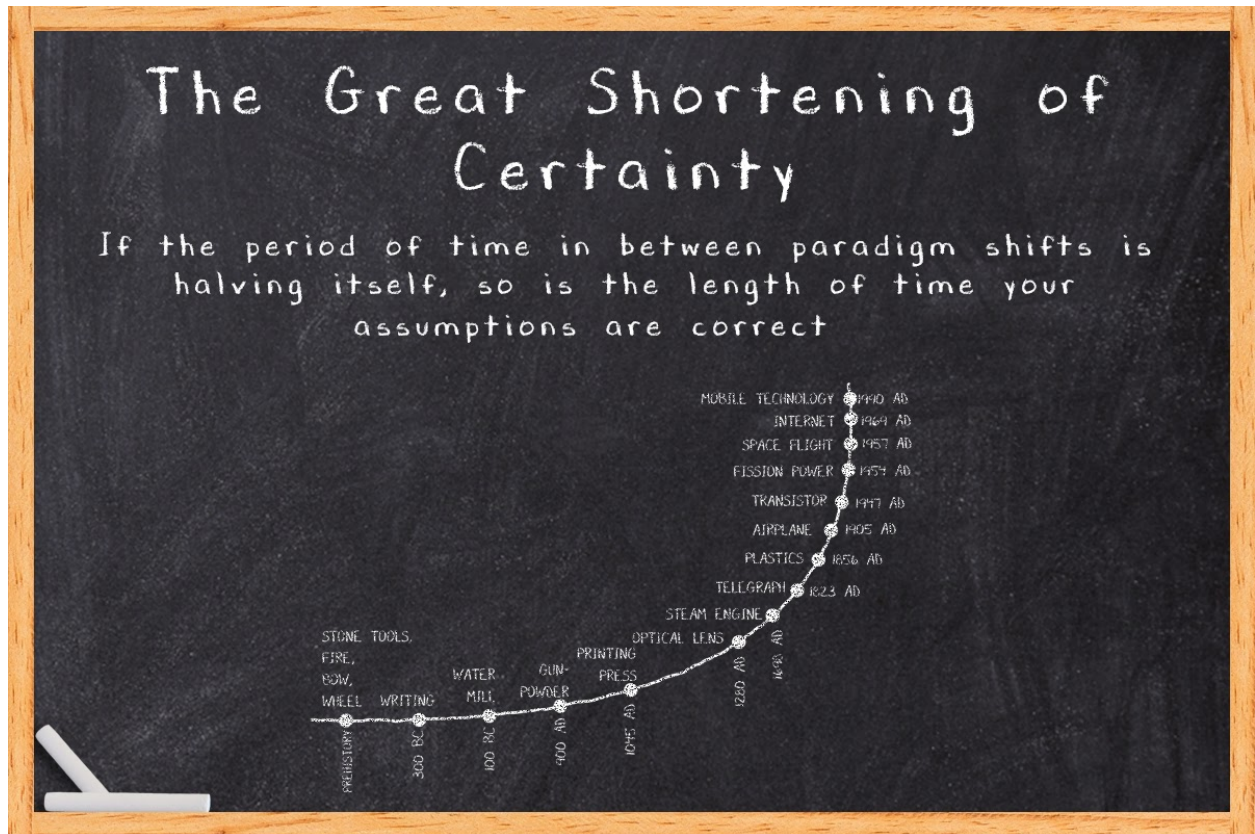


Once mass production hit, it was in vogue to say ...

“To make *real* money the easiest path is to either own a retail branded product or a chain store.”

And for almost 200 years, with some quite noteworthy exceptions (like the great industrialists), they would have been right!

But here's the problem ...

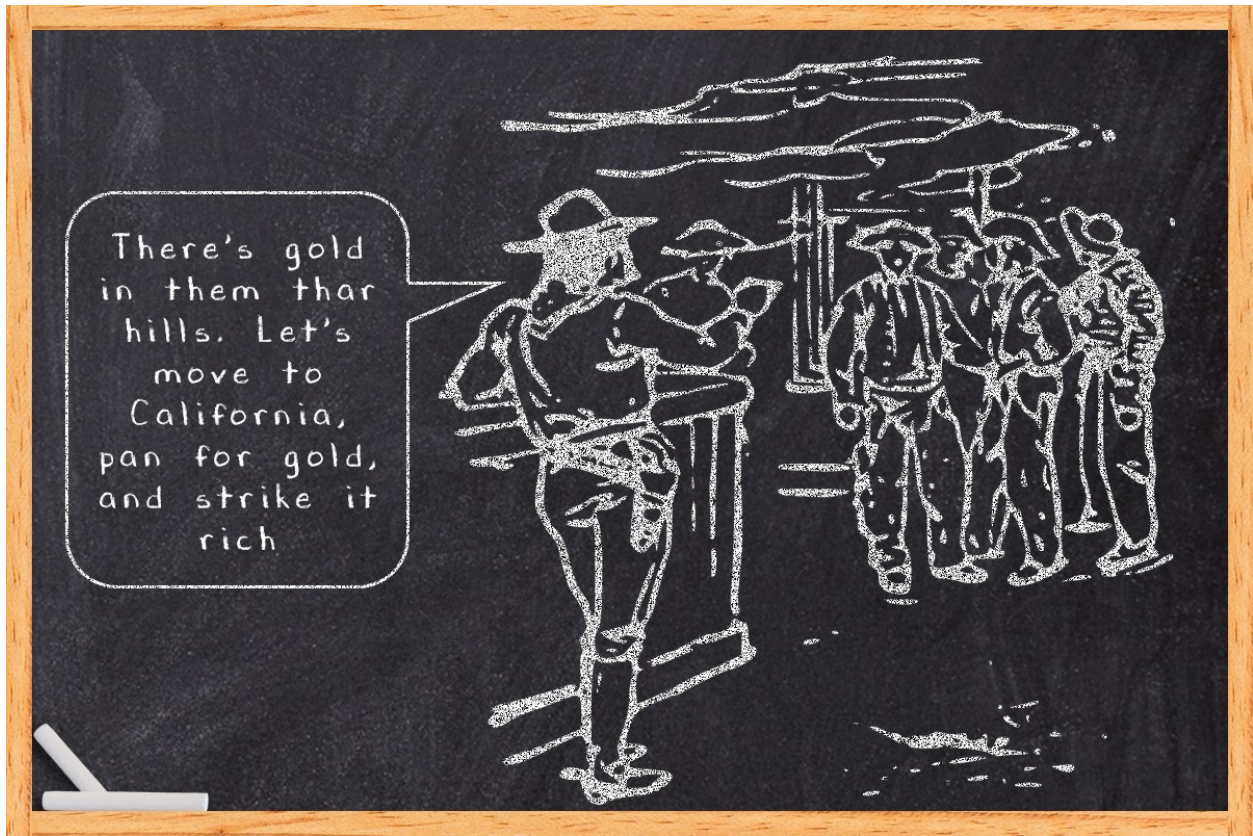


Let that sink in for a minute.

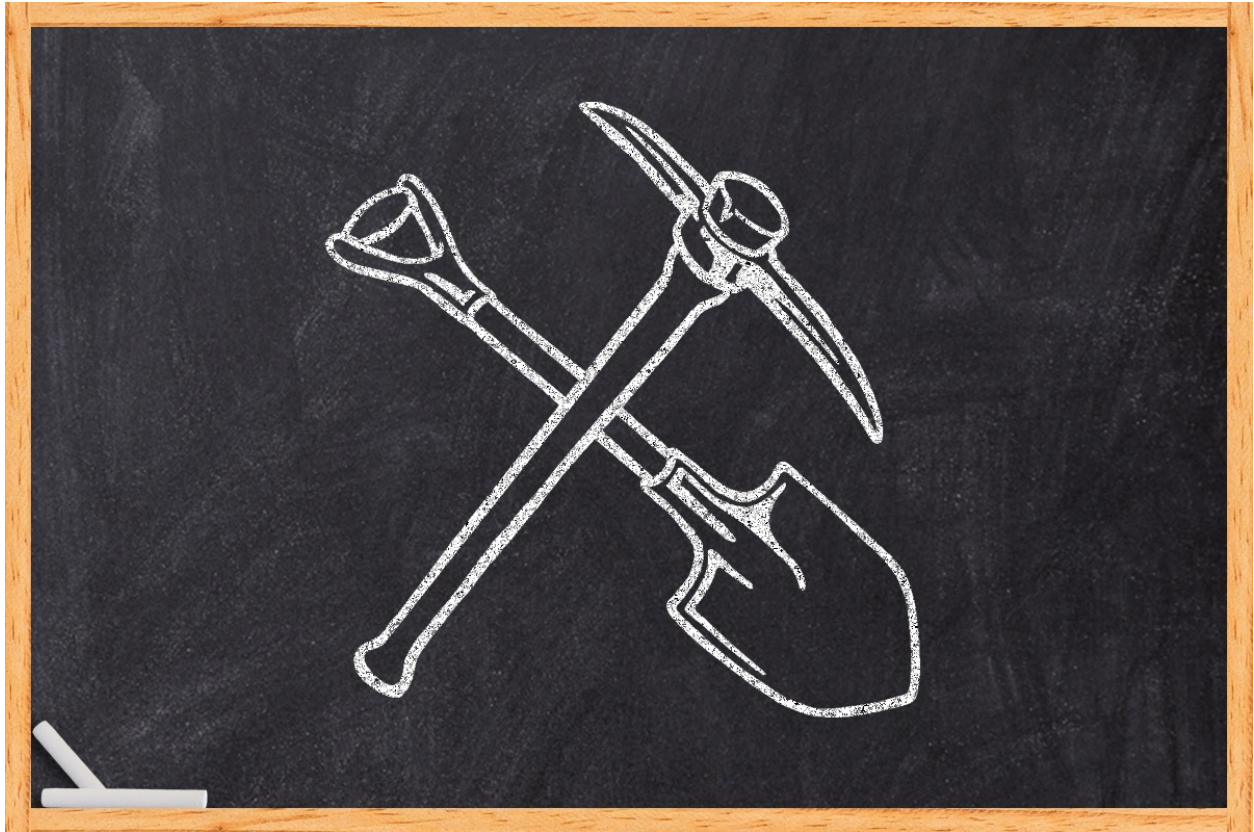
If you can grasp that, you're beginning to understand the volatility of the world we are now entering and the dire urgency of understanding the dynamic forces that are guiding it.

Now, let's continue the story to reveal more clues ...

Around 1849 the “Gold Rush” in the US occurred and everyone thought.



But guess who got rich in the gold rush?



It wasn't the miners. It was the people selling the tools ("pick axes and shovels") the miners needed.

Levi's, for example, wouldn't be the brand it is today without the shot in the arm the Gold Rush era gave it. Miners needed sturdy rugged jeans and Levi's quickly became the most trusted brand. (Remember that. It will come in handy later.)

So, not only do **paradigm shifts** and **social movements** determine how and where money flows ... sometimes completely unobvious or unpredictable phenomena do as well.

Hold that thought. Let's continue our historical journey ...

As these brands and chain stores grew, naturally **some became more dominant than others**. That phenomenon, combined with further advances in transportation and logistics gave birth to a new breed of chain store that, once again, “changed everything”

...

The superstores.



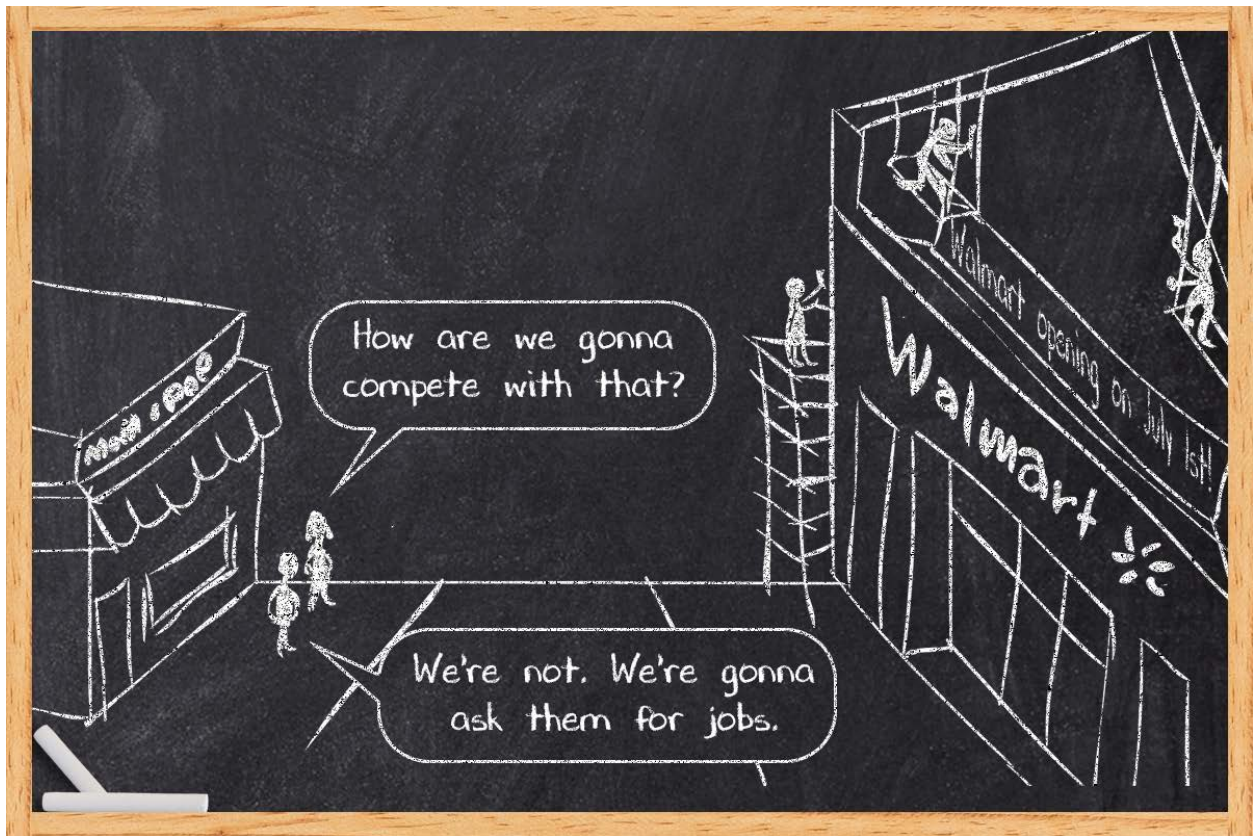
Let's create four ad hoc categories for this new breed so you can get a general sense of the larger phenomenon:

- **Mega-Specialty Chains** - these are specialty chain stores that are so extraordinarily successful in their field their very existence chokes out competition (like Blockbuster Video)
- **Department Stores** - these are like a series of “specialty shops” all under one roof that are so successful their existence tends to make smaller specialty shops that cater to one of the departments of the department store die off (*Macy's is the classic example and was, for a time, the largest*)
- **Supermarkets** - a grocery store that also contained general household items - and one that is so successful that its mere presence kills off competing smaller stores ... kind of like an old “general store” on steroids (in the US right now Kroger's is the largest, but they tend to be regional phenomena)
- **Hypermarkets** - like a supermarket and a “department store” combined

Note the common themes:

- The **marketing impact** of a mass chain store brand
- The larger **buying power** of a mass customer base to make it impossible for smaller competitors to compete on price
- The **increased efficiency** of a finely tuned supply chain (further lowering costs)
- The **convenience** of a larger selection in one location

Whenever a superstore like this arrives on the scene, it tends to “suck the oxygen out of the room” and make it harder for smaller competitors to survive.



Indeed, a very common phenomenon when any of these superstores arrive is that smaller competitors very quickly close their doors. It rapidly becomes economically unviable for them to stay in business.

Of course to this day there are specialty shops that still survived ... they are generally:

- In areas so **rural** superstores don't exist
- Offering products that are **too rare to be profitable** at superstore scale
- High end **luxury** brands too expensive for mass consumption
- Offering something **uniquely unavailable** at superstores
- etc

For decades the superstore phenomenon was one of the single most disruptive forces on the economic battlefield, but then

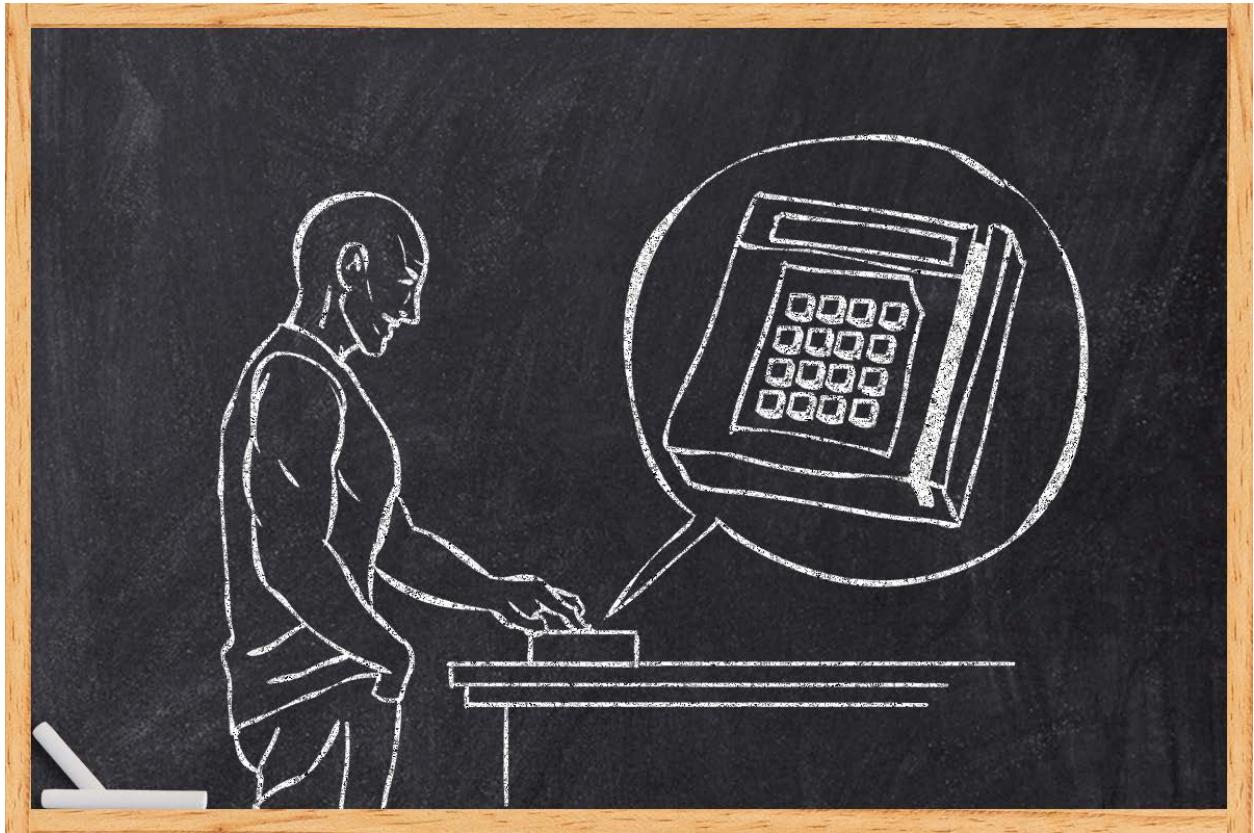


... the Internet happened.

Even though guys like me were playing around with the Internet as a marketing and commerce tool way back in the early early 1990s, it wasn't until 1995 and **the invention of the SSL certificate** that online commerce was officially born.

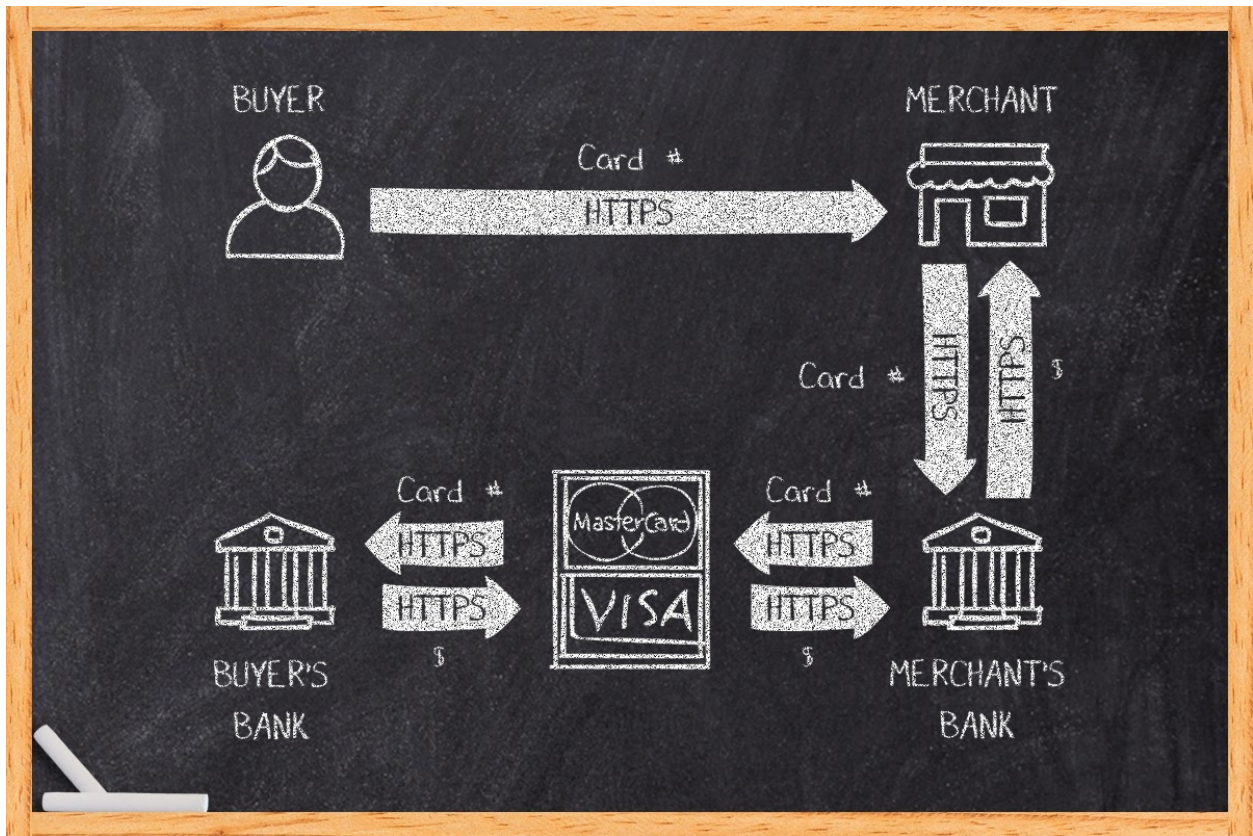


Before online ordering was “secure”, even though we were promoting products online, we generally had to take orders by phone or mail ... and some brave souls would email us their unencrypted credit card info.

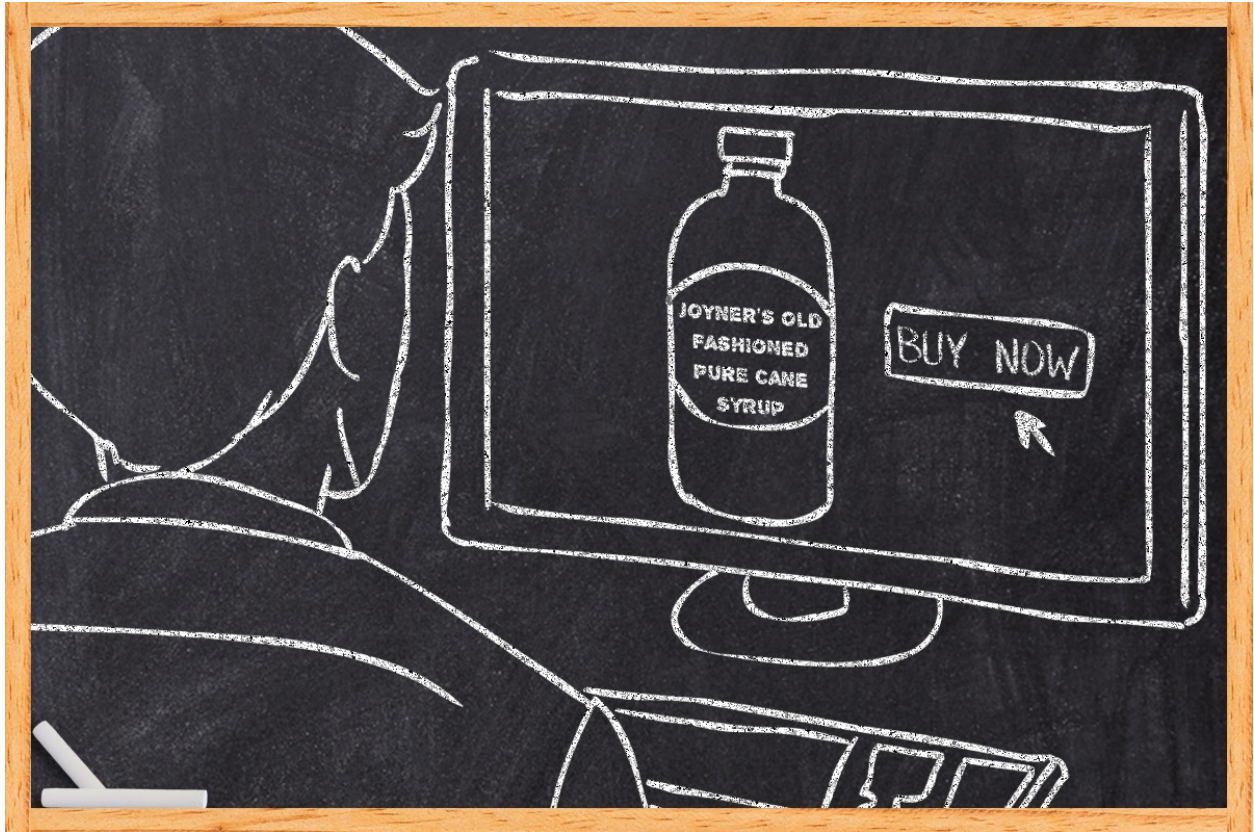


But 1995 was when things really took off ...

With SSL encryption, credit card companies gave the official OK to not only transmit credit card data online, but to automatically process the orders.



The first major source of disruption the SSL-enabled Internet created was the **direct-to-consumer-at-low-cost** phenomenon ...



In one sense, it was a **step backward**. We went back to the days when a guy bought his swords directly from the blacksmith.

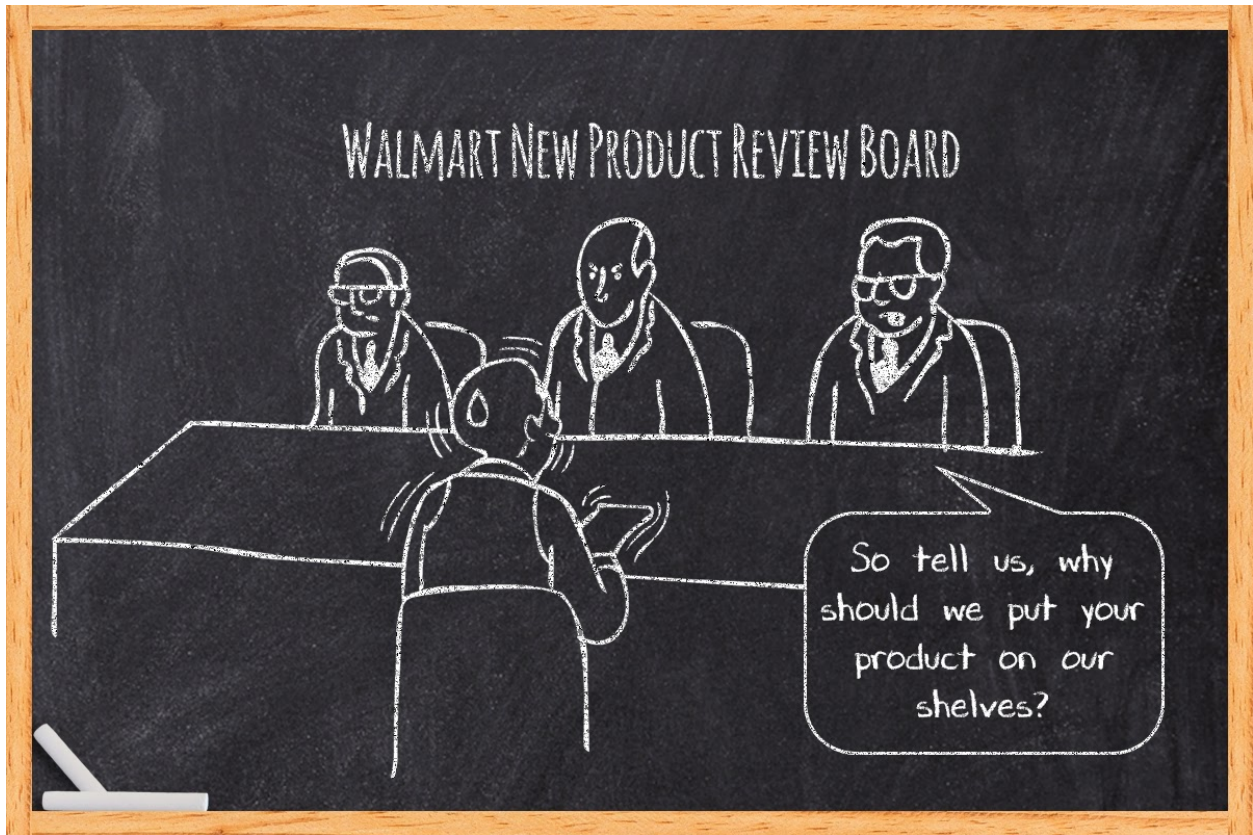
But in another sense, it was a **giant leap forward** ...

A guy like me, way back in the early 1990s, could put up a web page on the Internet, and anyone could visit that site for free.

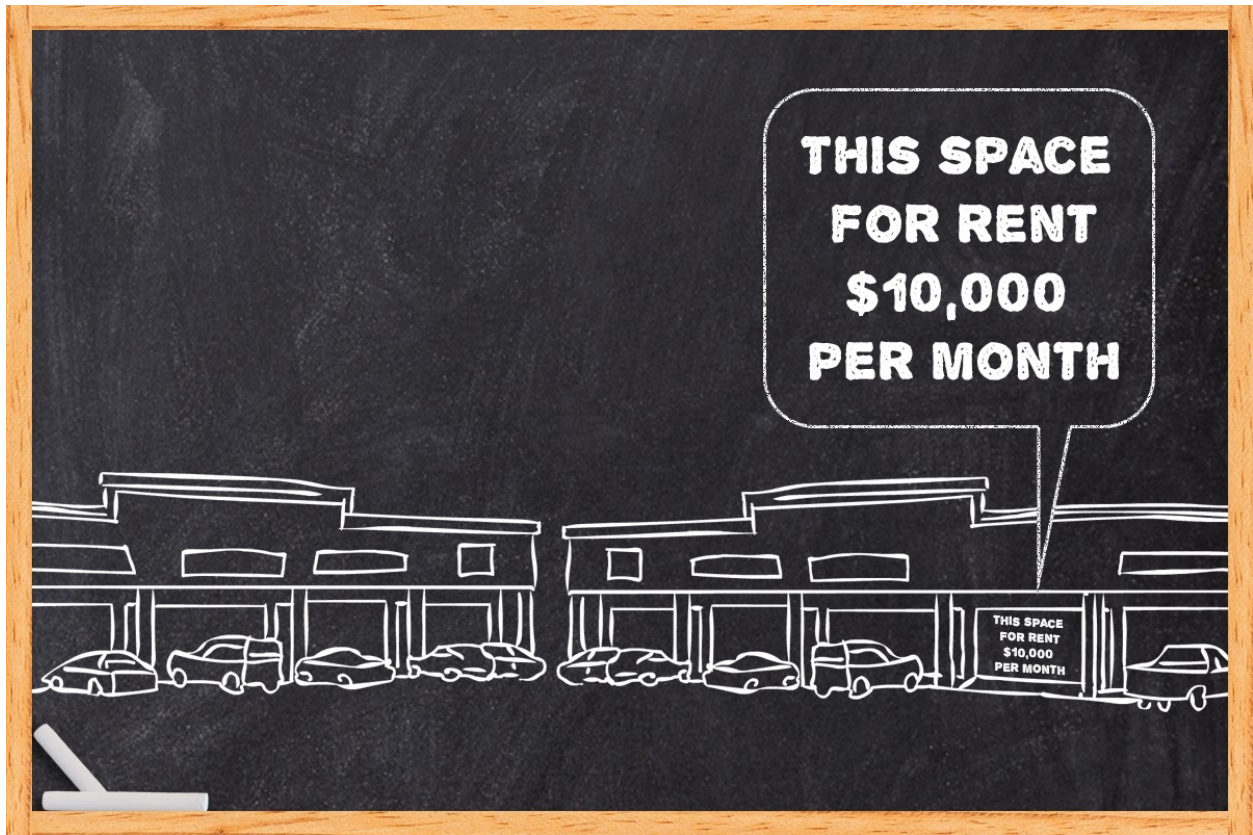
I didn't have to pay for advertising ...



I didn't have to beg stores to carry my product ...



I didn't have to buy retail space for my own store ...



I could just set up a page and ... sell!

To this day people like you and me have been taking advantage of this phenomenon with varying degrees of success.

Some of us start small businesses that go nowhere.

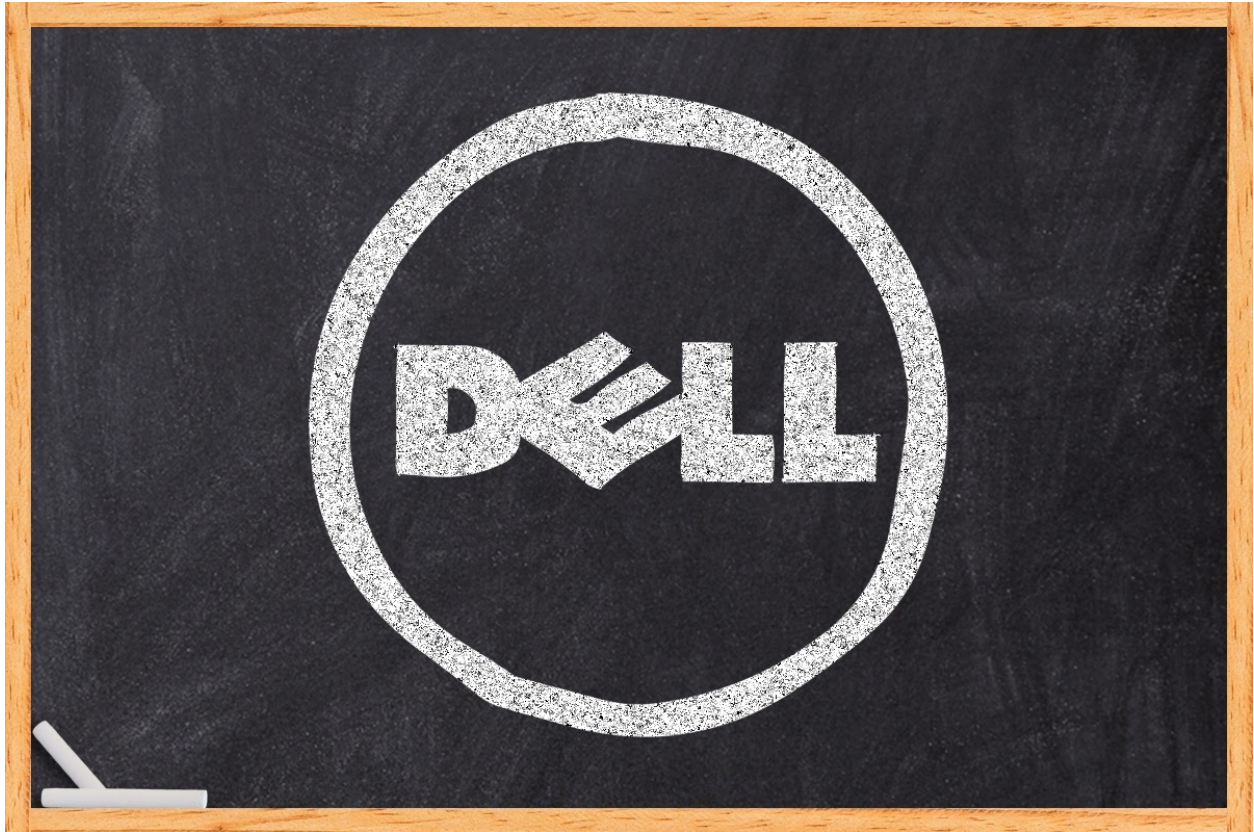
Some of us start small businesses that earn a modest income - sometimes enough to quit our day jobs.

Some of us launch majorly successful brands.

Some of us, however, totally disrupt the marketplace in new and exciting ways, as you soon shall see ...

Further disruption occurred as a natural phenomenon of the technology that was available on the Internet.

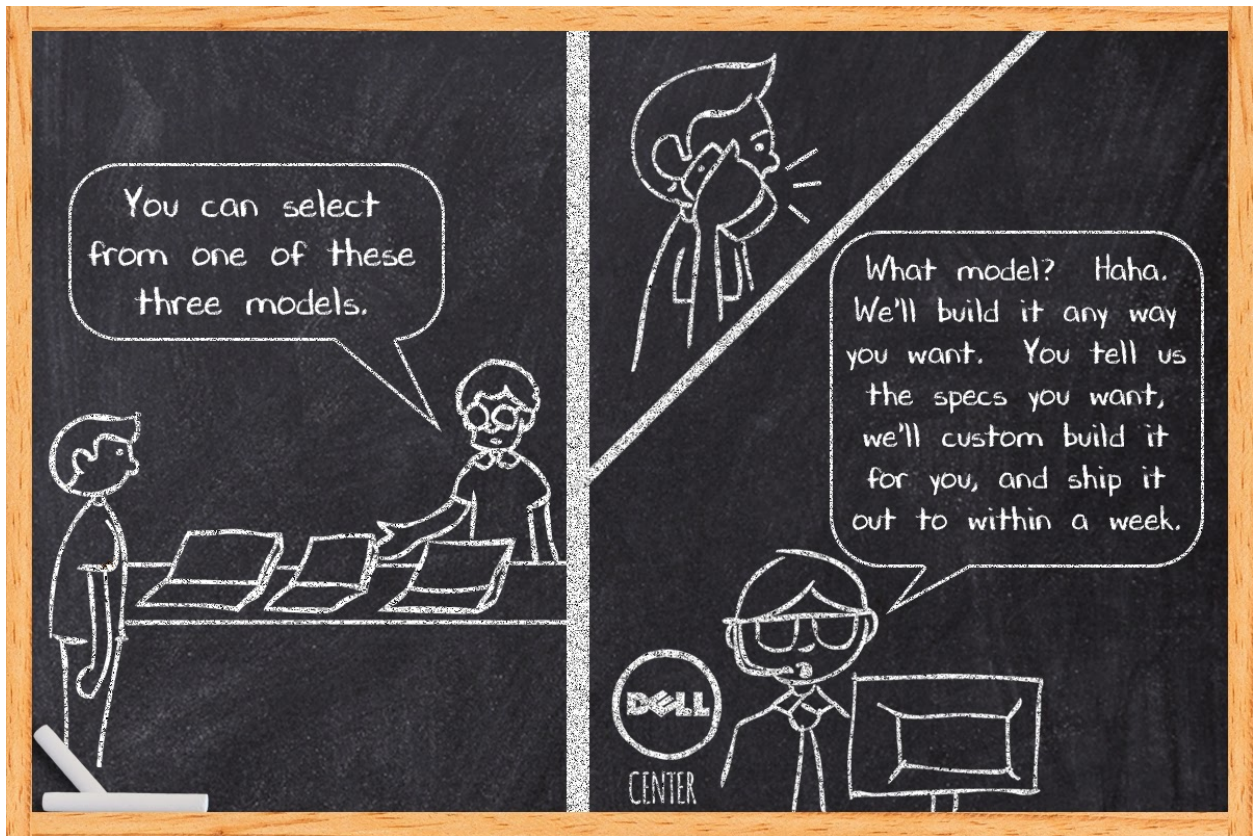
Let me give you a few examples ...



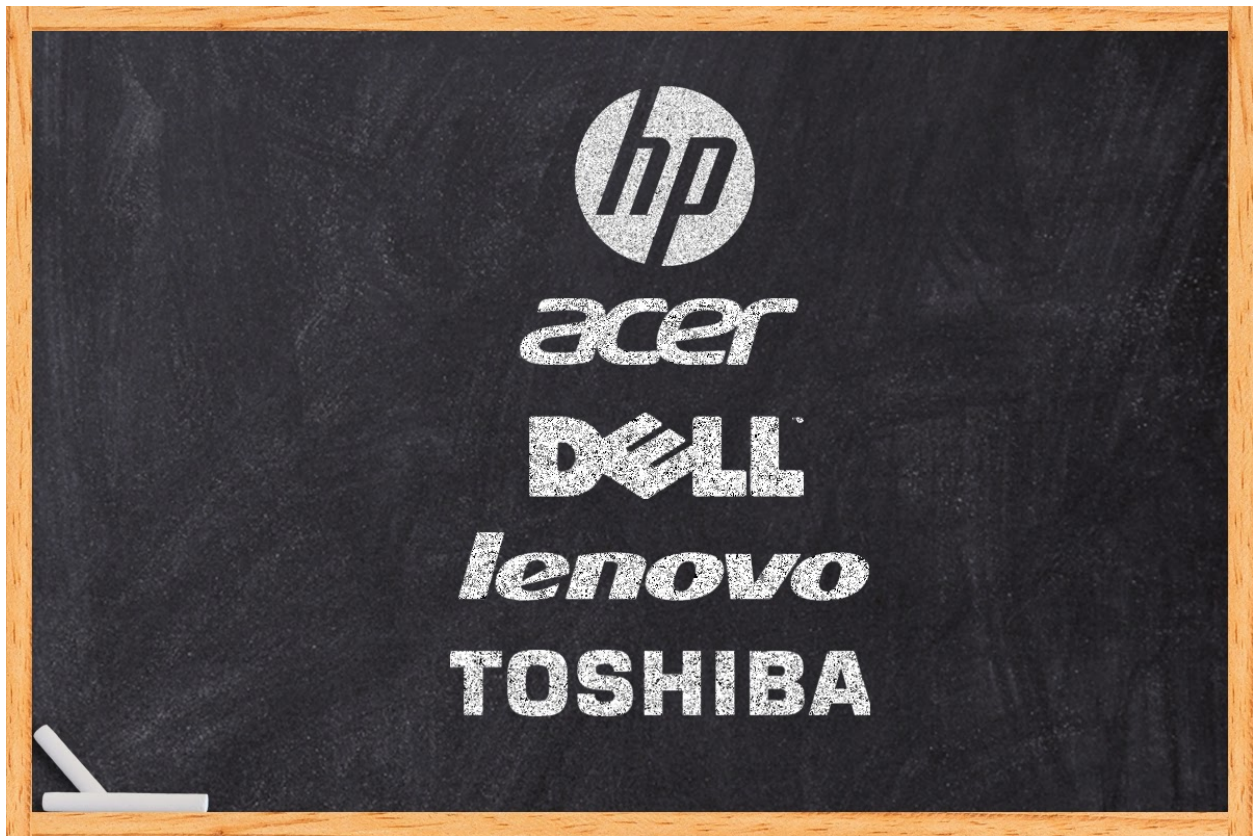
In 1996 Dell took its operations online and it **forever changed the way computers would be sold.**

Instead of selling their computers in stores, and having all of the extra expense of complex supply chains and retail middlemen, they would sell direct-to-consumer, leveraging the technology of the Internet.

This allowed them to not only **compete on price**, but to also create a more **custom experience** for the consumer. They would build each machine specific to the needs of each consumer.



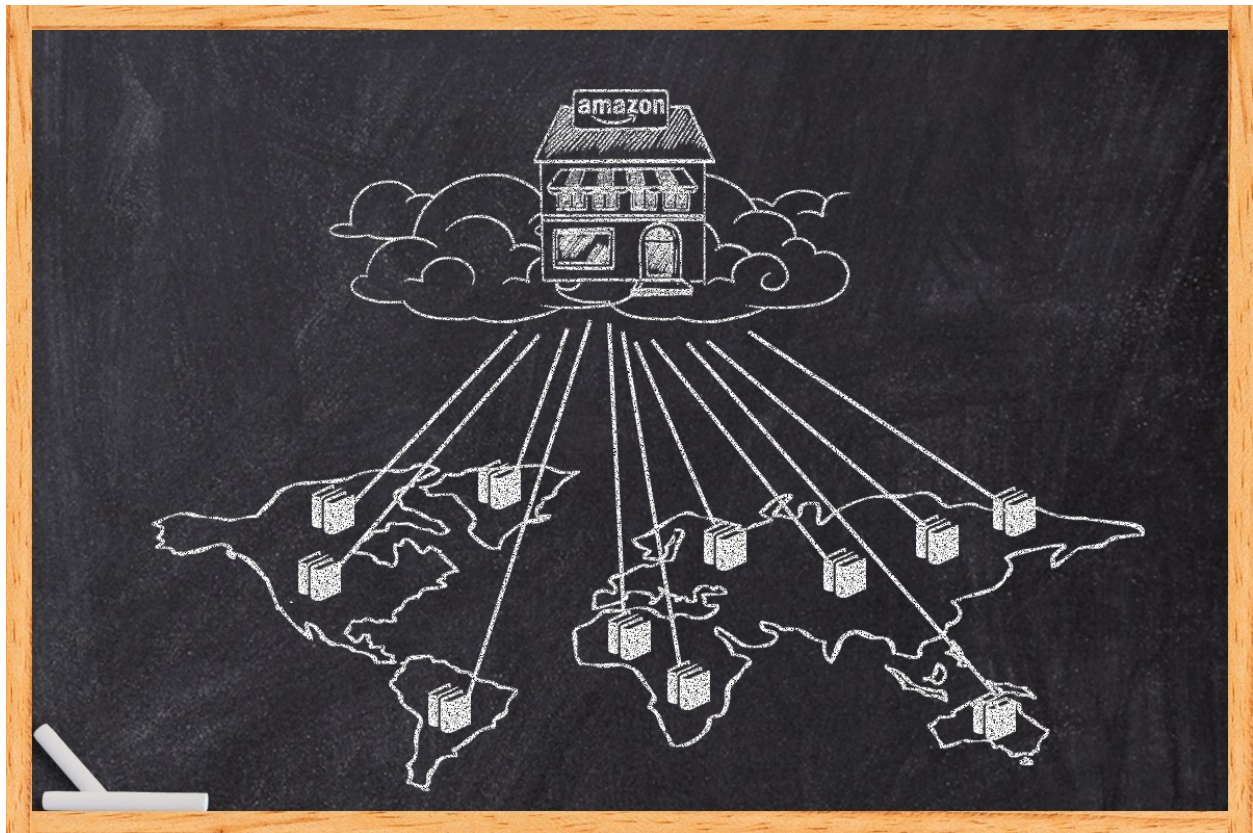
As I write this, Dell is still the #3 personal computer manufacturer and sells 16% of all of the computers sold in the world.



Dell is but one of many direct-to-consumer retail brands that have done extremely well because of the Internet. They took a big bite out of the store based computer business and represent the first wave of a larger trend that will become clearer as you read on ...

Another interesting phenomenon is what we can call, for lack of a better term, **online specialty superstores**.

Amazon was one of the first ...



Imagine **one giant bookstore in the sky** that can get you any title you want at a competitive price, and ship it right to your door. No more time spent calling up the bookstore to find out whether the book you want is in stock. No more time spent driving to the store.

Not long after Amazon opened its doors, bookstores became rarer and rarer. Today even most big cities only have a handful.

How does a small store - or even a specialty superstore - compete with **superior convenience and a superior supply chain?**

They don't.

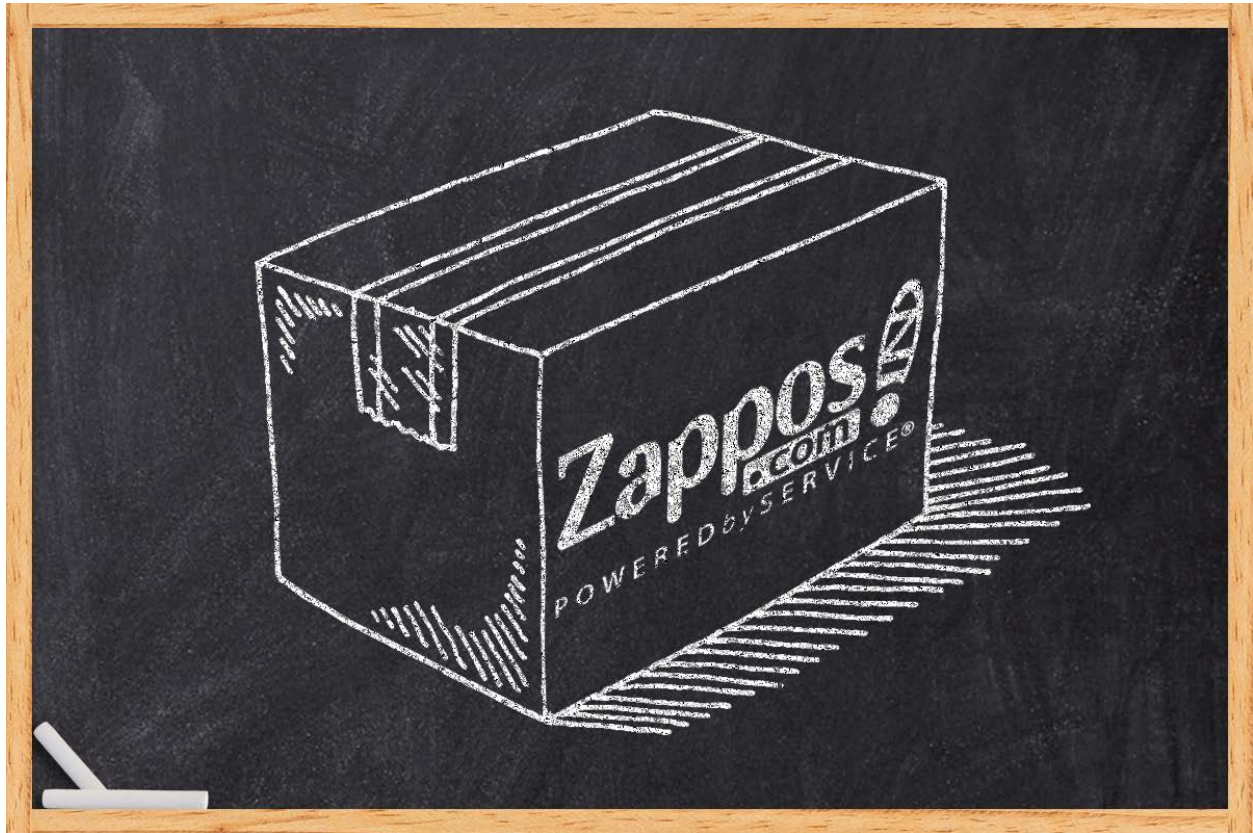
They die.

Then ... Amazon morphed into something completely different.

More about that in a minute.

First, let's look at a few other examples ... and another interesting phenomenon that is changing everything.

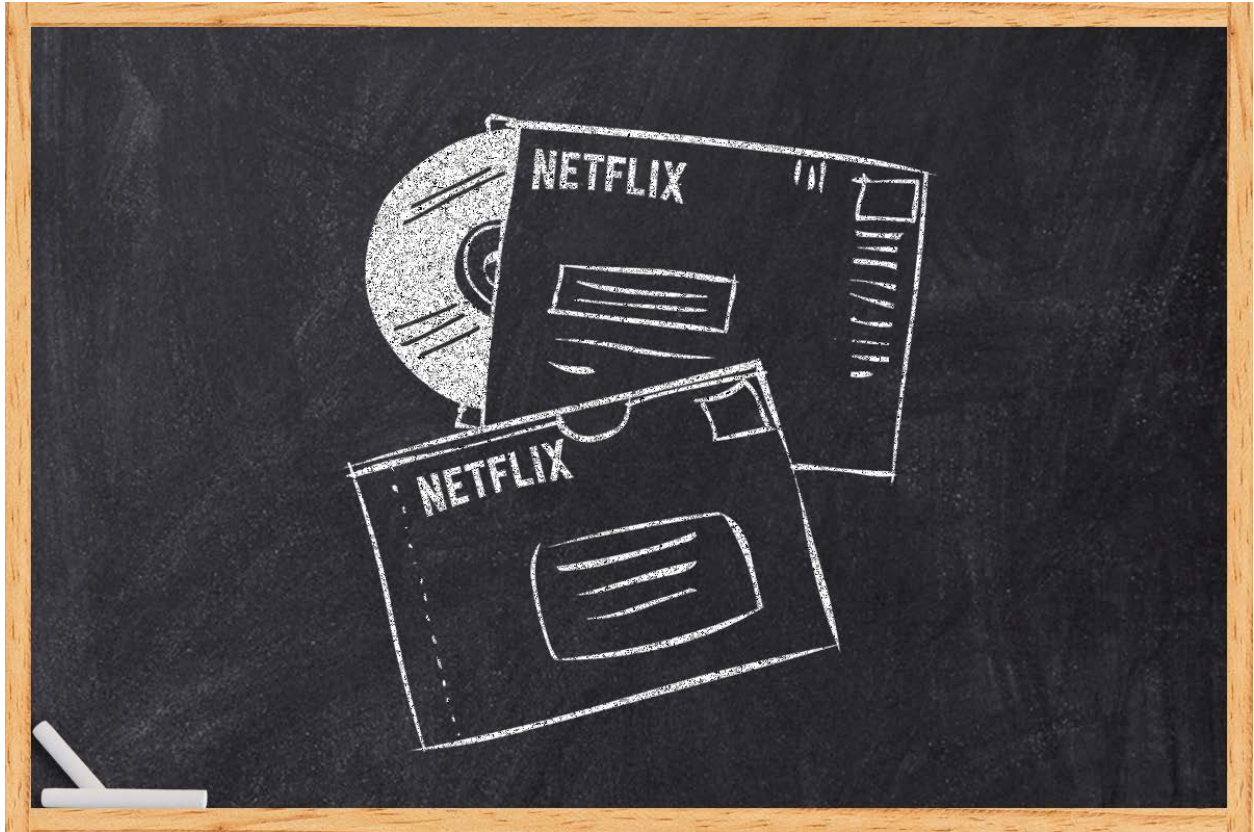
Amazon-like stores have popped up in many vertical markets ...



We had Zappos for shoes ...



Sweetwater for musical equipment ...



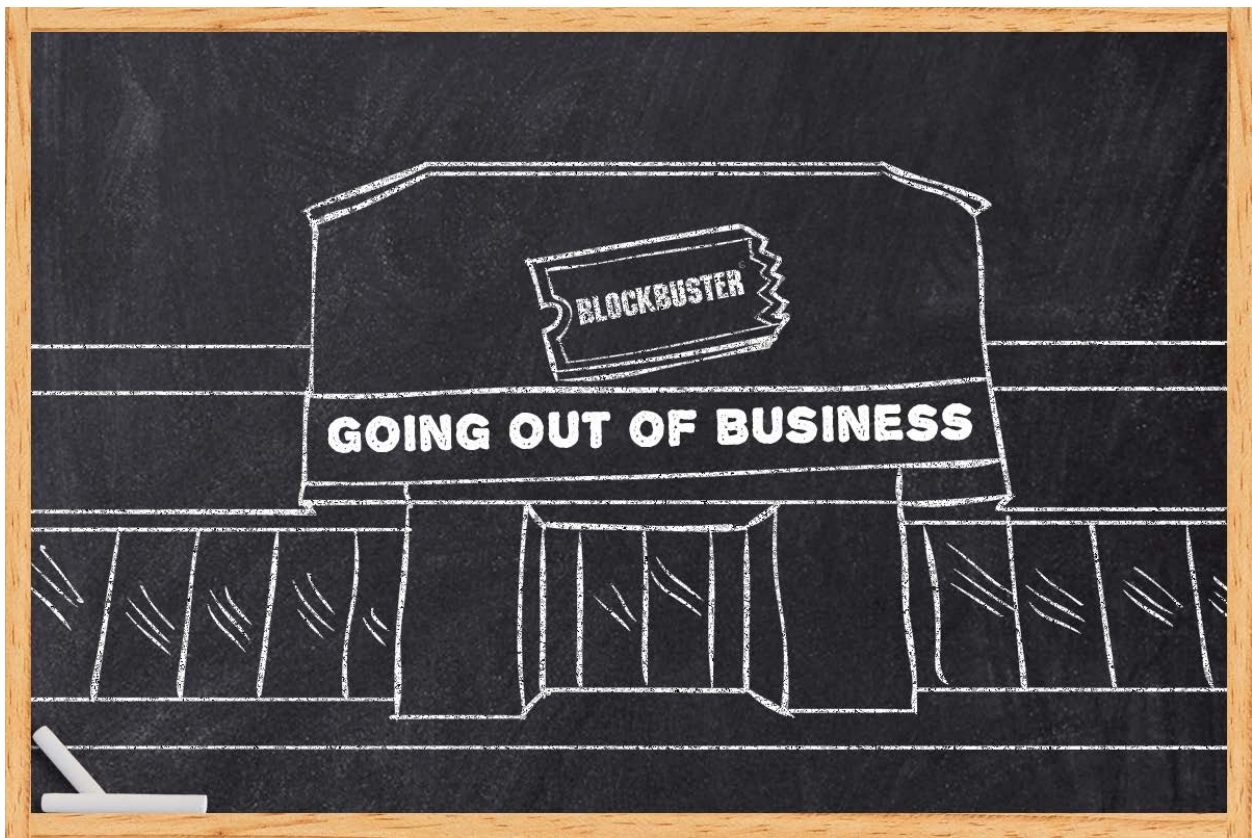
Netflix for DVD rental ...

Which then morphed into pure online streaming!

Now ...

Notice *that*.

While a disruptive online company can come in and decimate a brick and mortar giant (*Netflix put their brick and mortar competition - Blockbuster - completely out of business by 2010*) ...



... they can then also morph into something completely different.

(Hold that thought.)

Most would not have predicted that an online store could put a brick and mortar chain out of business.

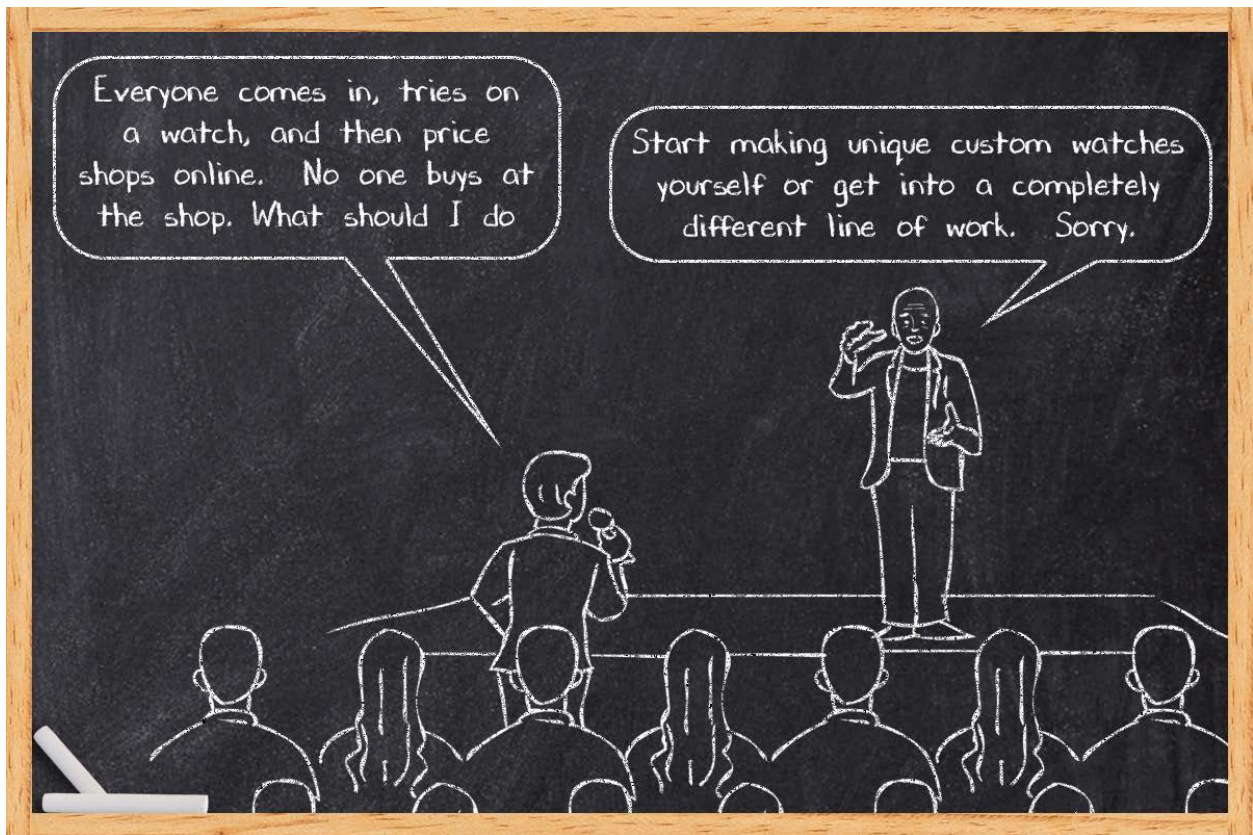
Indeed, many predicted that “Amazon would be killed by Barnes and Noble” - and that “Netflix would be killed by Blockbuster” - because of the inherent stability represented by the market reach of their retail brick and mortar infrastructure.

And most would not have predicted that the DVD business would be replaced by online streaming.

