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Abstract

The Economy brings research, public analysis, specialist rankings and professional distribution into a connected publishing institution. This account examines its purpose, intellectual approach, publication structure and development as of 12 November 2026. It follows the work through Research and Review, external contributions, the Arctic Maritime Strategy programme, the longevity and inequality series, category-specific rankings and the Ranking Briefing. It also documents the professional contact base, supplied website and mailing records, corporate references and an independent reader response. The account draws on public sources, publisher discussions and operational files, distinguishing completed publications from development plans and recorded activity from demonstrated use. Its central finding is an identifiable institutional design: economic interpretation links the publications, while reference records, rankings and sector distribution create routes into the work. The next stage depends on continuity of output, repeat participation, accurate measurement and further independently visible use. The purpose of this book is to make the whole institution legible through its actual work, relationships, operating choices and direction of development.

Keywords Institutional development; economic research; public analysis; rankings; professional distribution

Reading this account

The chapters describe the institution and its work. Appendices retain the chronology, selected publication catalogue, measurement tables and evidence method. Numbered references identify public sources and distinguish publisher-owned records and development discussions. All observations are dated to the evidence cutoff above.

This is an institutional profile prepared for editorial review. It does not assign a published research-series number or claim an external peer-review process. The evidence cutoff is 12 November 2026.

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1 The Economy: an institutional account

The Economy is a research-led publication and think-tank platform concerned with the economic consequences of technological and institutional change. Its work connects artificial intelligence, finance, industry, education, governance and strategic security. The common subject is how capabilities become outcomes: who can use a new technology, which organizations can absorb it, how incentives affect its deployment and where the gains and losses eventually fall.[1],[2]

That purpose takes several publication forms. News follows developments; Markets examines firms and sectors; Review develops arguments for a wider professional readership; Research provides the space for longer analysis. Rankings organize specialist markets and institutions into explicit comparisons. Wiki maintains reference records, while Intelligence gives selected analytical graphics and findings a separate point of access. The Ranking Briefing connects these activities with sector-specific distribution.[3],[4]

The resulting institution is best understood through its work. A paper on AI and national wealth connects employment, manufacturing costs and human capital. An Arctic series connects geography, infrastructure, law and military coordination. A longevity programme carries specialist arguments on pensions, social policy and active ageing into public discussion. External contributors add classroom experience, investment perspectives and professional analysis. These are distinct programmes held together by a recurring interest in institutions and the mechanisms through which economic change takes place.[5],[6],[7],[8]

The publication also has a developing commercial and organizational system. Sector rankings supply comparative knowledge and a point of contact with firms. Recognition licences provide optional communication materials associated with published results. Industry Perspective is a defined proposal for substantive sponsored participation in a sector Briefing. The wider development strategy connects publishing with research, education and applied analysis while preserving the identity of each activity.[9],[10],[11],[12],[13]

This account brings together three kinds of material that are usually encountered separately: the publication itself, the publisher's decisions about its direction, and the evidence of how other people have encountered or used the work. Read together, they explain both the existing body of activity and the institution it is intended to become. The chapters that follow examine that structure in detail rather than reducing it to a list of services or a set of audience totals.

2 Purpose and editorial judgment

The Economy's organizing question is how technological and institutional change becomes economic change. Its official introduction describes a research-driven media and think-tank platform concerned with artificial intelligence's consequences for finance, industry and governance. The proposition joins several forms of work: explaining developments, testing arguments, examining markets and maintaining comparative knowledge about organizations. AI supplies a central intellectual theme, while the wider subject is the economy in which technology is financed, governed and put to use. This

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definition gives the publication a recognizable purpose across subjects that might otherwise appear disconnected.[1]

Its institutional philosophy emphasizes mechanisms, incentives and constraints. A new technical capability matters because it can alter costs, bargaining power, organizational behaviour or the distribution of income. A regulation matters because it changes which choices remain available. The editorial task is to connect those steps in a form that readers can examine. This is also the role of interpretation: identifying which part of a complicated development bears on a decision, stating the assumptions that connect evidence to a conclusion, and retaining the uncertainties that could change that conclusion.[2]

The published Review portfolio illustrates that approach outside narrowly technological subjects. A November analysis of bank executive compensation considers how incentive design relates to the speed of digital bank runs. Its subject is a concrete institutional problem: whether existing approaches to rewarding managers adequately reflect the way risks now emerge. The example matters to the institutional portrait because it shows an analytical method travelling across finance, governance and technology, rather than relying on AI terminology to establish relevance.[14]

The Ethics Code supplies the stated standards for that work. It calls for editorial independence, reliable evidence, disclosure of relevant assumptions, management of conflicts and separation among journalistic, research and ranking outputs. It also assigns substantive editorial responsibility to humans when AI tools are used. These are published commitments against which work can be assessed. Their presence gives contributors, readers and counterparties a visible account of the standards the institution says it applies.[15]

The current Corrections & Complaints Policy, revised on 3 November 2026, makes accountability more specific. It distinguishes a factual correction, a request for reply, a Wiki update, an ethical complaint and a ranking challenge. It describes evidence review, proportionate remedies and the recording of material changes. It also separates a complainant's identity verification from acceptance of the claim. This is an editorial framework for handling disagreement without treating every disputed interpretation as an error or allowing independence to excuse factual mistakes.[16]

3 The development of the institution

The Economy's institutional direction became increasingly explicit during 2026. In March, Keith Lee described research, education, publishing and rankings as parts of an integrated undertaking. By May, he was assigning The Economy a media and think-tank function within a wider set of research and applied activities. The intention was to connect intellectual work with publication, professional use and commercial sustainability. This integration became a guiding idea for the development of the publication and its related services.[17]

The distinction between a publication and its institutional home was central to that development. In September, Keith described The Economy's homepage as a presentation of what the organization was publishing, while Gordon Institute's homepage would explain the institution and its activities. The publication needed an identity that readers could recognize directly. Its institutional home would support the work while leaving articles and analysis at the centre of the reader's experience.[12]

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The same principle shaped the relationship among the public identities. September discussions identified Gordon Institute, Gordon & Company, The Economy and SIAI as four major brands within a broader undertaking. They also recognized the costs of fragmentation and the limited attention available from an unfamiliar audience. The Economy would maintain a distinct public identity, with Gordon & Company occupying a supporting place in its wider institutional story. Related Economy-branded platforms would provide a clear route back to the principal publication. The intended architecture combined affiliation with a recognizable point of entry for each audience.[12]

The editorial ambition is to explain the mechanisms behind important outcomes. In his November discussion of news quality, Keith described much of his own work as a synthesis of existing evidence and research models. Its value comes from the argument developed from that material: how incentives, institutions, geography, technology and constraints interact. The approach asks readers to follow the steps connecting evidence with a conclusion. Research papers and analytical articles provide the space to develop those connections and make the underlying assumptions visible.[18]

The intended reader is willing to engage with complexity. In November, Keith described a deliberate movement toward quality over volume and a more focused audience than that of general-interest news. This choice gives the publication a demanding editorial task: making the reasoning accessible while retaining the concepts that give an argument explanatory value. The aim is material that a professional reader can examine closely, with clear assumptions, identifiable mechanisms and a developed account of the consequences.[18]

4 The publishing system

The public website presents The Economy through News, Markets, Review, Research, Wiki and Intelligence, with Senate providing a separate convening proposition. These names describe different ways of organizing information rather than interchangeable labels for one article stream. Their practical value is the possibility of following a subject from a current development into an explanation, from an explanation into a longer argument, and from that argument into an identifiable chart or reference record. The homepage makes these routes visible within one publication identity.[3]

News supplies the current-events layer, with coverage spanning finance, technology, government policy and scientific or industrial developments. Markets concentrates on firms, sectors and commercial structures. Its public archive includes private credit, technology private equity, financial centres, healthcare investment and family-office infrastructure. Those subjects connect economic developments with the organizations that finance, produce and distribute them. Together, the archives offer a public record of this coverage across sectors and institutions.[19],[20]

Review is organized around analytical lenses. AI Review includes work and productivity, education, finance, public finance, business models and governance. Strategy Review carries analysis of monetary transmission, industrial competition, trade, supply chains and institutional responses. The distinction gives readers several entry points into related questions. For example, AI adoption can be treated as a workplace issue, a financing problem or an educational challenge. The categories indicate how an article approaches a question, while thematic collections connect articles whose subject extends across those categories.[21],[22]

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Research provides space for a longer argument. Its archive includes papers on labour, compute infrastructure, strategic autonomy, education and the economics of information. Individual papers commonly offer an abstract, numbered sections, figures, references and a downloadable PDF. The publication form allows assumptions and intermediate reasoning to be presented at greater length. The extended format is particularly useful where a conclusion depends on several linked assumptions or competing interpretations.[5],[23]

Intelligence gives analytical graphics a separate public home. An example concerning visible and hidden errors in AI-written econometric code has its own page and links back to the relevant Review article. This makes a visual finding easier to locate, inspect and discuss independently of a long text. The format also allows an article to retain its argument while the graphic makes a particular comparison legible. The connection between a separate graphic and its parent argument gives readers two complementary ways to examine the analysis.[24],[25],[26]

