



COVID 19 in The Digital Decade Discussion Format

Andy Brown, CEO and Founder, Sand Hill East
Chip Korn, Partner, Foley Hoag LLP



Speaker

ANDY BROWN

- Andy is CEO & co-founder of Sand Hill East (www.sandhilleast.net)
- Andy is an independent director on the board of Pure Storage, Zscaler, LMRKTS, Moogsoft, Guidewire (GWRE), Sitehands
- CTO in Residence at Fintech Innovation Lab
- Andy advises Digital Asset, Callsign, Cutover, Ninth-Wave, T-Rex, Beacon, Just Speak, Stock Perks, The @Company, AtScale
- Exits/Sales
 - A founder of Deskton - sold to VMware in November 2013
 - Advisor to Cyvera - sold to Palo Alto Networks in March 2014
 - Advisor to Gunify sold to Vonage in 2015
 - Advisor to StackStorm sold to Brocade Communications 2016
 - Board member @ZS at IPO March 2018
 - Advisor to Armis, Sold to Insight Venture Partners (Jan 2020)
- Andy holds a BSc. Honors degree in Chemical Physics from University College London



Prior Roles

- ✓ Group CTO @ UBS 2010-2013
- ✓ Head of Strategy, Architecture & Innovation @BofA 2008-2010
- ✓ CTO Infrastructure Credit Suisse 2006-2008
- ✓ Chief Architect (& Various) Merrill Lynch 1996-2006
- ✓ Chief Architect Paribas Capital Markets 1994-1996
- ✓ Senior Engineering Advisor, British Telecom 1988-1994
- ✓ Stints @Shell Oil and ICI Pharmaceuticals 1984-1988

Speakers



PETER "CHIP" KORN
Partner
Co-Chair, Technology
Practice



CHRISTOPHER ESCOBEDO HART
Partner
Co-Chair, Privacy & Data
Security Practice



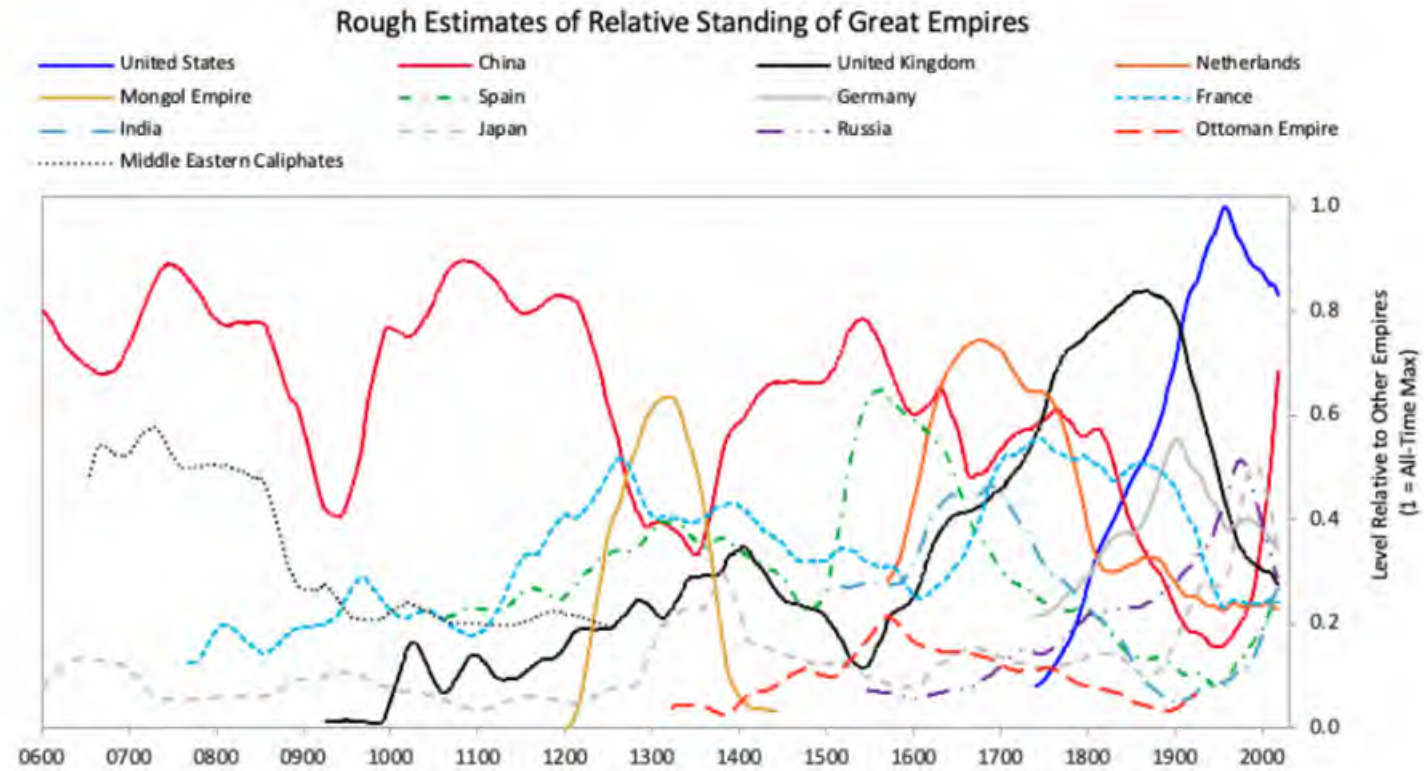
CHRISTOPHER FEUDO
Counsel
Co-Chair, COVID-19
Taskforce