In the case of Netflix **the same company would be responsible for both.**

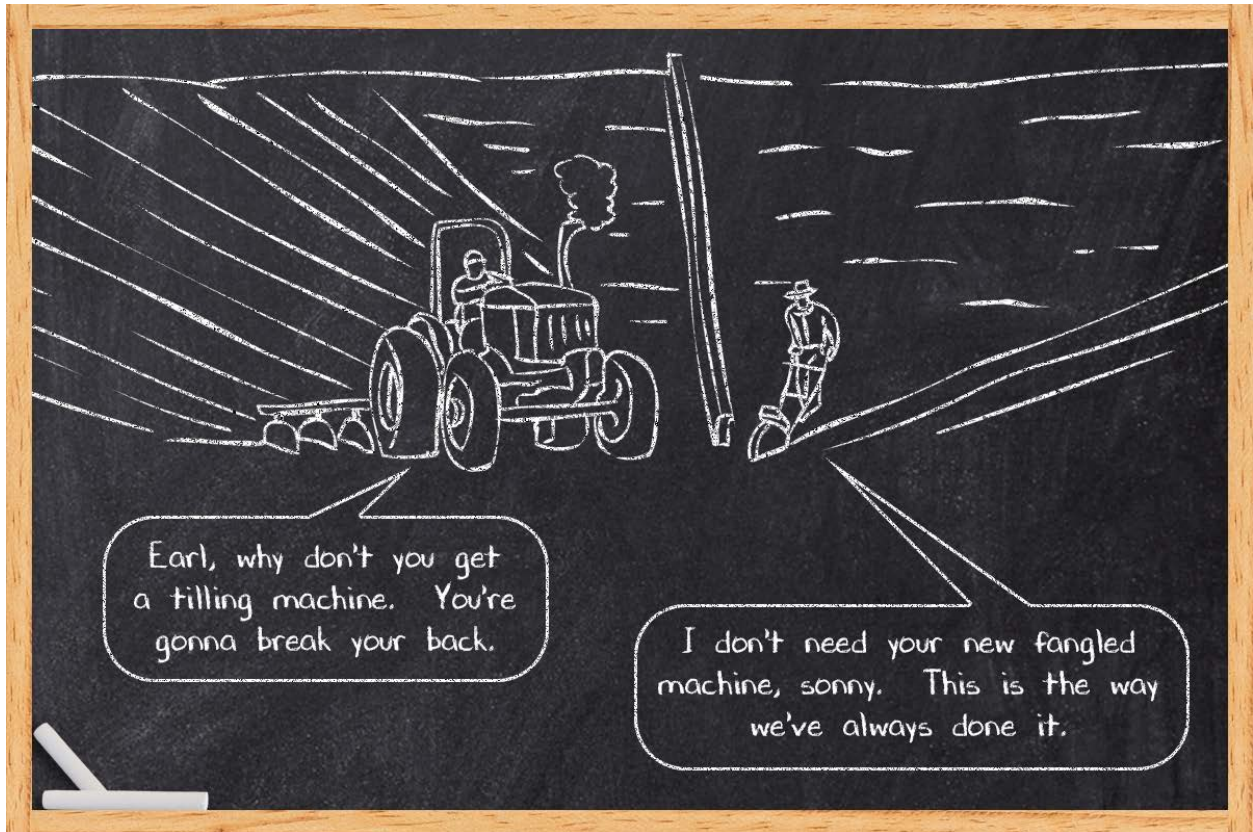
If you think all of this hasn't made things bad enough for small brick and mortar retailers, consider this ...

I was once giving a seminar in Asia and a young man told me he was having trouble with his watch shop.



This young man didn't want to face the inevitable.

I can't blame him. **Most don't.** It's hard to face the fact that something you've been building for years is doomed for failure.



If you're in a similar situation where this phenomenon is likely to come into play (and in one way or another, **you probably are** - you'll see by the time we're done here) you'd do well to face it ...

Not facing it is the kiss of death in this new era.

Not only will you have to face it. At this pace of change you'll have to face it **on multiple fronts on a regular basis.**

And as you'll soon see ... we're just getting warmed up!

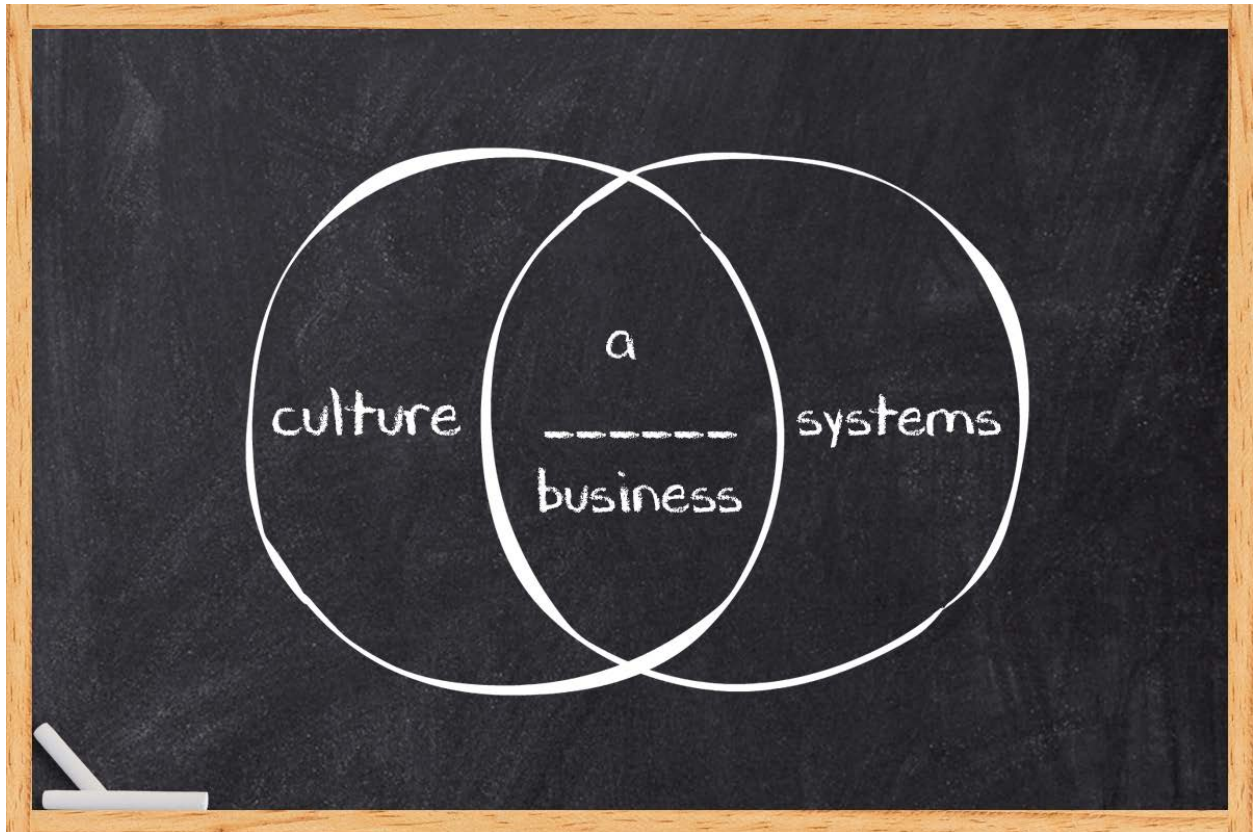
Let's loop back around to Amazon.



Amazon's first surprising major play was its pivot from books to ... everything.

Bezos figured out that if he could **systemize the sale, warehousing, and distribution** of one class of products, why couldn't he do that with every other class of product?

He realized what was more valuable than anything else was two things ...



Notice the _____ there.

Hold that thought. It's very important to remember for later. The sweet spot that is **the intersection of culture and systems** is something profoundly important. Far more important than may yet be apparent.

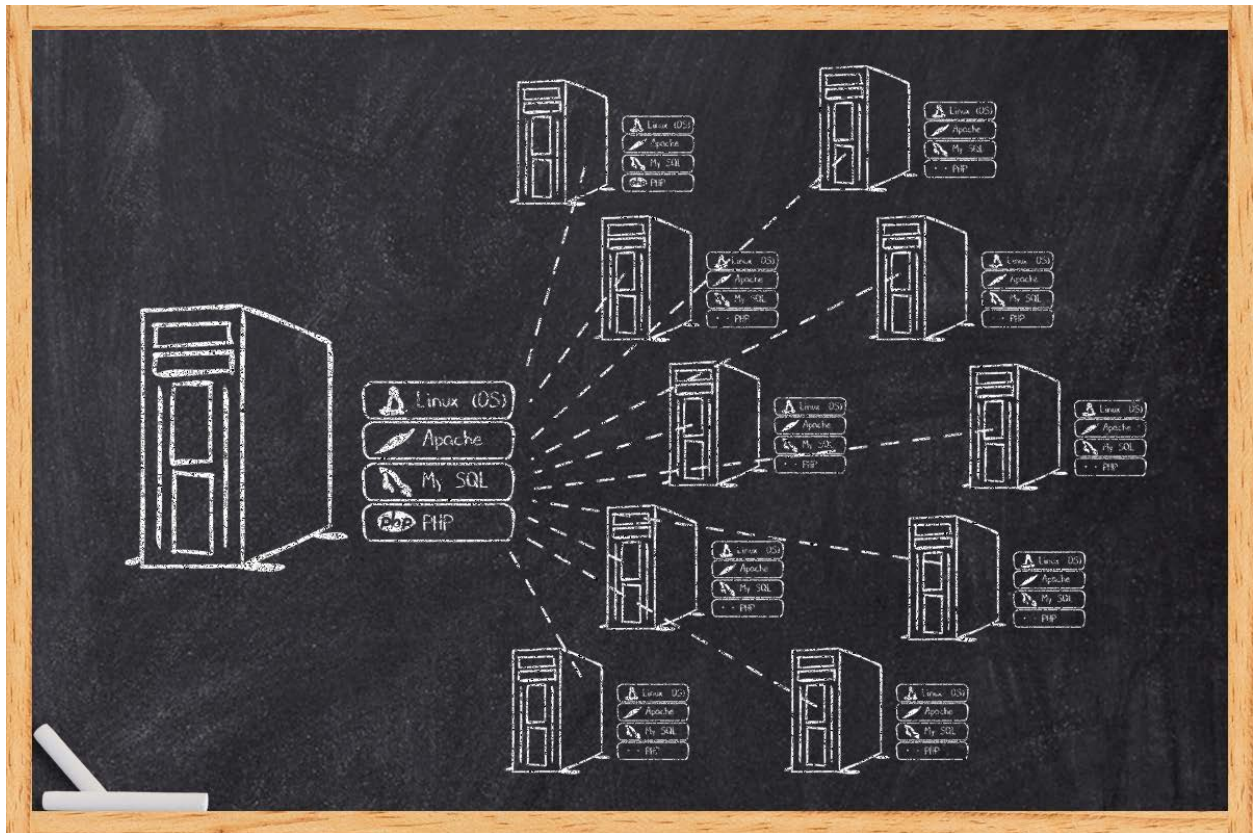
I call it owning A _____? _____ **Business**. More about that later ... *(it's a vitally important component of your survival strategy)*

Bezos took this so far that he went on to dominate some other radically different marketplaces.



For example, one of Amazon's primary revenue streams now comes from **Amazon Web Services** ...

Bezos realized that if he built an **efficient cloud based infrastructure** for his business ... and it was **so well systemized** he could **scale it infinitely** ... why not sell access to this very infrastructure itself to other online businesses?

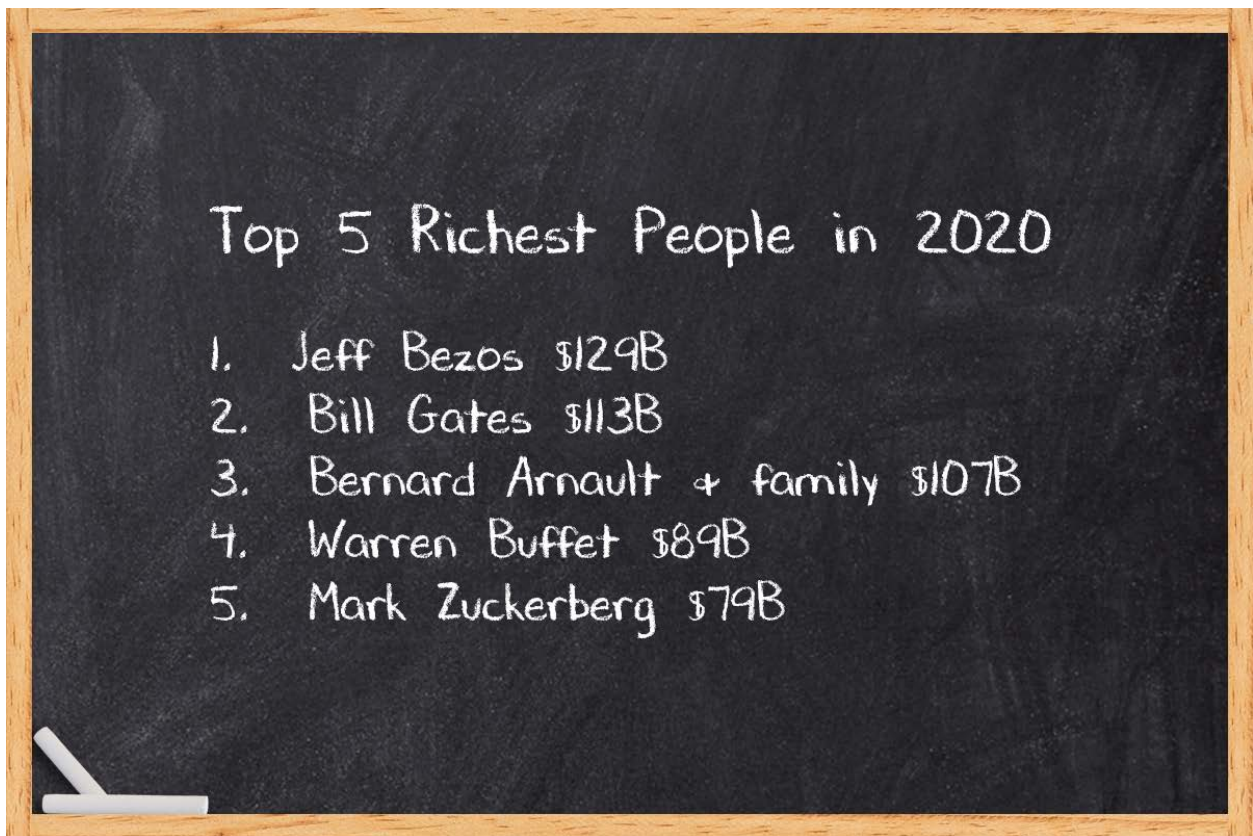


With virtual machines in the cloud, you can duplicate multiple instances of the same infrastructure on the same machine.

That's the beauty of a digital infrastructure. It can be replicated almost instantly and with no foreseeable limitation in scale.

The result?

As I write this Bezos is now the richest man in the world.

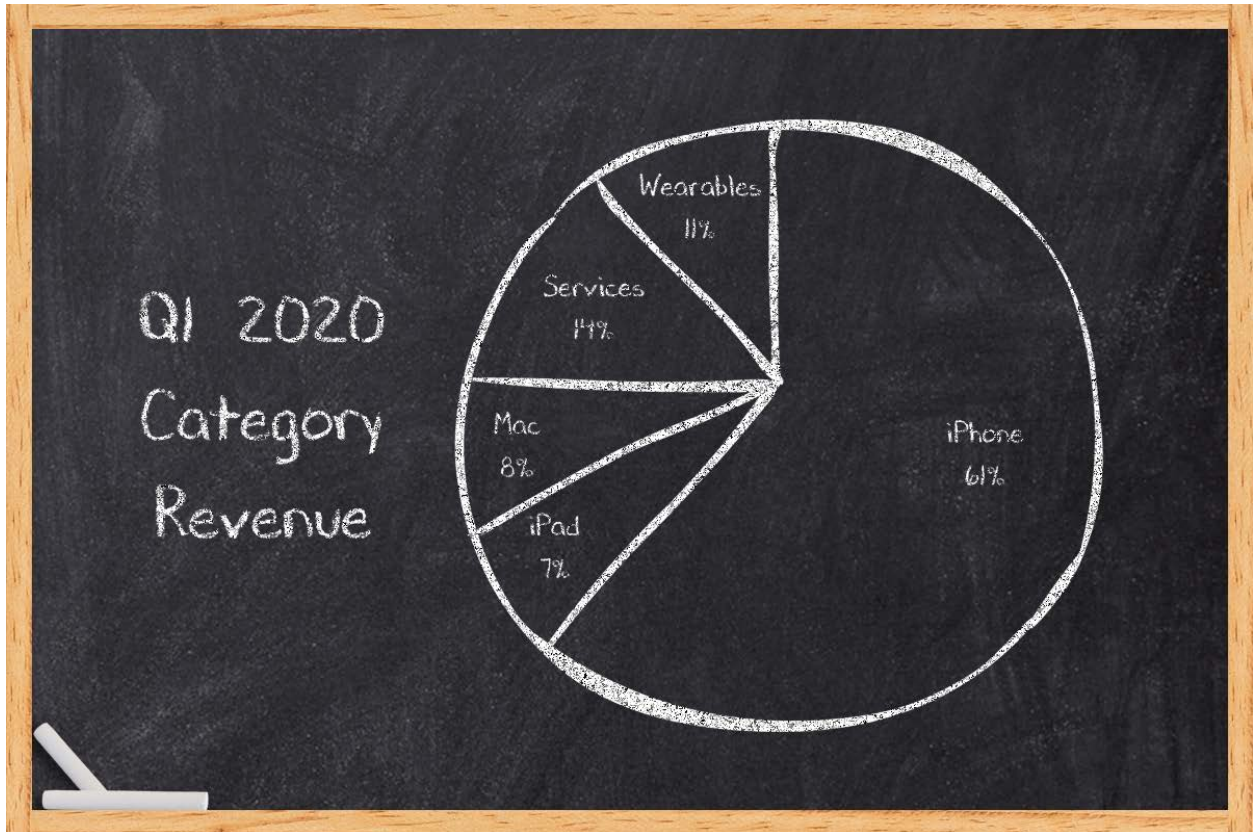


(At least in the public record. I mistrust public data, and by the end of this report, so will you. More about that later ...)

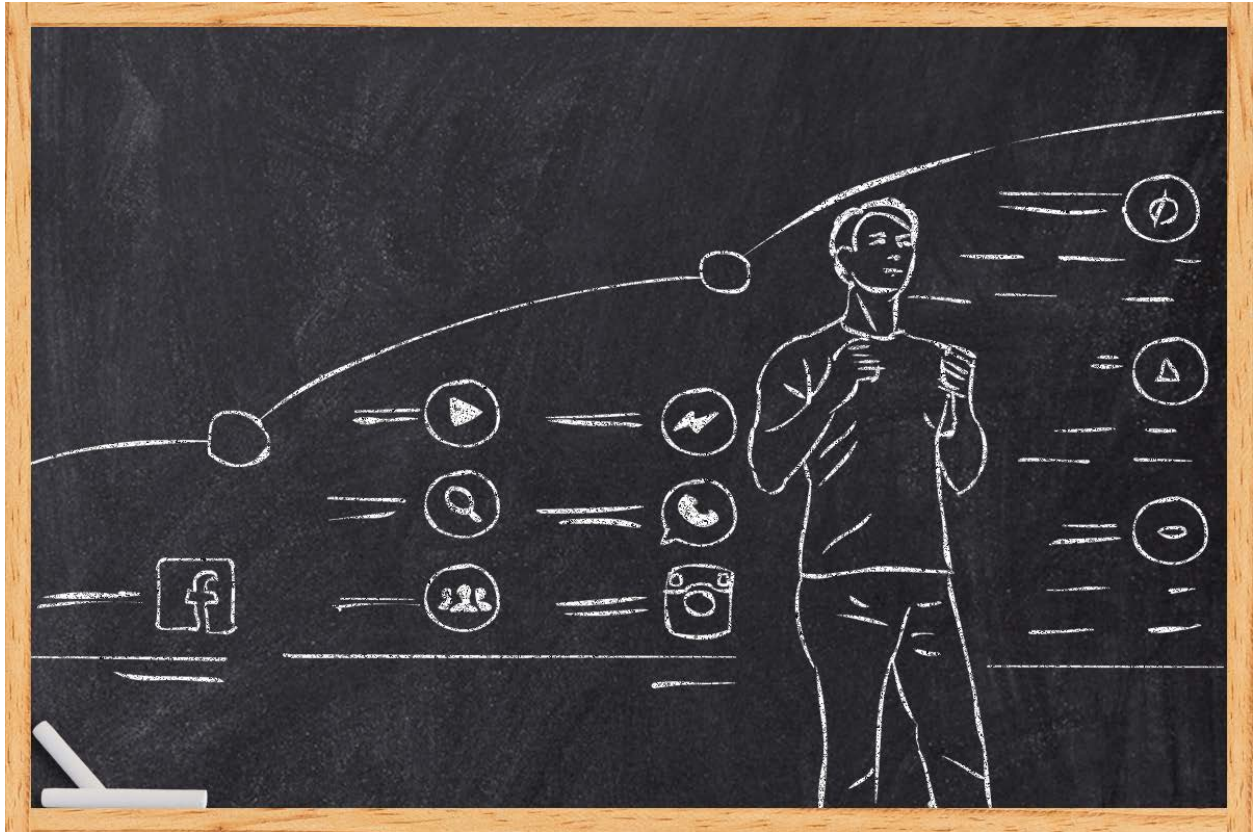
Now, because Bezos is the richest man on the planet, **does that mean you should emulate his model?**

Is it only “the prolific conglomerates” that will survive?

There is a case to be made for that. Indeed ... some of the biggest tech giants are now rather complex organizations that have expanded far beyond their original markets. But ... **sometimes in rather surprising ways.**

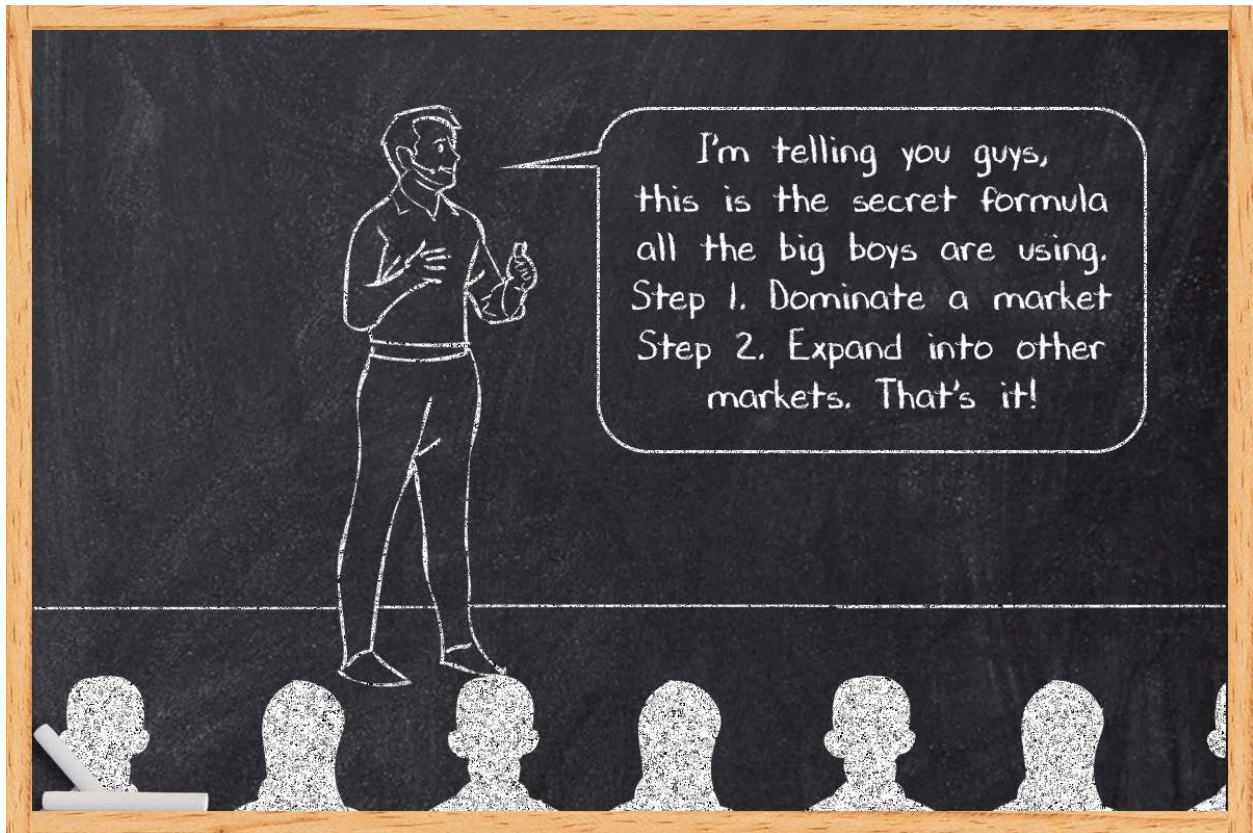


But Apple, on the other hand ... is a “walled garden” ... a strategically interwoven *ecosystem* of various hardware and software offerings ...



And, after dominating social networking, Facebook is now also a conglomerate, but of a totally different variety ... It seems every acquisition they make is **designed for one purpose**: acquire more eyeballs to sell more ads.

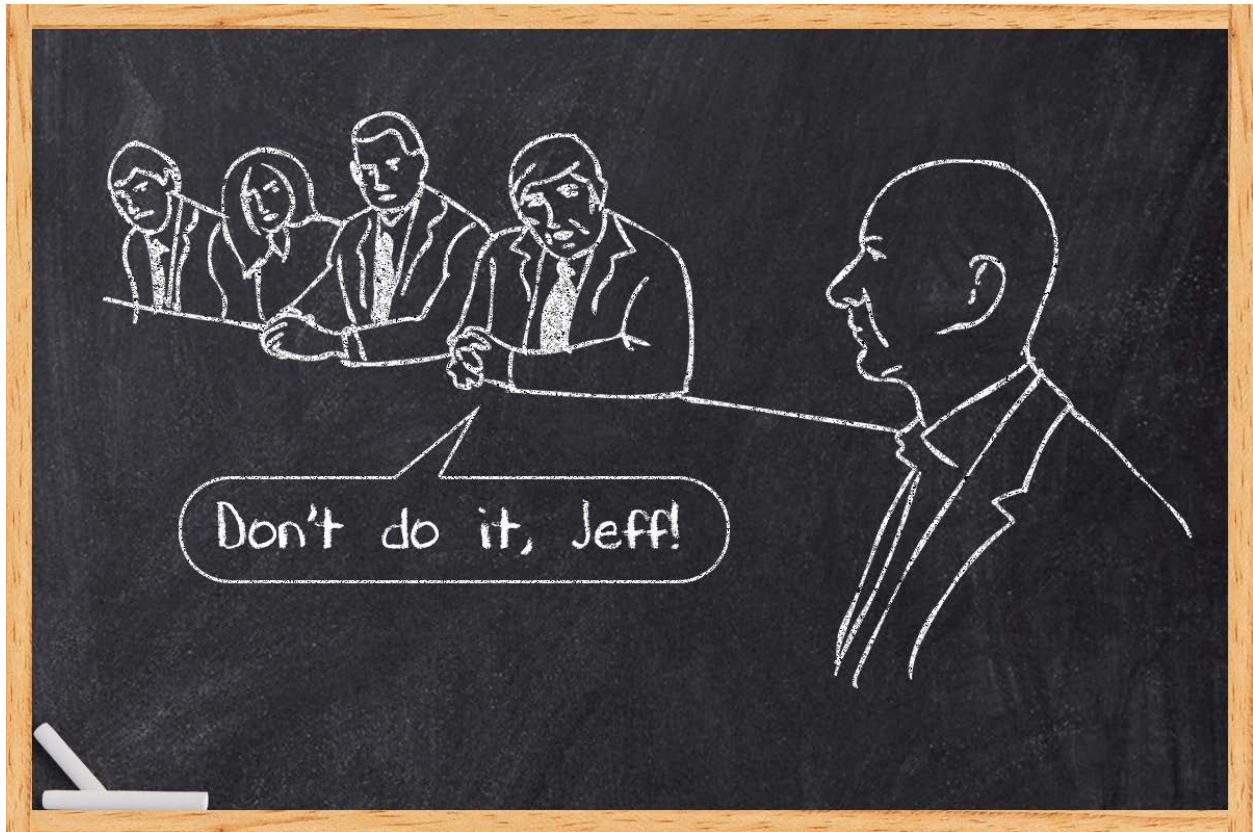
So, have we finally cracked the code yet?



By now you should be cautious of **hasty conclusions and sweeping generalizations**.

And note how, while all of the tech giants are conglomerates or ecosystems, they all have unique strategies for dominance.

But let's drive this point home a bit deeper ...



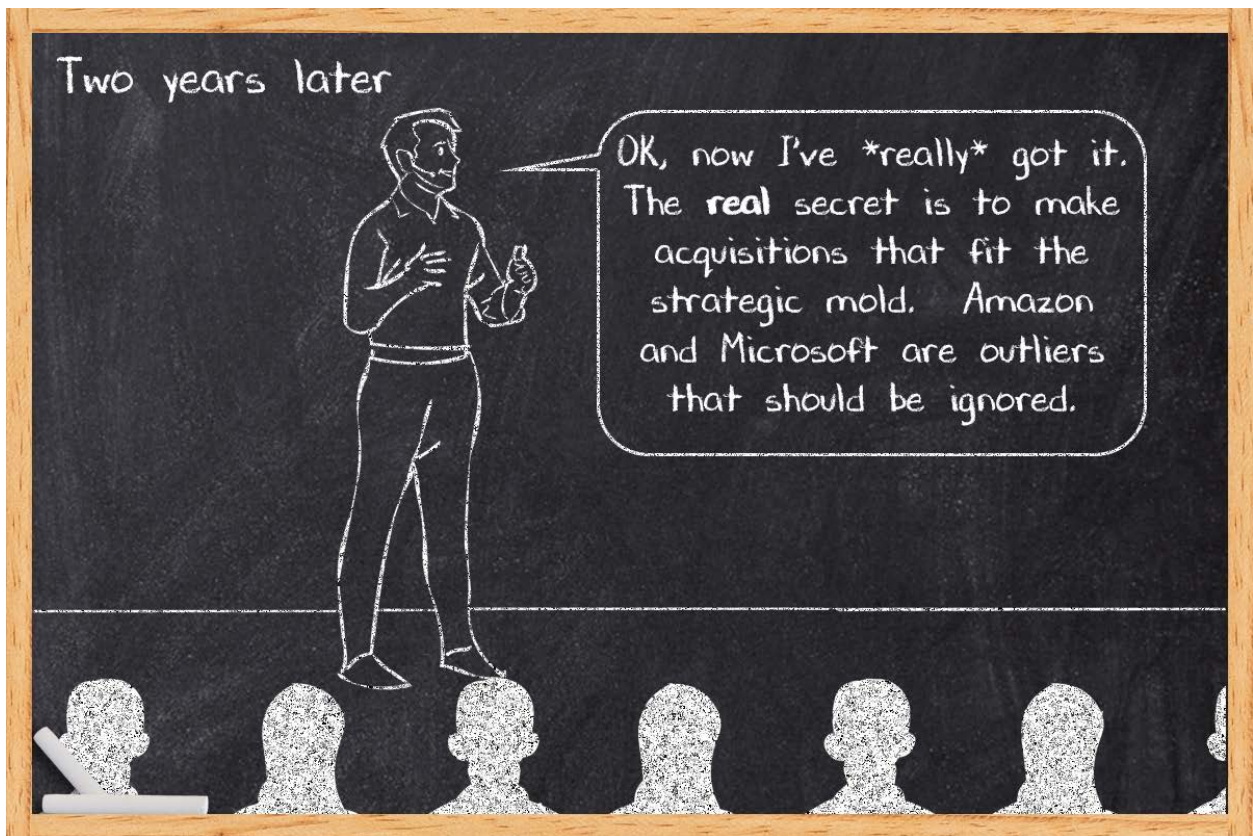
Legend has it, when Bezos decided to expand into AWS **his executive team begged him not to.**

Indeed, moving outside of one's core strength is often the kiss of death for a company.

If you look at Apple and Facebook, you can see that most of their acquisitions and expansions made sense *from the lens of their larger strategies.*

But Microsoft is similarly anomalous to Amazon in that they have expanded into some areas that, at first, didn't make sense at all (like gaming platforms), but are now quite profitable.

They *do* appear to be statistical outliers.

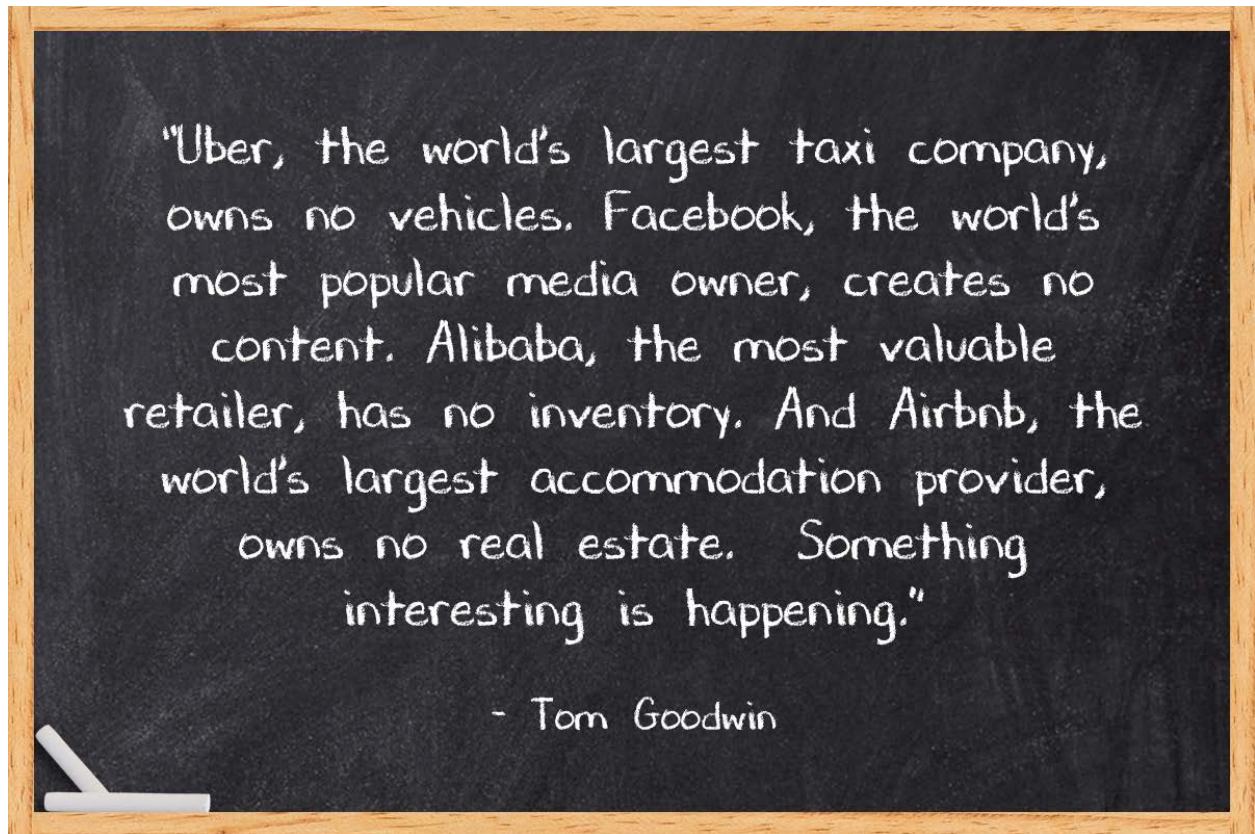


There he goes again ... the scientist/guru who, every time he learns something new, thinks he has it all figured out.

The classic error is to assume your single profound observation represents a general larger phenomenon.

Profound it may be, but *general*? How could you know?

Let's muddy the waters further with yet another new phenomenon that, once again, changed everything ...

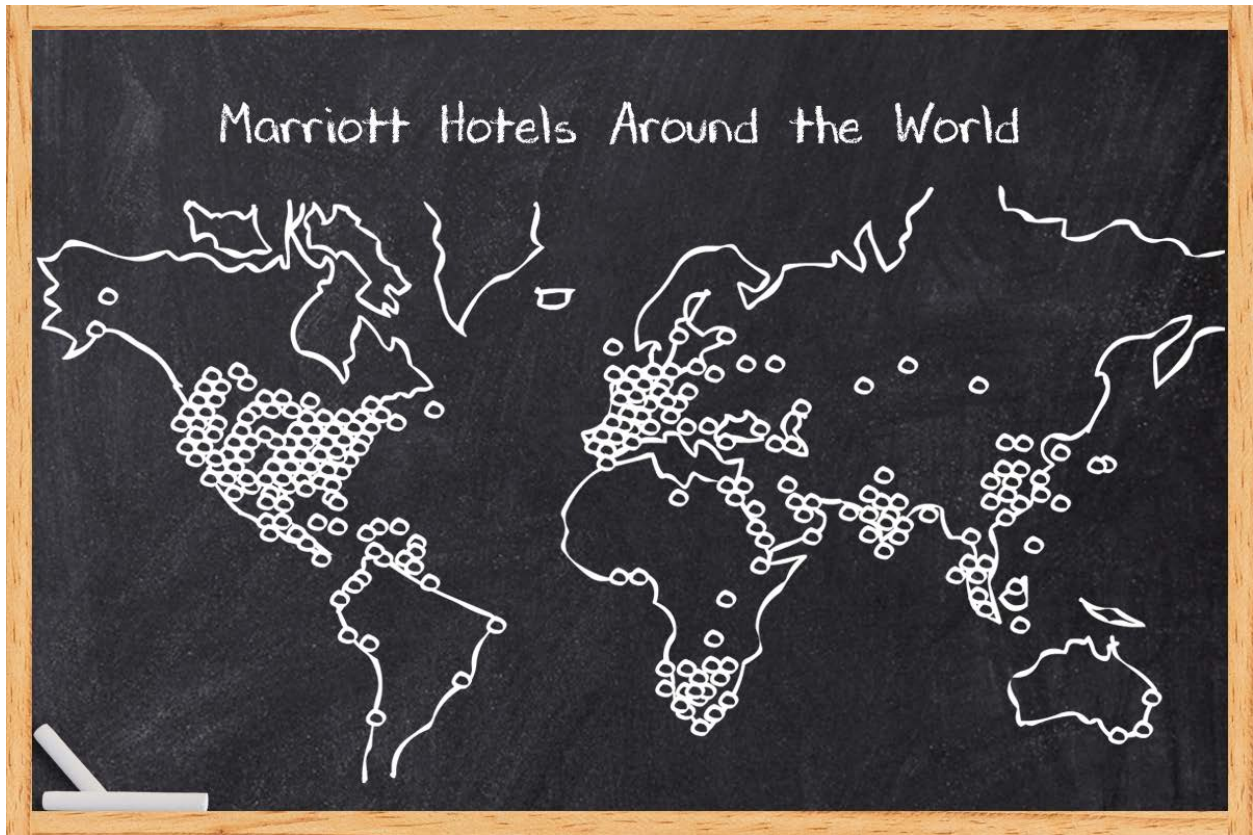


This famous 2015 Tom Goodwin essay was the buzz of Silicon Valley for several years.

Suddenly, the “thin-layer interface model” was all the rage.

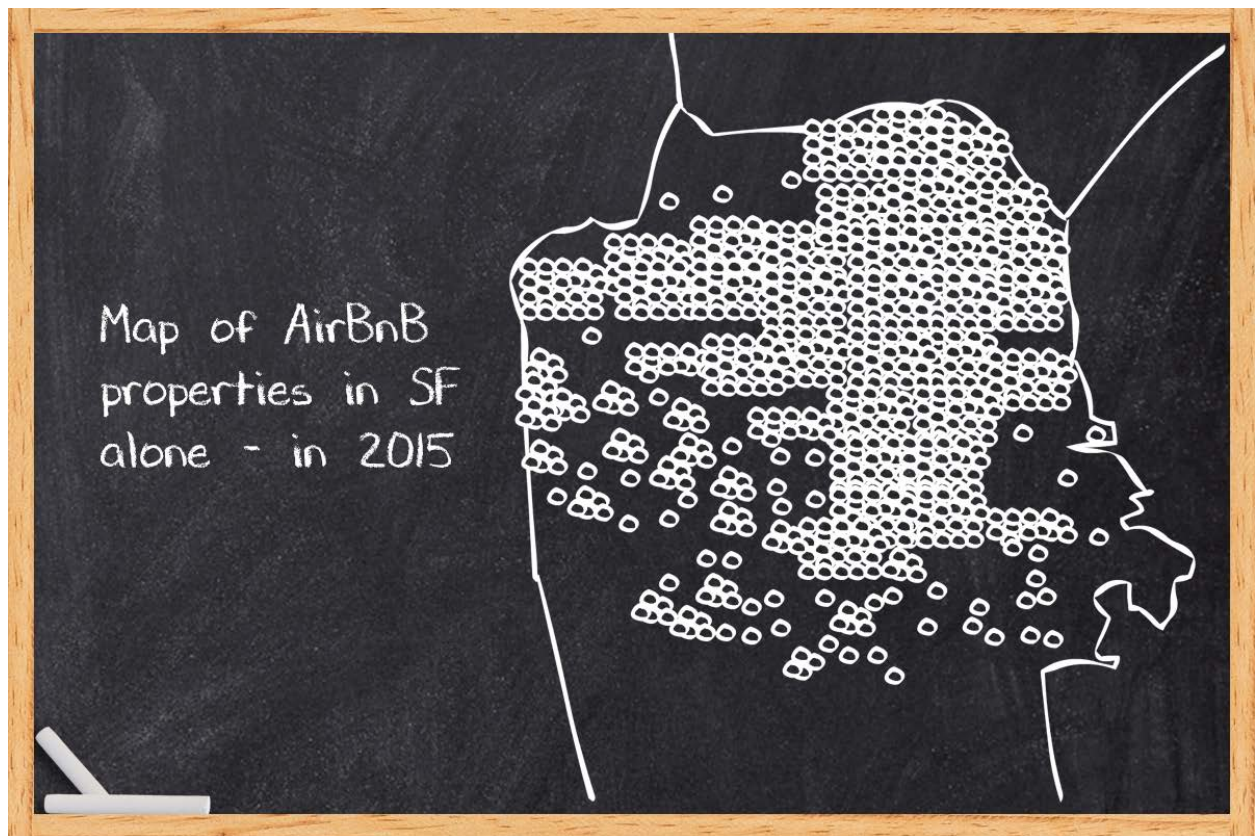
Let's break it down ...

Here's what the hotel chain business model looks like ...



They own many large sized properties, all over the world.

Here's what AirBnB's business model looks like ...



Not only do they represent a **far higher number** of properties ...
More importantly ... AirBnB doesn't own any of the inventory.

No property to **upkeep** ...

No property **taxes, leases, or mortgages** ...

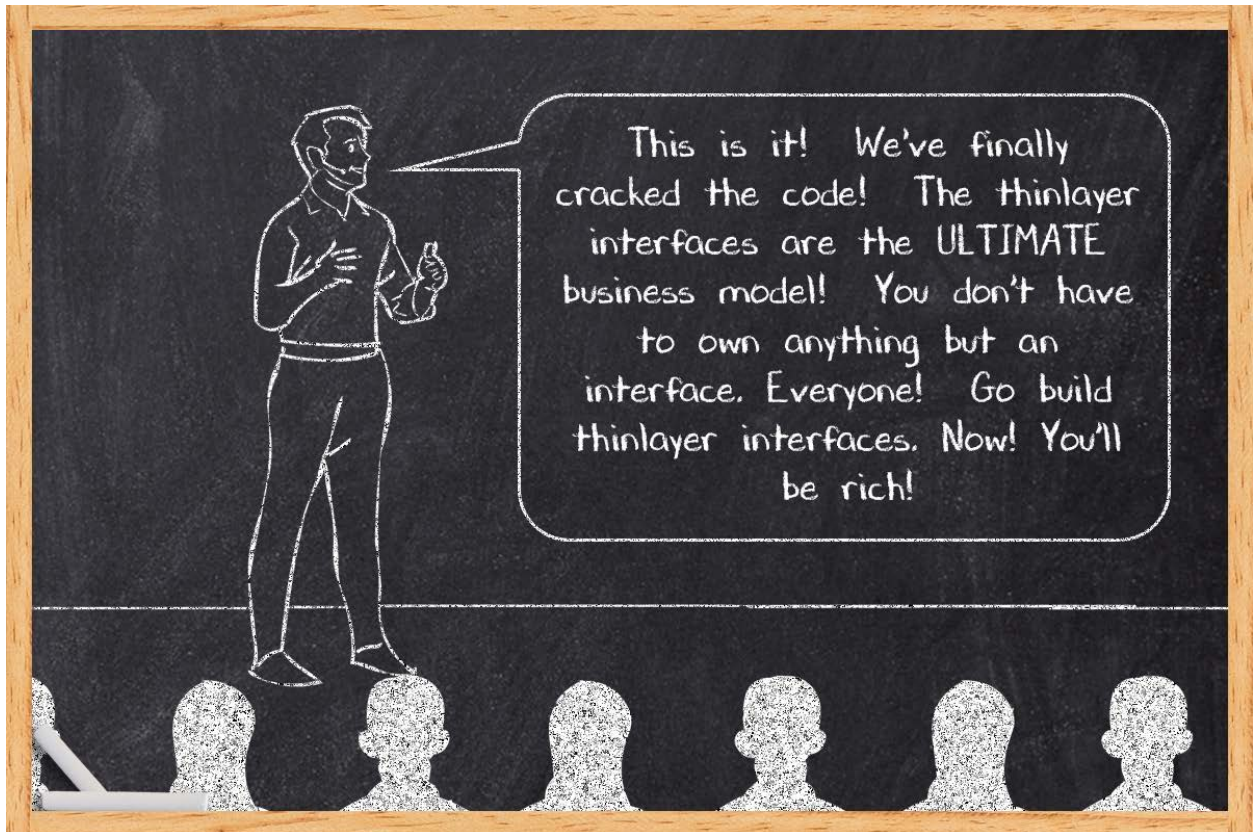
No **physical assets** to manage ...

No **on site staff** to manage ...

You can think of all of the examples Tom Goodwin listed (and there are many more that fit the mold), in the same way.

It was, and still is, a significant new trend ...

And as you can imagine, **the chorus of know-it-all prognosticators rang out on cue with the same grand sweeping generalizations ...**



No doubt, this *is* an extremely interesting and significant model.

But ...

In a way, it's as if we've gone full circle once again in two ways:

- Producers and service providers are now selling **directly to consumers again**
- But a **new middleman has arisen** that is more efficient, and (ostensibly) less predatory, than the multi-layered sea of middlemen that rose up after the rise of automation.

However ...

Kumbaya?

Now the people who create products and services can rejoice because they can sell directly to consumers at mass scale and keep more profit than they were able to before?

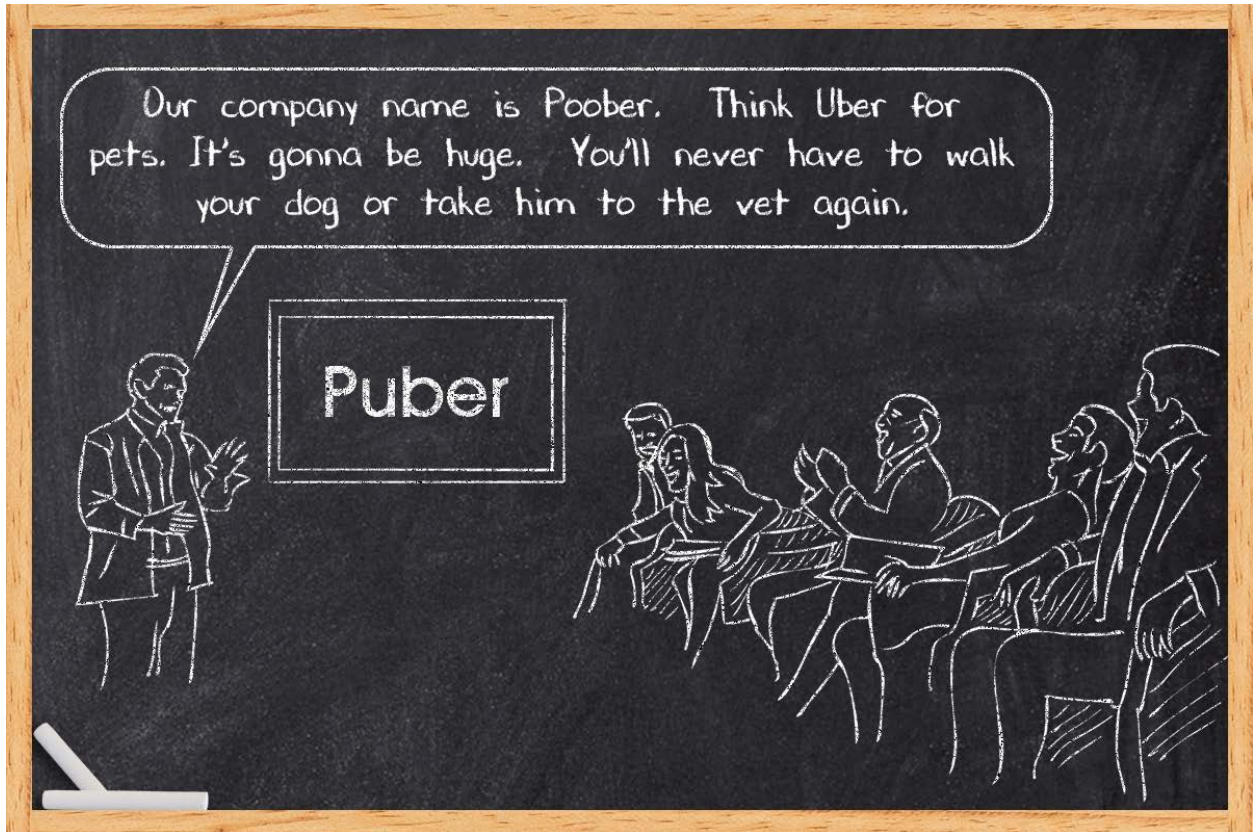
Now digital entrepreneurs can simply copy that model and be guaranteed riches?

Again ... it's not that simple!

First off ... the models aren't without their flaws. Consumers and providers of platforms like AirBnB and Uber alike have their **fair share of horror stories to share**. It's not all sunshine and rainbows.

Plus ... for every AirBnB there are thousands of would-be copycats that fail.

And then those copycats are outnumbered by all of the Quixotic hybrids ...



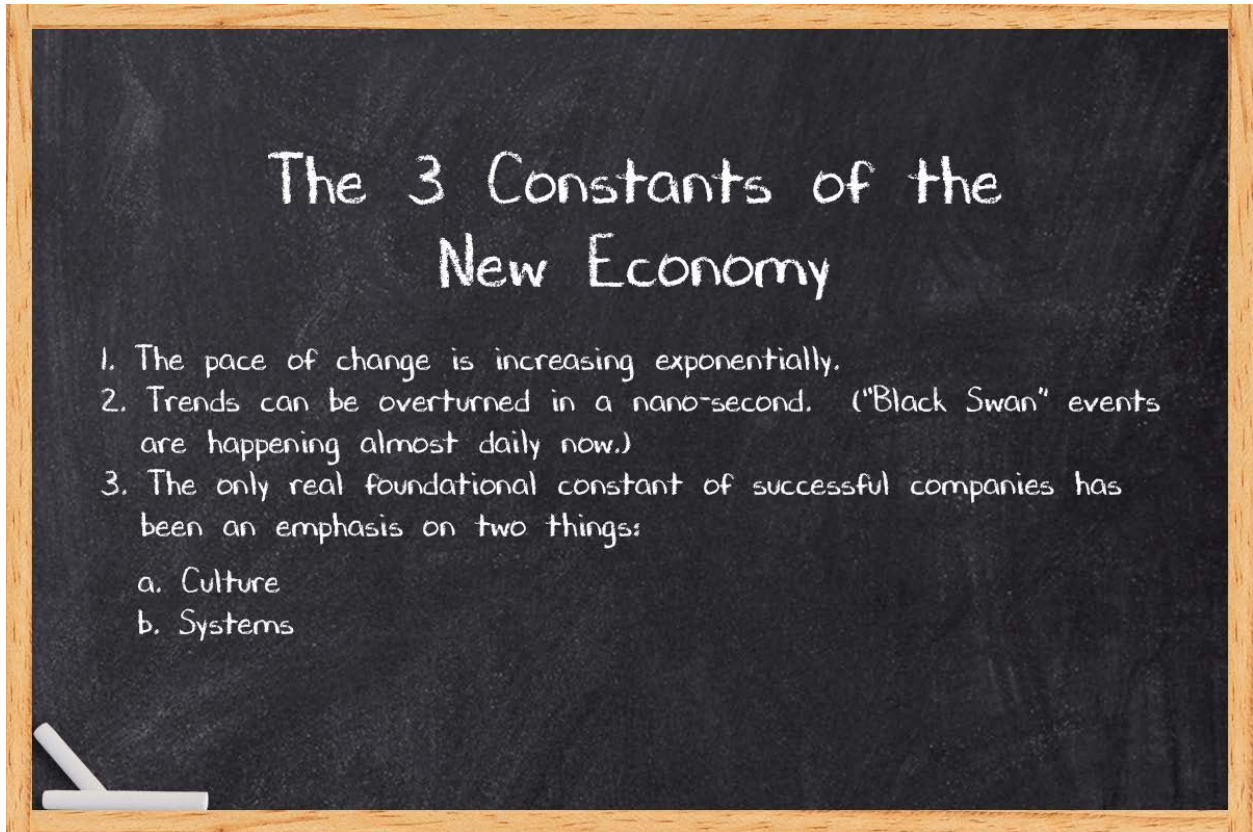
And if you think the thin-layer interfaces are benevolent dictators ...

Well, hold that thought.

For now, just remember a few things:

- **Be wary of making grand sweeping generalizations about the future every time a new tech trend emerges**
- **Simultaneously, be on the lookout for things that remain constant**

What are the constants we've observed so far?



The importance of point 3 probably won't sink in completely until you read on ...

This story isn't over yet, and there are many surprises ahead.

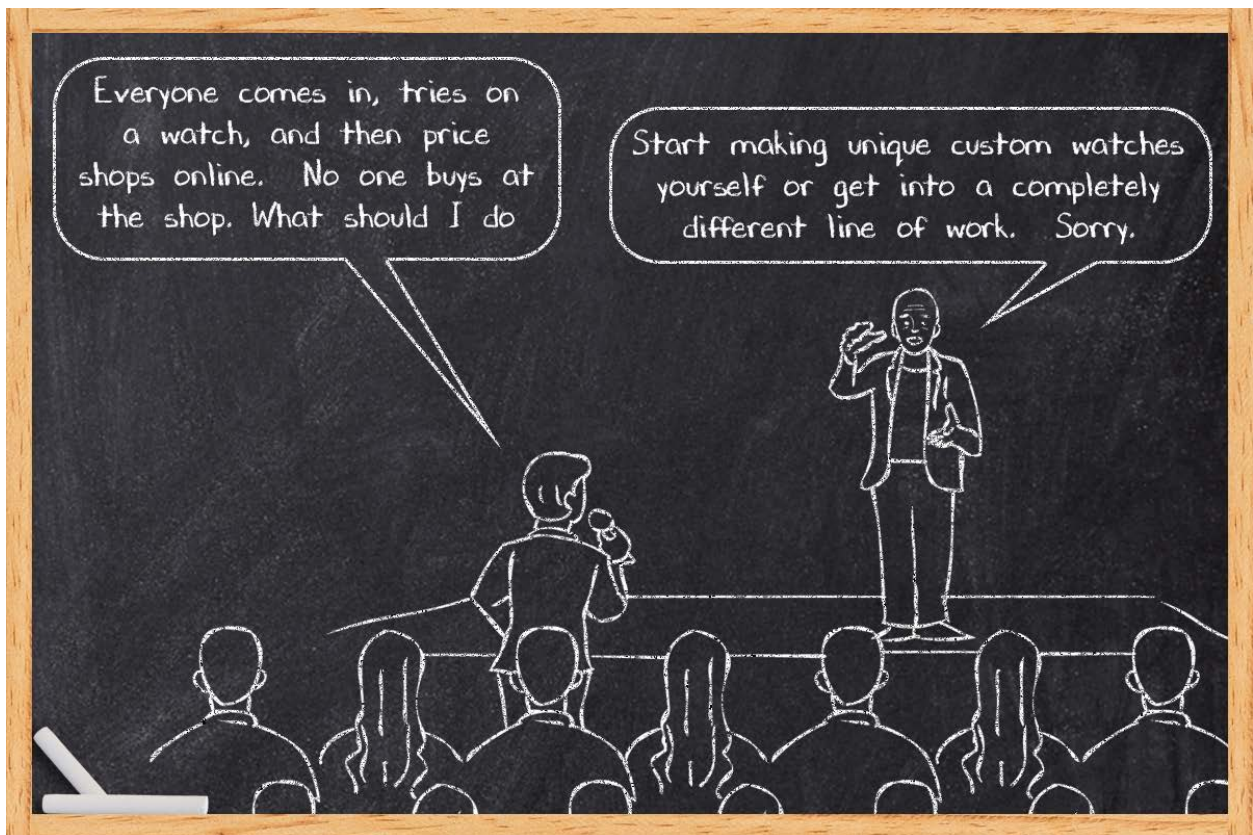
This strange and unpredictable rise, fall, and rise of the middleman is only one of the significant phenomena to observe.

We're just getting warmed up ...

The Admirable Tenacity of Dying Breeds

When a species is facing extinction, can you fault it for fighting for survival?

Remember this guy ...



Such is the fate of almost everyone trying to sell a **commoditized resource** today.

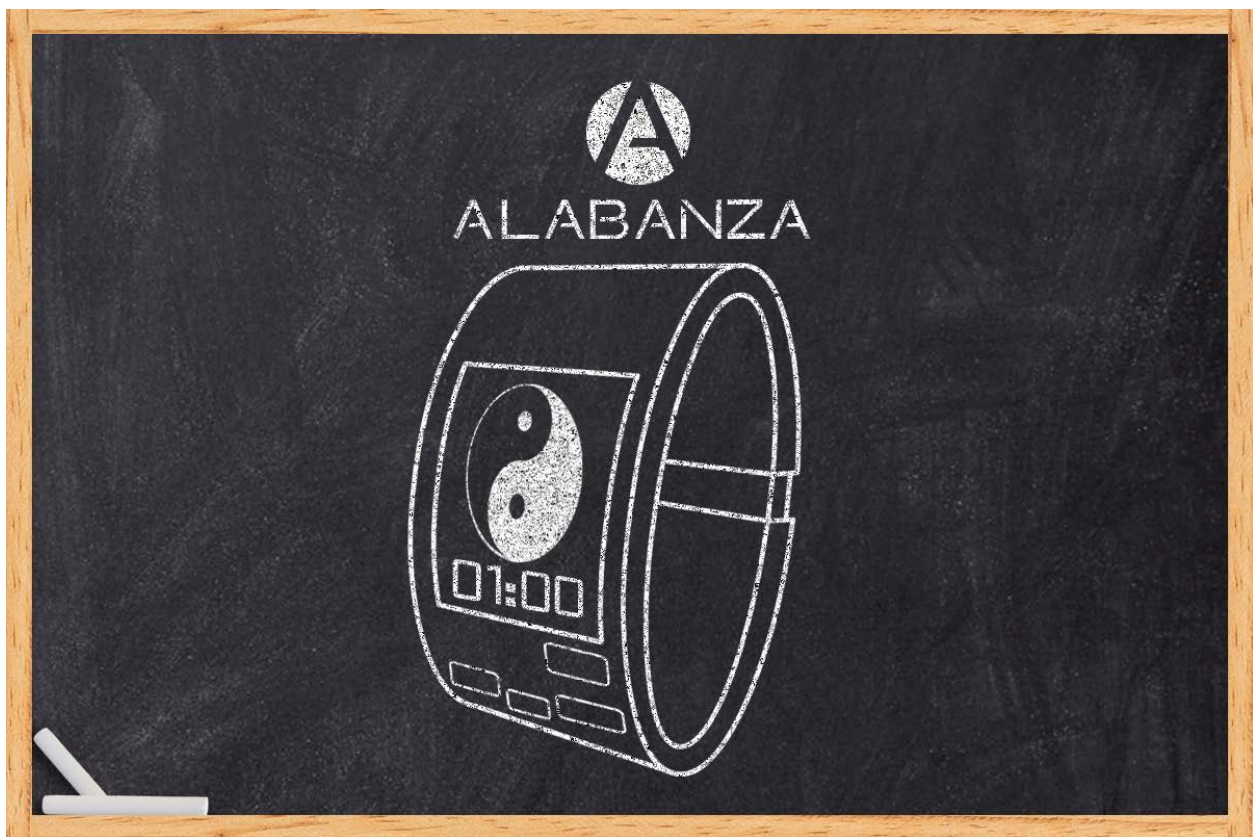
And if your business model is selling a commoditized *brand*, you're fighting a losing battle. When consumers can price shop online in seconds ...

Do you think you stand a chance against a larger company who has the **scale and infrastructure** to beat you on price every time?

There are several other dying breeds that tell different stories ...

But first, let me give you some **powerful marketing tactics** that might make your dying breed business successful.

First, you can create a brand from scratch ...



This now puts you in the driver's seat. Rather than having to compete with the rest of the commoditized retailers, YOU are now the commodity.

Too much work?

Well, you can always “private label” an existing brand



Many companies will allow you to private label their products.

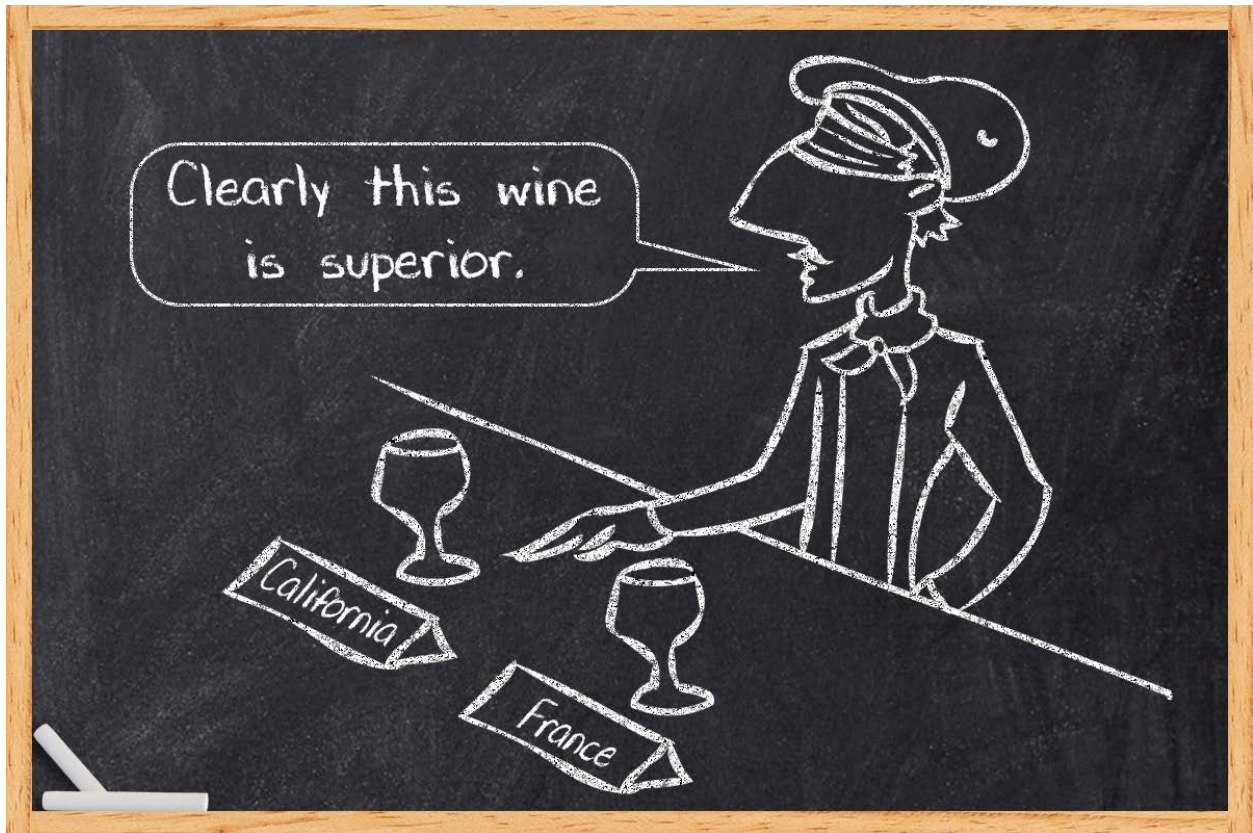
I doubt Rolex would, but **many commoditized retail brands will.** Especially if you represent a significant new revenue stream for them.

