

VOL 09 • ISSUE 03 • APRIL 2025

TRADE FLOCK



SEQUOAH LLOYD
CEO,
SL DATA ENTERPRISES

Top 10

INSPIRATIONAL
CEOs
USA 2025

SPOTLIGHT
The 'Cashless' Dilemma
Streaming Wars 2.0



Follow us on       WWW.TRADEFLOCK.COM



WILDERNESS MEETS LUXURY

OYSTER PERPETUAL
DATEJUST



Editor Note



EDITOR'S NOTE

COMMANDERS OF CHANGE: THE CEOS SHAPING AMERICA'S FUTURE

The role of the CEO has transformed. No longer just the face of strategy or the driver of profit, today's CEOs are culture shapers, purpose champions, and steady hands in uncertain times. In 2025, the most inspirational leaders are those who bring not just business acumen, but emotional intelligence, empathy, and bold clarity to the table.

This special edition of Top 10 Inspirational CEOs USA 2025 celebrates the individuals who are redefining modern leadership. They've turned complexity into clarity and used disruption as a launchpad for growth. In a world shaped by shifting workforce values, rapid digital evolution, and economic unpredictability, these CEOs have not just adapted — they've led.

A recent Harvard Business Review study found that 67% of CEOs now consider adaptability and emotional intelligence as essential to their role. Our featured leaders embody that shift. They communicate openly, make space for innovation, and stay deeply connected to both their teams and their missions.

What unites them? A deep sense of purpose. Whether steering Fortune 500 firms or scaling future-focused

startups, they lead with heart and conviction. They know that long-term success isn't just about numbers — it's about people, culture, and impact.

These CEOs are building workplaces where individuals feel seen, ideas are valued, and growth is sustainable. They lead not just with vision, but with values that resonate beyond the boardroom.

Their leadership is shaping the decade ahead — and inspiring a generation to lead differently, and lead better.

Vipin Kumar
Editor, Tradeflock

✉ vipin@tradeflock

UPCOMING ISSUES

**Most Innovative
Tech Leaders From
USA 2025**

**Best HR Leaders
From USA 2025**

**USA's Most
Influential COOs
2025**

**Most Empowering
Women Leaders
in 2025**

**Most Influential
Leadres to Watch
in 2025**

Publisher	Alok Dwivedi
Editor	Vipin Kumar
Sub Editor	Alex Paul Abhinav Singh
Editors Desk	Mary Thomas Suryansh Abhyudaya Mittal
Production Manager - Digital	Gopal Krishna
Digital Team	Manoj Chauhan Sumit Kumar
Creative Team	Gaurav Kandwal Himanshu Kumar
Manager Operations	Sachin Kaushik
Manager Sales & Operations	Alex Smith Anmol Porwal
Business Relationship Manager	Tanya Jaitly Ashley Reed
Client Relationship Consultant	Atul Gupta
Branding & Marketing	Natalie Philips Abhishek Pal Sanjay Gautam Amardeep Singh Anshul
Research Team	Kevin Root Karan Sharma Zishan Nishant
Subscription & Circulation	Indu
Editorial Queries	editors@tradeflock.com
Advertising Queries	advertising@tradeflock.com advertising@tradeflock.us

SDAD Technology publishes the "TradeFlock" magazine and has all rights reserved on the material published in different editions of "TradeFlock." Copying material owned by "TradeFlock" for other use except for personal use and internal reference without written consent/NOC of the Publisher is strictly prohibited.

The opinions and views expressed in "TradeFlock" are not necessarily those of TradeFlock Magazine, its publisher, editor(s), or author(s). We try our best to authenticate the published information and access information only through reliable sources, but we do not guarantee the accuracy or completeness of any information published herein, and neither "TradeFlock" nor its authors shall be responsible for any errors. SDAD Technology or its units (TradeFlock) do not take responsibility for any readers' decisions based on the published information.

Printed at Meenakshi Printers and published at 10th Floor, Villa-B28, Manaar Tower, Sector 132, Noida. Distributed by SDAD Technology. All Rights Reserved. Reproduction in the whole or part without written permission is strictly prohibited. All prices are correct at the time of going to print, but subject to change.

TOP 10 INSPIRATIONAL CEOs USA 2025

NAME	DESIGNATION	COMPANY
Carlos E. Silva	Founder & CEO	PIFD TEchnologies LLC
Charlie Nahabedian	CEO	VK Digital Health
Demi Guo	Co-Founder & CEO	Pika
Emily Chang	CEO	VML
Hal Willis	CEO	American Music Channel, Inc.
Rassul Fazelat	President & CEO	Data Talent Advisors
Scott Shepard	Founder & CEO	The CitiesFirst Advisors
Sequoah Lloyd	CEO	SL Data Enterprises
Spencer Loveless	Founder & CEO	Merit3D
Steven Jordan	President & CEO	Dr. J Enterprises LLC

CONTENTS



CARLOS E. SILVA
Founder & CEO,
PIFD Technologies
LLC
Pg. 13



Pg. 17
CHARLIE NAHABEDIAN
CEO,
VK Digital Health



DEMI GUO
Co-Founder & CEO,
Pika
Pg. 19



Pg. 23
EMILY CHANG
CEO,
VML



SEQUOAH LLOYD
CEO,
SL Data Enterprises
Pg. 09



EDITOR'S PICK

The End of the White Picket Fence? Pg. 08
Streaming Wars 2.0 Pg. 41

SPOTLIGHT

The 'Cashless' Dilemma Pg. 15
A Nation on the Brink
The CEO Revolving Door Pg. 27
The Growing Trend of CEO Ousters &
Activist Investors

LEGACY & LEADERSHIP

A Masterclass in Modern Management Pg. 21
Jack Welch's Legendary Run At General Electric

FROM THE GROUND

From Karting to Kingdom Pg. 33
Hamilton's Drive to Greatness

STORY OF THE MONTH

Policy, Power, and Potential Conflict Pg. 39
Is the Middle East Prepared for Trump's Encore?



HAL WILLIS
CEO,
American Music
Channel, Inc. Pg. 25



Pg. 29
RASSUL FAZELAT
President & CEO,
Data Talent Advisors



SCOTT SHEPARD
Founder & CEO,
The CitiesFirst
Advisors Pg. 31



STEVEN JORDAN
President & CEO,
Dr. J Enterprises LLC
Pg. 37



Give an Hour for Earth

Do something positive for the planet

worldwildlife.org/hour

60 EARTH HOUR



Editor's Pick



TRADEFLOCC™
JOURNEY OF LEADERS



THE END OF THE WHITE PICKET FENCE?

Why Millennials and Gen Z Are Choosing Mobility Over Mortgages

The American Dream was synonymous with a stable job, a suburban house, and a comfortable retirement for decades. However, for Millennials and Gen Z, that vision feels increasingly outdated. Economic realities, technological advancements and shifting values have given rise to a new definition of success that prioritizes flexibility, personal fulfillment, and experiences over traditional markers of achievement.

According to a 2023 Pew Research study, homeownership among young adults is at a historic low, while entrepreneurship, freelancing, and remote work have skyrocketed. The pursuit of stability has given way to a desire for adaptability, purpose-driven careers, and financial independence outside of the conventional 9-to-5 structure.

Work on Their Own Terms

Gone are the days when a corner office and a gold watch after 40 years with the same company defined success. Millennials and Gen Z prioritize flexibility, work-life balance, and mental well-being over climbing the corporate ladder.

A LinkedIn Workforce Report found that job-hopping among Millennials is 50% higher than that of previous generations, with many seeking roles that align with their values and passions rather than just financial security. The rise of remote work and the gig economy has further fueled this trend, allowing young professionals to work from anywhere, launch side hustles, and explore alternative income streams.

Rethinking the White Picket Fence

For previous generations, buying a home was a rite of passage. Today, skyrocketing real estate prices, student loan debt, and a preference for mobility have made renting and even co-living more appealing. A Zillow report showed that homeownership rates for those under 35 are nearly 10% lower than for Boomers at the same age. Instead of investing in real estate, younger generations spend on travel, education, and experiences, valuing the ability to move freely and adapt to life's changing circumstances.

Wealth Beyond Dollars

Success is no longer measured solely by financial wealth but by overall well-being. Millennials and Gen Z are prioritizing health, relationship social impact, and personal development. The surge in sustainability-focused businesses, mental health advocacy, and the "quite quitting" movement all reflect a rejection of burnout culture in favor of a more holistic approach to success.

According to a Deloitte study, 77% of Gen Z respondents said that working for a company with values aligned to their own is more important than salary. Purpose, impact, and ethical business practices matter more than ever.

While some view this shift as rejecting hard work and responsibility, Millennials and Gen Z see it as an evolution of what success truly means. Rather than being tied to rigid societal expectations, they are carving out their own paths—paths that prioritize freedom, creativity, and purpose. ♦

TOP 10
INSPIRATIONAL
CEOs
USA 2025

A Data Visionary Turning Numbers Into Narratives

SEQUOAH LLOYD

CEO, SL Data Enterprises

Numbers don't lie, but they don't speak for themselves either. Every day, businesses generate 328.77 million terabytes of data, yet a shocking 73% of it goes untouched—sitting idle in dashboards and databases, never translating into strategic action. Companies invest millions in analytics tools, but without the right expertise, all that information remains just noise.

DATA ISN'T VALUABLE
UNTIL IT TELLS
A STORY,
UNTIL IT
DRIVES A DECISION,
UNTIL IT
CREATES IMPACT

says Sequoah Lloyd, a self-taught tech visionary who has dedicated her career to transforming raw numbers into business intelligence.

As the CEO of SL Data Enterprises, LLC, Sequoah has redefined what it means to harness data for success. From fixing her first crashed computer at nine years old to automating over 10,000 BI reports for Fortune 50, 100, and 500 companies, her journey is a testament to the power of curiosity, innovation, and strategic problem-solving. Her expertise extends far beyond data analysis—she builds AI-powered marketing models, develops enterprise-wide Power BI solutions, and leads large-scale Robotic Process Automation (RPA) transformations that save organizations millions. Whether working with industry giants like Abbott, Pratt & Whitney, or CSG, or mentoring professionals on Power Platform and AI-driven analytics, Sequoah's impact is both vast and deeply personal.

A LinkedIn Top Voice in Analytics and Business Intelligence (2023), she has become a sought-after expert in the world of business intelligence. But beyond the titles and accolades, her mission remains simple: to help businesses unlock the full potential of their data and turn information into action.

So, what does it take to bridge the gap between data and decision-making? How can AI and automation shape the future of business intelligence? To explore these questions and more, TradeFlock sat down with Sequoah Lloyd for an exclusive conversation about her journey, insights, and the evolving landscape of data-driven innovation.

BALANCE ISN'T
ABOUT DOING LESS
—IT'S ABOUT WORKING
SMARTER AND MAKING
TIME FOR WHAT
TRULY MATTERS

Q What unconventional methods helped you master data science and BI?

