



Trends and Influences: How External Forces Shape Chambers and Communities

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Foundation and VP, Programs
@ACCEHQ



ACCE At A Glance...

- Peer networks to connect, collaborate and grow
- More than 150 virtual and in-person professional development offerings
- Original thought leadership and research
- Online learning
- Certification programs
- Awards and recognition programs

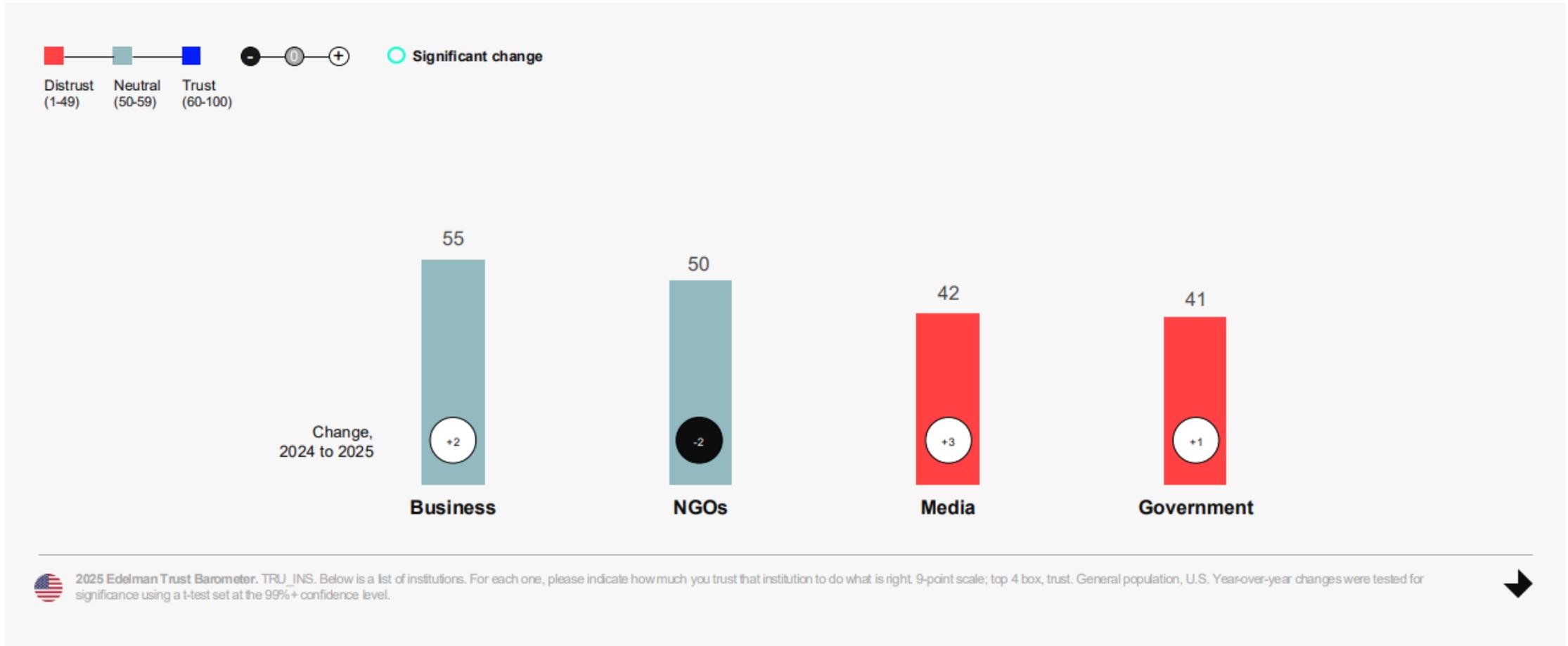




The Current State of Trust

Business Remains Most Trusted Institution in the U.S.

Percent trust, in the U.S.

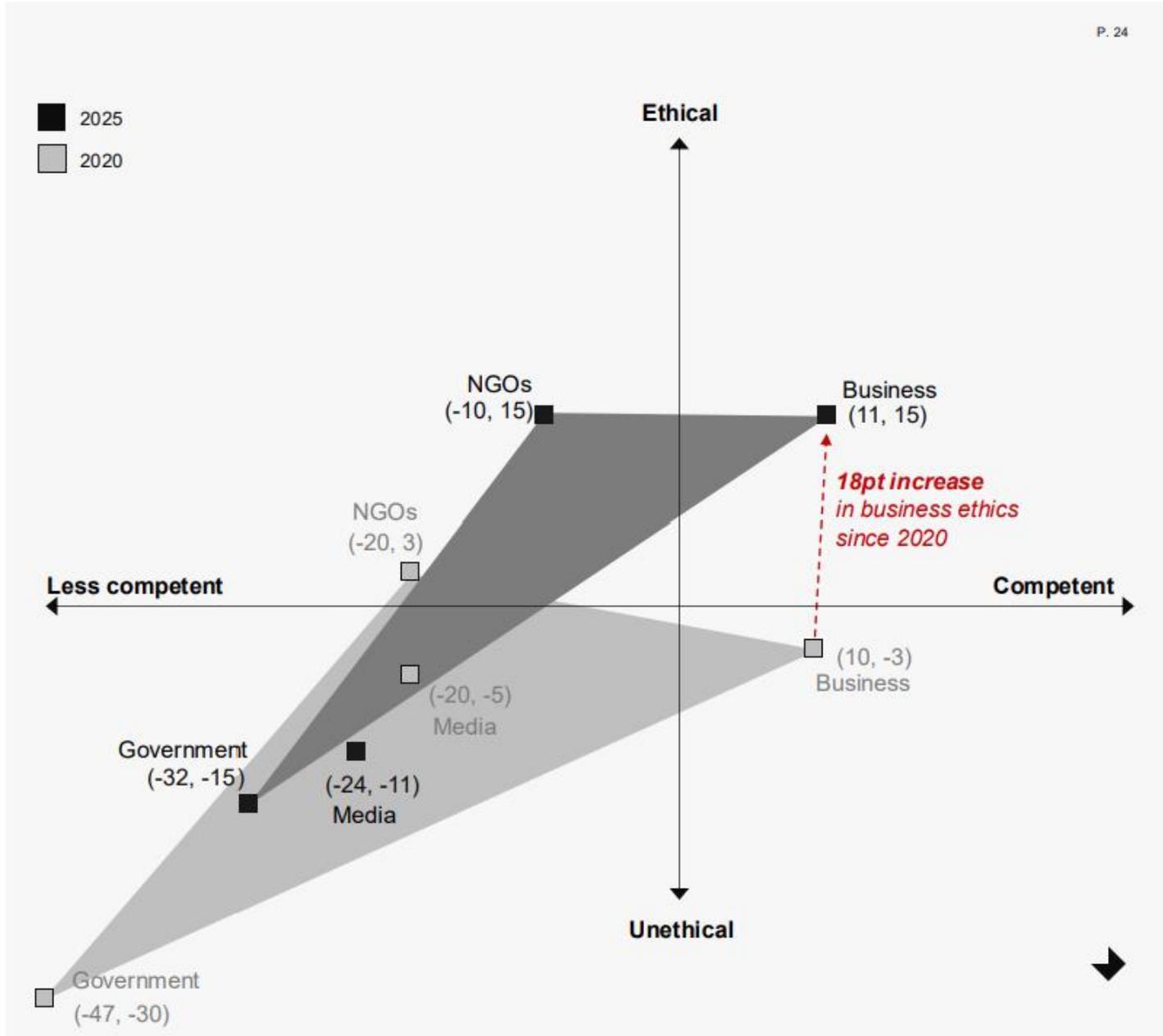


2025 Edelman Trust Barometer. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, U.S. Year-over-year changes were tested for significance using a t-test set at the 99%+ confidence level.



In the U.S., Only Business Seen as Both Competent and Ethical

(Competence score, net ethical score)



 2025 Edelman Trust Barometer. The ethical scores are averages of nets based on [INS]_PER_DIM1-4. Media and NGOs were only asked of half the sample. The competence score is a net based on TRU_3D_[INS]1. Media and NGOs were only asked of half the sample. General population, U.S. For full details regarding how this data was calculated and plotted, please see the Technical Appendix

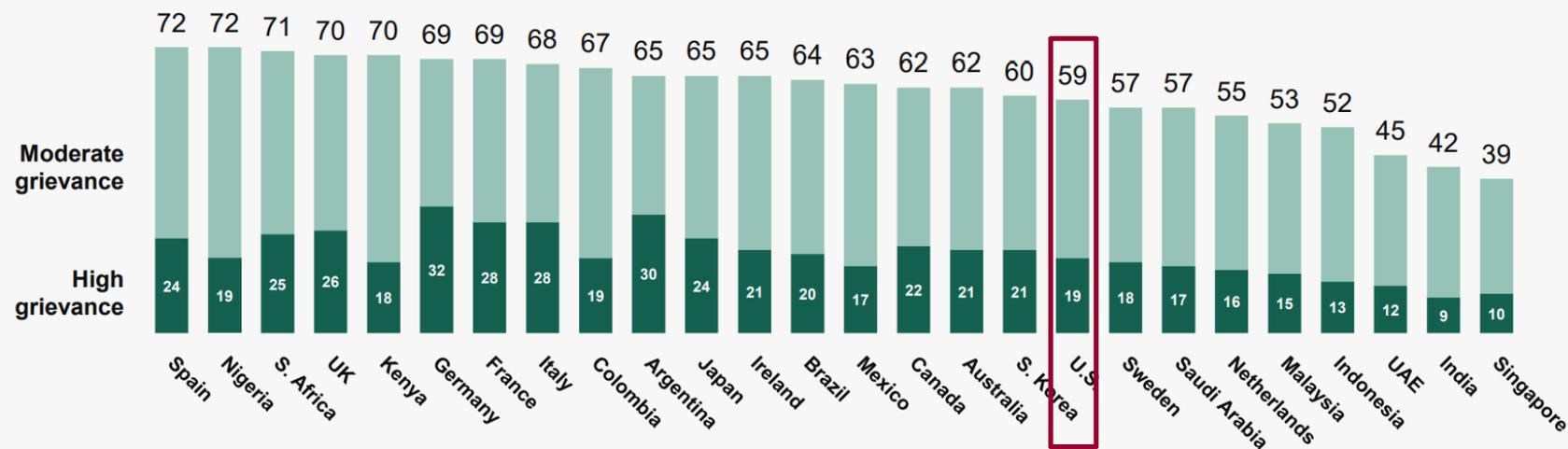
Majorities Hold Grievances in Nearly All Countries Measured

Percent who say, by sense of grievance

GLOBAL 26 excl. China, Thailand

My sense of grievance against business, government, and the rich is **moderate or higher**

Majority hold moderate or higher grievance in 23 of 26 countries



2025 Edelman Trust Barometer. Sense of Grievance scale. General population, 26-mkt avg. Certain data included in the scale was not collected in China or Thailand. For a full explanation of how the Sense of Grievance scale was developed, please see the Technical Appendix.



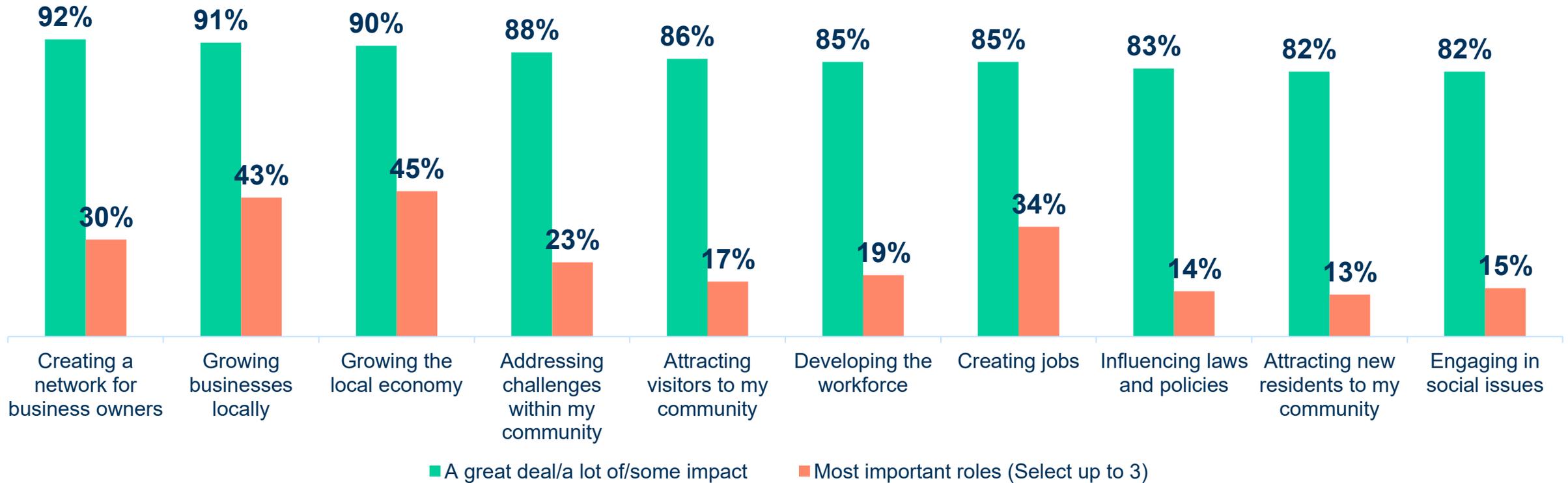


PUBLIC OPINION POLL

The Impact and Value of Chambers of Commerce

Attitudes

Impact and Importance of Roles a Local Chamber of Commerce Can Play



Harris Poll survey; fielded Sept. 5-9, 2024 among 2,075 U.S. adults.