BRITTAN K. HELLER
Counsel
Global Business &
Human Rights, Privacy &
Data Security

The New World Order is Emerging

A BRAVE NEW WORLD ?



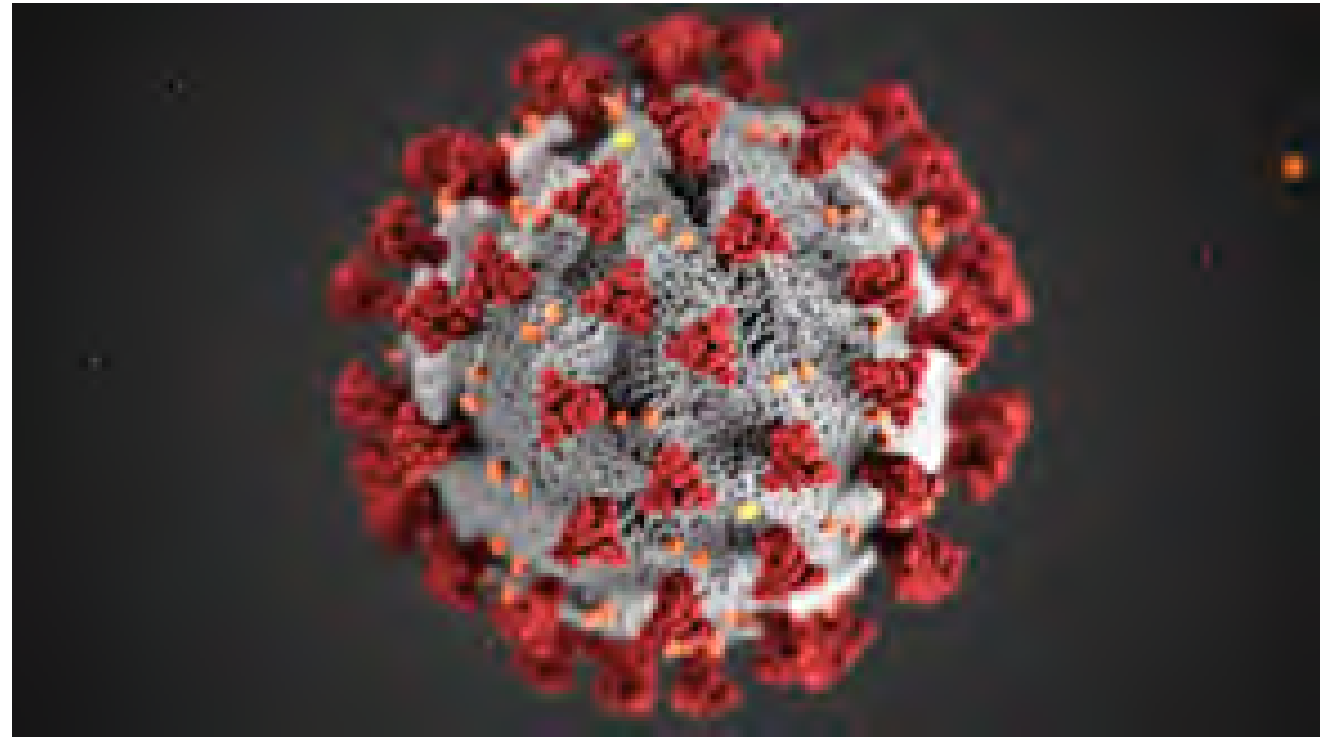
Y Axis

- 1) education, 2) competitiveness, 3) technology, 4) economic output,
- 5) share of world trade, 6) military strength,
- 7) financial center strength, and 8) reserve currency

(from Dalio, New World Order)

Key themes from COVID

- Safety Re-Defined
- Virtual becomes Real