I fixed my first crashed computer at nine. That moment sparked my obsession with tech. By 14, I was coding. In college, a database class introduced me to data modeling—I loved it so much I took the certification exam and passed on the first try. My professor urged me to learn SQL, and curiosity led me to Power BI via YouTube in 2014. I was hooked. Self-paced projects on Coursera and LinkedIn Learning sharpened my skills, and within a year, I was teaching data science and BI before stepping into the corporate world.

Q What's a major learning experience from working with Fortune 500 companies?

I've always believed that the right data, at the right time, can change everything. While working at a Fortune 500 healthcare company, I saw how manually pulling reports in Excel slowed down our newborn hearing screening process. I suggested using Power BI to give real-time access to critical data. I wrote SQL queries, built the model, and created visual dashboards—helping coordinators and managers act faster and more accurately. It turned a tedious process into a dynamic, data-driven system that made a real impact.

Q How has your background shaped your leadership and business approach?

My mother's sacrifices taught me to always do the right thing—the first time. Growing up as a first-generation Bahamian American, I learned the value of integrity, hard work, and community. That's exactly how I lead—ethically, transparently, and with a focus on empowering others. In business, it's not just about solving problems; it's about educating clients to build strong, scalable data systems that create lasting impact.

Q How is data storytelling evolving with AI and automation?

AI is making data storytelling more dynamic, but humans will always be the storytellers. What started as a way to make data more understandable is now supercharged by AI, transforming insights in real-time. I've used Copilot Studio across Power BI, Power Apps, and Power Automate to streamline analysis, automate reports, and generate insights through natural language. AI reduces errors and enhances efficiency, but it won't replace us—it needs us to train and refine it. As AI evolves, so will we, adapting to new roles and opportunities in a data-driven future.



Q What's the biggest myth about being a CEO?

People love to believe that CEOs are some kind of superheroes who have all the answers — but here's the truth: The idea of the all-knowing, all-powerful CEO is largely a myth. What really makes a CEO effective isn't micromanaging or calling every shot; it's building the right team, setting a clear vision, and trusting others to lead. The job isn't about having every answer — it's about creating an environment where the best answers can come from anywhere.

Q How do you balance work and life as a serial entrepreneur?

I don't believe in the idea that work-life balance means doing less—it's about doing things smarter. "Balance isn't about doing less—it's about working smarter and making time for what truly matters." I keep everything structured by syncing my calendars to avoid conflicts, automating tasks in my tax business, and using resume templates to save time. I also set boundaries—tutoring mainly in the evenings or weekends—to ensure I don't burn out. And when it's time to unplug, I focus on self-care, meditation, and being with loved ones. At the end of the day, productivity means nothing if I'm not taking care of myself too.

Q How do you keep AI-driven decisions ethical and unbiased?

I've learned that AI doesn't just process data — it inherits our past, the good and the bad. That's why I believe making AI fair isn't just a technical challenge; it's a human one too. I make it a rule to audit the data, test for hidden biases, and keep monitoring even after deployment. Because ethical AI isn't a checkbox — it's an ongoing responsibility to make sure tech doesn't repeat the mistakes of history.

Q Which recognition has meant the most to you and why?

If there's one thing I've learned, it's that the awards on your shelf don't matter as much as the ones that touch your heart. For me, that moment came in 2022 when I was named an NCWIT Collegiate Award Finalist for a report I created to make sure newborns didn't miss their initial hearing screenings. That recognition meant the most because it wasn't just about numbers or dashboards — it was about making sure every baby got the care they deserved. That's the kind of work that stays with you.

Q Who or what inspires you the most in your entrepreneurial journey?

If there's one person who shaped my journey, it's my mentor, Jason Hare — the first person who made me believe I could lead in the data world. He taught me more than data; he taught me how to lead with purpose. That's why, even today, I remind my team that "data is the new oil — but it only drives value when it's accurate, protected, and tells a clear story."

Q What's one thing you'd change in your industry?

If I could rewrite one rule in the data world, it'd be this — stop chasing quantity and start valuing quality. Too often, we hoard information without purpose. I want to shift the focus because better data leads to better decisions. It's not about collecting more; it's about collecting what truly matters.

Q What's a hobby people wouldn't expect from you?

People might not expect it, but I'm a true adrenaline junkie at heart. Whether it's skydiving, parasailing, or ziplining upside down, I'm always chasing the next thrill. I believe that fear is the worst way to live your life, and having regrets is the thief of joy. That's why I take risks — not just in business, but in every experience life throws my way. ♦

TOP 10
INSPIRATIONAL
CEOs
USA 2025

Leading with Purpose in a
Disrupted World

CARLOS E. SILVA

📁 Founder and CEO,
🏢 PIFD Technologies LLC

The nature of leadership is shifting—not just in title or scope, but in soul. No longer confined to growth charts and boardroom strategies, leadership today is a human test of clarity, conviction, and creativity. In a world where disruption is constant—whether through technology, geopolitics, or public trust—leaders are being asked not only to respond, but to reimagine. And to do so with heart. Few embody this evolving paradigm more powerfully than Carlos E. Silva, the visionary Founder and CEO of PIFD Technologies LLC.

Carlos's story begins far from Silicon Valley, in the heart of Guatemala's aviation sector, where he launched a decades-spanning career in transportation and logistics. From founding a multimodal transport company in El Salvador to optimizing regional supply chains in the U.S., he built a reputation for ingenuity and integrity. But it wasn't just business that shaped his journey—it was a loss. The tragic passing of his son in 1998 became a defining moment, planting the seed of a mission far greater than profit.

That mission would later fuel the creation of Murphy—PIFD Technologies' groundbreaking telematics system



"I DIDN'T BUILD A COMPANY
TO DISRUPT AN INDUSTRY
—I BUILT IT TO FULFILL
A PROMISE."

that harnesses AI, sensors, and 5G to detect traffic violations and reward safe driving. With patents secured, a tested MVP, and 15 municipalities already on board, PIFD is redefining road safety through innovation—while laying the foundation for Carlos's deeper purpose: supporting children facing life-threatening illnesses.

Now in his 70s, having survived a liver and kidney transplant and continued cancer treatment, Carlos leads PIFD with the clarity of someone who's lived every chapter of what it means to begin again.

“It was a moment that tested my commitment,
and that single decision became the foundation
for everything we've built since.”

In this exclusive TradeFlock feature, Carlos E. Silva shares his extraordinary path—from hardship to innovation, from grief to leadership—and how he's reshaping what it means to lead with purpose in a world that desperately needs it.

Q What inspired your transition from logistics to launching a road safety tech startup?

Starting over in a new country isn't just about geography—it reshapes your perspective. When I immigrated to the U.S., I carried a lifelong dream of owning my own company again, but honestly, it felt out of reach.

To make ends meet, I started driving for the ridesharing industry. At the time, it felt like a step backward. But that chapter turned out to be a turning point. Day after day, I witnessed just how dangerous our roads had become—reckless speeding, distracted drivers, near misses. I didn't want to just observe the problem—I felt a deep responsibility to do something about it.

That sense of purpose is what gave birth to PIFD Technologies and Murphy. It wasn't just about business—it was about saving lives and reimagining road safety from the ground up.

Q What's the most unconventional lesson that still shapes how you make decisions?

“I've learned more from
falling down than I ever
did from standing tall.”

Throughout my career, the moments that looked like failure on the surface were actually the ones that shaped me the most. I stopped seeing setbacks as dead ends and started treating them as detours with purpose. “Failure is never a stopping point—it's an opportunity to refine, improve, and keep moving forward.”

That mindset shifted everything. It taught me that grit often matters more than strategy, and that progress is built on persistence. Even today, every decision I make carries that lesson: keep going, keep learning, and trust that even the hard parts are pushing you somewhere worthwhile.

Q What was a make-or-break moment in your PIFD Technologies journey?

The scariest part of any startup isn't failure—it's deciding to begin. I hit a point where I had to choose: walk away or risk everything to move forward.

That leap of faith wasn't easy, but it reminded me that bold choices often lead to the most meaningful outcomes.

Q What passions or life experiences outside of work shape your leadership?

Creativity often starts with a rhythm—and for me, that rhythm has always been music. The soul of rock, blues, and jazz from the '60s to the '80s fuels my mind and helps me approach problems with a different lens.

“But beyond the music, it's my journey
through adversity that's truly shaped
how I lead. “I am a survivor—a liver
transplant, a kidney transplant, and
seven battles with cancer have tested
me in every possible way.”

Those experiences taught me how to stay calm under pressure, lead with purpose, and never lose sight of what truly matters. They've become the foundation of my leadership—rooted in resilience, clarity, and the belief that no obstacle is greater than the human spirit.

Q Where do you see Murphy and PIFD Technologies in the next 5 years?

I've always believed that if your vision doesn't scare you a little, it's not big enough. In five years, I see Murphy making roads safer across the globe.

“We're pushing boundaries
to redefine transportation
—building smarter vehicles,
smarter systems, and a safer
future for everyone.”

THE 'CASHLESS' DILEMMA

A Nation on the Brink

In a country where convenience is king, the United States is rapidly embracing a cashless economy. From high-end restaurants in Manhattan to mom-and-pop shops in Silicon Valley, more businesses are opting for digital transactions. Contactless payments, mobile wallets, and cryptocurrency transform how Americans spend, save, and invest. But as the digital tide rises, an important question looms: Is the US ready to abandon cash altogether?

According to a Pew Research Center study, nearly 41% of Americans reported making no cash purchases in the typical week in 2022, which has steadily climbed over the past decade. Meanwhile, major cities like New York and San Francisco have introduced legislation requiring businesses to accept cash to prevent

financial discrimination. This paradox reflects a deeper debate—whether a fully digital economy is inevitable or if cash still holds indispensable value.

When Millions Move Without Money

In high-stakes deals, financial transactions are not always as straightforward as a tap on a phone or a credit card swipe. Some of the biggest business deals today don't involve a single dollar in physical form. Bartering, equity trading, and digital asset swaps are redefining the concept of money, proving that financial exchanges can thrive without paper currency.

Take Tesla and Bitcoin, for example. In early 2021, Tesla made headlines by investing \$1.5 billion in Bitcoin and briefly accepting it as payment for its vehicles. Though the company later

reversed its decision, it demonstrated how major corporations could engage in significant transactions without involving traditional banking.

Similarly, in Hollywood, high-value production deals are often made through equity swaps and profit-sharing agreements rather than direct cash payments. Film studios frequently trade distribution rights, future box office percentages, or intellectual property ownership instead of writing checks upfront. These complex exchanges allow businesses to invest in innovation without immediate liquidity.

The Future or a Financial Divide?