Influences Shaping the Futures of Chambers and Communities



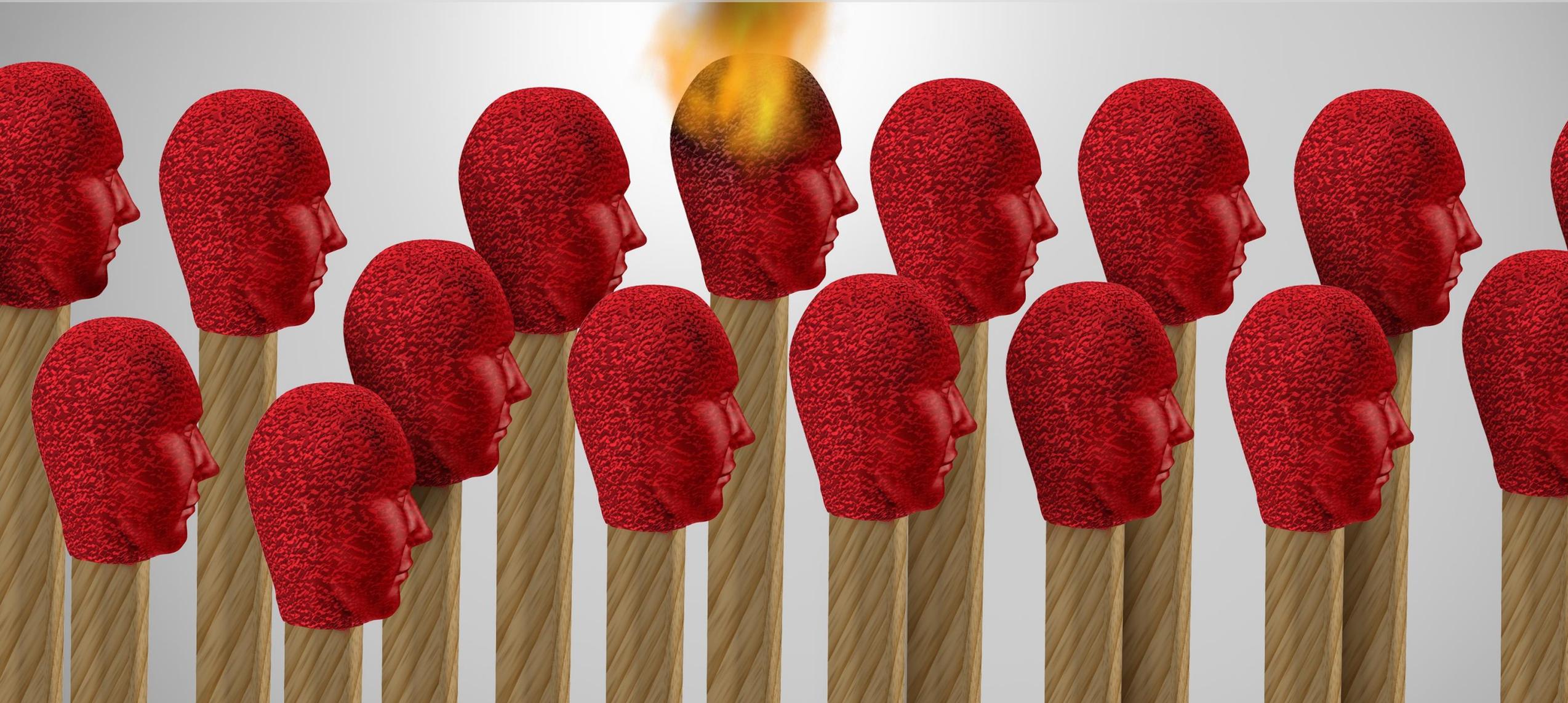
Horizons 2035

A background image of a rope chain with one link highlighted in red. The rope is thick and braided, and the chain is composed of several links. The red link is the central focus, standing out against the grey links.

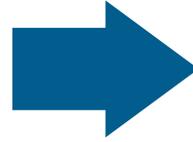
Linchpin Influences

A central or most important element that holds together the other parts of something, whether an idea, system or organization

Catalytic Leadership

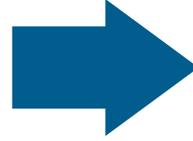


Reactive



Proactive

Transactional



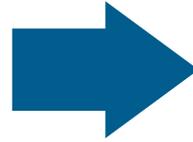
Transformational

Risk Averse



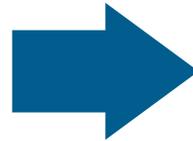
Calculated Risk

Rigid



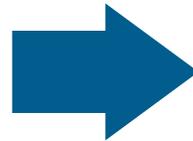
Resilient

From the Top



Across the Staff

What We Do



Who We Are



BRISTOL
 TENNESSEE * VIRGINIA
 Chamber of Commerce



ChamberChat
Podcast

Economic Mobility
with Beth Rhinehart



Champion Sponsor: 

Occupation Concentration

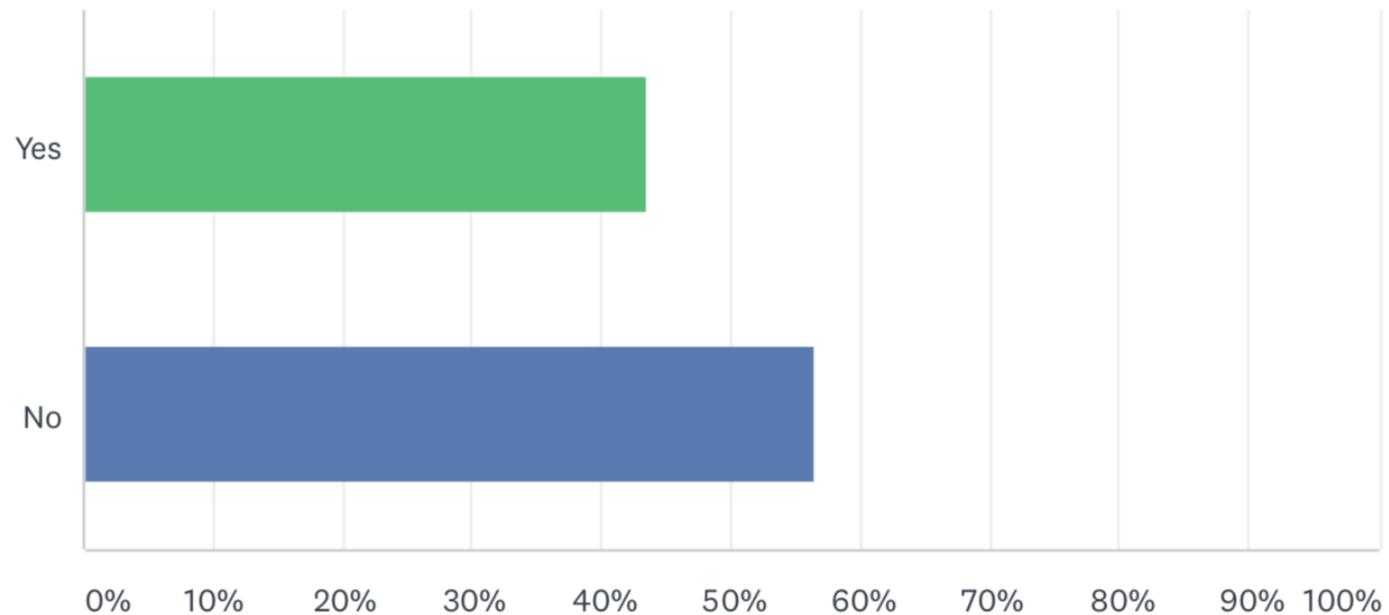
Greater Bristol Footprint

Profession	2024 Jobs	2023 Median Salary	2023 Average Hourly Wage	2024 LQ (Occupation Concentration)	2019-2024 % Change in Jobs
Sales and Related	8,101.75	\$30,302.16	\$27.73	1.03	6.72%
Management	6,506.29	\$71,930.29	\$45.76	1.04	24.23%
Office and Administrative Support	6,192.05	\$37,709.31	\$21.18	0.88	-6.2%
Transportation and Material Moving	5,942.3	\$36,349.13	\$20.74	1.08	5.88%
Food Preparation and Serving Related	5,637.31	\$27,779.43	\$14.31	1.29	-6.29%
Business and Financial Operations	4,481.14	\$70,337.43	\$44.68	0.83	73.91%
Healthcare Practitioners and Technical	3,510.63	\$64,525.98	\$45.38	1.05	1.91%
Construction and Extraction	3,366.89	\$43,998.92	\$25.38	1.15	14.39%
Production	3,218.62	\$42,247.99	\$22.76	1.07	5.03%
Educational Instruction and Library	3,158.3	\$49,330.95	\$26.16	0.97	0.07%
Installation, Maintenance, and Repair	2,729.22	\$48,091.98	\$25.71	1.14	2.28%
Healthcare Support	2,620.01	\$29,397.9	\$16.52	0.96	6.24%
Building and Grounds Cleaning and Maintenance	2,360.73	\$31,023.85	\$18.55	1.02	-1.04%
Personal Care and Service	2,310.36	\$29,339.99	\$20.5	1	5.62%
Arts, Design, Entertainment, Sports, and Media	1,524.55	\$42,992.01	\$33.39	0.73	13.2%
Computer and Mathematical	1,448.25	\$85,950.61	\$45.14	0.78	33.1%
Protective Service	1,425.08	\$45,519.63	\$23.23	1.2	-9.92%
Community and Social Service	1,190.57	\$47,771.05	\$26.04	1.14	-0.44%
Architecture and Engineering	605.83	\$89,616.76	\$48.24	0.66	-4.59%
Life, Physical, and Social Science	579.16	\$73,231.41	\$44.45	0.92	27.78%
Farming, Fishing, and Forestry	380.55	\$28,157.34	\$18.65	0.87	-2.42%
Legal	354.86	\$101,234.35	\$70.4	0.66	29.41%
Military-only	175.58	\$47,785.84	\$28.1	0.61	-2.59%

Interest in Mergers/Acquisitions

Have you considered a merger or partnership with another organization since January 2020?

Answered: 23 Skipped: 2





Belonging and Gathering

By the Numbers

-30%

Percent decrease in face-to-face socializing for American adults from 2003 - 2022¹

20%

Percent of the world's employees who experience daily loneliness²

92%

Percent of U.S. adults who feel that their local chamber of commerce has an impact on creating a network of business owners³

¹ [U.S. Bureau of Labor Statistics, 2003-2022](#)

² [Gallup, 2024](#)

³ [Harris Poll survey, 2024](#)

Aspects of Belonging

- Feeling emotionally connected
- Being welcomed and included
- Perceiving that one is able to influence decision-making
- Feeling like an insider who understands how the environment works
- Feeling comfortable expressing one's opinions
- Being treated equally



Atascadero
CHAMBER OF COMMERCE

BRIDGEWORKS
— COWORKING —

Bridging The Gap Between Work & Play

START WORKING TODAY!

