

Winning Jobs Narrative

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Winning Jobs Narrative Project Funders

This project would literally not have been possible without their generous support.

Democracy Alliance's New Economy Fund

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Way to Win

Additional Anonymous Donors

Phase 1

May - July 2021

Scan of Existing Research

Report available at <https://ruraldemocracyinitiative.org/jobs-narrative>

Collected and reviewed dozens of research projects extending over nearly two decades. Interviewed researchers from more than 20 past and concurrent projects.

- Narrative projects and other state research from six states.
- Summary of relevant research from Topos Partnership.
- Research funded by Civic Ventures.
- Economic segmentation project focused on 12 states.
- Research from State Innovation Exchange.
- Research and research reviews from Labor and environmental groups.
- Hattaway Communications' American Aspirations research.
- More in Common's segmentation survey for Hidden Tribes Report.

Phase 2

September -
November 2021

In-Depth Qualitative Research

Exploratory Online Journals (September 2021)

Report available at <https://www.winningjobsnarrative.org>

Lead Researcher: Breakthrough Campaigns

80 multi-day online journals to understand emotions, attitudes, priorities values around jobs, work and the economy. Included 15 Black, 14 Hispanic, 17 AAPI participants; 13 urban, 42 suburban and 29 rural respondents

Online Focus Groups (November 2021)

Lead Researcher: HIT Strategies

REPORT IN THIS DECK

Eight online focus groups across nine states (AZ, FL, GA, MI, NC, NV, PA, TX, WI) to refine audience mindset and explore narrative architecture and elements. Two groups of Black voters, two groups of Hispanic voters, two groups of white voters (mixed gender), and two mixed-race groups.

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Phase 3

November 2021 -
March 2022

Field/Ethnographic Research

Report(S) available at <https://www.winningjobsnarrative.org>

2,503 Deep Canvassing Conversations in 5 States

Phones and doors in AK, KY, MI, NC & PA

Demographics:

- 21% 18-34 year olds; 24% 35-49 year olds; 33% 50-64 year olds; 20% 65+
- 47% Men, 51% Women
- 70% White, 23% Black, 4% Hispanic/Latino;
- 39% Dem, 44% Other/Ind, 17% Rep

Partners:

- Appalachians for Appalachia
- Down Home North Carolina
- Intl Union of Electrical Workers/ Comm Workers of America
- Life Coach Each One Teach One Reentry Fellowship
- Mobilization Center
- People's Campaign
- Progress Kentucky
- Working America

153 Field Ethnographic Interviews in 4 States

Working with Topos Partnership

Interviews in geographically diverse communities in AZ, NC, PA, & WI

Demographics:

- Voters under 65
- 52% Men, 48% Women
- 61% White; 16% Black, 14% Hispanic/Latino, 3% AAPI, 2% Indigenous/Native American
- 40% Dem, 21% Ind, 16% Rep

HIT Online Focus Group Methodology



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GEO	DATE & TIME	DEMOGRAPHICS (Individual income capped at \$75k)
Georgia, North Carolina, Florida	Wednesday, November 10, 2021, 5:00 – 7:00 PM EST	Black, Men, Ages 21-49, Generic Vote: Lean Democrat or Undecided
Georgia, North Carolina, Florida	Wednesday, November 10, 2021, 7:30 – 9:30 PM EST	Black, Women, Ages 21-49, Generic Vote: Lean Democrat or Undecided
Arizona, Nevada, Texas	Monday, November 15, 2021 7:00 – 9:00 PM EST	Hispanic/Latinx, Women, Ages 21 – 49, Independent / Weak Political Self-ID
Arizona, Nevada, Texas	Monday, November 15, 2021 9:30 – 11:30 PM EST	Hispanic/Latinx, Men, Ages 21 – 49, Independent / Weak Political Self-ID
Wisconsin, Michigan, Pennsylvania	Tuesday, November 16, 2021 5:00 – 7:00 PM EST	Suburban White, Mix genders, Ages 35 – 65, Independent / Weak Political Self-ID
Wisconsin, Michigan, Pennsylvania	Tuesday, November 16, 2021 7:30 – 9:30 PM EST	Rural White, Mix genders, Ages 35 – 55, Independent / Weak Political Self-ID
Georgia, North Carolina, Arizona, Nevada	Wednesday, November 17, 2021 5:00 – 7:00 PM EST	Mixed Race, Women, Ages 35 – 55, Independent / Weak Political Self-ID
Georgia, North Carolina, Arizona, Nevada	Wednesday, November 17, 2021 7:30 – 9:30 PM EST	Mixed Race, Men, Ages 35 – 65, Independent / Weak Political Self-ID