Wiki serves a reference function. The public FACTS profile, for example, describes the provider's school-operations setting, identifies the active student-information product and distinguishes it from the earlier RenWeb business. It links the organization to the scope examined in the associated publication. The example shows why reference records can complement journalism: names, products and corporate relationships can remain legible as articles accumulate. It gives readers a stable point of reference for understanding which organization and product a particular assessment concerns.[27]

The English-language site sits alongside an active Korean edition with its own news, Review and chart pages. The Korean Arctic coverage includes an Adak analysis centred on information sharing between commands, providing a concrete counterpart to the English programme. This is evidence of publishing in two languages and of presenting related analytical work across editions. The related Arctic coverage shows how a shared analytical subject can be presented for distinct language audiences.[28],[29]

Senate is described through dialogues, executive roundtables, policy and market forums, and selected convenings. The public page expresses a model for bringing research into professional discussion. Within the institutional architecture, it is a stated convening programme: an intended setting for discussion among people concerned with the problems examined in the publication. Its public page sets out this purpose and the proposed formats; completed events require their own documentation.[30]

The knowledge-services group comprises Intelligence, Rankings, Senate, Signal and Wiki. In the network design, Intelligence supplies institutional and market analysis for assessment and decision-making; Wiki organizes structured reference material; Signal identifies consequential developments; and Senate provides a setting for substantive professional exchange. Regional editions add a further dimension. The network description names Greater China, Spanish-language markets, the Arab world, Japan and Korea, organizing the proposed regional roles around local language and institutional context. This architecture gives the wider project a set of distinct functions through which to develop.[31]

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Table 1. Publication functions within The Economy

Publication	Primary function	Example or point of access
News	Timely reporting	Current developments in finance, technology, policy and science[19]
Markets	Companies and sectors	Investment structures, firms and competitive conditions[20]
Review	Research-led interpretation	AI and Strategy Review; external contributions[8],[21],[22]
Research	Extended arguments	Papers, figures, references and downloadable PDFs[23]
Intelligence	Analytical findings and graphics	Standalone exhibits linked to parent articles[24],[25]
Wiki	Organizational reference	Profiles, identities, products and source records[27]
Rankings	Specialist comparisons	Category-specific editorial assessments[66]
Ranking Briefing	Sector distribution	Eight active archive filters[4]
Senate	Convening proposition	Dialogues, roundtables and forums described publicly[30]

Functions are described by the public publication architecture. Individual programme maturity varies.

5 Institutional relationships and responsibility

The wider institutional description places The Economy within Gordon Institute's media, research and intelligence activities. It assigns the Swiss Institute of Artificial Intelligence (SIAI) an academic and research identity in Switzerland, covering artificial intelligence, mathematical science, finance and institutional systems. Keith had identified a dual affiliation between The Economy Research and SIAI in June 2026. The intended connection is intellectual and organizational: academic work informs public analysis, while questions arising from economic and institutional events can suggest further research. The two identities give this exchange a research setting and a publishing setting.[32][33]

The educational identities were refined during the year. September planning moved the Gordon School of Business toward the Gordon side of the organization; Keith's later October decision presented GSB as SIAI's education arm. Gordon Academy has a separate stated purpose, providing professional and executive education informed by research and advisory experience. The institutional materials also describe an open-school function intended to extend learning resources to a wider audience. These educational roles address different audiences within the wider undertaking.[12][34][32]

Gordon & Company's proposed role connects published analysis with applied work. In November, Keith envisaged using The Economy's Markets articles and circulation to explain models operated by Gordon & Company, with subscribers accessing models or simulations through the commercial organization. Subscriptions would provide an accessible first engagement; larger consulting assignments were a longer-term opportunity. The proposal gave publication and applied services distinct responsibilities: The Economy would develop and distribute analysis, while the commercial organization would provide the associated models and advisory work.[13]

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Keith's chosen public role at The Economy is focused on Research and Review. In October he accepted the title Executive Editor, The Economy Research/Review; the November wording also used Executive Editor, Research/Review. His planning distinguished this role from the chief editor and the News/Markets editor. The division associates responsibility with the different forms of work: sustained research and interpretation, timely reporting and market coverage, and overall editorial direction. His research and teaching appointments connect this editorial work with the institutions in which those activities are based.[34]

Gordon Institute's institutional descriptions assign responsibilities to publications, council and academic oversight functions. Their stated purposes include editorial standards, research integrity, academic quality and strategic direction. The intended organization therefore extends beyond the production of individual articles. It identifies the standards to be maintained, the academic responsibilities attached to research and education, and the direction of the wider undertaking. These assignments form the governance model set out in the institutional materials.[32]

Attribution is part of that editorial responsibility. An original interview, an authored contribution, an adaptation of a researcher's work and a staff analysis informed by that work give participants different roles in a publication. Keith favored making external contributors and their affiliations visible, while retaining editorial review as a condition for publication. This approach places specialist knowledge within an identifiable editorial process. Readers can see whose ideas are represented, the professional setting from which they arise, and how the material has been prepared for publication.[35][36]

6 The research programme

The research portfolio can be read as a set of connected investigations into how AI changes productive capacity and who is able to retain its benefits. Keith Lee's November paper on manufacturing, employment and national wealth brings labour demand, automation costs, human capital and fiscal capacity into one discussion. One central argument is that automation can weaken a low-wage advantage faster than a country can build advanced research capabilities. Its charts and accompanying PDF provide a tangible example of the longer research form. The paper explicitly distinguishes illustrative scenarios from observed outcomes, a distinction essential when research is used to explore possible economic transitions.[5]

The workplace strand asks what organizations are delegating when they adopt AI. The July paper on cognitive outsourcing treats the transfer of judgment as a design and governance problem across the firm. Its concern extends from junior tasks to managerial review and executive responsibility. In the portfolio, this moves the discussion from whether a tool can produce an output to who can evaluate that output, who has authority to act on it and who remains responsible for the consequences.[37]

The education strand approaches a related problem earlier in the development of human capability. A June paper on cognitive stunting examines assessment, curriculum and institutional rules for generative AI. Its argument concerns the conditions under which tools support learning or displace the practice through which understanding develops. Read alongside the workplace paper, it creates a coherent question across education and employment: how can institutions benefit from easier production while preserving the capacity to explain, check and improve the resulting work?[37],[38]

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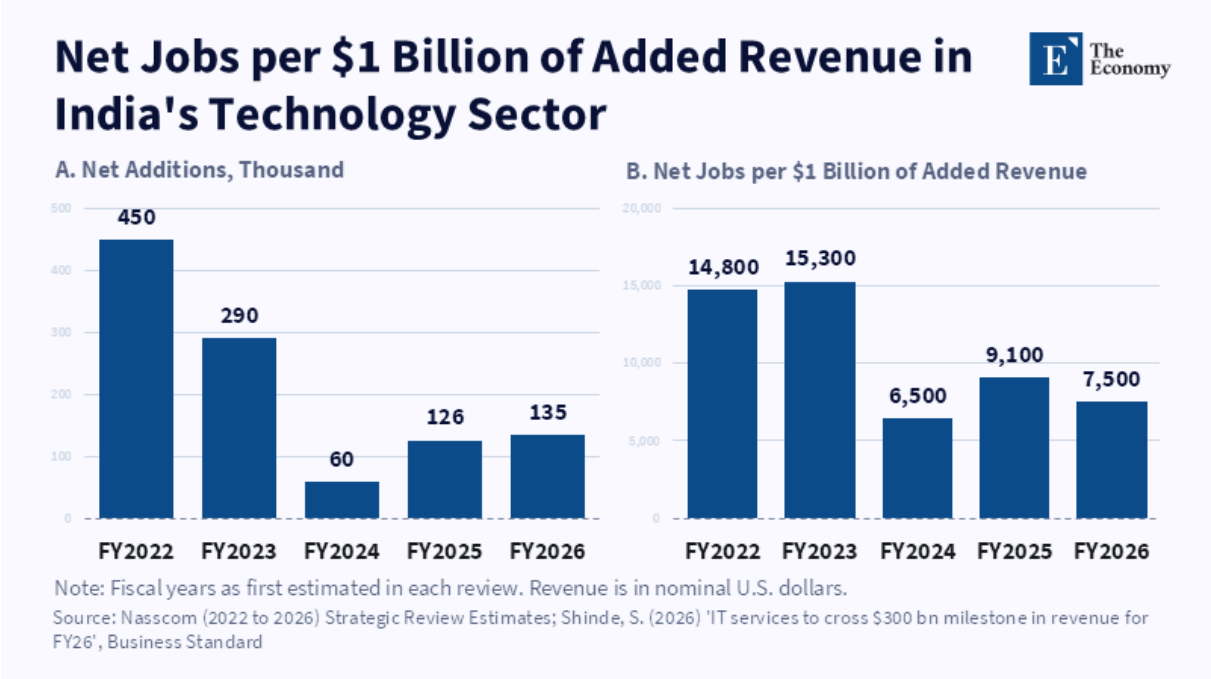


Figure 1. A published research exhibit: employment and revenue in India's technology sector