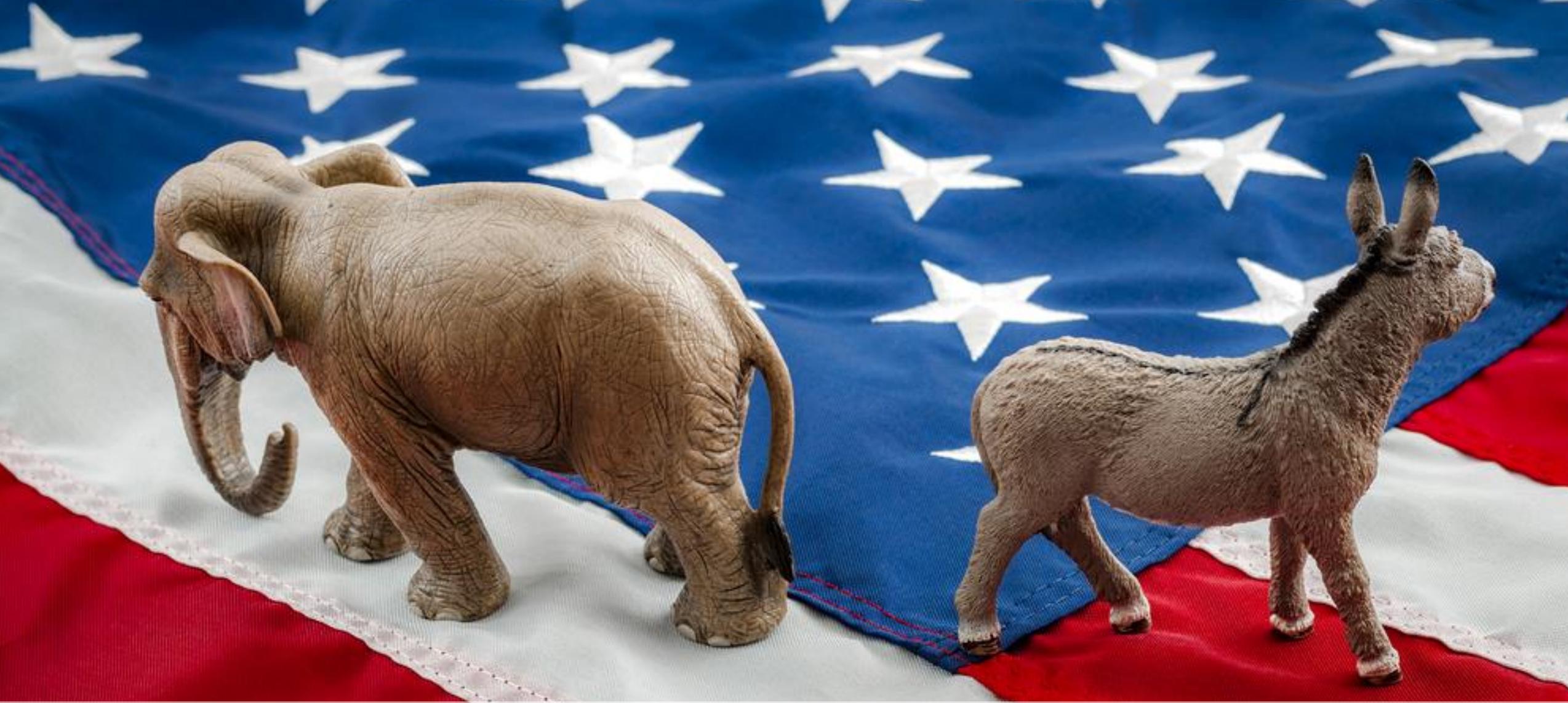


The Community Insights Tour invites 40 to 50 business professionals for a one-day visit to a neighboring community within the metro area.



Timeless Influences

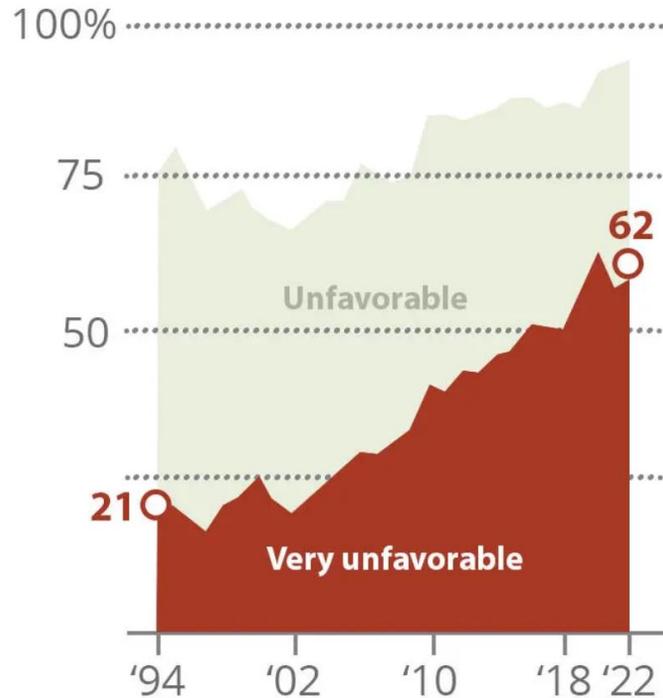
Not affected by the passage of time, having an enduring quality that remains relevant or valuable regardless of era.



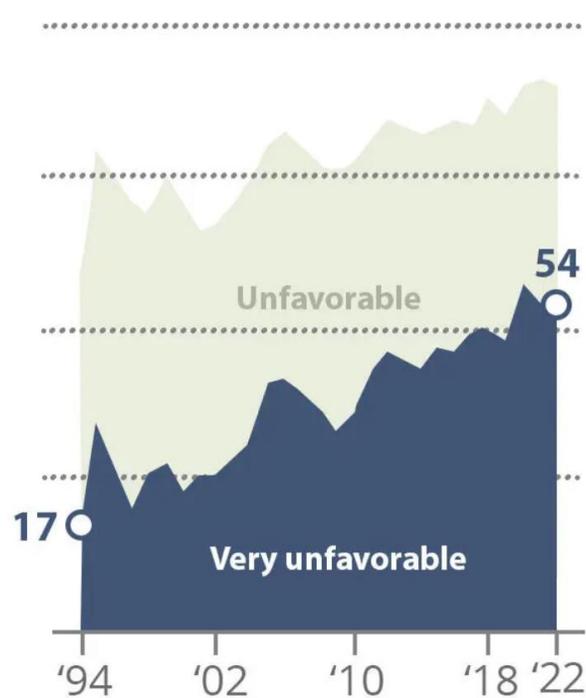
Political and Social Fragmentation

Rising Political Polarization

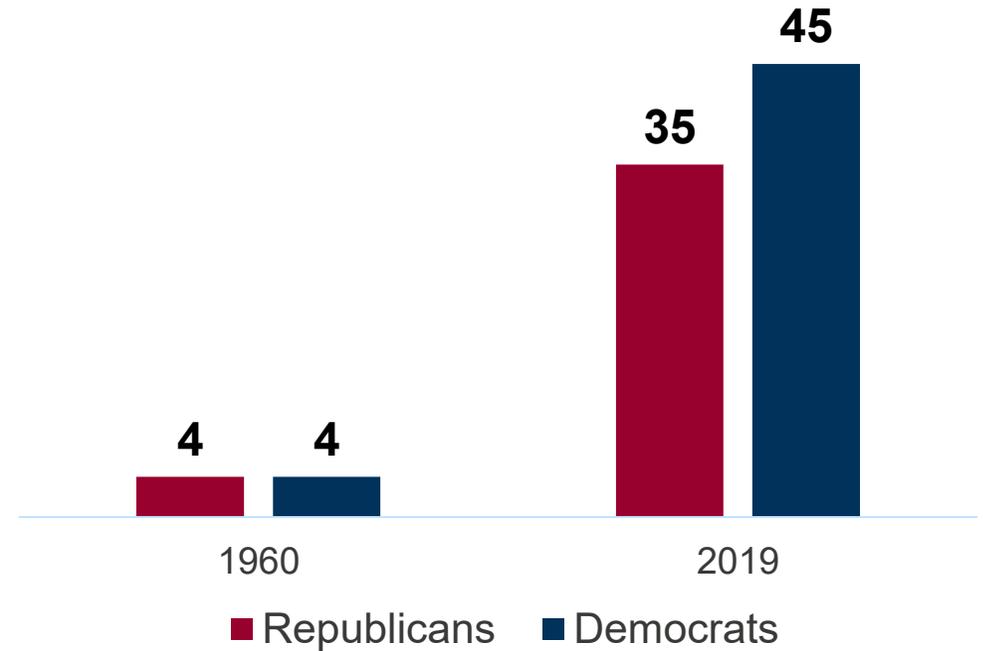
% of Republicans with a(n) _____ view of the Democratic Party



% of Democrats with a(n) _____ view of the Republican Party



Percent of people within each party who would be displeased if their child married someone of the opposite party



Percentage of Americans Mentioning Unifying the Country as the Nation's Most Important Problem, 2001-2025

What do you think is the most important problem facing this country today?



Due to rounding, some values may display as 0%. These represent figures of less than 0.5%.



Leveraging Local Leaders Opens Applications for 2025 Class

Pragmatic Mountain Region Leaders Encouraged to Engage in Local Politics



LOVELAND
CHAMBER *of* COMMERCE



FORT COLLINS AREA
CHAMBER
OF COMMERCE





HARRISBURG REGIONAL
CHAMBER & CREDC SM

BOLD LEADERSHIP. VISIONARY MEMBERS. POWERFUL RESULTS.

Civility = PAC criteria



SARASOTA
CHAMBER

BUSINESS

U.S. CHAMBER OF COMMERCE ACCREDITED ★★★★★

For Greater Sarasota Chamber, a focus on cultivating leadership and civility | Indicators

Heather Kasten Special to the Herald-Tribune

Sept. 21, 2025, 7:05 a.m. ET



Gary
Chamber
of
Commerce

Gary Chamber hosts World Civility Day events

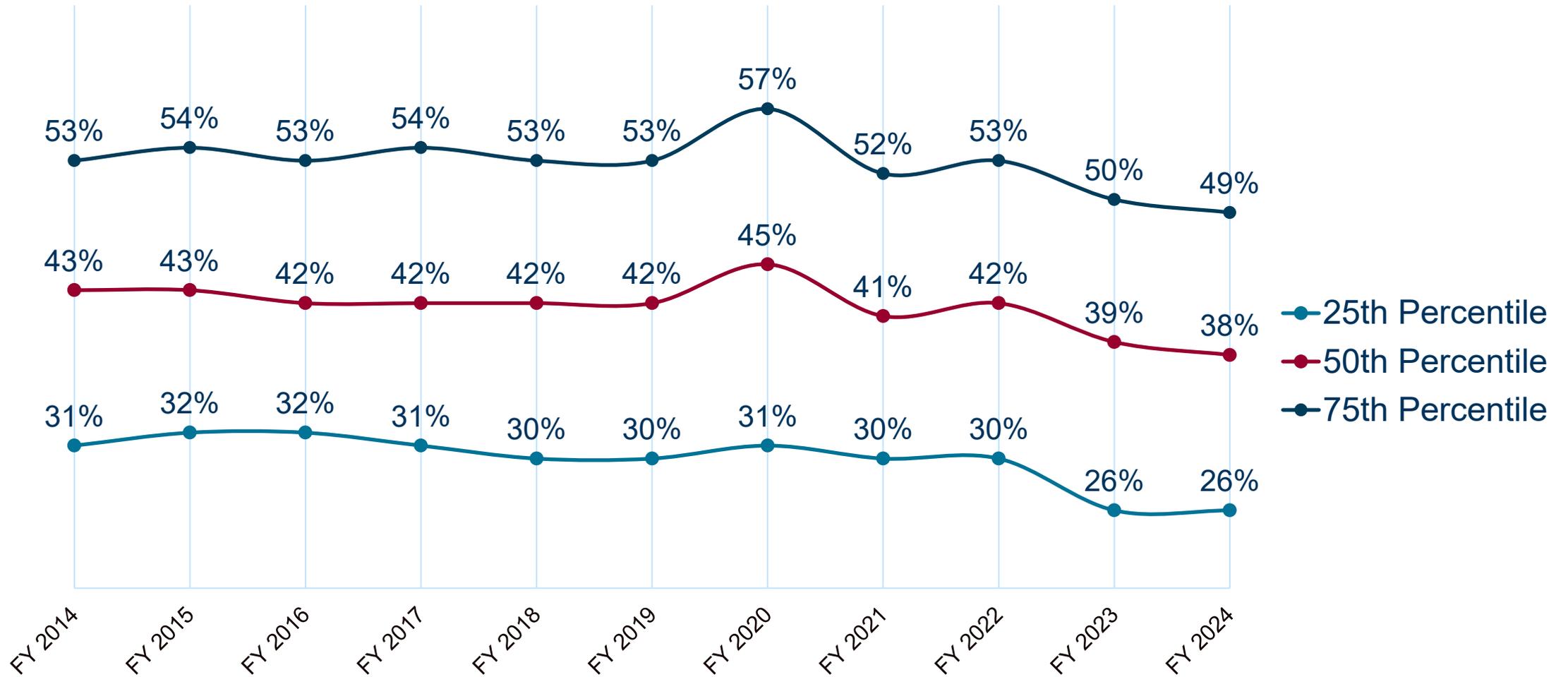
April 8, 2024 / By Kerry Sapet / [Leave a Comment](#)