Remember, only the most astute consumer will notice that you're just like the other brand.

See, the beauty of branding is that it creates a **halo around the product.** A well-built brand can add tremendous commercial

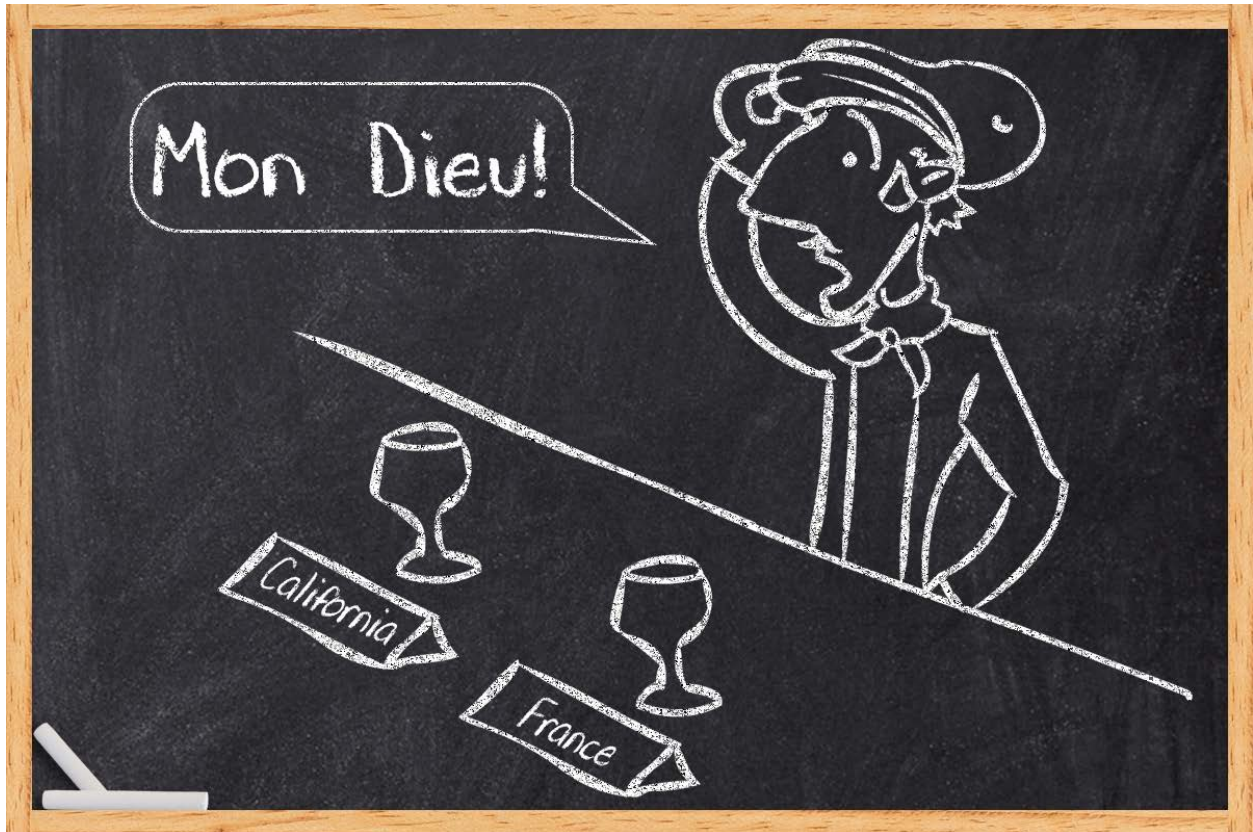
value that can actually create the illusion that an inferior product is superior.

Here are two examples ...



In 1976 a group of French wine aficionados were assembled in Paris to perform **blind comparative taste tests** of the best wines from California vs. the best of the wines from France.

Keep in mind, this was a test assembled by the French, performed by the French, and performed in France. Of course they expected the French wines to win because, “everyone knows the best wines are from France.”



But before that test, everyone in the US universally would have agreed “the best wines come from France.”

Because of the quality?

Nope ... because of the brand. That’s right. **Countries are brands, too.**

For example, you are probably under the impression that Cuban cigars are the best in the world, right?



This is partly because of the embargo placed on Cuban cigars in the United States - automatically turning them into a rarer commodity (*scarcity breeds value*).

And also partly because of the legend of the meticulous hand-manufacturing methods. (“They’re hand-rolled on the thighs of beautiful Cuban ladies.”)

But are they *really* the best?

Many cigar aficionados will tell you the reality is: Nicaraguan cigars are far superior. Why? Because the soil quality and growing conditions are superior.

And if you look at a 15 year analysis of the Cigar of the Year Award at *Cigar Aficionado* magazine, you'll find that Nicaragua has consistently had more top rated cigars than Cuba.

Year	Cigar	Country	Rating
2004	Padrón Serie 1926 40th Anniversary	Nicaragua	93
2005	Fuente Fuente OpusX Double Corona	Dom. Rep.	95
2006	Bolívar Royal Corona	Cuba	94
2007	Padrón Serie 1926 No. 9	Nicaragua	97
2008	Casa Magna Colorado Robusto	Nicaragua	93
2009	Padrón Family Reserve No. 45 Maduro	Nicaragua	95
2010	Cotiba Behike BHK 52	Cuba	97
2011	Alec Bradley Prensado Churchill	Honduras	96
2012	Flor de Las Antillas Toro	Nicaragua	96
2013	Montecristo No. 2	Cuba	96
2014	Oliva Serie V Melanio Figurado	Nicaragua	96
2015	My Father Le Bijou 1922 Torpedo Box Pressed	Nicaragua	97
2016	La Flor Dominicana Andalusian Bull	Dom. Rep.	96
2017	Arturo Fuente Don Carlos Eye of the Shark	Dom. Rep.	97
2018	E.P. Carrillo Encore Majestic	Dom. Rep.	96

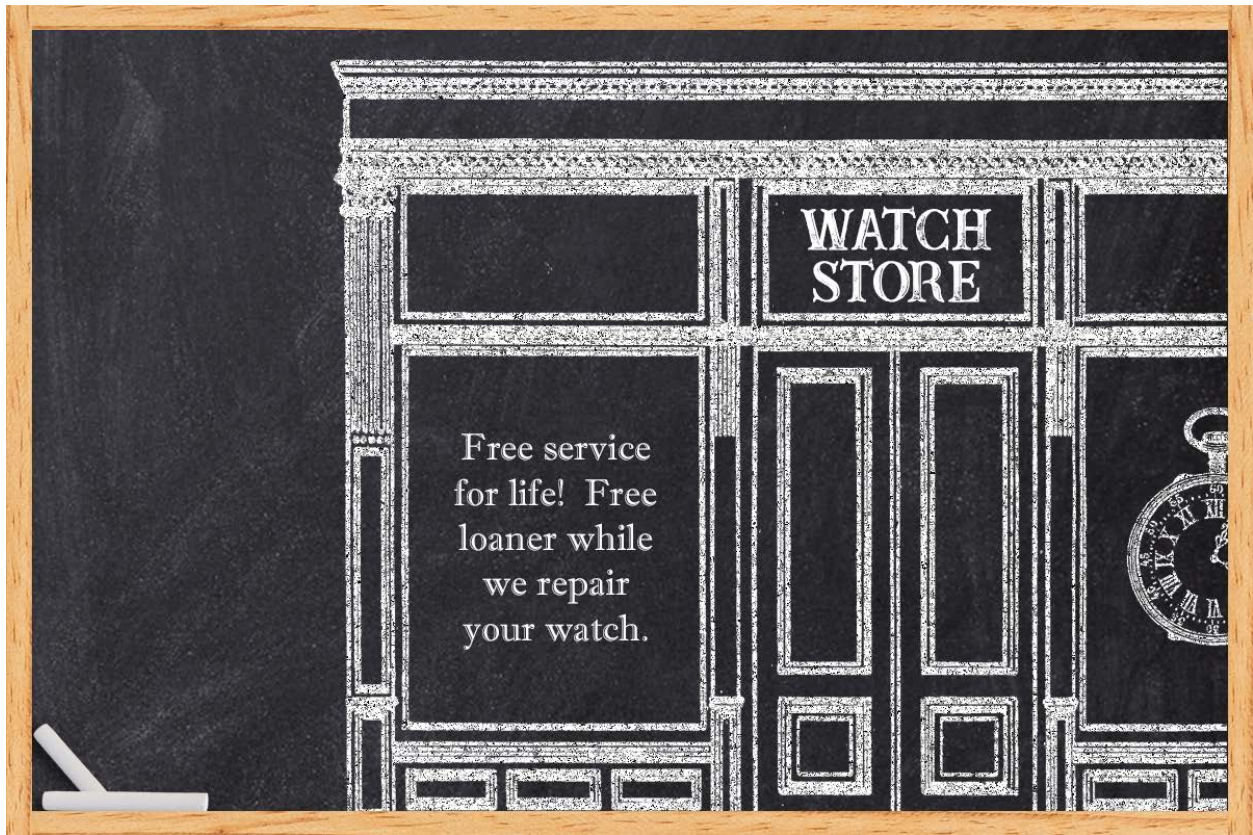
But if you ask the average guy on the street, he still probably lusts after the Cubans.

Why?

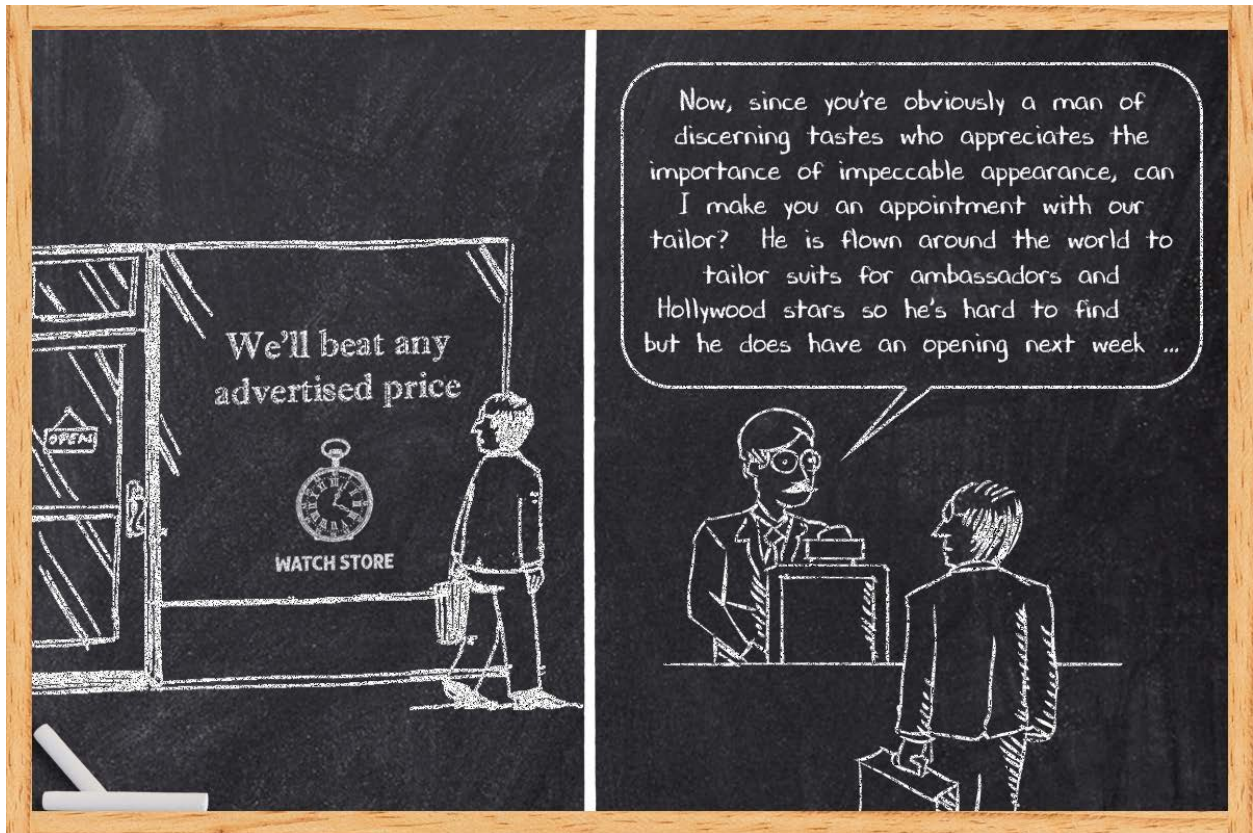
The brand.

Now, there are other ways to win if you're selling commoditized resources ...

You can offer premium service ...



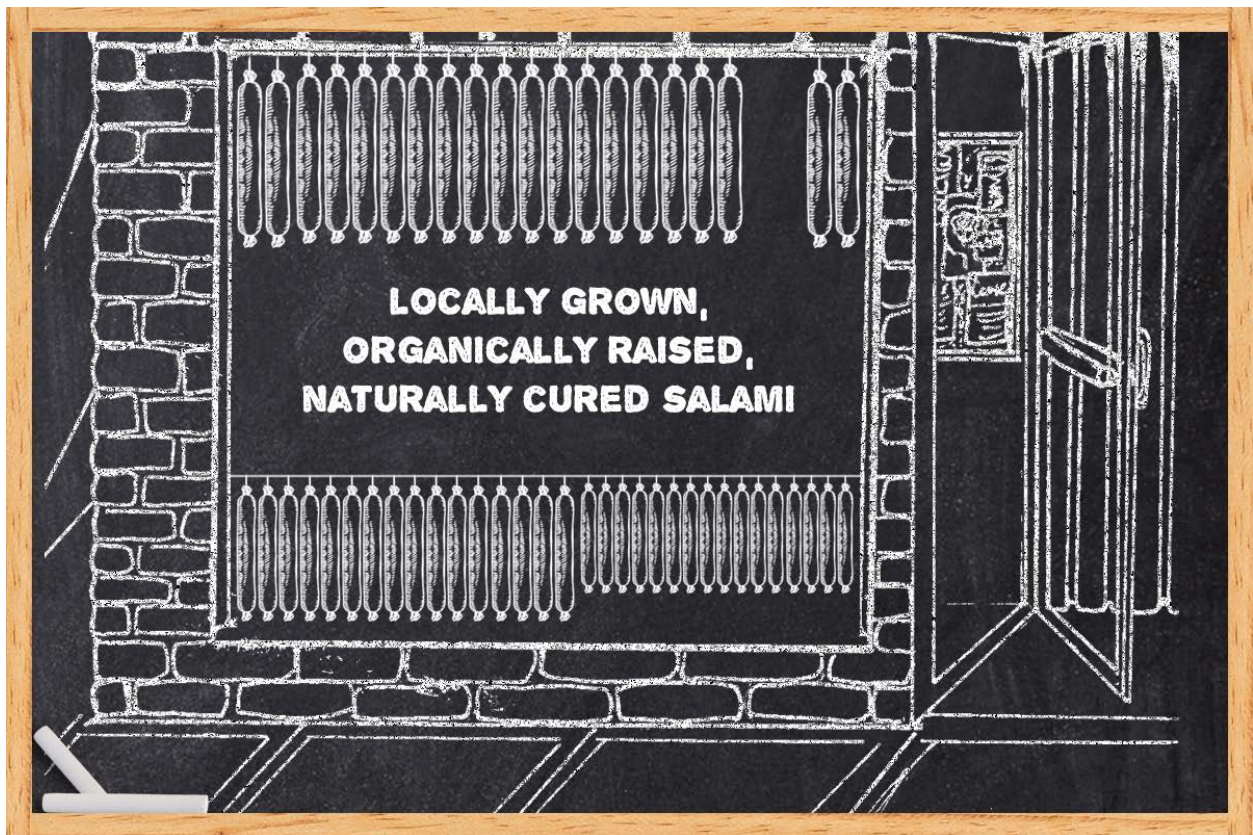
You can use the product as a “loss leader” for upsells ...



These are a few of the tactical maneuvers folks have been doing to survive the “retail apocalypse”

They are really just **good old fashioned powerful marketing tactics** that have worked for decades. The only difference now is that if a retailer wants to survive his game needs to be much much tighter.

Another way some small retail outlets are surviving is **hyper specialization**.

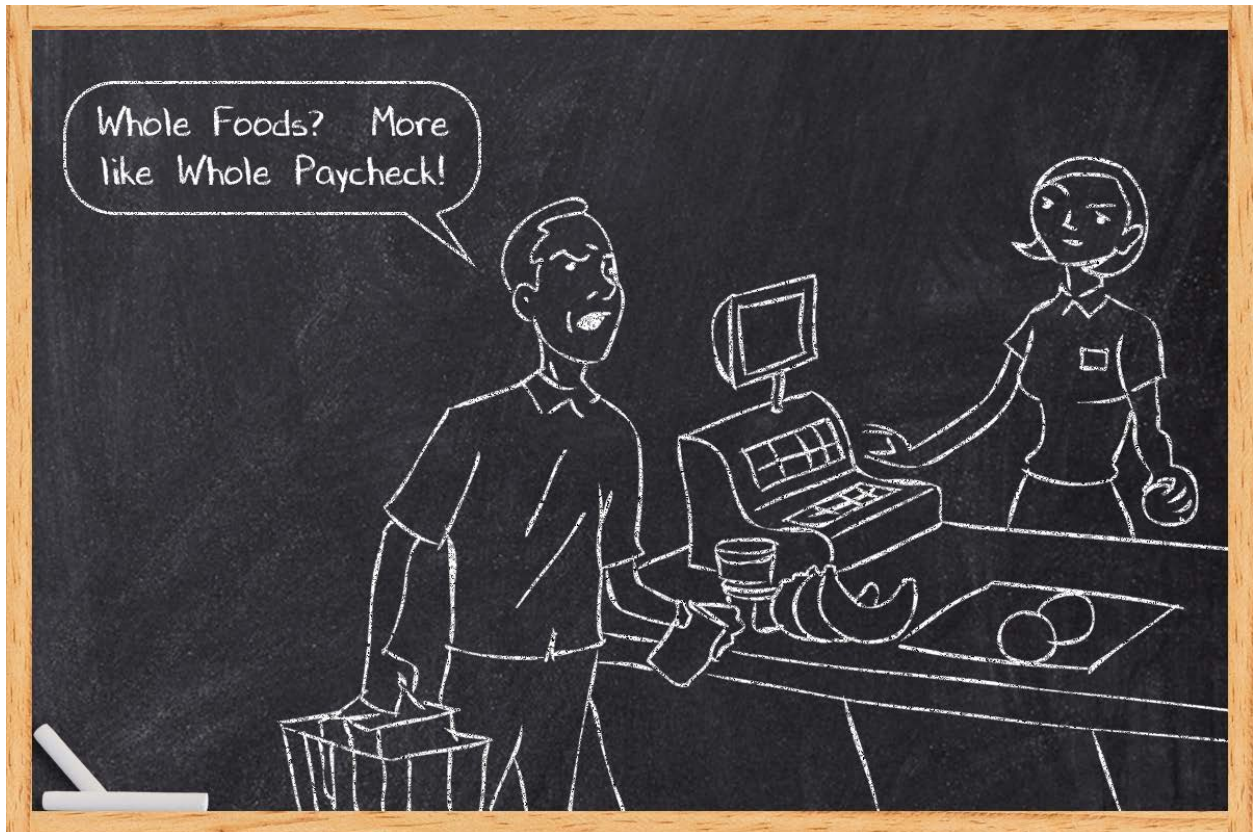


Some argue that one of the unintended consequences of the mass production of our food supply is a radical decrease in nutritional value.

So, some are “going back to nature” as much as possible and trying to find food that is both local and natural.

Even though outlets like Whole Foods are trying merge the two (mass produced naturally raised foods) there are two problems:

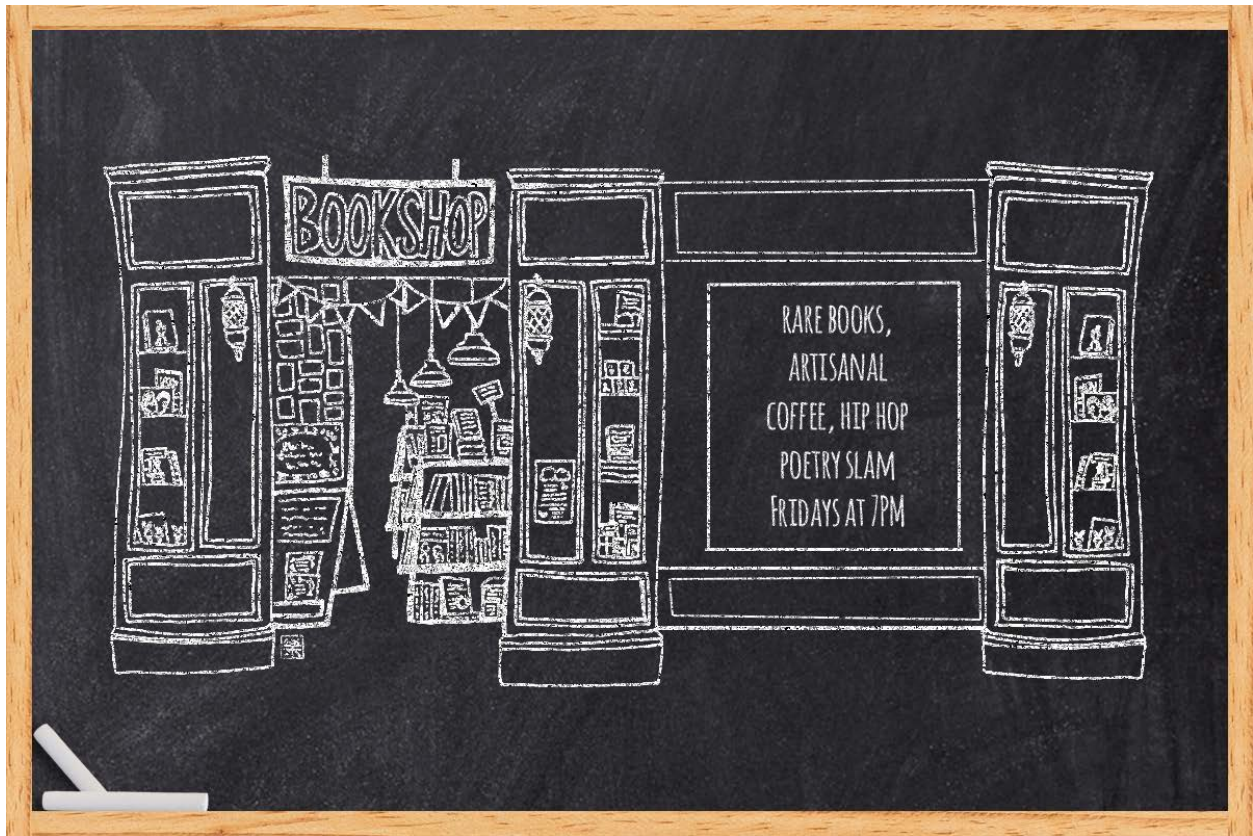
- Many don't trust their practices
- The price is absurdly high



So, there is a movement of very small retail outlets servicing the growing demand for what many would refer to as “real food.”

There are limitless ways to capitalize on the phenomenon of hyper specialization. This is but one.

Yet another way many small retailers are clinging on to survival is to create an *experience* ...



While bookstores are rarer and rarer there are still a few clinging on for dear life and the way they are doing it is to create an experience in their shops you could never get online.

Many small retailers are doing this and it can be quite effective.

Now ... yet another way small retailers and service providers are holding on is ... **crime.**

Some taxi drivers have not taken too kindly to the introduction of online taxi apps like Uber, Grab, and Lyft ...

Some have banded together to use pressure to prevent these companies from succeeding on “their turf.”

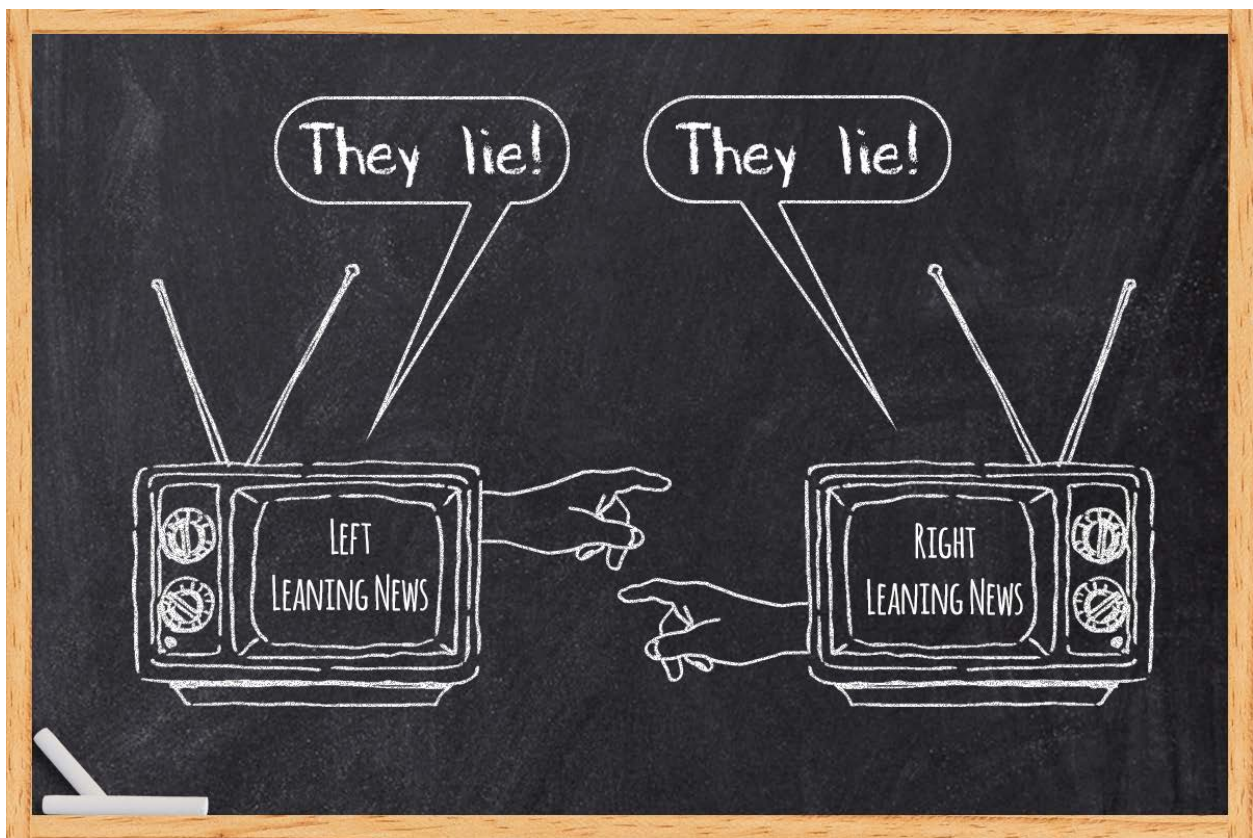
This “pressure” ranges all the way from **forming groups to persuade (or even bribe) political leaders** to make online taxi apps illegal ... all the way up to the “Taxi Mafia” you find in some countries. (Yes, it’s a real thing.)

The Rise of the Mutant Middlemen

Another example of how the generalization “the middleman has fallen” is simply not true is the rise of what I call the “Mutant Middlemen.”

These are “middleman” positions that simply didn’t exist before all of this disruption.

Consider this ... do you trust the news?



The absurd notion that something as complex and nuanced as politics can be distilled down to “left vs right” aside ...

Is this not the state of mainstream news today?

So, how do you know what's true?



Really?

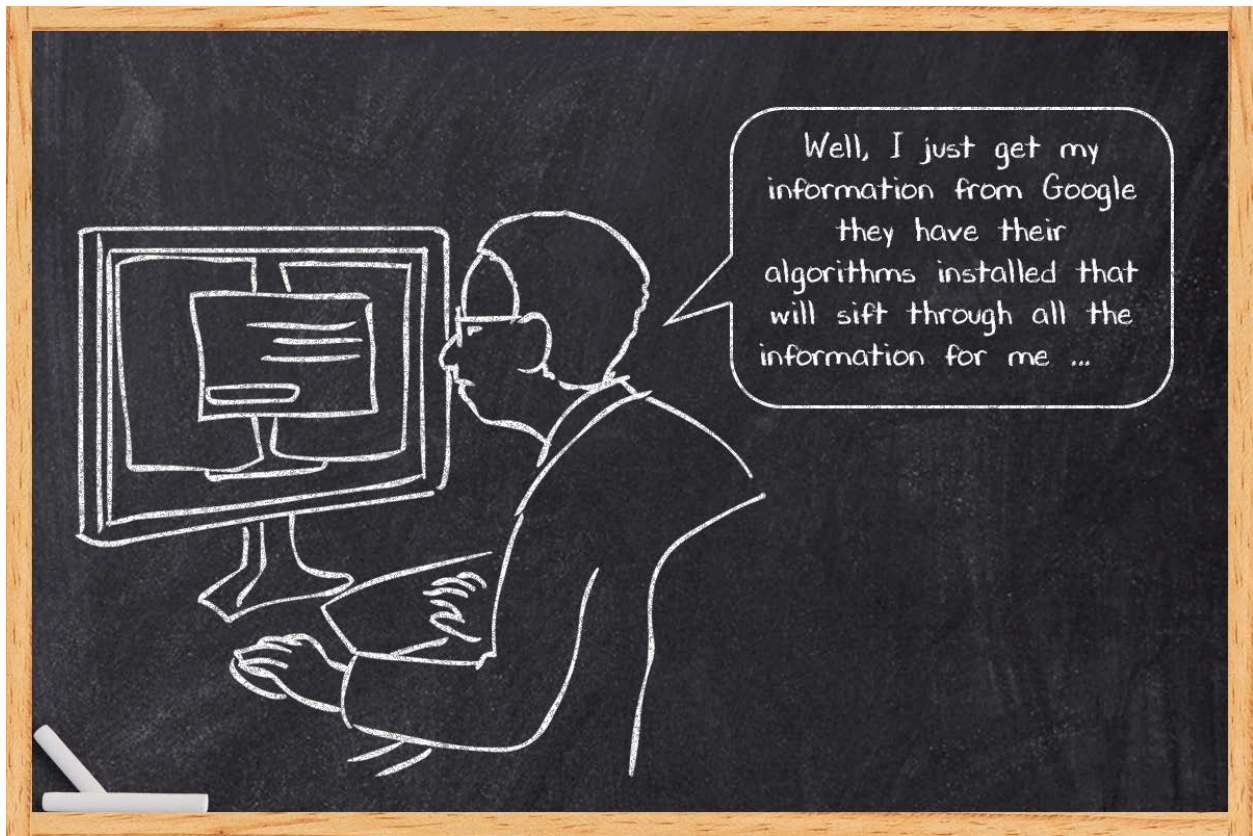
Well, compare these two sites:

www.politifact.com

www.politifactbias.com

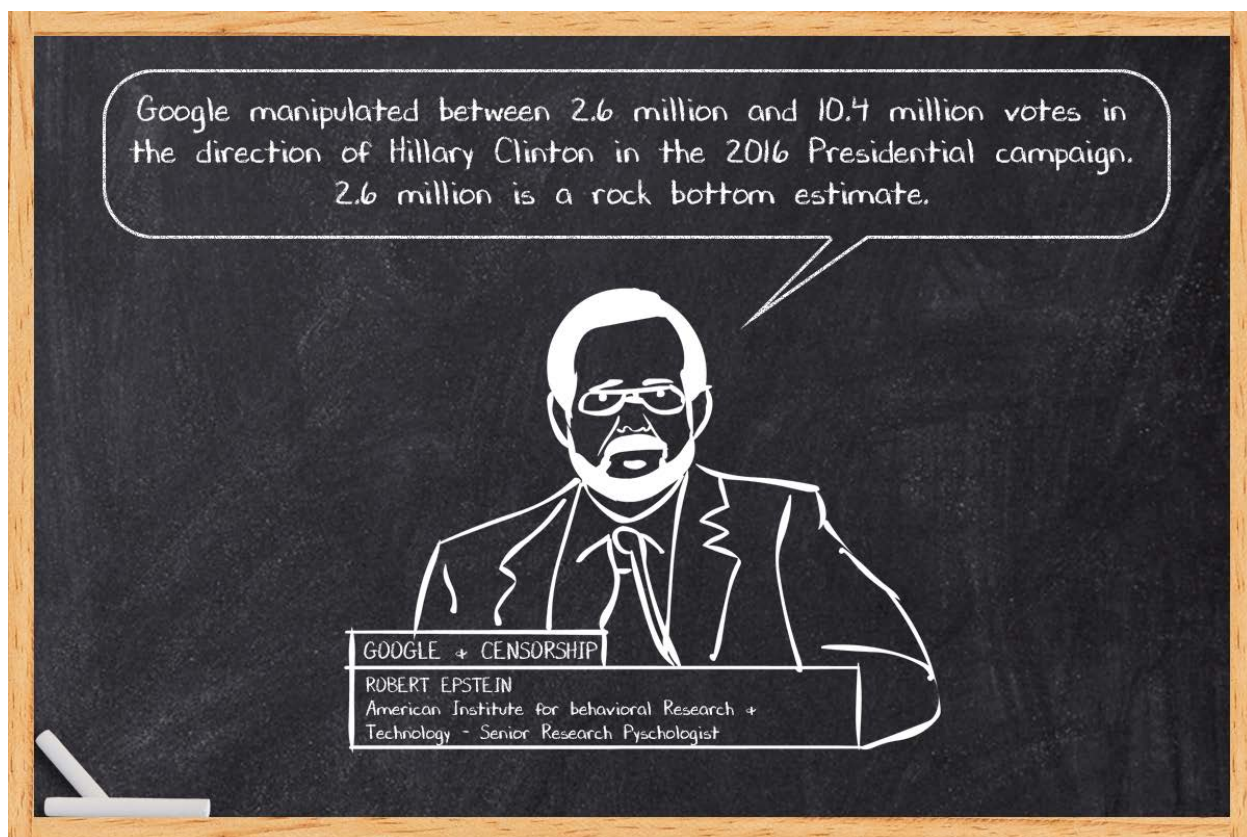
The epistemological impossibility of the existence of “unbiased” sources aside ...

How do we know that people professing to be “fact checkers” are not simply **agenda-driven manipulators of the truth** - and inventors of false narratives - just like so much of the “news”.



Can you trust them?

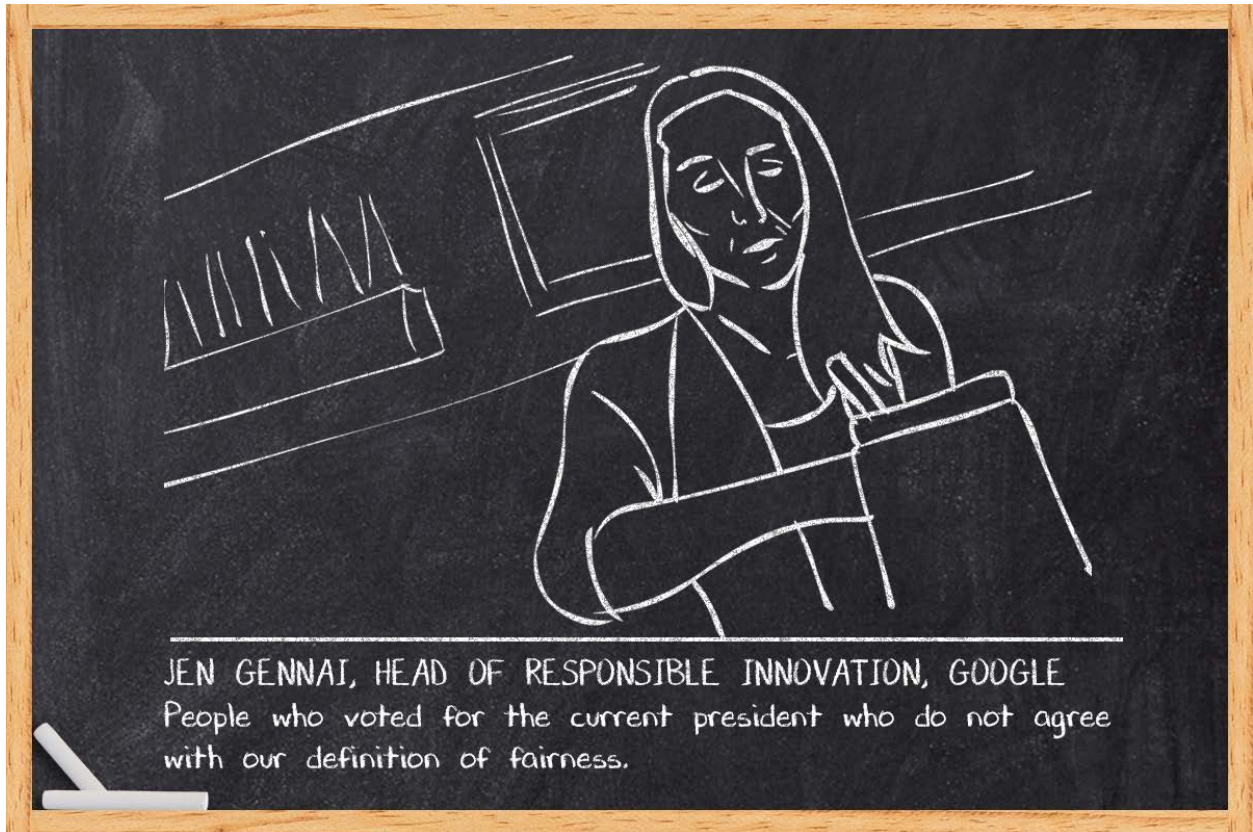
Even if you don't believe what I said above in the section about “weaponized information” Consider the following.



Dr. Robert Epstein, the former editor of Psychology Today testified before Congress that, by his analysis, Google - through the manipulation of their search results - **swayed millions of votes in the direction of Hillary Clinton in the 2016 election.**

And by the way ... he hates Trump and voted for Hillary.

Not enough evidence?



Project Veritas has been releasing irrefutable evidence detailing the efforts of Big Tech companies to **censor and manipulate data**.

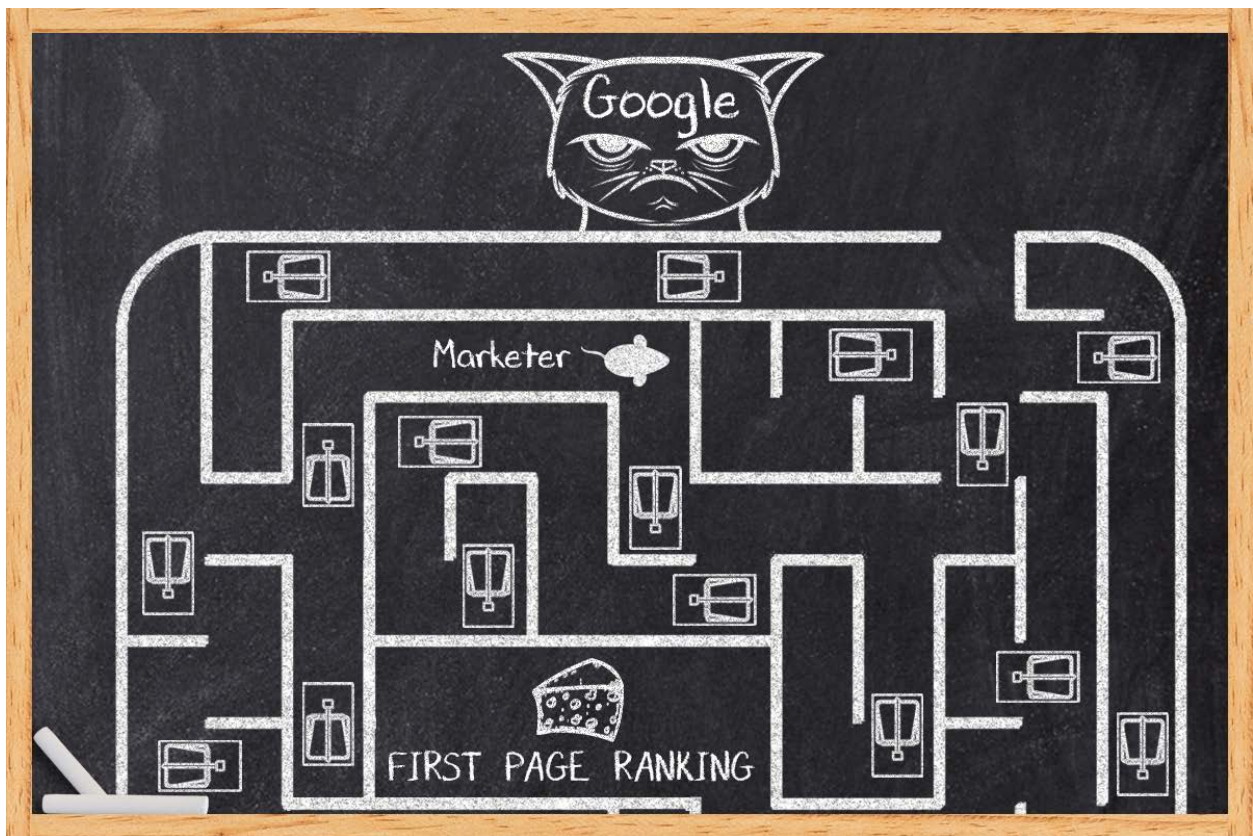
The image above is a still frame from a video shot by a Project Veritas undercover journalist. This is a direct admission by a Google executive that they are, *algorithmically*, manipulating their search results to lean in a particular direction.

Project Veritas has amassed an enormous body of undercover footage, whistleblower testimony, and leaked documents revealing that nearly *all* of the major Big Tech companies are manipulating their platforms to **suppress certain views and amplify others**.

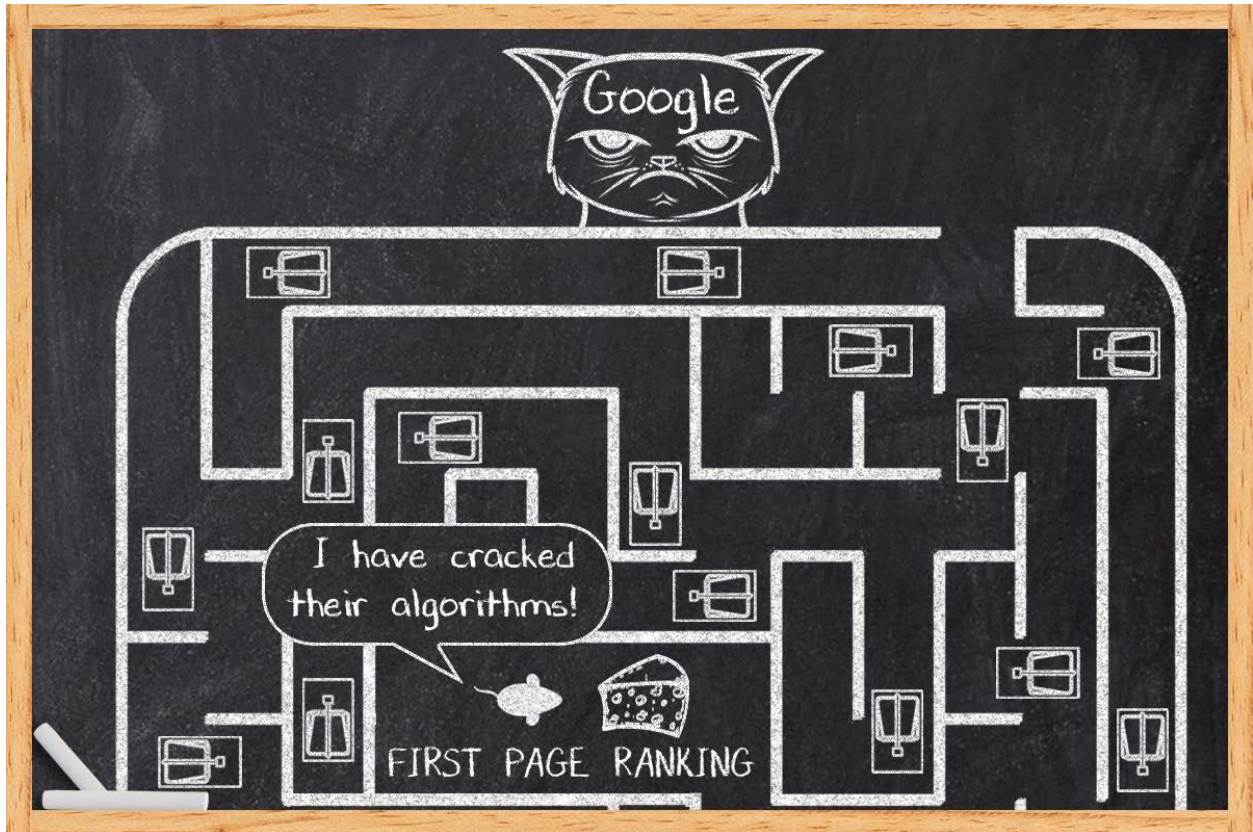
And even if these individual cases weren't true, we know Search Engine Marketers are constantly trying to "game" Google in order to get their information to the top.

As the author of the first book on "search engine optimization" back in the 1990s, I can tell you most assuredly **this phenomenon is real.**

And it shouldn't be too hard to prove this to yourself if you simply search for SEO/SEM experts online. They'll tell you quite explicitly: that's their job.



It's a constant cat and mouse game. And both the mice ... and the cats ... are getting smarter.



So, what do we see here?

Well, you may or may not have caught it, but the above illustrates the existence of several new “middle layers” that are relatively new.

BEFORE	AFTER	AFTER AFTER
NEWS ---> YOU	NEWS ---> FACT CHECKER ---> YOU	NEWS ---> FACT CHECKER ---> FACT CHECKER OF THE FACT CHECKER ---> YOU

BEFORE	AFTER
GOOGLE ---> YOU	GOOGLE ---> SEO MANIPULATORS ---> YOU

So, again ... the notion that “the middleman has been eliminated” is simply **false**.

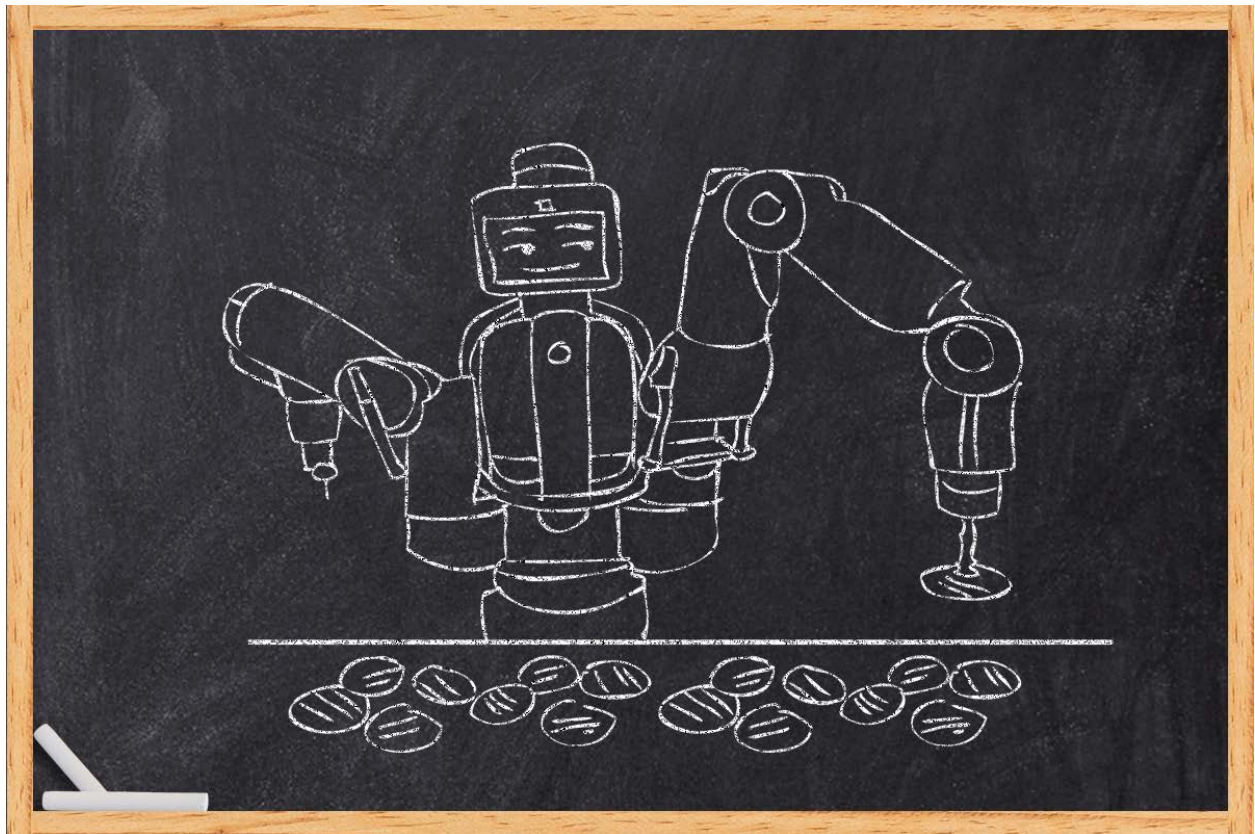
The reality is **the old middlemen** are mostly gone, but **brand new middlemen** are surfacing all the time.

Hold that thought for now ... we’ll come back to this again when we talk about Emergent Growth Markets ...

As you’ll soon see, this phenomenon is much bigger than you may realize yet. And it represents **enormous economic potential**.

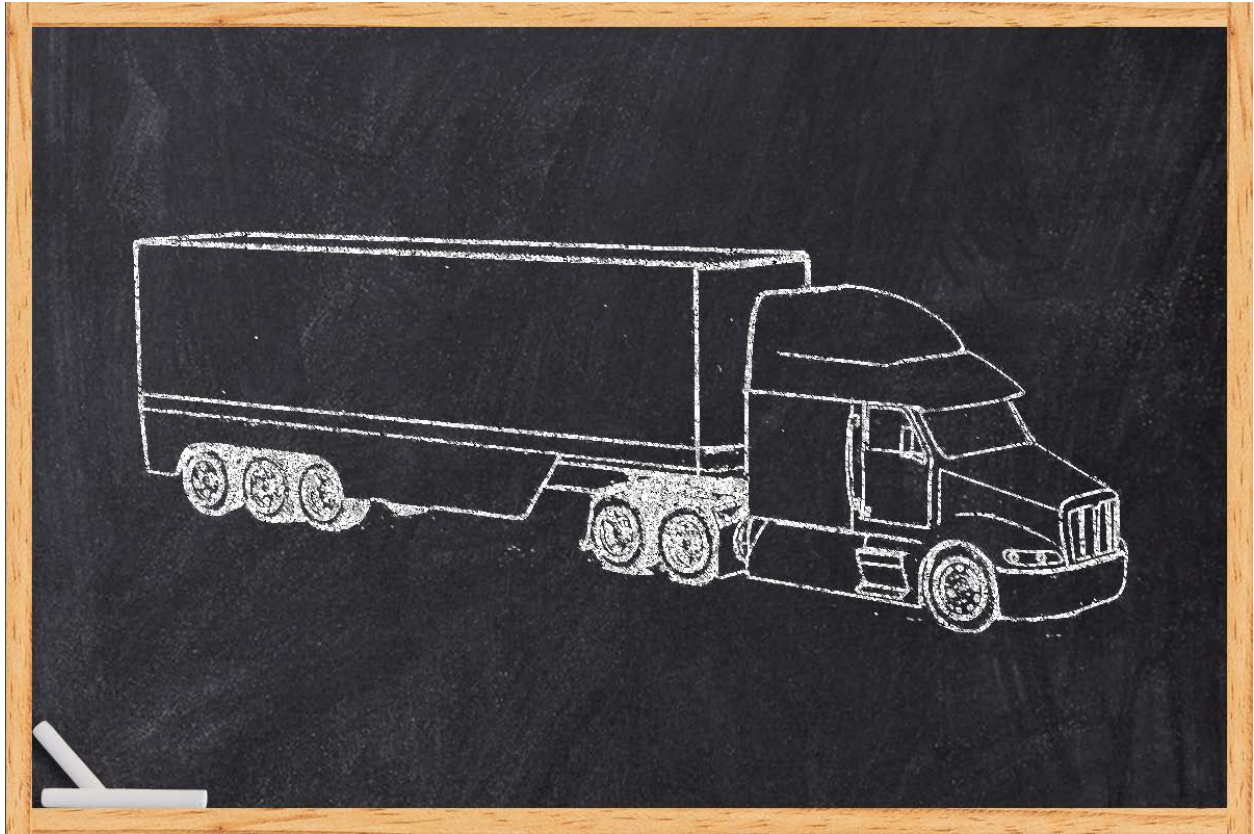
The Mass Displacement

OK, this one is probably more obvious than the rest ...

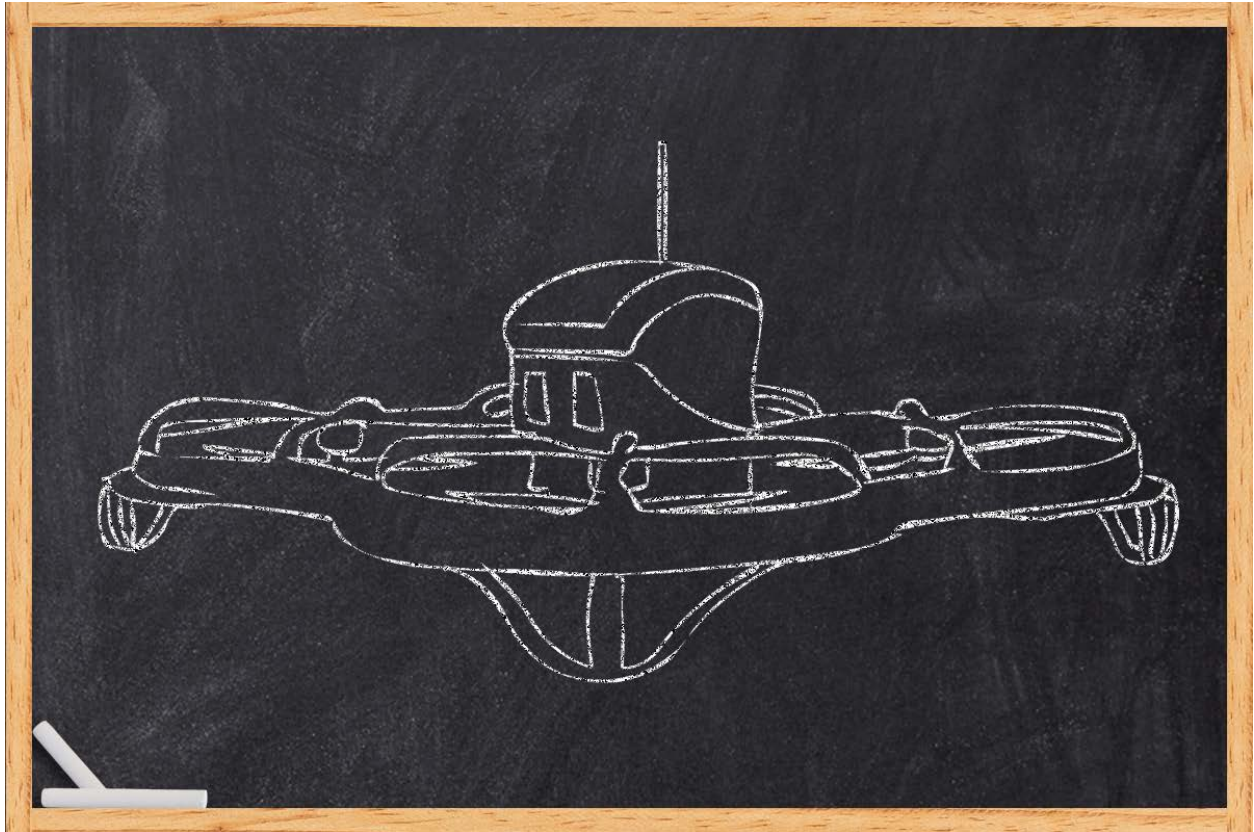


Today the notion that **automation is creating mass displacement in the job market** has already gone totally mainstream ...

With fully automated food production on the horizon ...



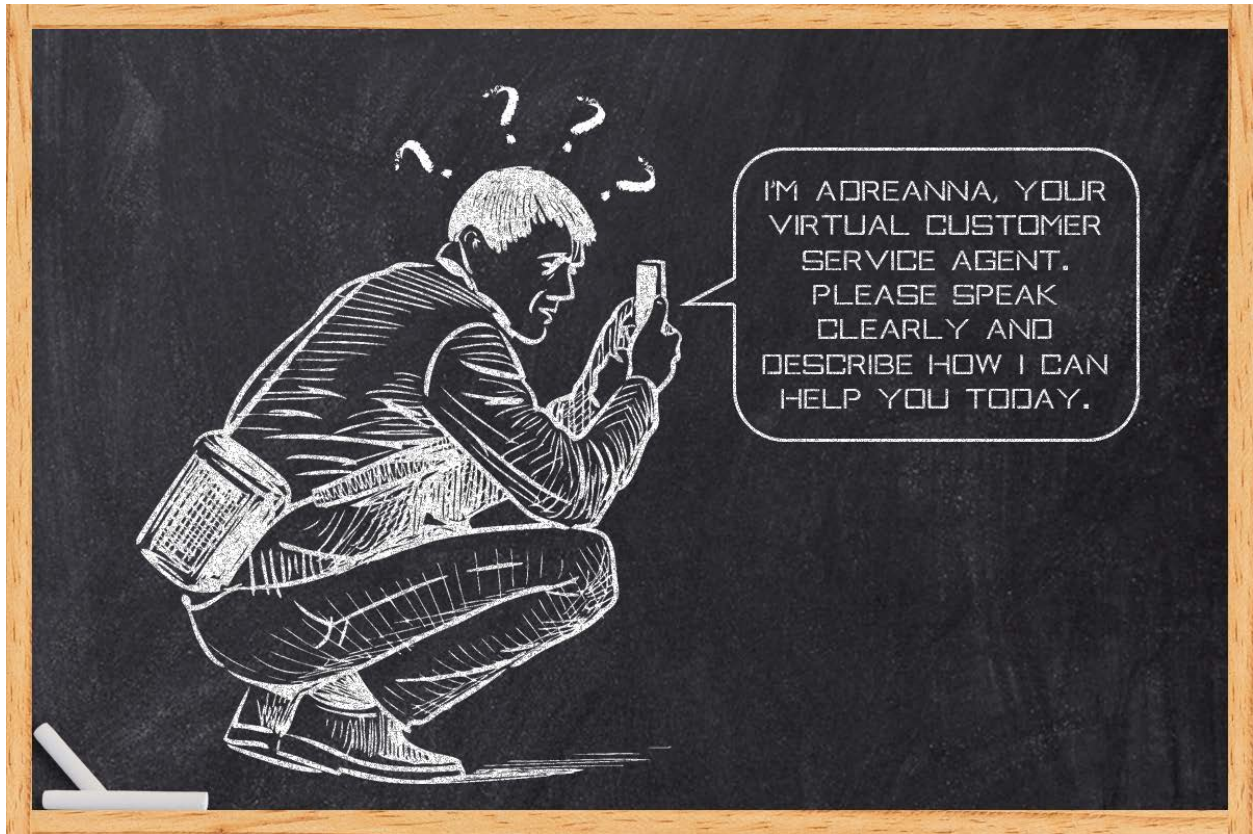
With driverless long-haul delivery trucks on the road ...



With Amazon announcing in 2019 that it will soon begin delivery by drone ...

I don't think it's any secret now that many more people will begin losing their jobs.

And if you think robotics are the only threat ...



As the pace of tech advancement increases, the number of things that can be fully automated is only going to increase.

If you think your job is “un-automatable” ... consider this ...

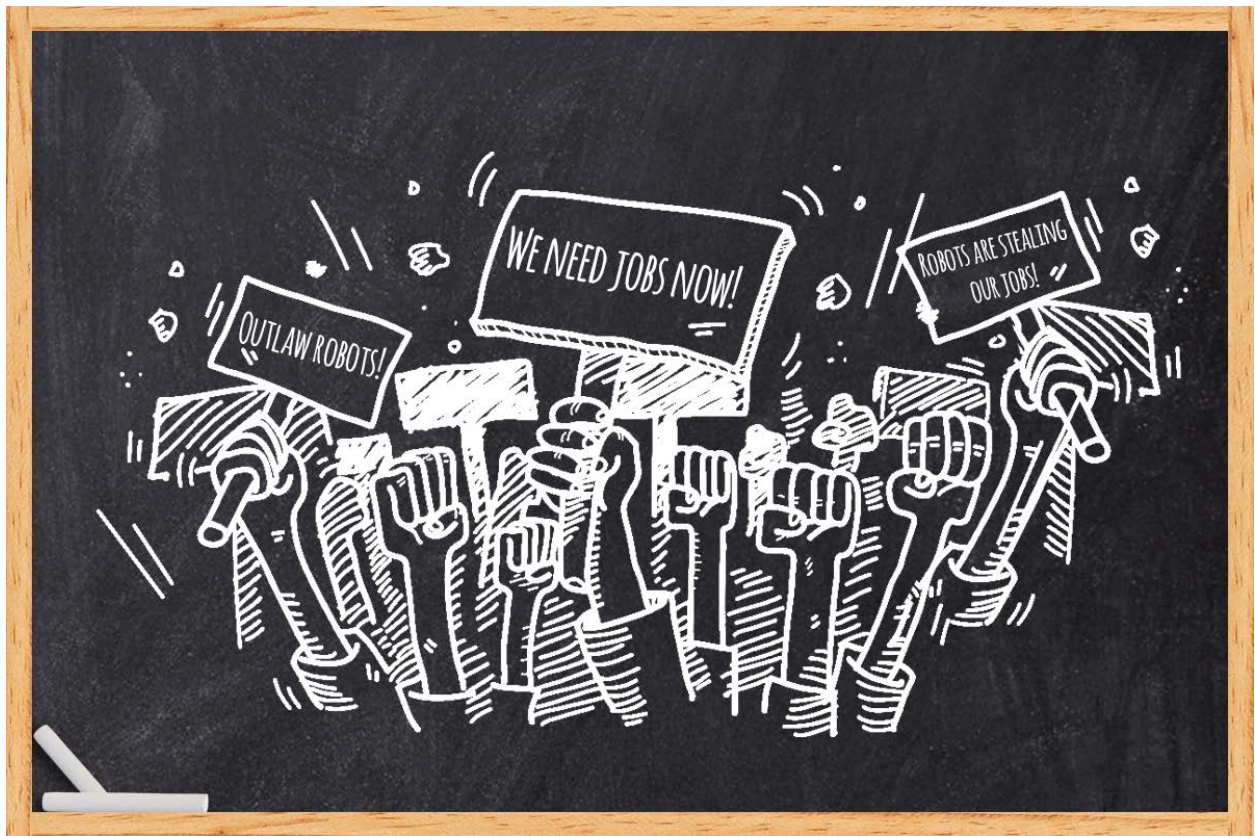
The Big Tech platforms have evolved the tracking pixel to something far more sophisticated than the original tracking pixel I invented in the 1990s.