Reproduced from the AI Economic Divide research publication, 6 November 2026. The original research article supplies the underlying sources and assumptions for the estimates shown.[5]

A second research strand concerns the infrastructure of technological power. The paper on frontier compute and export controls examines restrictions together with substitution incentives, domestic capability and allied production networks. The analytical object is a system of constraints, rather than a single policy announcement. Its place in the portfolio demonstrates a concern with the industrial foundations beneath AI competition: equipment, investment, manufacturing capabilities and the institutional coordination needed to sustain them.[39]

Military AI governance takes that institutional question into strategic security. A September paper distinguishes declarations of human control from mechanisms for verification and enforcement. It also separates those ambitions from narrower measures for managing incidents and reducing escalation risk. The value of the example is the level of the question: an agreed principle and an operationally enforceable rule are different achievements. Examining their relationship lets the publication address governance in terms of incentives, observability and responsibility.[40]

A companion September paper examines collective action among middle powers. It considers the appeal of sharing selected AI capabilities and the difficulties of agreeing on control, ownership and the division of benefits. Its analysis favours attention to specific forms of cooperation that match the participants' capabilities. Together, these papers show a research interest in institutional feasibility: the existence of a common concern is a starting condition for cooperation, while the arrangements that make cooperation durable still need to be explained.[41]

The same method appears in the EU-China trade research. A July paper proposes examining import dependence through substitution difficulty and industrial criticality as well as exposure. That structure allows different dependencies to call for different responses. Within the publication's portfolio, this is an example of converting a broad political concern into a framework with distinct components.

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The resulting framework directs attention toward the particular industrial relationships that make some dependencies more consequential than others.[42]

Research also examines the information economy in which The Economy itself operates. The June paper on AI content licensing investigates the shift from search referrals toward synthesized information. It separates the economics of access to published material from the work required to make information dependable. Sourcing, editing, correction and verification appear as institutional activities whose costs do not disappear when text becomes easier to reproduce. This connects publishing economics to the broader programme's recurring concern with capabilities that cannot be inferred from an output alone.[43]

7 External expertise and contributors

The External Review archive provides a visible record of participation by people outside the publication's core editorial byline. It includes academics, policy practitioners, investors, educators and specialist writers. The important evidence is the published work attached to identifiable people and affiliations. Participation can take several forms, including a named contribution, an article developed from supplied research or an interview informing the editors' analysis. Keeping those forms distinct preserves the value of the relationship and gives the reader a clear account of who is responsible for the argument.[8]

Howie Chang, co-founder and CEO of Forward College in Malaysia, is represented by a four-part October series. The articles address cybersecurity, changes in work, learning and the widening ability to create software. Their displayed dates run from 8 to 29 October 2026. The sequence is a concrete example of sustained external participation around a shared subject. It also connects a practitioner's educational and technological perspective with several parts of the publication's analytical remit.[44],[45],[46],[47]

Oleg Khusaenov, founder and CEO of Zubr Capital, appears in two contributions on European technology and investment. The September article examines the difference between adopting AI and building businesses able to scale. The October piece addresses the financing of more mature technology companies. These publications show how a professional perspective can be expressed through a substantive economic argument. The two articles give readers a continuing investment perspective across the adoption and financing of technology.[48],[49]

Lai Sok Yee, a senior lecturer and blended-learning coordinator at Sunway College KL, supplies a different kind of evidence. Her classroom account describes a teaching redesign prompted by the gap between task completion and learning. The article explains what was changed while acknowledging that the outcome evidence remains incomplete. It is useful as an editorial example because the professional contribution includes a problem, a practical response and a limit on the conclusion, giving other practitioners something more specific to evaluate than a general endorsement of educational technology.[50]

Goutham Kumar's contribution brings the perspective of Team4Tech's work with education organizations into the same conversation. The article examines the organizational conditions needed to put AI tools to use, including the definition of a practical problem and the capacity to support imple-

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mentation. Its role in the portfolio is to connect the availability of technology with the institutions expected to use it. That is a recurring question across The Economy's research and Review coverage, now examined through an external practitioner's field of work.[51]

Philip van den Berge, founder and CEO of Intrinsiqq, contributes a finance example centred on the definition of free cash flow. The article examines why apparently comparable figures can conceal differences in treatment and timing. Jill Goodwin's contribution on AI meeting tools addresses another measurement problem: time saved producing documentation and improvements in organizational output are different propositions. Together, the examples show an editorial interest in making the meaning of a metric explicit before asking readers to accept the conclusion attached to it.[52],[53]

These cases suggest a useful way to understand the contributor programme. A publication can provide a setting in which specialist knowledge becomes an inspectable argument for readers beyond the contributor's immediate professional circle. The evidence here is the work itself: named articles, recurring appearances, practical cases and clearly attributed research. The affiliations explain the standpoint from which a person contributes. The relationships documented here are editorial contributions by those people; employer endorsement is a separate matter.[8],[48],[50],[52]

8 Arctic Maritime Strategy

Arctic Maritime Strategy is a clear example of a thematic programme with a defined architecture. Its landing page groups work around the Bering Strait and Sea, the Greenland-Iceland-United Kingdom (GIUK) Gap and European High North, Russia's Northern Sea Route, and the Canadian Northwest Passage. The articles examine military capability, governance and economic activity, supported by a collection of graphics. This structure makes the Arctic a connected set of problems while allowing the particular geography and institutions of each region to remain visible.[6]

The Bering Strait governance article examines jurisdiction, navigation rights and research activity as separate questions. The GIUK analysis connects maritime geography and submarine operations with the security of North Atlantic infrastructure. These examples show why a geographic series benefits from more than a military narrative: legal authority, physical access and the ability to observe or respond do not automatically coincide. The publication makes those relationships subjects of explanation.[54],[55]

The Northern Sea Route economics article asks whether the route should be understood principally as a general trading corridor or as an energy-export system. That distinction changes which traffic figures, investments and commercial expectations matter. The Northwest Passage analysis takes another institutional problem: how Canada and the United States sustain practical cooperation while retaining different positions on navigation. Together, the regional treatments place trade, law and security within the same programme without reducing them to one uniform claim about Arctic competition.[56],[57]

On 9 November 2026, The Economy interviewed Brigadier General Matthew S. Komatsu of Alaskan Command. The public record identifies that interview as the foundation for three subsequent analyses, supplemented by public military, government and research material. The opening notes describe factual and attribution review by ALCOM Public Affairs and preserve the distinction between the inter-

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viewee's remarks and The Economy's editorial judgments. This establishes a completed interview and documented publication process. It is one interview developed into three articles.[58],[59],[60]

The Adak article examines prospective operating locations and the coordination needed to make additional infrastructure useful. It distinguishes assessment for intermittent military use from a confirmed reopening of a permanent naval base. Komatsu's account helps the article explain the work of assembling requirements across organizations and local stakeholders. The result is a specific institutional question: a location's strategic value depends on how access, sustainment, information and authority are organized around it.[58]

The Canada article concentrates on cooperation already taking place, while separating that activity from equipment and infrastructure expected to arrive later. It discusses headquarters arrangements, liaison relationships and practical transport support. The editorial value is the distinction between announced capacity and demonstrated coordination. The Russia-China article makes a related distinction between visible cooperation and evidence of a fully integrated operational force. It uses the interview to examine deterrence and the demands of monitoring several kinds of activity without treating every movement as proof of a unified command.[59],[60]

The series therefore contains two complementary forms of evidence: a pre-existing body of regional analysis and original material obtained through direct engagement with a senior military participant. The factual review described on the interview articles strengthens the attribution record, while the explicit non-endorsement notices keep the publication's independent conclusions identifiable. The progression demonstrates the ability to prepare a subject, conduct an informed interview and develop its material into distinct analyses.[6],[58],[59],[60]

9 Longevity, inequality and public policy

The longevity programme supplies a second case of institutional engagement becoming a public body of work. Fondazione Giorgio Cini's official programme records the Inequalities in Longevity conference in Venice on 3-4 July 2026. It lists Keith Lee, Agar Brugiavini, Guglielmo Weber and Ole Settergren with their presentations and affiliations. This independent organizer record establishes the intellectual setting from which the later articles developed. The Economy's articles retain that context while identifying their own form and editorial responsibility.[7]

Keith Lee's July follow-up connects AI's potential health benefits with the labour-market and distributional conditions that determine access to those benefits. The page identifies the originating presentation and links its recording. It gives the programme a bridge to The Economy's wider research on employment and economic adjustment: technological progress can change both the possibilities available to a society and the resources through which individuals obtain them. The article is explicitly presented as a public-facing development of the conference argument.[61]

Ole Settergren's contribution addresses public pensions and unequal longevity. The page identifies him as founder of Better Public Authorities Foundation and describes the article as written by him following his presentation. Its central analytical distinction is between the technical possibility of differentiating pension calculations and the institutional desirability of doing so. The contribution brings

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policy experience into the publication through an author-written follow-up, preserving the connection between professional knowledge and a clearly attributed public argument.[62]

