

**From:** [Gordon, Robert \(DHHS\)](#)  
**To:** [Totten, Mark](#); [Bagley, Nick](#)  
**Cc:** [Taverna, Andrea \(DHHS-Contractor\)](#)  
**Subject:** FW: Re:  
**Date:** Friday, March 27, 2020 7:15:07 AM  
**Attachments:** [Applecart - Coronavirus.pdf](#)

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Andie or I will talk to him before 9:30—I think the PR and ad partners could be key for raising our game

**From:** Sacha Samotin <[sacha@applecart.co](mailto:sacha@applecart.co)>  
**Sent:** Friday, March 27, 2020 7:00 AM  
**To:** Gordon, Robert (DHHS) <[GordonR3@michigan.gov](mailto:GordonR3@michigan.gov)>  
**Cc:** Emanuel, Ezekiel J <[zemanuel@upenn.edu](mailto:zemanuel@upenn.edu)>; Gayle Yelon <[gayle@applecart.co](mailto:gayle@applecart.co)>; Joe Shafer <[joe@applecart.co](mailto:joe@applecart.co)>; Matthew Kalmans <[matt@applecart.co](mailto:matt@applecart.co)>  
**Subject:** Re: Re:

Robert, here's a short concept memo we put together about a week ago on COVID-related things we could do to help. This is by no means exhaustive. Separately, we have a whole network of partners in the PR and advertising worlds who we can bring in on short notice to help out depending on what direction(s) you want to go in.

On Fri, Mar 27, 2020 at 6:35 AM Gordon, Robert (DHHS) <[GordonR3@michigan.gov](mailto:GordonR3@michigan.gov)> wrote:

Hi, I'm up and free next hour or so; have a related call at 930. If you can, please give me a call, 517 242 0165. Or if you prefer conf life I can dial in. Robert

**From:** Sacha Samotin <[sacha@applecart.co](mailto:sacha@applecart.co)>  
**Sent:** Friday, March 27, 2020 6:33 AM  
**To:** Emanuel, Ezekiel J <[zemanuel@upenn.edu](mailto:zemanuel@upenn.edu)>  
**Cc:** Gayle Yelon <[gayle@applecart.co](mailto:gayle@applecart.co)>; Gordon, Robert (DHHS) <[GordonR3@michigan.gov](mailto:GordonR3@michigan.gov)>; Joe Shafer <[joe@applecart.co](mailto:joe@applecart.co)>; Matthew Kalmans <[matt@applecart.co](mailto:matt@applecart.co)>  
**Subject:** Re:

Thanks for everything you're doing Zeke, and thanks for everything you're doing Robert.

Let me know when makes sense to chat, I'm available whenever works best for you and we're eager to help however we can.

If there's a specific time that works best we can get a conference call line set up, otherwise feel free to reach me on my cell at any time. 239-272-6052.

Sacha

On Fri, Mar 27, 2020 at 5:40 AM Emanuel, Ezekiel J <[zemanuel@upenn.edu](mailto:zemanuel@upenn.edu)> wrote:

Robert meet Sacha,

Sacha is a former Penn student--the tops-- who runs a company that uses social media and behavioral economic techniques--prompts by people you know-- to get people to vote and do other socially positive things.

He has had some great ideas about how to do that for COVID-19. This might address your PR campaign issues.

In full disclosure, I have an investment in Sacha's company. But that is because it is super effective at what it does.

Ezekiel J. Emanuel, M.D., Ph.D.

Vice Provost of Global Initiatives  
Chair, Department of Medical Ethics and Health Policy (on Leave 2019-2020)  
Levy University Professor  
Co-Director, Healthcare Transformation Institute  
Perelman School of Medicine and The Wharton School  
University of Pennsylvania

Phone: 215-898-7226 or 215-573-8104



# Memorandum

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From: Applecort

March 17, 2020

To: Interested Parties

Re: Leveraging Applecort's Social Graph in the U.S. Response to COVID-19

## OVERVIEW

Applecort is a leading data science company that uses publicly available data to map billions of real-world social relationships (e.g. friends, family members, work colleagues, neighbors, classmates, etc.) between over 250 million Americans.

Applecort's Social Graph helps major corporations, nonprofit organizations, and political campaigns to promote messaging to the trusted networks of friends, family, colleagues, classmates, and neighbors that surround key decision makers in government, business, and media.

Containing the spread of COVID-19 and mitigating its impact on global health and markets depends upon:

- i) Convincing the public to stay home, particularly those members of the public that were likely exposed to someone who has since tested positive for COVID-19
- ii) Public and private sector actors swiftly taking the necessary steps--recommended by public health officials--to contain the spread of COVID-19
- iii) Media outlets accurately and responsibly disseminating the latest information about the steps the public needs to take to combat COVID-19

Applecort's platform offers a series of powerful applications to help public and private actors address the aforementioned challenges in limiting the spread of COVID-19. This memo outlines each of these major applications to address the COVID-19 crisis.