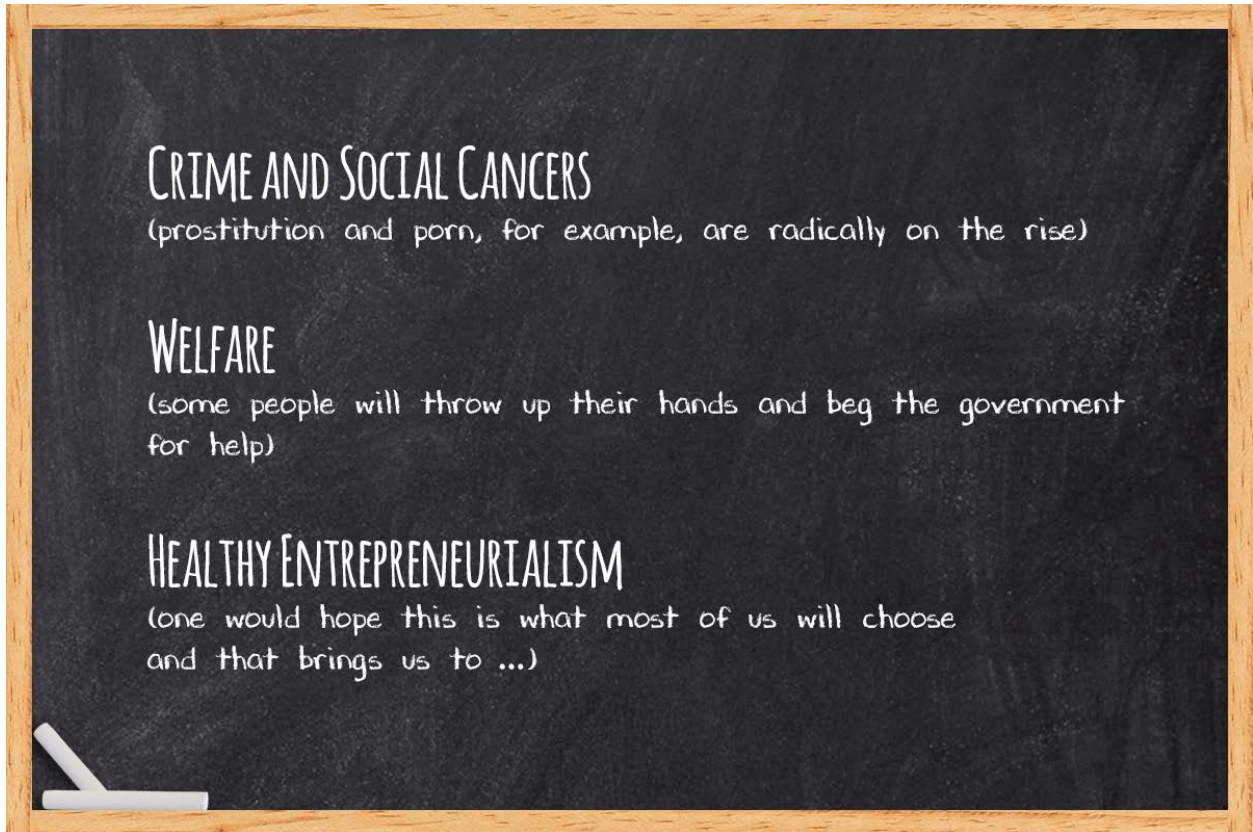
Indeed, pixels are so smart now that, once the AI behind the pixel has been “trained” to identify the audience, many companies are now not using *any* targeting in their ads at all. They are simply uploading the ad, setting the targeting to “worldwide” and **letting the pixel AI find the audience for them.**

Before this, an advertiser would *manually* select his audience based interest, demographics, and the like. Now ... it seems AI is becoming better qualified at finding your customers than you are.

As computers get smarter and smarter, how much more of the physical and intellectual labor you think “could *never* be replaced by machines” will, in fact, be replaced by machines?



With fewer and fewer “traditional jobs” available, I see people choosing one of three options ...



And that brings us to ...

The Entrepreneurial Explosion

So ...

As people lose jobs, they will inevitably turn to crime/social-cancers ... or welfare ... or ... healthy entrepreneurialism ...

And if governments are smart - and truly acting in our best interests - they will encourage healthy entrepreneurialism. The other two options don't bode well for humanity.

The negative effects of a world turned to crime and social cancers as the answer to their economic woes are so obvious, I don't believe I even need to address this.



An ill-managed society could very easily go this way. History abounds with examples.

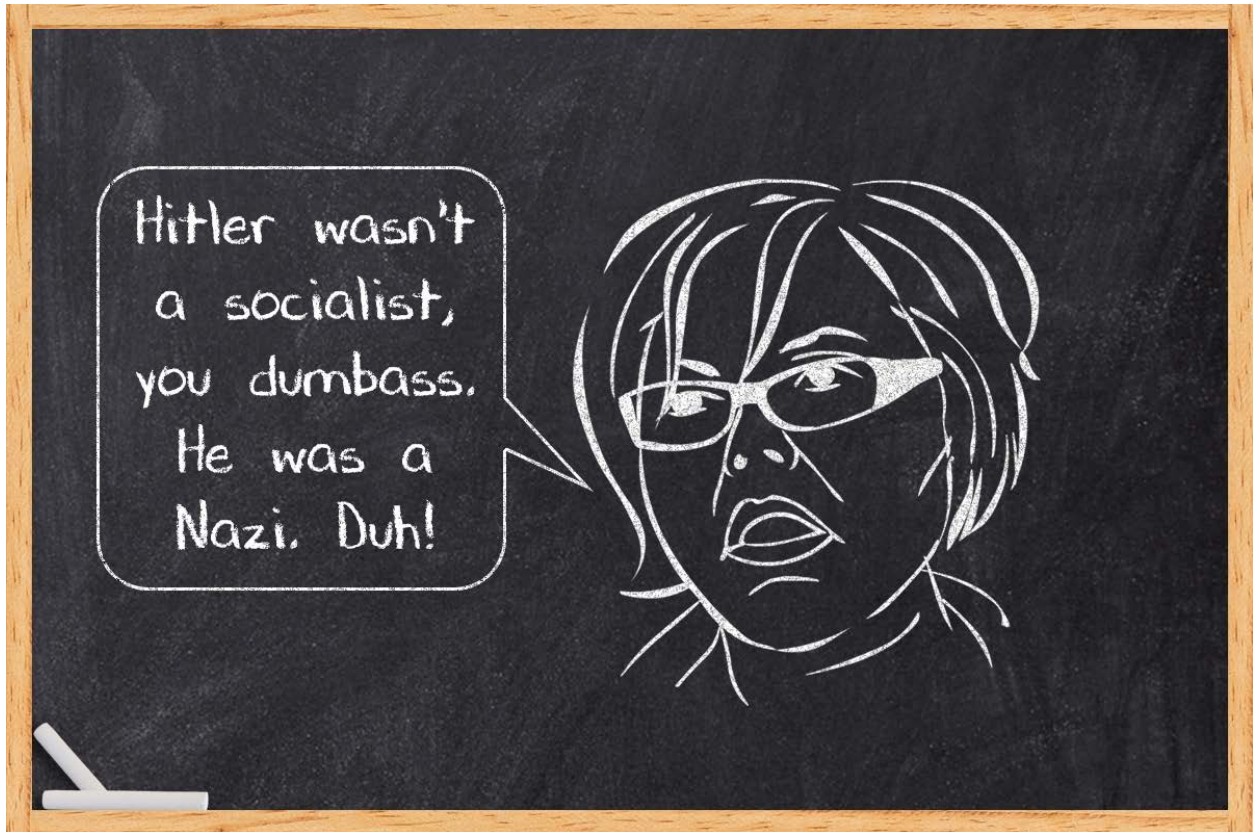
If we think a **welfare state** (today euphemistically referred to as “Universal Basic Income”) is the answer, consider the following.

First, the real history of communism and Socialism is not taught to children these days ...

DICTATOR	NUMBER KILLED	FORM OF GOVERNMENT
Mao	50-80 million	Communism
Stalin	22-40 million	International Socialism
Hilter	15-30 million	National Socialism

Remember that **the greatest mass murders of the 20th century** were all committed in the name of Socialism and communism.

They all created different boogeymen to which folks could attach their frustrations and conned the masses into participating in mass atrocities.



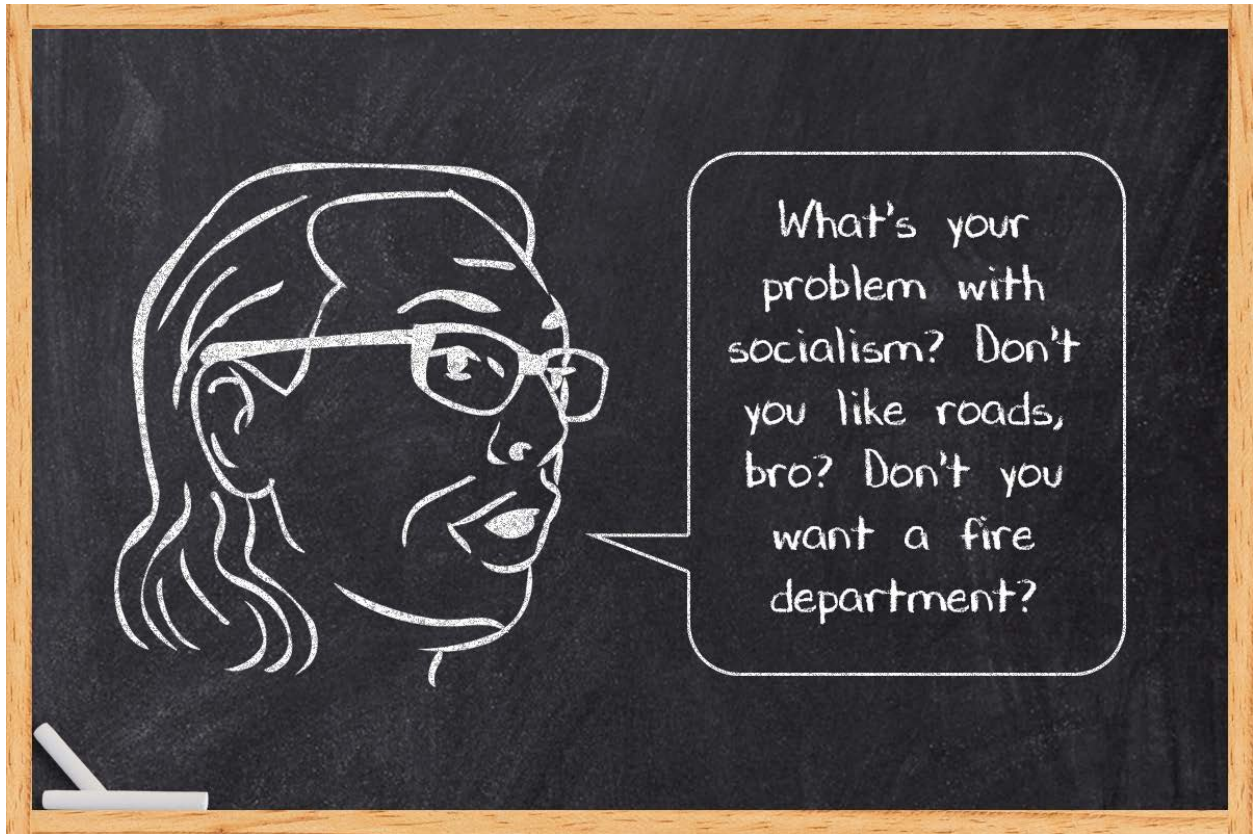
Well, this is a big part of the problem ... **the full depth of history isn't being taught to most kids today.**

First, many use the term "Nazi" these days in some rather strange and incorrect ways.

"Nazi" is actual short for the German *Nationalsozialismus*
Translation: **"National Socialism"**.

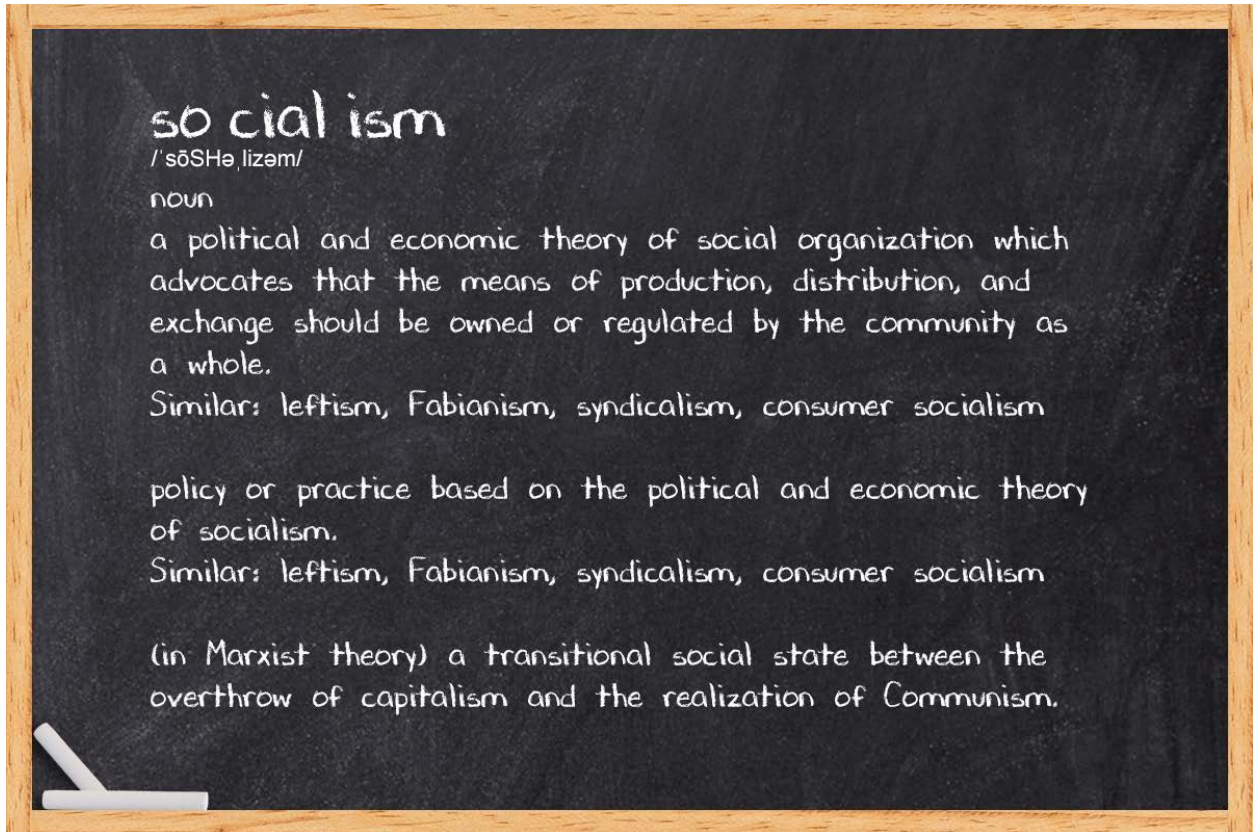
Hitler's political party was officially titled: "National Socialist German Workers' Party".

So ... if you think "Hitler wasn't a Socialist", you have been taught demonstrably false version of history.



This is another strange linguistic trick being played on the younger generation today.

Every Capitalist society has public works. **Providing basic services for the public isn't "Socialism".**



socialism

/ˈsɒʃəlɪzəm/

noun

a political and economic theory of social organization which advocates that the means of production, distribution, and exchange should be owned or regulated by the community as a whole.

Similar: leftism, Fabianism, syndicalism, consumer socialism

policy or practice based on the political and economic theory of socialism.

Similar: leftism, Fabianism, syndicalism, consumer socialism

(in Marxist theory) a transitional social state between the overthrow of capitalism and the realization of Communism.

If someone is trying to sell you on the merits of Socialism by saying “don’t you like roads, bro?” they are either deliberately deceiving you or have simply been miseducated.

A society where the means of production has been totally controlled by the government has never, historically, worked out well.

But hold that thought ...



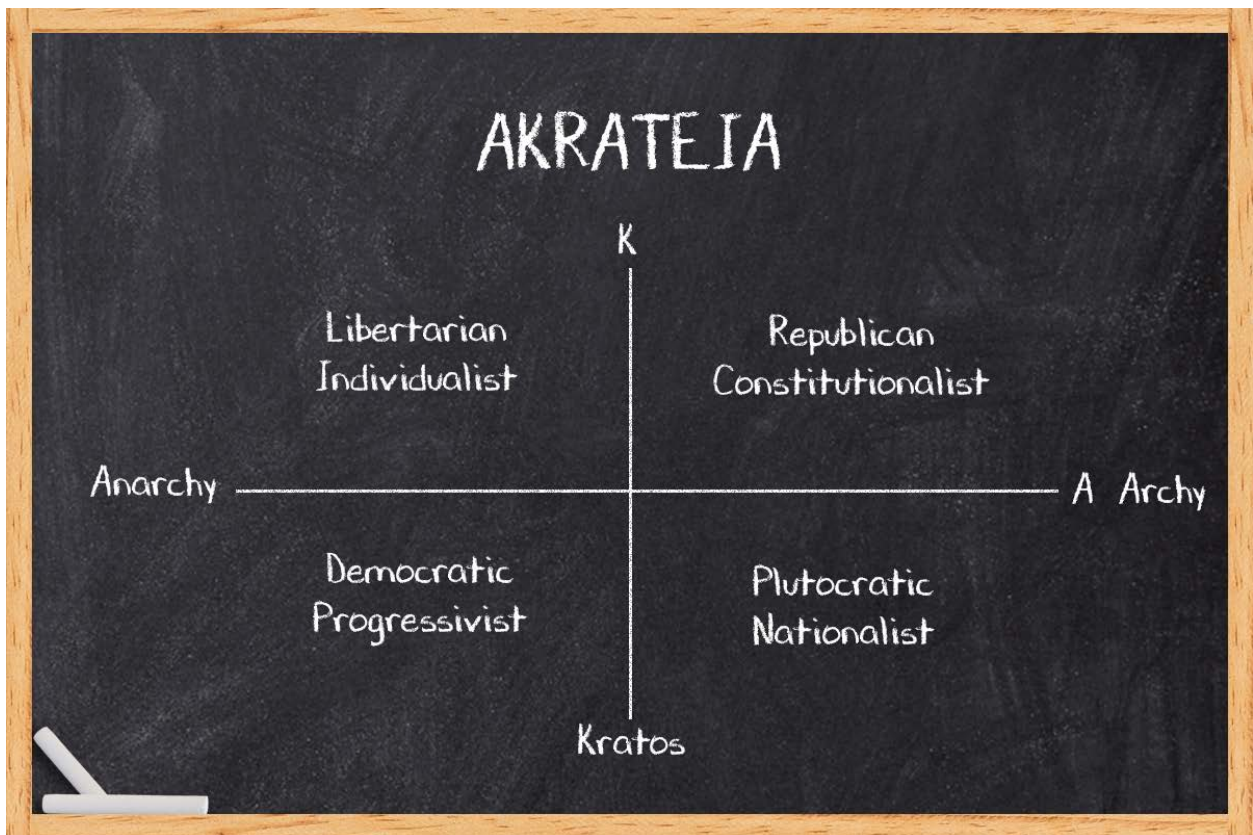
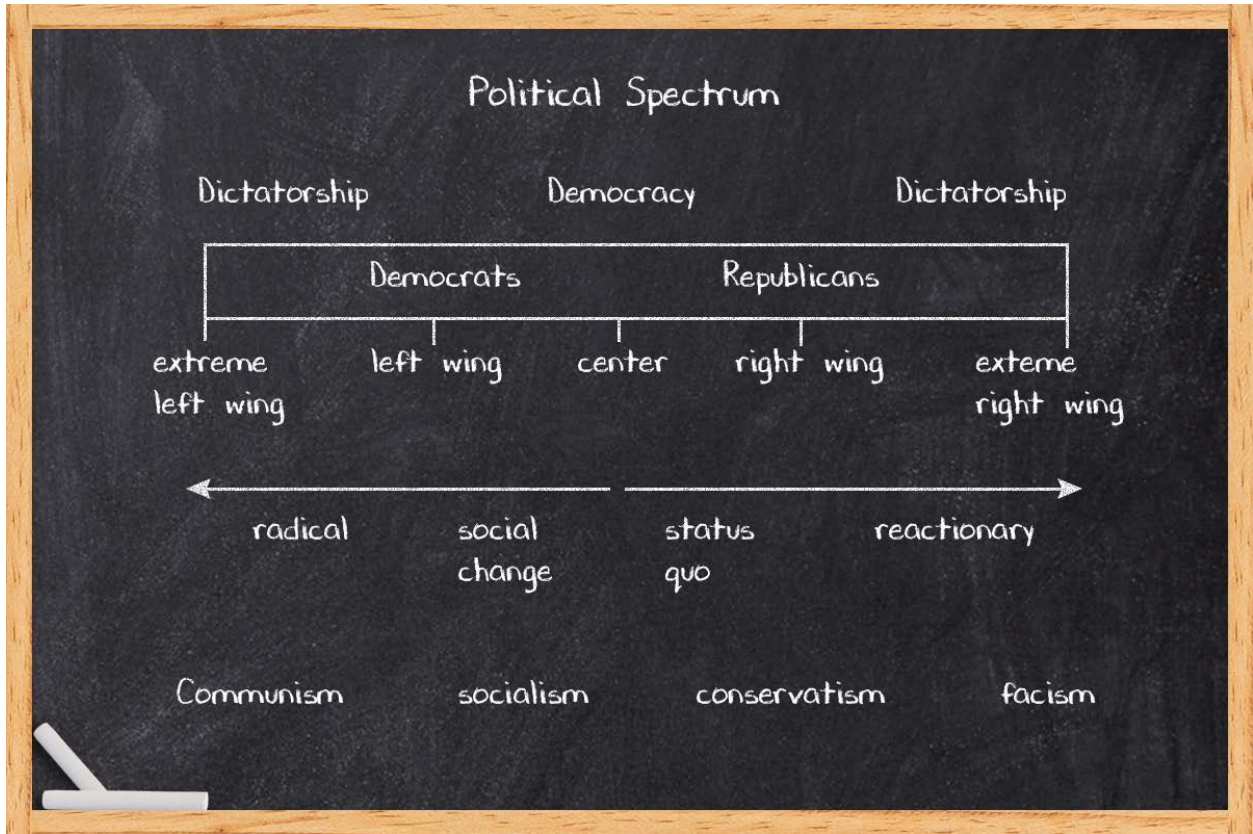
Listen ... you may not know it yet, but I'm not your enemy. And I don't necessarily disagree with you or your values.

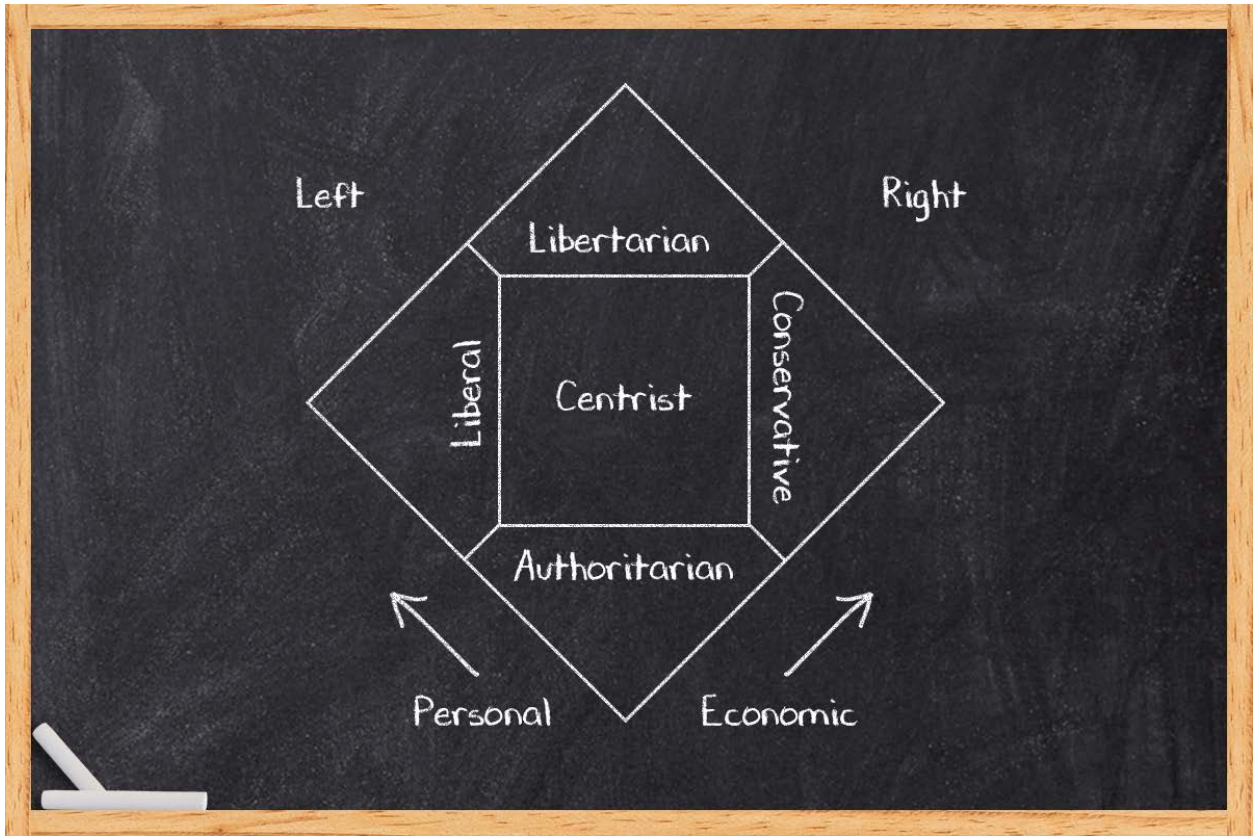
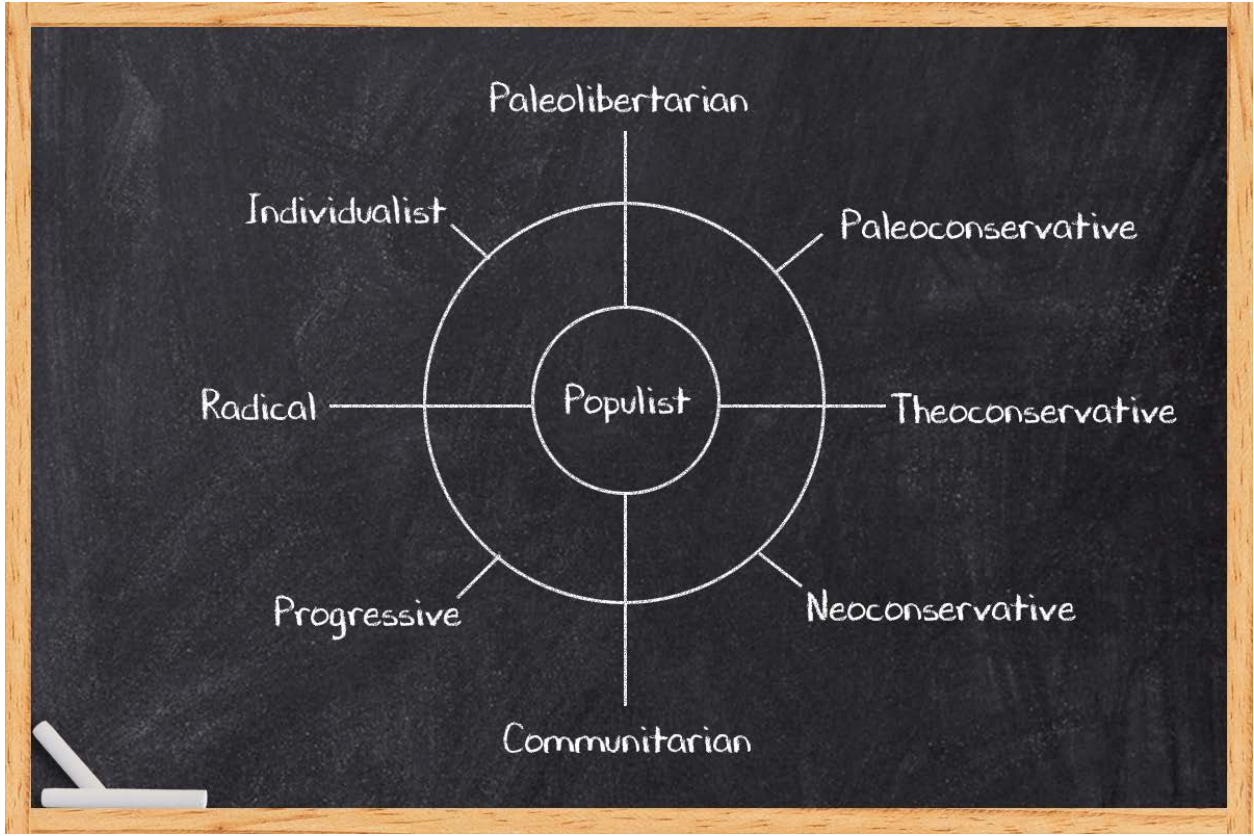
Indeed, I don't think the "left vs. right" paradigm is even valid anymore considering the rapid pace of technological change.

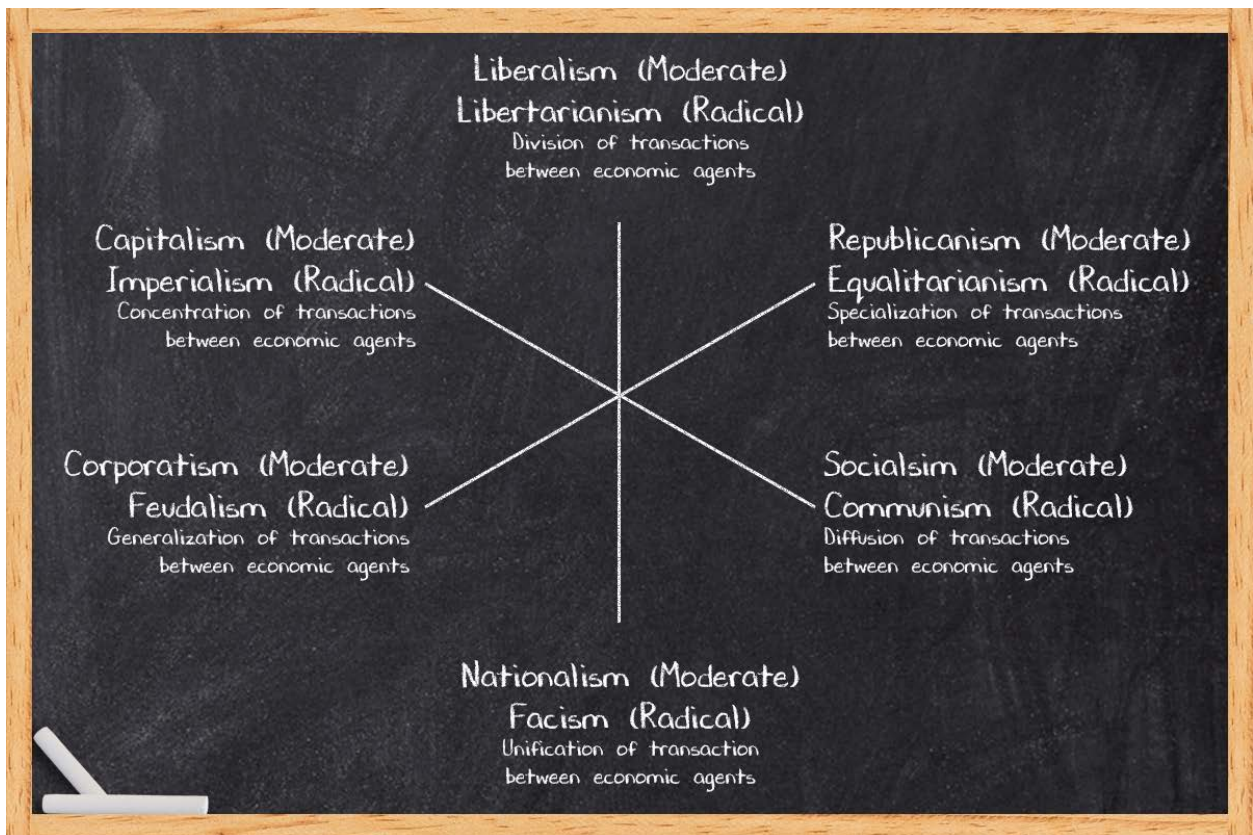
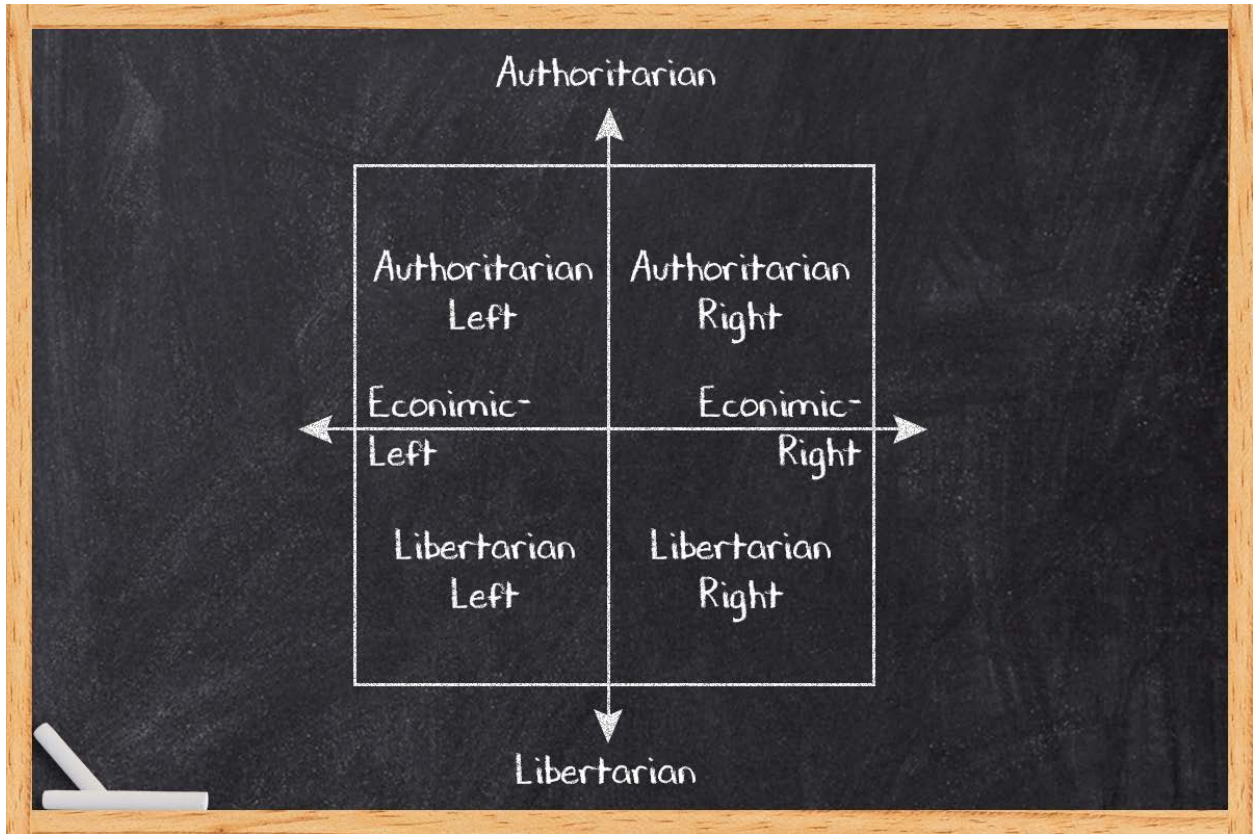
Indeed, it was never legitimate to begin with.

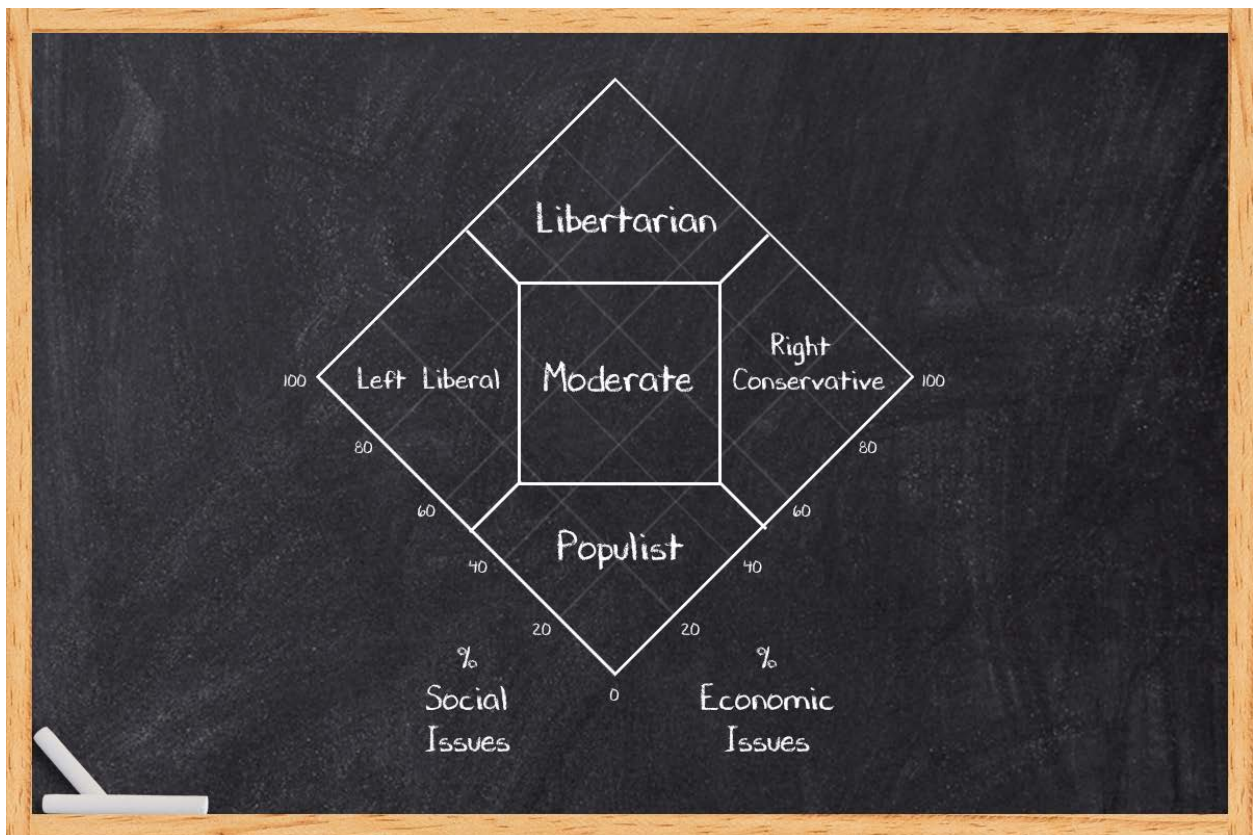
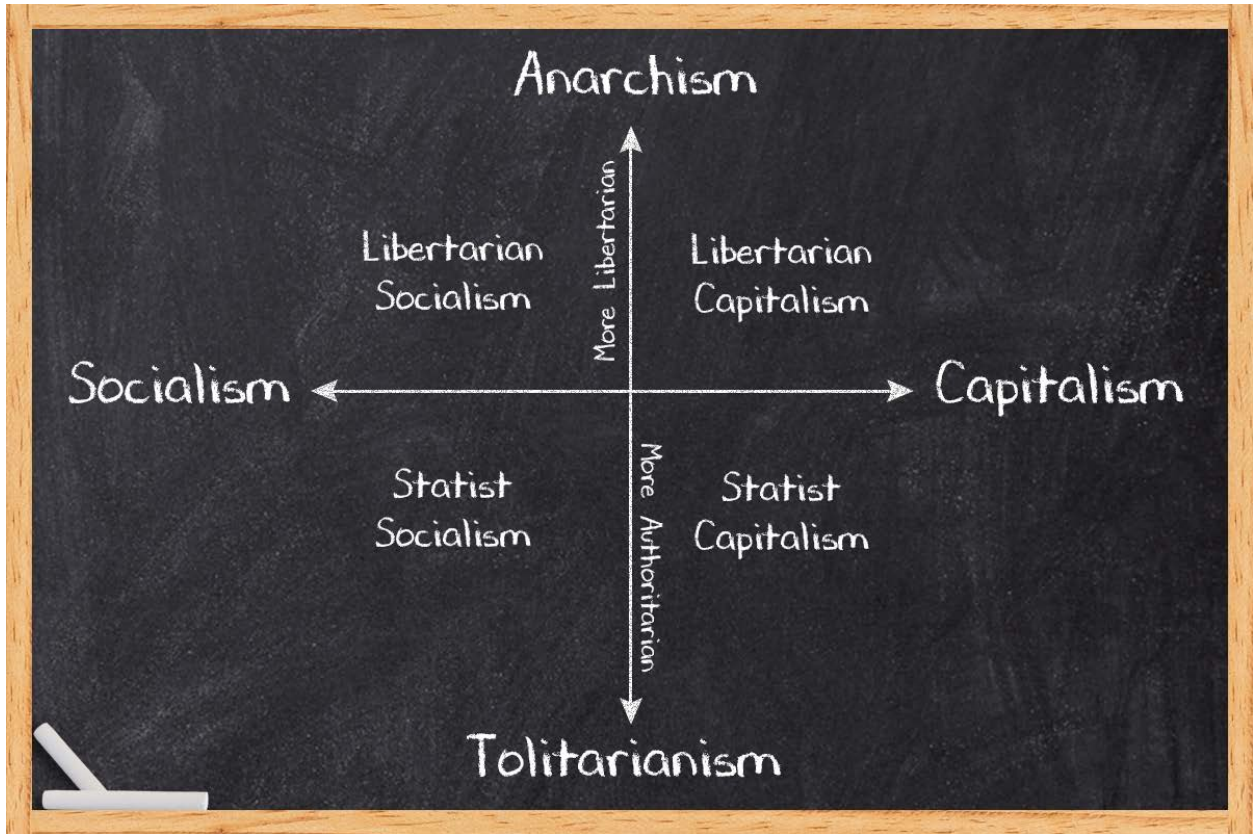
Political ideas are so nuanced that left vs. right is laughably facile.

Allow me to demonstrate. Here are several alternative ways to categorize political views.









Still believe it's as simple as "the left vs the right?"

The above paradigms are certainly more accurate. **But these are but a few of many different political paradigms and even *they* fail to capture the limitless nuance of individual opinions.**

And, most importantly, they don't even remotely address any notions of what form of political system could properly manage this rapidly changing technological landscape.

Don't you think it's time we got past the tribalistic approach to political discourse?

But again ... hold that thought. This is far more important than most realize and we'll dig even deeper in a moment.

For now, let's consider this from another angle ...



Ask yourself ...

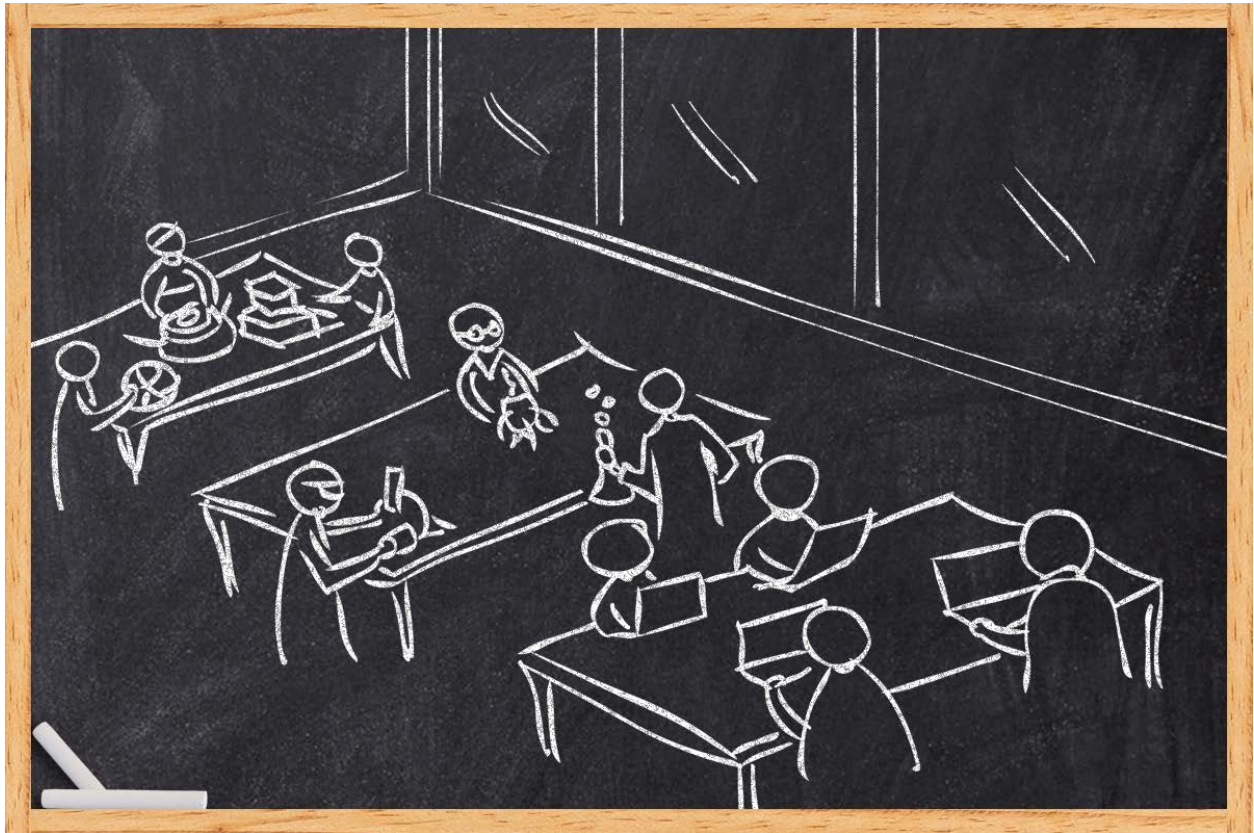
What will people do with their free time if all of their basic needs are met?

The temptation to live a life of sloth and debauchery is going to be so great, many of us will not be able to resist.

But again ... hold that thought.

Here's the main point to consider right now ...

We are on the cusp of an absolute entrepreneurial explosion.



Given that the other two alternatives represent **demonstrably negative futures**, those who are aware of the perils of these alternatives will turn to entrepreneurship as the answer.

This option, too, has its potential perils, but ...

It's going to happen, regardless.

I imagine ... if you're reading this at all, **you're already a part of this movement**.

And if you've stuck with me this far you obviously see the value in it.

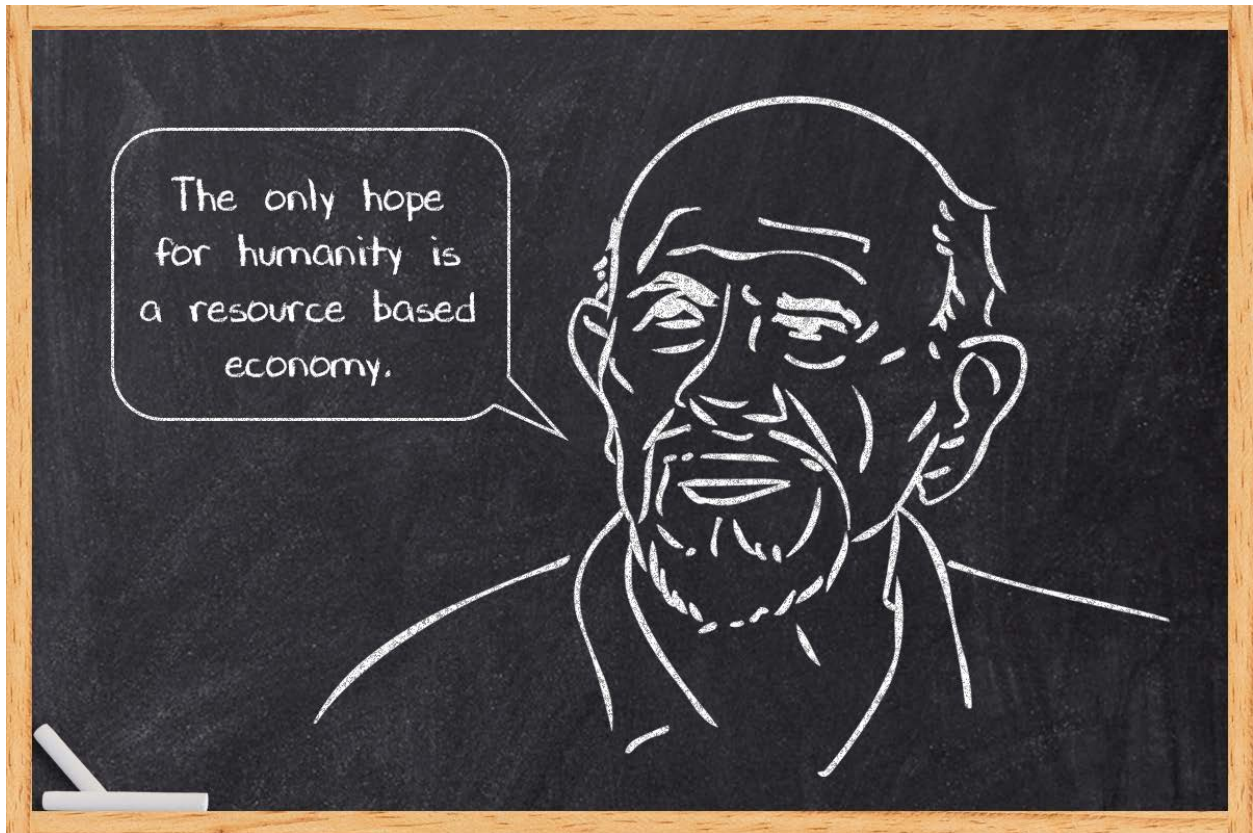
But the implications are far deeper than you may yet realize.

And, by the end of this story, when you fully grasp them, you're going to understand **how to take advantage of this phenomenon in some obscenely lucrative ways.**

Ways you have probably not yet considered ...

P.S. If you think this chapter was **an exercise in Capitalist apologetics** ... think again. Capitalism is certainly not without its flaws. Especially when unchecked (*cf. the labor abuses of early industrialism, etc*) or when Keynesianism was introduced into the equation. But many would argue it has - so far, warts and all - **produced more freedom, and reduced more poverty,** than any other system to date. A strong argument could be made for that, indeed. But I'll leave this argument to the political dogmatists. My aim here is not to advocate for a so-called "perfect system". Such a system may never exist. Rather, my intention is to inform you of **the dynamic forces you must navigate to be prosperous.** Whether you like it ... or agree with it ... an entrepreneurial explosion of unprecedented magnitude is upon us. Will you use it to your advantage?

Interlude: A Possible Hybrid Future - A Luxury Based Economy

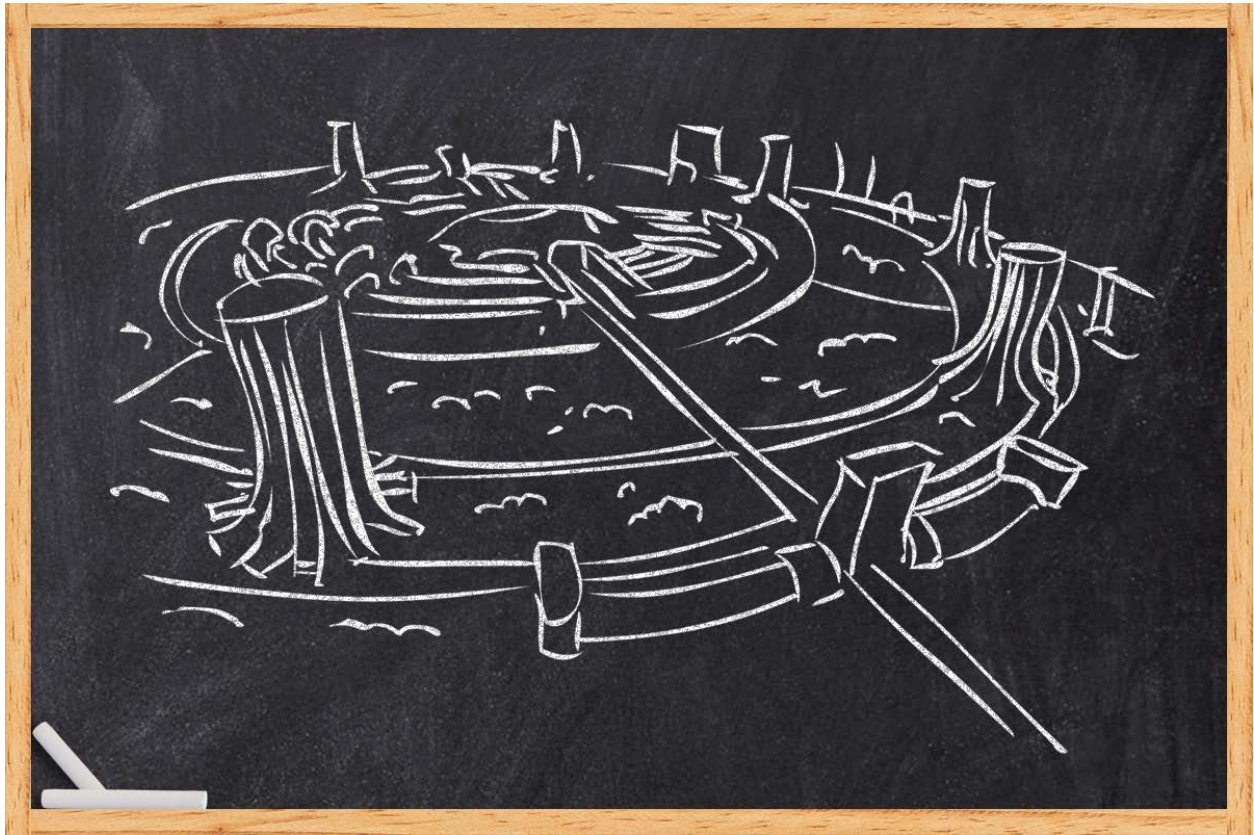


Anyone who has followed **The Venus Project**, founded by **Jacque Fresco** will be familiar with this idea.

Jacque and I became friends around 2005 when he came across some writing of mine that was making some similar observations to his.

Back then we both saw the **implications of the rapid pace of technological advancement** and were hypothesizing ways to address the problem.

In a nutshell, Jacque's hypothesis was that the only way to survive the future was to radically redesign the economy itself.



He imagined a society where the entire inventory of the world's resources was maintained and controlled by a central computing system.

He imagined an end-state where:

- If someone wanted something they would simply **make a request to the system**, and the system would either deliver it to them - or manufacture it on the spot - depending on whether the resources existed to provide it.

- Requests would be prioritized based on the urgency of the need and the resources available.
- To address the potential societal decay this represents, he proposed a **social engineering program** where people were taught from birth to value the importance of self-actualization and work over meaningless distraction and self-destruction.

When one factors in the inevitable societal changes the impending technological shifts represent, it is indeed, an interesting hypothetical solution.

I was instantly sympathetic to Jacque's view and admired the vision.

It wasn't entirely new (people like Bucky Fuller, H.G. Wells, and the members of the Technocracy movement had been talking about similar Utopian notions for decades), but Jacque's work represents a unique approach that was far better thought-out than many realize.

But he and I had **two main points of disagreement** over which we debated endlessly.

The disagreement could be summed up in two questions I asked him ...

1. "Who controls this central computer and how can we know it can't be corrupted by the controllers for self-serving ends a la the history Socialism and communism?"
2. "How do we transition into a Resource Based Economy without enormous social upheaval and chaos?"

Some might say the Blockchain is the answer to the first question, but as you'll soon see, it may not be the panacea many believe it to be.

For the second question, I proposed an alternative ...



As a way to address the societal decay a Universal Basic Income represents, Jacque proposed “social engineering”, and I proposed a ...

“Luxury Based Economy”.

Interestingly, this is something I proposed long before I was even aware of Jacque's work and him reading my work on it was the initial spark that led to our friendship.

Imagine ... if all of our basic needs were met, how would we incentivize people to be involved in activities that will prod their self-development?

Everything in nature is either growing or decaying. By now you understand quite well the perils of human decay.

The sales pitch for a Luxury Based Economy would sound like this ... "if you're not happy with the basic needs being provided to you (*via UBI or the like*), you're welcome to engage in entrepreneurship that would unlock access to luxury items."

Jacque was open to the notion that my model could be a potential transitional state between where we are now and his Resource Based Economy model. But he preferred the notion that test bed cities entirely based on his philosophy would be developed and that over time the rest of the world would adopt the model.

Which one of us was "right"?

It remains to be seen ...

Perhaps both. Perhaps neither.

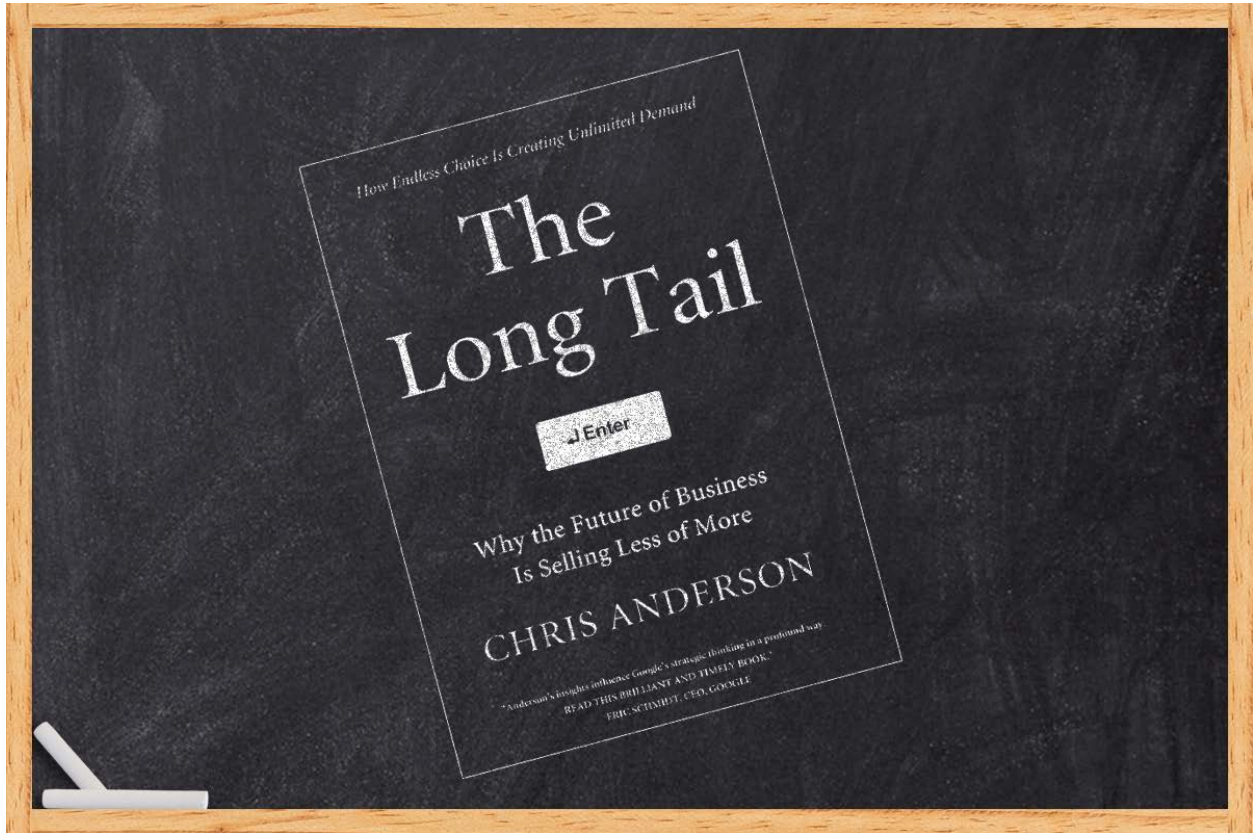
I certainly hold no dogmatic loyalty to any particular hypothetical future.

My hypothesis was just that: a hypothesis.