Research Objectives & Methodology



HIT Strategies conducted eight online focus groups from November 10 to November 17 among registered voters in the workforce in battleground states. This presentation includes observations and strategic analysis from these focus groups which we conducted with the following objectives:

Research objectives:

1. Gain a better understanding of how American voters perceive the economy, jobs, work, the value of labor market participation, and the government's role in a post-Covid economic ecosystem.
2. Obtain insight on the individual components of our hypothesized messaging formula to form a narrative structure that effectively communicates Democratic economic policies in a positive light:
 - a. Establish shared values
 - b. Acknowledge concerns
 - c. Acknowledge societal contributions during the pandemic
 - d. Focus on the government's role in creating good jobs
 - e. Illustrate progressive policies that will contribute to economic growth, specifically Build Back Better
 - Identify the primary and secondary actors of our narrative, who are we fighting for
 - Test effectiveness of identifying villains, who are we fighting against

Key Findings



1 The path to a quality jobs and economy message requires an establishment of shared values.

Participants across all groups confirmed that the values of hard work, contribution, respect and independence are important words in how they imagine a healthy economy and job experience in America. But those values must be supplemented by “appreciation”.

2 In the current moment, acknowledging economic concerns requires providing an explanation for rising prices and inflation.

Rising prices and inflation is dominating concerns among every political faction and in every racial group. Most voters believe higher prices are permanent (non-transitory).

3 By focusing on the concept of contribution, working people see themselves as the hero of the American economic story.

The shared value of **contribution** prompts working people to see America as a middle-class-driven economy. Working people believe middle-class Americans to be essential **contributors** to economic success.

4 Working people are unimpressed and uninterested with job creation numbers, they are interested in the quality of jobs.

People in the post-COVID economy are much more concerned with the **type** of jobs being created. Mentioning job creation numbers alone feels disconnected from what people see in their communities: a surplus of “help wanted” signs and a heightened quit-rate.

5 Effectively connecting progressive policies to economic growth requires an emphasis on the “opportunity to earn” economic wellbeing and security.

Reaching a world where working-class voters view progressive policies resulting in quality jobs and economic well-being requires advocates to communicate with language that:

- Centers workers as the protagonist of the story
- Views policies as “tools” they can use
- Feature government as a supporting actor removing exploitation, barriers, and offering workers “the opportunity to earn” well-being – not direct outcomes

Work and Shared Values

1. Community Sentiment

2. Work and Shared Values

3. Views of the Economy

4. Inflation as a Concern

5. Barriers and Villains

6. Jobs and Role of Govt

7. Build Back Better and
Helping American Workers

Key Findings

- 1 The **social contract** of hard work and “work” values are alive and well in the minds of voters across the spectrum of these focus groups.
- 2 Participants have a deep connection to work that is related to more than payment. Values of independence, **contribution**, collectivism, and pride are top of mind when discussing work.
- 3 “Respect” and “contribution”, as it pertains to work, are a multi-directional American values that flows naturally out of the minds of working people.
- 4 Workers ultimately believe that in America, hard work should pay off, **but are not sure about whether hard work is “appreciated”**.

4. SHARED VALUES & WORK

“Hard work”, as a value, struck a common American chord among groups and served as a gateway to feelings about collectivism, responsibility, and community



“Hard work to me means taking seriously the health of your household, your pockets, your livelihood, your mental health.

Hard work means [going to] work and making money, to make sure that you can afford all that stuff and make sure that you are mentally satisfied with what you're doing.”

- AA Man, Group 1



“Value, value of an individual. It goes back to dignity of work, actually, **doing the work you're paid for, contributing, adding value, making an impact.**”

- White Woman, Group 5



“It gives you a sense of identity and establishes that identity because you can get really depressed if you're unemployed, and you don't have money, and you're dealing with a hundred thousand situations. But also from the standpoint of your peers and others. You can always work and continue to move up the ladder if you do so strategically, you have those opportunities, and you are determined to do that.”

