



Geopolitical Developments and their Impacts on Business Operations

Presented by:



Lee J. Mersek

President and Founder

Global Resilience Advisory, LLC



Overview of Geopolitics and Intelligence

- **Geopolitics**
 - The influence of factors (geography, economics, demographics, etc.) on politics and foreign policy
 - Perpetual competition through instruments of national power
 - Nation states and non-state entities are the primary targets, companies often indirectly impacted
- **Intelligence**
 - Tailored processes to help decision makers make informed decisions.
 - Product vs. Process
 - Differs from journalism and academia



Trends in 2025 and Current Conditions

- **Intentional targeting of supply chains**
 - Houthis continue to target Western-flagged vessels
 - People's Republic of China continues to rehearse a quarantine of the island of Taiwan
- **Spillover effects from Information Operations**
 - Competing narratives on Israel-Gaza lead to boycotts
 - Russian incursions into NATO airspace; US undermining Russia in its near abroad
- **Competition for Natural Resources**
 - Rwandan-backed M23 controls parts of eastern Democratic Republic of the Congo
 - Russian and US security assistance tied to resource access



Possibilities for 2026

- The only geopolitical certainty for 2026:
 - **Continued use of all instruments of national power along a competition continuum**
- Indicators for direction in 2026:
 - **Will the EU redefine “homeland defense”**
 - Indicator of “burden sharing” goal, should result in trade agreements and realigned US security posture
 - **Will Iran tilt east or west?**
 - Possible indicator of stability or security agreements in Middle East, impacting supply chains
 - **Will the US secure more security assistance/law enforcement agreements?**
 - Trade deals likely used to secure acceptable security agreements

Thank You



Lee J. Mersek

President and Founder

Global Resilience Advisory, LLC

lmersek@gradvisory.us

<https://www.gradvisory.us>