Source; Northwest Indiana Business Magazine

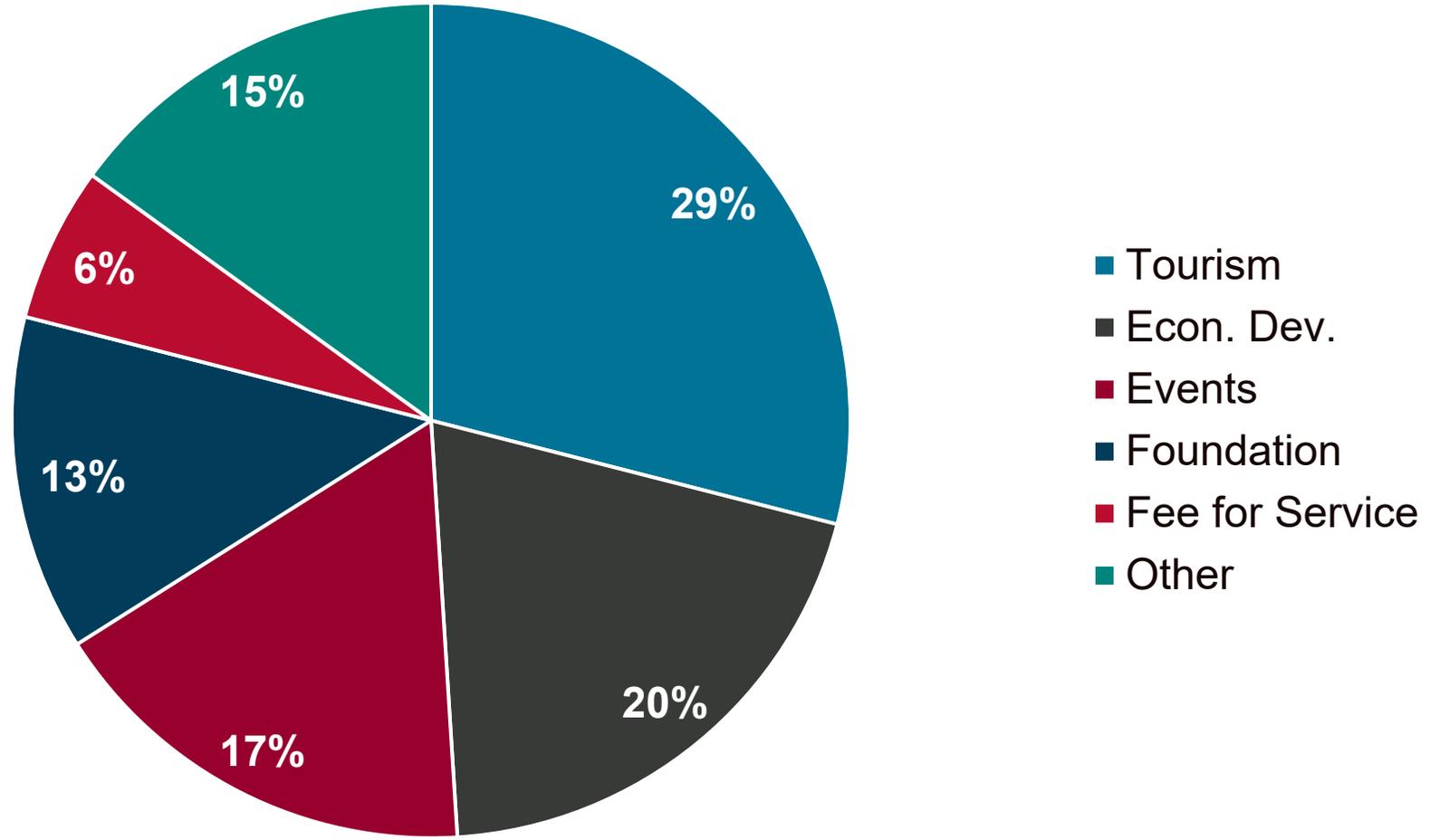
Changing Business Models



Membership Dues as a % of Total Revenue



Percent of Revenue from Non-Dues

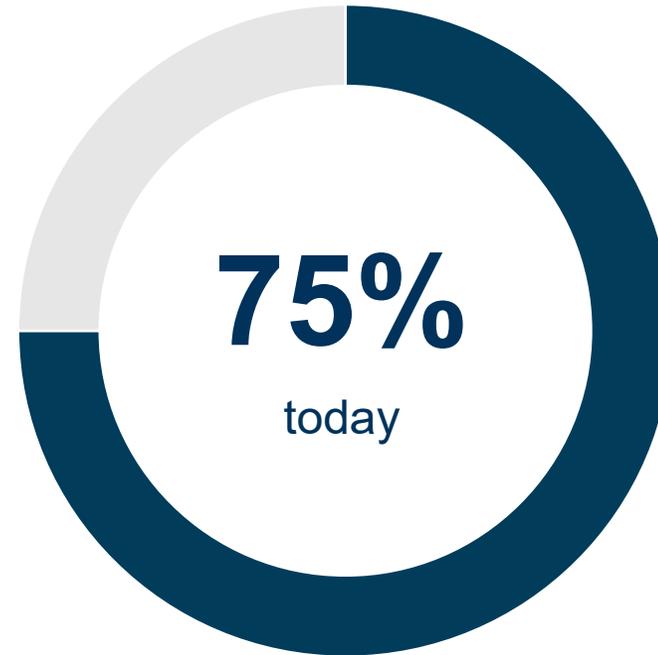
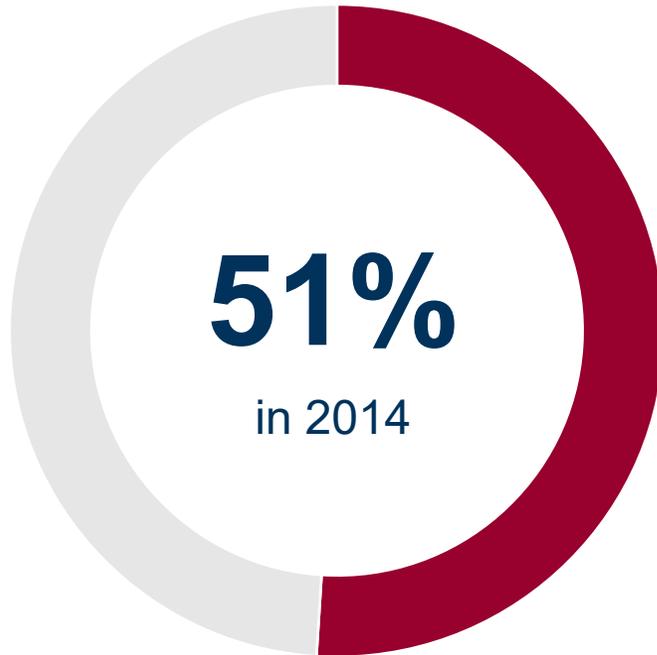




You sell your company. We sell the community.

- Concierge service for executives new to the area
- Housing, education, childcare, community engagement, volunteer work, religious institutions, healthcare/special needs, pet services...

Percent of Chambers With a 501(c)(3)





Triangle East Prospers is a five-year regional economic and community development initiative of the Triangle East Chamber of Commerce designed to accelerate economic prosperity and enhance the quality of life for all businesses and residents across Johnston County. The Initiative focuses on three equally important and interconnected goal areas:



Develop, Retain and Attract Talent (TALENT)

to meet the needs of employers and job seekers
[Chamber Role: LEADER / CATALYST]



Break Down Talent Barriers (TALENT BARRIERS)

to ensure a community attractive to business, workers, and residents
[Chamber Role: LEADER / CATALYST]



Grow Businesses, Jobs and Investment (BUSINESS AND JOBS)

to ensure economic opportunity and prosperity for all
[Chamber Role: LEADER]

Changing Expectations of Chambers



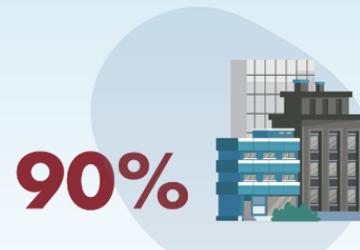
Many US adults feel that their local chamber has at least some impact on a variety of aspects.



Creating a network for business owners



Growing businesses locally



Growing the local economy



Addressing challenges within their community

% At least some impact

Source: Harris Poll survey; fielded Sept. 5-9, 2024 among 2,075 US adults



Public Safety Committee

To address public safety concerns, we created the **Public Safety Committee** which meets on a regular cadence with the Memphis Police Department, Shelby County District Attorney's Office, Shelby County Sheriff's Office, Shelby County Juvenile Court, and other relevant bodies.

This committee does not help to create policy, but rather strives to take inventory of elected leaders' specific, written public safety plans and offers pressure as well as support to ensure those plans are realized.

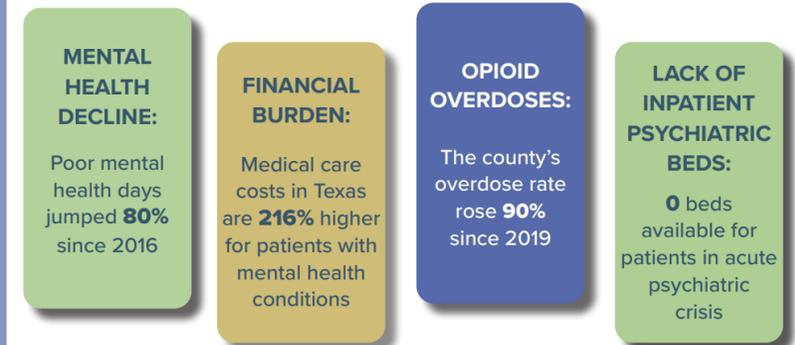


A Crisis in Brazoria County: Mental Health and Substance Use

THE PROBLEM

In Brazoria County, Texas, mental health and substance use disorder (SUD) needs have grown rapidly in recent years, impacting all aspects of community health and safety.

THE NUMBERS





STRATEGIC OBJECTIVES

The Loudoun Chamber's charitable giving is prioritized based on our strategic objectives and mission. In particular, the Chamber will focus on these areas, in order of priority:

1. **Economic Development and Entrepreneurship** – The Loudoun County Chamber of Commerce believes strongly in the value of creating economic opportunity in our community as the most essential element of a world class quality of life.
2. **Education and Workforce Development** – The quality of our workforce and K-20 education systems that prepare our future workforce are essential components of Loudoun County's world class quality of life.
3. **Public Safety** – The Loudoun County Chamber has a decades-long tradition of supporting our emergency first responders and their families, particularly those that have suffered injuries or death while in performance of their sworn duties.
4. **Healthy Community** – The health of the Loudoun economy and its quality of life is inextricably linked to the health and wellness of its citizens and the financial stability of the organizations that serve our citizens' health and well-being.