Guglielmo Weber, Professor of Econometrics at the University of Padova, takes a life-course approach to social policy. The Economy identifies it as an editorial adaptation of a paper he supplied, and the publication note states that he reviewed it before publication. The article connects policy decisions with outcomes that emerge over time and vary across groups. Its importance to the institutional account lies in both the subject and the process: a specialist manuscript becomes accessible analysis while the source material, the contributor's participation and the publication's editorial role remain visible.[63]

Agar Brugiavini, Professor of Economics at Ca' Foscari University of Venice, explains a preliminary dynamic measure of active ageing and differences associated with education, gender and geography. The page attributes the underlying joint work and identifies the adaptation of her supplied conference paper. It retains the preliminary status of the research and distinguishes observed associations from causal conclusions. The example demonstrates how substantive qualifications can travel with an argument when it is adapted for a wider readership. The editorial work includes preserving what the research does not establish, alongside explaining what it contributes.[64]

Taken together, the longevity pieces give The Economy a demonstrated route from a specialist discussion to a public archive of related arguments. Their forms remain distinct: a named author's follow-up, an editorial adaptation, an original presentation and its recording. These distinctions make the participation more valuable because they clarify whose expertise is represented and how the reader encounters it. The programme's substance is visible in completed publications: different specialists addressing a common problem through pension design, social policy, active ageing and the distributional consequences of technological change.[7],[61],[62],[63],[64]

The Cini-related adaptation programme offered one route into that participation. September planning considered an initial group of eight speakers, possible expansion to sixteen, and a more practical working scale of around ten. By November, work involving Agar Brugiavini, Guglielmo Weber and Ole Settergren supplied concrete examples. The programme brought both authored contributions and adaptations of specialist research into public discussion. Each form preserved the contributor's particular role, connecting the originating research with its published presentation.[36]

Keith's November expectation was that the Cini Foundation might facilitate contact and encourage participation, while individual researchers would assess The Economy for themselves. A formal agreement was not the immediate expectation. The proposition rested on the editorial work: accurate presentation of ideas, evidence, qualifications and policy implications, supported by a process the participant could assess. Repeated successful publications were intended to deepen these relationships and make further introductions possible.[36]

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10 Rankings and comparative knowledge

The Economy Rankings organizes specialist markets around defined questions. An assessment of an AI implementation adviser asks something different from an assessment of a synthetic-data platform, a university or an employer. The programme makes those distinctions visible through categories, eligibility boundaries, comparative tiers and supporting explanations. Its practical purpose is to help readers identify the organizations behind an economic development and understand the activity in which each organization is being evaluated.

The programme comprises fifteen ranking families in three groups. Market Evaluation comprises Technology, Healthcare, Lifestyle, Finance and Travel; Professional Evaluation comprises Capital, Advisory, Wealth, MBA and Law; Institutional Evaluation comprises Education, Industrial, Property, Employer and Energy. As of the publisher's 12 November update, ten families have published rankings, eight have already sent Briefings and five further families are forthcoming. MBA and Law are the two published families beyond the eight mailing families; their public reports provide direct examples. The portfolio map therefore distinguishes the complete programme from its current publication and distribution stages.[4],[65],[106],[109],[110]

The published homepage demonstrates the specificity beneath the family names. Its categories include private-credit and venture-capital activities, advisory specialisms, healthcare providers, continuing education, workplace practices and industrial services. Examples include industrial certification, corporate venture capital, independent wealth advisers and teacher professional development. A category title establishes the level at which a comparison should be read: the organization is being assessed for a particular activity, with the accompanying report explaining the relevant boundaries.[66]

Current Top 30 reports use a three-tier structure. Tier I contains five explicitly ordered entries. Tier II contains the next ten, displayed alphabetically; Tier III contains fifteen, also alphabetical. An alphabetical position within the latter groups is not an individual numerical rank. The Digital Transformation Advisory report, for example, presents approximately sixty-five firms in its reviewed universe and thirty selected institutions, with a scope focused on enterprise-platform modernization and implementation. This makes the relevant question the firm's position within a defined advisory activity.[67]

The Synthetic Data Platforms 2027 report illustrates a more detailed product boundary. It evaluates identifiable, maintained generation offerings and distinguishes them from masking-only tools, consulting-only projects and unsupported demonstrations. Its five weighted considerations address generation utility, operational evidence, risk handling, workflow integration and technical transparency. The report explicitly describes these as editorial assessments of documented offerings, rather than laboratory tests performed by The Economy. This is a useful example of a ranking that tells readers both what is being assessed and what kind of evidence underlies the judgment.[68]

The Continuing Education 2027 report uses a different unit: the higher education institution operating a substantial adult-learning service. It considers educational design, flexible participation, programme substance, progression and learner support, while distinguishing credit-bearing and non-credit provision. Delivery units and courses provide evidence without becoming additional universities in the count. The methodological lesson is broader than this category. Comparability depends on the purpose of the institution and the activity being evaluated; familiar brands alone do not resolve that question.[69]

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The Wiki adds a connected reference layer. The MHP Group profile, for example, presents organizational activities, sector coverage, ranking status, links to related analysis and a source section. Its notices identify the page as an editorial profile and separate maintenance of the profile from ranking eligibility. Such connections let a reader move from a comparative list to a fuller description of the organization, then to the economic issues surrounding its work. The potential benefit is cumulative understanding: a ranking supplies orientation, a profile supplies context and an article supplies an argument.[70]

Table 2. Fifteen ranking families: publication and Briefing rollout

Family	Ranking publication	Briefing distribution
Advisory	Published	Already mailed
Capital	Published	Already mailed
Wealth	Published	Already mailed
Healthcare	Published	Already mailed
Education	Published	Already mailed
Technology	Published	Already mailed
Industrial	Published	Already mailed
Employer	Published	Already mailed
MBA	Published	Not among the eight mailing families
Law	Published	Not among the eight mailing families
Lifestyle	Forthcoming	Forthcoming
Finance	Forthcoming	Forthcoming
Travel	Forthcoming	Forthcoming
Property	Forthcoming	Forthcoming
Energy	Forthcoming	Forthcoming

Status as of 12 November 2026: ten published families, eight already mailing, five forthcoming, fifteen in the programme. Public reports corroborate MBA and Law; the forthcoming rollout is the publisher's update.[4],[65],[106],[109],[110]

Table 3. Reading a current Top 30

Tier	Entries	Ordering	Permissible factual interpretation
I	5	Explicit editorial order	Top 5; use the published position[67]
II	10	Alphabetical within tier	Within Top 15; not numbered 6-15 individually[67]
III	15	Alphabetical within tier	Within Top 30; not numbered 16-30 individually[67]

The published category report controls the interpretation of a particular edition.[67]

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11 Ranking judgment, correction and recognition

Methodology, correction and recognition serve different parts of the ranking process. Methodology explains the evaluation; correction keeps its factual foundation open to examination; recognition rules explain how an organization may communicate the published result. Together they give readers and ranked institutions a visible framework for understanding the work and responding to it. The following account draws on The Economy's published policies and submission routes as observed on 12 November 2026.

The general methodology describes sector-specific editorial evaluation informed by public corporate, regulatory and market information. It emphasizes institutional characteristics and treats criteria as dependent on the industry being examined. It states that inclusion is determined independently of licensing, advertising and sponsorship, and that rankings undergo periodic review. The category reports translate those commitments into an eligibility boundary, a set of factors and a published result.[71]

The corrections policy, revised on 3 November 2026, provides separate routes for factual errors, Wiki updates and ranking challenges. Its ranking-review provisions distinguish an error in an edition's evidence or methodology from a later development relevant to a future assessment.[16]

The ranking-review form requests the ranking URL, organization, representative's role, proposed changes and supporting sources. A Wiki profile is optional, and firms that are not currently ranked may also submit evidence for consideration. The stated process uses company-email verification and makes review independent of a commercial purchase. Submission opens a route for examination; it does not guarantee inclusion or a changed classification.[72]

Wiki updates have their own route. The form requests the existing profile, the representative's authority, the proposed amendment and supporting links. This keeps maintenance of an organizational record distinct from a challenge to a comparative assessment. The exchange can focus on a precise statement, the evidence that supports an amendment and the page that needs updating.[73]

The Recognition Use Guide permits a limited factual reference to a published inclusion without a licence. Official badges and other branded recognition materials have separate usage requirements, tied to the relevant category and year. A firm can therefore communicate an accurate factual inclusion without making a commercial purchase, while a licence provides specified rights to recognition materials. This distinction is central to the relationship between the published evaluation and the optional communication service.[9]

The published structure offers four annual recognition-licence levels, progressing from digital badge materials through professional communications and specified network circulation to institutional display. The accompanying table records the public prices observed on 12 November 2026. Each level has a defined scope, with the selected materials, channels and any production requirements forming part of the agreed terms.[10]

The licence policy ties authorization to the relevant designation and review cycle, makes participation optional and relates renewal to continued recognition. The live portal presents all four licence families and a contact route. As of 12 November 2026, it marks the options in each family unavailable for online purchase. The page supplies a licensing contact for enquiries about availability and terms.[74],[75]

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Table 4. Published annual recognition-licence structure observed 12 November 2026

Level	Published annual price	Broad described scope
Digital Badge	€3,000	Official digital badge materials[10]
Professional Communications	€5,000	Wider professional communication materials[10]
Network Recognition	€7,500	Specified network-recognition circulation[10]
Institutional Visibility	€10,000	Additional physical recognition display[10]

Published structure; not sales evidence. Confirm precise uses in agreed terms. Portal presently displays no purchasable options[75].