As you're probably becoming aware as you read on, anyone who thinks their vision of the future is so correct that it merits dogmatic belief and enforcement is simply not seeing the big picture. (*And is also not aware of the history of wreckage rigid enforcement measures have leveled on societies throughout history.*)

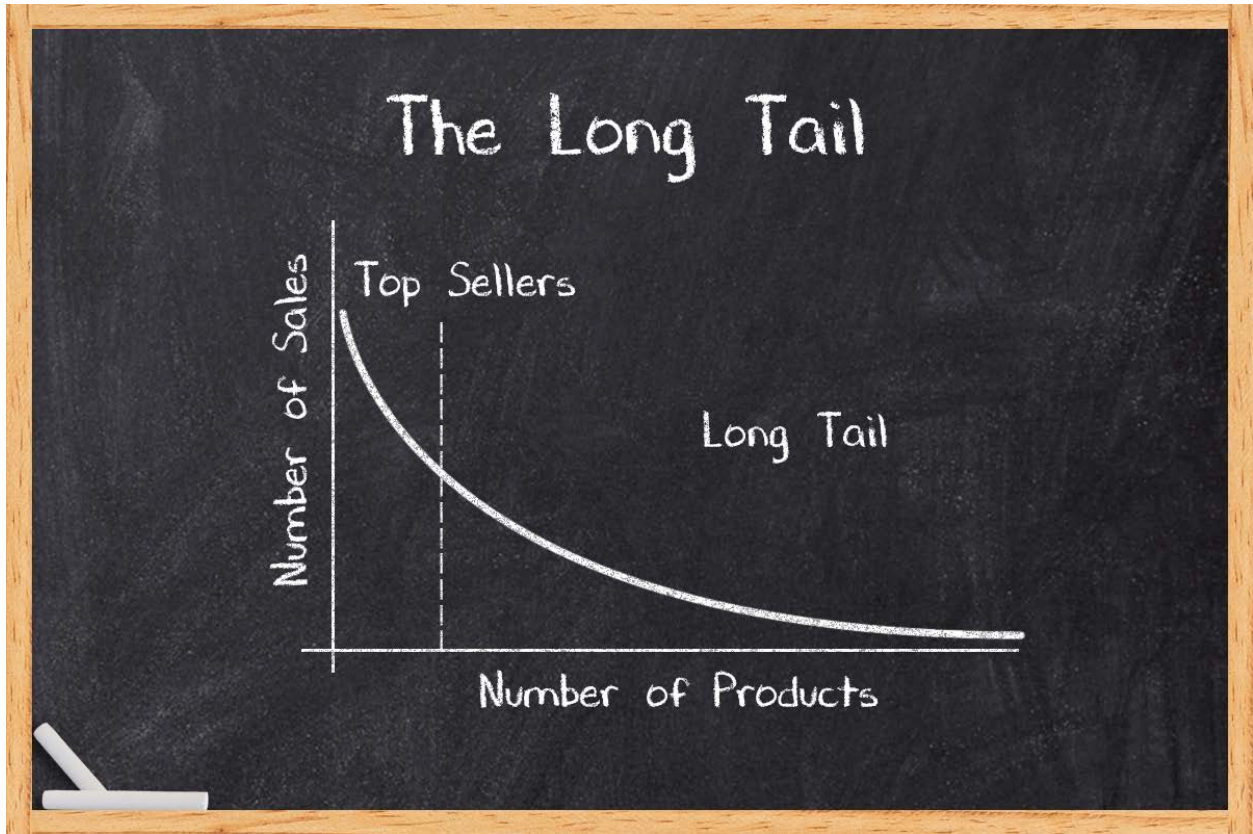
Indeed, the importance of understanding why this is so will become even clearer soon.

The Unforeseen Paradox of the Long Tail

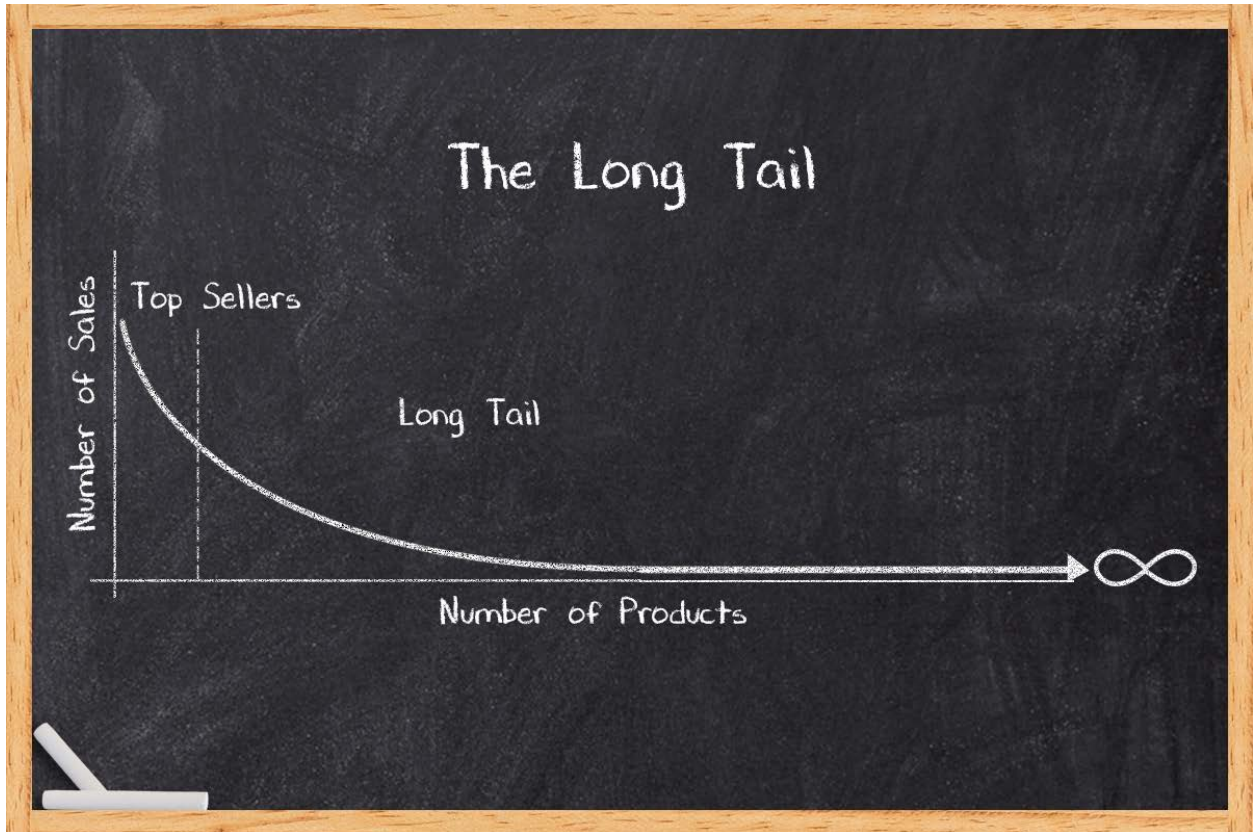


In 2006 Chris Anderson, the editor of Wired Magazine proposed the notion that “**the future of business is selling less of more.**”

If you look at a sales graph



You'll see the the top selling items of any inventory of a large retail store outsell the lesser selling items by **orders of magnitude**.



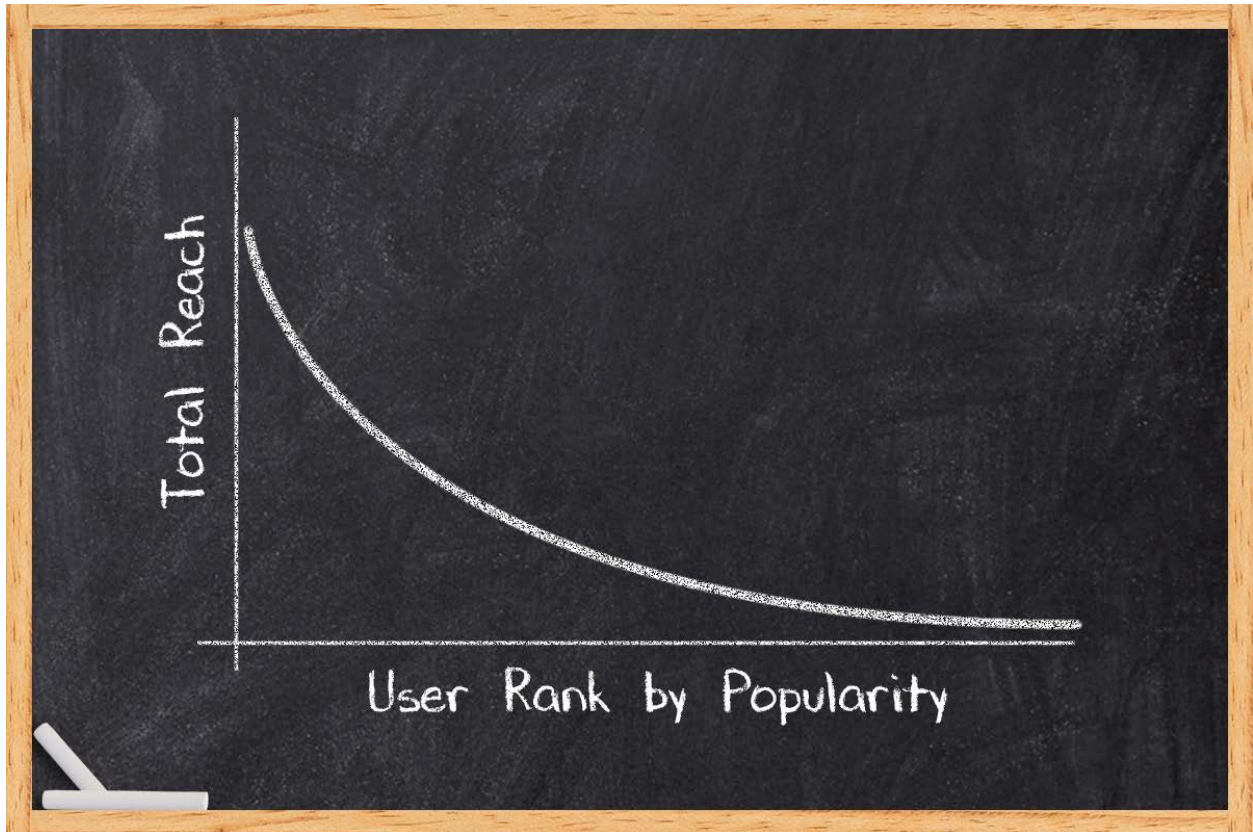
Observing companies like Amazon, he noticed that, because of the efficiency of their supply chain, Amazon could make enormous profit by selling small quantities from a much larger inventory. “... the future of business is selling less of more.”

If the long tail represents millions of products of which you're selling one or two units a day, and the cost of selling these units is kept down by extremely efficient systems design ...

Well, it's a profound theory.

But in reality, things have been shaping up quite a bit differently.

Take, for example, facebook ...

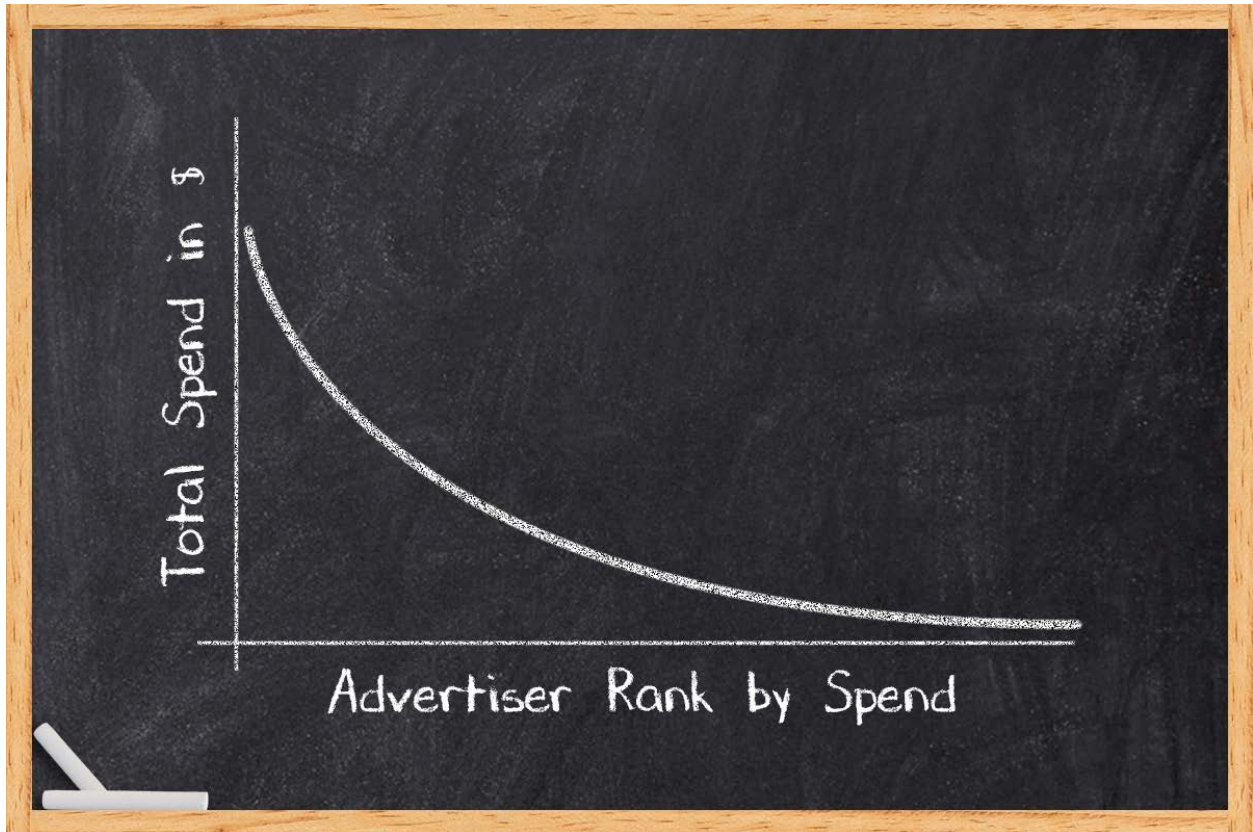


When the power of facebook is, indeed, the mass reach it represents ...

When facebook was built on the backs of the content we all post to the platform every day ...

It would seem this is the Long Tail story of all Long Tail stories.

But the economic reality is something totally different and tells a different tale.



While facebook's advertising power **would be nothing without the masses of users**, it seems facebook cares less and less about the masses of **advertisers**.

If you've been in the digital marketing space for a while you've undoubtedly heard the horror stories of people building successful businesses using facebook's ad platform only to wake up one day to find their economic throats cut.

And the reasons?



They're almost always vague.

Rumor has it sometimes accounts are shut down by AI ...

Sometimes by low-level reviewers ...

But rarely are clear directions provided to the advertisers about:

- **What exactly they did wrong**
- **What they can do to correct it**

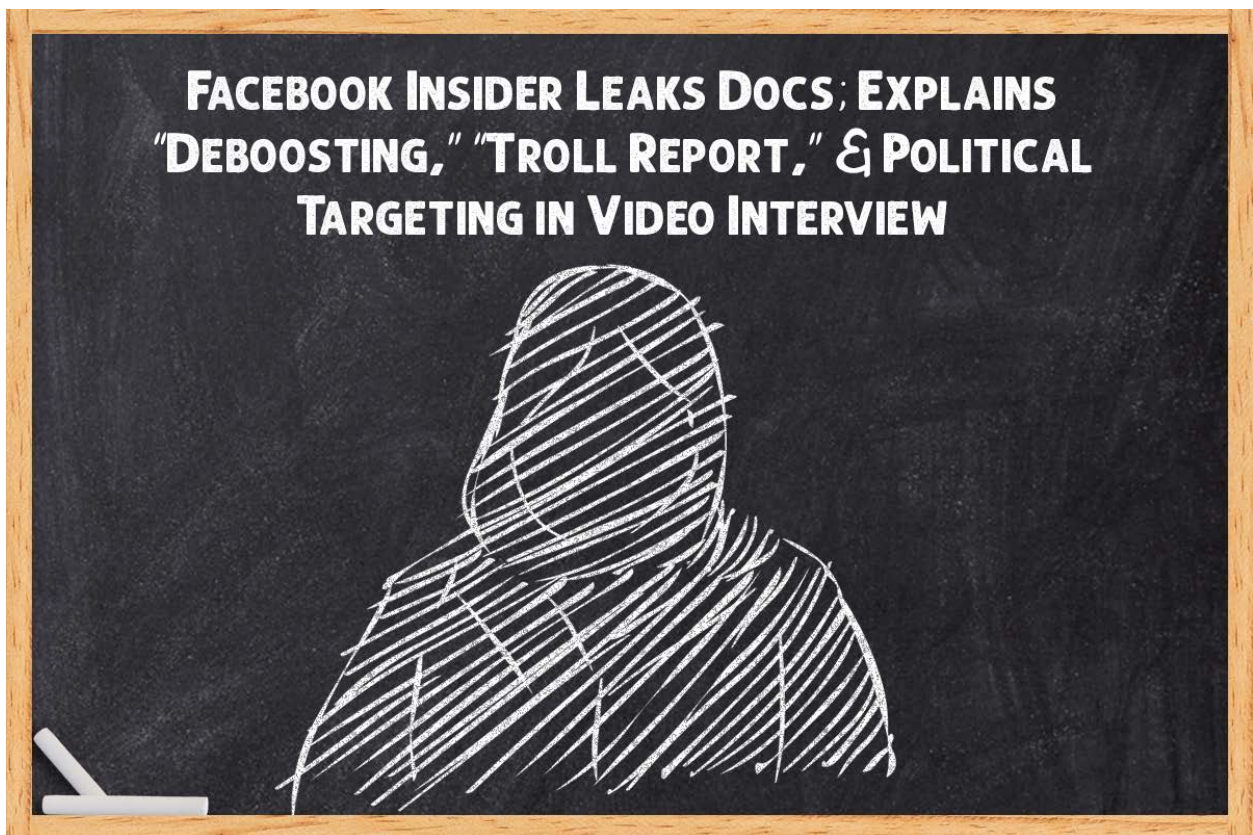
Why is this?

If the Long Tail theory is true, shouldn't Facebook be catering hand and foot to every small level advertiser it can find?

One can only hypothesize as to why, but here's one undeniable reality: if you're spending millions of dollars a month on facebook advertising ...

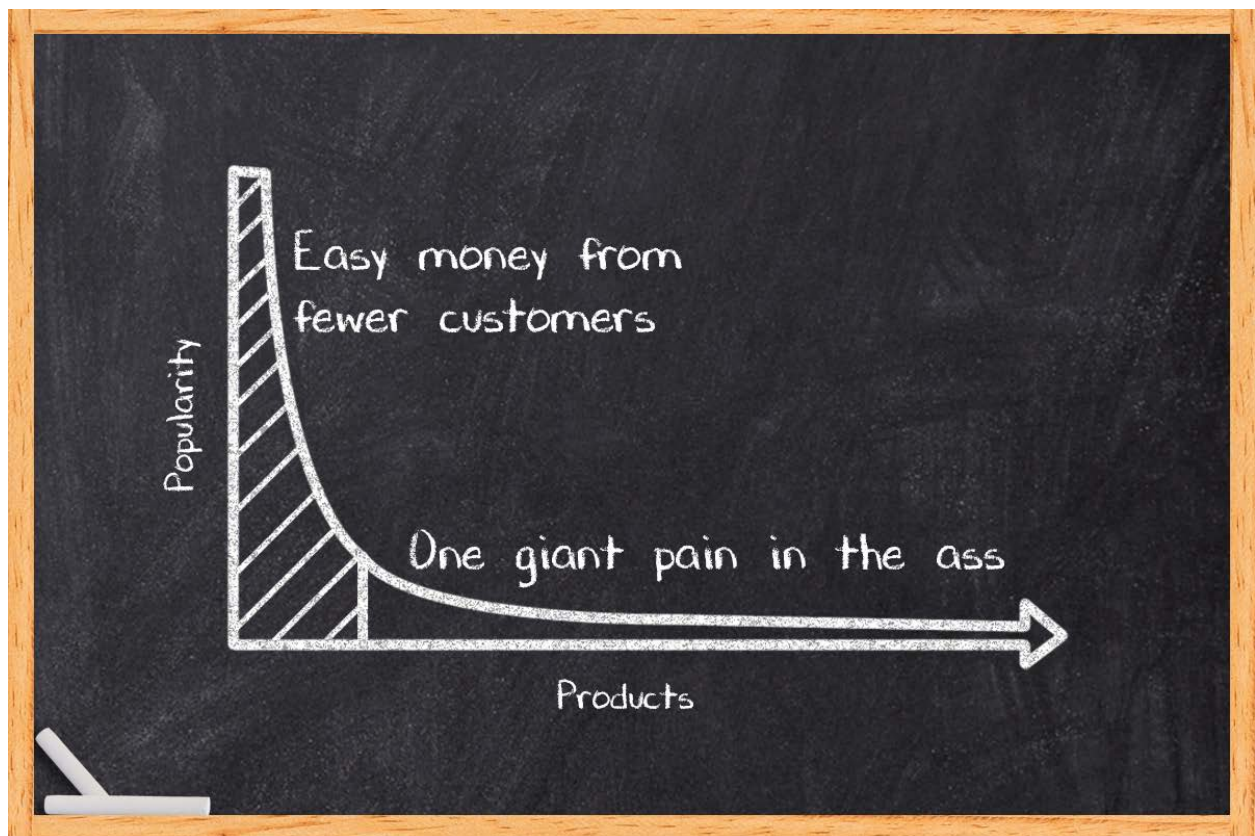
- You have more flexibility to bend the rules
- You'll get better guidance on how to get back on track if you break the rules

Now, again - some theorize that some of the ad account (and even personal profile and page) shutdowns are politically motivated ...



... and there does appear to be a robust body of evidence that this is at least partly true ...

But there is an economic explanation as well:



It only makes sense, right? **Can you blame them?**

When you're running a company, you have one primary objective: profit.

No matter how well-intentioned and altruistic your motivates, if you don't keep your eye on the profit-ball ... your altruistic motives have no economic engine.

“Profit or perish.”

So ... why would facebook relegate more expensive man hours to explaining to every advertiser the precise reasons their ads are being disapproved or their accounts disabled?

It makes more economic sense for them to automate the management of their smaller advertisers **and only spend (more expensive) human attention** on those with the big budgets.

Which hypothesis is correct? Maybe a bit of both?

Whatever their true motives, and even if they are totally benevolent and economically driven, the threat to you is the same ...

The phenomenon is real: if you aren't spending millions of dollars a month on facebook, you'd be wise to not put all of your eggs in one basket.

So, is this phenomenon exclusive to facebook?

Nope ...

This same dynamic is true for every single “big tech” platform in existence.

So, long tail dynamics are great for building companies ... And they are great for the people on the backs of whom those companies are built until ...

... the people have outlived their usefulness, and ...

Guess what?

We have.

Well, sort of.

Your usefulness to Facebook is in continuing to be addicted to their various platforms as consumers.

But not as merchants ...

It's the job of the big tech platforms now to **keep you addicted as a user** so the larger players can keep making money off *your* eyeballs.

Keep that in mind as you decide on your business growth strategy.

This will be far more important later. Meanwhile ...

The Threats

Each and every one of these threats represents potential dire consequences.

Not just for you and your family ...

But for humanity itself.

My purpose here is not gratuitous alarmism.

My purpose is to serve as a modern Paul Revere waking you up in time to ...

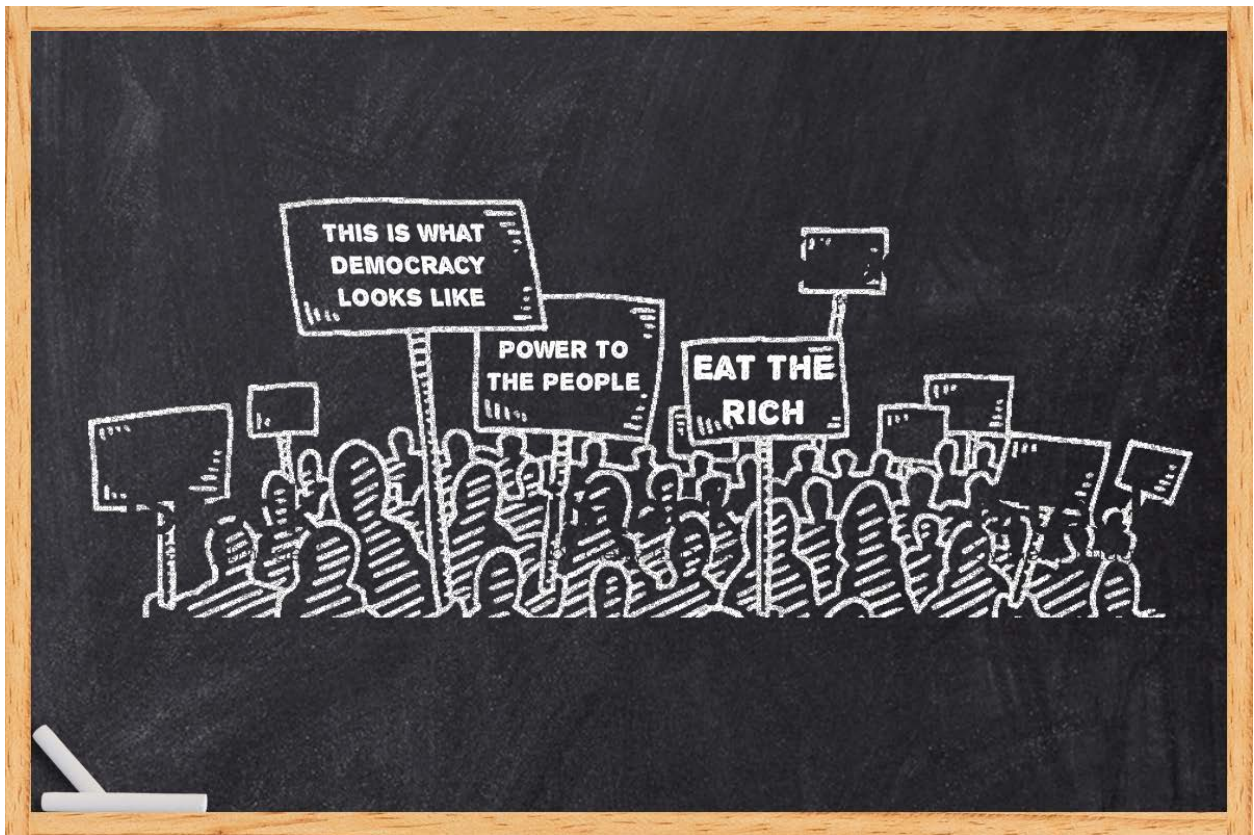
Prepare!

“By failing to prepare, you are preparing to fail.”

Benjamin Franklin

Threat #1: The Grand Choice: Centralization vs Decentralization

Should power be centralized in the hands of the few or decentralized into the hands of the many?



It would seem axiomatic that “the people” should be allowed to rule themselves without being subjected to the tyranny of some “higher power.”

But is it really that simple?

When we know the greatest mass murders in history have been performed in the name of “the people” ...

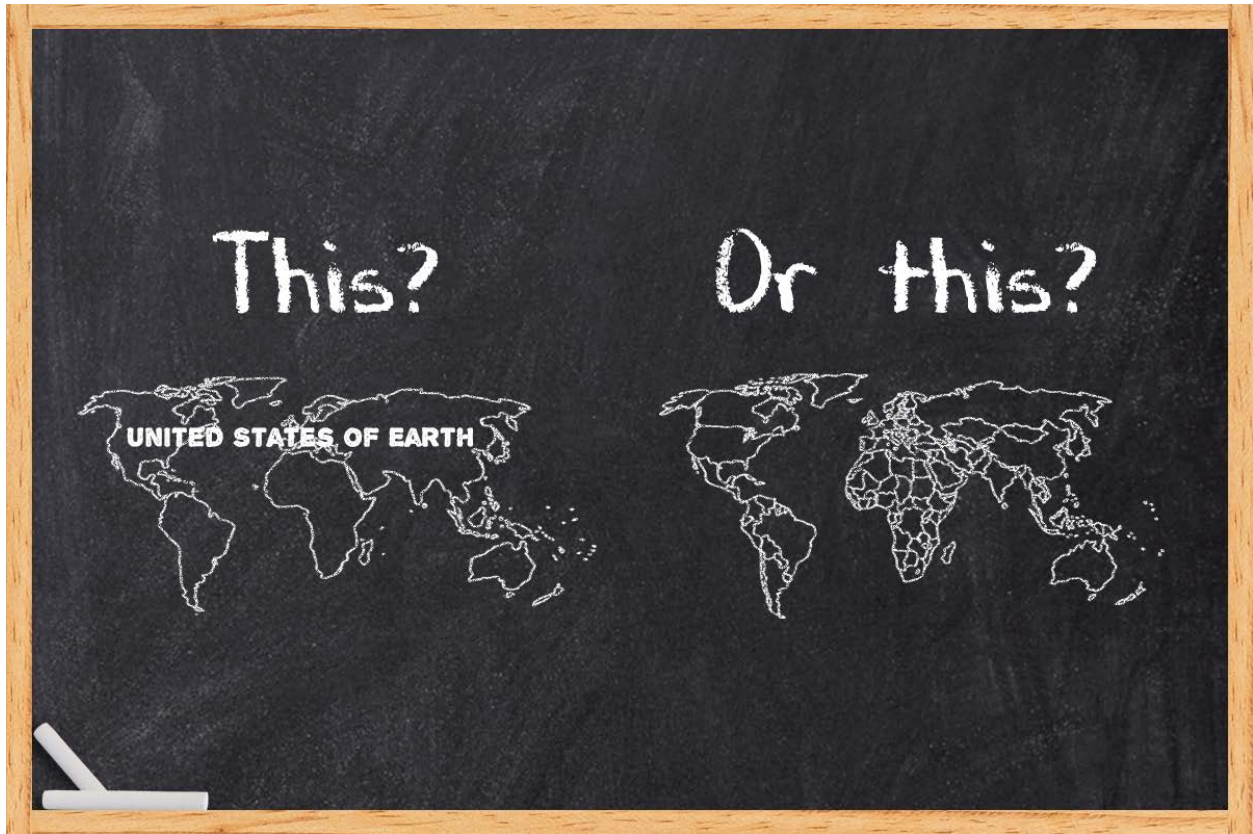
When we know the “left vs. right” paradigm is far too simple to be a useful distinction ...

When we know **the old political paradigms of the past may be inadequate** to manage this rapidly and radically changing world

...

It seems no matter how things shape up, the question as to whether power should be **centralized** in one location, or **decentralized** and distributed to the lowest level possible, will remain.

It is, indeed, a serious question that demands a more serious answer than most of our current political figures are offering in public.



While the “globalism vs. nationalism” debate has finally become mainstream, I don’t believe it’s being discussed with the level of nuance needed to address the challenges we currently face.

Let’s take a look at each.

The Argument for Centralization



Imagine a **one world government** that controls everything.

The current advocates of globalism paint a utopian picture ...



If there were no more nations, **nations would no longer go to war.**



If there were **one central database of scientific truth**, it would be harder for charlatans to foist dangerous misinformation and false cures on the public.



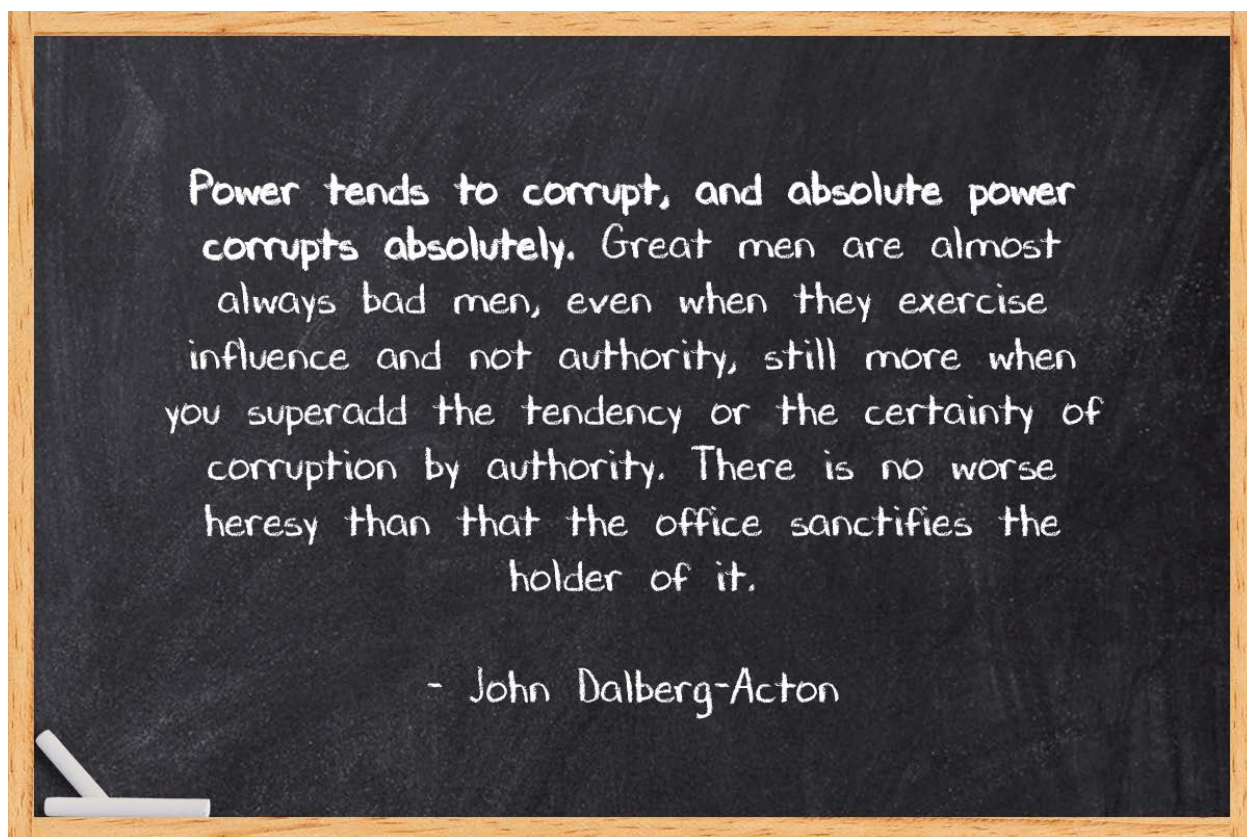
If there is **one central system of justice**, it would be harder to perpetrate crime of any form.

The advertisement for centralization is great ...

But does the product live up to the hype?

Let's hear out the counter-arguments.

The Argument for Decentralization



When one remembers that democide (death by government) is **the single largest cause of unnatural death** throughout history (far outnumbering accidents and homicide), it would seem the perils of centralization far outweigh any of the potential benefits.

Lamarckism Vs Darwinism

Lamarckism:
characteristics are
gained/lost/modified
to suit environment



Darwinism:
natural selection

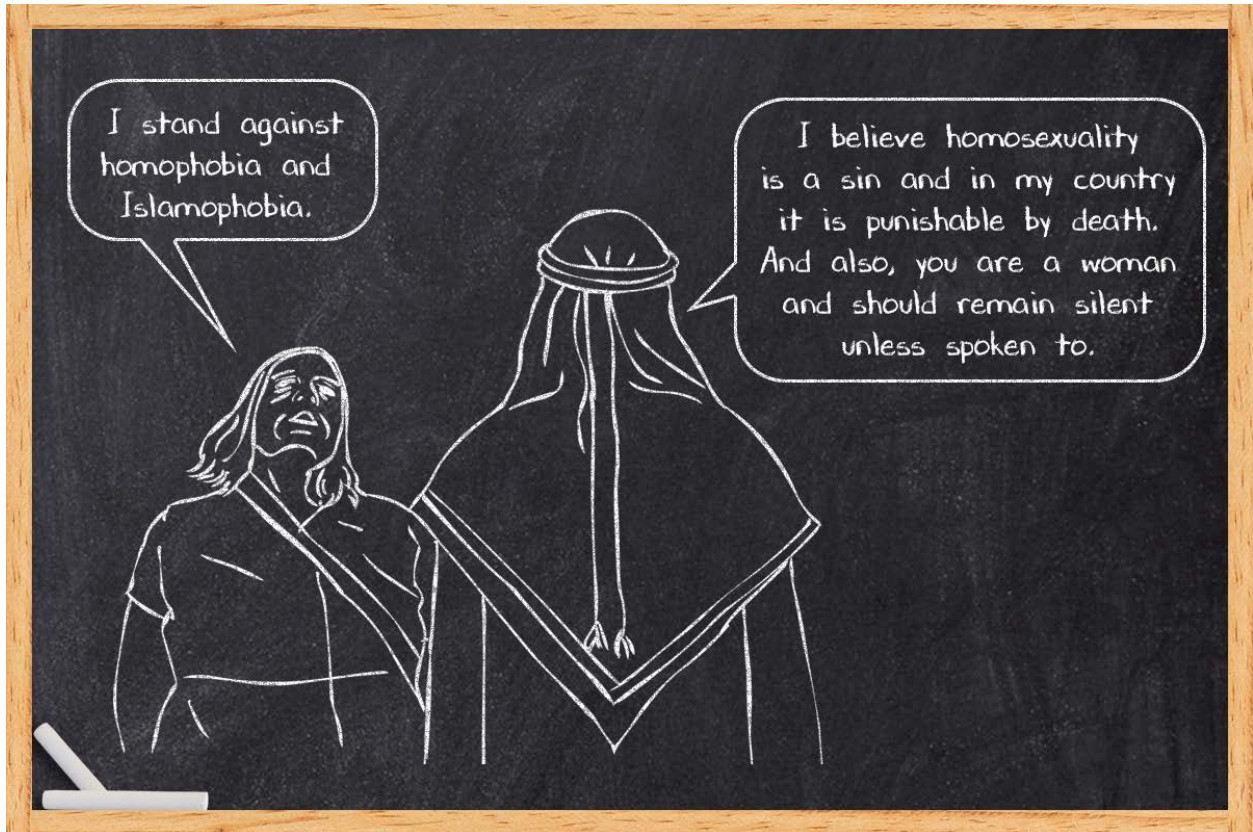


And when we remember that scientific truth is constantly evolving, wouldn't a central authority of scientific truth be more of an impediment to progress than a bastion of truth?



And if humans are inherently corruptible, wouldn't a centralized system of justice **only amplify that corruption** in any system of justice?

Where could one turn if they were dealt injustice by the very system of justice that professes to protect them?



Finally, some would argue that multiculturalism is actually a failed experiment. **By definition cultures represent different value systems** and those systems are bound to clash - sometimes in violent ways.

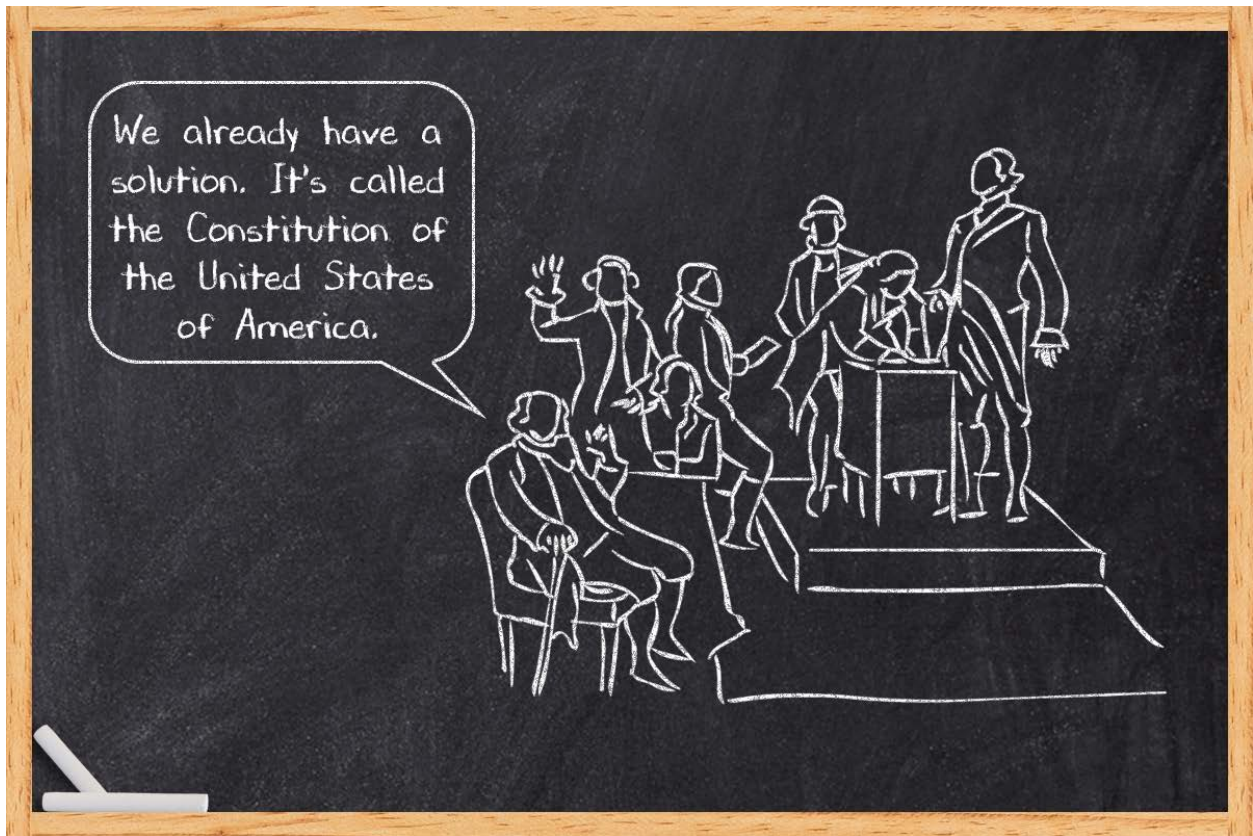


There is obviously no single value system that would represent every culture. Therefore, a unified global culture simply cannot exist ... at least for the world in its current state.

Those are the broad strokes of a very complex and nuanced debate, but you get the general idea ...

Who Will Win?

Some may argue ...



Indeed, **perhaps the US form of government, a constitutional republic**, is already the correct answer to the problem:

By having a limited form of centralized power at the Federal Level (checked and balanced by the three main branches) ... with distributed local power at state and municipal levels ... driven by participatory democracy ...

With all its flaws (clearly the system has been deeply corrupted by financial interests - perhaps primarily empowered by the Keynesian economic system that is run without adequate

oversight), at least on paper the system seems to be one of the best answers to this conundrum thus far.

But the reality of the US living up to its promise aside ...

Let's assume it was really working as advertised. If one were to root out all corruption and make adjustments to the system that prevented that corruption from creeping back in ...

Would it work in the future?



Given that the tech genie is already out of the bottle, how can we be sure the effective system of *yesterday* will work tomorrow?

Hold that thought. This is far more important than you may yet realize.

When you read about the last of the 9 threats, it will all come together.

For now, consider this:

What if the real solution is not a particular form of government, but

A shift in humanity itself?

Threat #2: The Coldest War: Mass Organized Information Warfare



Now that you know “weaponized information” exists and that information warfare has been perpetrated on the masses for milenia ...

Imagine the implications when you combine this with the “The Big 5 Phenomena” ...

If everything is getting faster, smaller, more powerful, more available, and cheaper ... so too will weaponized information.



One of the ways this is playing out is in what is known as “the meme wars.”

“Meme” is a neologism originally coined by evolutionary biologist Richard Dawkins.

The original meaning was “a unit of cultural value that is passed on from one person to another - usually through imitation.” Symbols ... customs ... rituals ... gestures ... idiomatic expressions ... These are all memes.

But in common Internet parlance, the word has taken on a new meaning: a combination of imagery and text that communicates an idea in an extremely efficient, and often humorous, way.

I could probably spend an hour breaking down the psychology of the above four memes. There is some very subtle and powerful persuasion afoot there.

Good memes spread virally and very rapidly. And there's an added benefit: they are very hard to censor.

While some platforms appear to be censoring **certain types of speech** in their algorithms, it's hard to censor the political message of an ironic meme.

How easy would it be to train an algorithm to identify the political intent of the above images?

If one wanted to slant the information presented to their audience in one direction or another they could probably figure out the intent of a particular meme quite rapidly by looking at the political intent of those who are liking and sharing it, but ...

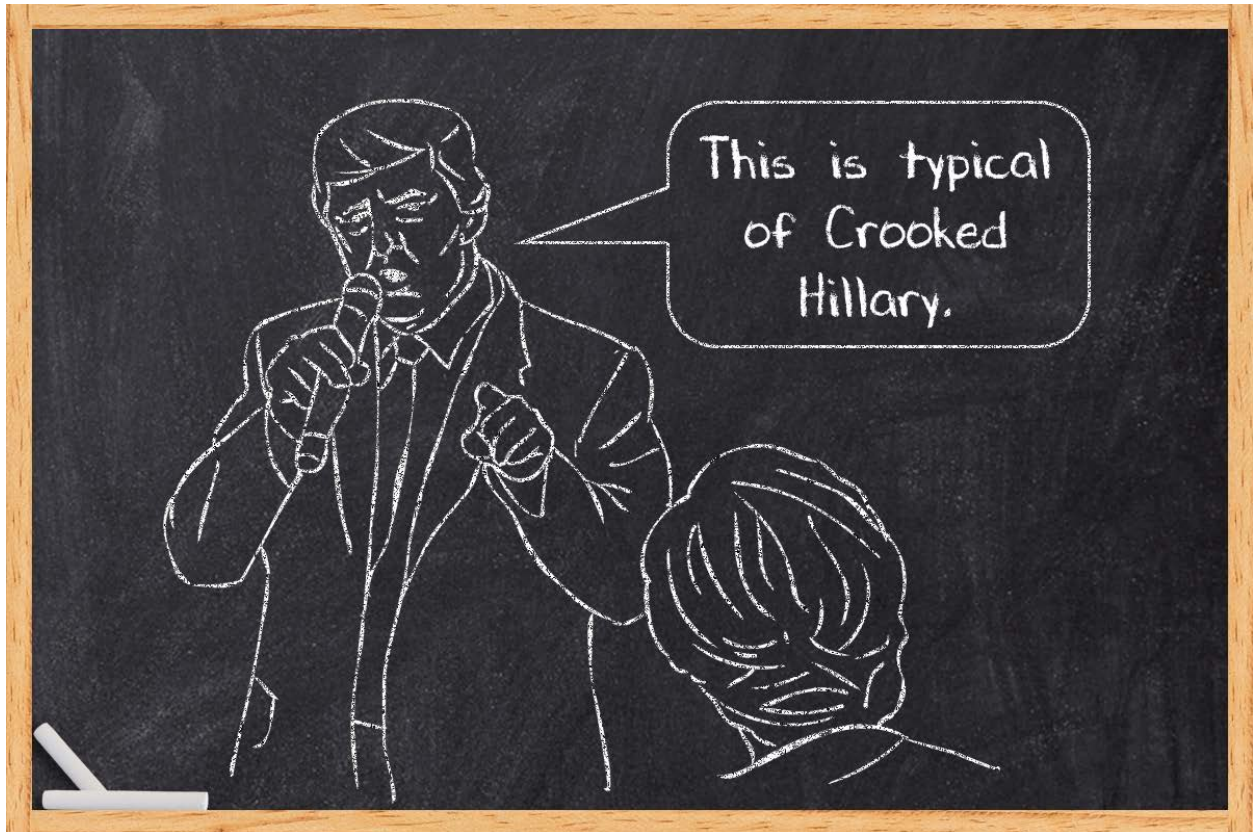
This would take time.

And memes are far more efficient at spreading ideas *than any other medium*.

Consider: in a single glance one can get an entire point that might take minutes in an article or video to get across ...

And there are many tools online to make them - and post them on all social platforms - instantly.

Here's another way the information war is heating up ...



In a purely linguistic meme that Dilbert-creator Scott Adams calls a “**linguistic kill shot**” Trump was able to permanently alter the way people perceived each of his opponents with a mere label ...

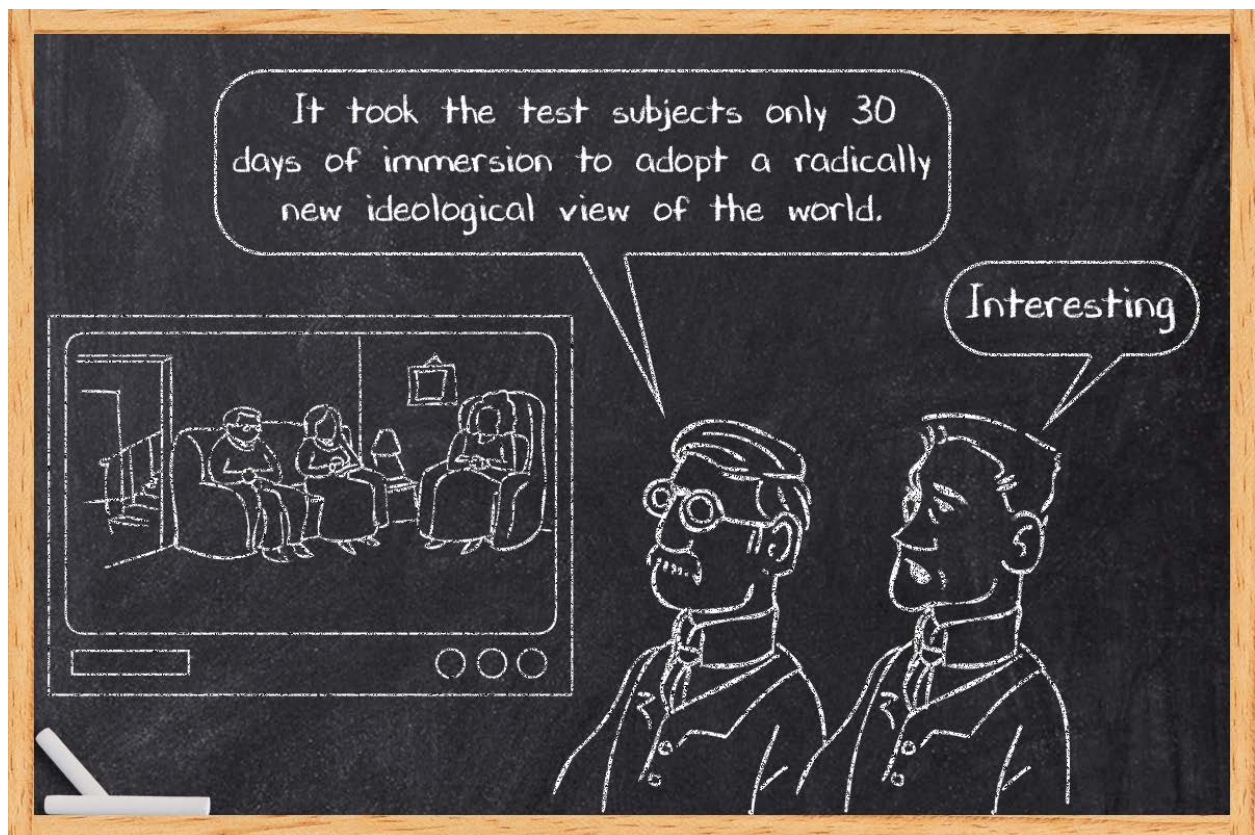
- “Lyin’ Ted” (Ted Cruz)
- “Sleepy Joe” (Joe Biden)
- “Low Energy” (Jeb Bush)
- “Pocohantas” (Elizabeth Warren)
- “Mini Mike” (Michael Bloomberg)
- “Crazy Bernie” (Bernie Sanders)

These may seem like puerile schoolyard taunts from one perspective. But from another they are **extremely powerful forms of persuasion.**

Now, while the above techniques represent **tactical advancements**, consider how radically technological approaches to information warfare could change the information landscape.

Consider the following ...

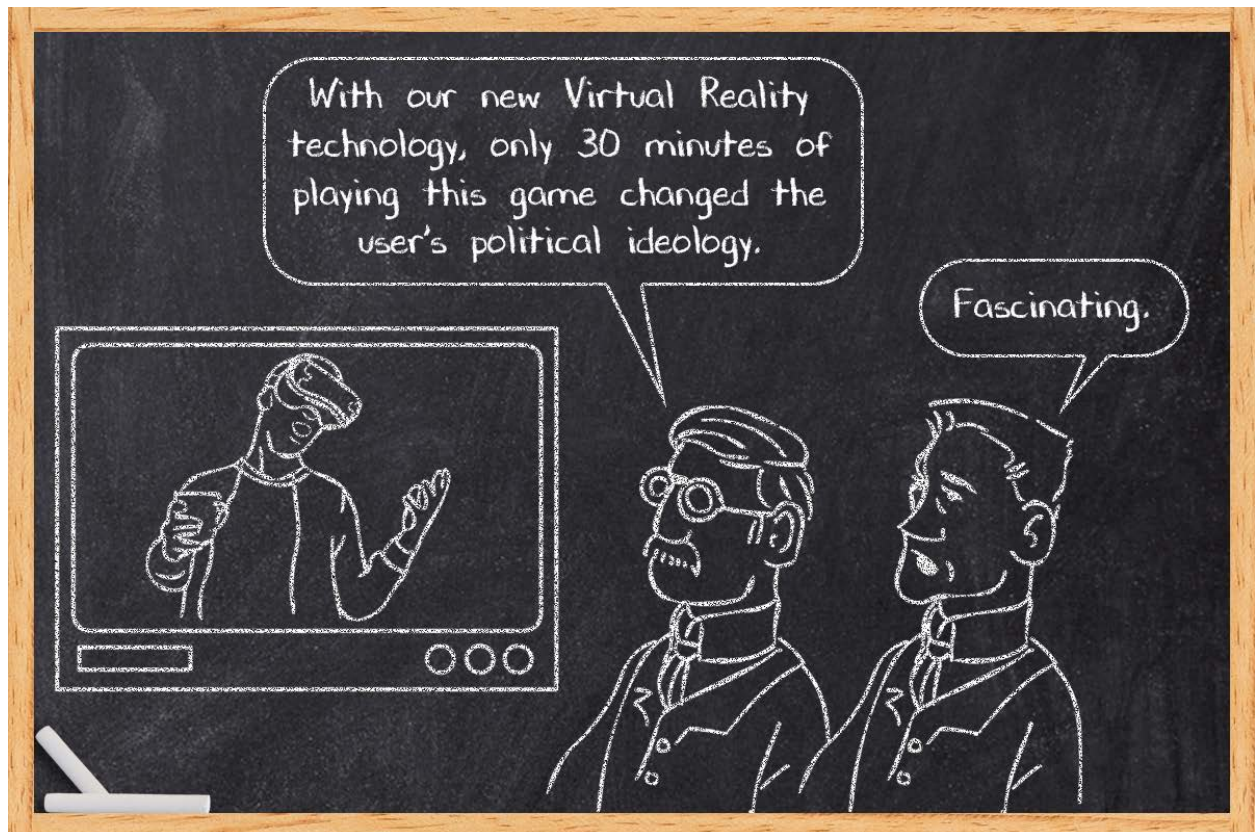
Is what I'm about to propose **already happening**? I'll leave that to your own discernment and your own research.



What if advances in psychology could **radically speed up the rate** at which someone could adopt a particular ideology?

We know this happened in Nazi Germany and in Mao's China ... and **both had psychological warfare experts guiding them to the fastest way to program the minds of the masses.**

Consider the Big 5 Phenomena ... do you think they won't affect advances in the programming of the masses?



If you think entertainment could never be employed for the purposes of propaganda and mental conditioning, look into how De Beers used entertainment to plant the notion that a diamond engagement ring was a social requirement for a wedding proposal.

The notion of a "diamond engagement ring" was a **completely manufactured marketing phenomenon.** And it was planted by

the De Beers corporation into the public consciousness through the manipulation of mass media. Primarily through the rather devious application of “product placement” in film.

And product placement is but one of many ways entertainment has been used throughout history to program our minds.

Many historical films are widely known as **blatant propaganda** ...

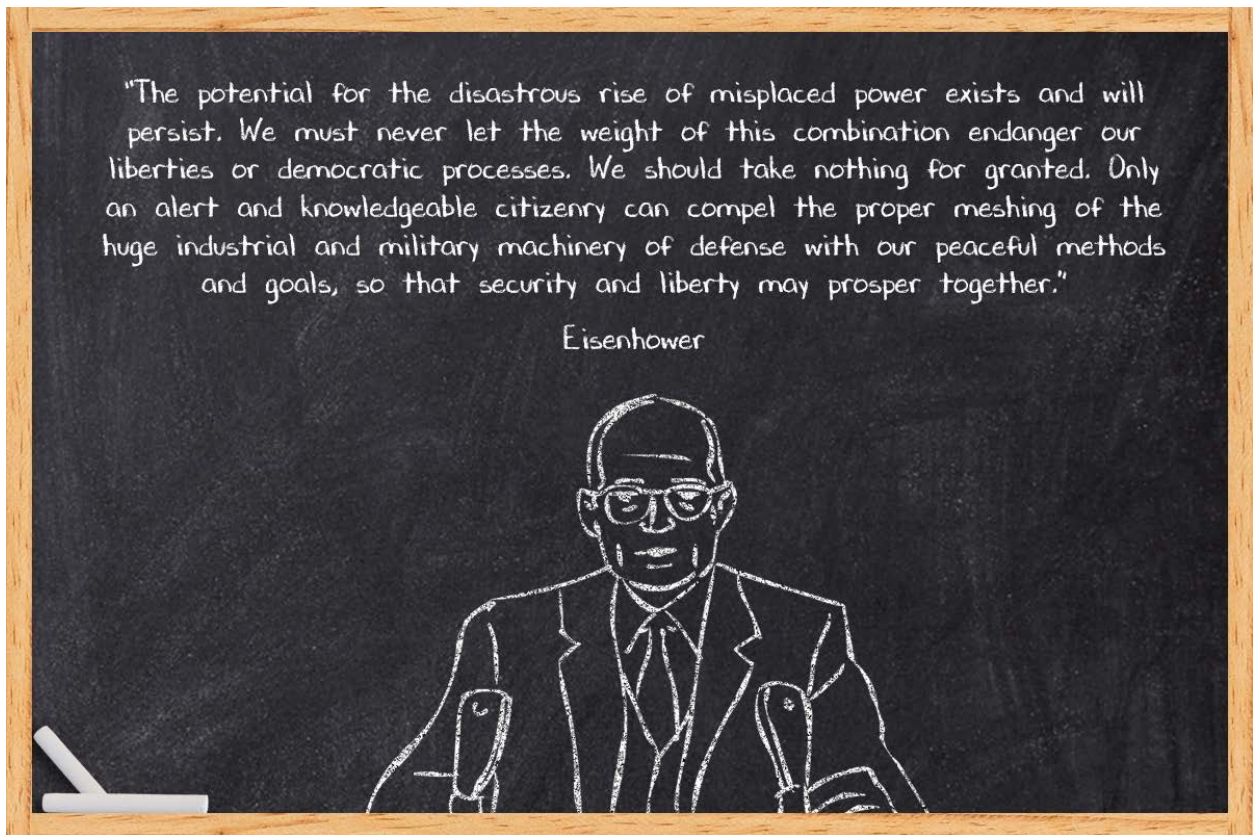
- *The Triumph of the Will* (Nazi Germany)
- *The Birth of a Nation* (Ku Klux Klan)
- *etc.*

But many of the films we take for granted as entertainment are actually stealth propaganda. (Ref: Tricia Jenkins, *The CIA in Hollywood: How the Agency Shapes Film and Television*)

How far will this go? Well, look at the exponential growth curve:



Threat #3: The Great Educational Deficit: Epistemological Illiteracy



President Eisenhower's farewell address in 1961 contained a prophetic warning.

An alert and knowledgeable citizenry is exactly the opposite of what we have right now. We have an **opiated and ignorant citizenry** instead. And even amongst the non-opiated and alert, the ability to discern truth from falsehood is going to get **more and more difficult** as Threat #2 increases.

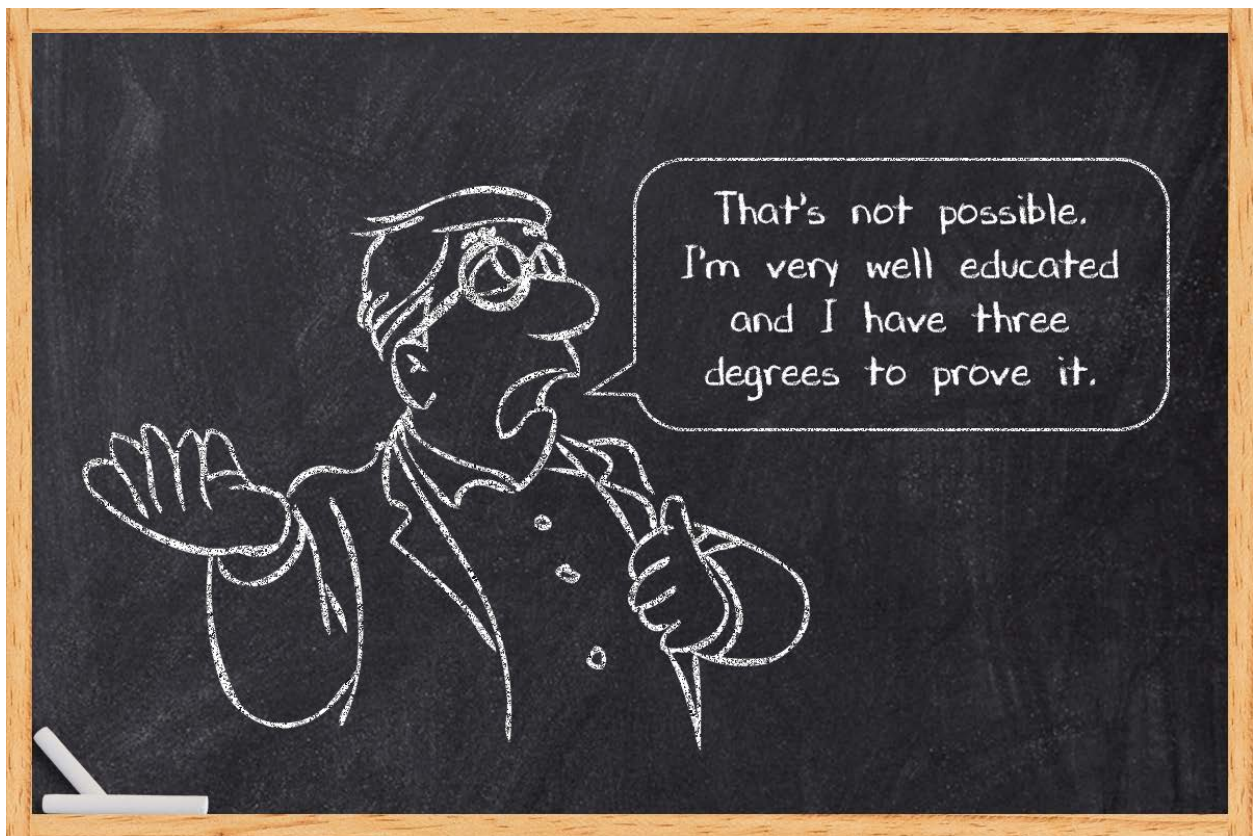
But it's even worse than that.

Strangely, the field of epistemology (*the study of knowledge ... it asks the fundamentally important question "how do we know what we know?"*) is not taught in schools.

It would seem to me to be one of the most **fundamentally important topics** one could study.

Put another way ...

How do you know everything you believe to be true isn't complete rubbish?



Well the doctors who, hundreds of years ago, studied and practiced the medical theory we now believe to be false thought the same thing, too.

How do you know your current “truth” will not be “proven” to be rubbish in the not too distant future?

Not understanding how beliefs are formed, and how easily beliefs can be manipulated, makes one more susceptible to being duped.

Take this pop quiz: to see how much of a gap you may have in this field ...

1. List how many “**logical fallacies**” you know off the top of your head (without Googling).
2. Describe the “**Heuristic Systemic Model**” of persuasion.
3. Do you question everything you see presented to you in the media or do you immediately react to it emotionally without verifying it? (***Warning: you’re probably going to lie to yourself when you answer this.***)
4. Do you understand the rules of symbolic logic and how to form a valid syllogism?
5. Do you understand the difference between that “**validity**” and “**soundness**” of a logical argument?
6. How many of the **heuristic shortcuts** humans use to form beliefs can you name?