Inclusive Economic Growth





center for inclusive growth

Alexandria city, Virginia



CENSUS TRACT
51510 201900



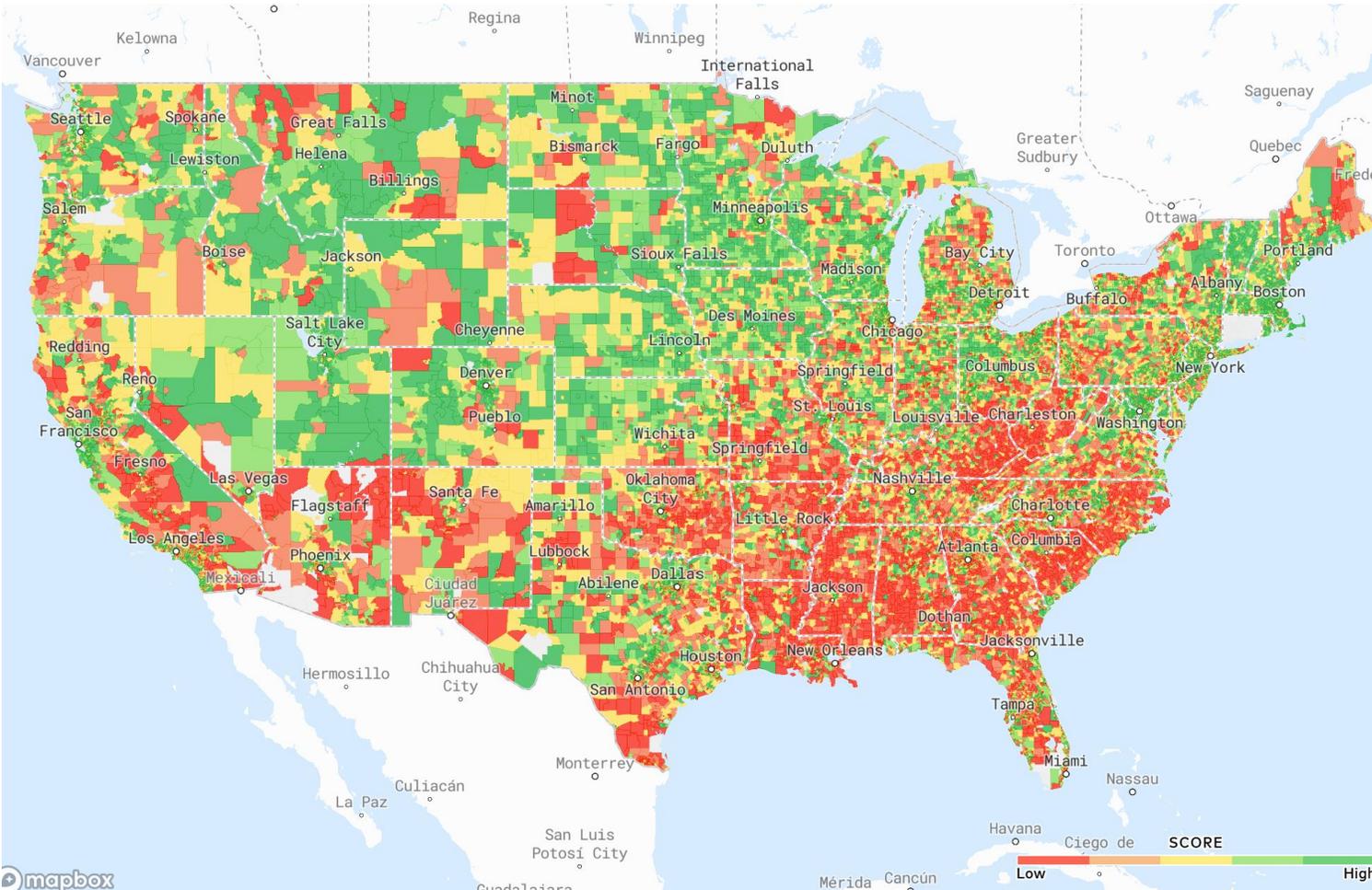
Inclusive Growth Score **70**
▲2

POPULATION
1,733 • 1 Metro

MEDIAN INCOME
\$ 140,278

Add to Compare

Save Report



YEAR ⓘ

2017 2018 2019 2020 2021 2022 2023 **2024**

BENCHMARK TO ⓘ

Urban-Rural State USA

PILLAR AVERAGE

INCLUSION

GROWTH

SCORE

Inclusive Growth Score

72

67

70

Measures inclusion and growth
(Place + Economy + Community)



PILLAR

INCLUSION

GROWTH

SCORE

Place

61

68

64

Housing, infrastructure, and built environment

Show Data



PILLAR

INCLUSION

GROWTH

SCORE

Economy

89

67

78

Business growth, jobs and spending

Show Data



PILLAR

INCLUSION

GROWTH

SCORE

Community

65

66

66

Economic and social conditions

Show Data





center for inclusive growth



Place

Housing, infrastructure, and the built environment

[Review Full Methodology](#)

*Mastercard highly aggregated and anonymised transaction data.

<p>Net Occupancy </p> <p>Percentage growth in population of renter and owner-occupied housing units</p> <p><small>ACS 5-Year, Table B25008</small></p>	<p>Residential Real Estate Value </p> <p>Percentage growth of value of residential real estate</p> <p><small>ACS 5-Year, Table B25082</small></p>	<p>Acres of Park Land </p> <p>Percentage of designated tract land area that is park land</p> <p><small>Trust for Public Land, PAD-US</small></p>
<p>Affordable Housing </p> <p>Percentage of renter and owner-occupied housing units where monthly costs are lower than 30 percent of income</p> <p><small>ACS 5-Year, Table B25106</small></p>	<p>Internet Access </p> <p>Percentage of households with an internet subscription</p> <p><small>ACS 5-Year, Table B28011</small></p>	<p>Travel Time to Work </p> <p>Percentage of workers with travel time to work under 35 minutes</p> <p><small>ACS 5-Year, Table B08303</small></p>



Community

Economic and social conditions.

[Review Full Methodology](#)

*Mastercard highly aggregated and anonymised transaction data.

<p>Personal Income </p> <p>Percentage growth of per capita income</p> <p><small>ACS 5-Year, Table B19301</small></p>	<p>Growth in Spending Per Capita </p> <p>Percentage growth of average spend per person based on anonymised and highly aggregated indexed transaction data</p> <p><small>Mastercard*</small></p>	<p>Gini Coefficient </p> <p>Gini coefficient of income inequality (lower coefficient denotes lower inequality) represented through a percentage</p> <p><small>ACS 5-Year, Table B19083</small></p>
<p>Early Education Enrollment </p> <p>Percentage of population under the age of five enrolled in early education programs</p> <p><small>ACS 5-Year, Tables B14001, B01001</small></p>	<p>Female Above Poverty </p> <p>Percentage of females living above the poverty</p> <p><small>ACS 5-Year, Table B17001</small></p>	<p>Health Insurance Coverage </p> <p>Percentage of the eligible population with health insurance coverage</p> <p><small>ACS 5-Year, Table B27020</small></p>



Economy

Business growth, jobs, and spending.

[Review Full Methodology](#)

*Mastercard highly aggregated and anonymised transaction data.

<p>New Business </p> <p>Percentage growth of net new businesses based on anonymised and aggregated location data</p> <p><small>Mastercard*</small></p>	<p>Spend Growth </p> <p>Percentage growth of spending based on anonymised and highly aggregated indexed transaction data</p> <p><small>Mastercard*</small></p>	<p>Small Business Loans </p> <p>Percentage growth of the number of small business loans</p> <p><small>Federal Financial Institutions Examination Council (FFIEC)</small></p>
<p>Minority/Women Owned Businesses </p> <p>Percentage of Minority or women-owned businesses out of all businesses</p> <p><small>Commercial Data Provider</small></p>	<p>Labor Market Engagement Index </p> <p>Index representing the combined employment, labor force, and percentage with bachelor's degree</p> <p><small>Housing and Urban Development (HUD)</small></p>	<p>Commercial Diversity </p> <p>Percentage of business types represented as a percentage of total possible business types</p> <p><small>POI Provider</small></p>



Welcome to CareerLIFT

Elevate Rapid City's resource navigator for individuals seeking career and educational opportunities in the Rapid City region.

What This Program Offers

Soft Skills Course: Master vital skills such as communication, teamwork, problem-solving, and adaptability. These skills are essential for success in any workplace environment.

Construction 101: Gain insights into the construction industry, covering key concepts, practices, and emerging trends.

Healthcare 101: Explore the fundamentals of healthcare, including patient care, medical terminology, and healthcare systems.

A Guaranteed Job Interview: Upon completing the [soft skills course](#) and the [Healthcare](#) OR [Construction 101](#) course, you will receive a guaranteed job interview. *

Interview Preparation & Resources: Connect with community resources to revamp your resume and prepare for your interview!

Whether you're starting fresh or seeking to advance your career, our program equips you with the skills and knowledge you need to set yourself up for success. Join us today and unlock exciting opportunities for your career in construction or healthcare!

Get started on your journey to your new career.

Courses



Construction Orientation 101

Western Dakota Technical College **FREE**



Entrepreneurship

This course is designed to introduce students to the fundamentals of entrepreneurship. It covers the...

Dillon Matuska **FREE**



Soft Skills Orientation

Soft skills are those skills we need in the workplace that are sometimes difficult to measure. This cour...

Western Dakota Technical College **FREE**



Healthcare Orientation 101

This course is designed to introduce students to the dynamic world of healthcare, equipping them with...

Western Dakota Technical College **FREE**

Digital Downloads



Business Plan

1 File

Take your great idea and turn it into a plan. This Business Plan Outline will help you get started.

Reese Niu **FREE**



Cover Letter

1 File

Free template and tips to perfect your cover letter.

Reese Niu **FREE**



Sample Resume

1 File

Free template and tips to perfect your resume. Be sure to check out the Cover Letter template, too!

Reese Niu **FREE**



Marketing Plan

1 File

Make sure your customers can find you! This marketing plan template will help you get started.

Reese Niu **FREE**

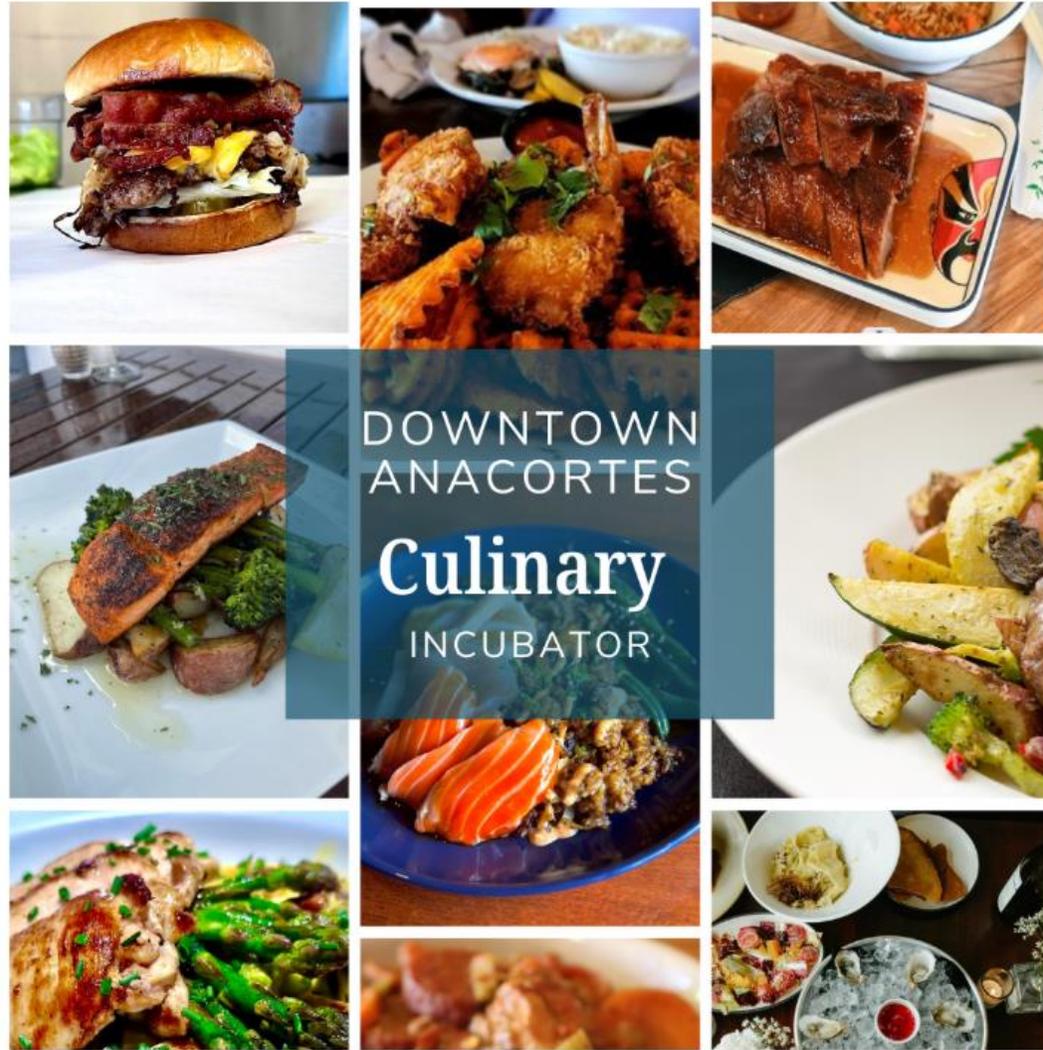
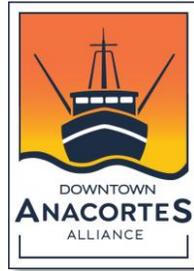


Skills Identification & Planning Worksheet for Your Resume

1 File

By following this worksheet, you'll be able to clearly identify and strategically highlight the skills that...

Reese Niu **FREE**



Are you a passionate culinary visionary ready to bring your unique flavors to the vibrant heart of Anacortes? Our new Culinary Incubator, in partnership with Adrift Restaurant, the Anacortes Chamber of Commerce and the Economic Development Alliance of Skagit County, offers the opportunity to launch your dream food business.



Digital Transformation and Technological Innovation

What is Digital Transformation?

Technology-supported improvements across all areas of an organization, which might include:

- Artificial intelligence and machine learning
- Cloud computing
- eCommerce
- Customer service tools
- Automation
- Collaboration and project management applications

By the Numbers

77%

Percent of companies using or exploring the use of AI in their businesses¹

90%

Percent of companies currently going through some kind of digital transformation²

36%

Percent of leaders who worry their workforce lacks the skills needed to support digital transformation³



Driving Innovation and Growth: The Chamber's Technology Council

The future is now. The Chicagoland Chamber's Technology Council brings together a diverse group of industry leaders to foster innovation and collaboration. Through exclusive events and insights, members have unique opportunities to explore emerging technologies, enhance digital strategies, and connect with other professionals. By leveraging these resources, businesses can stay ahead of the curve and better position themselves for success in a rapidly evolving tech landscape.