12 The Ranking Briefing

A ranking can give a professional audience a concrete reason to examine an issue: how a field is organized and where its organizations appear. The Briefing uses that point of interest to introduce a broader discussion. The ranking establishes a sector context, the lead article develops an economic or strategic question, and a second article brings another perspective. This arrangement gives a contributor a defined setting in which to explain an idea with relevance to the field.

Eight ranking families have already sent Briefings: Advisory, Capital, Wealth, Healthcare, Education, Technology, Industrial and Employer. The public archive provides filters for those eight families and dated issues covering topics such as digital transformation, continuing education and industrial certification. MBA and Law bring the wider published ranking portfolio to ten families; five more families are forthcoming. The archive lets readers and contributors inspect previous issues while the publisher continues to expand both the programme and its distribution lists.[4],[106],[109],[110]

The Education issue dated 9 November 2026 shows the arrangement clearly. It opens with an article on generative AI and learning, then features 'Redesigning a Flipped Classroom Beyond Completion Rates' by Lai Sok Yee of Sunway College KL, followed by the Continuing Education Top 30. The page labels the second article as an external contribution, links to the full articles and ranking report, and includes the next topic and review routes. It provides a concrete published example of the second-article position.[76]

Other issues demonstrate the format's range. The Wealth issue of 9 November pairs its ranking with a contribution by Oleg Khusaenov of Zubr Capital on Europe's AI investment gap. The Capital issue places an Arctic infrastructure analysis in its second-article position and attributes it to The Economy Editorial Board. Across these examples, the arrangement connects a sector list with questions about technology, investment, education and infrastructure.[77],[78]

The newsletter registration page allows a reader to select the eight available families and confirm preferences by email without creating an account. A public archive and a separate preference route make the product accessible in two ways: a reader can inspect previous issues and choose which subjects to follow. The confirmation step is part of the stated registration process.[79]

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The publisher's Industry Perspective brief specifies a full article on The Economy and a feature in the relevant Briefing's second-article position. Its intended formats are a sponsored interview, signed contribution or research feature, with one commercial feature per issue. This is the publisher-defined commercial offer developed for the programme. Exact fees, production responsibilities and agreed scope belong in the individual proposal. The public issue examples demonstrate the format; the commercial brief defines the proposed paid placement.[11]

For a prospective buyer, the proposition is space to explain the thinking behind its work, a public article link to share, and a defined position in a sector edition. Its usefulness begins with the subject: an account of a decision, an implementation problem, a research finding or a change in the market can give readers a reason to engage. The audience chapter supplies the available distribution evidence. Topic relevance, editorial treatment and the finished article's continuing usefulness are additional parts of the value.

Table 5. The recurring Briefing arrangement

Position	Editorial function	Illustration
Lead	Develop the issue's main argument	An economic, strategic or policy question
Second article	Industry or specialist perspective	External contribution or selected internal analysis
Ranking	Give the sector comparison	A category-specific Top 30 with report links

The Education issue dated 9 November 2026 provides a concrete example. Industry Perspective is the publisher-defined commercial offer for the second position. Historical second-position articles are not all paid placements.[11],[76]

13 Audience and professional distribution

The current distribution programme is larger than the four-family contact workbook assembled in October. In the publisher's update of 12 November 2026, The Economy has ten published ranking families, eight families that have already sent Briefings and five further families forthcoming, making fifteen in the complete programme. The publisher reports more than 10,000 email contacts, with additional addresses being added and the list continuing to grow. A base of 20,000+ email contacts is the near-term expansion target as the programme develops. The current figure is a publisher-reported operating update; the larger figure describes planned growth.[106]

The main publication's GA4 dashboard records approximately 82,000 active users, 120,000 views and 88,000 sessions for the rolling 30-day window shown in the supplied screenshot. The corresponding Rankings property records approximately 31,000 active users, 40,000 views and 32,000 sessions. Both dashboards show growth against their preceding comparison periods: active users are up 85.2% on the main property and 121.1% on Rankings. These are scale indicators for the displayed period. The screenshots do not show exact start and end dates, and the rounded figures remain rounded in public use.[80],[81]

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The country cards show activity across several regions. On the main property, the displayed leaders include the United States, Singapore, Brazil, the Netherlands, the United Kingdom, Ireland and Germany. Rankings shows the United States, India, the Netherlands, the United Kingdom, Germany, Ireland and Japan. The United States is the largest country shown on both properties. This establishes an international pattern of recorded web access. Geography alone does not identify a visitor's employer or professional role; the contact and contributor records provide a separate account of professional relevance.[80],[81]

Acquisition records show direct and email-related access alongside search. The main dashboard displays about 50,000 Direct sessions, 19,000 Email sessions and 14,000 Organic Search sessions. Rankings displays about 18,000 Direct, 7,800 Email and 4,600 Organic Search sessions. Smaller reported channels include referrals, social activity and a channel labelled AI Assistant. The Email total covers the reporting window and cannot be assigned entirely to one Ranking Briefing or one mailing batch.[80],[81]

Professional contact research adds organizational context. The older workbook covers Healthcare, Capital, Wealth and Advisory only; it is retained in the appendix as a historical subset, not the size of the current network. Its fields include company identity, names, roles, contact providers, research dates and source links. This structure supports correspondence based on the relationship between a person or mailbox and an organization. A researched contact and an actual reader remain different observations.[83]

The November audience operations record extends this work across eight target families. It records 6,890 contact-family candidate records, of which 6,305 were eligible and 585 were held. The application summary recognizes 5,850 existing memberships and 455 newly created memberships; a related PR-agency segment contains 65 distinct email addresses associated with 30 organization records. These are counts within a particular operation on 11 November. They cannot be added to earlier masters as if they were separate people. The Odoo inventory identifies list structures and historical versions, but supplies no complete contact census.[84],[108]

The 12 November recovery files provide newer evidence of expansion work. Their saved baseline, drawn from 29 October inputs, contains 8,960 unique email strings across eight ranking families, and the offline recovery analysis identifies 4,935 distinct additional addresses absent from that baseline. Most recovered records remain subject to holds or reconciliation. That analysis records no live CRM or Odoo access and zero memberships added. The separate integration update identifies 95 distinct address candidates after historical holds and conflicts, before live checks. The reviewed files document research and preparation; they do not establish what a subsequent live import added. The publisher's current update and the 20,000+ expansion target remain separately identified.[106],[107]

The eight campaign rows supplied for 10 November show 10,667 sends in that batch. Individual campaign size ranges from 775 for Education and Research Employers to 2,140 for Digital Transformation Advisory. The subjects span advice, healthcare, capital, technology, industrial services, wealth, education and employers. This is direct evidence of sector-specific distribution on the stated date. An address can be included in more than one campaign, so 10,667 is a send total rather than an unduplicated contact count or the size of the later, growing list. The further round planned for the evening of 12 November is not included as completed activity.[82],[106]

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The audience proposition brings these routes together: public websites record international activity, researched contacts supply professional context, and Briefing editions organize distribution by sector. The eight mailing families already provide a defined setting for relevant contributions. The expansion to fifteen families and the planned larger contact base extend that programme. Specific editions should carry their current circulation figures when commercial terms are agreed; this permits the distribution account to grow with the operation rather than freezing an older research file into a permanent audience claim.[4],[106]

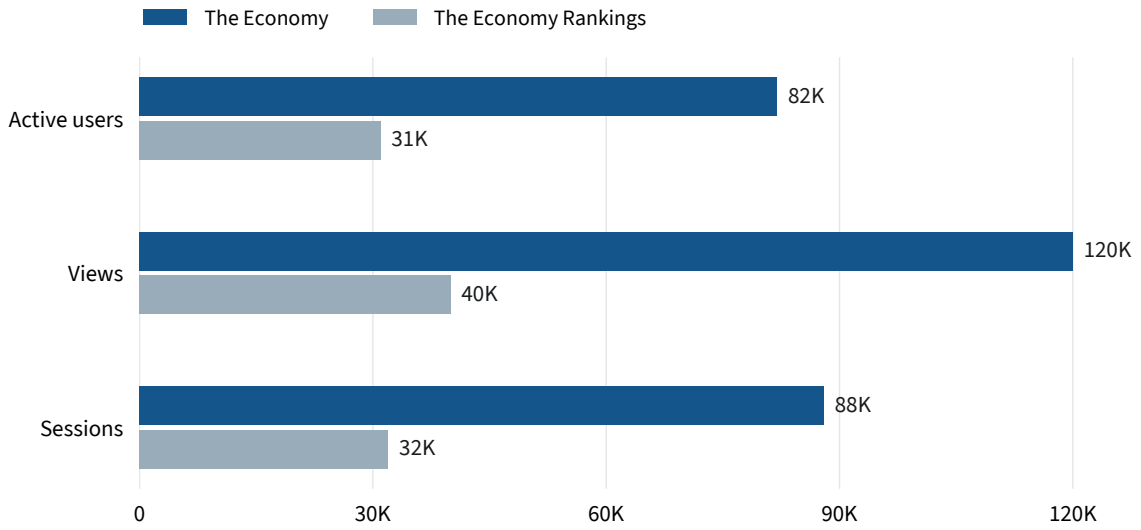


Figure 2. Recorded activity on the two GA4 properties

Rolling Last 30 days window in screenshots supplied on 12 November 2026. Counts are rounded; exact endpoints are not shown. The two properties can overlap and are not added as unique reach.[80],[81]

14 Reading the engagement evidence

The available records support a detailed account of distribution, but they also show why engagement needs its own interpretation. A person can receive several emails, click several links and return to a website on several occasions. An organization can route correspondence through a shared mailbox. A platform can record an action without identifying the human intention behind it. Consequently, delivery, opening, clicking, website activity and professional use are separate stages in the evidence chain.