- White Woman, Group 5

4. SHARED VALUES & WORK

“Respect” is seen as a multi-directional American value that opens up an all-encompassing conversation of work that includes employees, employers, AND consumers

Some folks have mentioned “respect” as a value when it comes to work. How does respect play out when it comes to our jobs and work? Who shows respect to whom?



“I'm thinking of the jobs where there's a worker shortage, that's a result of the lack of respect. If you're respecting workers that doesn't happen”

- Latino Man, Group 4



“It's self respect. I mean, if you have a job, you **probably have a sense of self respect.**”

- Latino Man, Group 4



“And I want to add that **customers and employees from the customers**, there should be a mutual respect or some kind of respect between the service provider and who's receiving the service.”

- White Woman, Group 7



“...but you have no respect because you have a boss that degrades you and expects so much from you or you can be working at a place where you have mutual respect with your current employer, **your community will have respect for what you do.** So it goes both ways.

- Latina Woman, Group 6



“**To me, it's just a person who shows up every day and they give it a hundred percent.** So it's just being there, following through, getting it done a hundred percent. It's not mediocrity, it's not, oh, I feel off my game today or whatever. It's hard working, it's finishing the task, it's meeting the challenge, it's getting it done. No matter what it is.”

- Latina Woman, Group 3

The “dignity of work” was not as resonant of an emotion, and ultimately brought people back to the values that were natural and more important to them: Respect

Some people talk about the dignity of work, what do you think that means?



“I mean, a **respectable job**, I guess of people **respect** your occupation and what you do.” (Latino Man, Group 4)



“Well, dignity of work is I guess being able to be employed under normal circumstances, being able to be comfortable at a job, **being respected and things of that nature.**” (AA Man, Group 8)

The phrase “the dignity of work” was also closely related to low-wage, physical jobs

[In a conversation about the dignity of work]



“There's dignity in all work. It's going to be about what you put into the job, whether you're a president or CEO of a company, or **you're the person that's sweeping the floor**, it's going to be all about what you put into the job.” (AA Woman, Group 2)



“Dignity of work, I mean, you can be a working class person, but have no, you have a job that's deemed less than, or not quite up on the socioeconomic, economic status, I guess. **You're working janitor, that was what my mom did and she worked multiple jobs to just kind of get us through**” (Latino Man, Group 4)



“..Just dignity no matter what your job is. So in answer to your hardworking, **if it's the garbage man or whatever**, that's still dignity that they're doing their job.” (White Woman, Group 5)

4. SHARED VALUES & WORK

Without any provocation, participants mentioned “appreciation” as a main value when it comes to work

In conversations about what “work” means to you.



“**But things I look for are being appreciated at work.** Wages are great and stuff like that. So is appreciation, being able to have development opportunities at work as well so you can grow your career. And as your career grows, in theory your wages should grow if you're in a decent field.”

- AA Man, Group 1



“However, small businesses and hardworking people were hit hard. The people who did work hard **were not appreciated**. Just like my man just said were not appreciated throughout the whole pandemic.”

- AA Man, Group 1



“I guess what the other person had said as far as **being appreciated and valued as far as the job you're doing**, saying thank you or some kind of way of showing that you value the person who's helping sustain your business basically. Because they said workers are the backbone of any kind of company or business. You want somebody to acknowledge that, not by just giving you a raise and stuff. I mean, that's good. But you want them to actually verbally show you that you matter to them in general as a worker, person, whatever so they can feel like when they come to work, it matters. It's not just a job basically.”

- AA Man, Group 1



“There's no employee incentive or appreciation in a lot of these companies anymore. And I think it comes back to the whole corporate profit, the corporate greed thing.”

- White Man, Group 6

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Middle-out Economy

Participants were most likely to measure the health of the economy by the performance of the middle class, showing the salience of middle-out economics

What are some ways you think we should measure the health of the economy by?



Anything is better than the stock market, which is up and down and probably could implode at any moment. And especially with crypto now, is the big investment thing. **And it doesn't feel as real as the small business down the street, the mom and pop place, that is putting money into the community.**" (White Woman, Group 6)



"The barometer can be **the way small businesses are folding left and right, as opposed to a broader measurement how corporations and big businesses are doing** (AA Man, Group 1)

Working people link the middle out narrative to an extremely important value: **contribution**. They believe the middle class to be the biggest economic drivers because they are believed to be the biggest contributors

If we had a "healthy middle class" what would that mean for the American economy as a whole?