Implement Emerging Technologies for Key Business Outcomes

- Council programming focuses on emerging technologies such as AI, 5G, IoT, blockchain, AR/VR, and more
- Help companies prepare for disruptions across both tech and traditional industries
- Provides resources, knowledge, and best practices to help evaluate and deploy emerging technologies

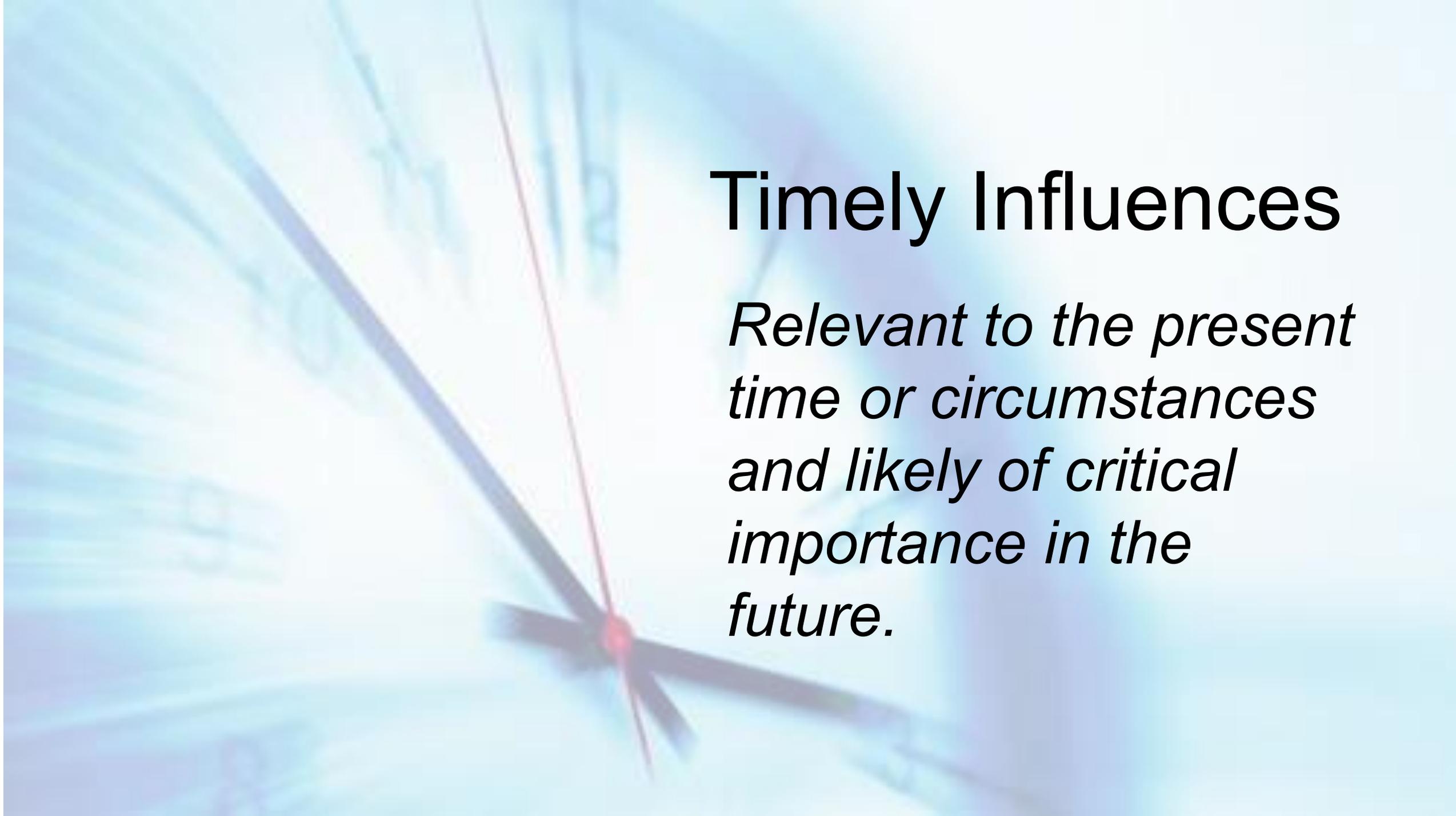
Other Factors

- Fake news
- Misinformation
- Deepfakes
- Algorithms and “information gerrymandering”
- Digital literacy and access



Timeless Influences

- Political & Social Fragmentation
- Changing Business Models
- Changing Expectations
- Inclusive Economic Growth
- Digital Transformation & Technological Innovation



Timely Influences

Relevant to the present time or circumstances and likely of critical importance in the future.



Chambers as Unifiers

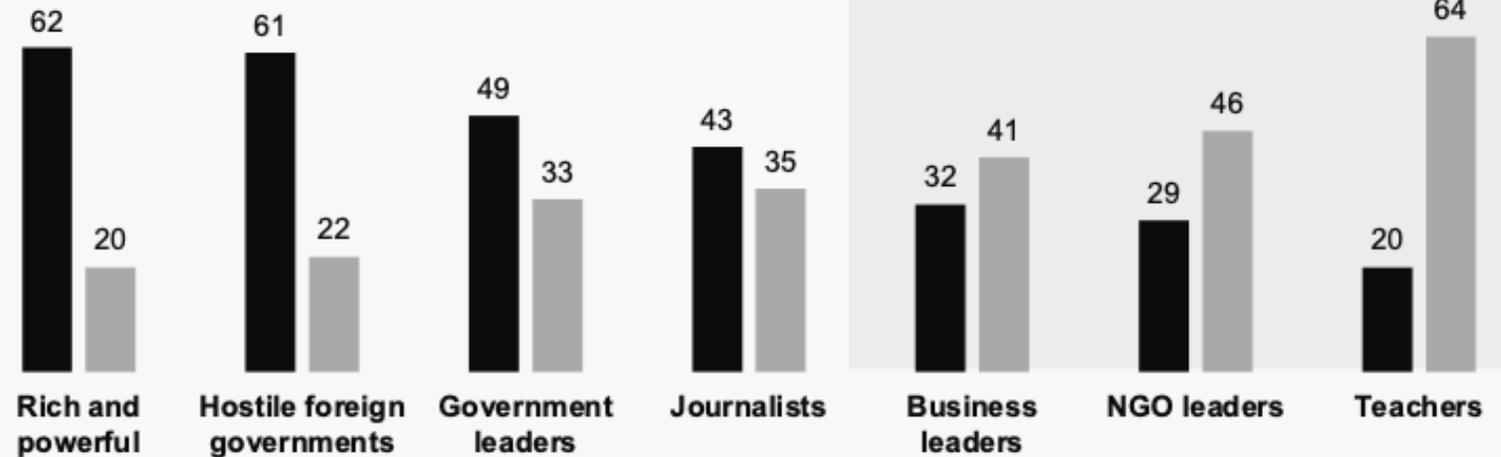
Divisive Forces Exploit and Intensify Our Differences

Percent who say

GLOBAL 25 Excludes China and Thailand

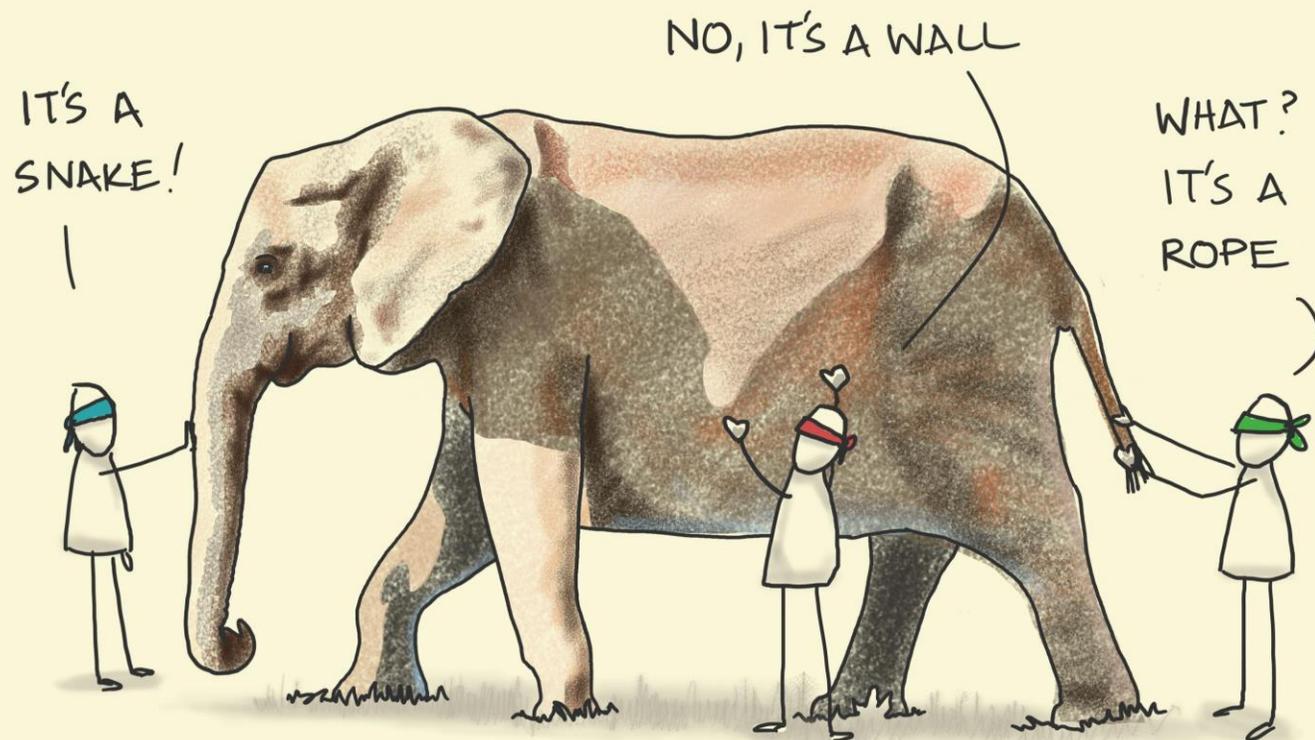
These groups are

■ — ■
a **dividing force**
that pulls people apart a **unifying force**
that brings people together



THE BLIND AND THE ELEPHANT

OUR OWN EXPERIENCE IS RARELY THE WHOLE TRUTH



sketchplanations

Bulloch County's fire plan sparks concern, Chamber intervenes

Concerns are mounting over the future of fire services in Bulloch County's Five Mile Fire District as the Chamber of Commerce seeks a resolution to the ongoing dispute.



[DeWayne Grice](#)