I’m not going to give you a scoring system for this test. I predict for 99% of those reading the reality will be self-evident: **the gap is real!**

I posit that if you cannot answer all 6 of these questions with flying colors and high accuracy, you don’t even possess **bare minimum** epistemological literacy ...

To me, this is as much of a problem as:

- not knowing how to brush your teeth
- not knowing how to read
- not knowing how to operate basic basic food utensils

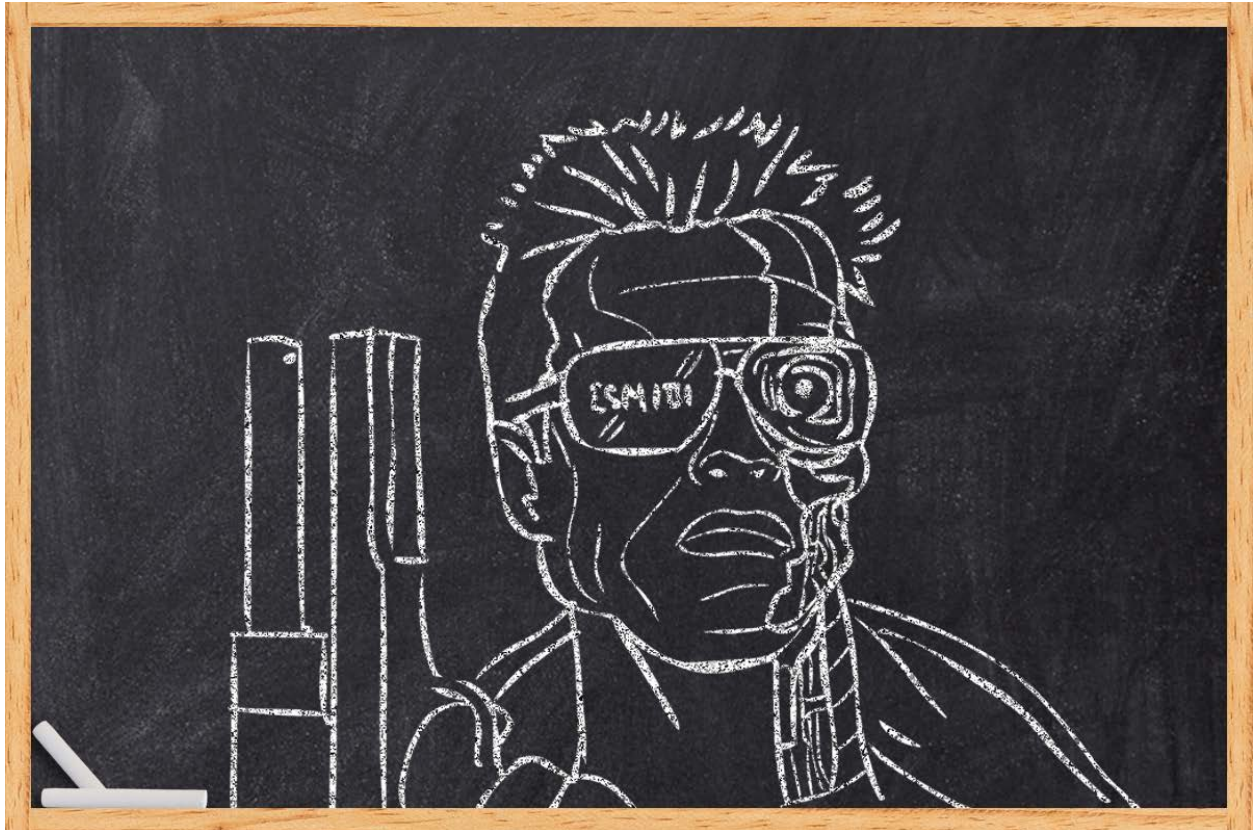
This is a fundamentally basic survival skill and almost none of us were taught it.

This is an egregious gap in our global educational system.

But it also represents **enormous economic opportunity**. Read on ...

Threat #4: Man vs. Machine

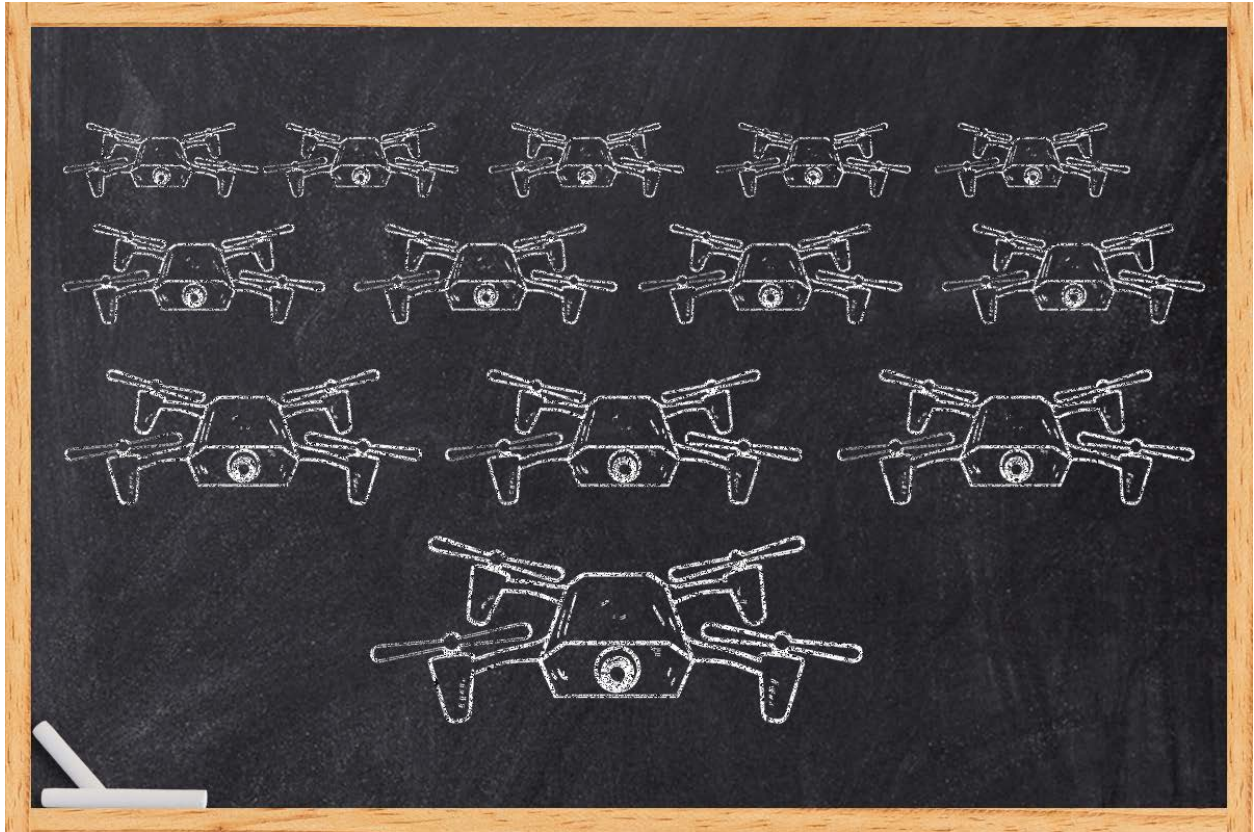
This is some of the obvious stuff most of us think about when we think about the threat technology poses.



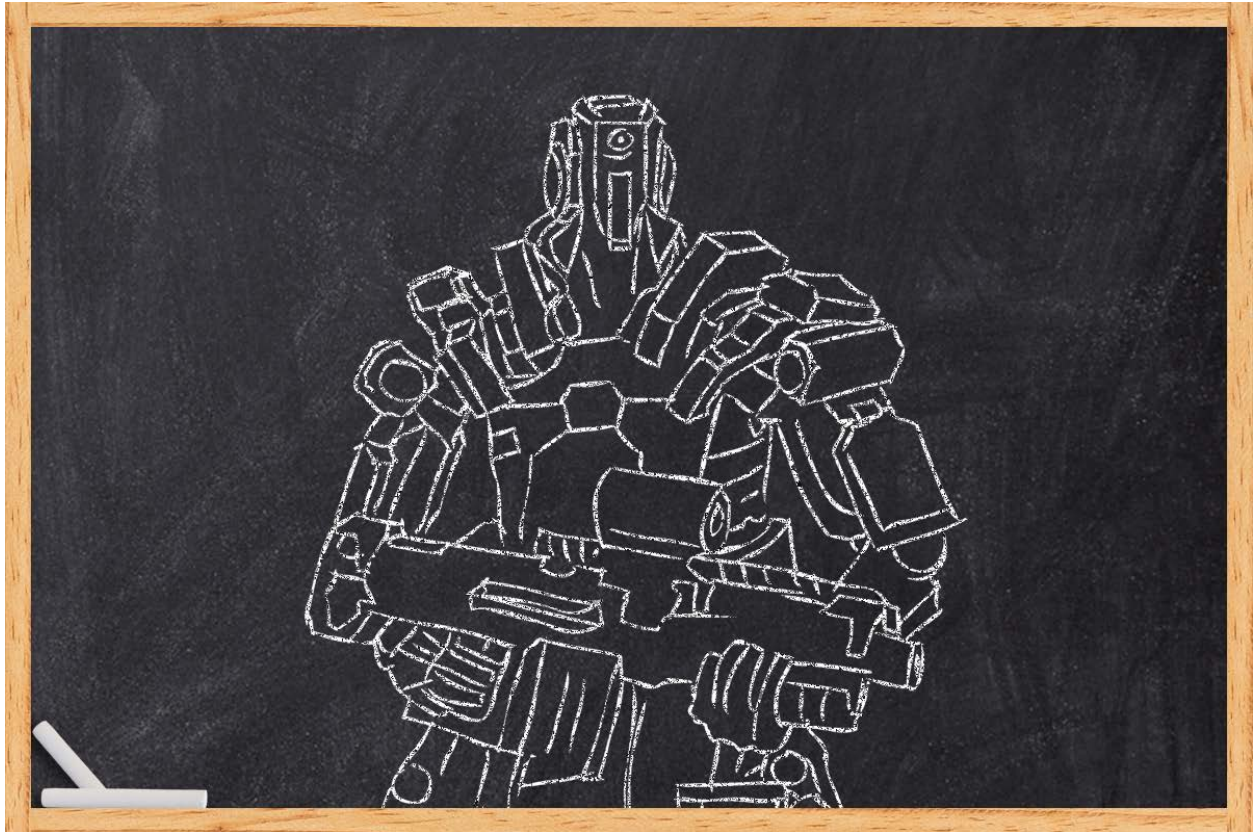
Think *The Terminator*.

It's fun sci-fi. But it's also a threat that is genuinely all too real.

As mentioned above, the man vs. machine war is already afoot. Mass layoffs are **just the beginning**.



DARPA (Defense Advanced Research Project Agency) is already testing out how swarms of **AI-piloted unmanned drones** can replace fighter pilots and remotely-piloted drones in the sky.



They are also already testing out fully automated ground based warfare systems.

This is some of the obvious stuff.

When we consider more asymmetric ways this could all play out it gets a bit spookier ...



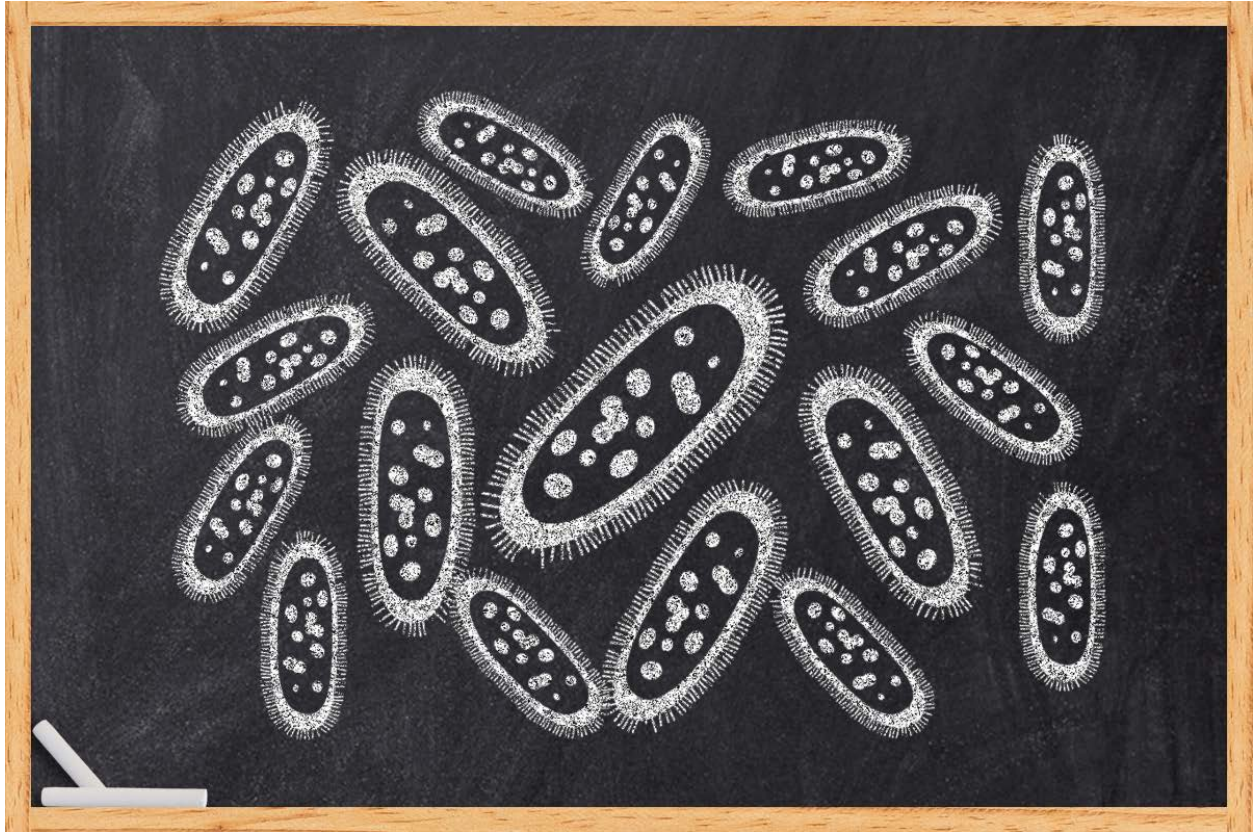
For example, right now both China and the USA are rushing to see who can roll out **graphene and 5G technologies** faster.

Whoever does is going to get an **enormous asymmetric advantage** on both the economic and military battlefields.

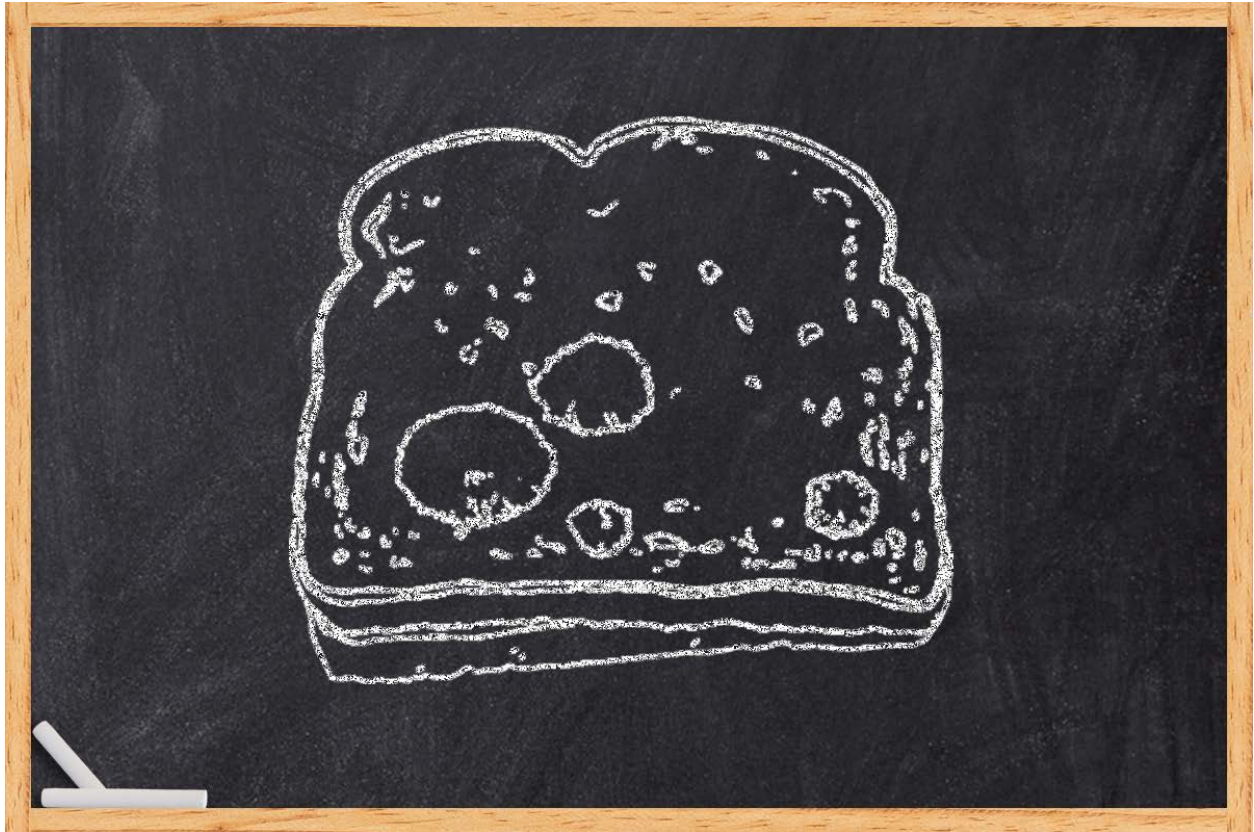
So ... your “side” better hurry up so you can win?

Well, consider this ...

Threat #5: Unintended Consequences

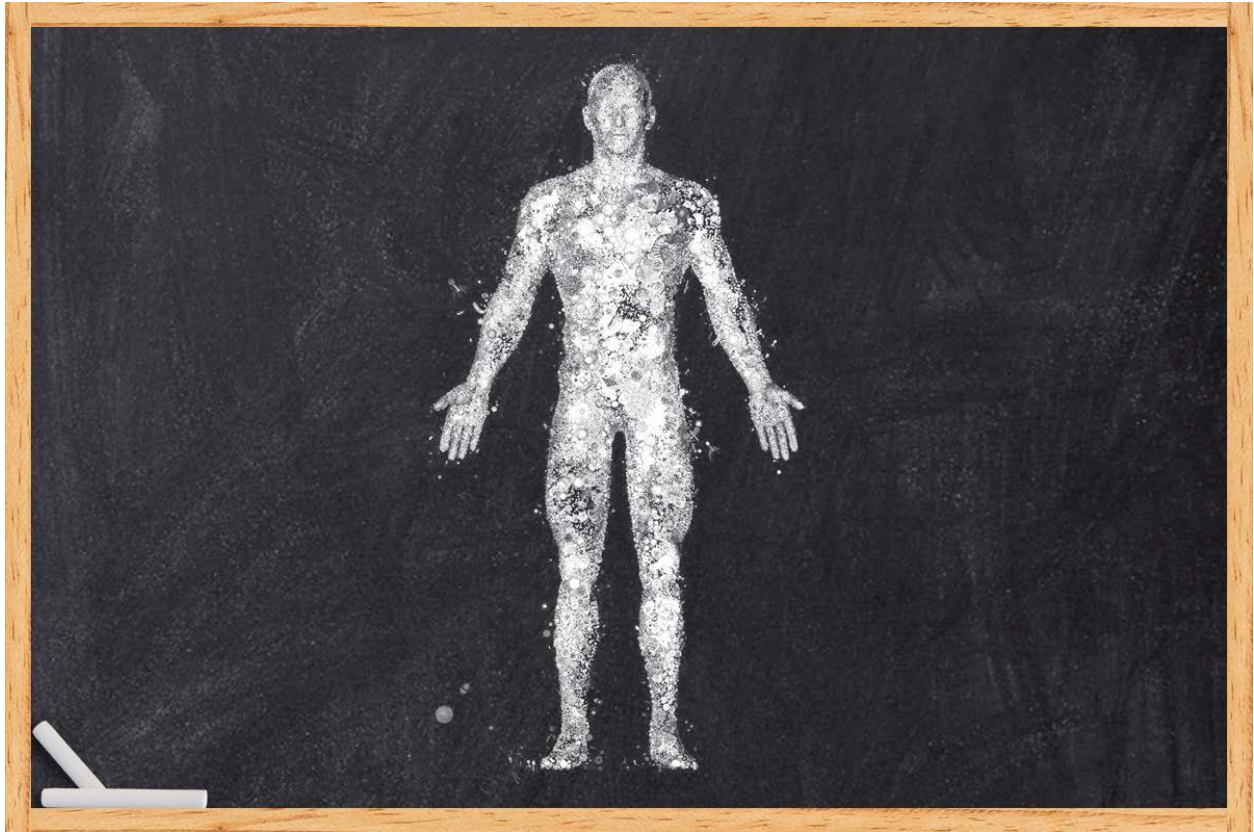


When Louis Pasteur introduced the germ theory of disease, many saw this as a **great leap forward** in medicine.



Then when Alexander Fleming discovered penicillin in moldy breads could be used to fight these germs, this was seen as **yet another giant leap forward.**

This launched the development of a great many antibiotic compounds to destroy various types of pathogenic organisms that can infect the body.



But then ...

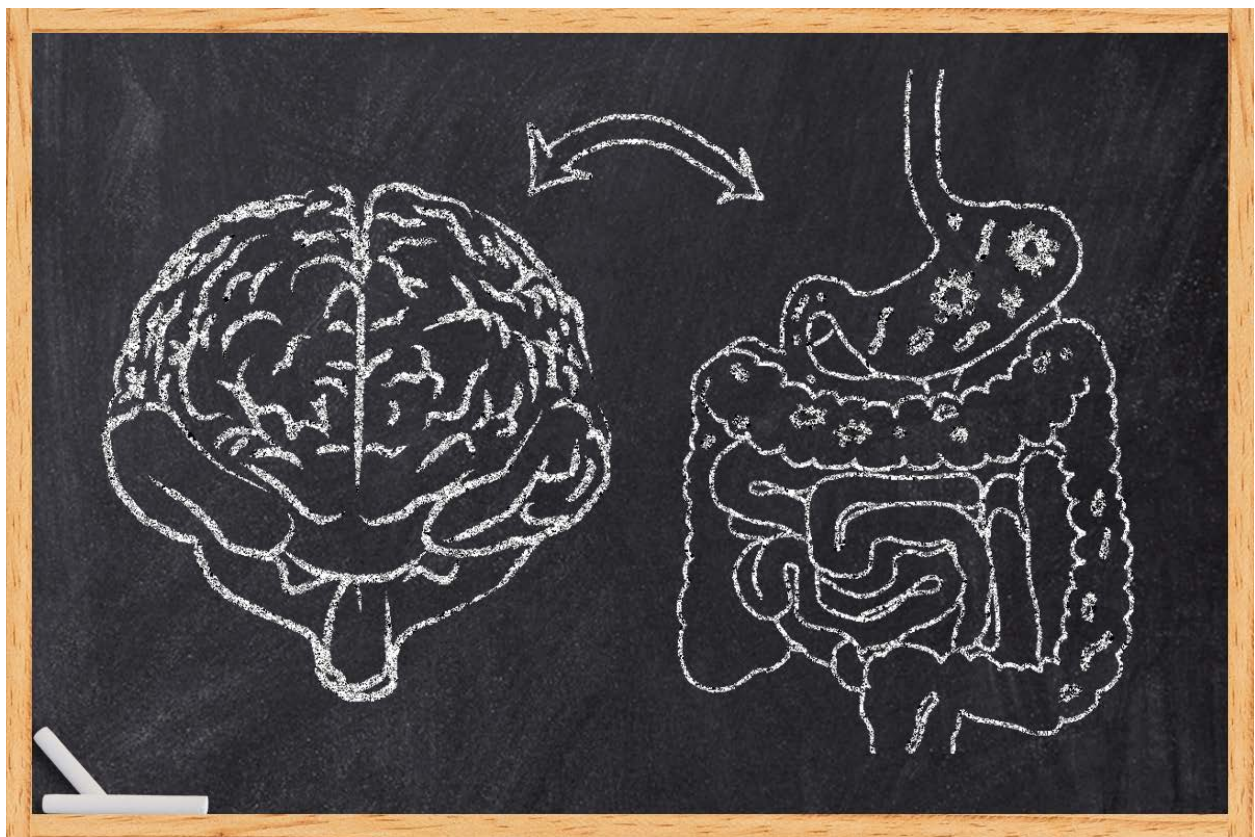
Something we never expected happened. We discovered that while antibiotics are extremely effective at destroying **pathogenic organisms**, they are also quite effective at destroying **probiotic organisms** as well.

This phenomenon wasn't taken too seriously until around 1972 when Thomas Luckey hypothesized that "foreign" cells outnumber human cells by 9 to 1! The total numbers and ratios are in dispute (**surprised?**) but the implications are staggering.

Some (most?) of these foreign organisms seem to form a **symbiotic relationship** with us and are required for our survival.

Indeed ... many biologists now believe the combination of the **“holobiont”** (the conglomeration of host and foreign cells), the complex relationship of **the ecosystem it represents**, and the combination of **genetic and epigenetic markers** to be a far better predictor of phenotype than genotype alone.

We still understand very little about this field, but we’re starting to discover its importance.



For example, many think that the microorganisms in the gut affect us so greatly they are **linked to the aforementioned “2nd brain”**. Depending on the balance of microorganisms in our intestinal tract we may ...

- Be more or less likely to become obese
- Produce more or less specific neurotransmitters
- Be more or less likely to manifest certain disease conditions
- Etc.

So, what's the problem?

Well, all this time we've been bombarding our bodies with antibiotics, we may have, all this time, been **destroying healthy organisms vital to our survival as well.**

Unintended consequences.

Indeed, some even refer to it as “*the law of unintended consequences.*”

And if one thinks about it, it would seem rather axiomatic.

That is, unless one knows:

- *All* of the variables that make up the universe
- *All* of the laws that govern their behavior
- *All* of the relationships between all of these variables ...

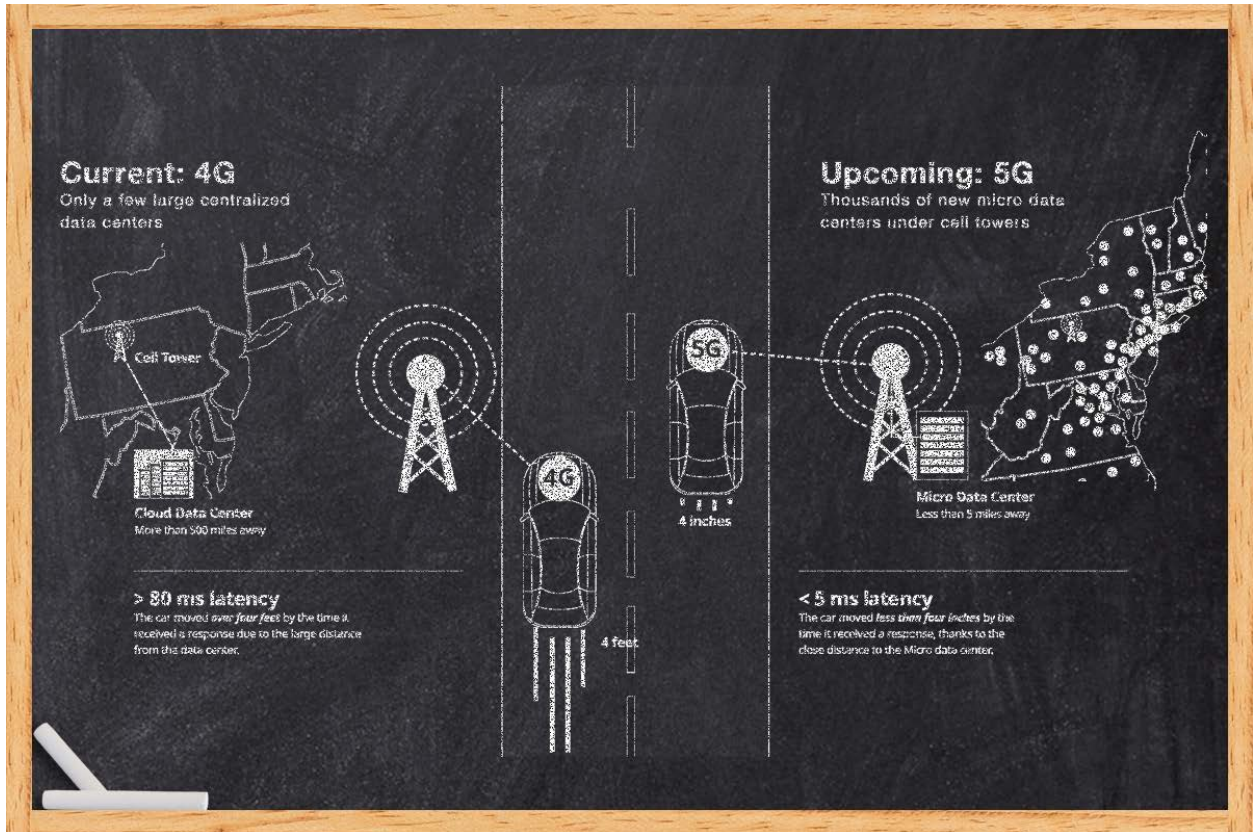
... how could one profess to believe they can do anything without there being some unintended consequence?

This has always been so, but remember ...



Unintended consequences will follow the same growth curve.

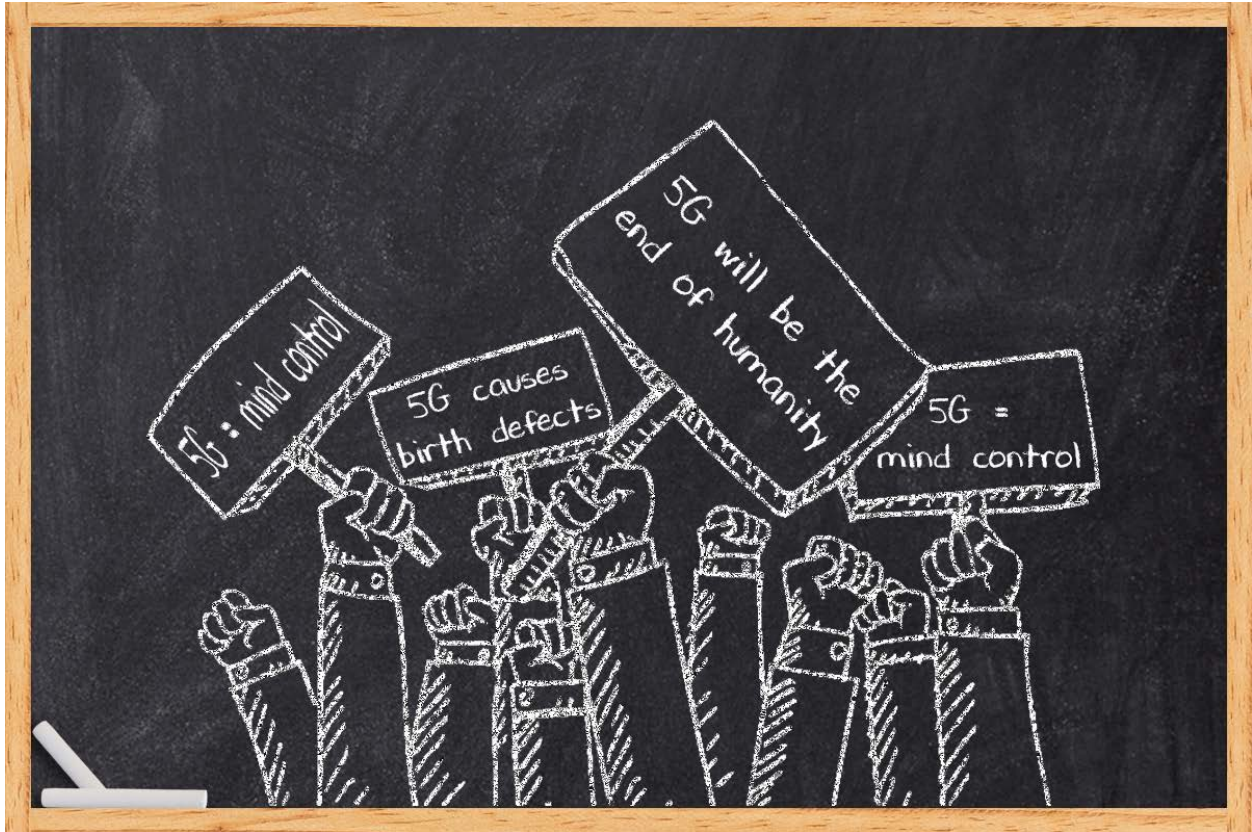
Here are a few examples of some we may very soon observe ...



Many scientists and health advocates believe **5G represents an enormous threat to human health**.

While the Internet is littered with propaganda both for and against 5G, many credible scientists are expressing their concerns and **some communities have even banned the erection of 5G towers** in their communities.

Given that, in order for 5G to be useful, **we will literally need to be saturated with 5G signals 24/7**, this poses a great potential health risk - if the critics are correct in their predictions ...



But here's the problem ...

I'm a US citizen so I'll write this from my perspective ... If "we" don't roll out 5G before China does, China will have such a huge advantage it may be our end regardless.

Imagine, if China rolls out 5G first and this accelerates their pace of technological advancement so rapidly that they are thus able to more rapidly develop more powerful weapons ...

We may have no choice but to roll out 5G technology whether we like it or not.

Even if 5G represents a *potential* health threat, the very **definite threat of China** beating us to the punch may just outweigh the potential unintended consequences.

Now, take what I just said about 5G and extend it to virtually every new major advancement on the horizon. **Each has potential unintended consequences and each represents a similar dilemma.**

If you think I'm writing this chapter with any answers for this conundrum ...

I don't have them.

I don't think any of us do.

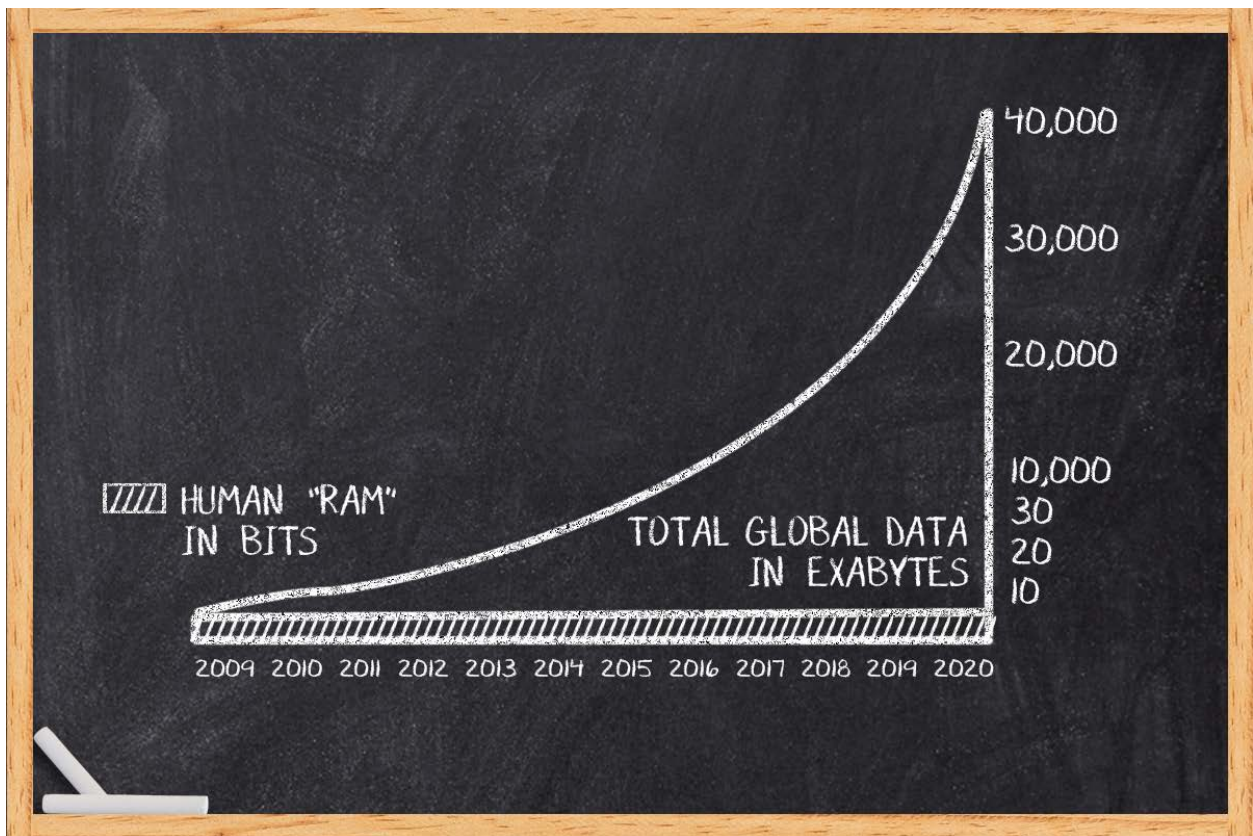
We simply don't have the intellectual bandwidth required to understand the complexities..

But I *do* have some ways you can increase the chances you and your family can survive and even thrive through what we're about to face.

What are we "about to face?" We're almost there. **Keep going.**

Threat #6: The Complexity Gap on Steroids

As you remember from earlier, the **Complexity Gap** is the gap between the amount of information we can process in conscious working memory and the amount of information available in the world.



Now, as if the exponential component wasn't enough to make this a serious problem ... combine this with:

- Mass information warfare
- Epistemological illiteracy

- **Unintended consequences**
- Etc ...

Do I need to elaborate any further?

I think the implications are quite obvious.

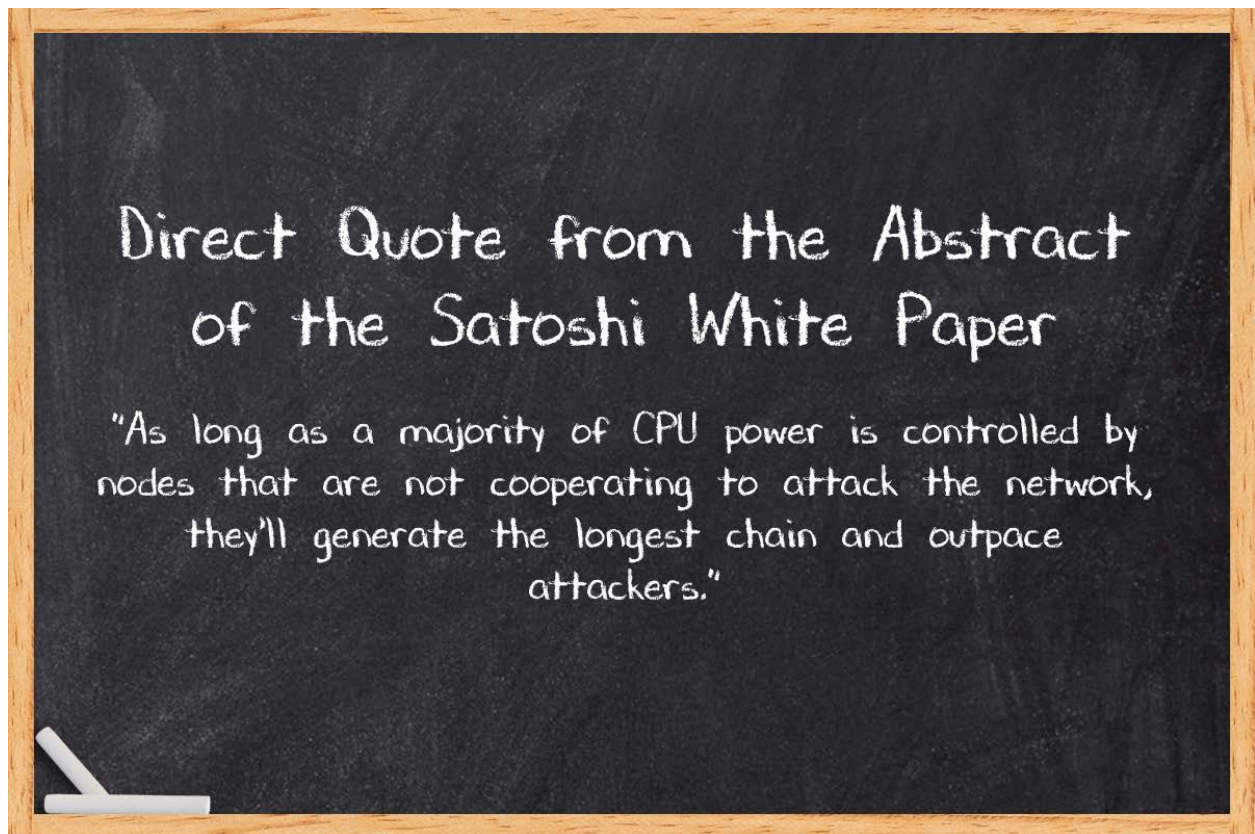
But as you'll soon see, there are some clever ways to address this problem.

Threat #7: The End of Cryptography, Privacy, and Blockchain?

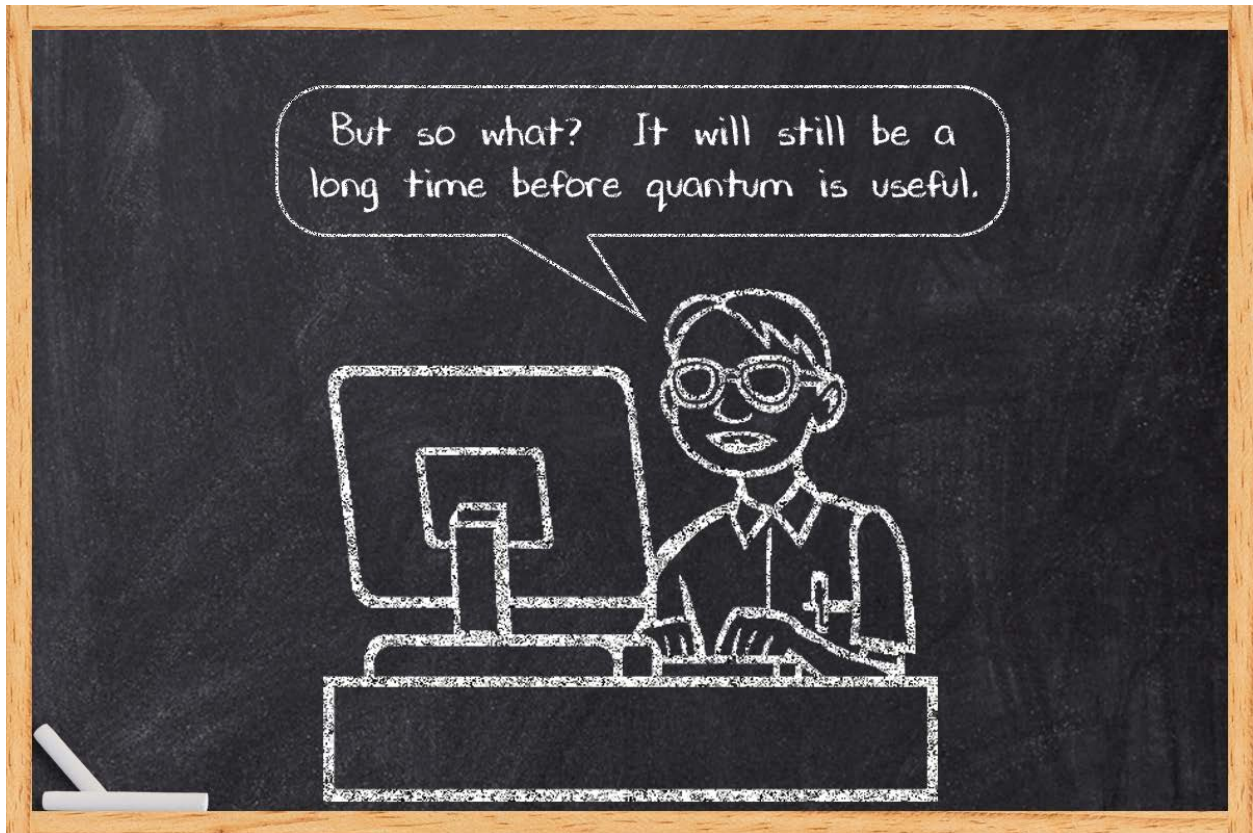
One of the strangest phenomena in the world of blockchain is that its **greatest weakness is hiding in plain site and almost no one talks about it ...**

Blockchain was introduced to the world by an unknown man writing under the pseudonym “Satoshi Nakamoto” in a document called *Bitcoin: A Peer-to-Peer Electronic Cash System* (now popularly referred to as “**The Satoshi White Paper**”).

In the abstract of the Satoshi White Paper itself, it refers to what I believe to be the blockchain’s biggest weakness ...



That's a rather profound "as long as", if you ask me. Especially when one considers we just passed the Quantum Supremacy test.



Really? Lest we forget ...



Remember: 1% is 99%.

How long do you think it will take before we have a quantum computer so powerful it will be able to effortlessly create so many virtual machines on a single device that it can corrupt the entire blockchain?

Think ... if one country (or company ... or rogue scientist) gets this advantage before anyone else, they could, single-handedly ...

- Corrupt entire blockchains at will
- Break all known cryptography
- End all privacy as we know it

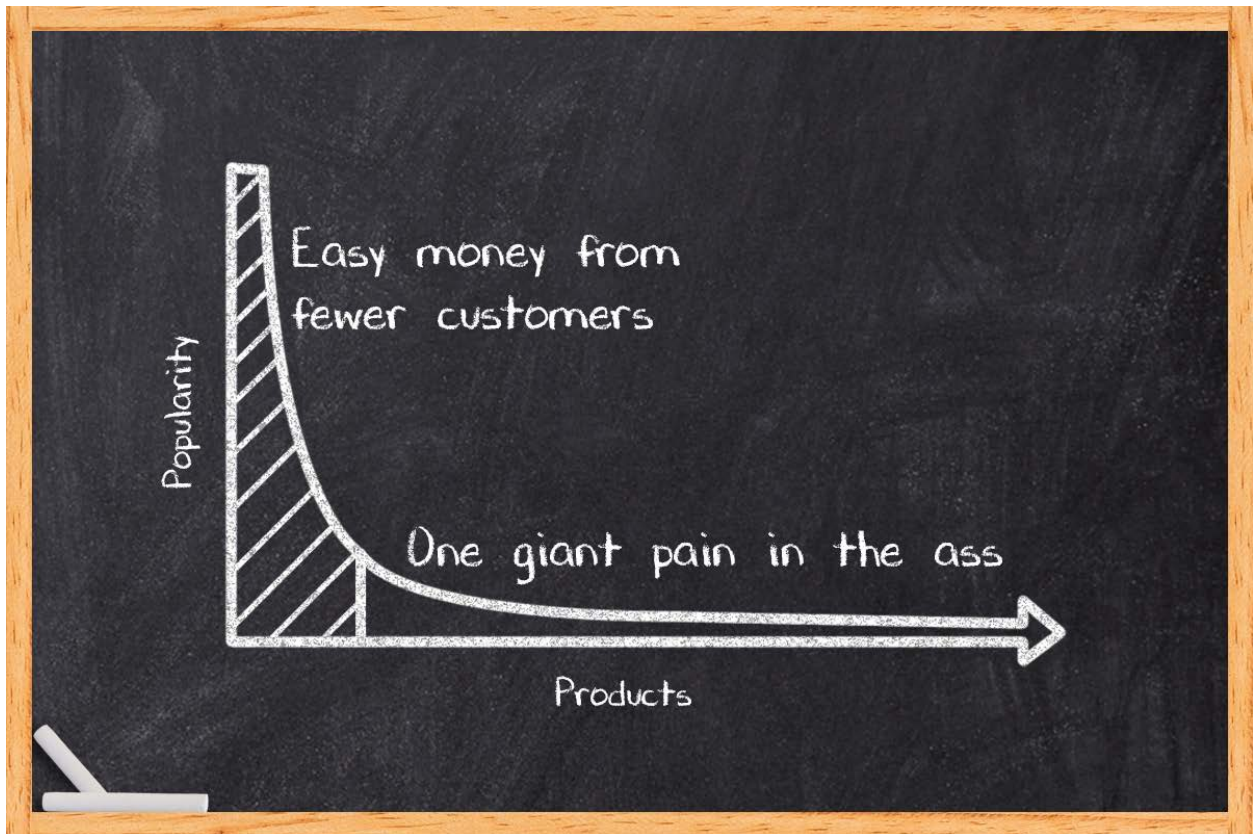


What about it? Since practical quantum computing is still hypothetical, so is quantum resistant cryptography. **Since there is nothing against which we can test it, how do we know it will work?**

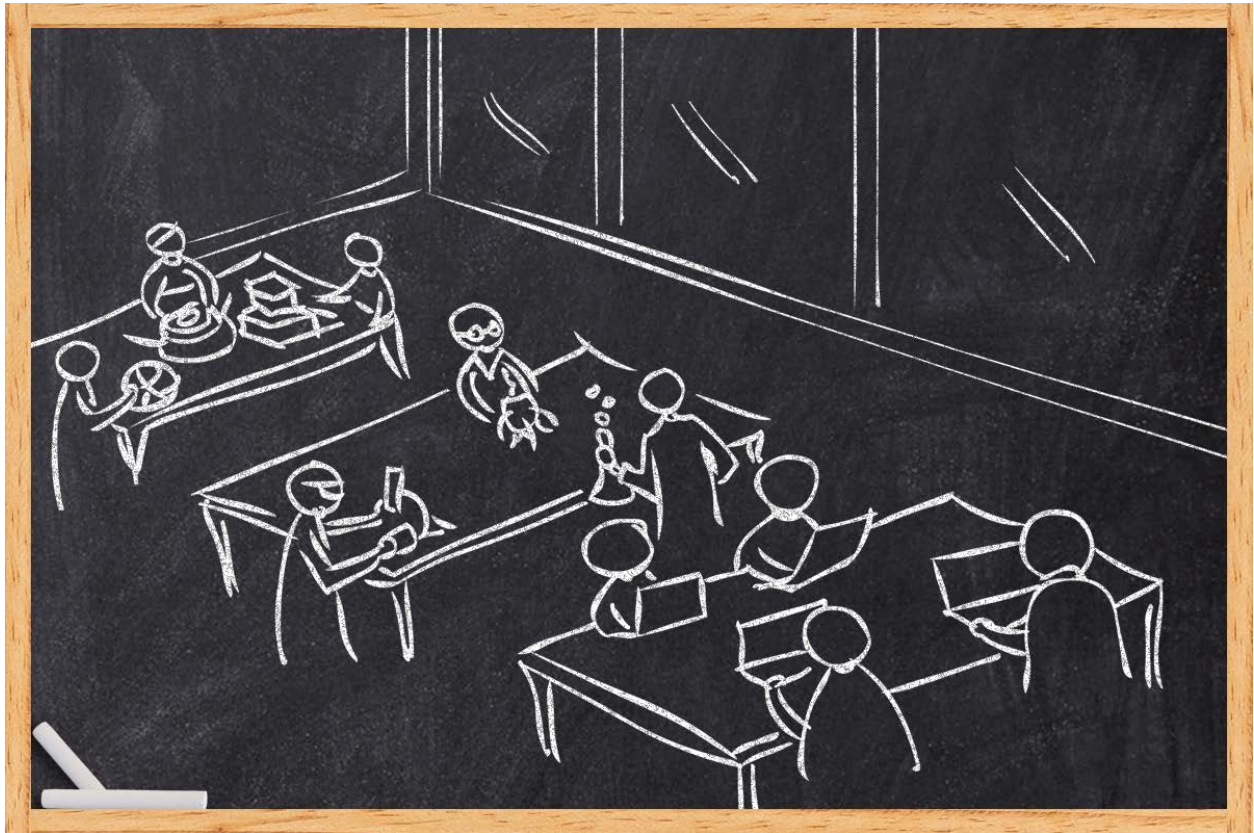
Factor in 5G and the Internet of Things and ... will privacy even be possible in the new world?

Threat #8: Big Tech vs. Small Business

Remember The Unforeseen Paradox of the Longtail ...



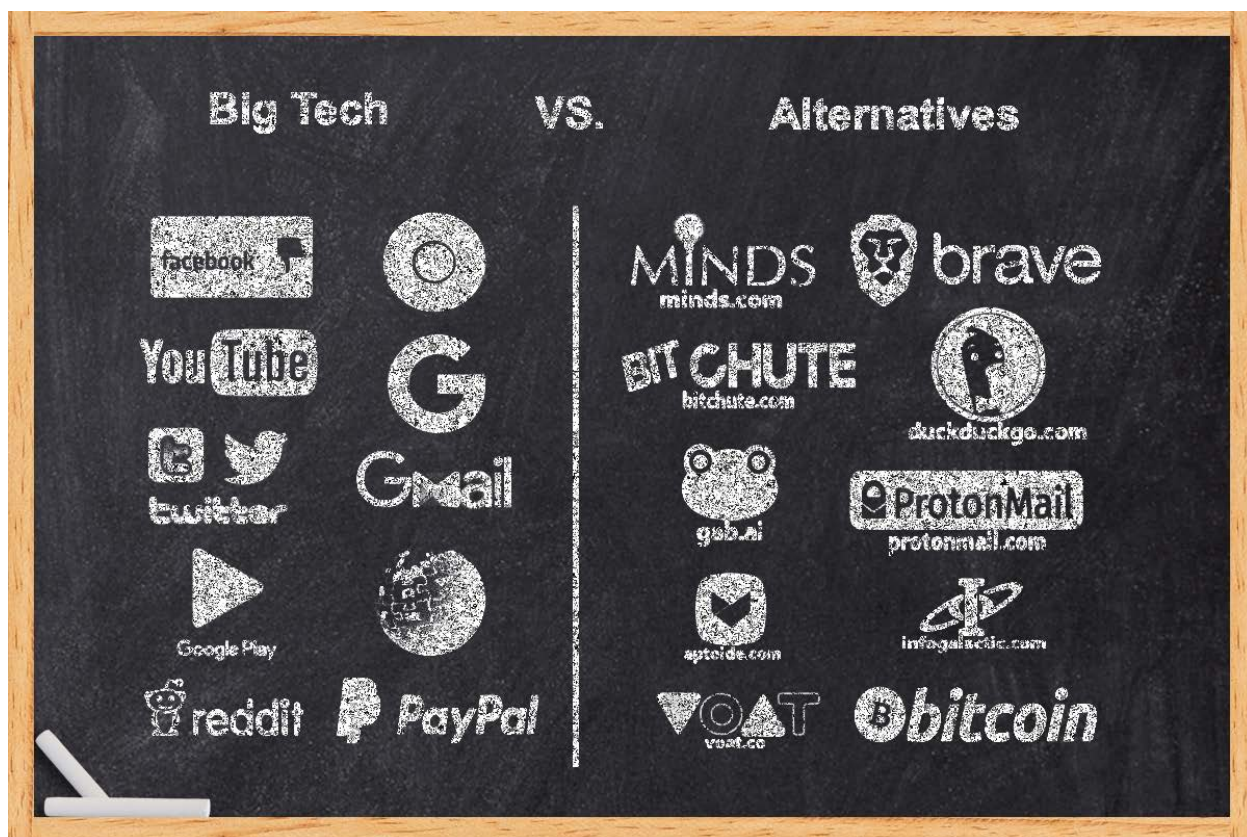
... and the impending entrepreneurial explosion.



Obviously these two forces are going to be at loggerheads.

As small businesses are granted less and less access to the Big Tech platforms (both to advertise and to spread their content), alternatives are going to enter the arena.

This is already happening with many alternatives to YouTube, Facebook, and Google surfacing.



Some of them are blockchain based.

Some of them are (allegedly) dedicated to the values of free speech and anti-censorship.

But none of the players outside of the Big Tech “club” seem to be making any serious headway.

And as competitors surface, the **better-funded Big Tech platforms** will have the means and the motivation to play dirty and fight fiercely.

To prove my point, let’s play a game. Before turning the page, answer these questions (on paper or in your head).

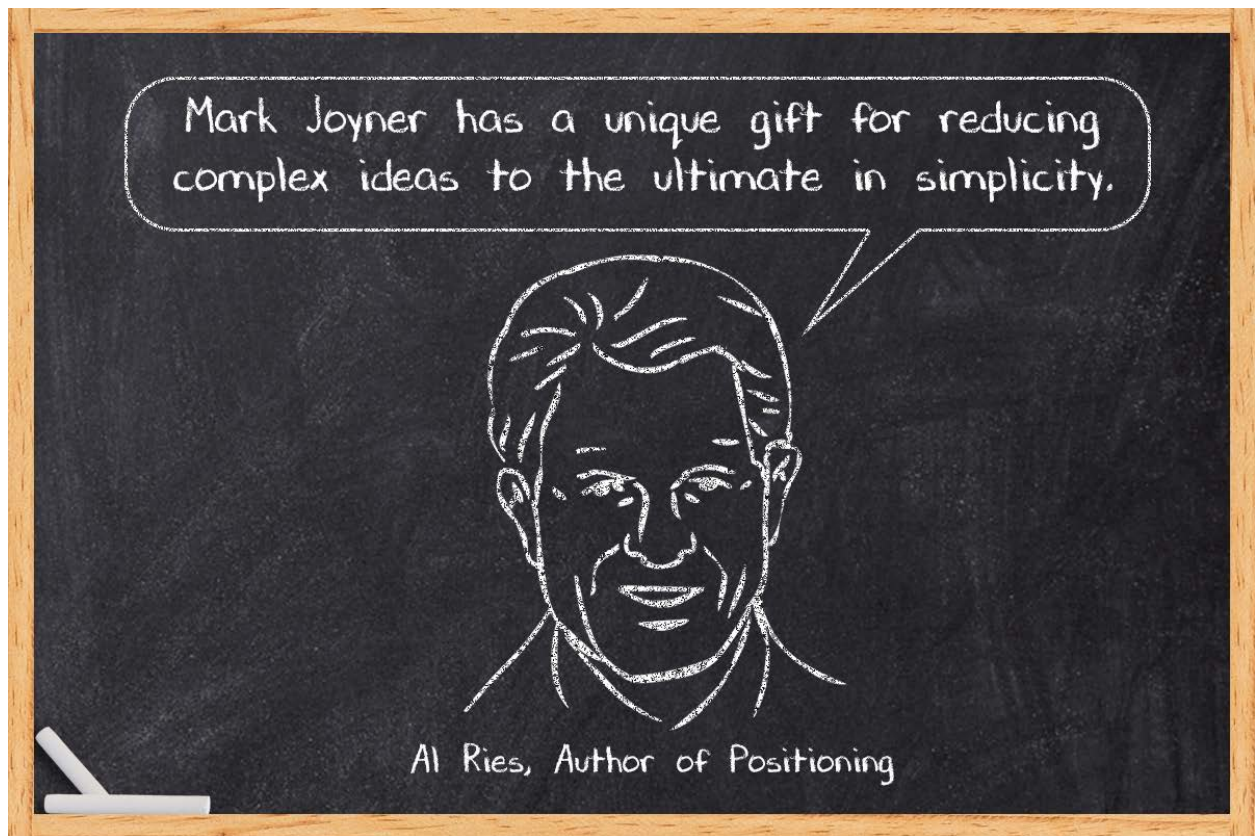
The first thing that comes to your head ... go:

1. Name a brand of blue jeans
2. Name a soft drink
3. Name a laundry detergent

DO NOT GO TO THE NEXT PAGE until you have answered.



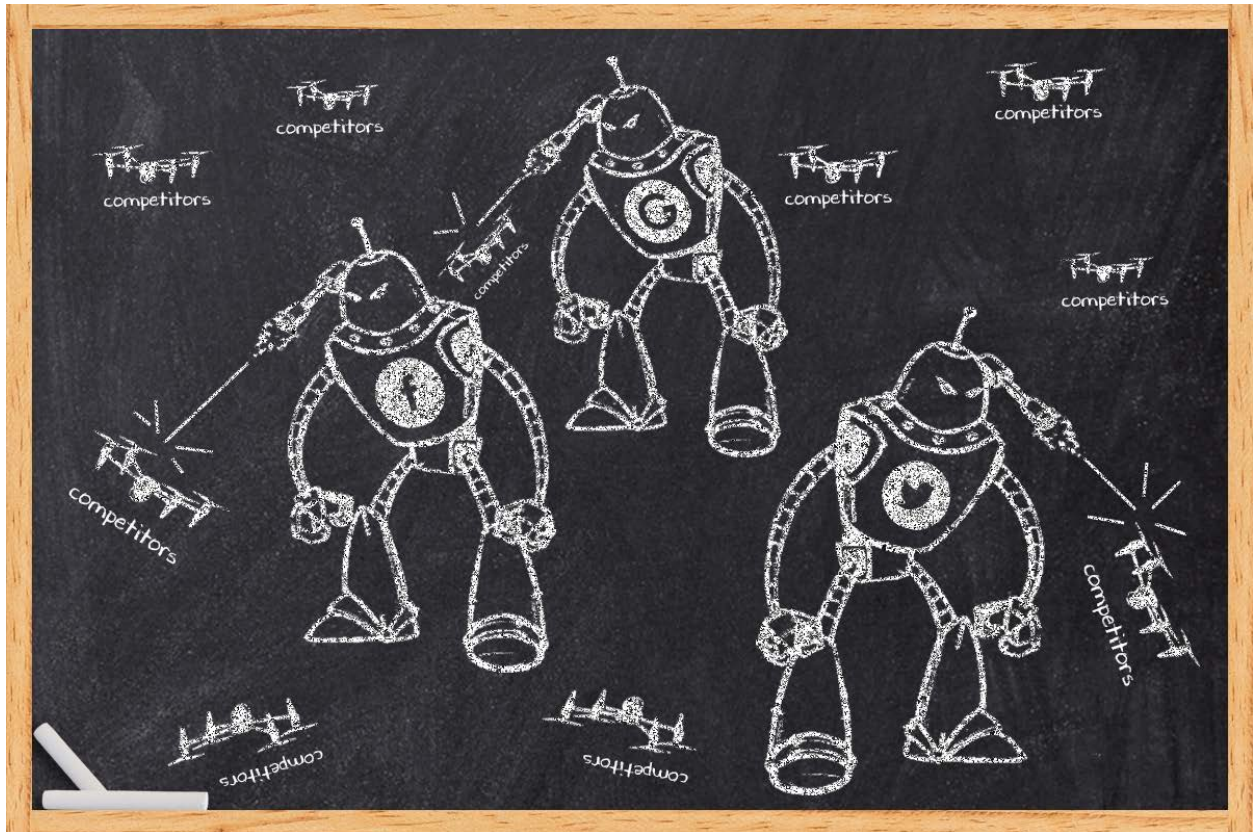
The above demonstration was made famous by Al Ries ...