"



"It would be much better because people would have more buying power. **Once the middle class has the money to start spending, that trickles throughout the economy.**"
(White Woman, Group 6)



"I think that the middle class is who actually puts their money back into the economy. People living below the poverty line are just getting by, but those in the middle class are the ones who are spending just a little more...**if our middle class is in a better place, the economy [is] better.**"
- Latina Woman, Group 3

Barriers and Villains

1. Community Sentiment

2. Work and Shared Values

3. Views of the Economy

4. Inflation as a Concern

5. Barriers and Villains

6. Jobs and Role of Govt

7. Build Back Better and
Helping American Workers



Key Findings

- 1** Despite the general consensus that there are barriers that inhibit people regardless of a worker's effort, working people don't organically see the barriers between hard working and economic wellbeing as **actors** (CEO's, large corporations, political parties, billionaires).
- 2** **Categorical villainy has clear drawbacks even among voters that understand the damage labor exploitation has caused. To get a reaction you must communicate the villainous actions corporations are taking.**

Large corporations' perceived role as job creators and financial donators **are not lost on working people.** Beyond their belief that the wealthy are smarter and therefore earned their fortunes, participants had an authentic urge to believe that **even the wealthy and powerful are capable of having an interest in contribution to society, leading back to the importance of contribution as a value.**
- 4** Even when discussing their aspirations, workers are adamant about their preference to **earn** success **through opportunity.**
- 5** **"Thriving" as an aspiration** was not seen as "elitist" and out of reach, instead it consistently opened up a broader conversation about the aforementioned American value: independence.

Categorical villainy was widely rejected as a result of participants' urge to believe that even the most wealthy and powerful **are capable of having an interest in contributing to society.**



"Not all CEOs are like that, but there are plenty that are."
- *White Woman, Group 5*



"They've said multiple times in the news how much money Amazon made from the pandemic, and **I've seen Amazon commercials saying how much they've donated.** And then I hear, like today, the billionaires whining about a possible wealth tax. I'm sorry, if a multi-billionaire loses a billion of his dollars, I'm not going to feel sorry for him."
- *White Woman, Group 5*



"I think **some company CEOs are like that, but not all.** I think there's a lot of really good companies out there too, that are valuing their employees. I know my company is trying to keep people from quitting, so they're giving us more vacation time. They gave us a cost of living raise. They're trying to do a lot of things right now, I think, a lot of companies, to keep their employees."
- *White Woman, Group 7*



"It's weird, like somebody said, to bash all billionaires. And it's funny, like Jeff Bezos, "Oh, he's a billionaire." But everywhere you look, there's **Amazon boxes and everybody buys stuff from Amazon.** So we're the ones that made him so wealthy. So I don't begrudge him his success."
- *White Woman, Group 5*



"I rated a five because I do feel like they said, **it just generalized all billionaires or trillionaires what it was. But it did generalize, because I know that not every that's in that 1% category, as far as the income goes, is greedy, is capitalizing on a pandemic.** But I do think that there is a vast majority of companies that did capitalize on the pandemic and a lot of that money is not staying here."
- *White Man, Group 6*



"Yeah, I do agree that there **definitely are some that need to step it up.** But there are others, that you hear about, that are making some positive changes or already have a great workplace and really treat their employees well. So it's half and half for me, I guess."
- *White Woman, Group 7*

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Jobs Creation and Role of Government

1. Community Sentiment

2. Work and Shared Values

3. Views of the Economy

4. Inflation as a Concern

5. Barriers and Villains

6. Jobs and Role of Govt

7. Build Back Better and
Helping American Workers

Key Findings

1

Generally, participants believe that ***the government has a role to play when it comes to jobs in America***, but perceptions of poor performance of government is impacting trust in government.

2

Job creation numbers are missing a “people” aspect. Participants felt like these numbers were good for corporations but not for the wellbeing of working people. *(More on this in the BBB section)*

3

The phrase “good job” has close associations with higher pay and sufficient wages for wellbeing, whereas “quality jobs” was closely associated with the word “benefits”, the concept of work-life balance, and health.

4

Rather than working in concert with one another, the low unemployment numbers took steam away from the job creation numbers, leaving participants with questions about the quality of jobs and multiple jobholding.

3. JOBS & ROLE OF GOVT

People don't see themselves in the job creation numbers. People see the corporations, many of whom they believe are extracting a larger piece of the pie than they should.