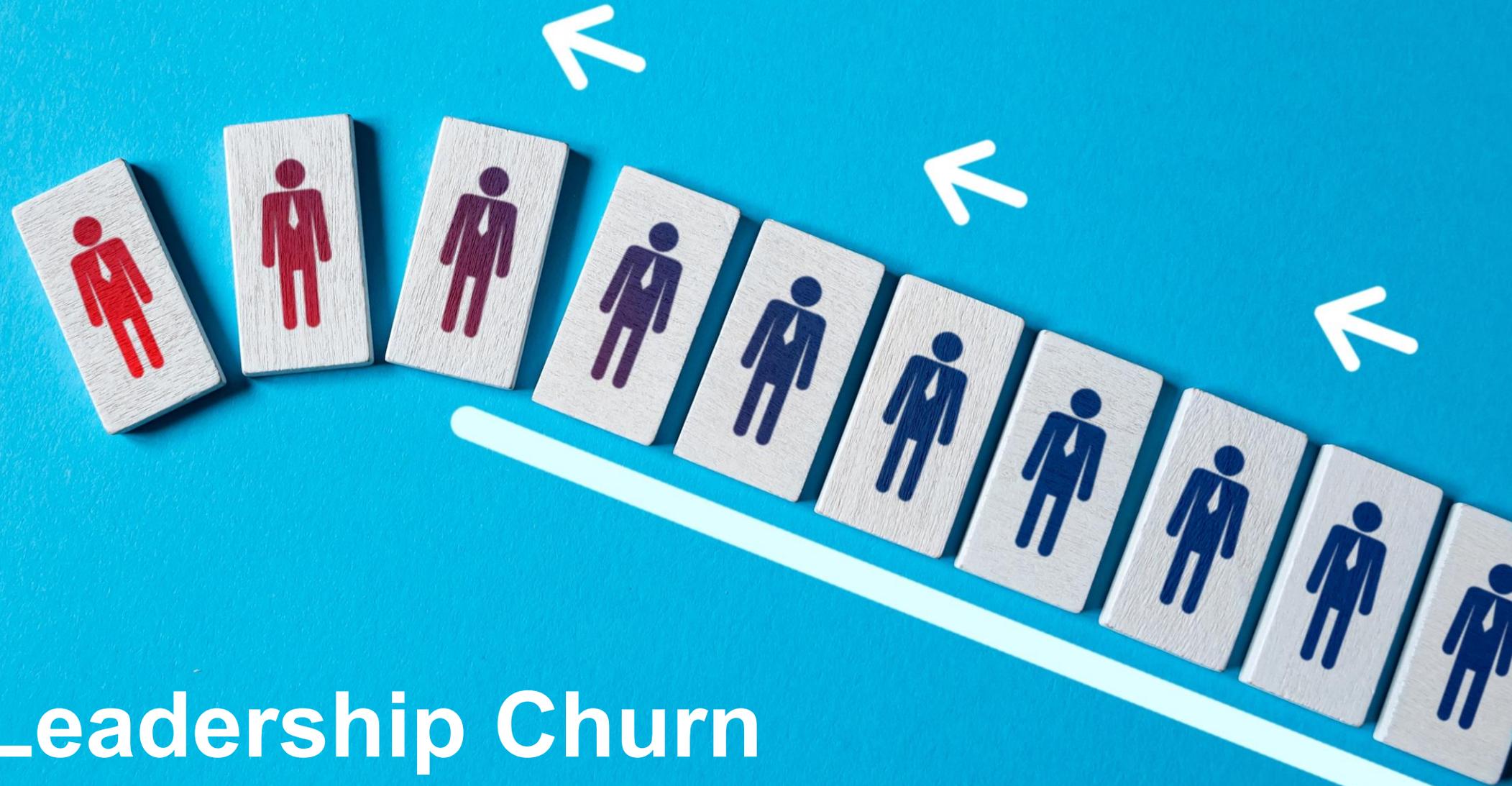
Mar 27, 2025 7:31 PM





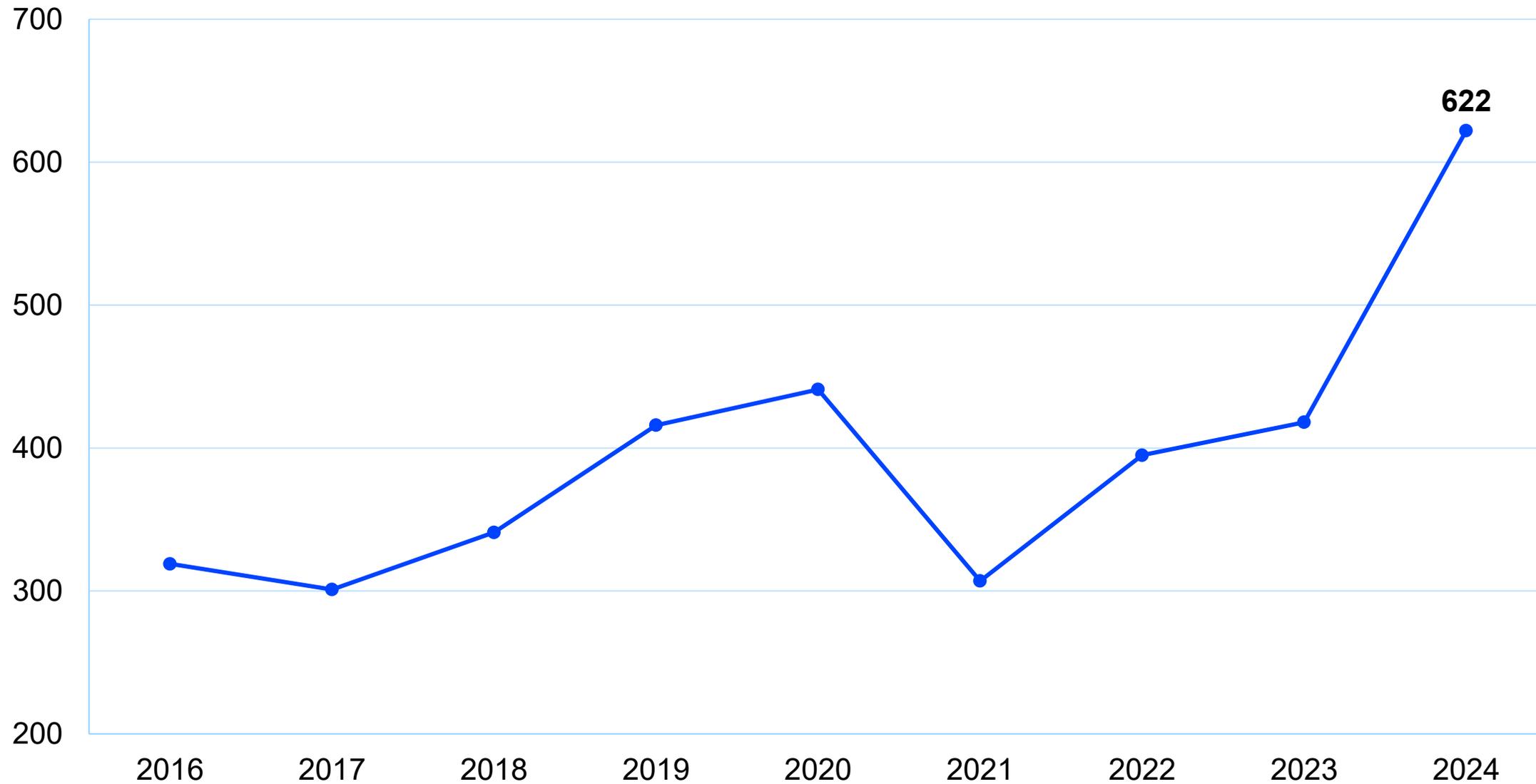
Imagine it's 2040. What will life be like for Chattanooga and Hamilton County's residents?





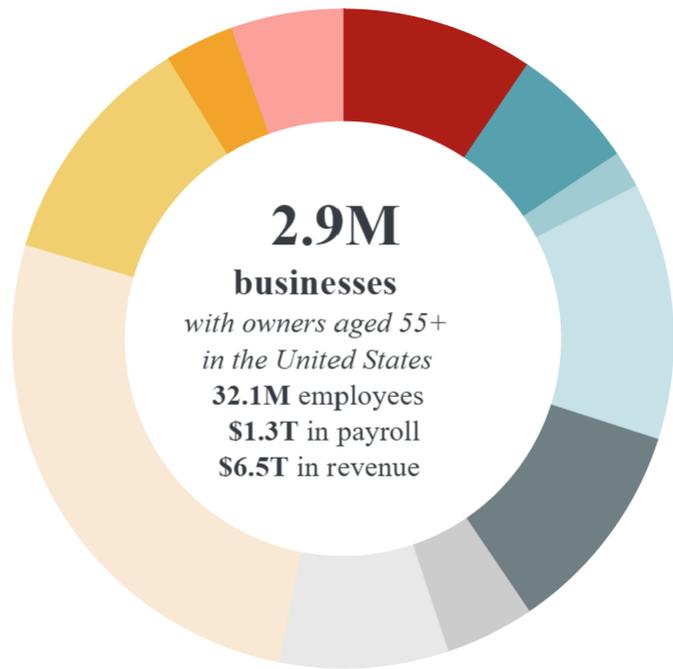
Leadership Churn

Annual CEO Departures



Impacts of the “Silver Tsunami”

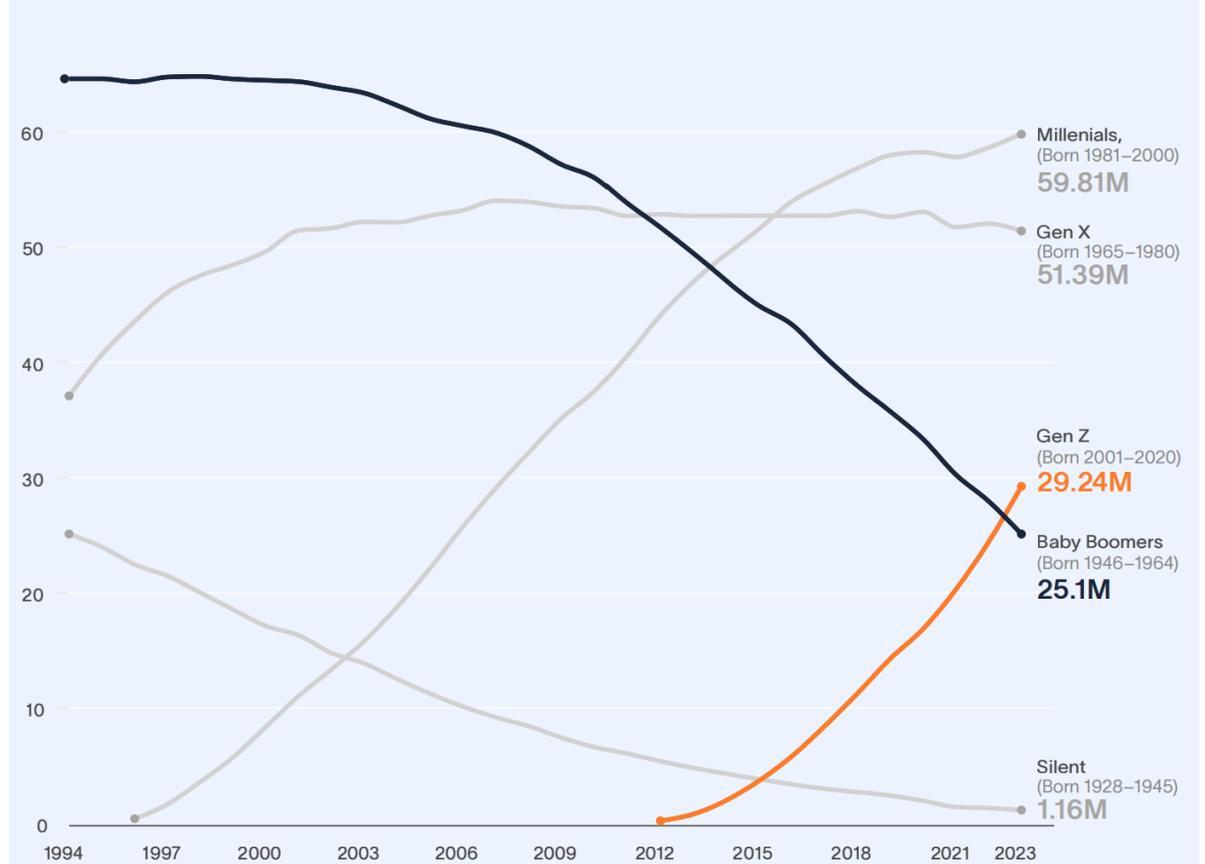
The Silver Tsunami of retiring business owners
control half of the businesses in the US



Source: [Project Equity](#) using data from U.S. Census

The Baby Boomers are now the second-smallest generation in the US labor force.

Annual US Labor Force, In Millions



Source: US Census Bureau Current Population Survey; Lightcast Analysis

Why Employees Leave Organizations





“We are bringing back the New Executives program because we saw a need for hands-on lessons in leadership, as people are craving mentorship and the strengthening of professional working relationships in the community. It’s not just about networking: It’s about building confidence and the skills to traverse the business landscape with ease.”

Jennifer Clark

Program Lead & Chamber VP, formerly Alaska Airlines



Mission of the Junior Board

The mission of the Junior Board is to learn how to become leaders in sustaining the business environment and affect change in their schools, neighborhoods and community.

What do Junior Board Members do?