It demonstrates the power of owning the top position in the marketplace.

Once a brand has such a high level of dominance that they are “top of mind” for everyone, they tend to also have **the money available to outspend and outmaneuver all of their competitors.**

When I reproduce Al’s demonstration in live presentations around the world - still to this day 30+ years after the publication of his book - the demonstration still holds **95% predictive power in the United States** and about **66% predictive power outside of the US** (overseas, the one folks tend to guess differently is Tide).



This is why it's going to be so hard to fight this battle.

And this is but **one of many battlefronts in the looming war between small business and Big Tech.**

But there is hope ... read on.

Threat #9: The Transition Tribulation

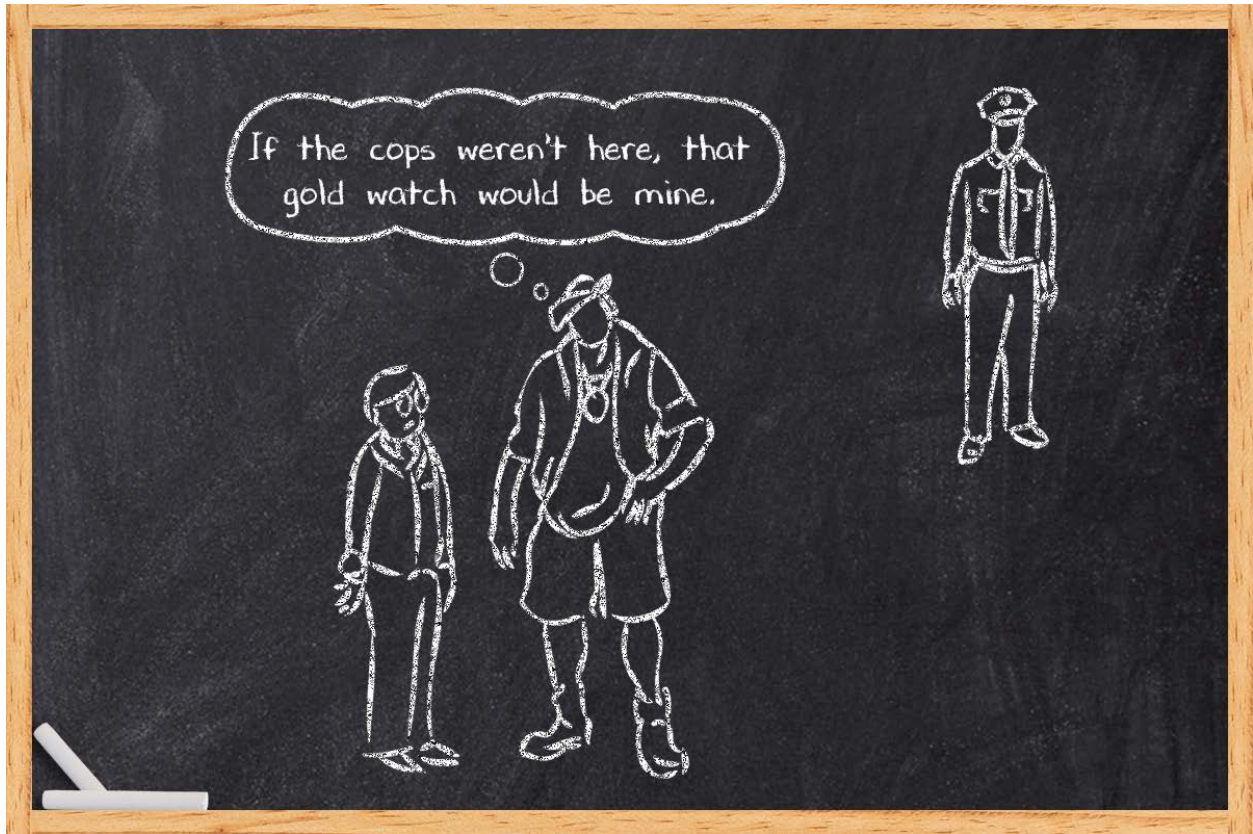
Here's a question I've been asking for decades, but it has largely been falling on deaf ears. I think it represents a threat so enormous most are unwilling to consider it:

Remember The Big 5 Phenomena?

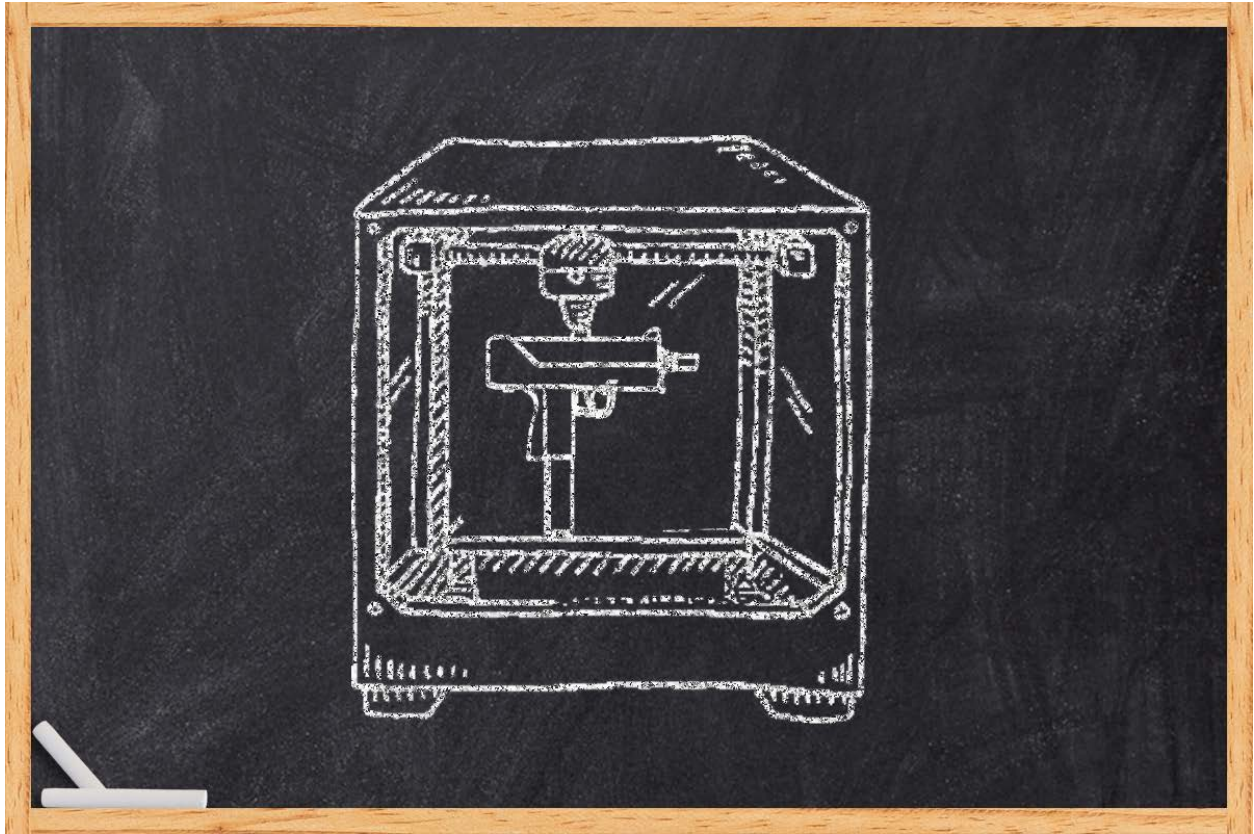
If *everything* is getting:

... faster, smaller, more powerful,
cheaper, and more available ...

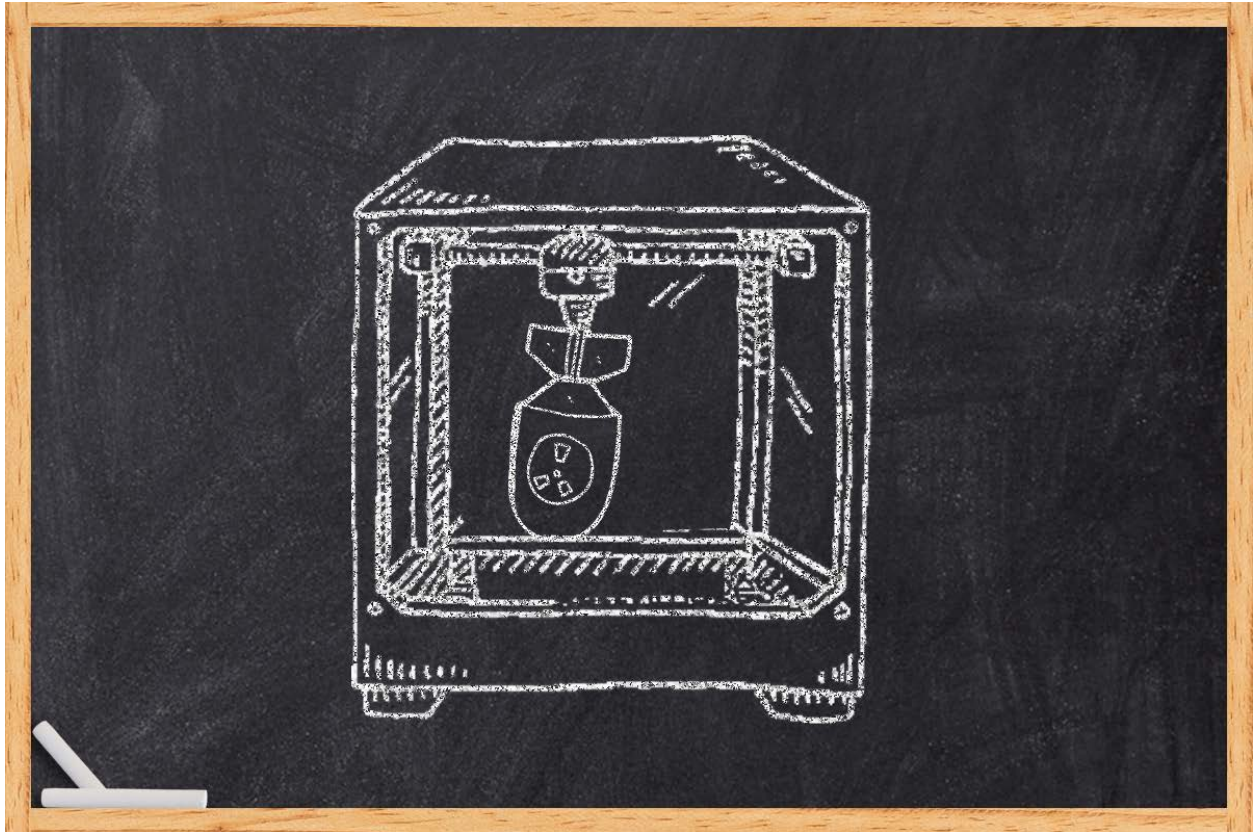
... why do you think this won't
happen to weapons technology?



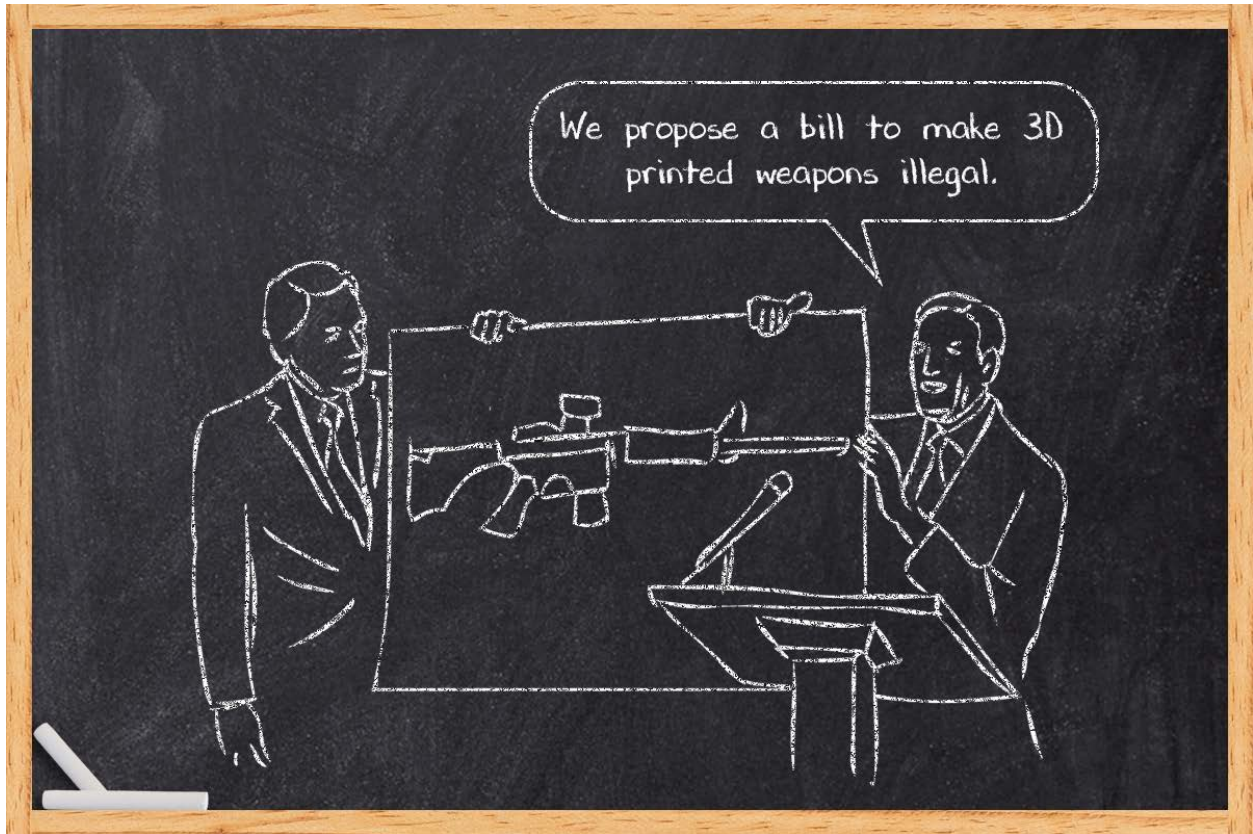
What will happen when governments lose the “**monopoly of force**” that allows them to ensure humans behave?



We already have **3D printable automatic weapons.**



When you factor in exponentiality, how long before we have **3D printable Weapons of Mass Destruction?**



Oh really?

How did that work out for the online piracy of music and movies?

(Hold that thought ... It will be far more important later.)

And 3D printed weapons are **only one of many ways** the proliferation of technology is going to make mass violence more accessible.



On 4 August 2018 there was an **assassination attempt** on Venezuelan President Nicolás Maduro in Caracas with *commercial* drones purchased online.

When you factor in that **peptide synthesis machines and other high end biotech devices** are becoming more and more commonly available ...

That the US military is already testing directed energy weapons that will allow people to be killed or incapacitated at a distance without a single conventional shot fired ...

And that every one of The Big 5 Phenomena is speeding up exponentially ...

How far do you think all this can go?

Further still, what role will this play when The Mass Displacement kicks in?

Yes, some will embrace entrepreneurialism, but what about the majority of people who lack the motivation and ingenuity to participate?



I don't think our governments will be able to move fast enough to "save" everyone.

The Transition Tribulation, simply put, is what I believe to be the war of the future.

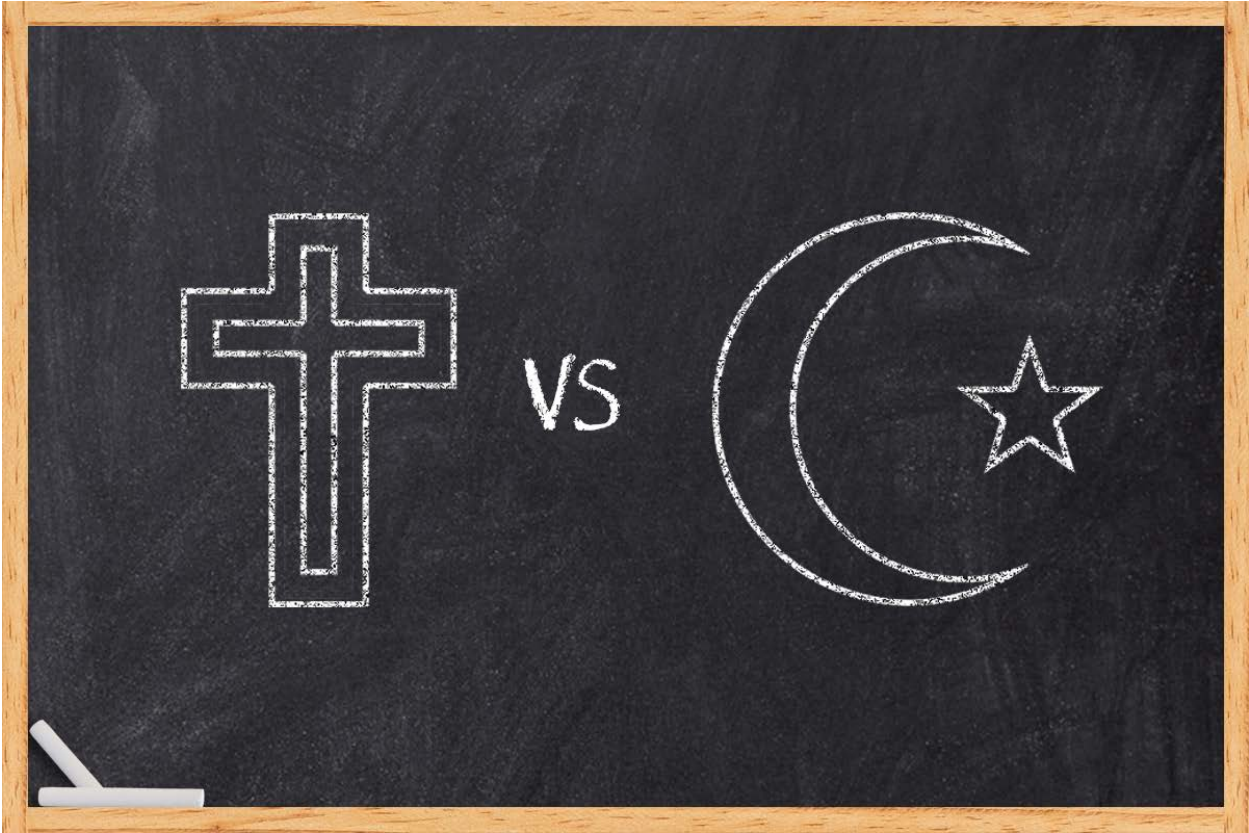
It won't be between **nation states**



It won't be between ideologies ...



It won't be between religions ...



It won't be between races ...



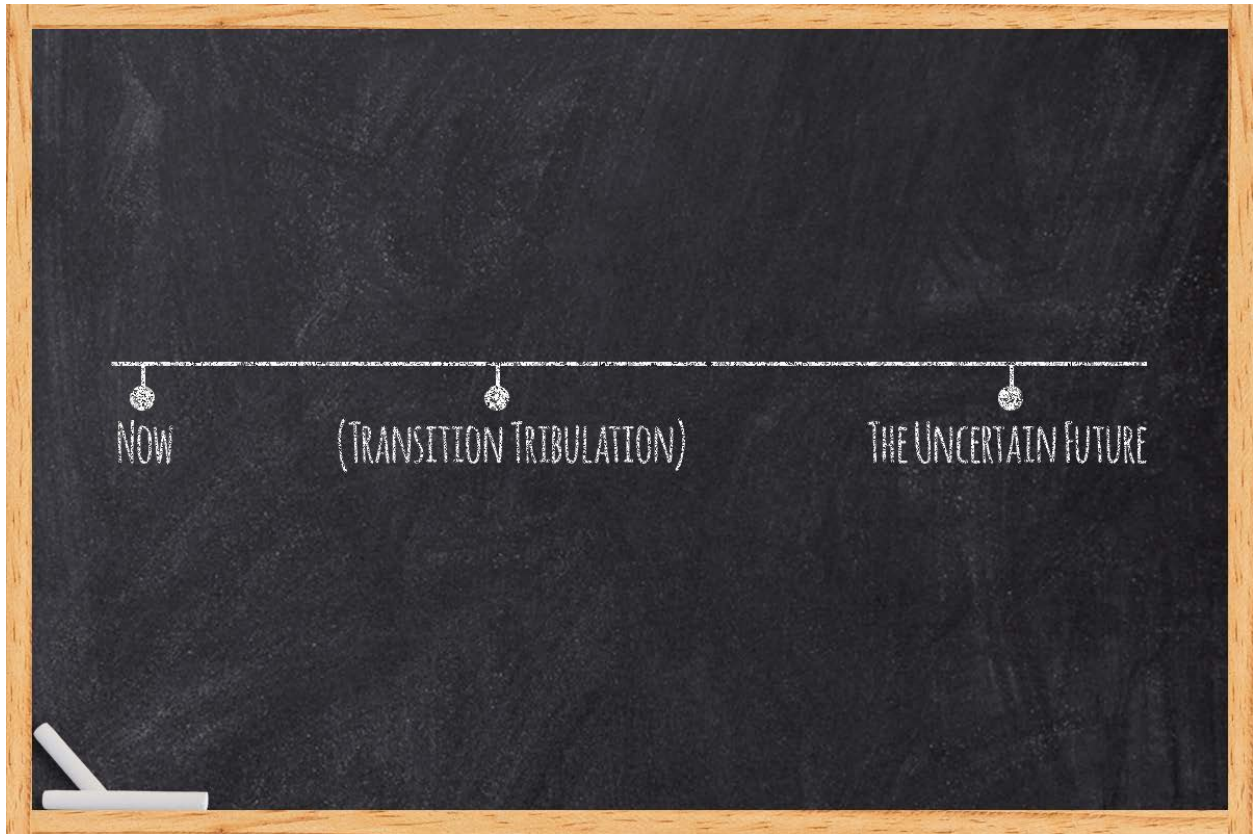
... or even cultures.

It will be ...

Fast-Moving Tech vs. Slow-Moving Governments

Let that sink in.

Whether we ultimately achieve utopia, dystopia, or oblivion ...



I believe we will, at the very least, experience a transition period of unfathomable chaos.

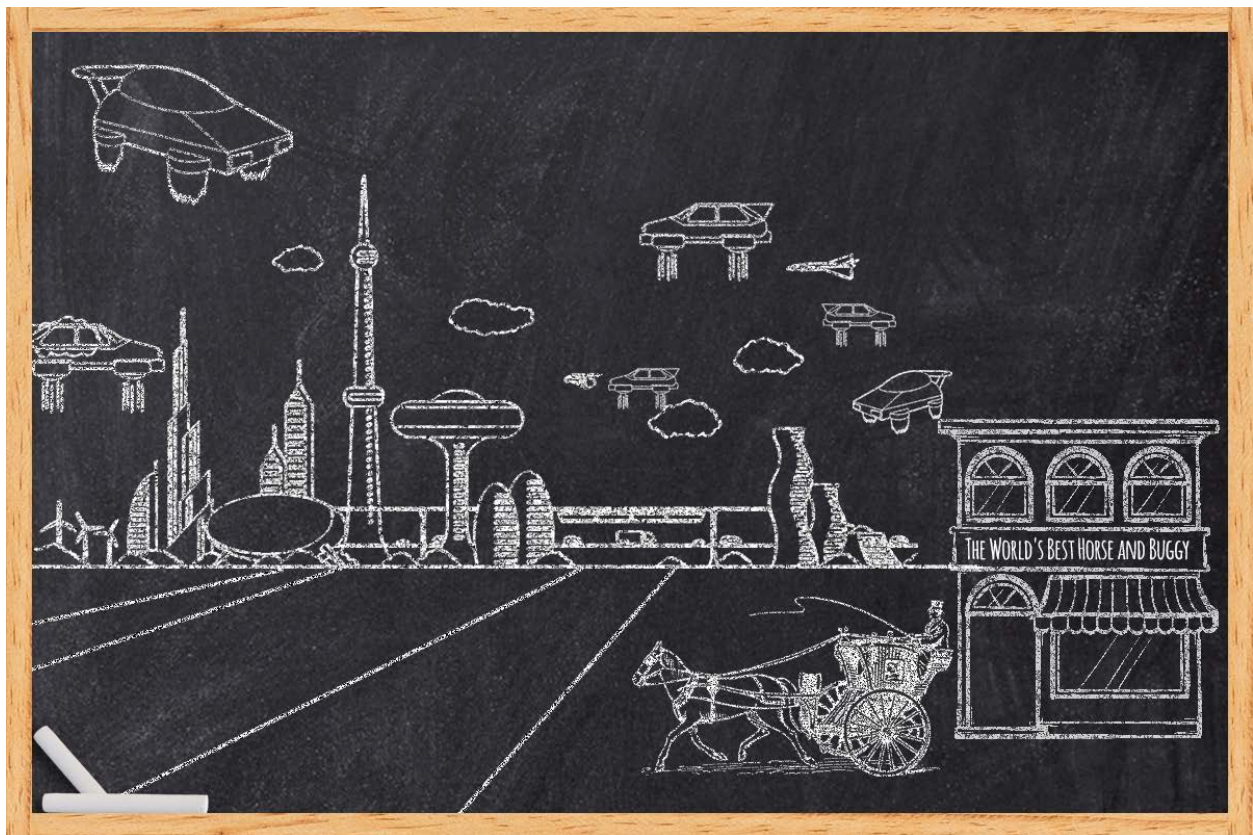
Are you prepared?

Emerging Growth Markets

I hope by now you have resolved yourself to the notion of embracing entrepreneurialism as the answer.

But it's vital that you focus your entrepreneurial energies in the right direction.

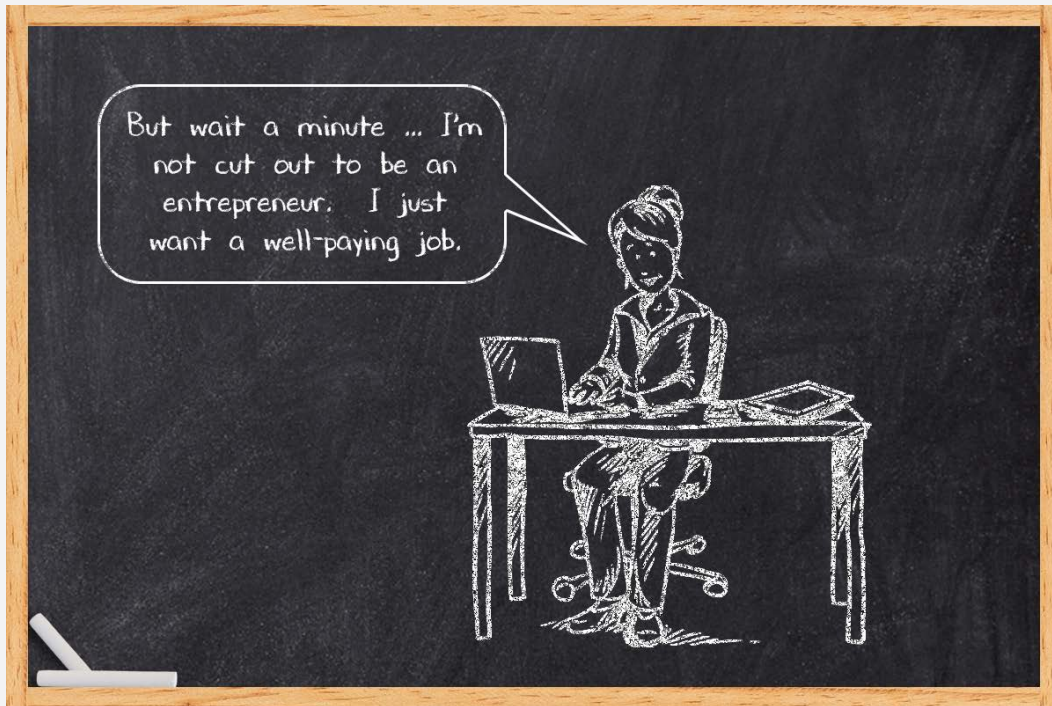
Think of it like this ... if you're not in an emerging growth market and are stuck in a soon-to-be-obsolete business model ...



... it's like trying to sell a horse and buggy in the flying car era.

Side Note:

Special Message to Any Non-Entrepreneurs Reading



That's OK, too ... **You can still make it.** Entrepreneurs need employees, right?

If you're not cut out to be an entrepreneur, you need to:

1. **Hitch your wagon to a company that ...**

- a. **Thinks entrepreneurially** (*is flexible, fast, adaptive, and ready to pivot as technology evolves*)
- b. **Is in an emerging growth market** (*as opposed to one that will soon be rendered obsolete*)

2. Make yourself an indispensable asset to that company

How do you make yourself indispensable?

More about that shortly. But first, it would be wise to **acquire some skills** that would be of use to anyone starting or already running a business in an emergent growth market. More about that later, too ...

Meanwhile, it would also be wise to send the following link to all of the senior management in your current company so they are prepared for what's about to come:

www.simpleology.com/theroadmap

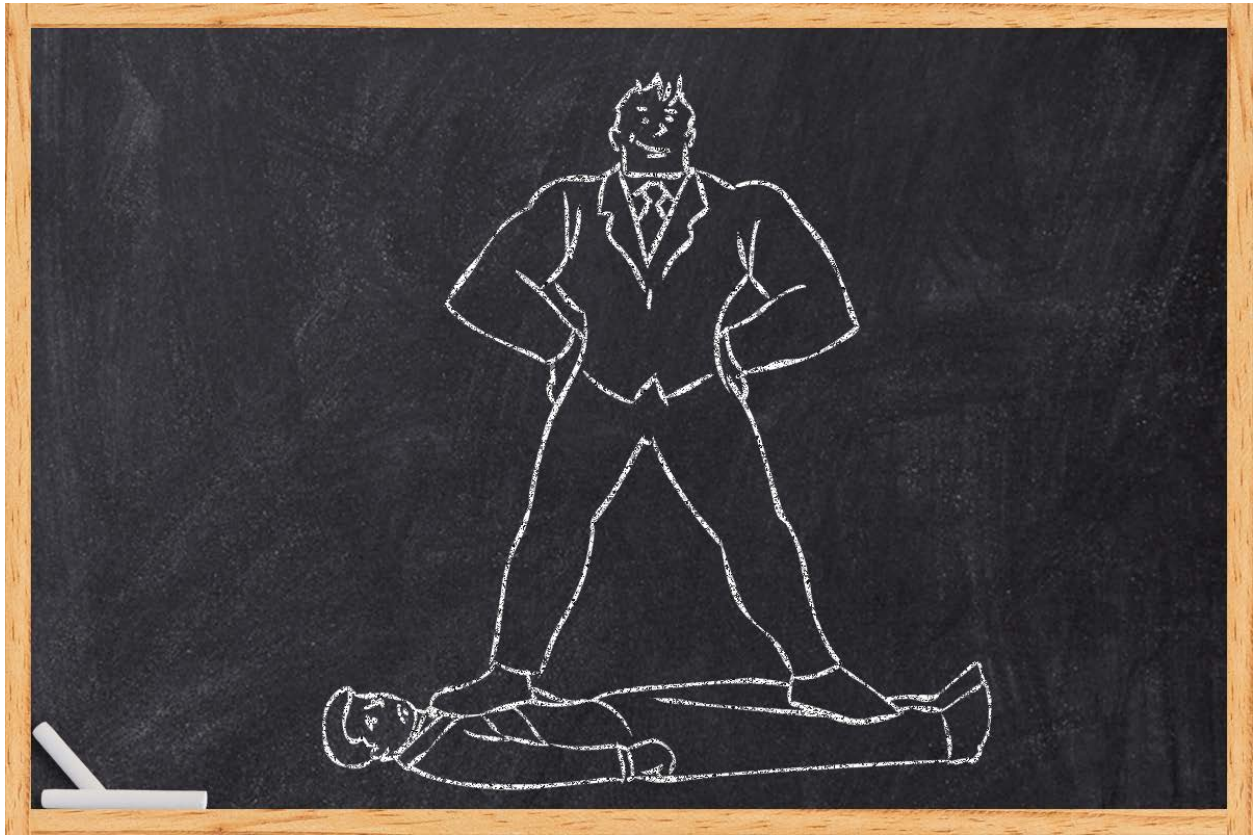
OK, so how do you avoid selling horses and buggies in the flying car era?

Here are a few **emerging growth markets** to get your thought processes flowing ...

This list is by no means exhaustive, but it is representative of a few of the areas in which I see major growth in the next several years.

Note that I don't necessarily advise or endorse any of these industries. I am merely predicting the demand for them will increase.

Mutant Middlemen



As you learned earlier, **the middle man is not dead.**

The old school middle man *is* (more or less) dead. Long live the Mutant Middleman!

This new economic phenomenon is already in full swing.

I predict it's only going to get much bigger.

Here are a few ways to do it ...

1. Become a Trusted Source

As people trust the once venerated institutions of academia and journalism less and less ... to whom will they turn?

If you can prove yourself to be a source of information with a reliable way of *proving* your veracity ... they will turn to you.

Project Veritas is a powerful example. They obviously have a particular political slant. Take off any partisan blinders you may have on for a moment and consider what they represent: **they rely on the presentation of “primary source” documentation** (*undercover footage, whistleblower testimony, leaked documents, etc*).

This makes their presentations very compelling. Some accuse them of “selectively editing” their video presentations, but they also always release their complete raw footage to accompany their reporting.

Can you name any major news outlets that hold themselves to those standards?

I can't ... the major news outlets primarily rely on the psychological principle of “Obedience to Authority” to back up their claims.

If you can present information that is held to a higher standard of journalistic integrity, those hungry for reliable information will flock to you.

2. Become a Formal Curator of Information

“Just Google it” used to be the answer.

But now that we know how manipulated the search results are (both by internal and external forces), how can we rely on Google?

Let me give you an example ...

One of the common information warfare tactics often employed today is called “Astroturfing” ... It’s the practice of making sure that your point of view shows up first in search ... is highly reported on in the news ... is represented in Wikipedia ... *everywhere*.

Try a search for these topics:

- Dangers of GMOs
- Dangers of 5G

As I write this, both topics are very heavily astroturfed with information touting the safety merits of both technologies.

If one is not aware of the phenomenon of astroturfing, **and most aren’t**, it would be rather easy to draw the conclusion that there is “wide consensus” on the matter.

But is there? Or is there a concerted effort to get you to believe there is?

Side Discussion: Does Consensus Matter?

Short answer: consensus doesn't matter much, but the *appearance* of consensus matters greatly.

From a purely scientific perspective, the notion that “scientific consensus” is some sort of mic-drop moment for debates is, frankly, utter rubbish.

The great Richard Feynman famously said ...

“Science is the belief in the ignorance of experts. When someone says ‘science teaches such and such’, he is using the word incorrectly. Science doesn’t teach it; experience teaches it.”

Consensus about a hypothesis has **zero bearing on its veracity**. Only its predictive power does.

But because “Conformity to Group Norms” and “Obedience to Authority” are such powerful persuasive heuristics, **the appearance of consensus is enormously consequential**. It is these very forces that have driven the greatest mass movements in history.

Formal “information curators” could successfully navigate the various information warfare landmines and provide high quality analyses of information and save time for folks who need to be “informed” but **don’t have time to wade through the information battlefield**.

3. Become a Gap Filler

In any market, there are always gaps to be filled. It doesn't matter how technologically advanced we become - **there are always going to be under-served, or poorly-served, gaps in the marketplace.**

Let me give you an interesting example ...

It's about an interesting phenomenon I observed on an Asian island. *(I won't name the island so my report doesn't trigger a flood of competition for this clever entrepreneur to contend with. I'm also going to say some unkind things about her competition and, well ... let's not be unkind.)*

On this particular island, all of the property websites are abysmal. False advertising ... Bait and switch routines ... deceptive practices galore. Add on top of all that ... **intolerably negligent customer service.**

This wise lady discovered that most of the property for sale or rent on the island was actually sold by simple outdoor signage. For whatever reason, most of the inhabitants of the island haven't adopted the technology available to get their listings on the market. (**Maybe** it's technophobia ... **maybe** it's because the sites serving the island are terrible ... or both.)

Our gap-filler in question decided to start driving through the island to find "For Sale" and "For Rent" signs. **She'd then approach the property owner and offer to list the property for free.** She'd only get paid if she brought in a customer.

Through word of mouth amongst locals, hers has become **one of the most successful property sites on the island**. And for those who know about her site, she is the only trusted option.

There is unlimited potential for this kind of Mutant Middleman opportunity. **Just look for gaps to fill and figure out ways to fill them ...**

There is always going to be an unlimited number of untapped goldmines awaiting a mind observant enough to spot them.

4. Specialize in Something Hard, Unpleasant, or Time Consuming

If you are willing to do the needed thing others are unwilling to do and can do it well, **your family will never starve**. *As long as* you are willing to put in the effort to market yourself.

“But marketing is hard. And time consuming.”

Precisely my point ...

Why do you think there are so many digital marketing agencies?

Most of them are unforgivably terrible, btw. **What if you formed one that actually did its job well, reliably, at scale?**

That is a rare animal, indeed. But the ones that exist?
Goldmines. Inexhaustible goldmines, in fact.

5. THE ULTIMATE: Become an Integration Marketing Deal Broker

The Integration Marketing Deal Broker (see my #1 bestselling book *Integration Marketing*) is basically someone who **marries up businesses who can grow each other's revenue without spending a dime on advertising**.

Think of it like this ... If you're a chiropractor, what other affinity markets will serve people likely to be interested in your services? Gym owners ... physical therapists ... office managers (*because everyone who sits at a desk all day ends up with back pain*) ... and so on ...

If you, as the chiropractor, were able to work out a deal with those other business owners where you would **pay them a commission for every appointment** they book for you (preferably on an ongoing lifetime-customer basis so it represents a regular long term revenue stream for them) why wouldn't they do it? It's basically free money for them and free customers for you.

An Integration Marketing Deal Broker has the easiest job in the world. You simply marry up these partnerships for a cut of the proceeds.

I'll talk about this more later. If you're an "opportunity junky" and are looking for the ultimate "lazy man's" business, this is your golden ticket. **If you can't wait, go here to learn more:** www.simpleology.com/nextmove

6. Wherever your imagination takes you ...

You understand the broader principle now, **what other Mutant Middleman opportunities can you invent?**

Take note: it's ***not*** the **individual opportunity** that matters so much but **the broader principle**. If an individual opportunity is a fish ... and the broader principle is what teaches you *how* to fish.

Remember the old proverb ...

“Give a man a fish and feed him for a day. Teach a man to fish and feed him for a lifetime.”

While the above represents a super broad category that could spawn endless ideas, here are a few more opportunities that either ...

a. *Exist now* and I predict will rapidly grow

... or ...

b. *Do not yet exist*, but I predict will soon - and will grow rapidly

Pickaxes and Shovels to Miners



Remember, most of the wealth generated during the gold rush was not made by the miners themselves but by those selling pickaxes and shovels to the miners.

Think of all the individual growth markets listed here. Think about the limitless other growth markets exponentiality represents.

Find one that is rapidly growing, and sell them 1) “pickaxes and shovels” they **most essentially need ...** or 2) the tools to **solve their most painful problems ...** or 3) the services **they must do, but don't have the skill or the will to perform.**

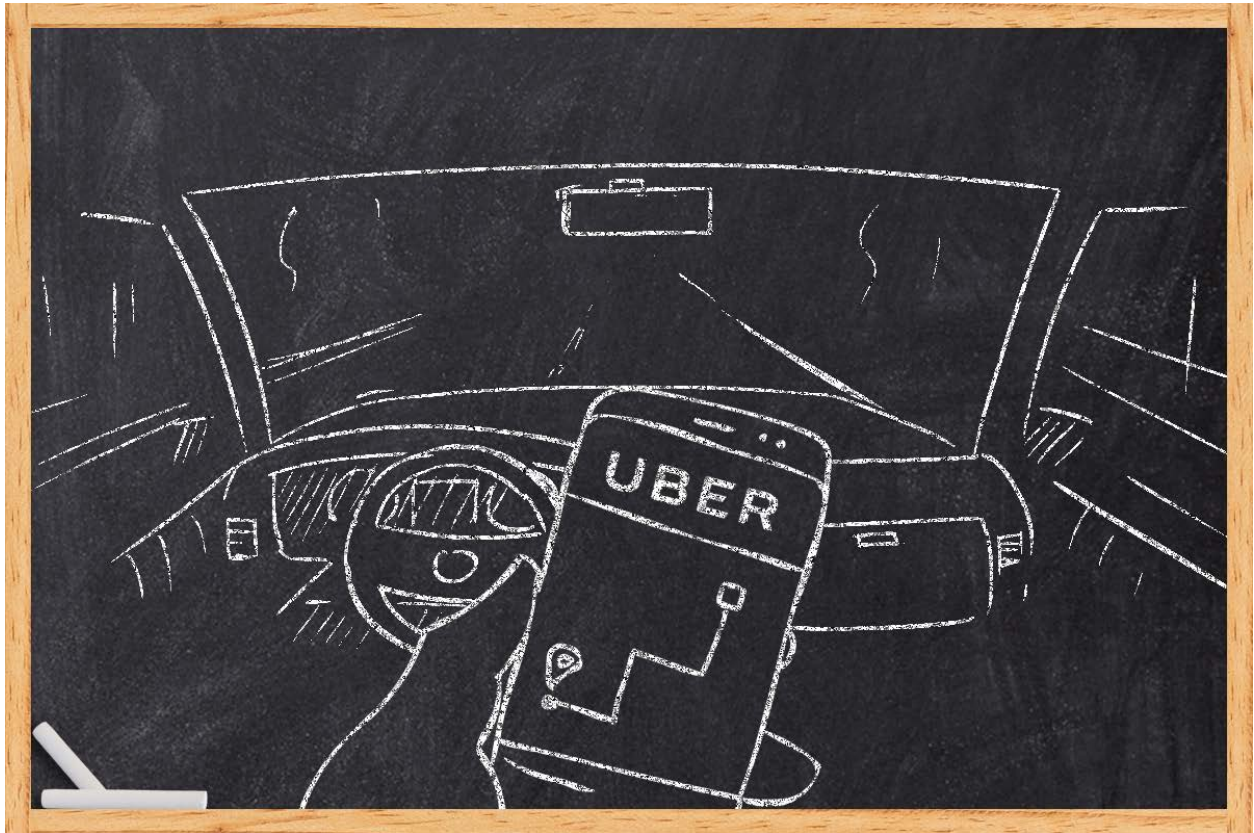
Digital Nomads



Digital marketing has enabled a new economic class: the digital nomad class. This is a new class of people who are **not tied to any particular geographic location**; because, they have the skills to manage all of their business operations remotely online.

Again, this is not only an opportunity for you to avail of ... it is also a growth market you can *serve*.

The Gig Economy

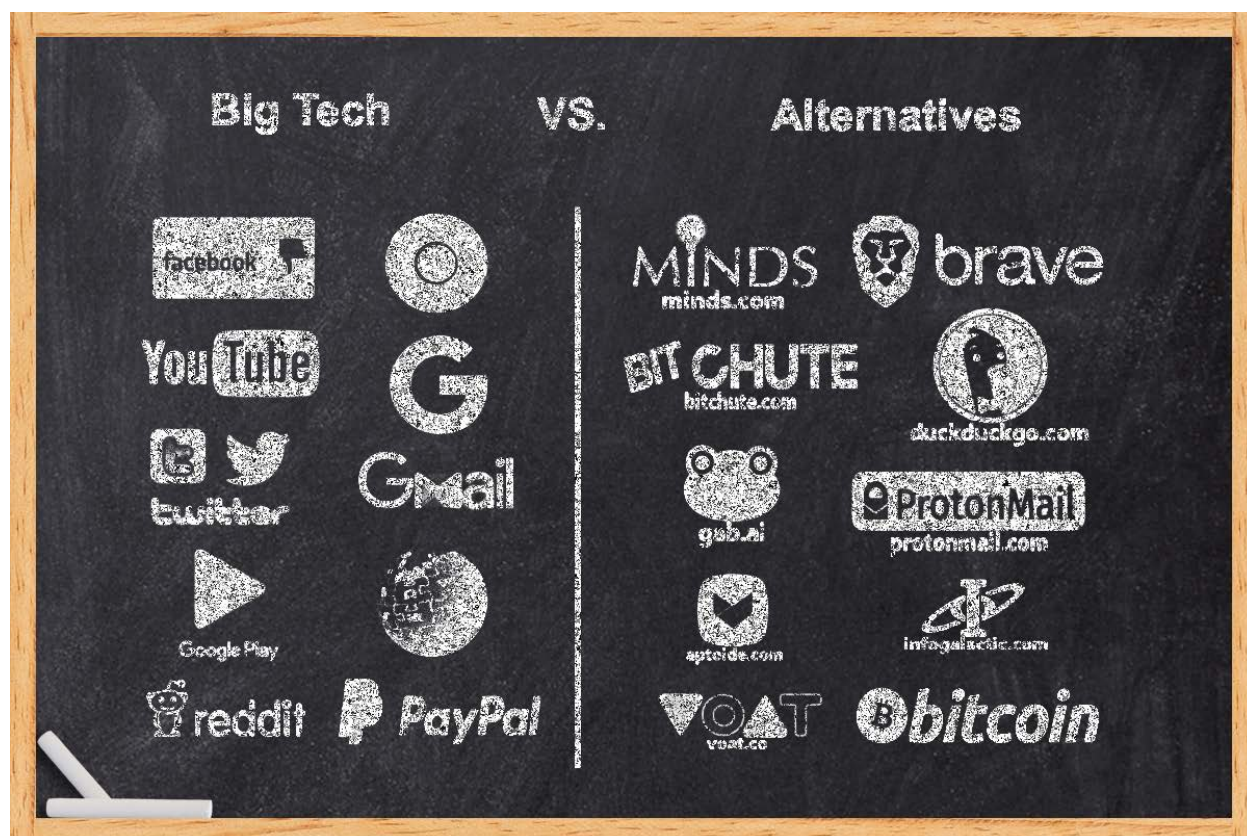


As the thin-layer-middle-man model explodes into different realms, the potential to avail of various “gigs” is enormous.

As you have learned, a gig economy business is not only a powerful business to own, **it’s also a powerful model in which you can participate.**

And ... it’s also a market you can serve. Think ... what are the problems Uber drivers complain about? Could you become a Mutant Middleman that makes life easier for the Uber driver?

Big Tech Alternatives



I can only hope many of the folks reading this are inspired to take on this challenge. **It's one of the biggest challenges of all, but because it's so hard ... it also represents some of the largest economic opportunity.**

Could you compete with AirBnB in a way that resolves the complaints the property owners and guests so frequently echo?

Can you provide a search platform that is more trustworthy and reliable to Google?

Can you create a social network that does not have the ensorship and privacy issues of Facebook?

The Big Tech platforms no longer care about the small to medium business owners ... can you provide an ad platform to serve them?

The opportunities are endless ... the potential wealth is enormous ... but the risks are also enormous.

“Whenever you see a successful business, someone once made a courageous decision.”

- Peter Drucker

Personal Security

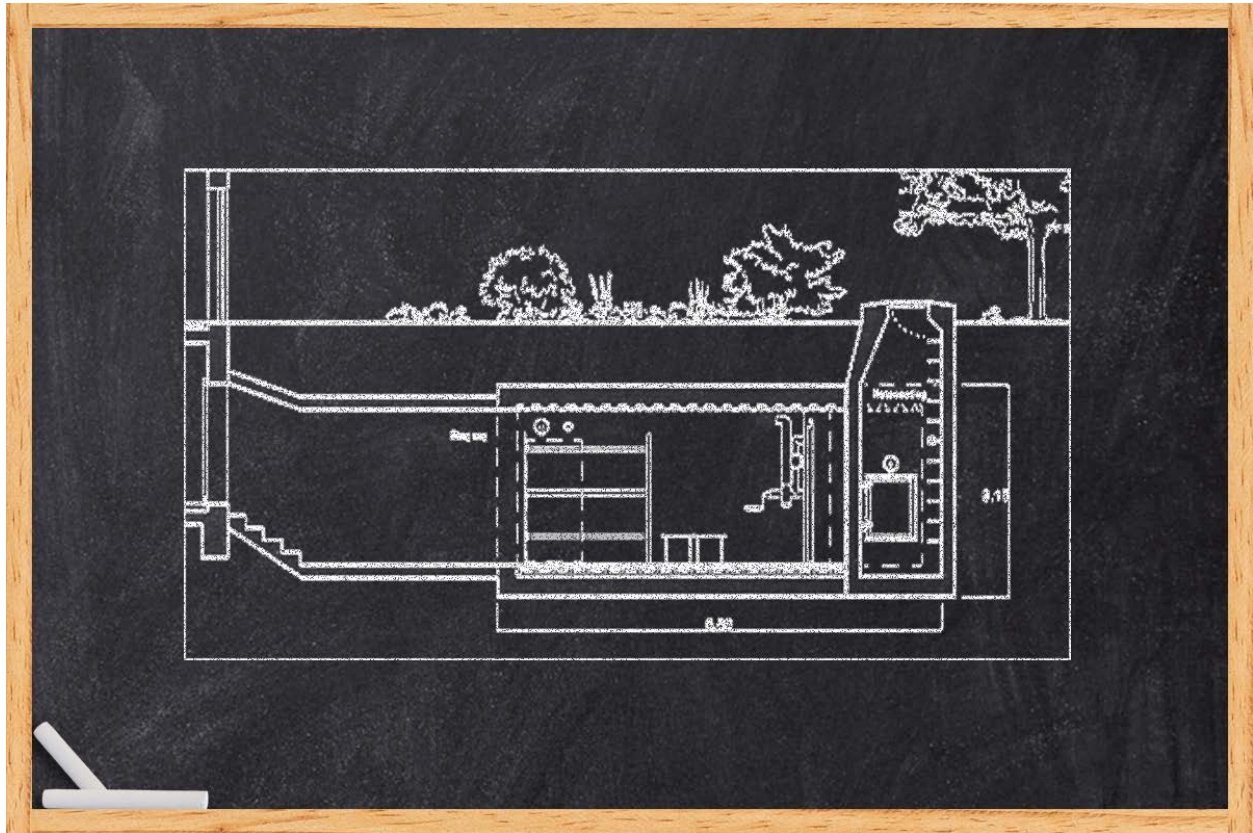


As social decay - or tyranny - creeps in ... The need for personal protection will increase.

Don't think only of physical objects ... think of security services ... security technology ... legal protection ... and so on.

Depending on the direction any particular society goes, the type of physical security business that prospers best will vary greatly. **Observe the direction the wind is blowing and you'll know which way to set your sails.**

Preppers

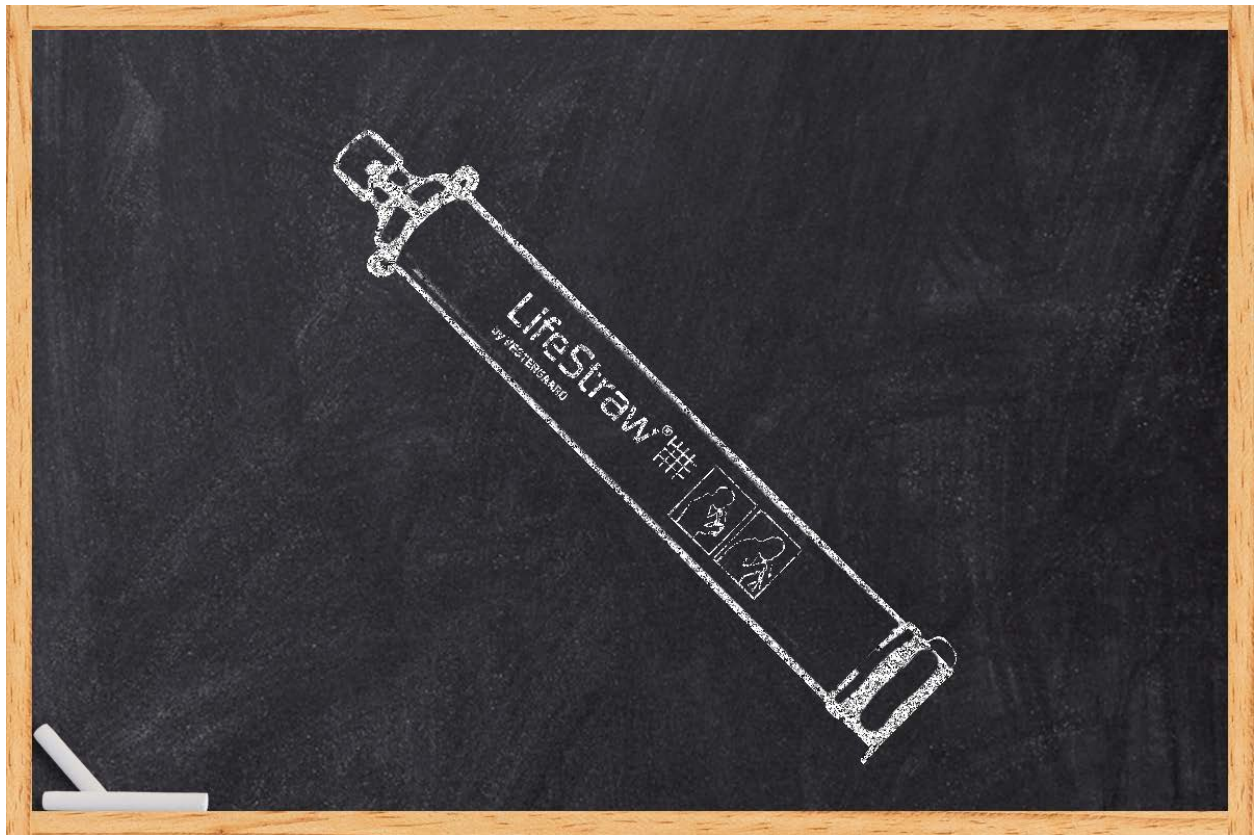


Many believe we are on the cusp of great social upheaval. **Personally, I believe, at the very least, “The Transition Tribulation” is inevitable.**

There are a great many people concerned about SHTF (“shit hits the fan”) scenarios for various reasons. Many believe we are in the **biblical “end times”** ... Many believe “the **globalist New World Order** plans to wipe out 90% of the population” ... Many believe **culture and race wars** are inevitable ...

Whatever you think of these people or their predictions, they represent a growth market desperate to be served.

Centralization Disruptors



Whether we edge toward centralization or decentralization of power (or some hybrid of both) in response to the coming onslaught of radical constant disruption ...

I think it will be wise to **disrupt the potential destructive power of centralization** by chipping away at its very basis of power.

In 2003, one way I proposed this was the development of what I call “DC3D” technology: Dirt Cheap Decentralized Distribution Devices.

Think of it this way. Some of the control weapons wielded by the wouldbe centralizers of power are:

- **Limiting/controlling access** to the necessities of survival
- Controlling the flow of information
- **Holding a monopoly** on force
- Etc

In one sense, the disruption of centralization is going to happen regardless (cf. The Transition Tribulation). **As more powerful weaponry becomes ubiquitous, monopoly of force may naturally erode.** That's good for fighting would-be tyrants. Bad for keeping the peace if those weapons fall in the hands of violently disruptive forces.

And in another sense, **we already have massive disruption in the flow of information.** While the major news outlets still have the ability to control the global narrative, social media platforms can, in fact, be seen as **DC3D information technology.** The problem there, of course, is that the most popular platforms are clearly not truly “free speech” platforms (despite their emotional pleas to the contrary).

When it comes to basic human needs, one might say “UBI will solve that.” But will it? If you rely on the government for your basic needs, you could then have access to those resources cut off on a whim.

“No one would ever do that!”

Really? If you think that's not possible, **talk to anyone living in mainland China who has had their access to public transportation limited because they have a low “Social Credit Score.”** China is already rolling out an Orwellian system for “rating” members of society based on their adherence to China's

behavioral guidelines that is straight out of a Black Mirror episode.

The company Lifestraw created a **small device that would allow anyone to get clean water anywhere**. It's a great example of a DC3D device for providing clean water. But I think such devices need to be far more powerful (it has far too many limitations and has a short lifespan). And I think we need such devices to cover *all such basic human needs* in order to fully defang would-be tyrannical hoarders of resources.

Natural Health



Many believe modernity itself is actually harming human health more than it is improving it.

Indeed, a strong argument could be made that antibiotics, processed food, industrial farming, artificial light, indoor living, etc are all having profoundly negative effects on our health.

Those who share this view are attempting to provide alternatives:

- BluBlocker sunglasses to ameliorate the negative effects of artificial light at nighttime
- Naturally raised foods
- Natural alternatives to modern medicine

- And so on ...

As awareness about the potential health hazards of modern living increases, the demand for alternatives will rise as well.

High Tech Health



The polar opposite of the last example.

The above is an image from the TV show “Silicon Valley” where one of the tech CEOs is using a “blood boy” to improve his health. Yes, this is really a thing ... some elderly people are getting **blood transfusions from healthy younger people** in order to rejuvenate themselves.

This is but one of the many high tech methods available today to increase longevity.

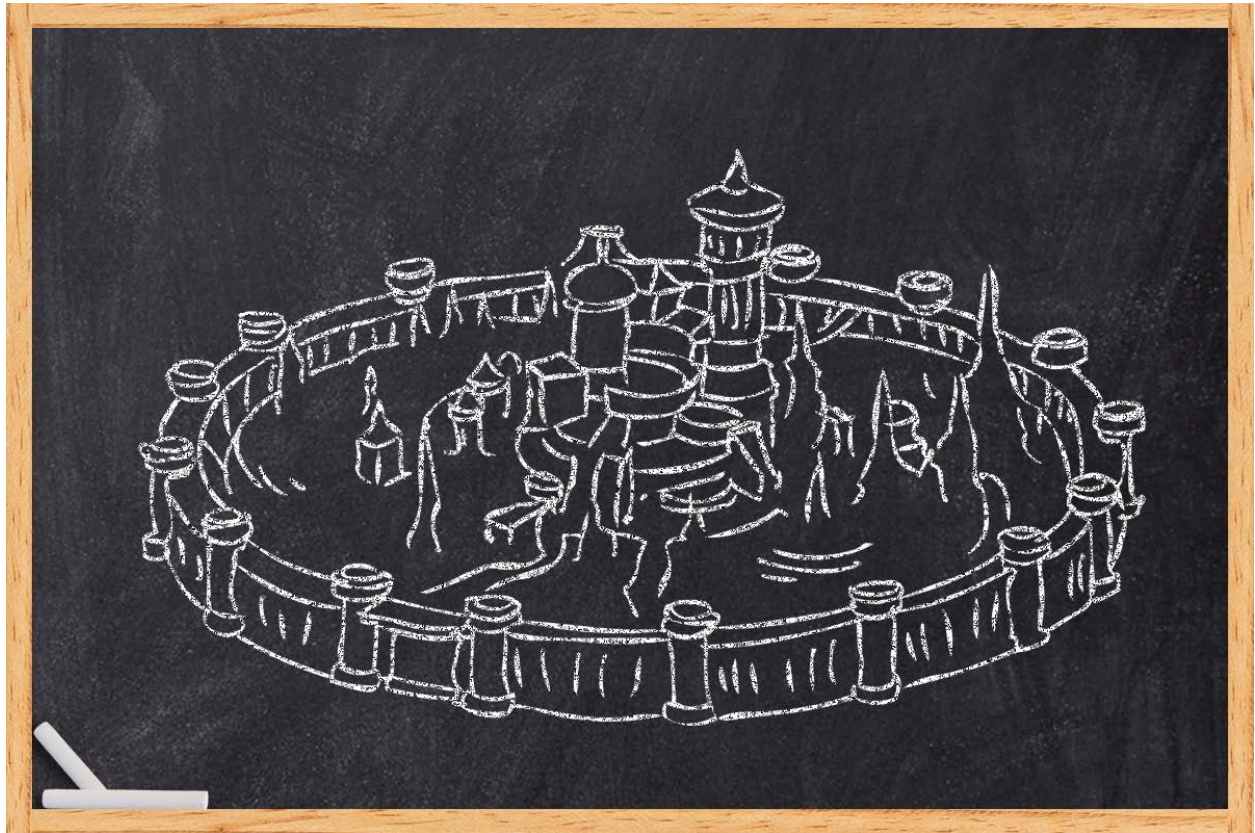
Full disclosure: my experience has been that **leaning toward “natural health”** has been one of the best decisions I’ve ever made in my life.

However, at the same time, **I do also - from time to time - avail of various “high tech” interventions** to increase my lifespan and improve my performance, as well.

Where one finds themselves on this spectrum is going to be a deeply personal choice. I strongly lean towards “all natural” but when I do avail of higher tech alternatives, **I research the available information about the risk/reward ratio quite deeply.**

Whatever your personal choice ... the demand for higher tech alternatives is obviously going to increase - especially as the technology improves and gains a longer track record of safety.

Safe Havens



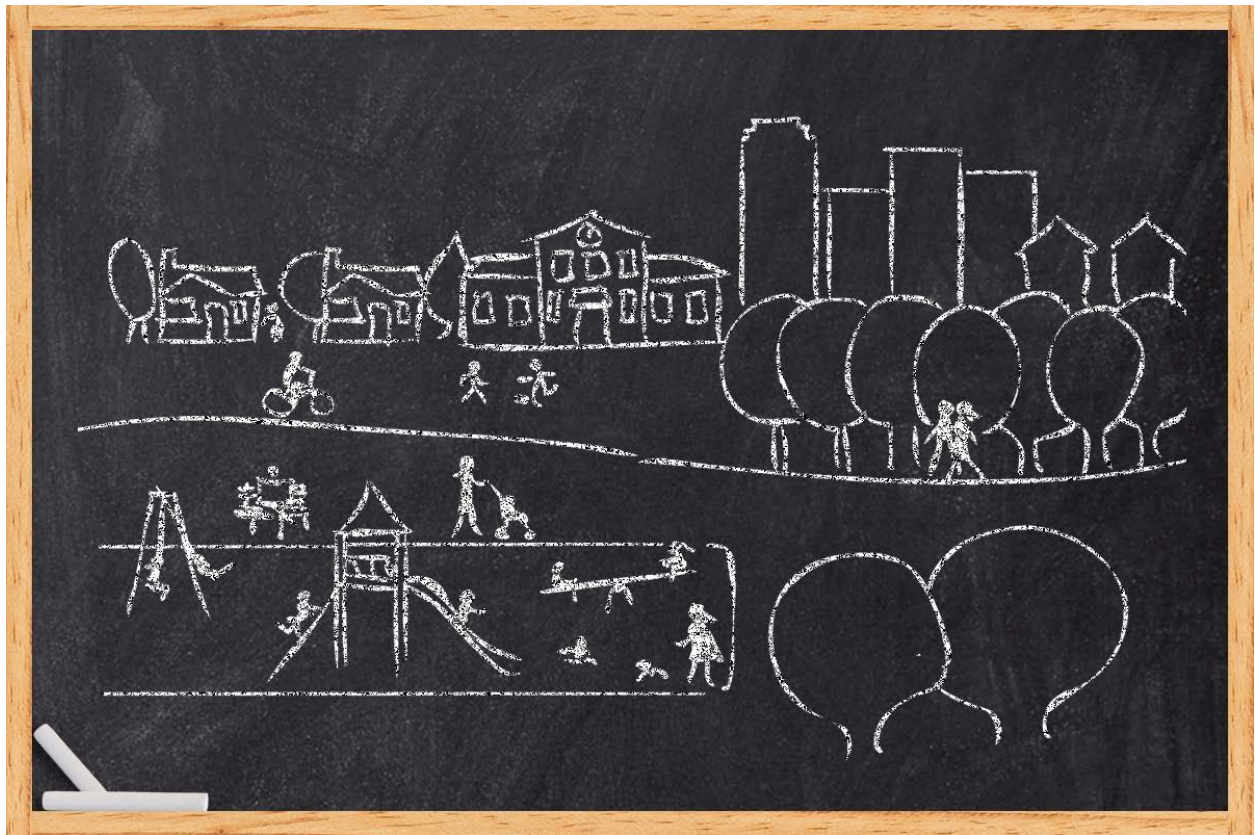
In one sense, our existing communities are supposed to be safe havens as it is ...