- Everything Online
- Global Village
- Proof of Trust



Key Theme 1 – Safety is re-defined

Evidence

- “I’ve lived 17 years and I finally know the names of all the people and their kids on my street” – Superstar FM

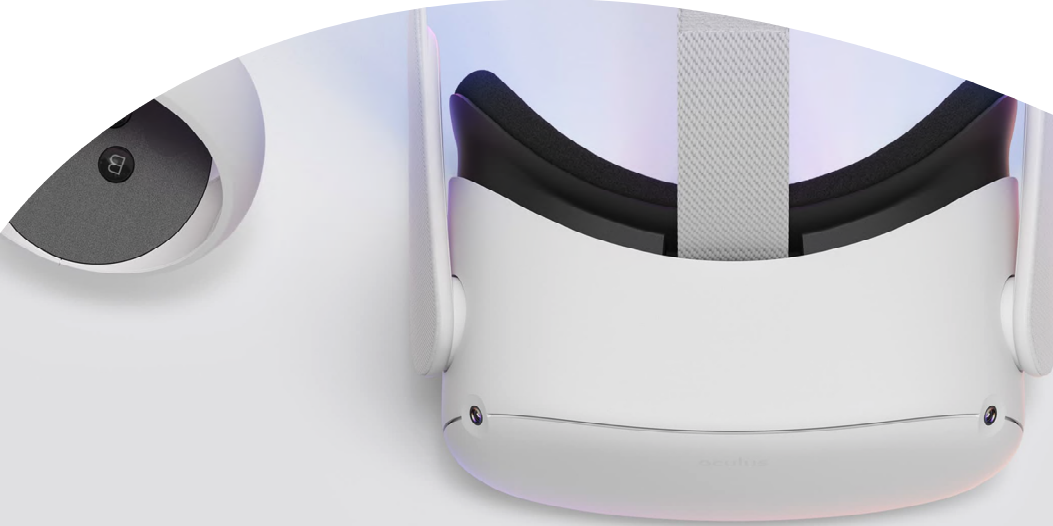


Maslow's hierarchy of needs



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UNTETHER YOUR EXPECTATIONS

EXPLORE AWE-INSPIRING GAMES AND
EXPERIENCES WITH UNPARALLELED
FREEDOM.