In a conversation about comparing the components of the Build Back Better plan and the job creation numbers:



"The job creation plans, like you're giving corporations that are already making billions and billions of dollars in profit, more money, more tax breaks to "create jobs" as opposed to giving other people a chance. It's only a small percentage of people that are the head of these corporations and they already have their own biases and their own people."

- AA Woman, Group 2



"Okay so they're investing in jobs. Like what kind of jobs does the government really create? And that's really businesses that creates jobs. So I would just be concerned or skeptical. Like you're investing money and creating jobs, so what kind of jobs are you creating? And I'd rather you just invest in the American people."

- AA Man, Group 1



"I feel [The job creation number] is going towards corporations and [The components of the Build Back Better plan] is going directly towards the people."

- AA Woman



"Because you can't always depend on businesses doing what they're going to do for the benefit of other people. If you're building, I hate to say it, but the infrastructure of these five things, you're enabling people to get them fairly. If you're putting it in the hands of businesses, not all businesses are going to do things fairly. I mean, look at where we are now. That's the result of what happens now."

-White Woman, Group 5

“Quality jobs” opens up a wider range of imagination outside of wages

Good job: When you hear the phrase “good job” what does that make you think of? What all would a “good job” have?



“Oh, **you're paid based on your, your skill level.** I shouldn't be have a master's degree and I'm making what someone off the street can make.”

- AA Woman, Group 2



“If you're entry level, then any job is a job at least to get your foot in the door. So any job is a valid job if you don't have one. And then you can get picky, you can figure it out. **But there's tons of jobs, there's tons. Like in my job they offered a 13% increase and \$3,000 just to return and we still lost people. Just to return after the summer break, just come back, you get \$3,000, a lot of people still left.**”

- Latina Woman, Group 3

Quality job: What about when you hear the phrase “quality job” what all does a quality job have?



“You have **benefits.** Like you have things to fall back on and help you.”

- AA Man, Group 1



“**When I think a good job, I'm just thinking a decent wage. But when I think of a quality job, I'm thinking of all the extras that come with it.** The benefits. All the days off packages. Whether they do 401k, matching, whatever.”

- AA Man, Group 1



“**Benefits beyond health,** it's like there's the whole plethora of stuff that creates a job that people really appreciate time off, sick pay to help for family members, maybe extended maternity care, which is healthcare also. - White Woman, Group 7

Build Back Better and Helping American Workers

1. Community Sentiment

2. Work and Shared Values

3. Views of the Economy

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5. Barriers and Villains

6. Jobs and Role of Govt

**7. Build Back Better and
Helping American Workers**

Key Findings

1 Though many participants didn't immediately recognize the components of the Build Back Better plan, the phrase itself has very high name recognition. Nevertheless, participants largely do not know how this plan will be financed.

2 The Build Back Better plan was seen as in **investment in people and not businesses**. The components of the plan bring a human touch to government spending.

3 Participants frequently connected the plans with their individual autonomy. Using words like "self-reliance" and "independence".

4 Participants frequently mentioned the word "opportunity" when talking about the Build Back Better Plan.

5 Childcare and health care stood out as the most popular components of the plan.

The Back Better plan was seen by many as a “people” investment that could be distributed fairly and **outweighed job creation**



“Because you can't always depend on businesses doing what they're going to do for the benefit of other people. If you're building, I hate to say it, but the infrastructure of **these five things, you're enabling people to get them fairly. If you're putting it in the hands of businesses, not all businesses are going to do things fairly.** I mean, look at where we are now. That's the result of what happens now.

- *White Woman, Group 6*



“Yeah. Maybe leave it to a list. **You leave it more to the American people instead of government. I mean, they're going to spend, spending, and spend.** I agree with that. The too spending, who's going to pay for it and all that and that's a problem. But they're going to do it. They're going to spend. **And if you are going to spend, then it's better for the people to spend it** than for the government to spend it. “

- *Latino Man, Group 4*



Okay so they are investing in jobs. Like what kind of jobs does the government really create? **And that's really businesses that creates jobs.** So I would just be concerned or skeptical. Like you're investing money and creating jobs, so what kind of jobs are you creating? **And I'd rather you just invest in the American people**

- *AA Man, Group 5*



“The job creation plans, **like you're giving corporations that are already making billions and billions of dollars in profit,** more money, more tax breaks to quote unquote, "create jobs" as opposed to giving other people a chance. It's only a small percentage of people that are the head of these corporations and they already have their own biases and their own people.”