In the eight-campaign screenshot, the platform-reported open rates range from 33.75% to 56.53%, and the displayed clicked rates range from 25.15% to 48.69%. All eight rows show 100% delivered at the time of the screenshot. These are the mailing system's recorded results for that snapshot. They are useful for describing what the system displayed and for comparing a campaign with its own underlying export, while the interpretation of the action still depends on how it was recorded.[82]

The detailed mailing export provides one such reconciliation. After removing grouped heading rows and counting actual records with a sent timestamp, it contains 2,140 distinct email records. Of these, 881 have an opened timestamp and 752 have a clicked timestamp. The resulting ratios are 41.17% and 35.14%, matching the displayed Digital Transformation Advisory row to the shown precision. There

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are no replied timestamps in this export. This check connects the summary to an identifiable recipient-record count rather than an estimate derived from the percentage alone.[82],[85]

The link-tracker export contains 9,116 recorded events in 752 address groups. Every grouped address matches the clicked-address set in the mailing export. This establishes why a click-event count can greatly exceed the number of addresses that the platform marks as clicked. It records repeated link activity within the same set of addresses, not 9,116 separate people. The two export files do not contain enough common campaign and timezone metadata to reconstruct a reliable send-to-click timeline, so the analysis does not infer response speed from the displayed send dates.[85],[86]

The within-group timing is nevertheless informative. In 700 of the 752 address groups, at least three distinct URLs have events recorded in the same second. The median span between the first and last event within a group is four seconds; 562 groups contain exactly ten events. These repeated, rapid visits across multiple links are consistent with automated checking of email links. That is an interpretation of the observed pattern, not a classification of every event or address. The exports cannot isolate a verified human click-through rate.[86]

The question raised by the GA4 record is different: could the website have received more activity from the Briefing than the mailing platform's clicked-address count suggests? It could. A forwarded link, repeat visit or later return can contribute website activity outside a simple one-address/one-click expectation. But the aggregate dashboards do not resolve that possibility. Their Email channels cover a 30-day period and potentially many campaigns, while the examined mailing export covers 2,140 sent records. Comparing the two numbers directly does not establish how many additional people read this particular Briefing.[80],[81],[85]

Google's definitions reinforce the distinction. Active users, new users and total users are separate metrics, and Google explicitly notes that new users can exceed active users. A session is a period of interaction, and a visitor can generate additional sessions over time. The main screenshot's 84,000 new users alongside 82,000 active users is therefore not, by itself, an error. Nor should the two properties' active-user totals be added to produce a unique combined audience, because their overlap is not supplied.[80],[81],[87],[88]

A stronger recurring measurement record would match the campaign identifier, reporting window, landing pages and event definitions across systems. For each issue, the publication could retain the send cohort, delivery and suppression results, platform-recorded clickers, suspected automated activity, engaged website visits and any observable downstream response. These are proposed measurement improvements. They would let a future account distinguish distribution scale from human attention and human attention from useful professional action without relying on a single inflated headline.

For the present institutional account, the evidence is sufficient to establish an active distribution operation and substantial recorded website activity. It is not necessary to resolve an unknown human click rate in order to explain the publication's subjects, participants and professional targeting. The audience tables retain the platform's labels, dates and units so that subsequent exports can extend the record on the same basis.

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Table 6. Reconciliation of the detailed mailing and click exports

Observation	Count or result
Sent email records in mailing export	2,140
Records with opened timestamp	881 / 41.17%
Records with clicked timestamp	752 / 35.14%
Link-tracker events	9,116
Address groups in link-tracker export	752
Address groups matching the mailing clicked set	752
Groups with >=3 distinct URLs in one second	700
Median within-group event span	4 seconds
Groups with exactly ten events	562

Grouped spreadsheet headings excluded. The timing pattern is consistent with automated link checking; human click-through cannot be isolated. Timestamp zones and send-to-click timing are not established.[85],[86]

15 External references and use

External use records an action beyond the publisher's own pages. A company may announce a ranking, discuss its criteria or incorporate the result into an account of its services. A reader may carry an article's subject into another publication. These actions differ, but each can be examined at its original source. The examples below establish a record of public reuse and response.

Slalom's official newsroom provides a clear corporate example. Its November 2026 announcement identifies two advisory rankings from The Economy Network: AI and Data Implementation, and Digital Transformation. It describes placements in the top fifteen and top five and links to the reports. The announcement incorporates the evaluations into Slalom's account of its work connecting business strategy, data and technology.[89]

DataCebo's 3 November 2026 company article discusses the assessment in greater detail. It reports S-DV Enterprise's first-place Synthetic Data Platforms position, reproduces the leading tier and explains why the company considers the criteria useful for evaluating the market. The article states that DataCebo has no financial relationship with Economy Rankings and did not pay for inclusion or placement. Its favorable methodological judgment is explicitly the company's view; the article shows how it used the report in its own product communication.[90]

Stonehill's company newsroom announces inclusion in the M&A Integration and Separation Advisory 2026 ranking. It includes a statement from its founder and chief executive and links readers to The Economy Rankings. The announcement connects the recognition with Stonehill's transaction-related services and explains the consolidation of the professional rankings under a common publication identity. It provides another primary example of an organization using the recognition in its own public communications.[91]

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MHP Group's own LinkedIn post adds a company social-media example. It announces recognition by Advisory Ranking under the historical title 'Top 20 Reputation Risk & Strategic Communications Advisory 2026' and links to the former advisoryranking.com domain. The title is retained here as the company shared it. This record extends the examples of reuse beyond company newsrooms to an organization's professional social channel.[92]

A separate example concerns response to journalism. Anna Allard-Veillon's Substack post 'Special: The Shingle', dated 24 October 2026, explicitly identifies itself as a response to The Economy's article on teleworking and labour-market participation. This creative work directly references the article and takes its subject into another publication. It is a small but concrete instance of a reader responding publicly to the journalism.[93]

The practical strength of these cases is their specificity. Slalom communicates two comparative results; DataCebo engages with an evaluation framework; Stonehill connects recognition with its services; MHP shares a designation through a professional channel; and a reader develops a creative response to an article. The original pages let readers inspect those actions directly. Together, they show several ways in which published work can become useful material for someone else's communication.

This record gives the institutional account a foundation in identifiable publications. Further examples will make it possible to assess recurrence: which organizations continue to reference the work, which topics produce substantive responses and whether those exchanges lead to new contributions. Those questions provide a practical direction for development. The present examples already show the work travelling through corporate and individual channels with its original subject still recognizable.

16 Participation and commercial sustainability

Professional communication is one use of a publication that combines research, comparative evaluation and specialist contributions. A contributor can explain experience from a field; an organization can place a substantial argument before a relevant sector audience; and a ranked firm can communicate a published assessment. Each relationship has its own purpose. Clear attribution and scope help readers understand the contribution and help participants choose the form that fits their needs.

The public contribution form accepts an article or proposal with supporting sources, affiliation and an author biography, and asks the submitter to confirm authority to submit the work. Its consent text separates editorial submission from marketing subscription. This provides a visible route for researchers and practitioners to approach the publication with a substantive topic for editorial consideration, alongside the separately defined commercial Industry Perspective offer.[94]

The September 2026 portfolio-consolidation notice brings Capital, Advisory, Healthcare and Wealth Ranking under The Economy Rankings. A common publication identity gives comparative reports, organizational profiles and related articles a more consistent setting. For readers, it helps make the relationship between a ranking and the wider publication visible; for participants, it clarifies where to find the programme and its published work.[95]

The commercial logic follows from the usefulness of that work. An organization brings a question or experience worth explaining; the publication supplies an editorial setting; and a sector Briefing provides a defined distribution context. The finished article can become a continuing public reference.

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Recognition licensing serves a different communication need by supplying authorized materials for an existing assessment. These services can support the publication financially while their subject, attribution and agreed scope remain clear.