Key Theme 2 – Virtual feels Real

Evidence

- Oculus Quest 2.0 ships in October 2020
- Playing golf with your friends “feels social”
- The 2-D “Flat” Zoom/Teams experience is super-ceded
- Interaction becomes a multi-player game
 - Or break-off/break-out 1/1 discussions

Key Theme 3 – Everything Online

Evidence

- Most (govt, legal) services have had to go online during COVID
 - Land Registry
 - Notaries
 - Depositions
 - Court Hearings
 - And and and



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Key Theme 4 – Global Village

- High population density less attractive than lower. Urban depopulation!
- Workforce Location Diversity encouraged / mandated.
- Work, Activity, Task Routing massively improved
- Work from “My Place” broadly adopted
- My Place will be more geographically dispersed than WeWork/Colos. More like Regus.
- BCP & Resource plans leverage diversity of individuals, small communities.
- VR, AR adapted (from Games) for commercial use
- Family communication and events become VR, AR or physical/virtual
- Illness, Isolation and quarantine become video, VR and AR linked

Key Theme 5 – Proof of Trust

Evidence

- Supply chain of personal suppliers. Package delivery, Cleaners, Postman, landscapers, in-house servicing & maintenance et al.
- Masks, Social Distancing and Wellness guarantees as the de-facto normal; initially a differentiator
- Temperature checks in many places (exposed from personal devices e.g. Apple Watch et al)
- Wellness guarantee required (e.g. Doctors, Hospitals, Massage, Nail Salon, Hairdresser)
- New Normal for disinfecting (Surfaces, Shared Areas)
- New Normal for (AR/VR) Venues & Events
- New Normal for Business Travel and Staying Away

End Game

- The world will be even flatter than Milton Friedman thought
- Criteria for property residential and corporate changes forever
- Work becomes a thing you do, not a place you go
- Location is a place you choose, not a place you go for work
- Health passport for individuals/businesses/supply chains emerge
- Nationalism is a national security issue (Think Food, Manufacturing et al)
- VR/AR adoption drives "The Matrix" for Work, Family and Life
- Digital Orphans
-



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Appendix – A

Detailed Thinking
&
Materials



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Acknowledgements – these have driven my thinking and are worth reading

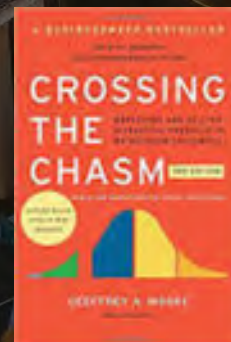


Mumford Sole Partners – Blueprint for Digital Leadership

Clayton Christiansen – The Innovators Dilemma

Kevin Kelley – Out of Control & The Inevitable

Geoffrey Moore – Crossing the Chasm, Zone to Win



About Sand Hill East

SHE formed to coinvest in Early stage startups. Used Angellist syndicates and joined Pre seed funds (Novation Capital, Headlight Ventures).

SHE formalizes the DSRA framework for assessing security, digital, technology and architecture on a Private Equity assignment. Framework used for M&A targets and a number of engagements

SHE spins out Holding Ground – Decision Intelligence as a separate business. SHE continues working with early stage companies

2014

2017

2020

Beyond

SHE Investments continue. Much work for equity, some for cash... SHE performs consulting assignments on a friends-only basis. E.g. Cloud Strategy for top 4 Accounting/consulting company

SHE creates early stage investment fund "BullsEye"

...was founded in 2014 as a vehicle to for people with 30+ years experience to coach and advise people driving driving change...

Listen without Prejudice

“Now everybody's talking about this new decade
Like you say the magic numbers
Then just say goodbye to
The stupid mistakes you made
Oh my memory serves me far too well”