Despite the convenience and efficiency of digital transactions, a cashless society presents significant

challenges. One of the most pressing concerns is accessibility. According to the Federal Reserve, an estimated 5.9 million American households remain unbanked, relying solely on cash for their day-to-day expenses. For these individuals, a completely cashless economy could mean exclusion from essential services and opportunities.

Moreover, cybersecurity risks pose a looming threat. Digital payments may be convenient, but they are not invulnerable. In 2023, cyberattacks targeting US financial institutions surged, with ransomware incidents alone costing businesses over \$20 billion. A single data breach can compromise millions of digital transactions, raising concerns about the long-term sustainability of a cash-free economy.

A High-Stakes Experiment

Beyond credit cards and cryptocurrencies, businesses also find innovative ways to exchange goods and services without traditional payments. In high-stakes industries, barter deals have become an essential strategy for survival and growth.

One notable example is the airline industry. During the pandemic, airlines faced financial strain as travel restrictions led to plummeting revenue. Instead of cash payments, many airlines bartered with suppliers and lessors—offering flight credits, advertising space, and future services in exchange for aircraft maintenance and fuel. This form of strategic barter helped companies stay afloat without significant cash outflows.

Is the US Ready to Go Fully Cashless?

While businesses are proving that high-value exchanges can occur without cash, the larger question remains: Should the US transition to a fully cashless economy? Advocates argue that digital transactions improve efficiency, reduce fraud, and increase transparency. However, critics warn of the dangers of financial exclusion, cybersecurity vulnerabilities, and the potential loss of personal privacy.

Countries like Sweden and China have rapidly adopted cashless systems, but even they have faced

pushback. In Sweden, concerns over elderly populations struggling with digital payments have forced policymakers to ensure that cash remains an option. Meanwhile, China's government-controlled digital currency has sparked debates over surveillance and financial autonomy.

For now, the US remains in a hybrid state—embracing digital innovation while acknowledging the need for cash as a safety net. The ultimate path forward will require balancing technological advancements with financial inclusivity, ensuring that no American is left behind in pursuing a digital economy.

A Pragmatic Approach

The move toward a cashless economy is not an all-or-nothing proposition. The US may never fully eliminate cash, but digital transactions will continue to dominate the financial landscape. As businesses find creative ways to exchange goods and services without money, policymakers must address the gaps in accessibility and security. ♦

TOP 10
INSPIRATIONAL
CEOs
USA 2025

Breaking Barriers of Innovation in Healthcare

CHARLIE NAHABEDIAN

CEO, VK Digital Health

It's a scenario that plays out every day in countless communities—someone wakes up with an alarming health concern, but instead of receiving immediate medical attention, they find themselves caught in the web of long appointment wait times, crowded emergency rooms, and rising healthcare costs. For many, access to quality care is a privilege, not a guarantee.

This is the harsh reality that Charlie Nahabedian saw firsthand, and he knew something had to change. With a career spanning decades in technology, telecommunications, and healthcare innovation, Charlie has always been drawn to solving big problems. His ability to foresee industry shifts and develop groundbreaking solutions has set him apart as a leader in his field. From working on early advancements in telecommunications to spearheading companies that integrate technology into everyday life, his focus has always been on making things more efficient, accessible, and impactful.

Now, as the CEO of VK Digital Health, Charlie is tackling one of the biggest challenges yet—bringing quality healthcare closer to those who need it most. His company is redefining telehealth, offering more than just virtual doctor visits. Through remote patient monitoring, medication adherence, and diagnostic technology, VK Digital Health is creating a future where medical care is not just digital but seamless, proactive, and truly patient-first.

TradeFlock interviewed Charlie Nahabedian to discuss how he is revolutionizing the telehealth landscape and what the future holds for digital healthcare.

Q How did your time in the U.S. Army Signal Corps shape your leadership and approach to technology?

“In the Army, you either adapt, or you get left behind.”

As a young officer in Vietnam, I traveled to over 20 remote radio sites, often in unpredictable conditions. Every mission demanded sharp thinking—survival wasn't just physical, it was professional too. One moment stands out: I was asked to extend my tour, risking my wedding, because my commanding officer made a mistake. Instead of blindly accepting it, I understood my responsibilities, challenged the demand, and navigated my way out with logic, not defiance. That moment shaped my leadership philosophy: “Always perform at your best, but never be afraid to question, justify, and push for the right outcome.”

Later, as a test engineer, I applied the same mindset—challenging outdated systems, pushing technology's limits, and implementing solutions that improved performance tenfold. Whether in the military or in business, I've learned that true leadership isn't just about following the rules—it's about knowing when to rewrite them for the better.

Q Do you see parallels between military strategy and business strategy in your career?

Absolutely, yes, and I even believe that strategy is everything—whether in battle or business. In the Army, every mission requires careful planning, adaptability, and precision. You don't charge ahead blindly—you assess, strategize, and execute with purpose. I carried that same mindset into business, especially at Bell Labs, where I led the development of the first microprocessor-based business communication system. It took three years and \$30 million, but like any well-planned mission, it had a lasting impact—staying in the Bell System lineup for over a decade.

**“Success isn't about reacting to the present—it's about anticipating the future and making every move count.”
That's the strategy I've lived by ever since.**

Q Your career spans telecom, healthcare, AI, and robotics. What's the common thread driving your evolution across industries?

“I've never believed in tearing things down just to build something new. The best innovations don't replace the past—they elevate it.”



Whether in telecom, healthcare, AI, or robotics, I've always focused on understanding the core technology, identifying gaps, and integrating new advancements to create a real competitive edge. Too many developers chase the latest trend without thinking about how it fits into the bigger picture. True progress isn't about what's new—it's about what's needed. That mindset has shaped every step of my journey.

“I've never believed in tearing things down just to build something new. The best innovations don't replace the past—they elevate it.”

Q You've worked across corporate giants like AT&T, innovative startups like Fonetek, and now VK Digital Health. What's been more fulfilling: building from scratch or driving innovation within an established structure?

Both have their rewards, but nothing beats building something from the ground up—when you have the right resources to make it work.

At AT&T, I built five marketing groups from scratch, fighting resistance to win multi-million-dollar contracts and reshape the company's competitive position. Even in a corporate giant, real innovation meant challenging the status quo and proving that new ideas drive big results.

But startups like Fonetek had a different kind of fulfillment—speed, agility, and the freedom to move in the right direction without layers of bureaucracy. We built a strong company, made smart decisions quickly, and when the time came, we had something truly valuable to sell.

The mindset I carry forward daily is that “The most fulfilling work isn't just about building—it's about creating something that lasts.”

Q What's the most non-traditional leadership lesson you've learned that more CEOs should embrace?

A leader isn't just a decision-maker—they should be willing to step in and do the work when needed.

It is critical to understand the market, your people, their roles, and the technologies that drive success. But the real difference? Being ready to assist, support, and step in wherever possible. Titles don't build companies—leaders who empower their teams do. The best CEOs don't just lead from the top—they work alongside their people to make success happen. ♦

**TOP 10
INSPIRATIONAL
CEOs
USA 2025**

The Young Visionary Making Video
Creation Effortless with AI

DEMI GUO

📁 Co-Founder & CEO,

🏢 Pika

In the golden age of artificial intelligence, where machines can paint, write, and even compose music, one creative frontier has remained notoriously difficult to crack—video. While text-to-image models like DALL·E and Midjourney have dazzled the world, the challenge of generating realistic, dynamic video content has been a puzzle many have tried—and failed—to solve. But amidst this race, a quiet yet powerful revolution is taking shape, led by a 26-year-old innovator who is rewriting the rulebook.

Meet Demi Guo, Co-Founder and CEO of Pika, the AI video startup that has captured the imagination of creators, technologists, and investors alike. In less than two years, Guo has gone from Stanford Ph.D. student to leading one of the most talked-about AI video platforms in the world—reshaping how people think about creativity in the process.

From Code Prodigy to Creative Technologist

Demi Guo's story begins far from Silicon Valley—in Hangzhou, China, where her fascination with technology took root at an early age. By the time she was a teenager, Guo was already making global headlines, clinching a silver medal at the International Olympiad in Informatics (IOI) in 2015. This early recognition as one of the world's brightest young programmers wasn't just a testament to her technical brilliance; it was the start of a journey that would blend science, creativity, and entrepreneurship.

Her academic path took her to Harvard University, where she majored in Mathematics and Computer

Science. But Guo wasn't content with classroom theory alone. She interned at leading tech companies like Quora, Microsoft, Google Brain, Facebook AI Research, and Epic Games, gaining hands-on experience across machine learning, trading algorithms, and creative computing.

In 2021, she joined Stanford University's prestigious AI Lab to pursue her Ph.D. in Natural Language Processing and Graphics. Yet, while academia offered intellectual rigor, Guo's creative instincts were pushing her toward something more immediate, more impactful.

The Spark Behind Pika: Turning Frustration Into Innovation

The moment that changed everything came not in a lab, but at an AI Film Festival in the winter of 2022. Guo and her friends attempted to create an original AI-generated short film—but quickly hit a wall. The existing video-generation tools were clunky, complex, and creatively limiting. It was a frustrating experience for a group of highly technical individuals. If they were struggling, Guo wondered, how could everyday creators hope to use these tools?

That question sparked an idea—and a decision that would alter the trajectory of her career. Alongside her Stanford colleague Chenlin Meng, Guo made the bold move to leave her Ph.D. program and launch Pika in April 2023. Their mission: to democratize video creation and put the power of AI storytelling in everyone's hands.

Pika's platform simplifies video generation through a text-to-video interface. Anyone can type a prompt—say, "A robot dancing at sunset on a beach"—and receive a short, AI-generated video within seconds. The tool also offers advanced features like "Scene Ingredients," allowing users to upload images to personalize the video content further.

Building Momentum: A Startup's Rapid Rise

Guo's vision didn't just resonate with creators—it captivated Silicon Valley's top investors. By November 2023, Pika had closed a stunning \$55 million funding round led by Lightspeed Venture Partners and a lineup of renowned angel investors, including Nat Friedman (former GitHub CEO) and Daniel Gross (former Head of AI at Y Combinator). Prior to that, Pika secured a \$15 million pre-seed round based on an impressive early-stage demo. But the funding story is only part of the narrative. Guo's personal and professional network—built over years at the intersection of academia, tech, and competitive programming—played a pivotal role in attracting support. Even Quora CEO Adam D'Angelo, whom Guo interned for as a high school student, invested in Pika's \$40 million Series A round.