Distribution was a strategic concern before the recent Briefing programme. In February 2026, Keith identified a gap between his confidence in the content and the ability to bring it to a wider audience. Financial viability was part of the same problem: independent reading, research and publication needed a durable economic base. By July, he described social validation and the need for more external precedent as central constraints. Professional correspondence, external contributions, public references and commercial uptake consequently became priorities alongside development of the websites.[96][97]

The Ranking Briefing was designed to connect those priorities. In November, Keith described a format in which rankings provide a relevant professional audience, editorial coverage supplies substantive material, and distinguished contributions broaden the range of perspectives presented. Industry Perspective, the commercial feature, occupies the second article position. The stated offer includes sponsored interviews, contributions and research features, with one commercial feature per issue and editorial review. The format combines sector relevance, a defined place within an issue and editorial preparation of the material.[98]

The commercial policy distinguishes substantive editorial participation from promotional work. Keith accepted free publication for suitable external contributions, including conversion into house style, while promotional interviews and company-led material could be commercial. He also maintained a methodological and analytical purpose for Research and independence between ranking determinations and licensing. These distinctions assign revenue-generating activities a place within the publication's operation while retaining separate criteria for editorial selection, research conclusions and ranking decisions.[35][99]

17 The next stage of institutional development

Keith has used an internal five-stage framework to describe institutional development: creation, validation, recognition, adoption and influence. Creation concerns the existence of the work and the organization capable of producing it. Validation begins when qualified outsiders engage with that work. Recognition involves a more durable pattern in which the institution is identified beyond its own communications. Adoption and influence concern what other people and organizations subsequently do with the work. The framework links institutional development to progressively more demanding forms of external engagement.[100]

In September, Keith assessed the position as late creation or early validation. Paying ranking activity, inbound interest, contributors and academic or institutional engagement supplied early signs of progress, while wider recognition remained a goal. In November, the Alaskan Command interview and its associated articles prompted a more focused question: whether a continuing programme could begin to gain recognition within a relevant professional domain. The assessment shifted attention toward the strength of particular bodies of work and the relationships developing around them.[100]

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Three tests made this framework practical: repeated access, independent reference and institutional continuity. A second substantive interview would show that access could recur. An outside organization's reference would show that the work travelled beyond the publisher's own distribution. A continuing programme would show that relationships and output persisted over time. Keith's interest in further interviews and referenceable research papers followed this logic. Adoption would involve outsiders using the research, while influence would concern its effect on judgment or action.[100]

Earlier product experiments show how the strategy developed. An August 2026 Technology Advisory Market Intelligence document explored a comparative product using a bounded universe of firms, public evidence and analysis of market discovery. The document described itself as a research-system prototype, with important search and generative-AI tests still required before commercial release. It brought product design and commercial thinking into the research process while identifying the work needed to move from an experimental system to a service.[101]

By November, Keith was developing a shared organizational and contact record to support research, company profiles, rankings, correspondence and audience operations. He described this CRM as a corporate and contact master spanning products, distinct from Odoo's operational CRM. The purpose was continuity: organizational identities and relationships could be preserved so that research and correspondence supported later work. A common record would reduce the need to reconstruct those connections from separate files each time a new task began.[102]

The broader ambition is a repeatable knowledge operation. An article can identify a question; research can develop an explanation; a company profile can organize relevant facts; and professional engagement can supply corrections or new evidence. The publication architecture and data strategy are intended to connect these activities over time. Work undertaken for one purpose can then inform another, with a shared record helping the organization retain the knowledge accumulated through research, publication and correspondence.[31][102]

Keith's approach to institutional development begins with a substantive reason for people to participate. In September he questioned a forum concept that lacked a compelling reason for outsiders to care or contribute, favoring a clear proposition and incremental progress. Articles, exchanges and identifiable participants provide the starting point. A forum, research network or recurring event can develop from relationships and a shared subject that already merit participants' time. The intended institution grows through work that people find useful enough to engage with repeatedly.[103]

September planning set development goals for a larger group of external contributors, additional paid ranking licences and a credible international forum. July planning had also considered a longer horizon, extending toward summer 2028, for a fuller combination of business activity, stronger hiring and institutional participation. The strategy therefore combines immediate operating priorities with a multi-year ambition. Its milestones concern the people, resources and repeated activity needed to sustain a larger undertaking.[100][97]

The near-term priorities were to sustain editorial programmes, deepen the pool of qualified contributors, obtain repeat access, make research easier to reference, and strengthen the connection between professional distribution and substantive publication. Keith's November discussion of the Online Educa Berlin (OEB) presentation also connected an AI-and-workforce theme with possible future Gordon & Company training and Gordon Academy courses. This proposed extension would carry a common

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intellectual base into publication, professional education and applied work, with each form requiring its own development.[100][98][104]

Table 7. The publisher's framework for institutional development

Stage	Question
Creation	Does the work exist, with a repeatable capacity to produce it?
Validation	Do qualified outsiders engage substantively?
Recognition	Do others identify and reference the institution beyond its own communications?
Adoption	Do other people or organizations use the work?
Influence	Can an effect on judgment or action be demonstrated?

Internal development framework, not an external rating or a declaration that all stages have been reached.[100]

18 A continuing institutional project

The Economy's institutional proposition rests on a connected body of work. Its research develops arguments about technological and institutional change. Review translates specialist questions into sustained public analysis. News and Markets provide current and sectoral entry points. Rankings and Wiki organize knowledge about the organizations involved. Briefings place selected material into a professional distribution setting. The value of the system lies in how readily a reader can move among those functions and continue investigating the same question.[3],[4],[21],[23],[27]

The concrete programmes show what that connection can produce. The Arctic series combines a structured regional framework with a direct interview. The longevity articles connect conference participation, supplied research, author contributions and editorial adaptation. The external-contributor archive contains recurring practitioners as well as individual contributions. Company announcements and a reader's published response show that some of the work has already travelled beyond the publication's own pages. These are the specific achievements on which a fuller institutional identity can be built.[6],[7],[8],[58],[89],[90],[91],[93]

The next stage is continuity. Research must remain easy to find and reference; contributors need a reliable editorial process; corrections need to improve the record; the audience needs a reason to return. Commercial services then have a clearer setting: they can support useful professional communication around a body of work that already has an identity. These priorities follow from the publisher's development strategy and the evidence assembled here. They give the institution a practical direction while leaving its future scale and influence to be demonstrated through further work.[99],[100],[102]

The Economy is a developing institution for research, public explanation, specialist comparison and professional exchange. Its progress will be visible in sustained analytical work, recurring participation and the ways others use its publications.

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A Development chronology

This chronology records selected decisions and completed activity discussed in the book. It does not assign a founding date to the whole institution.

Table 8. Selected milestones in 2026

Period	Development	Record
March-May 2026	Integrated direction	Research, education, publishing and applied work considered together; The Economy assigned a media and think-tank function.[17]
June-July 2026	Research programme and public exchange	Research papers on education, information economics and compute; Cini longevity conference and subsequent public follow-up.[7],[38],[39],[43],[61]
August 2026	Product exploration	Technology Advisory Market Intelligence developed as an explicitly labelled research-system prototype.[101]
September 2026	Publication identity	Ranking consolidation announced; professional contributions and institutional recognition milestones developed.[35],[95],[100]
October 2026	Contributor continuity	Recurring external contributions; GSB presentation clarified as SIAI education arm; professional contact master updated.[34],[44],[45],[46],[47],[83]
6 November 2026	Research publication	The Next Great Economic Divide, Driven by AI published with a downloadable research paper.[5]
9 November 2026	Original institutional interview	Komatsu interview for the Arctic programme; one interview developed into three analyses.[58],[59],[60]
10-11 November 2026	Distribution operations	Eight campaign rows show 10,667 sends; audience membership application recorded across eight target families.[82],[84]
12 November 2026	Portfolio and audience expansion	Ten ranking families published, eight mailing, five forthcoming; more than 10,000 current email contacts reported and a 20,000+ expansion target. The list continues to grow.[106]
12 November 2026	Evidence cutoff for this book	Web sources, supplied analytics and operational exports assembled into this institutional account.

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B Selected publication catalogue

The following 33 records provide an entry point into the work examined in this account. They are a selected catalogue, not the total publication output. Each entry links to its original publication through the numbered reference.

Research papers

The Next Great Economic Divide, Driven by AI: Manufacturing, Employment and National Wealth[5]
Keith Lee | 2026-11-06 | research paper
The Economy Research
Employment, manufacturing and national wealth in the AI transition.

The Missing System: Cognitive Outsourcing and the Policy Architecture of AI in the Workplace[37]
The Economy Research Editorial | 2026-07-22 | research paper
The Economy Research
Governance of delegated judgment inside organizations.

Generative AI and Cognitive Stunting: Why Education Must Redesign Learning[38]
The Economy Research Editorial | 2026-06-13 | research paper
The Economy Research
Learning, assessment and human capability under generative AI.

Frontier Compute, Export Controls, and Strategic Substitution in U.S.-China AI Competition[39]
The Economy Research Editorial | 2026-06-28 | research paper
The Economy Research
Computing capacity, restrictions and technological substitution.

Military AI Control: Verification and Enforcement Limits[40]
The Economy Research Editorial | 2026-09-14 | research paper
The Economy Research
Verification and enforcement in military AI governance.