Bill Gates Ted Talk 2015
PANDEMIC

“Waiting for that Day”
George Michael



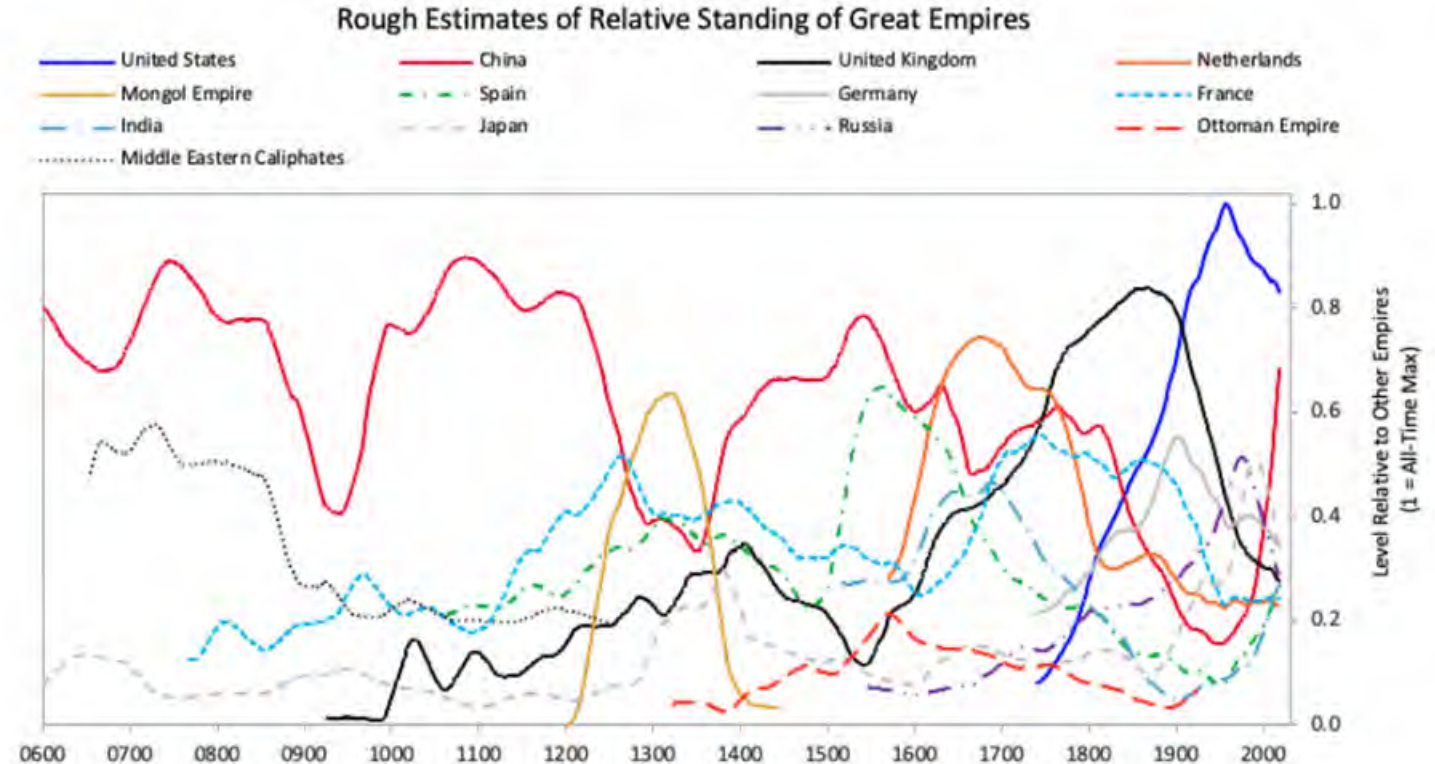
We've been here before 1960-70s



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The New World Order is Emerging