Beyond capital, Guo's leadership style is what sets Pika apart. She believes in agility, listening to users, and

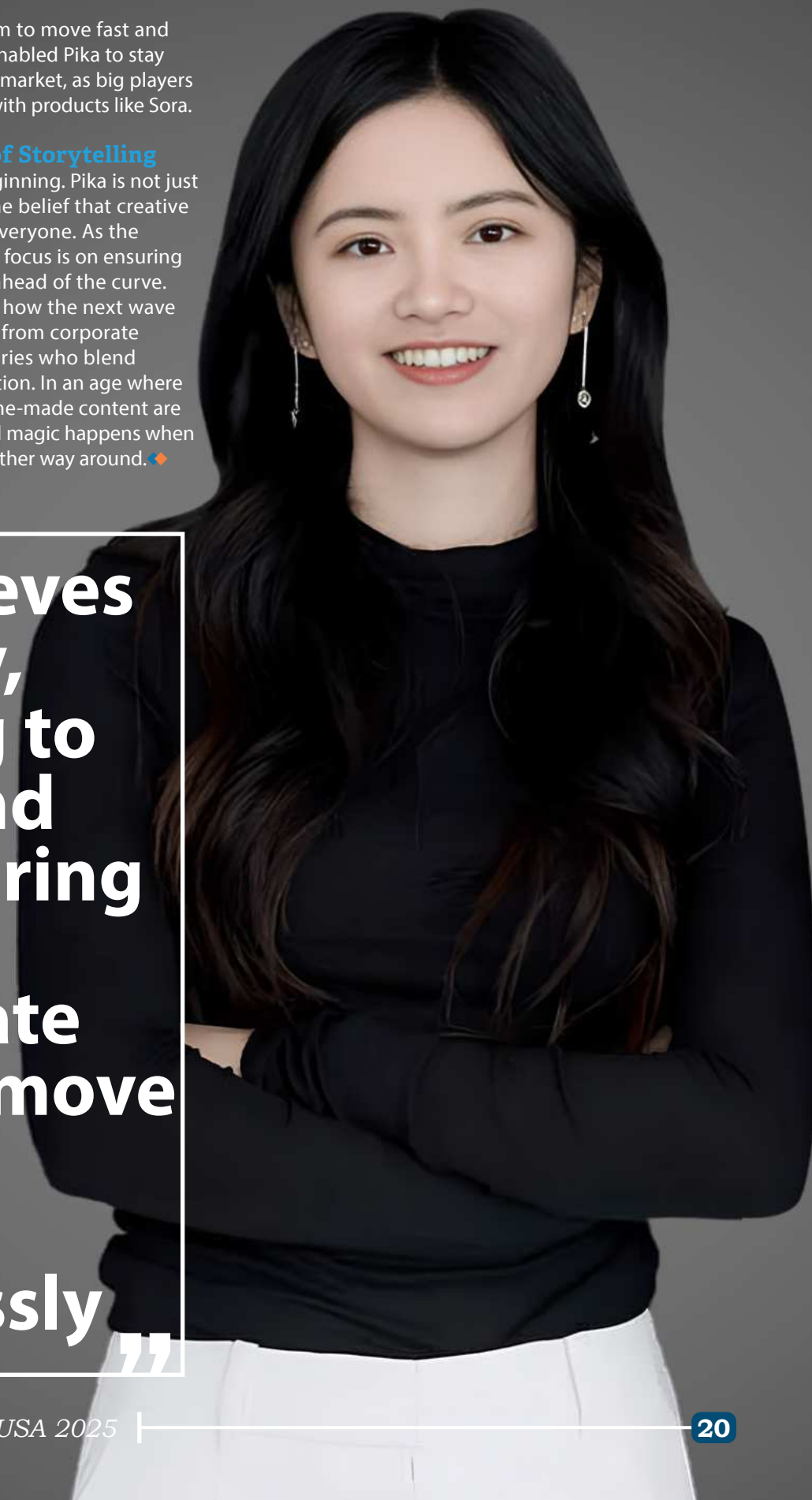
empowering a small, passionate team to move fast and iterate relentlessly. That culture has enabled Pika to stay ahead in an increasingly competitive market, as big players like OpenAI enter the AI video space with products like Sora.

The Road Ahead: A New Era of Storytelling

For Demi Guo, the journey is only beginning. Pika is not just a product—it's a platform built on the belief that creative expression should be accessible to everyone. As the generative AI industry matures, Guo's focus is on ensuring Pika stays nimble, user-centric, and ahead of the curve.

Her story is a powerful example of how the next wave of tech leadership is emerging—not from corporate boardrooms, but from young visionaries who blend technical mastery with creative ambition. In an age where the lines between human and machine-made content are blurring, Demi Guo is proving that real magic happens when technology serves creativity, not the other way around.💡

“She believes in agility, listening to users, and empowering a small, passionate team to move fast and iterate relentlessly”



A MASTERCLASS IN MODERN MANAGEMENT

JACK WELCHS

Legendary Run At General Electric

The 1980s was a tough time for corporate America, with industries grappling with globalisation, rising competition, and shifting economic ties. However, Jack Welch, a fiery and unconventional leader, stood at the helm of General Electric (GE). Nicknamed "Neutron Jack" for his radical restructuring strategies, Welch transformed GE from a \$12 billion company in 1981 to an astonishing \$410 billion enterprise by 2001, marking a 30-fold increase in market value. His era wasn't just about financial success—it redefined leadership in ways that continue to inspire executives worldwide.

Bold Decision-Making: The Art of Asking Tough Questions

Welch's leadership philosophy revolved around relentless questioning. He once cited management guru Peter Drucker's pivotal question: "If GE weren't already in a particular business, would you enter it today?" If the answer was no, Welch would make the circumstances, and he either streamlined or divested. This

strategic clarity led GE to exit underperforming sectors, redirecting resources to profitable ventures like financial services and technology.

During his tenure, Welch sold over 100 underperforming GE divisions, including consumer appliances and small-scale electronics. This approach wasn't without controversy, but it paid off: by 2000, GE Capital contributed nearly 50% of the company's total revenue. His mantra, "Face reality as it is, not as it was or as you wish it to be," underscores the value of making bold decisions rooted in objective truths.

Lesson to Learn

Bold decision-making involves ruthless prioritisation. Ask the hard questions, confront reality, and focus resources where they will have the greatest impact.

Building a Culture of Candour

Welch's obsession with transparency reshaped the internal dynamics of GE.

He opted for a very frank approach, believing honest feedback fosters accountability and innovation. This was institutionalised through his famous 'Session C' meeting, an annual meeting where leaders were evaluated, not just on the basis of their performance, but also their ability to develop talent.

One of his most famous quotes, "An organisation's ability to learn, and translate that learning into action rapidly, is the ultimate competitive

Lesson to Learn

A culture of candour fuels innovation and trust. Encourage honest communication and ensure that feedback leads to actionable outcomes.

advantage", shows just how much emphasis he put on open dialogue and the ability to learn. By promoting openness, Welch built a culture that thrives on communication, trust and adaptability.

Inspiration Over Intimidation

Despite his reputation as a hard-nosed executive, Welch prioritised inspiring his workforce. He once said, "One of the jobs you have as a manager is to pump everyday self-confidence into your team."

Welch's management style encouraged leaders to empower their teams as a whole rather than micromanage. For example, he introduced GE's "Work-Out" sessions, which bypassed hierarchy to give employees at all levels a voice in decision-making. These sessions not only improved morale but also streamlined processes, resulting

in savings of over \$10 billion during the 1990s, which is a huge sum of money, even for a company as big as GE.

Letting Go to Move Forward

Welch advocated "Organised Abandonment," a term borrowed by Drucker. He frequently reassessed GE's priorities based on shifting markets and asked himself, "What needs to be done now?" This foresight and the courage to look at new horizons allowed GE to invest in high-growth areas like healthcare imaging and industrial automation, ensuring the company stayed in the race.

In a notable example, Welch spearheaded GE's entry into medical imaging technologies during the late 1980s, betting on healthcare's increasing importance. By 2001, GE Healthcare had become a \$9 billion business, solidifying the company's leadership in the sector.

Lesson to Learn

Adaptability is key. Reassess priorities regularly and don't hesitate to discard outdated strategies to embrace future opportunities.

Engaging Leadership: "Love 'EM to Death"

For Welch, leadership wasn't confined to the boardrooms. He believed in connecting with employees on a personal level and this was central to his success. He famously advised, "Get out and touch the people. Listen, listen, listen. Love 'em to death and touch them, get inside their skin. Excite them

about what they're doing."

Welch's willingness to engage directly with the employees created a sense of purpose and loyalty. He celebrated success with vigor, often holding company-wide events for notable milestones like when GE reached the Fortune 5. His mindset was that even the smallest achievements should not go unnoticed.

Lesson to Learn

Leadership is about connection. Engage with your team personally, celebrate successes, and make every employee feel valued.

Timeless Lessons for Future Leaders

Jack Welch's leadership principles remain as relevant today as they were during his reign at GE. From fostering a culture of transparency to embracing bold decision-making, his strategies provide a blueprint for navigating complexity in modern business.

Welch's advice for aspiring leaders? "Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others." This wisdom underscores the timeless truth: leadership is less about power and more about empowerment.

As businesses face rapid technological shifts and global uncertainties, Welch's emphasis on clarity, adaptability, and human connection inspires a new generation of leaders. His legacy reminds us that great leadership isn't about maintaining the status quo—it's about boldly shaping the future. ♦

Leading with Vision, Innovation, and Purpose

EMILY CHANG

CEO,
VML

Leadership is never one-size-fits-all. For some, it's about trust, collaboration, or empowerment—but for Emily, CEO VML, it has always been about reimagining possibilities and she firmly believes that;

"Great leaders don't just navigate change; they create it."

Long before she was transforming billion-dollar brands and leading global businesses, she was simply the one asking, What if we did this differently? That mindset has propelled her through a 26-year career at some of the world's most influential companies—Procter & Gamble, Apple, Starbucks, IHG, McCann Worldgroup, and now VML West. She has consistently turned bold ideas into reality, proving that true leadership isn't just about climbing the ladder—it's about making a lasting impact.

Starting at Procter & Gamble, Emily spent 11 years honing her expertise in customer experience, brand building, and strategic innovation. She then joined Apple as Head of Retail Marketing for Asia, expanding its store presence in Greater China from four to 21 locations and redefining the in-store experience. Her success in driving large-scale transformation led her to hospitality, where, as Chief Commercial Officer (CCO) at InterContinental Hotels Group (IHG), she managed \$2.7 billion in revenue across 270+ hotels. She launched China's first HUALUXE luxury brand, redefined IHG's loyalty

programs, and partnered with Didi Chuxing to enhance guest mobility. By 2017, Emily was reshaping coffee culture as Starbucks China's CMO, using digital innovation and localised strategies to position the brand as an aspirational lifestyle. Later, as CEO of McCann Worldgroup China, she led a team of 400+, delivering the agency's best Effie China performance in five years, securing multiple awards in 2023.

Now, as CEO of VML West, Emily is once again leading change—doubling the business and team size, integrating multiple agency brands, and driving digital transformation, CRM, and customer experience innovation for top-tier clients in the healthcare, technology, automotive, and government sectors.