- *Black Woman, Group 2*

The components of Build Back Better tap into American value of “self-reliance”, a value participants held high prior to hearing the plan

[After being read the components of the Build Back Better plan] What impact do you think this would have on the economy?



“If all of these things would be addressed, **it would definitely make for a stronger economy and helping workers. Because these are a lot of things that are going to lift up and set that foundation, cut down a lot of the worries and the fears, and also be able to focus and set that foundation for self-reliance.**”

- Latina Woman, Group 3



“**People will have money for other things, other than, what, paying a bill, paying off \$800 a month in daycare, or that money can go to something else, put that money back in economy,** like buy a car, go to the... Different things. So, I mean, you're able to spend your money and more.”

- AA Woman, Group 2



“I would feel good, especially about the first one, childcare and healthcare. That's such a big issue in this country, and I feel like if healthcare and **childcare was more affordable, then I definitely think that you'd have happier Americans.**”

- AA Woman, Group 2



“This **gives ownership to whomever wants to kind of take advantage of something that is being presented** versus here's this job that was just kind of created or generated. This kind of **gives you more empowerment** to kind of determine what it is that you want to focus on...”

- AA Woman, Group 2



“The **healthcare**, but also extending the loans to small businesses. I mean, all of them are good”


- Latino Man, Group 4



“If the employer was providing incentives **for childcare and healthcare**, I think that that would help. Personally, I am paying these giant premiums for my health insurance and my son's health insurance, and I still get billed a big amount because my deductible is so high, even though I'm paying these giant premiums. So definitely healthcare would be number one.”


-Latina Woman, Group 3

The childcare and healthcare aspects were seen as opportunities to allow working people to “get back to work”, indicating a close relationship between this plan and peoples desire to **contribute to society** and **earn** financial wellbeing



People will have money for other things, other than, what, paying a bill, **paying off \$800 a month in daycare, or that money can go to something else, put that money back in economy**, like buy a car, go to the... Different things. So, I mean, you're able to spend your money and more.”

- White Woman, Group 5




“The childcare and healthcare **would get more people to go back into the job market**. Community college would get more people. It's less expensive than a four year college, so a lot of people would turn to that than just going out with a high school diploma. The child tax care credit would, as they say, bring kids out of poverty.”

- White Woman, Group 5




“Simple.... more money. **People would have more money in their pockets to spend.**”

- White Woman, Group 5



“If all of these things would be addressed, it would definitely make for a stronger economy and helping workers. Because these are a lot of things that are going to **lift up and set that foundation**, cut down a lot of the worries and the fears, and also be able to focus and **set that foundation for self-reliance.**”

- Latina Woman, Group 3



“I think taking the Build Back Better plan as an example, **the fact that they want to help with childcare, that's to encourage women to work. They want to give people the tools so that they can go to work.** I mean, I don't have children, but if I did, their wellbeing is important to me. So, I have to have someplace safe to leave them so that I can go to work. I have to be able to afford that to work. Otherwise, one of the parents, if you're lucky enough to be of a two parent household, one of them has to stay home if they can't afford it.”

- White Woman, Group 5

Strategic & Messaging Recommendations



1

When talking broadly about progressive policy, acknowledge the social contract before doing anything else. Our sentiment should be “We believe that in America, hard work should pay off, and this is how this policy will get us there”.

2

Avoid presenting government as a provider or job creator. Instead, make the working people the hero of the story, leaving government as side character that offers opportunities for people to **earn** their keep.

3

Make certain to use modifiers when villainizing CEO'S, greedy corporations or billionaires (i.e “some” greedy billionaires....). Working people value **contribution** and don't categorically believe these actors do not contribute to society. If our messaging use language that brands ALL of any one group as a villain, it faces rejection by the very people it seeks to help.

4

Respect and appreciation are multi-directional values that are front of mind with working people. Progressive policy must be framed in ways which illuminate the respect employers should have for employees and vice versa. “Appreciation” as a value needs more research in next phases.

5

Reshoring or bringing our supply chains home can be seen as an act of national patriotism but **must** be accompanied by proof points that allow people to see a clear winner and a clear loser. If working people don't hear who will lose or pay in the proposed change, they will believe it's themselves who will end up paying.



Thank You

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