Y Axis

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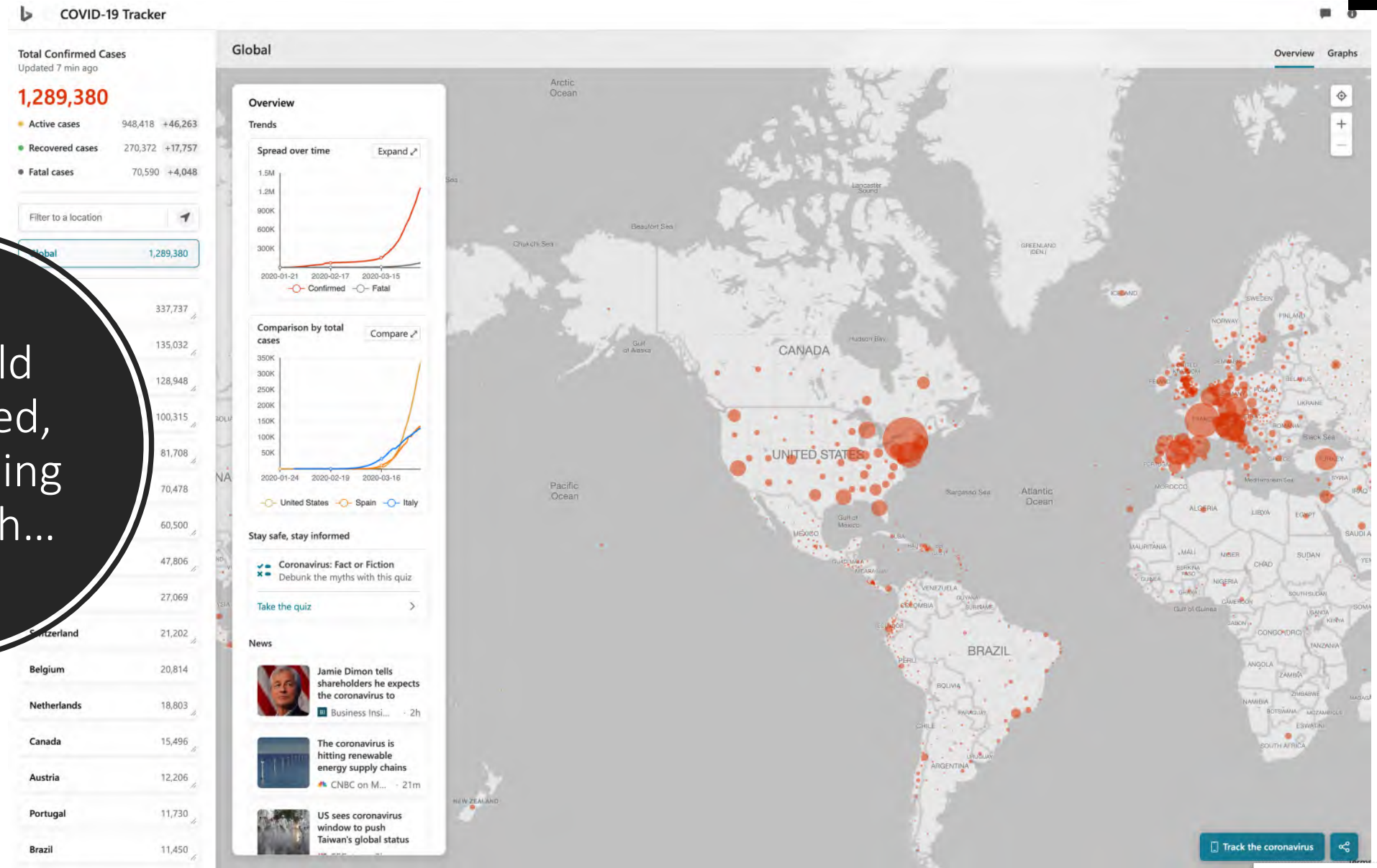
(from Dalio, New World Order)

Then COVID
Hit ...



COVIDyy = MANKIND vs. VIRUS

The world
has paused,
she's holding
her breath...



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Some Key Themes have emerged

Purpose is being re-defined. Money no longer #1. Survival, People, Leadership, Relationships and Wellness / Health are more important. This reflects across all personas and will persist
“I’ve lived 17 years and I finally know the names of all the people and their kids on my street” – Superstar FM

The world paused and buckled down to address a serious problem.