An NYU professor, bestselling author, and advocate for purpose-driven leadership, Emily believes leadership isn't about power—it's about influence and legacy. In an exclusive conversation with TradeFlock, she shares the principles that have guided her, her approach to building high-performing teams, and what it takes to lead in a world where transformation is the only constant.

Q What's the boldest business decision you've made, and how did it shape your leadership?

I walked into IHG Greater China as CCO, feeling the weight of doubt. I was young, one of the only women at the table, and an outsider to hospitality. So, I did what I thought was right—stayed polished, prepared, and never showed cracks. Strength, I believed, meant having no room for weakness.

Then, my husband and daughter wheeled Teo, the disabled child we were fostering, into my office. The air shifted. For the first time, my colleagues saw me beyond my title. And in that moment, I realized leadership isn't about proving yourself—it's about being yourself.

Q What's a common leadership myth senior executives believe—but you don't?

If there's one myth about leadership, it's that there's just one. I've worked alongside executives from P&G, Apple, IHG, and Starbucks, and no two have led the same way. Some lean on hierarchy, others on collaboration. Some swear by vision, others by execution.

The truth? There's no single formula for great leadership. It's not about proving one belief right or wrong—it's about adapting, learning, and knowing when to challenge your own assumptions.

Q What's a common cross-cultural branding mistake companies make when expanding globally?

Too many brands enter new markets with a delivery mindset—focusing on what they want to sell rather than how they can serve. I've seen this mistake play out

repeatedly, especially in China, where companies push their products first and figure out cultural fit later.

But successful global brands take a service approach. Instead of asking, "How do we land here?" they start with, "How can we add value?" Launching with a delivery mindset puts the brand at the center; launching with a service mindset puts people at the center. And that shift—from selling to serving—is what makes the difference between success and failure.

"It may feel counterintuitive to show vulnerability at work, but it's exactly what creates trust—and trust is what builds great teams."

Q What's a China-born business philosophy U.S. leaders should adopt today?

Growing up in both China and the U.S., I've noticed a big difference in how each culture reacts to new ideas. In China, when something great is launched, the reaction is swift: "Challenge accepted!" People see success and immediately think, "I can improve on that!" or "I can get in on that action."

In the West, there's often more respect and deference to the original idea—think about how companies like Groupon or Etsy were first met with admiration. The challenge isn't as immediate. But embracing that "Challenge accepted" mindset, with a mix of ambition and agility, is what drives rapid innovation and growth.

Q How would you predict the future of marketing in five words?

Seamless, delightful, useful, compelling experiences. The days of pushing products and hoping people buy are long gone. Today, to truly engage with consumers, we must center everything around human experience.

Creating these experiences requires both empathy and data-driven insights. It's about blending creativity with analytics, where both left brain and right brain work together in harmony to deliver something meaningful.

Q What's the one question no one asks you in interviews—but should?

No one's ever asked me this, but here's a good one: "What's more important, success or impact?"

We often focus on titles, achievements, and where people've worked—but what really drives me is the chance to make a meaningful difference in others' lives.

Success without impact isn't success at all. To me, a life well lived is about leaving people, communities, and businesses better than you found them. That's what truly matters. ♦



TOP 10 INSPIRATIONAL CEOs USA 2025



The Visionary Who Reshaped
Music & Media

HAL WILLIS

 CEO,
 American Music Channel, Inc.

Great
leaders don't
just adapt to
change—
They drive it.

This philosophy defines Hal Willis, a visionary who has spent over four decades shaping the media and entertainment industries. From pioneering cable television to revolutionizing digital music platforms, his career is a testament to bold innovation, strategic foresight, and an unwavering passion for storytelling.

Long before digital streaming dominated the music scene, Willis was already ahead of the curve. As a key player in launching The Nashville Network (TNN) in the early '80s, he helped bring country music into millions of homes. Later, as CEO of Country Music Television (CMT) during its golden era in the mid-90s, he orchestrated record-breaking ratings, global expansions, and high-stakes negotiations with world leaders and media moguls like Rupert Murdoch. His ability to spot and seize opportunities has always set him apart. But his journey didn't stop with television. At mPhase Technologies, he helped develop the first system to bring digital cable TV over telephone lines, a breakthrough that skyrocketed the company's stock from under \$1 to over \$20 in just three years. Then, in 2000, he launched American Music Channel, Inc., one of the first platforms to stream music videos online, shaping how artists and audiences connect in the digital age.

With a J.D. from the University of Tennessee, a 2nd Degree Black Belt in Wado Ryu Karate, and a track record of turning ideas into industry-shifting realities, Willis is a leader who embodies both precision and vision.

TradeFlock sat down with him to discuss his leadership journey, the evolution of music and media, and the lessons he's learned along the way.

Q What was the boldest decision you made in your career, and how did it change your path?

"Bet on what's next, not just what's now." That mindset led me to invest my entire 401k—\$150,000—into mPhase Technologies, a spinoff developing the first digital video transmission over copper lines. I didn't just invest; I stepped in as Executive VP, working with Georgia Tech to integrate it into phone infrastructure. Cable was king, but I saw a shift coming. Three years later, that \$1 stock hit \$21. It wasn't just a financial win—it proved that recognizing change early can reshape your entire career.

Q What's the key leadership principle that applies across entertainment?

Success in entertainment isn't just about great content—it's about people. Early in my career as an in-house attorney, I saw firsthand that the industry thrives on relationships, not just deals. Respect and honesty might seem like basics, but in a business built on personalities and audience connections, they make all the difference. The way you treat people shapes everything—from collaborations to long-term success.

Q What's the key to building a successful music business?

If the audience can't use it, it doesn't matter how groundbreaking it is. I've seen brilliant technologies fail simply because they weren't built with the user in mind. "Technology, just for technology's sake, is just an academic exercise unless it truly connects with people." The music industry thrives on innovation, but success comes from making that innovation effortless—something people can adopt without thinking twice. That's the real secret to longevity.

"If the audience can't use it, it doesn't matter how groundbreaking it is. I've seen brilliant technologies fail simply because they weren't built with the user in mind."

Q What was your vision for the American Music Channel, and how has it evolved?

When I launched the American Music Channel in 2000, my goal was simple—create a true music community where emerging artists could thrive without chasing record deals that stripped them of their earnings. "The vision never changed, but technology finally caught up." Social media was unheard of back then, but as it reshaped the industry, I had to retool, rebuild, and eventually integrate an entire social platform into the website. What started as a streaming platform has evolved into something far bigger—a space where artists can connect, grow, and take control of their own careers.

Q What's a music trend you think is overhyped?

Every so often, there's a push to make Country sound more like Pop, but history shows the fans never truly buy into it. "Music, at its core, is about storytelling—not chasing trends." The heart of Country music lies in authentic narratives, not polished beats. As Huey Lewis put it, there are only two kinds of music: good and bad. The genre survives not by blending in, but by staying true to its roots.

Q Is AI in music a revolution or a creative crisis?

AI can generate music, but can it create a true artist? That's the real question. "Music isn't just sound—it's human emotion, experience, and connection." I've seen AI-generated content, and while it's technically impressive, it often lacks the authenticity that makes music resonate. That said, AI has its place—I respect how it helped restore Randy Travis's voice after his stroke. But replacing real artists with deep fake versions? I'm not convinced. AI is revolutionizing video, but in music, true artistry still comes from real people. ♦

THE CEO | REVOLVING DOOR

THE GROWING TREND OF CEO OUSTERS & ACTIVIST INVESTORS

Once upon a time, a CEO's tenure was a long, steady climb, often lasting a decade or more. Today, that stability is disappearing. The revolving door of executive leadership is spinning faster than ever, with high-profile ousters making headlines across Wall Street and beyond. From tech giants to legacy corporations, the trend is clear: More CEOs are being forced out, and activist investors are playing a major role in this downfall.

A recent study by PwC's Strategy& found that in 2023, CEO turnover at the world's 2,500 largest public companies hit its highest rate in two decades. In the US, the trend is particularly pronounced, with executive firings and resignations climbing as investors demand accountability, fresh leadership, and improved financial performance.

So, what's behind this shake-up at the top? The answer lies in shifting power dynamics, economic

uncertainty, and the ever-growing influence of activist investors.

The Rise of Activist Investors - A New Power Center

Activist investors are no longer just a thorn in the side of corporate boards—they are a force to be reckoned with. Hedge funds and institutional investors, emboldened by social media and shareholder activism, are increasingly



aiming at CEOs they believe are underperforming. In many cases, they are succeeding.

Take the case of Disney's Bob Chapek. In 2022, he was unceremoniously ousted after just two years, largely due to pressure from shareholders dissatisfied with the company's stock performance and strategic direction. Activist investor Nelson Peltz publicly criticized Disney's leadership and demanded changes, signaling a new era where investors wield significant influence over corporate decision-making.

This trend isn't limited to entertainment. In 2023, activist investor Carl Icahn successfully pushed for the resignation of Illumina CEO Francis deSouza, citing poor acquisition decisions and declining stock prices. The message is clear: if you're a CEO, you're only as good as your last quarter's earnings—and the patience of activist investors is wearing thin.

The CEO Paradox: Performance vs. Perception

Interestingly, not all ousted CEOs are failures. Many are victims of what could be called the "CEO paradox": even when a company is profitable, investors may still push for a change

at the top if they believe leadership isn't maximizing shareholder value. In some cases, the pressure comes from concerns about ESG (Environmental, Social, and Governance) factors, while in others, it's about strategic direction and growth potential.

For example, in 2022, Starbucks CEO Kevin Johnson stepped down amid shareholder concerns over the company's labor policies and supply chain issues. Similarly, Twitter's former CEO Parag Agrawal was ousted in a dramatic boardroom coup led by Elon Musk after the billionaire acquired the company. In both cases, leadership was questioned not necessarily because of financial ruin but because of a perception that new leadership could better align the company with investor priorities.

What This Means for Corporate Governance

The rise in CEO ousters raises serious questions about corporate governance. Are boards becoming too reactive? Is short-term investor pressure undermining long-term business strategy? And what does this mean for the future of executive leadership?

On one hand, increased accountability is a positive

development. CEOs can no longer coast on past achievements or rely on cozy board relationships to maintain their positions. Investors are demanding transparency, results, and a clear strategic vision. This shift has led to more rigorous executive evaluations and greater board oversight.

On the other hand, the pressure to deliver immediate results can lead to short-sighted decision-making. When CEOs constantly look over their shoulders, they may prioritize quick wins over sustainable growth. This could explain why companies with frequent CEO turnover often struggle to maintain long-term success.

A 2023 Harvard Business Review study found that companies with high CEO turnover underperform compared to their peers in the long run, as constant leadership changes disrupt strategic continuity and corporate culture. This suggests that while holding CEOs accountable is important, overemphasizing rapid turnover may do more harm than good.

The Power Shift in Corporate America

The growing trend of CEO ousters and activist investor influence marks a profound shift in corporate governance. No longer can CEOs assume job security based solely on tenure or past success. The demands of modern investors—whether related to financial returns, social responsibility, or strategic direction—are reshaping what it means to be a corporate leader.