Middle Powers and the Limits of Collective Agency in Artificial Intelligence[41]
The Economy Research Editorial | 2026-09-14 | research paper
The Economy Research
Feasibility and design of cooperation among middle powers.

From Search Traffic to Synthetic Circulation: AI Content Licensing and the Political Economy of Verification[43]
The Economy Research Editorial | 2026-06-25 | research paper
The Economy Research
Licensing, publisher economics and the cost of verification.

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[EU vs. China] Beyond Import Shares: A Risk-Based Framework for EU Trade Dependence on China[42]
The Economy Research Editorial | 2026-07-02 | research paper
The Economy Research
A framework separating trade exposure from critical vulnerability.

External contributions and adaptations

[Howie Chang Series] AI Democratises Access to Software Creation[44]
Howie Chang | 2026-10-29 | named external contribution
Forward College
Domain expertise and access to software creation.

[Howie Chang Series] Shaping the Future of Learning with Technology[45]
Howie Chang | 2026-10-22 | named external contribution
Forward College
Technology, learning and capability development.

[Howie Chang Series] Will Your Job be Replaced by AI & Automation?[46]
Howie Chang | 2026-10-15 | named external contribution
Forward College
Tasks, employment and adjustment to AI.

[Howie Chang Series] Is AI in Cybersecurity a Blessing or a Curse?[47]
Howie Chang | 2026-10-08 | named external contribution
Forward College
Opportunities and risks in AI-enabled cybersecurity.

Europe Joined the AI Race: The Real Gap Is Scale[48]
Oleg Khusaenov | 2026-09-23 | named external contribution
Zubr Capital
AI adoption and the financing of business expansion.

Europe's Tech Investment Market Is Entering Its Scale-Up Phase[49]
Oleg Khusaenov | 2026-10-20 | named external contribution
Zubr Capital
Growth-stage financing in European technology.

Redesigning a Flipped Classroom Beyond Completion Rates[50]
Lai Sok Yee | 2026-10-14 | named external contribution
Sunway College KL
A classroom redesign with explicit limits on outcome evidence.

AI in Education Fails When Institutions Start With the Tool[51]
Goutham Kumar | 2026-10-07 | named external contribution
Team4Tech
Organizational conditions for educational technology implementation.

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Free Cash Flow Is a Definition Before It Is a Number[52]
Philip van den Berge | 2026-09-18 | named external contribution
Intrinsiqq
Financial definitions and the comparability of free cash flow.

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C Audience and distribution tables

These tables retain the units and reporting scope of the source records. The engagement interpretation appears in Section 14.

Table 9. Current distribution programme and planned expansion

Measure	Figure	Scope / date
Ranking families in the programme	15	10 published + 5 forthcoming
Families with published rankings	10	Publisher update, 12 November
Families already sending Briefings	8	Publisher update and archive
Current email contacts	10,000+	Publisher-reported; list growing
Near-term email-contact target	20,000+	Planned expansion; not a current census
Sends in the 10 November batch	10,667	Eight campaigns; recipients can overlap

The publisher reports further additions and another mailing planned for the evening of 12 November 2026. Planned activity is not counted as completed.[82],[106]

Table 10. Recorded website activity: two GA4 properties

Metric	The Economy	The Economy Rankings
Active users	82K	31K
Views	120K	40K
Sessions	88K	32K
Active-user change vs prior period	+85.2%	+121.1%
Views change vs prior period	+111.2%	+136.3%
Sessions change vs prior period	+84.1%	+113.6%

Source: supplied GA4 Home screenshots, Last 30 days, received 12 November 2026. Values rounded; exact endpoints not visible. Properties may overlap.[80],[81]

Table 11. Sessions by channel as displayed

Channel	The Economy	Rankings
Direct	50K	18K
Email	19K	7.8K
Organic Search	14K	4.6K
Referral	3K	85
Unassigned	1.7K	767
AI Assistant	441	315
Organic Social	355	48

Last 30 days. Rounded cards are not an exact additive ledger. Email covers all attributed activity in the period, not one campaign.[80],[81]

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Table 12. Leading country rows in the supplied dashboards

The Economy	Active users	Rankings	Active users
United States	31K	United States	12K
Singapore	13K	India	1.9K
Brazil	3.4K	Netherlands	1.8K
Netherlands	3K	United Kingdom	1.7K
United Kingdom	2.8K	Germany	1.4K
Ireland	2.3K	Ireland	1.1K
Germany	2.1K	Japan	828

Country cards, Last 30 days. Geographic activity is not a professional-role profile.[80],[81]

Table 13. Historical send batch: eight Briefings on 10 November 2026

Family / subject	Sent	Opened	Clicked
Advisory / Digital Transformation Advisory 2026	2,140	41.17%	35.14%
Healthcare / AI-Enabled Diagnostics Providers 2026	1,615	46.93%	40.43%
Capital / Infrastructure & Real Assets 2026	1,448	49.03%	39.30%
Technology / Advanced Sensor & Imaging Component Providers 2027	1,348	33.75%	25.15%
Industrial / Industrial Certification & Compliance Service Providers 2027	1,257	53.30%	48.69%
Wealth / Independent Wealth Advisory Firms 2026	1,003	56.53%	42.47%
Education / Higher Education Institutions for Continuing Education 2027	1,081	44.22%	35.15%
Employer / Education & Research Employers 2027	775	50.45%	44.77%

10 November batch only. Total sends: 10,667; recipients can overlap. These sends are not the size of the growing current list. Opens and clicks are platform-recorded rates. All eight rows displayed 100% delivered and 0% replied at capture.[82],[106]

Table 14. Historical four-family research subset: 29 October 2026

Group	Firm rows	Firms with email	Accepted firm-email records
Healthcare	742	592	1,642
Capital	1,137	863	1,476
Wealth	882	692	1,017
Advisory	793	711	812

Historical subset covering four families only; this is not the current programme's audience total. A firm can appear in multiple groups, so group totals overlap. Workbook-wide distinct firms: 3,479; accepted firm-email records: 4,822. Current rollout and growth are shown in the distribution programme table.[83],[106]

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D Sources and measurement method

This book is an institutional profile prepared for editorial review as of 12 November 2026. Public facts are drawn from official publication pages, individual articles, external company or organizer sources and the specific reader response listed in the references. Publisher discussions supply the history of decisions and intentions. Operational files supply aggregate audience and campaign evidence. These materials have different evidentiary roles, summarized in the accompanying table.

Table 15. What each evidence class establishes

Evidence	What can be stated	Further evidence needed for a stronger claim
Published paper or article	An identifiable work and its attributed argument	Independent evaluation, replication or later use
Named contribution or interview	A particular editorial interaction	Repeated participation or a formal institutional arrangement
Company recognition announcement	Public use of a published ranking	Licence purchase, readership or commercial results
Contact master	Documented professional targeting records	Current subscription, delivery and engagement
Campaign export	Recorded sends and platform actions	Human attention and consequential response
GA4 dashboard	Recorded website activity for its displayed scope	Matched issue-level readership and cross-property deduplication
Publisher development discussion	Intent, decisions and proposed direction	Completed operations or measured outcomes

This framework governs the language used throughout the book. It is an analytical guide, not an external certification.

The publication catalogue is representative, not a census of every article, contributor or ranking. Its titles and dates identify the selected works used in the chapters. A published policy is treated as a statement of the institution's commitments. A public submission form establishes an advertised route; this research did not submit forms, send emails, make purchases or test an end-to-end commercial transaction. Planned programmes remain identified as plans.

For mailing analysis, actual records were separated from spreadsheet group headings. Email strings were trimmed and compared without case sensitivity for aggregate deduplication. Opened and clicked records were counted from populated timestamps. Link events were grouped by the export's address headings; the rapid-link test counts distinct URLs sharing one recorded second within a group. It is a diagnostic observation rather than a bot-classification model. Raw addresses and individual contact records are excluded from the public-facing book.[83],[85],[86]

The GA4 figures are transcriptions of the supplied dashboards rather than fresh account queries. The screenshot label Last 30 days is retained because exact endpoints are not displayed. No sum of the two properties is presented as unique reach. Campaign sends are not converted to unduplicated people, and platform-recorded clicks are not presented as verified human engagement. The current evidence

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can be extended by a future export with explicit dates, campaign identifiers and consistent cohort definitions.[80],[81],[82]

The 12 November publisher update supersedes the October four-family workbook as the description of the current programme. More than 10,000 current email contacts is publisher-reported; 20,000+ is the expansion target. The recovery archives document saved baselines, candidates and holds, not a live census. The offline analysis records zero memberships added; the separate integration update identifies 95 address candidates before live checks. The inventory of Odoo lists contains no contact totals. The planned evening send is excluded from completed campaign counts.[106],[107],[108]

The A4 edition uses the matching source family of the Gordon Research template supplied for The Economy Research. Its typography and institutional cover follow the published AI Economic Divide paper. The companion presentation-style brochure provides a selective visual introduction to the institution, and a separate Ranking Briefing brochure explains the Industry Perspective placement. This book retains the complete chapters, catalogue, evidence tables and references. Document identifiers and review status refer to this profile; no peer-review status or published research-series number is asserted.[105]

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