**Impetus for Change for other hard problems
(e.g. Climate Change)**

Geographic Resource Diversity is the most important commercial theme (Resources=People, Applications, Supply Chains, Information)

Massive Driver for Digital

Purpose
related
Behavioral
changes
resulting from
COVID will
impact all
aspects of life



Maslow's hierarchy of needs



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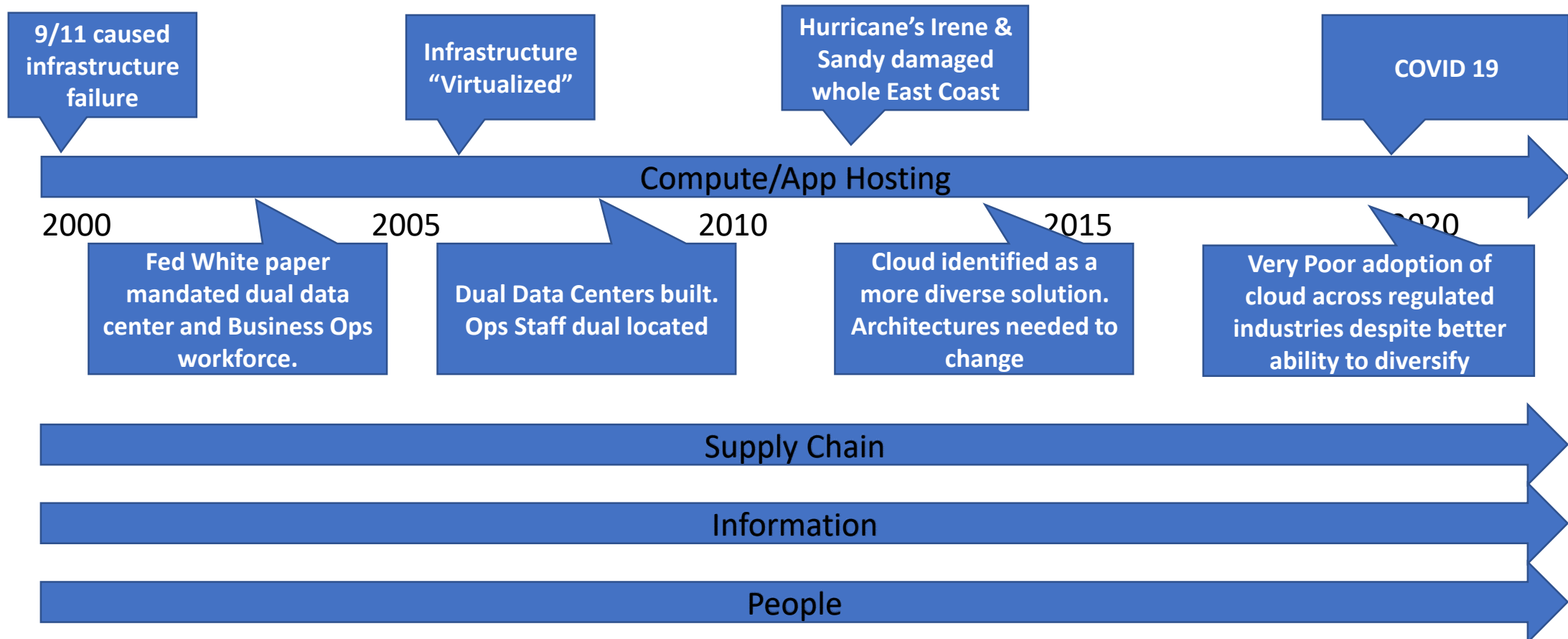
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What's
Changed?
Pretty
much
everything
you took
for
granted.