## USE CASES

### I. Identifying the Social Relationships of Positive COVID-19 Patients

As the medical community works to slow the spread of the Coronavirus, Applecort can help to quickly identify and inform those individuals who may have been exposed to infected persons so they can take immediate action to quarantine and seek appropriate medical care. Provided access to the names of individuals who have recently tested positive for COVID-19, Applecort can use its Social Graph to quickly and scalably identify first-and-second degree social relationships (friends, family members, colleagues, classmates, and neighbors, as well as those people's friends, family members, colleagues, etc.) of those who have tested positive. Applecort can provide names, addresses, and phone numbers for each of these



individuals, so that they can be called, texted, or otherwise contacted to alert them to their potential exposure.<sup>1</sup> Applecourt can return these lists within 72 hours of receiving the patients' names.

## II. Urging Corporations and Local and State Governments To Take Action to Fight the Pandemic

One of the greatest public health risks associated with the COVID-19 crisis is the failure of major companies and local and state governments to take appropriate action. To assist in the efforts to combat COVID-19, Applecourt can use its Social Graph to generate high-value custom advertising audiences comprised of people who have personal or professional relationships with major company executives or state and local government officials. These audiences can be targeted with either a) the latest information about the actions that companies and governments must take to prevent the spread of Coronavirus or b) negative news stories that criticize the companies and governments for their inaction, in order to spur action. For instance, you could target the networks surrounding high-level decision makers at companies like Amazon and Walgreens, urging them to crackdown on price-gouging and devote more resources to help medical facilities in need of supplies. Applecourt can make it possible to promote content to these audiences across Facebook, Twitter, Google, LinkedIn, OTT platforms, and more, in order to ensure that the messaging reaches those who matter most across their phones, computers, and televisions. These audiences will make it possible to cost-effectively deliver a high frequency of important content to those who have the most leverage to "flatten the curve".

## III. Stopping the Spread of Misinformation

Credible and accurate information about the COVID-19 pandemic can quite literally mean the difference between life and death. Applecourt can work to counter the threat of harmful misinformation by generating custom audiences comprised of the personal and professional networks surrounding key local and national reporters, editors, news producers, and other influential decision makers in media. Using these audiences, those fighting to stop the spread of Coronavirus can promote the latest public health information or pushback on widespread misinformation to the networks surrounding members of the media. This approach will ensure the high visibility of accurate information about how to prevent the spread of virus and will counter misinformation within the networks that surround and inform journalists. Ensuring that members of the media and those they trust are getting the latest, high quality information is the best way to ensure that the public at large receives the same.

## IV. Correcting Inefficiencies in the Labor Market

As grocery stores, pharmacies, and other essential businesses are overwhelmed by demand, hourly and part-time employees of shuttered businesses like restaurants and bars are unemployed and in need of income. Applecourt can mine its Social Graph to assemble lists of employees of restaurants, bars, movie theaters, and other businesses that have been mandated to close during the COVID-19 crisis and make these lists available to government agencies, as well as grocery stores, pharmacies, and other businesses, who may be in need of extra labor during a time of extraordinary demand. These lists will allow the government and essential businesses to market directly to a pool of qualified labor that may recently be in need of work, and can help to both address the immediate need for labor at essential businesses and put badly-needed income in the pockets of economically-vulnerable Americans.

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<sup>1</sup> Note: Applecourt would need to receive patient information in a HIPAA-compliant fashion. Additionally, in order to ensure compliance with state-level data privacy laws, Applecourt cannot provide contact information on California and Nevada persons; however, Applecourt can make an audience of those individuals advertisable on digital platforms or through an independent phone or text message provider.



#### V. Providing Assistance to Americans 65+

COVID-19 mortality statistics suggest that Americans 65+ are at the most serious risk of adverse health outcomes as a result of contracting Coronavirus. Accordingly, while we hope that the overwhelming majority of Americans 65+ will shelter-in-place, many are having difficulty getting essential goods like medicines and foods. Applecort can mine its Social Graph to identify a list of Americans over the age of 65 and, for each, their closest neighbors under the age of 40. Public and private sector actors looking to combat COVID-19 can then call or text the neighbors, in order to enlist them as volunteers to procure and deliver food and medicine to their older neighbors, while they are sheltering-in-place. By instituting a volunteer network such as this, we can avoid exposing older Americans to the high risks associated with leaving their homes at this time.

#### [ABOUT APPLECORT](#)

Applecort is a leading NYC-based data science company that builds dense, accurate, and actionable maps of real-world relationships between individuals using publicly available data and a proprietary Social Graph platform. Applecort's Social Graph catalogues more than 25 billion social relationships between 250M+ Americans.

Applecort has powered some of the most sophisticated and successful political and commercial advertising campaigns in the country, ranging from Gov. John Kasich's 2016 U.S. presidential campaign and Rep. Conor Lamb's surprise 2018 special election victory to work for Boeing, Blackstone, KKR, and several of the largest bipartisan education reform organizations in the United States. Applecort's work has been featured by Bloomberg BusinessWeek, The Washington Post, The Associated Press, USA Today, Politico, and The Colbert Report.