But as the war between “fast moving tech and slow moving government” (*the root of The Transition Tribulation*) heats up .. many public communities will naturally become less safe.

“Gated communities” already exist for this very reason. They provide an added layer of security over the security our (sometimes corrupt and ineffective) law enforcement is supposed to provide.

I predict far tighter versions of the gated community will inevitably start popping up everywhere as the “future war” gets hotter.

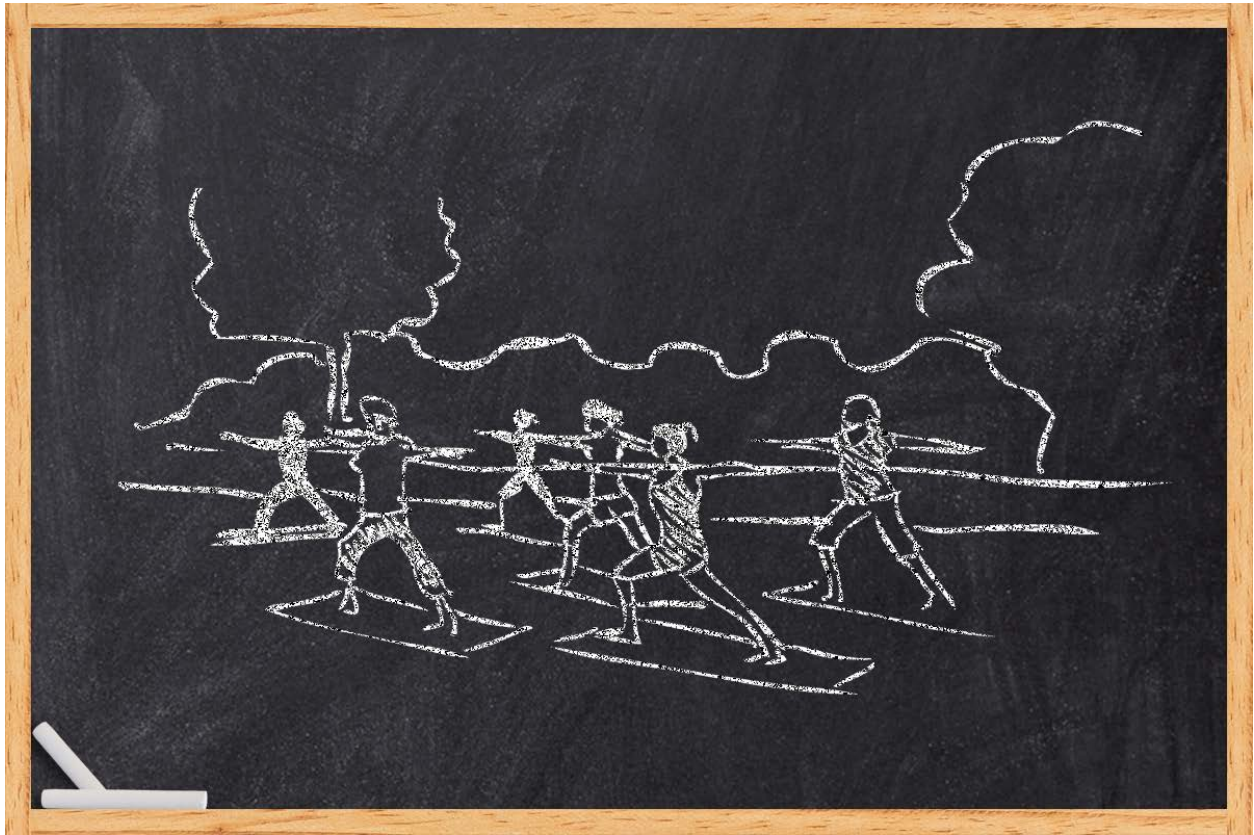
Health Havens



Similar to the above, many communities will surface to support those who are more concerned about the negative health consequences of standard modern communities than they are about the safety threats.

Hybrids of the two would also be an extremely compelling offering to those who can afford it.

Health Retreats



This trend is already on the rise and I only see it getting bigger and bigger.

A great example of this is what is affectionately referred to as “**The Soi**” in Phuket, Thailand.

Tiger Muay Thai in Phuket is seen by many as the Mecca of Muay Thai. Professional MMA fighters from around the world make a pilgrimage there to “up their Muay Thai game”. **Other businesses began surfacing around Tiger to support the needs of competitive athletes ...**

And now? The whole street (“soi” in Thai) on which Tiger Muay Thai sits has evolved into a **full blown health Mecca** where people of all athletic abilities come for various types of training or all-inclusive health retreats.

Several other health retreats are now found all over the entire island of Phuket.

As people discover their current way of life is harming their health, they go to these retreats to reset their habit patterns and kickstart their health regimens. I predict this industry is not even remotely close to its peak potential yet.

Medical Tourism



The cost, quality, and availability of certain medical treatments all vary from country to country.

President George W. Bush, for example, erected financial barriers to make the study of stem cell therapy difficult in the United States. Many US citizens travel to other countries where the laws are less restrictive to avail of these technologies.

Further, health care in general in the United States is relatively quite expensive. So, many US citizens are going to **Panama for stem cell therapy on the cheap.**

They are also flocking to **South Korea** for the superior cosmetic surgery industry their image-obsessed modern culture has spawned.

Simply put ...

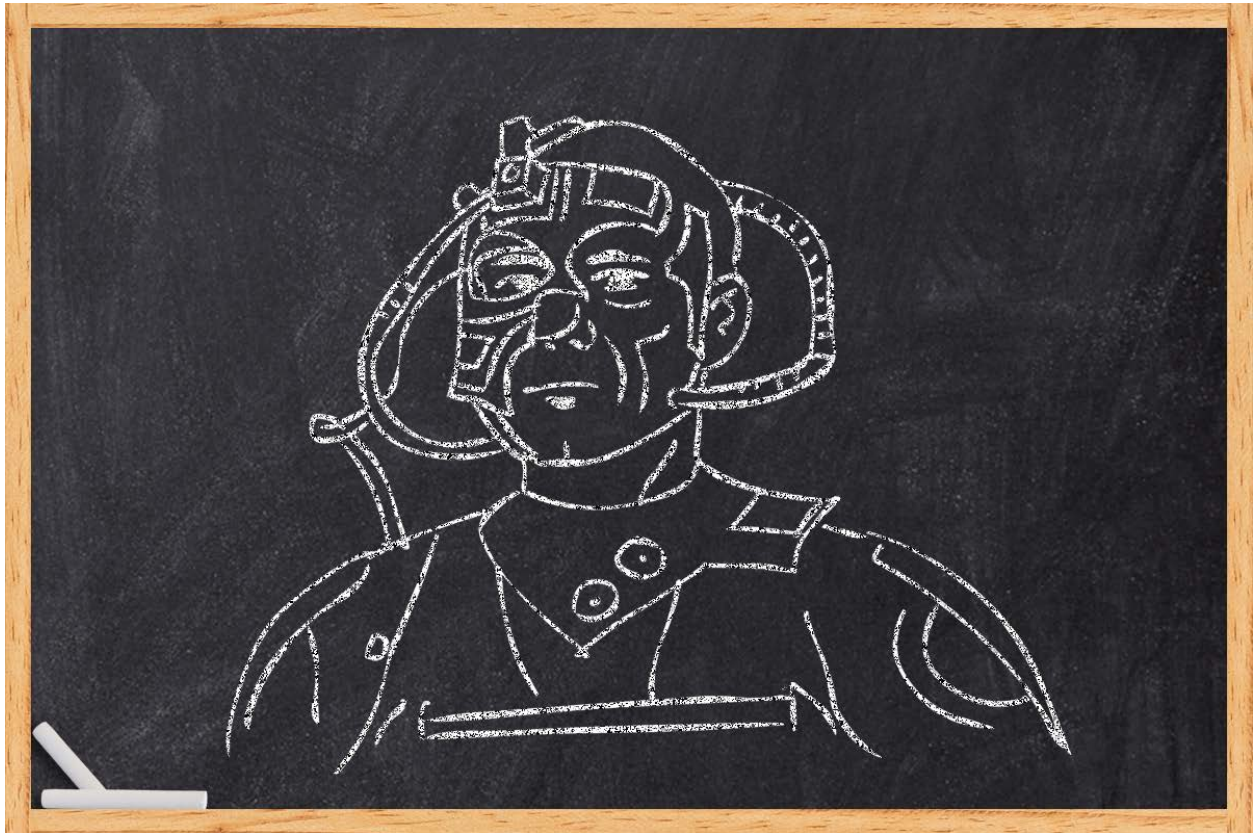
Anywhere someone can get a treatment that is any combination of:

- **Better than ...**
- **Cheaper than ...**
- **Unavailable in ...**

... their home country ... or any combination thereof ... they will flock.

Hint: Combine this with any of the emergent growth industries and trends already revealed and there are limitless ways to capitalize on this.

Machine / Human Interfaces



In the 5G world, much of the way we'll interface with the machines will be **baked into the environment around us.**

While the 5G rollout is being rushed in both the US and China, it may take several years before the full potential of the Internet of Things is unleashed.

Devising these “things” or the sensors that will be added to our existing “things” to connect them to the IOT represents an enormous growth market in itself.

But that's only a fraction of the larger machine/human interface market.

Many will, as Musk proposes with Neuralink, want to connect their brains directly to the cloud ...

Many will look for superior ways to input large volumes of text without having to carry a laptop (*improved voice recognition technology ... pocket-sized fold-out/roll-out keyboards with haptic feedback ... etc*) ...

Many will want improved biometric sensors to track their health metrics ...

Many will want to monitor the whereabouts and status of their loved ones ...

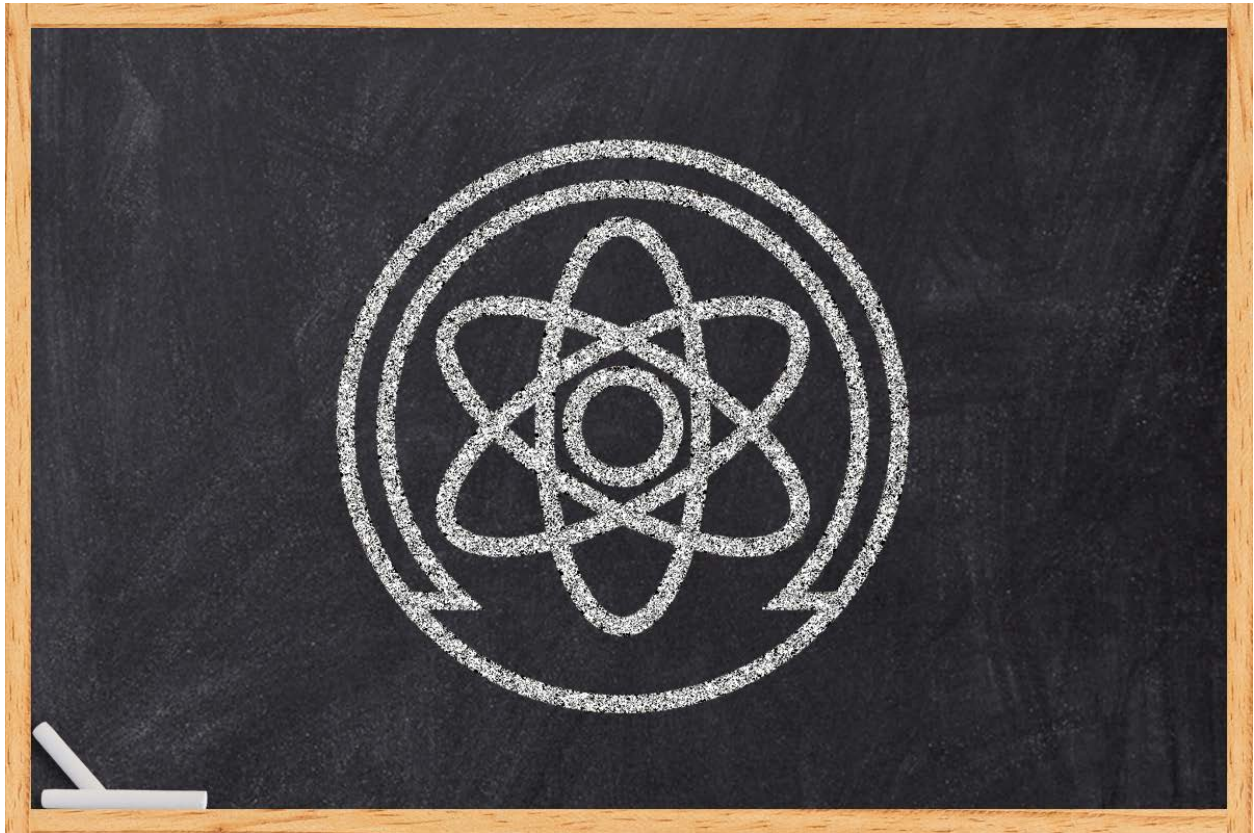
All of these opportunities represent enormous markets for various hardware and software solutions.

Quantum Resistant Cryptography



Whoever cracks the code on this first, best, fastest, and/or loudest is going to reap an unfathomable fortune - if their release is timed properly with the mass public awareness of the security concerns represented by Quantum Computing.

Quantum Resistant Blockchain



Whether one profits from this or not, it will be one of the greatest contributions to mankind in history.

Given that blockchain can be used in limitless ways to create verifiable “layers of trust”, I imagine the demand for this will be so high that a licensing model for this technology could also reap an enormous fortune as well.

QRL, Quantum Resistant Ledger, is one of the solutions currently proposed, but ... **how can we predict how effective it will be against a technology that does not yet exist and may manifest in totally surprising ways?**

Content Internationalization



As we become better connected across borders, the desire to fully understand each other, despite our language barriers, is going to increase as well.

Solutions for this could take the form of software ... (Google Translate does a decent job, but like the current state of voice recognition, **it's just broken enough to prevent it from being fully practical.**)

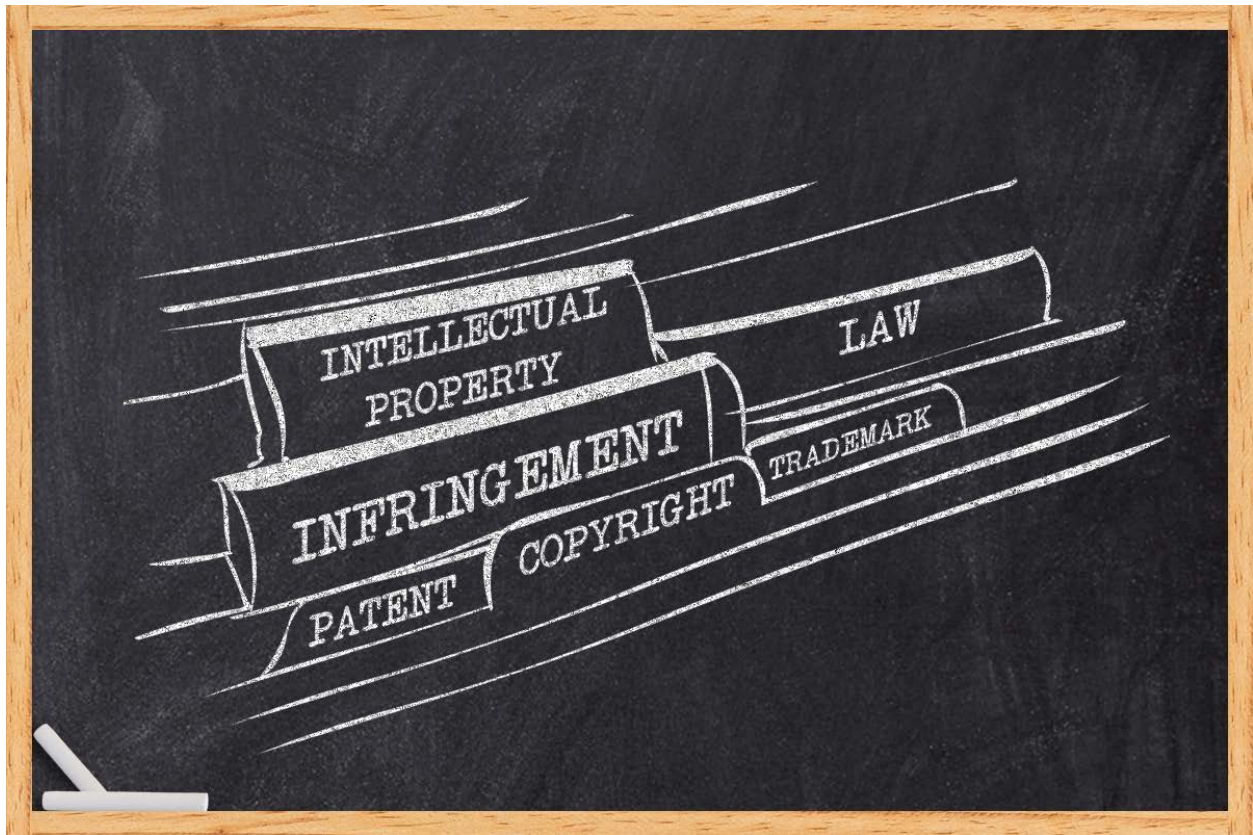
But in the meantime, the demand for those who can understand content in its native form and do true justice in a translation, is going to increase.

My books are currently in 24 languages. I can only understand two of them. And I have no way of knowing whether the translations of my books are genuine representations of my original work.

As an author ... this troubles me greatly. Do you think I'm alone?

And do you think it is only authors who share this concern?

Intellectual Property Protection



First off, let me say one thing: the only **real** protection for intellectual property is one thing ... *speed*.

It's not who is first that matters. It's who is *seen* first.

Here's how we *think* the legal system works:

1. Someone wrongs you
2. You hire a lawyer
3. You get justice

Here's how it *actually* works:

1. Someone wrongs you
2. He with the deepest pockets wins

Legal battles are expensive and time consuming. If you're wronged by someone who is more powerful than you ... good luck seeking justice.

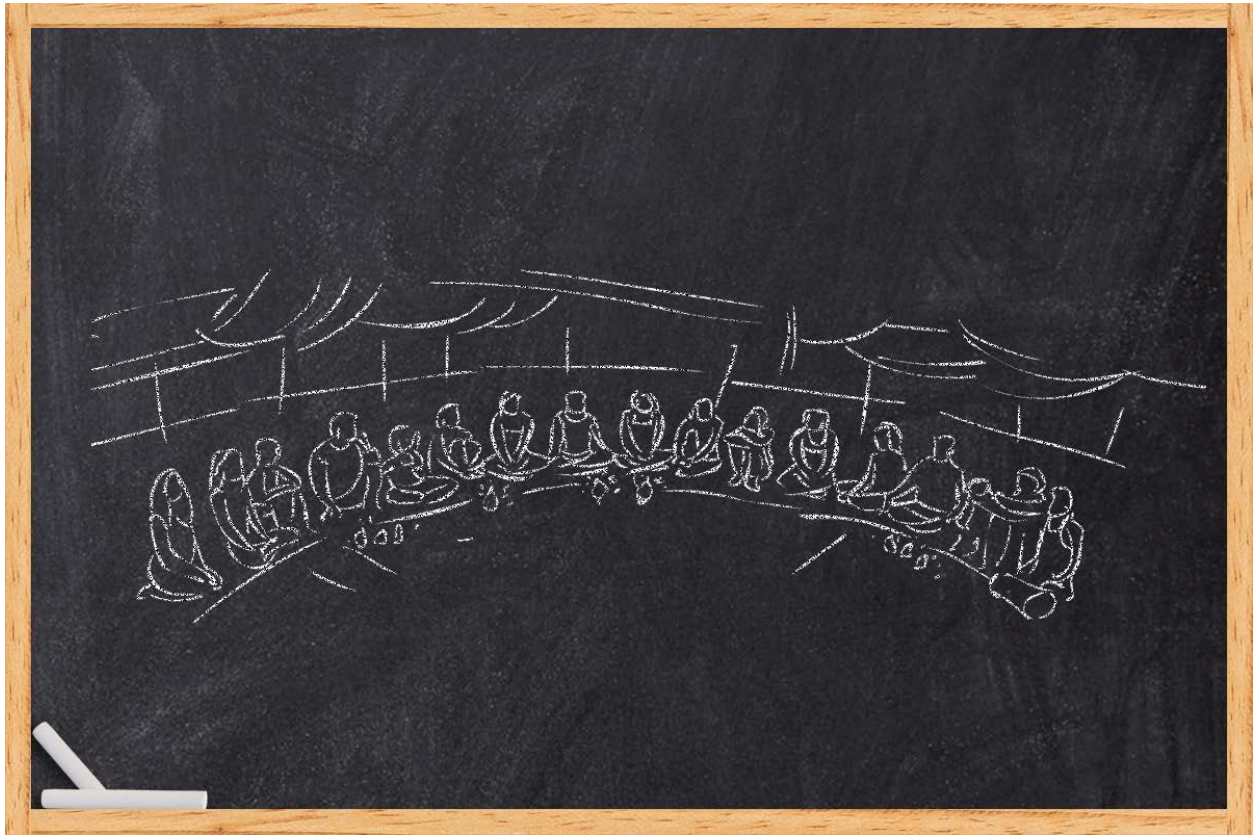
And intellectual property cases are some of the most complex.

This is especially true across borders. If someone in China rips off your US content, what are you going to do about it? Do you think the Chinese Communist Party is truly concerned about your plight?

I have no firm opinion on how to solve this problem ... **Except to remember the real solution: *speed*.**

That said, if anyone *can* solve this problem in a meaningful way, the economic potential is enormous.

Consciousness Exploration



Who are we, really, as humans?

What is the nature and purpose of our existence?

What are the true upper limits of human potential?

Man has asked these questions for millenia, but as the masses of society began their rise out of serfdom ... and as their access to information increased ... the number of people asking these questions has risen as well.

And, again, what if the way to “beat the machines” is not to merge with them, **but to surpass them by unleashing potential that may already exist within us?**

The number of people turning to things like ayahuasca ceremonies, meditation, tantric sex, kundalini yoga, brainwave entrainment, and the like - to explore the limits of human consciousness - has been exponentially increasing since the 1960s.

But I believe we have barely scratched the surface of a deep well of economic opportunity this “industry” represents.

Mental Health



How is “gun control” a relevant conversation in an era where the technology to create weapons of mass destruction will likely soon be in the hands of everyone?

How do we, as a species, survive such a shift when it will only take one deeply troubled soul, in the wrong moment, to unleash mass destruction?

I believe the best answer is mental health (or simply ... “health”).

As awareness about the vital importance of mental health for us as a species increases, the demand for mental health services and tools will rapidly increase as well.

Epistemological Education

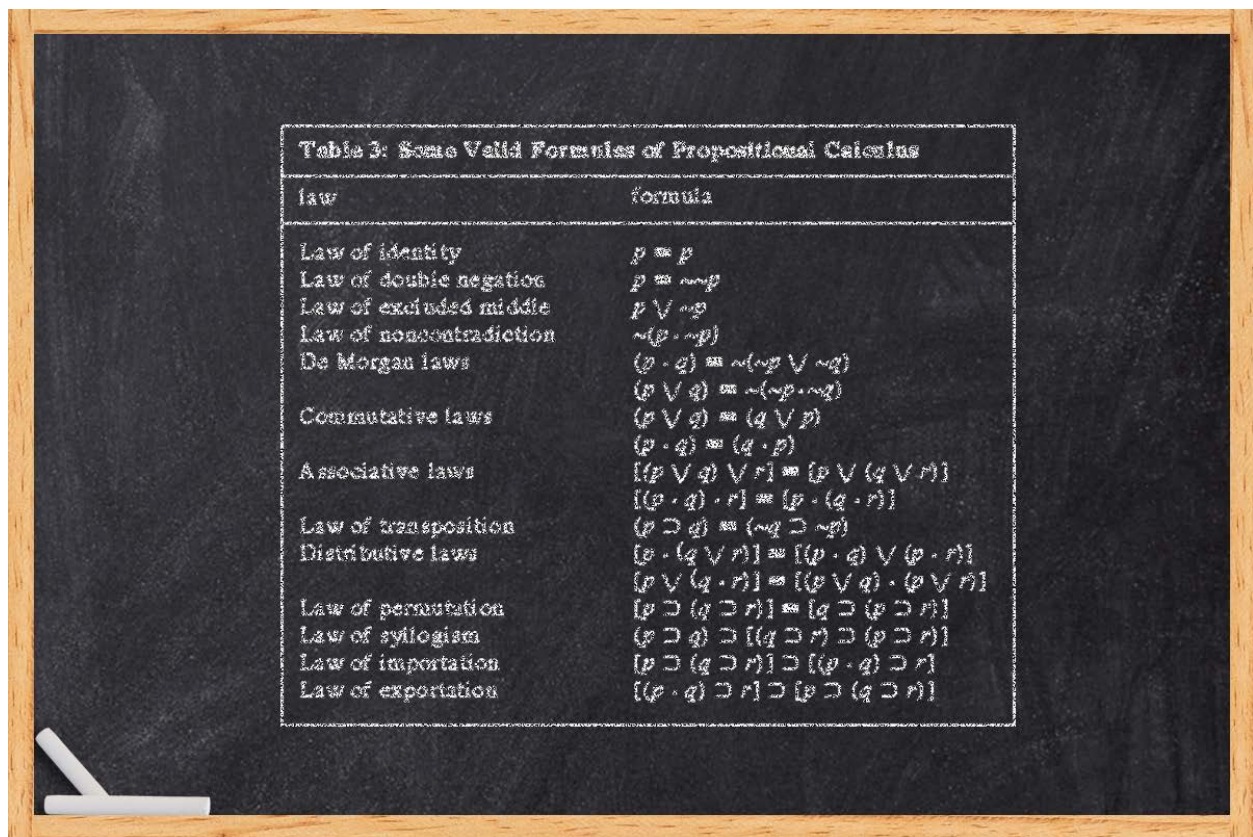


Table 3: Some Valid Formulas of Propositional Calculus

law	formula
Law of identity	$p \equiv p$
Law of double negation	$p \equiv \sim\sim p$
Law of excluded middle	$p \vee \sim p$
Law of noncontradiction	$\sim(p \cdot \sim p)$
De Morgan laws	$\sim(p \cdot q) \equiv \sim(\sim p \vee \sim q)$ $\sim(p \vee q) \equiv \sim(\sim p \cdot \sim q)$
Commutative laws	$(p \vee q) \equiv (q \vee p)$ $(p \cdot q) \equiv (q \cdot p)$
Associative laws	$[(p \vee q) \vee r] \equiv [p \vee (q \vee r)]$ $[(p \cdot q) \cdot r] \equiv [p \cdot (q \cdot r)]$
Law of transposition	$(p \supset q) \equiv (\sim q \supset \sim p)$
Distributive laws	$[p \cdot (q \vee r)] \equiv [(p \cdot q) \vee (p \cdot r)]$ $[p \vee (q \cdot r)] \equiv [(p \vee q) \cdot (p \vee r)]$
Law of permutation	$[p \supset (q \supset r)] \equiv [q \supset (p \supset r)]$
Law of syllogism	$(p \supset q) \supset [(q \supset r) \supset (p \supset r)]$
Law of importation	$[p \supset (q \supset r)] \supset [(p \cdot q) \supset r]$
Law of exportation	$[(p \cdot q) \supset r] \supset [p \supset (q \supset r)]$

As mentioned in the chapter “Threat #3: The Great Educational Deficit - Epistemological Illiteracy” ...

Our ability to reason is going to be vital for human survival.

Teaching people how to ...

- think clearly ...
- identify logical fallacies ...
- identify when their thinking is hastily guided by heuristics rather than critical thinking ...
- control their emotions so as not to cloud their reason ...

- disambiguate concepts which are easily confused ...
- understand the limits of what they can and cannot know ...
- navigate The Complexity Gap ...

... are all essential educational services that are currently offered in most formal educational systems.

Marketing Opportunities

What follows is a list of some of the emotional forces and events that can be leveraged for marketing in the coming year.

As with the above, I **don't necessarily recommend or endorse any of these phenomena**. I am merely pointing out that they are tendencies one can *capitalize on*.

How you choose to capitalize on them is totally up to you ...

But by now you're probably gaining a sense of responsibility that these forces **must be leveraged in healthy ways for the survival of our species**.

The events can be capitalized upon in many ways ...

- You can news-jack and hashtag-jack trending topics and stories
- You can create marketing events around the events
- You can create theme-based marketing around the events
- And so on ...

The emotional forces can also be capitalized upon in many ways.

Emotional drivers are the primary force behind most buying decisions. The great marketing truism "we base our decisions on emotion and justify them with logic" is **well justified by an extremely robust volume of both scientific literature and market testing**.

If you understand the emotional forces preexisting in one's mind, you can channel these forces in the direction of what you want people to buy.

If you understand what I just wrote, it will grant you great power.

As Voltaire said ...

“With great power comes great responsibility.”

If your aim is to see humanity survive and thrive, then use this power to persuade people to do things for their betterment - not their destruction.

The 2020 Election



As I write this, the Democratic nominee for the presidency has not yet been decided. (That will happen at the Democratic National Convention 13-16 July 2020).

All the way up to the General Election on November 3 - and even the inauguration on 5 March 2021, this topic is likely to dominate the news cycle.

At every step along the way there will be thousands of micro-trends upon which you can capitalize.

2020 Tokyo Summer Olympics



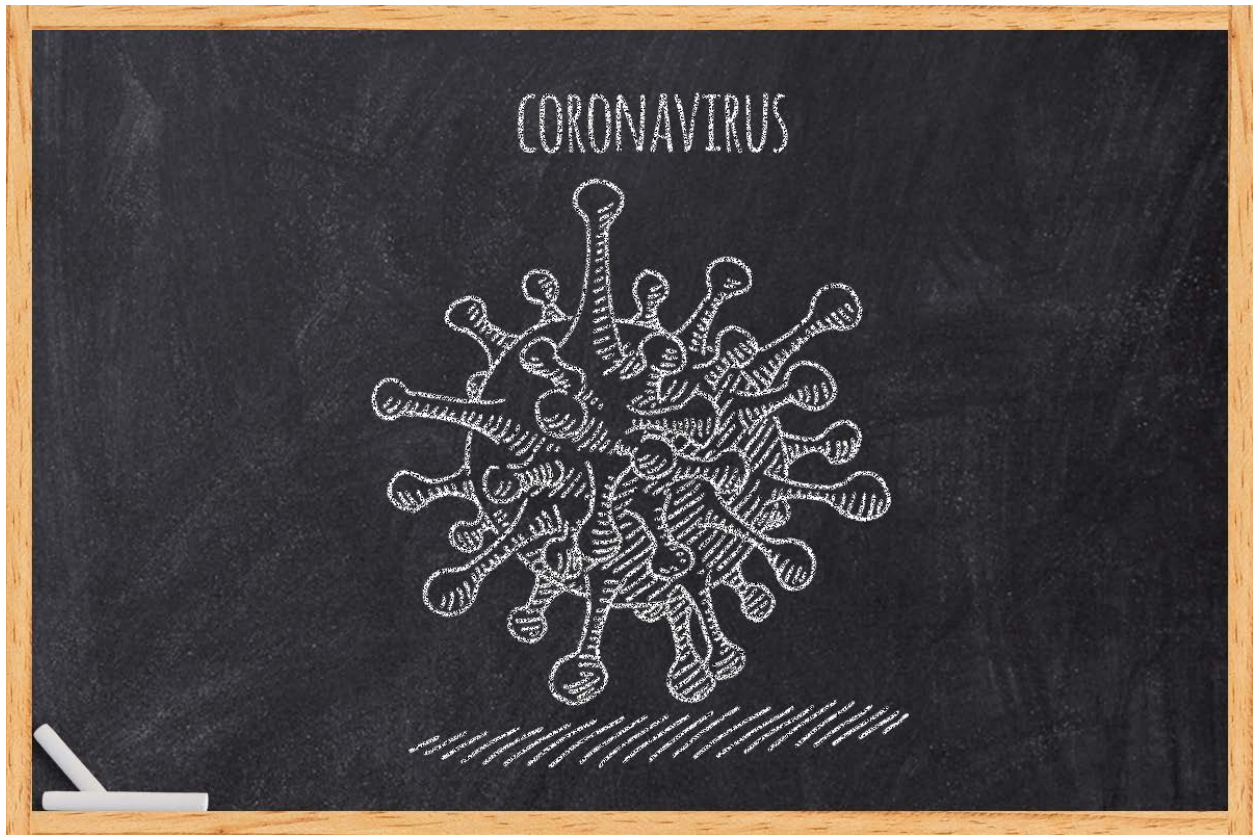
While this event will only last two weeks, it will provide an enormous volume of marketing fodder in the weeks leading up to, and the months following, the event.

We will witness tragedy and triumph.

There will be controversy.

There will be thousands of micro-trends and micro-stories spawned by this event.

Growing Uncertainty And Fear



Fear and uncertainty seem to be on the rise, and you might imagine by now I think it is well-justified.

Fear isn't a healthy response, but it is one that is natural and unavoidable.

There are healthy and unhealthy ways to capitalize on this phenomenon in marketing.

Unhealthy: stoking fear unnecessarily solely for the purpose of personal gain without providing any real value.

Healthy: providing a valid ray of hope to help pull folks out of their fear and put them into a state of empowerment, bravery, and responsibility.

For example, as I write this, there is an increasing fear about the spread of the Coronavirus. Some believe it is just another over-hyped non-event like bird flu and SARS were. Some believe it is perhaps more serious and ubiquitous than is being reported.

Given that we don't know much about it, and there is as yet no known cure, it would seem **a great opportunity to encourage people to adopt healthier lifestyles and take general measures to protect their health.**

This is but one of many ways uncertainty and fear will manifest in 2020. Some of them will be well-justified. Some will not. But the phenomenon will be there to use regardless.

The Urge For Distraction and Escapism



Another unhealthy reaction to adversity is to insulate oneself from the world and avoid facing one's problems altogether.

Unfortunately, this seems to be the prevalent response to adversity today. Distracting addictions of so many varieties abound (porn, gaming, binge-watching, binge-surfing, binge-eating, drugs, etc ...)

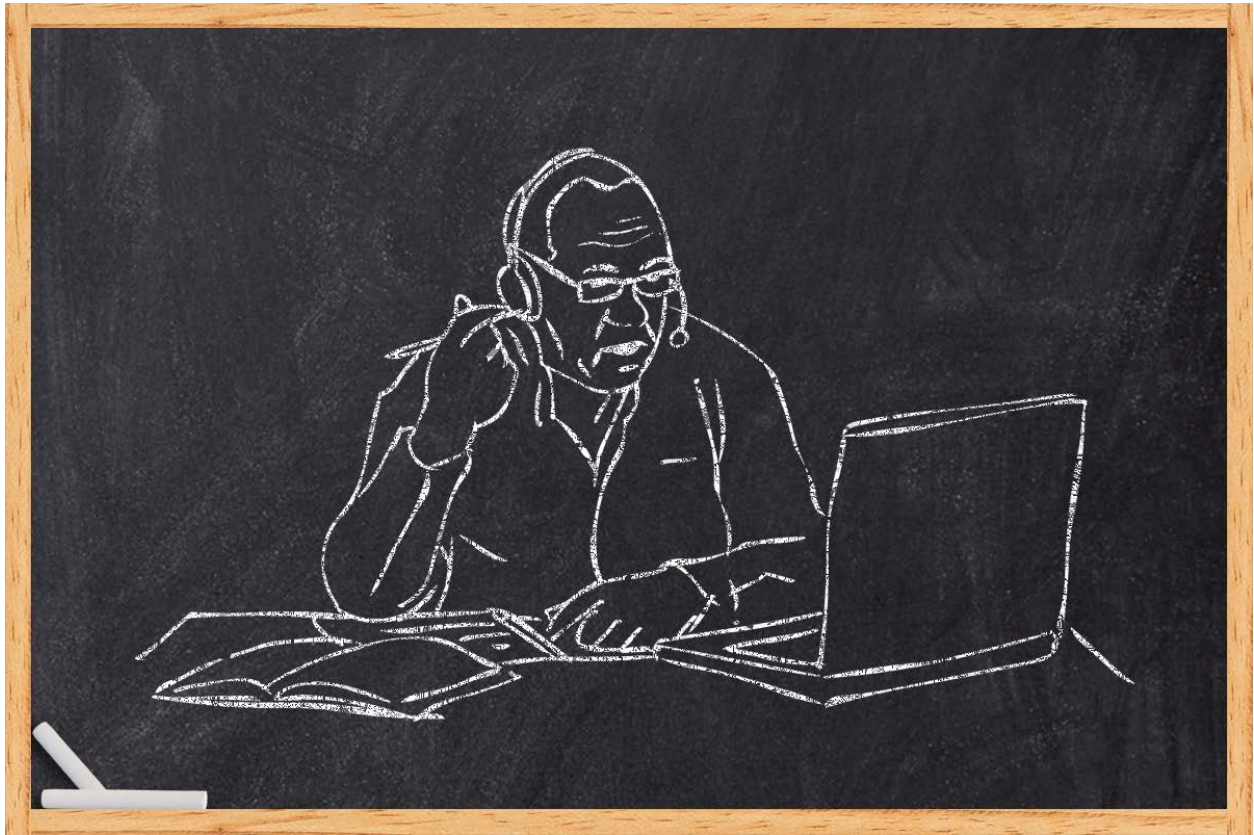
Saner ways to take advantage of this phenomenon for healthier aims can be found in approaches like ...

- The **gamification** of positive behaviors.

- The embedding of healthy, educational, and empowering messages into **entertainment**.
- And so on ...

The urge for distraction will get more and more intense as uncertainty, overwhelm, and fear grow.

The Urge For Alternative Education



While some will turn to distraction, others will take more deliberate measures to empower themselves to be prepared for the coming uncertainty.

Further, trust in traditional educational media is eroding as ...

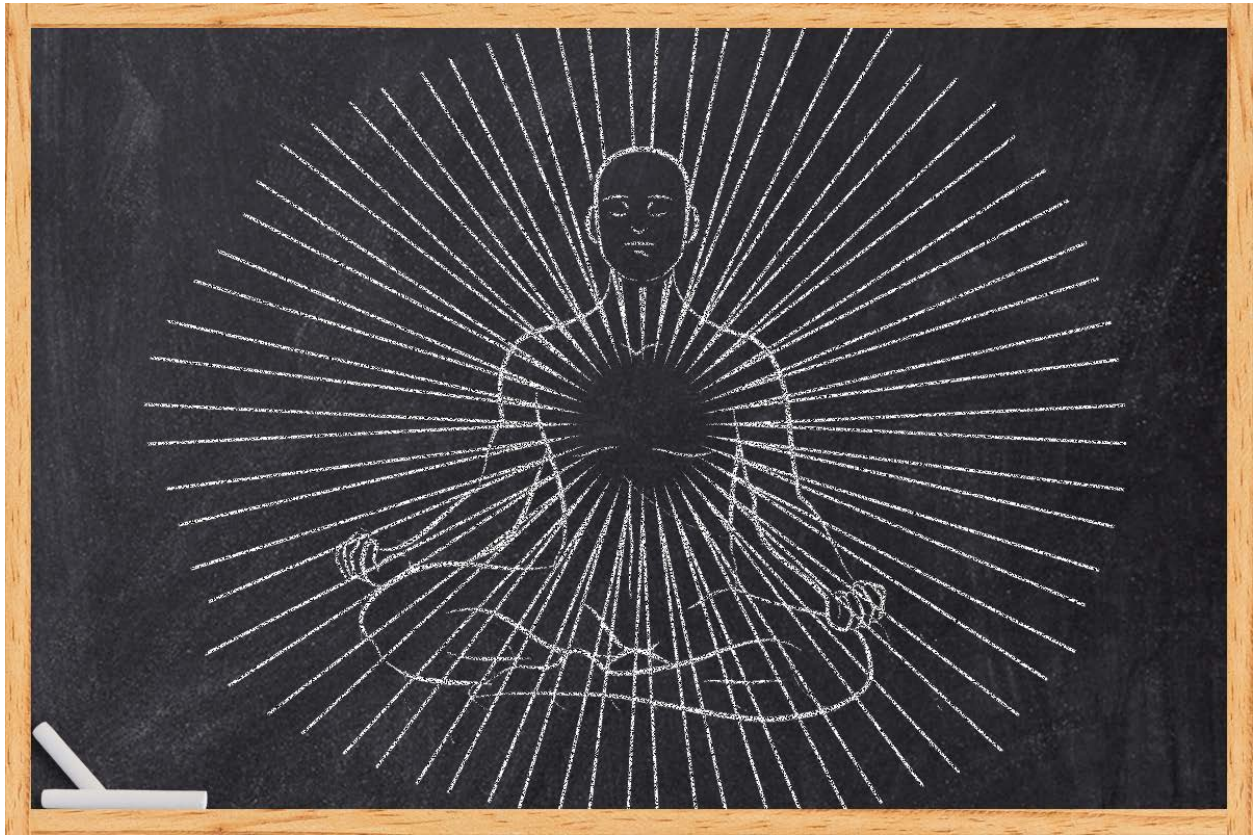
- Evidence that many formal educational programs are rife with **agenda-laden teaching**.
- People are leaving school only to find themselves buried in debt that takes decades to repay.
- Governments are **shielding student loans** from bankruptcy laws.

- Many are leaving educational institutions to discover that the careers they were promised with their degrees do not exist.

If you can provide better educational alternatives, at better prices, that represent genuine empowerment ...

An endless goldmine awaits you.

The Urge For Transcendence



You can see this as a combination of escapism, consciousness exploration, and education.

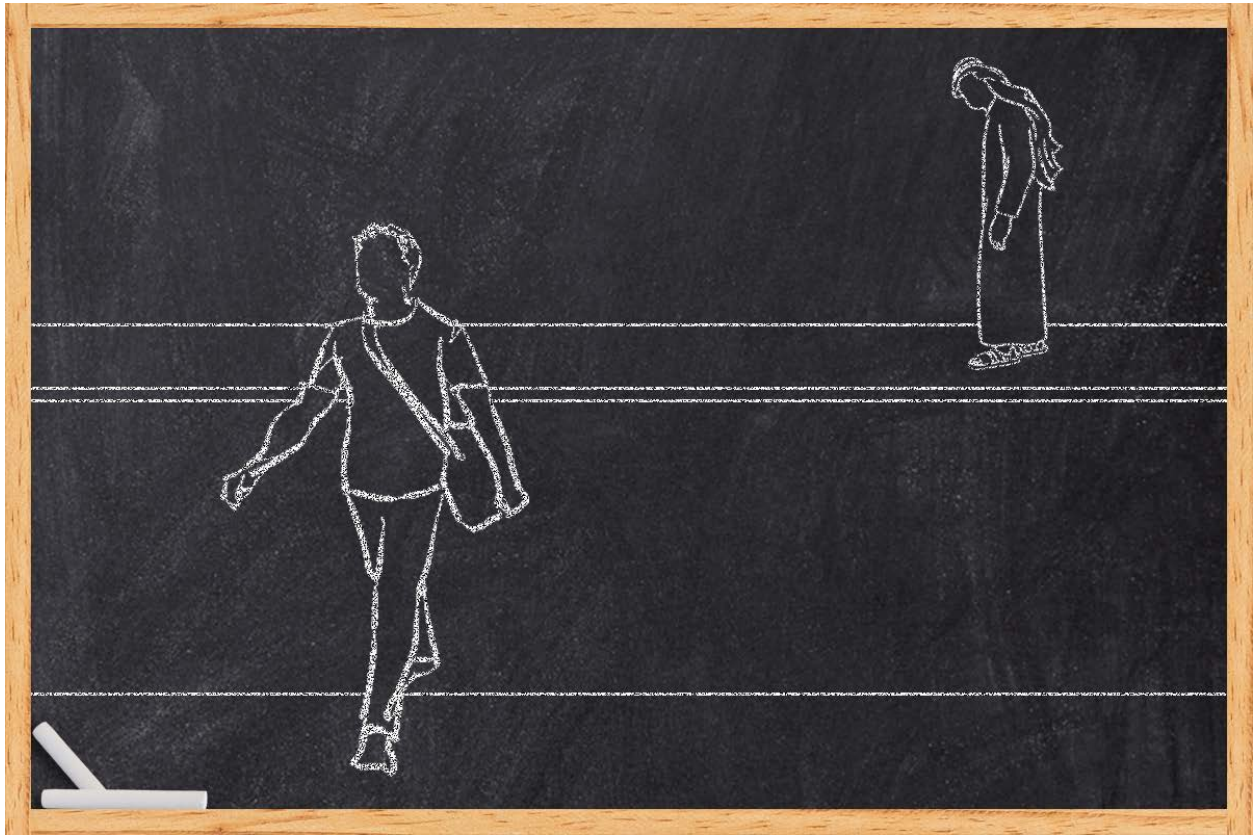
Many believe that “the world around us is not all there is to existence” and that the real purpose of life is to “transcend” the mundane world and achieve a state of existence out of reach by living entirely “in the world.”

But to distinguish this from consciousness exploration ... it is not for the purpose of random exploration, but to attain a higher state of existence.

Whether or not you think such a thing is possible, many do ...
and are taking active steps to achieve it.

It's an *industry*.

Xenophobia



Whether justifiable or not, many fear people from other countries ... other religions ... other cultures ...

As fear, uncertainty, and overwhelm grow, **this is bound to manifest in greatly intensified xenophobia.**

Can you imagine healthy ways to capitalize on this fear?

Let me give you an example that will get your mind thinking in the right direction.

Father Gregory Boyle became the pastor of Dolores Mission Church in Los Angeles in 1986. This church sat in a part of the city that had the highest rate of gang violence in the world.

He began Homeboy industries in 1988 to:

- **Provide jobs** for former gang members.
- **Provided guidance services** to help gang members reintegrate into society.
- **Provide intervention services** between members of rival gangs.

Since then it has grown into the largest gang intervention and reintegration program in the world.

The Urge For Traditional Values



Some believe that were we only to return to traditional wholesome values, our society would be a far better place.

The Urge To Reject Traditional Values



Others believe that only through a rejection of traditional values can our society truly “progress” ...

I make no judgement about either of the above two forces. I only point out that they are “forces” that can be leveraged.

Which healthy ways you choose to leverage them is totally up to you. (See Father Boyle above, for ideas.)

Your Next Move: The 3 Essential Hedges

So, how does one hedge against all of this uncertainty?

Well, good news and bad news again.

Well two pieces of each, actually.

The first bit of bad news is: I don't think what I'm predicting is avoidable.

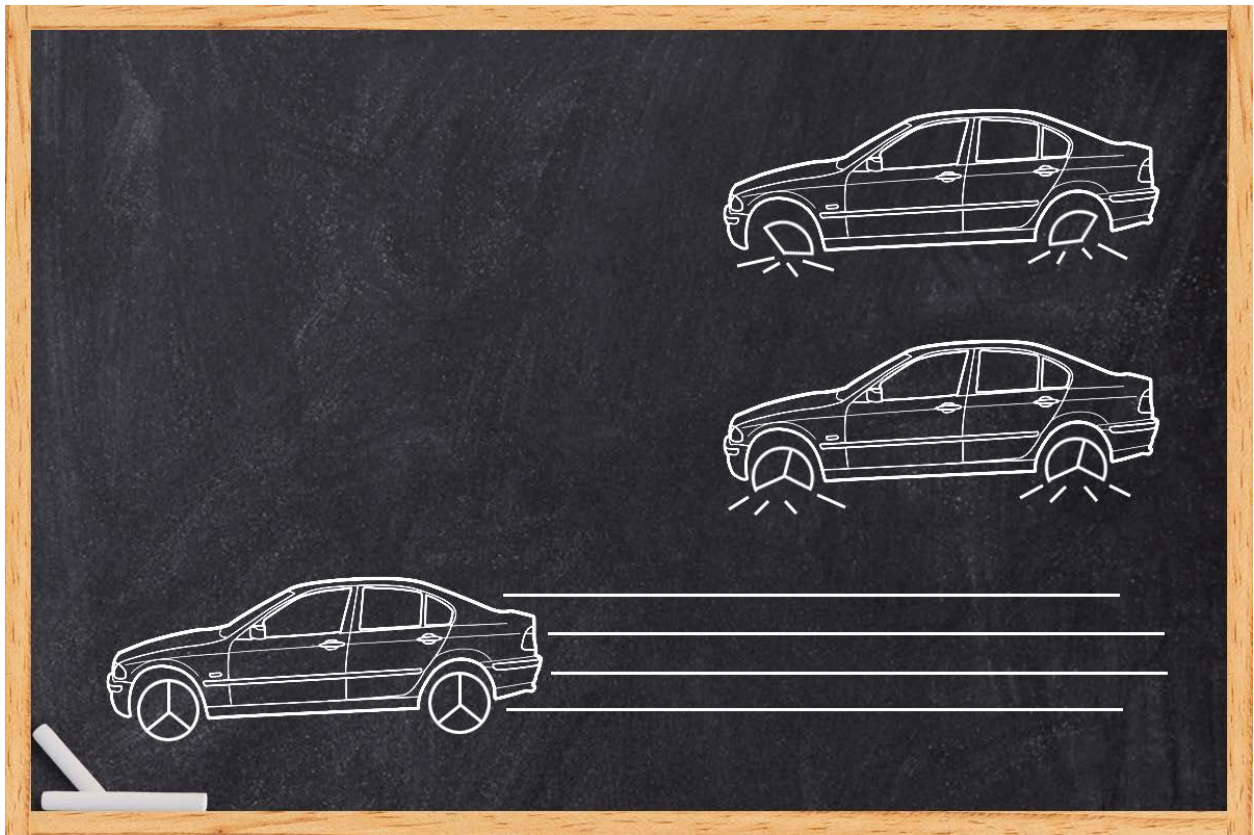
Again, whether we achieve utopia, dystopia, or oblivion ... I don't see how at the very least, a rough transition period is avoidable. **Indeed, I think it has already begun and is only going to get worse.**

The first bit of good news is: there are some moves you can make to increase your chances of survival - no matter what market you intended to play in.

I call them ...

“The 3 Essential Hedges”

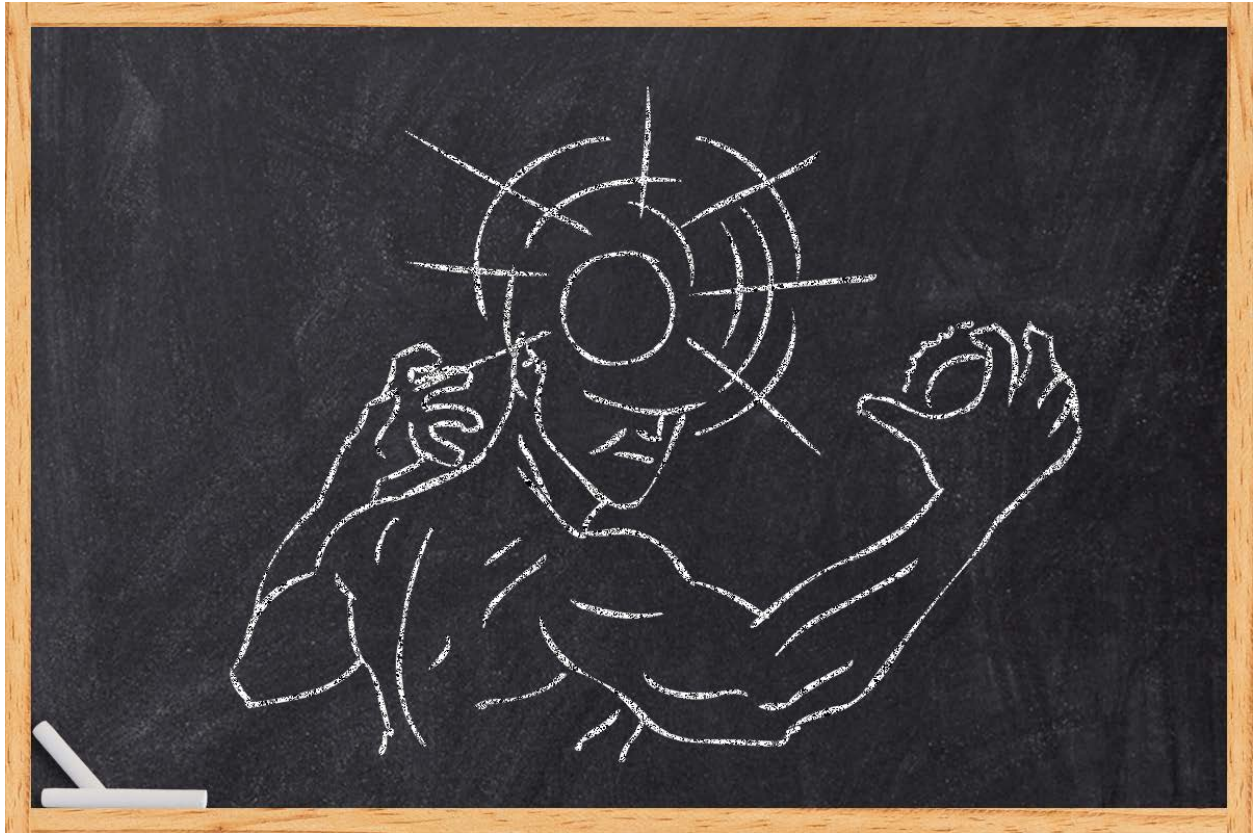
Now, the final bit of bad news is that you need to make all three. If you don't, it's kind of like the proverbial “broken wheel.”



Getting **all three of these hedges** correct is *essential* if you want to drive your economic vehicle out of The Transition Tribulation.



Hedge #1: The Only Assets That Matter - Skills, Knowledge, and Health



The government can take away your assets at any moment through the power of “eminent domain”.

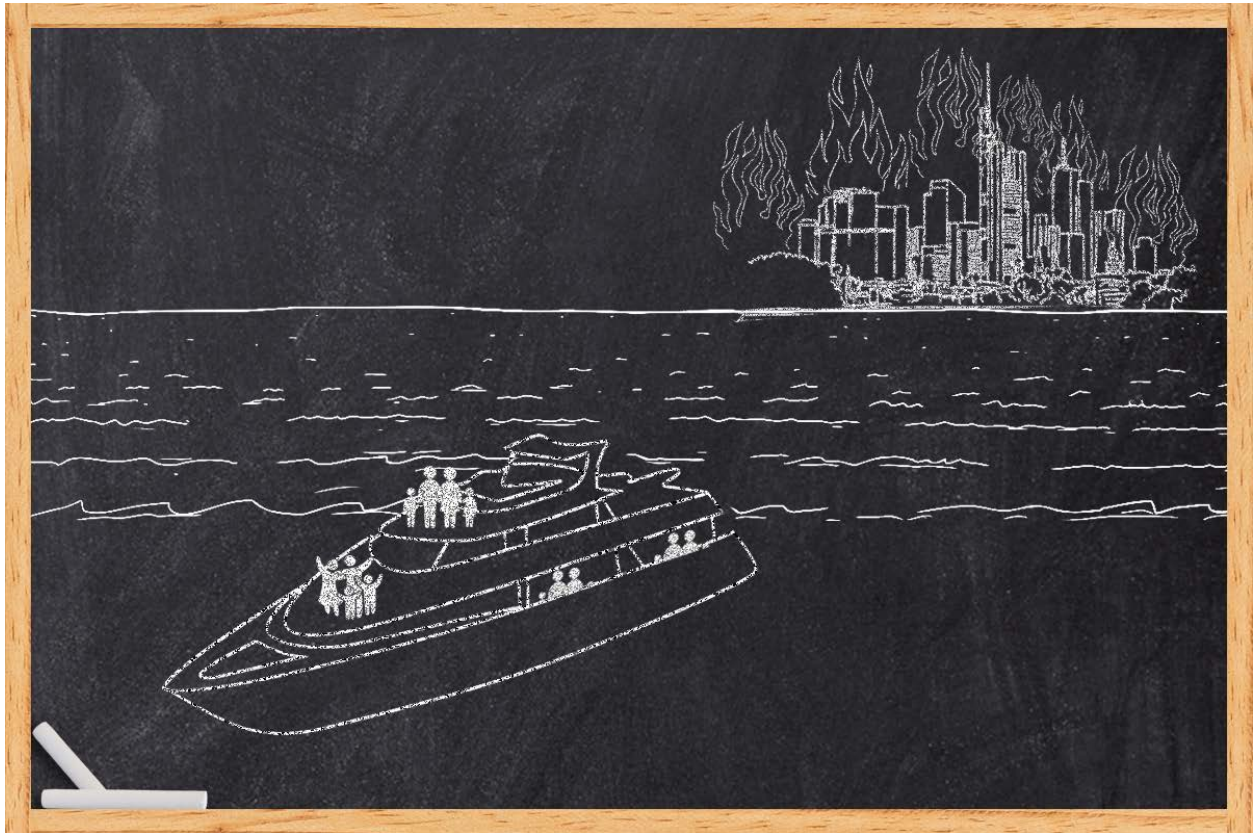
Your investments could be devalued overnight by a market correction.

Even hard money in the bank could be rendered worthless overnight if your country experiences a revolution. (Just ask anyone who survived the Cuban Revolution or the Iraq War.)

**Your skills, knowledge, and health
are the primary assets you should be
focusing on amassing.**

Even if you *do* manage to hold on to your assets and your wealth, these are the things that will ultimately bring you far more satisfaction regardless.

Hedge #2: Your Lifeboat Business



A “lifeboat business” is a business that is based upon two things:

- **Culture**
- **Systems**

Imagine ... if the world suddenly shifts so radically and so rapidly that your business model is rendered obsolete overnight, your livelihood will suddenly be lost.

But then again, so will the livelihoods of everyone on your team.

If the chaos is rampant, “just find another job” will not be a viable alternative for your team.

Who will they then turn to for survival?

If your company culture is strong enough, they will turn to *you*.

And many - perhaps most - of the business systems you build will still remain valid, even if your entire business model falls apart.

A Lifeboat Business is one that is both highly “antifragile” and easily pivot-able.

Hedge #3: Big Tech Marketing Independence



Every day, businesses wake up to discover their once-profitable businesses have been murdered in their sleep by the Big Tech platforms upon which they depend.

Imagine, if your sole source of revenue is Facebook advertising, what happens when Facebook kicks you off their platform?

Imagine a table with a single leg. If you chop off the leg, you are left holding a relatively useless hunk of wood.

But if you have a table with 1,000 legs ...

You can chop off 100 and you'll still be standing strong.

This phenomenon is happening daily to businesses all over the world.

- YouTube channels that have been dutifully uploading videos for years wake up to discover they have been banned and locked out of their accounts.
- **Facebook Ad accounts are shut down** on the whim of AI and/or low-level content policy enforcers.
- Merchant accounts are summarily shut down if a bank discovers you are involved in a business practice of which they do not approve.

Any of these events represent a potential cut into the jugular vein of your business. And if you don't have enough operating capital to withstand the inevitable financial loss that will ensue, your business is effectively dead.

The only way to survive this threat is to ensure you have **total independence from the Big Tech Platforms.**

Epilogue: The Big Question

You now know why The Essential 3 Hedges are of life or death importance ...

You know (generally) what to do now ...

But here's the big question ...

Will you do it?

The odds are, you won't.

Why?

You'll reach too many roadblocks and won't know how to surmount them ...

You'll get too distracted with "other things" (*even though this is a matter of survival for you and your family ... Crazy, right? Such is human nature*) ...

You'll get "stuck" somewhere along the way ...

If you *are* serious about overcoming these barriers ... I have put together a 90 minute master class that will introduce you to a plan that shows you:

- **Stealth tactics for "turning adversity into profit" (*remember: some of the greatest fortunes in history were made during The***

Great Depression and what's coming makes The Great Depression look like a Sunday stroll through the park ... don't be one of the lemmings!)

- How to avoid being crushed by the inevitable “Big Tech Slaps” due to come any day now (*I'll also show you **how to get unlimited traffic and leads** - without giving a dime to the Silicon Valley sharks like Facebook, YouTube, Google, Twitter, etc ... heck, without spending a dime at all ... just to show these guys who's boss - remember: they built their fortunes on *our* backs - so let's take our power back, shall we?)*)
- The most effective ways to unleash the astonishing economic potential all of these trends represent
- The deviously simple mindset trick you can use to **overcome every single barrier** we will all face along the way
- The most effective science-based plan for boosting your **brainpower, your lifespan, and your health**
- How to join a rapidly growing secret society of entrepreneurs I've assembled who are actively helping each other build all of **The 3 Essential Hedges**
- And much more ...

This live master class is totally free of charge ... for now.

You can sign up to attend it here:

www.simpleology.com/nextmove

The ball is in your court!

All the best,

Mark

Mark Joyner

Founder and CEO

Simpleology® - *Simplicity is Freedom!*

About Mark Joyner

Mark Joyner is the Founder of 30+ startups and currently serves as the Founder and CEO of Simpleology - a web app that simplifies your life. (A common reaction from users is “This is amazing, it’s 10AM and my workday is done.”)

www.simpleology.com

Mark is often referred to as “the father of digital marketing“ for his pioneering role in the early days of online marketing. He started the **first ebook publishing company**, the **first online ad tracking company**, and the **second pay per click search engine** (while the Google boys were still in college). He also **invented the tracking pixel** and **many other online marketing technologies and techniques and tech used by everyone around the world today**. One of Mark's startups, Startblaze, shot to #36 globally within 6 weeks of launching - on a **zero dollar ad budget**.

Mark is the author of over a dozen books in print in 25 languages, 4 of which were #1 bestsellers. Mark is a former US Army Officer and a **Cold War veteran of military intelligence**. He has been awarded for his military service by the NSA, the Defense Language Institute, the US Army, the Republic of Korea Army, the Korean Consulate General, and the President of the United States