While this trend brings greater accountability and a push for better leadership, it raises concerns about instability and short-termism. The challenge for corporate America will be finding the right balance: ensuring CEOs deliver results while allowing them the time and space to build sustainable, long-term value. ♦



TOP 10
INSPIRATIONAL
CEOs
USA 2025

Breaking Barriers Into An Evolving World

RASSUL FAZELAT

 President & CEO,
 Data Talent Advisors

By 2026, the global AI and data workforce shortage is projected to surpass 1.5 million professionals, forcing businesses into a relentless battle for the best minds in the industry. Despite the billions of dollars being poured into AI-driven transformation, companies are discovering a harsh reality—technology alone isn't enough. Without the right people to build, lead, and refine these innovations, even the most advanced AI systems remain underutilized.

While most companies are just waking up to this crisis, Rassul Fazelat, President & CEO of Data Talent Advisors, saw it unfolding years ago. Long before AI and big data became corporate buzzwords, he recognized a fundamental disconnect between technology's rapid evolution and the industry's ability to secure the talent needed to drive it forward. But his journey didn't start at the top. It was built from years of navigating the complexities of executive search, understanding what makes a leader truly valuable, and reshaping how organizations approach talent acquisition. Unlike traditional recruiters focused on filling vacancies, he focused on building leadership teams capable of defining the future. His career, spanning over two decades, has been dedicated to solving one of the biggest business challenges of our time: bridging the AI talent gap. As President & CEO of Data Talent Advisors, he has worked closely with Fortune 500 companies, high-growth startups, and global enterprises—not just helping them hire, but helping them hire right. His ability to match business vision with high-impact talent has made him one of the most trusted advisors in AI and data talent strategy.

However, true leaders don't just adapt to change—they anticipate it. As AI hiring needs surged, he saw a new problem

emerging: companies needed a more efficient way to connect with top AI professionals directly. That foresight led him to create Hire4AI, the world's first AI talent-specific job board, a platform to redefine how organizations and AI experts find each other.

Beyond the boardroom, Rassul has played an instrumental role in shaping conversations on AI workforce development, leadership, and the future of hiring. As a LinkedIn Advisor, Rutgers University Board Member, and industry mentor, his insights have guided not just businesses but also educational institutions and industry think tanks in preparing the next generation of AI leaders.

TradeFlock interviewed Rassul Fazelat for an in-depth conversation on AI talent acquisition and leadership in the age of automation.

Q What inspired you to launch Data Talent Advisors?

It all clicked when I saw brilliant data professionals being mismatched with roles that didn't fit their expertise. In AI and data, hiring isn't just about filling a position—it's about finding the right mind to drive innovation. Traditional recruiters weren't speaking the language of data, and that gap frustrated both companies and candidates. I knew there had to be a better way, so I built Data Talent Advisors—a firm that doesn't just place talent but understands it.

Q What's the biggest challenge in staying ahead of AI and data talent trends, and how do you tackle it?

AI and data don't wait for anyone—the moment you think you've caught up, the game changes. To stay ahead, I immerse myself in the community, not just as an observer but as a participant. Hosting and engaging in NYC Big Data Visionaries and Advanced Analytics Meetups keeps me plugged into real-time industry shifts, so I'm always anticipating, not reacting.

Q What's a big misconception about data talent acquisition?

Great data talent isn't found in job boards alone—it's a multi-pronged approach. Many believe reposting job listings will attract the best candidates, but the real game-changers aren't actively looking and they need to be nurtured. The best professionals are passive candidates, and finding them takes more than algorithms—it takes deep industry knowledge, strategic outreach, and a personal touch.

Q What does success mean to you beyond revenue and growth?

Success isn't just about hitting numbers—it's about creating real impact. "When the right person lands the right role, it's not just a hire; it's a career transformed and a company empowered." That's what drives me—helping people grow, businesses thrive, and making a difference that lasts.

“

When the right person lands the right role, it's not just a hire; it's a career transformed and a company empowered

”

Q What impact do you hope to be remembered for?

I hope to be remembered as the bridge between visionary companies and the talent that drives them forward.

“THE RIGHT PEOPLE DON'T JUST FILL ROLES THEY SHAPE INDUSTRIES,”

If I've helped organizations build the future and professionals realize their full potential, that's an impact that lasts. ♦



SCOTT
SHEPARD **Founder & CEO,**
 **The CitiesFirst Advisors**

By 2050, nearly 70% of the world's population will be living in cities. That's not just a statistic—it's a seismic shift that will redefine how we move, work, and live. Today, cities are already struggling with clogged streets, polluted air, and aging infrastructure. And with transportation responsible for nearly a quarter of global carbon emissions, the need for a smarter, greener approach has never been more urgent.

But the answer isn't as simple as adding more electric cars or expanding subway lines. "The future of urban mobility isn't about more vehicles—it's about fewer, smarter, and better-connected solutions," says Scott Shepard, a leading voice in the mobility revolution.

With over two decades of experience at the crossroads of AI, urban planning, and transportation, Scott has made it his mission to rethink how cities move. As the Founder & CEO of CitiesFirst Advisors, he collaborates with governments, startups, and corporations to design forward-thinking mobility strategies that prioritize efficiency, accessibility, and sustainability.

And he's not just talking about change—he's driving it. From shaping commercial strategy at Free2Move to navigating policy and government affairs at Drovers

WHAT WORKS IN ONE CITY WON'T WORK IN ANOTHER; START SMALL AND SHOW HOW CHANGE PAYS OFF.

AI, Scott has been at the forefront of mobility innovation, influencing policies, developing technologies, and leading business growth. Through The CitiesFirst Podcast, he brings together global experts to tackle the big questions about urban transportation, while his work with InterMobility and Green Mobility Magazine keeps him plugged into the latest industry shifts.

But where is urban mobility really headed? Can AI and emerging technologies truly redefine how cities move, or are we simply layering new tech onto old problems?

To get to the heart of these questions, TradeFlock sat down with Scott Shepard to discuss his journey, his vision for the future, and the innovations set to transform urban mobility as we know it.

Q What inspired you to start The CitiesFirst Podcast, and how does it reflect your vision for urbanism and mobility?

Cities don't work in silos—so why were conversations about urbanism, mobility, and decarbonization so disconnected? In 2022, I launched The CitiesFirst Podcast to break that pattern. I wanted a space where industry leaders could speak candidly, making these complex topics more accessible and engaging. "Cities, transportation, and sustainability are deeply connected—our conversations should be too." That's the heart of CitiesFirst—a platform that brings these intersections to life, helping listeners see the bigger picture.

Q How does your experience across government, consulting, and startups give you a unique edge in urban development?

I've been on all sides—government, consulting, and startups—so I know how the game is played. Urban development isn't just about policies or projects; it's about knowing how to cut through the noise and get things done. I help clients navigate the complexities—partnerships, city outreach, fundraising—while keeping one goal in mind: building better cities that actually work for people.

Q What's the biggest mistake mobility startups make when integrating into city infrastructure?

Mobility startups often underestimate just how slow and complex city partnerships can be. Public procurement isn't a quick deal—it's a long game. If a startup only has 12 months of runway but needs to close multiple city contracts to impress investors, they're already on shaky ground. "Without a clear path to rapid adoption, many mobility startups end up racing to the bottom instead of scaling up." Understanding the sales cycle and aligning product-market fit with city needs is key to survival.

Q What leadership lessons have you gained from working across continents and cultures?

Moving to Europe in 2017 and working across continents taught me some key leadership lessons. First, humility—each culture has its own way of doing things, and it's crucial to respect that. Second, listening—before offering advice, you need to truly understand the problem. "Listening first, speaking second—that's where the real impact comes from." And lastly, curiosity: the more you immerse yourself in new places and experiences, the more you learn and grow.

CITIES ARE REIMAGINING THEIR SPACES, AND PEOPLE ARE FINALLY TAKING THE LEAD.

Q What are the three biggest hurdles to fully decarbonized urban mobility, and how can they be overcome?

Decarbonizing urban mobility faces three main challenges: politics, culture, and finances. Politically, cities sometimes backtrack on their climate goals, so it's important to focus on leaders who stay committed. Culturally, solutions need to be tailored—"What works in one city won't work in another; start small and show how change pays off." Finally, finances are tough, but cities can help bridge the funding gap through public-private partnerships and investment.

Q If you were to write another book, what would its title be and what core message would you share?

I'm actually in the middle of writing a new book this year! It's called "#CitiesFirst: Urbanism & Mobility in the Post-COVID City." It'll dive into how the pandemic changed the way cities think about mobility and public spaces, with a special focus on decarbonization. I'll feature case studies, best practices, and insights from more than 20 past guests of The #CitiesFirst Podcast. "Cities are reimagining their spaces, and people are finally taking the lead." Stay tuned for pre-launch details! ♦

FROM KARTING TO KINGDOM

Hamilton's Drive to Greatness

It was a tenuous afternoon in Brazil when a 23-year-old kid from the streets of England was driving his McLaren F1 car to the very limits to secure his first-ever F1 championship. His chances were looking slim as his rival Felipe Massa, who was driving for the infamous Ferrari, reached the finish line before him. However, the racing gods had something else on their minds, and something happened. On the last corner of the last lap of the race, the McLaren overtook Timo Glock and finished the race in 5th position, enough to make him the world champion of 2008. We are talking about none other than the best F1 driver ever, Sir Lewis Hamilton. The first and the only person of colour to win an F1 championship. Just like this race, nothing came easy to him in his life, but he still prevailed.

A Dream Born on the Karting Tracks

Lewis Carl Davidson Hamilton was born on January 7, 1985, in Stevenage, England. He was raised

by his father, Anthony Hamilton. His father bought him an RC car when he was 6, and that car got him hooked to real cars; by the age of 8, he was karting local circuits around England. Anthony worked multiple jobs to provide for his son and his family. Money was tight, and karting was an expensive sport, but Anthony was determined to give Lewis every opportunity he could. They had a simple deal: Lewis would work hard at school, and his father would do everything possible to fund his racing career.

It was evident from his first race that Lewis was a very talented young man, but talent alone wasn't enough. Racing in a sport dominated by the wealthy, he faced prejudice and scepticism. Yet, his results silenced doubters. By the age of ten, he was winning championships, and in 1995, he famously approached Ron Dennis, the head of McLaren, at an awards ceremony and said, "I want to race for you one day." Dennis, impressed by the young boy's

confidence, replied, "Call me in nine years, and I'll see what I can do." However, Lewis did not have to wait 9 years to realise his dream.

The McLaren Promise

Ron Dennis was a man of his word. Three years later, McLaren signed Lewis to their Young Driver Programme, making him the first Black driver ever to be backed by a Formula 1 team at such a young age. It was a rare opportunity, but it didn't come without pressure. Lewis had to prove himself at every stage, knowing that a single failure could cost him everything, as he did not have the backing of rich white parents.