Self Actualization	Desire to become the most one can be - Health, Family, Contribution, Wealth... Because Values and Purpose have changed, it impacts perspective on "the most one can be".
Esteem	Coaching vs. Managing, Value based on Action, Achievement, Recognition, Strength based on Knowledge, Kindness, Small things matter.
Love Belonging	Check Ins, Family Gatherings (Easter, Sunday, Birthday), Human Interaction with friends/colleagues, Social distancing (Virtual Cocktails, Remote Friendships), Shelter in place sans isolation, Collaboration Tools (Facetime, Skype, Zoom, Zscaler, Trello), Sense of brand moves to self, Ability to Listen, Observe and Learn. Remote School => Depression, Mental Health/Suicide
Safety	Fear of Pandemic, Fear of human actions (Coughing, sneezing), Social Distancing, Medical History, Ramifications (Financial Meltdown, Revolution!!, Guns and Ammo, Police not responding to low level calls), Asset safety, Job / Wealth Safety
Physiological	Point of Sale, ATM, Phone Sharing, Ride Sharing, Airlines, Airports, Places of Congregation, Identity, Cleanliness, Clothes, Shoes (spray with Lysol, leave outside), temperature taking (home, airport, shops, mall et al)



Geographic Resource Active Diversity



Outcome : Geographic diversity across all requires standardization of interfaces (think, vmware, AWS)
For Apps Kubernetes is positioned to win for app diversity across public and hybrid cloud.
The other three areas are less clear but will happen quickly.

Specific Areas
where
Behavioral
Change drives
commercial
outcome

Global Village

Touchless

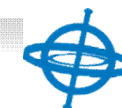
“Be Prepared” Living

Proof of Trust & Safe Service

Change Happens Faster

Global Village

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Supply Chain
& Delivery



Collaboration/Creativity

Virtual Concerts,
Personal Channels+



Touchless



Door Exit



Temperature



ATMs



Flusher



Garbage



Switch

Things



Payments



“Be Prepared” Living #1

- **Individual & Family**
 - Food/Drink Supply, Essentials (Toilet rolls, antiseptic wipes, masks, gloves, Cash, Gold, Guns/Ammo),
 - Collaboration Technology mobile/desktop
 - Panic Rooms
- **Work**
 - Remote Access, Virtual Collaboration & Creativity for whole relevant workforce
 - BCP plans tested regularly
 - Ability to use Cloud easily
 - Ability to “find” workers easily e.g. marketplace



Finland, 'Prepper Nation of the Nordics,' Isn't Worried About Masks

Unlike their neighbors, the Finns never stopped stockpiling after the Cold War. Now Finland sits on an enviable supply of medical and survival gear in the Covid-19 era.



“Be Prepared” Living #2

- **All Govts (Domain=Fed, State, Local)**
 - Communication / Alerting Systems for all citizens in a zip code, community (phone, text, social)
 - Food, Health, Testing & Water Asset & Supply Chain oversight domain wide
 - Remote Access, virtual collaboration & creativity for relevant domain workers
 - Contingency and BCP plans tested with real-life scenarios e.g. 9/11, Sandy, COVID
 - Code of conduct to be used during crises
- **Federal Government**
 - Ability to enforce movement of assets cross state
- **State Government**
 - Ability to enforce movement of assets within state
- **Local Government**
 - Information dissemination to citizens
 - Local Rules, Guidelines and policies
 - Consistent mechanism to help elderly and infirm or people who are scared

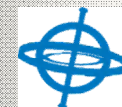


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Proof of Trust/Safe Service will become consumer staple

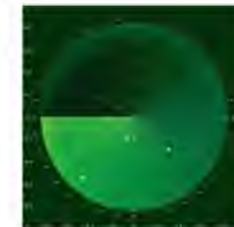
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“In Times of Change...

Change Happens Faster”

- Death of Malls / “Silent Generation” Retail
- Tele Medicine (Home / Remote diagnostics, Home Wellness integration), Concierge Medicine
- Supply Chain Diversity solved by standardizing interfaces. Clear move to include multiple National and International suppliers.
- Travel for Pleasure (less for business)
- Move apps to take advantage of full features / correct implementation of Cloud & DevOps (NOT lift/shift, MUST adapt or go native; architect for multi-hybrid cloud)
- BCP=Workforce Diversity
- War drives innovation faster (Radar, Decryption, Computing...AR, VR,)
- Work from My Place, works better! (More decentralized wework like Regus, home, pod)
- Sports and E-Sports Merge. VR/AR is Driver



Technologies like radar were developed during war.



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Discussion and Q&A