CRUX & CAIRN STRATEGIES

WASHINGTON, D.C.

TECHNOLOGY POLICY ◆ GOVERNMENT STRATEGY ◆ GEOPOLITICS

Understand and shape the government decisions that define your market.

Export controls, procurement rules, AI and chip regulations, and policymaker perceptions decide where you can sell and how you compete. Crux & Cairn helps technology companies know what's coming, who decides, and how to engage.

◆ WHEN TO CALL

01 You want to understand how Washington and government work, and what it means for your company.

02 Washington is deciding something about your market, and you need a trusted partner in DC.

03 Geopolitics and international markets are shifting under your business.

04 You need government as a customer, partner, or validator.

05 You need to translate technical language for policymaking audiences.

06 A major technology policy decision, meeting, or announcement is coming up.

◆ SERVICES

01 Anticipate

Know what's coming: what's on the table, who decides, and when.

Washington briefings
How government works and what it means for your business

On-call expertise
Fast, informed answers on AI, chips, and tech policy as news breaks

Exposure reviews
Export control and geopolitical risk to your products, supply chain, and customers

Board and investor analyses
Clear reads on policy risk and opportunity

02 Shape

Propose adoptable policy and build coalition support for it.

Policy and framework design
Proposals officials can adopt, grounded in how government decides

Coalition strategy
Allies and validators at home and abroad

Communication campaigns
Messaging across paid, earned, and owned media

Events and convenings
From high-level summits to working groups

03 Execute

Win government as a customer, partner, or validator.

Federal market entry
Procurement pathways, contract vehicles, and buyers

Standards and R&D programs
Positioning with agencies and allied governments

Government relationships
State, local, and foreign-government engagement

Meeting preparation
Briefing papers and prep for executive and legislative meetings

PRACTICE AREAS

AI governance, trust & security | Semiconductors & compute | Geopolitical risk & strategy | Coalition building | Export controls & economic security | Government markets & procurement | International & state technology policy

RESULTS I'VE DELIVERED

PRIVATE SECTOR

Oval Office

Wrote briefing materials for private-sector clients that went directly to the U.S. President and Cabinet officials, including the Treasury Secretary.

GOVERNMENT

$11B

Defined and led international strategy and foreign partner review for CHIPS R&D semiconductor and AI-compute investments.

PUBLIC-PRIVATE PARTNERSHIPS

$10M

Secured for multi-year engagements with state and local governments on smart city technology and infrastructure adoption.

RECENT ENGAGEMENTS

On-Call Counsel to Senior Executives

Advise senior private-sector leaders by phone, in real time, on AI policy, export controls, and how Washington is likely to move.

Federal Market Entry

Built procurement and export-control strategy for an AI security company, mapping government pathways and stakeholders.

Policy Convenings

Organized meetings with government, industry, and think tank officials on emerging technology trends and challenges.

HOW TO ENGAGE

On-Call Advisory

MONTHLY RETAINER

Your standing read on Washington with responsive advice and regular strategy and implementation sessions.

Focused Projects

FIXED FEE

Landscape assessments, exposure reviews, policy designs, campaign plans, and more.

High-Stakes Moments

PER ENGAGEMENT

Preparation for meetings, testimony, and briefings when the timeline is short.

ABOUT



Arie Pals FOUNDER & PRINCIPAL

I help AI and technology companies and their leaders understand and engage government, from AI governance and trust to export controls and federal markets. Before founding Crux & Cairn, I spent thirteen years at State, Commerce, and Interior, working closely with the White House and supporting interagency principals up to Presidents and the Secretaries of State and Commerce. I designed international technology policy, launched Presidential initiatives with millions in funding, helped build the coalition behind the UN General Assembly's first AI resolution, and shaped and executed several Presidential-level summits. I run every engagement myself, from the first call to the final deliverable.

Start with a conversation.

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Strategic advisory services. Crux & Cairn complies with the LDA, FARA, and post-government employment restrictions.