Through the junior ranks, he dominated. In 2006, he entered GP2 (now Formula 2) and delivered one of the most electrifying seasons in history, pulling off daring overtakes and clinching the championship. There was no doubt anymore—Lewis Hamilton was ready for Formula 1.

The Rookie of the Year

In 2007, McLaren fulfilled their promise and gave Lewis a Formula 1 seat alongside two-time world champion Fernando Alonso. Many thought the rookie would struggle, but Hamilton was not here to play second fiddle. He announced his arrival in style when, at the start of the first race of his debut F1 season, Lewis Hamilton made a move on the first corner of the first lap, which catapulted him to the 2nd place. In his first season, he stunned the world by finishing on the podium in his debut race, winning four races, and coming within a single point of the world championship, which Kimi

Raikkonen won. The boy from Stevenage had arrived.

The heartbreak of 2007 only fueled him further. In 2008, in one of the most dramatic season finales in history, Lewis won the championship in the last corner of the last lap of the last race in Brazil. "Is that Glock?" became an iconic moment as he passed Timo Glock to finish fifth, just enough to edge out Felipe Massa. He was, at 23, the youngest world champion ever at the time, later surpassed by another legend, Sebastian Vettel.

Mercedes and the Making of a Legend

After years at McLaren, Lewis took a bold leap in 2013, joining the struggling Mercedes team. Many doubted his decision, but he saw something others didn't. With Mercedes, he would build an empire. From 2014 onward, he was unstoppable. He clinched six more world championships, taking his tally to seven, tying Michael Schumacher's record. More than just a racer, he became a cultural icon, using his platform to advocate for diversity, climate change, and social justice.

The Greatest of All Time

Today, Lewis Hamilton is the most successful driver in F1 history, with 103 race wins and counting. But beyond records, he embodies a dream realised against all odds. He proved that talent, hard work, and determination can overcome obstacles.

From a little boy in Stevenage to a global icon, Lewis Hamilton's story is one of grit, belief, and destiny. Now, he is about to embark on yet another journey with Ferrari. We wish the legend all the very best. ♦

TOP 10
INSPIRATIONAL
CEOs
USA 2025

Leading the Charge to Reshore
American Manufacturing

SPENCER
LOVELESS

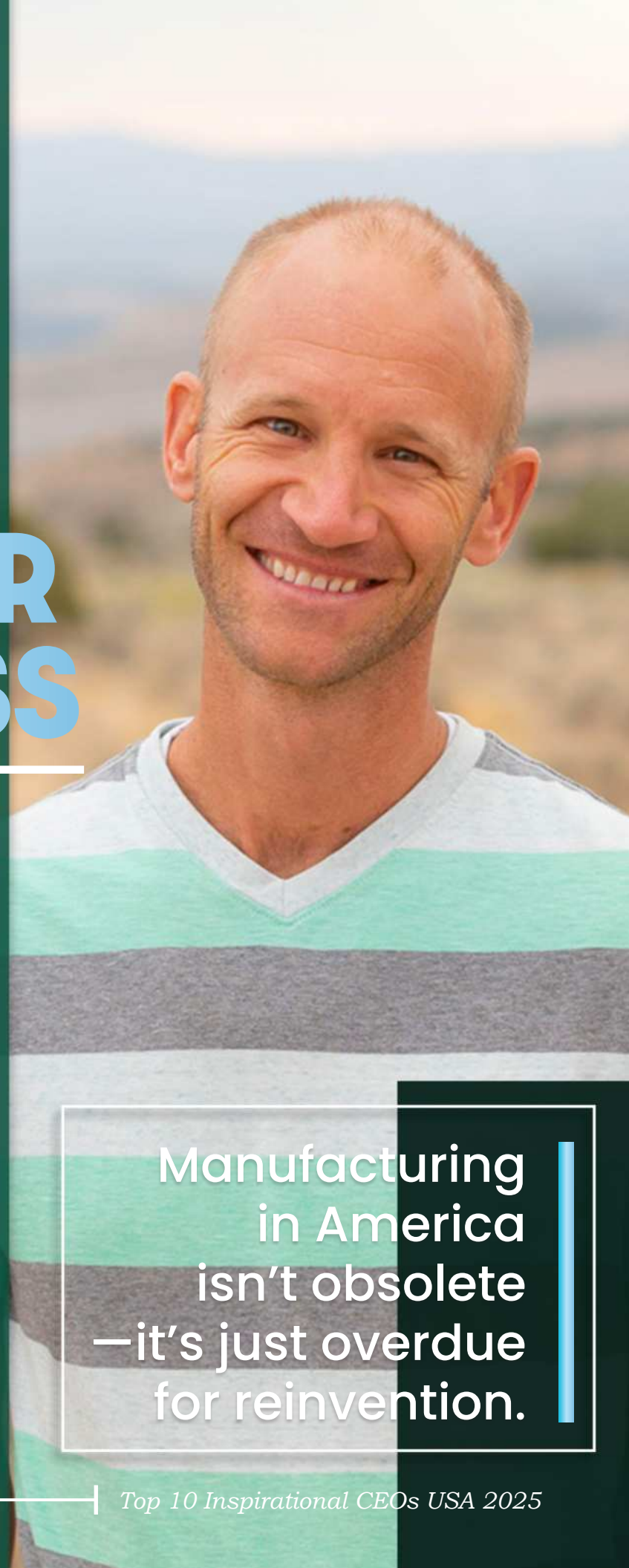
Founder & CEO,
Merit3D

For Spencer Loveless, that realization didn't come from a conference or a case study—it came from firsthand experience. Before founding Merit3D, Spencer spent years navigating the frustrations that come with traditional manufacturing: the high cost of injection molds, the long timelines, and the logistical hurdles of overseas production. Every delay, every limitation, sparked a deeper question—why are we still building things this way?

Raised in the heart of Utah's industrial landscape and mentored by his mother while working his way up at Dustless Technologies, Spencer's understanding of manufacturing is both strategic and deeply personal. He knows the pain points because he's lived them—from trying to iterate on designs locked in steel molds to waiting months for overseas parts to arrive. And he knew there had to be a better path forward.

That vision took shape in Merit3D, a company Spencer built to help manufacturers embrace additive manufacturing—a faster, more agile, and more cost-effective alternative. At its core, Merit3D

Manufacturing
in America
isn't obsolete
—it's just overdue
for reinvention.



is about giving companies the flexibility to design, test, and produce at the speed of innovation—without being bound by outdated processes or global supply chain constraints.

But Spencer's influence doesn't stop at technology. As a leader, he brings a rare mix of operational experience, forward-thinking strategy, and a passion for reshoring American manufacturing. His work on multiple state and industry boards reflects a broader mission: to make advanced manufacturing accessible, sustainable, and scalable—especially in rural communities.

TradeFlock sat down with Spencer Loveless for an exclusive interview to understand the story behind his leadership, his approach to innovation, and the vision driving Merit3D forward.

Q What was the biggest mindset shift moving from an established company to your own startup?

They say when you leave the shore, you truly learn how to sail. That's exactly how it felt moving from Dustless Technologies to starting Merit3D. At Dustless, we had systems, processes, and a rhythm that had been fine-tuned over time. But launching my own startup? That was a whole different ocean.

The biggest shift was embracing agility—not just as a concept, but as a daily mindset. Suddenly, every decision mattered more, every pivot had real consequences, and the pace was relentless. I had to get comfortable with uncertainty, make faster calls, and still hold onto quality and standards like they were non-negotiable.

"It's like building the plane while flying it—but making sure the bolts are tight, too." That line sums it up. Startups are vulnerable, especially early on, and staying agile while laying down a strong foundation is both the challenge and the thrill.

Q How have your past roles shaped you as a CEO?

I didn't just climb the ladder—I built a few of the rungs myself. Over the years, I've stepped into just about every role you can imagine: design, operations, accounting, manufacturing, you name it. Each one gave me a different lens on how a business truly works.

What it really taught me is how to speak the language of every team. "I'd call myself a jack of all trades, master of none—but that's what lets me connect the dots across the company." I'm not the best designer or accountant in the room, but I know enough to understand challenges, ask the right questions, and help my team thrive. That's shaped the kind of leader I try to be every day.

Q What's been the toughest part about proving Merit3D can outpace overseas manufacturing?

I knew from day one—we wouldn't win by playing their game. Overseas manufacturers are machines of efficiency, but they can't match our speed and flexibility.

There's still an
ocean between us
—and that's exactly
where additive
manufacturing
gives us the edge.

We can go from idea to production in days, not months. That's how we compete: by changing the rules, not chasing them.

Q Where do you see Merit3D heading in the next five years?

I've always believed the future of manufacturing doesn't have to be overseas—it can be right here, faster and smarter. At Merit3D, we're building toward that future every day. "Our goal is simple: to produce millions of parts, faster than ever, right here in America." Over the next five years, we'll keep expanding our capabilities, mastering new technologies, and proving that additive manufacturing isn't just an alternative—it's the evolution of how things get made.

Q What hobby keeps you grounded outside of work?

The best ideas don't always come at a desk—they show up on a trail, in a kayak, or during an early morning Pickleball match. I recharge by getting outside with my family—camping, biking, hiking, boating—anything that gets us moving and away from screens.

"Even when I'm traveling and work tries to follow me, the outdoors reminds me to slow down and stay present." That balance keeps me grounded, fuels my clarity, and honestly, makes me a better leader. ♦



TOP 10
INSPIRATIONAL
CEOs
USA 2025

A leader who listens, adapts,
and elevates.

STEVEN
JORDAN

Sr. Ph.D., Ed.D. (AKA: Dr. J)

President & CEO,
Dr. J Enterprises LLC

Studies show that organizations with strong leadership are 13 times more likely to outperform their competitors. But great leaders aren't built overnight. They're shaped by experience, service, and the ability to adapt. Few embody that better than Dr. Steven Jordan, a leader whose story spans decades, disciplines, and industries.

Dr. Jordan's leadership journey began over 40 years ago in the U.S. Army, where he spent more than three decades not only serving his country but also mentoring, teaching, and developing future leaders. From Walter Reed to Brooke Army Medical Center, he played key roles in chaplaincy, education, and strategic program development—earning the respect of those he led by always putting people first. His military career laid the foundation for the values that would define his leadership style: integrity, discipline, and service.

In the years that followed, he transitioned into higher education and federal government consulting and coaching. He served as Campus Dean at Strayer University and Chief Academic Officer at Argosy University's Art Institute, improving graduation outcomes, expanding

global programs, and helping students find purpose in their pursuits. He also led high-stakes programs at VersaTech Inc., where he managed multimillion-dollar government contracts, guided healthcare transformation projects, and worked closely with agencies like the Department of Defense and Defense Health Agency.