- Learn how to conduct meetings, outreach, public speaking, group decision-making.
- Develop project ideas, project management and implementation
- Learn about the community of Fresno and the businesses within

Benefits of being a Junior Board Member:

- Gain a high quality, organized, and focused volunteer experience
- Learn to collaborate with city governments and other agencies
- Learn how to lead and follow for community betterment

Talent Development at the Speed of Business



Skills on the Rise Through 2030



Skills with the Highest Percent of Employers Indicating Increasing Importance:

1. AI and Big Data
2. Networks and cybersecurity
3. Technological literacy
4. Creative thinking
5. Resilience, flexibility and agility
6. Curiosity and lifelong learning

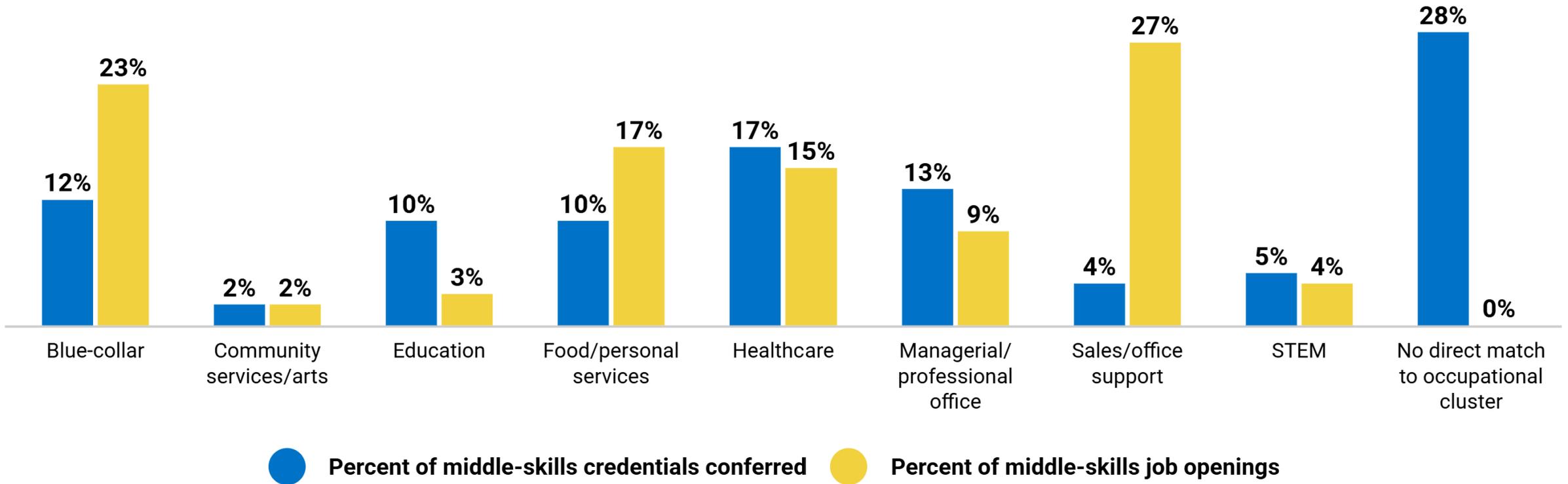


Skills with the Highest Percent of Employers Indicating Decreasing Importance:

1. Manual dexterity, endurance and precision
2. Reading, writing and mathematics
3. Multi-lingualism
4. Programming
5. Dependability and attention to detail
6. Global citizenship

The Credentials and Skills Mismatch

More than one-quarter of all middle-skills credentials are conferred in programs of study that do not have a direct occupational match.

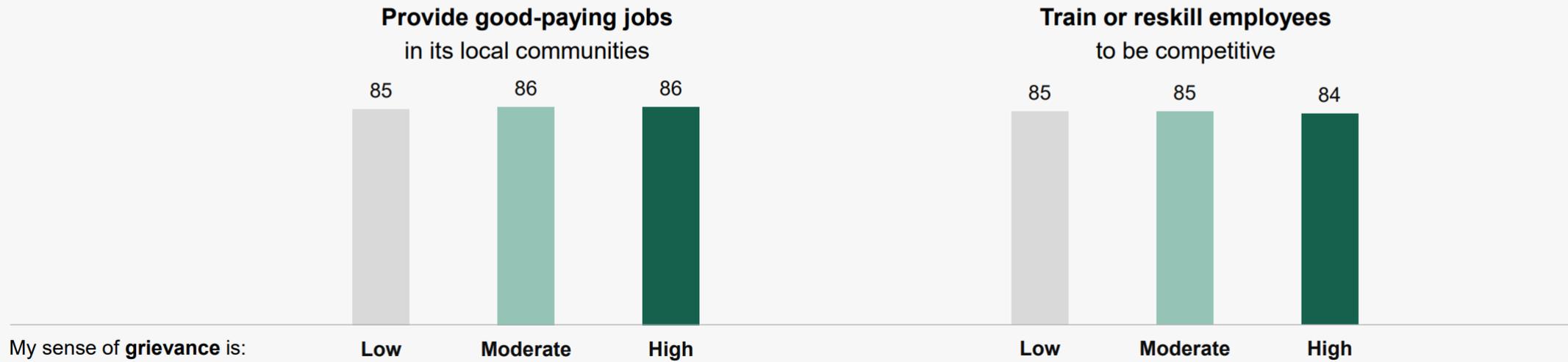


Business: Empower Us with Well-Paid Jobs and Skills for the Future

Percent who say, by sense of grievance

GLOBAL 26 excl. China, Thailand

To ensure a better future,
business is obligated to...



2025 Edelman Trust Barometer. BUS_EXP_FUT. How obligated do you believe business is to do each of the following in order to help us achieve a better future? 5-point scale; top 3 box, business is obligated to do this. Question asked of half the sample. General population, 26-mkt avg., by Sense of Grievance scale. Certain data included in the scale was not collected in China or Thailand. For a full explanation of how the Sense of Grievance scale was developed, please see the Technical Appendix.



A photograph showing a diverse group of five people (three men and two women) in an office environment, looking towards the right side of the frame. They are dressed in professional attire.

**HIRING
ACCELERATOR
PROGRAM**

Arvada Chamber of Commerce
Now Rebranded

Presented in Partnership With

REWORK AMERICA ALLIANCE
A MARKLE INITIATIVE

Greater Arvada Chamber Distributes \$400,000 to 50 Employers for Work-Based Learning Experiences

February 20, 2025

BENEFITS OF EMPLOYEE FRIENDLY WORKPLACE CERTIFICATION

The **Employee Friendly Workplace** initiative and certification program strives to engage, educate and encourage the adoption of more employee friendly workplace practices and policies by all Fox Cities employers in order to enhance work/life integration and successfully attract and retain the best employees in the region. Certified employers; employers on the path to certification and supporting partners will have access to a variety of benefits including, education, resources and research.



Get Certified

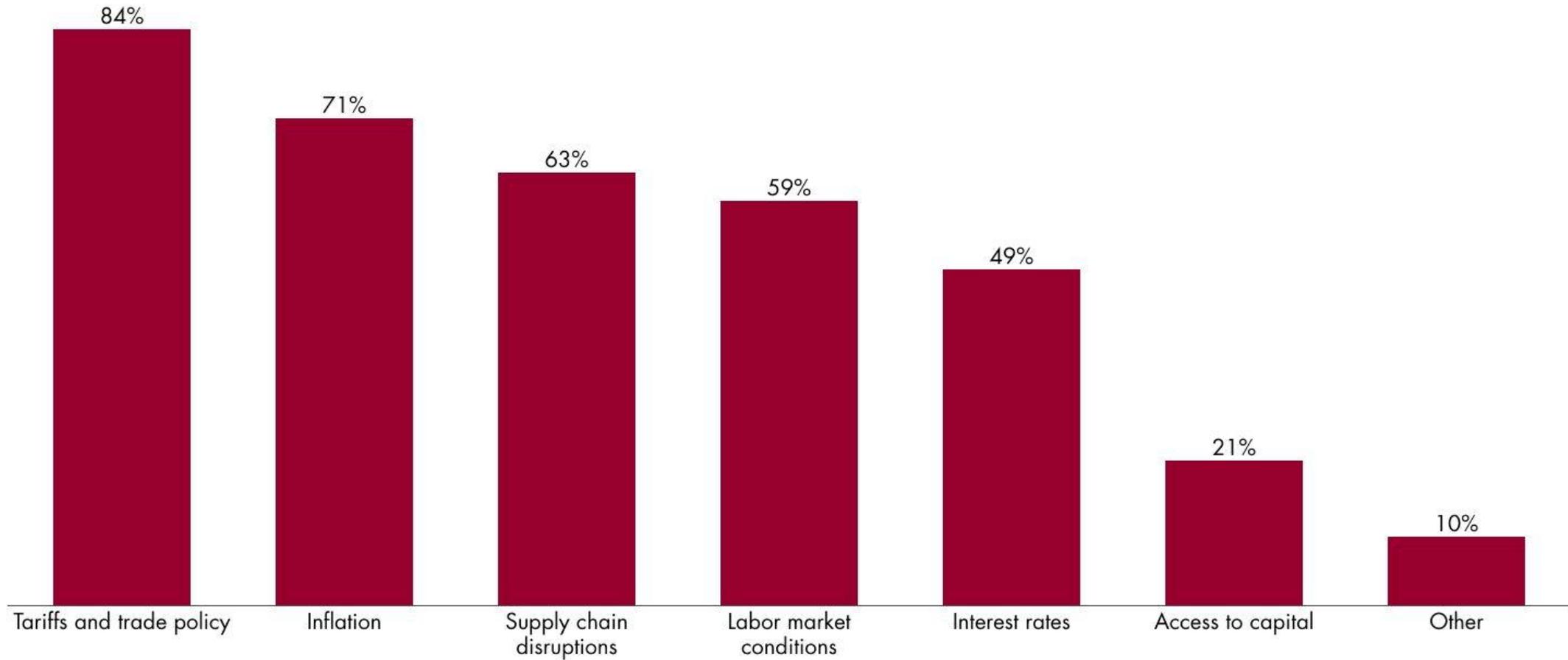




Global Impacts

CHAMBER PULSE SURVEY: ECONOMIC OUTLOOK 2025

What areas of the economy are your members most concerned about?





BELLINGHAM REGIONAL
CHAMBER OF
COMMERCE



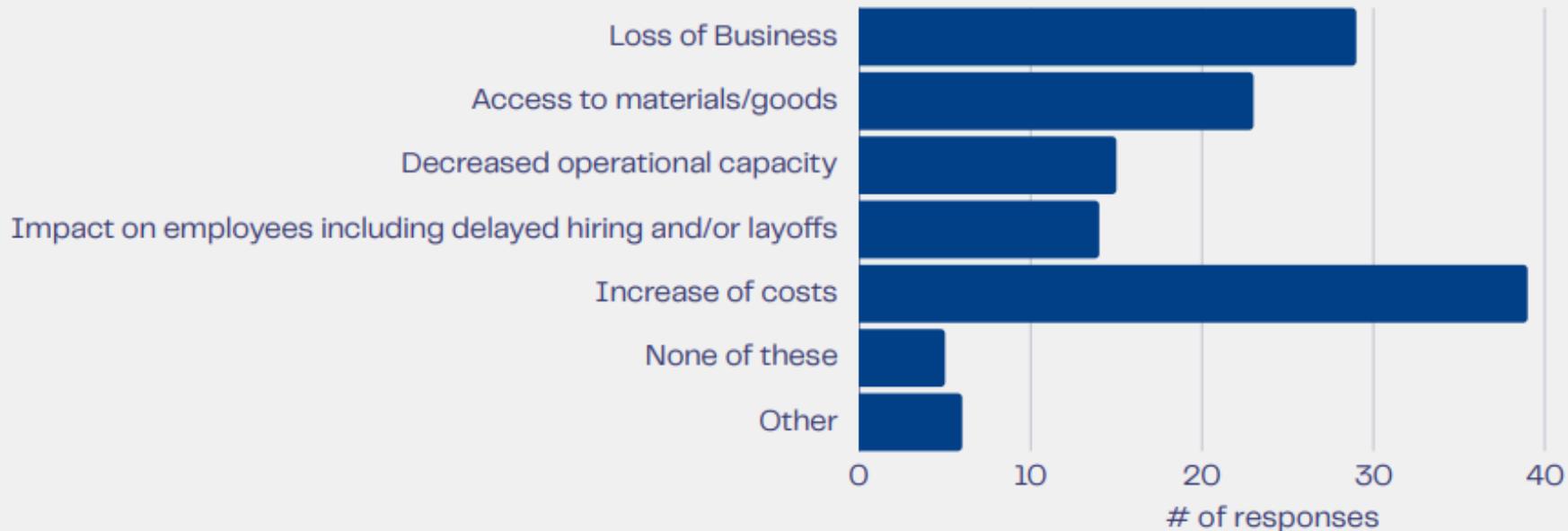
BORDER POLICY
RESEARCH INSTITUTE



TARIFF BUSINESS IMPACTS

Survey Results, Summer 2025*

How will the repercussions of a trade war impact your business?



“In the United States, power consumption by data centres is on course to account for almost half of the growth in electricity demand between now and 2030. Driven by AI use, the US economy is set to consume more electricity in 2030 for processing data than for manufacturing all energy-intensive goods combined, including aluminium, steel, cement and chemicals. In advanced economies more broadly, data centres are projected to drive more than 20% of the growth in electricity demand between now and 2030.”

International Energy Agency, Energy and AI, April 2025



Timely Influences

- Chambers as Unifiers
- Talent Development at the Speed of Business
- Leadership Churn
- Global Impacts

Linchpin



- **Catalytic Leadership**
- **Belonging & Gathering**

Timeless



- **Political & Social Fragmentation**
- **Changing Business Models**
- **Changing Expectations**
- **Digital Transformation & Technological Innovation**
- **Inclusive Economic Growth**

Timely



- **Chambers as Unifiers**
- **Talent Development at the Speed of Business**
- **Leadership Churn**
- **Global Impacts**



Questions and Observations

STAY IN TOUCH

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