Today, as President and CEO of Dr. J Enterprises LLC, he brings all that experience together to help others lead with intention and impact. His firm provides executive coaching, leadership development, and strategic consulting tailored for federal agencies, healthcare systems, and corporate teams. Every engagement is personal, purposeful, and designed to spark real growth. But Dr. Jordan's story doesn't stop here. His vision for the future is clear: to expand Dr. J Enterprises into a global platform for leadership transformation—empowering the next generation of leaders to rise, lead, and leave their own mark on the world.

To explore the man behind the mission, TradeFlock interviewed Dr. Steven Jordan to learn more about his journey, his purpose, and what leadership means in today's world—and tomorrow's workforce.

Q What lessons did entrepreneurship teach you that business school didn't?

If business school was the map, entrepreneurship was the wild, unmarked road. I quickly realized that no matter how solid your plan is, reality rarely sticks to the script. The most powerful lesson? Adaptability. Industries shift, clients change their minds, and challenges come out of nowhere. You either learn to pivot—or get left behind. Success often hinges on the ability to pivot strategies and embrace continuous learning — being firmly believe that being flexible isn't optional—it's survival.

Q What's the biggest mindset obstacle leaders face when trying to grow?

Interestingly, the biggest challenge I see in leaders isn't about skill—it's about mindset. I've worked with brilliant executives who've built incredible things, but when it comes to growth, they sometimes hit an invisible wall: comfort. Success can create a kind of mental autopilot. Encouraging a growth mindset, where challenges are viewed as opportunities, is essential. Once leaders start seeing discomfort not as a threat but as a sign they're stretching—that's when real transformation happens.

Q What's the biggest challenge in balancing healthcare, IT, and cybersecurity?

Wearing three hats at once—healthcare, IT, and cybersecurity—has taught me that expertise isn't enough;



it's about integration. Each industry has its own pulse, and keeping up feels like running three races simultaneously. The biggest challenge? Making sure we're not just keeping pace, but staying sharp in each space. Maintaining deep industry-specific knowledge while fostering collaboration across disciplines is the real balancing act. We've leaned into continuous learning and built bridges across our teams, because that's where the innovation truly happens—at the intersection.

Q What's a consulting trend you're excited about—and one you think is overhyped?

I've always believed the best consulting blends intuition with insight—and AI is making that balance more powerful than ever. What excites me is how AI helps us go beyond gut instinct to uncover patterns, personalize strategies, and make decisions with real precision. AI enables data-driven decision-making and personalized client solutions, enhancing both efficiency and impact. Conversely, I'm cautious about the rise of quick-fix coaching trends. Promising instant transformation without understanding the deeper context of a business is a recipe for short-lived success.

Q If you were starting a company today, what would you do differently?

If I had to start from scratch today, I wouldn't just focus on the product—I'd focus on the people and the foundation. One of the biggest lessons I've learned is the power of perspective. I would prioritize building a diverse team from the outset, because diversity fuels creativity, resilience, and better decisions. I'd also invest early in scalable systems—not wait for growth to force change. It's about building something that's not just great now, but ready for whatever comes next.

“

Success often hinges on the ability to pivot strategies and embrace continuous learning. Also, I firmly believe that being flexible isn't optional—it's survival.

Q What's something about you that people don't see in your professional life?

Most people know me as Dr. J—the executive coach, strategist, or innovator—but what they don't often see is the version of me in muddy boots, hands in the soil. I have a deep love for the outdoors. Hiking, farming, and striving for food self-sufficiency ground me in a way no boardroom ever could. These personal pursuits enrich my perspective and well-being, complementing my commitment to leadership and innovation. It's this connection to nature and my higher power that reminds me to lead with balance, stay adaptable, and keep learning—on trails and in business alike. ♦

POLICY, POWER, AND POTENTIAL CONFLICT

Is the Middle East Prepared for Trump's Encore?

On November 6, 2024, Donald Trump was declared the winner of the U.S. presidential election, marking his return to the White House after a four-year hiatus. This unexpected political comeback has sparked widespread speculation about its potential impacts on global geopolitics, particularly in the Middle East—a region that has historically been a focal point of U.S. foreign policy. As

Trump prepares for office, the Middle East braces for a new era of American intervention, diplomacy, and economic strategy.

As Trump returns to the Oval Office, many wonder whether he will continue his previous policies or adopt new strategies in response to the evolving geopolitical landscape. The Middle East has undergone significant changes since Trump left office, with ongoing conflicts,

shifting alliances, and emerging economic challenges.

A New Chapter in the Israel-Palestine Conflict

One of the most pressing issues Trump will face is the Israel-Palestine conflict. During his first term, Trump's persistent support for Israel led to a hardline approach towards Palestinian territories. The recent escalation of violence in Gaza and the West Bank, coupled

with the humanitarian crisis in these areas, presents a complex challenge for the incoming administration. Trump may attempt to broker a new peace deal, leveraging his strong ties with Israeli leaders and the Gulf states. However, achieving a lasting resolution will require addressing the underlying issues of sovereignty, security, and human rights that have plagued the region for decades.

U.S.-Gulf Relationship

Trump's relationship with the Gulf states, particularly Saudi Arabia, was a cornerstone of his Middle East policy. His administration's support for Saudi Arabia's Vision 2030 economic reform plan and the controversial arms deals underscored a strategic partnership based on mutual interests. However, the geopolitical dynamics have shifted, with Gulf countries increasingly looking towards China and Russia for economic and military cooperation.

With Trump's return, there could be a renewed focus on strengthening U.S.-Gulf relations, particularly in the context of energy security and counterterrorism. However, balancing these relationships with the need to address human rights concerns and regional stability will be a delicate task.

The Iran Question

Iran remains a significant issue in U.S. Middle East policy. Trump's withdrawal from the Joint Comprehensive Plan of Action (JCPOA) in 2018 and the subsequent "maximum pressure" campaign aimed at curbing Iran's nuclear ambitions and regional influence were defining aspects of his first term. The Biden administration's attempts

to revive the nuclear deal have faced significant hurdles, leaving the future of U.S.-Iran relations uncertain.

Trump's second tenure at the White House could signal a return to a more aggressive approach towards Iran. This may involve re-imposing stringent sanctions, increasing military presence in the region, and supporting opposition groups within Iran. However, such strategies risk further destabilising the region and exacerbating existing conflicts.

Economic Implecations

The Middle East's economic landscape is intricately linked to global oil markets, and Trump's energy policies will significantly impact the region. During his first term, Trump's "energy dominance" agenda prioritised increasing U.S. oil production and reducing dependence on foreign oil. This approach had mixed effects on Middle Eastern economies, particularly those heavily reliant on oil exports.

In Trump's second term as president of the USA, there is likely to be a renewed emphasis on boosting U.S. energy production, which could impact global oil prices and market dynamics. Gulf countries, striving to diversify their economies away from oil dependency, may face new challenges in maintaining economic stability.

The China Factor

China's growing influence in the Middle East presents another complexity for U.S. foreign policy. Over the past decade, China has expanded its economic and strategic footprint in the region through infrastructure, energy, and technology investments. Gulf countries, in particular, have welcomed Chinese investment as part of their economic

diversification efforts.

Trump's administration took a confrontational stance toward China, and his return could see a continuation of this policy. This may involve countering China's influence in the Middle East through strategic partnerships, economic incentives, and military cooperation. However, navigating the intricate web of regional alliances and rivalries will require a nuanced and multifaceted approach.

Human Rights and Democracy

Human rights and democratic governance have often been sidelined in favour of strategic U.S. Middle East policy interests. Trump's first term was criticised for its perceived indifference to human rights abuses in the region, particularly in countries like Saudi Arabia and Egypt. The Biden administration attempted to recalibrate this approach, emphasising human rights and democratic values in its foreign policy.

As Trump returns to power, there are concerns that human rights issues may again be pushed aside in favour of strategic and economic considerations. Balancing the need for stability and security by promoting human rights and democratic governance will be a critical challenge for the incoming administration.

Whether through renewed diplomatic efforts, strategic partnerships, or economic initiatives, the impact of Trump's presidency on the Middle East will be closely watched by allies and adversaries alike. The coming years will reveal whether Trump's return will bring stability and peace to the region or exacerbate existing tensions and conflicts. ♦



STREAMING WARS 2.0

Why Ads Are Taking Over Your Favorite Platforms

For years, streaming platforms promised viewers a utopia free of commercials. Netflix, Disney+, and their competitors built their empires on the idea that people would pay for uninterrupted entertainment. But as subscriber growth slows and content costs skyrocket, the industry is taking a sharp turn, indicating a the Strealing War 2.0. This battle is about the business model, beyond just content. And in this new fight, ad-supported tiers are emerging as the next frontier.

The Shift to Ad-Supported Streaming

Netflix, once a staunch opponent of advertising, surprised everyone in late 2022 with its Basic with Ads tier. Disney+ quickly followed, launching its own ad-supported option. Why the change? Simply put: money.

As subscriber numbers plateau and production budgets balloon (for instance, Stranger Things and The Mandalorian, each costing millions per episode), streaming giants need fresh revenue streams. Advertising offers a lucrative opportunity—one that traditional TV networks have relied on for decades. In the US alone, digital video ad revenue is expected to surpass \$80 billion by 2026. Streaming services want their share.

Will Viewers Embrace Ads Again?

There is a reason cable-cutting became a trend: People hate ads. Yet, economic realities are shifting consumer sentiment. With inflation squeezing household budgets,

many Americans are re-evaluating their subscription overload. Would they rather pay \$15.49 per month for Netflix's ad-free experience or just \$6.99 with occasional interruptions? For millions, the choice is clear.

Hulu, which has offered an ad-supported model for years, proves that people will tolerate commercials if the price is right. Over 70% of Hulu's subscribers opt for the ad-supported plan. The same trend could play out for Netflix and Disney+ as they fine-tune ad frequency and user experience.

The Big Question: Can Streaming Ads Be Less Annoying?

Unlike traditional TV, where commercials can feel endless, streaming platforms have a chance to innovate. AI-driven ad targeting, interactive content, and even shoppable ads (where viewers can purchase directly from an ad) could make the experience more engaging and less intrusive.

Hybrid Models Rule

The all-you-can-stream-for-a-flat-fee model is fading. The future of streaming will likely be a mix: ad-free premium tiers for purists, budget-friendly ad-supported options for cost-conscious viewers, and even free ad-heavy services like Tubi and Pluto TV gaining traction.

One thing is clear: the next streaming era is not just about what you watch but how you pay for it. And in this game, ad dollars may be the real winners.



SECURE



*Your Hotel's Financial Future.
THRIVE in Any Market*



Build Resilience & Financial Stability
Implement robust financial planning and risk management strategies to ensure your hotel's financial security

Request Your Financial Stability Consultation

– Act Now for a Secure Tomorrow!





Mercedes-Benz

GT



BE THE DREAM CATCHER