

GLOBAL

Where trends are born, not followed

GTM

TRENDS

MAGAZINE

34th

VISIONARY

The
Most Visionary Leaders of 2025

GCBL IN 2025

The Rise Of A Global Force

HOLIDAY GIFTING

Festive Shopping With Purpose

GLOBAL COMPASS

The Gift Of Responsibility

COVER STORY

THE DIVA DOMINATES

MARIJA VIDOVIC

GLOBAL
TRENDS MAGAZINE



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*The word "trend" is not just a direction of development or a pattern of change—it is the driving force of the future, a power that shapes the world. And that is exactly why you are now in the magazine where **trends are born, not followed!***



About The Global Trends Magazine

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TABLE OF CONTENTS

Where Trends Are Born, Not Followed

GTM

The Overview



7

President's Foreword:
DEJAN ŠTANCER

8

Editor's Note:
NICOLE S. FARRELL

10

Leadership Paradigm:
The Threshold of Tomorrow

16

Cover Story:
MARIJA VIDOVIĆ

26

Global Force:
The Rise of a Global Force

32

Visionary 10:
SARAH AL-ALMIRI

37

Column:
H.E. ROSALIA ARTEAGA

38

Visionary 10:
JENSEN HUANG

42

Visionary 10:
YVON CHOUINARD

47

Column:
Dr. SINIŠA GLUMICIC

48

Visionary 10:
NADIEM MAKARIM

52

Column:
SHELLI BRUNSWICK



GTM

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Edition:



54

Visionary 10:
CRAIG JELINEK

60

Visionary 10:
MATTHEW MCCARTHY

65

Column:
Dr. GRACIELA DE OTO

66

Visionary 10:
ANTOINE DE SAINT-AFFRIQUE

72

Column:
LUCY CHOW

74

Visionary 10:
MAGNUS WEDHAMMAR

79

Column:
JOE CULLEN

80

Visionary 10:
LAUREL HURD

85

Column:
PRASANTA DAS

86

Holiday Gifting:
Festive Shopping With Purpose

88

Visionary 10:
STRIVE MASIYIWA

92

Visionary 10:
JOSÉ ANDRÉS



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TABLE OF CONTENTS

Where Trends Are Born, Not Followed

Edition:

34th



GTM

The Spotlight

16 COVER STORY

MARIJA
VIDOVIC

**THE DIVA
DOMINATES**



38

JENSEN
HUANG

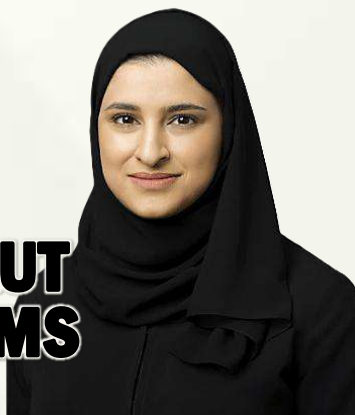
HE TURNED
**SILICON
INTO DESTINY**



32

SARAH
AL-ALMIRI

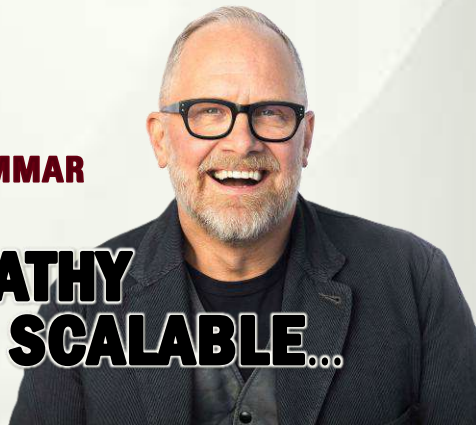
THE
**ASTRONAUT
OF SYSTEMS**



74

MAGNUS
WEDHAMMAR

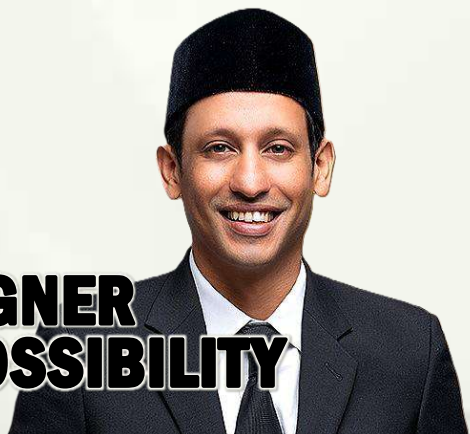
**EMPATHY
AS A SCALABLE...**



48

NADIEM
MAKARIM

THE
**DESIGNER
OF POSSIBILITY**



80

LAUREL
HURD

THE
**ARCHITECTS
OF TOMORROW**



President's Insight:

A FUTURE WE MUST BUILD

Dejan Štancer,
GCBL President & GTM Chair

As we enter not only a new year but a new chapter of global transformation, one truth has become unmistakably clear: progress is no longer driven by competition, but by cooperation; not by noise, but by integrity; not by fear, but by vision. At GCBL, we have committed ourselves to this new architecture of leadership—one where influence is built through trust, where networks become engines of peace, and where the business community emerges as the most powerful diplomatic force of the 21st century. And through our work, we prove this every single day.

We leave behind a turbulent year—one of many in this era where humanity seems constantly on the edge of chaos, where confusion grows, where fear isolates people into quiet corners of themselves. Around us, we witness wars born from greed, conflicts in which innocent people—even children—pay the highest price, while others profit from their suffering. It is no longer enough to demand an end to war; it is time to open an honest global dialogue about the future of our world. For that, we urgently need a moral and strategic global authority—one the world still lacks.

Much is said about “dialogue” to end the war in Ukraine—a war that has brought immeasurable suffering to many, yet extraordinary profit to a privileged few. A war that, like all wars before it, should never have begun. But conflict is, unfortunately, embedded deeply in human nature, and history teaches us that this reality will not disappear on its own. Still, the architecture of the future must rest on respect and dialogue, even if understanding seems too much to ask. We must encourage genuine human relationships, but also set clearer, stronger rules. Human rights matter profoundly—yet the right of one person ends where the right of another begins.

Because my team and I have held firmly to these principles in leading the Global Chamber of Business Leaders, I can proudly say that we are entering the new year with the strongest results in our organization's history. We are richer in experience, stronger in purpose, and honored to have received Special Consultative Status with the United Nations. We have also been named the best business network in the world for 2025—recognition that cannot be achieved through words, but only through dedicated work, integrity, and relentless effort.

This edition of *Global Trends Magazine* embodies that spirit. It challenges assumptions, reveals hidden currents shaping our world, and invites every reader to rethink their role in an increasingly fragile and interconnected global landscape. The future does not arrive on its own—we build it. Together, decisively, and without hesitation.

Let this edition serve as a reminder: leadership today is no longer about navigating the world that exists, but about having the courage to create the world that should.

President's INSIGHT



Editor's Note:

CLOSING CHAPTER, OPEN MIND

Nicole S. Farrell, GTM Editor-in-Chief

Welcome to our closing Edition of 2025. It's a time for reflection but more importantly, a time for casting a clear vision forward. As I look back on the past twelve months, I can say with absolute certainty that 2025 was a year that profoundly sharpened my focus and recalibrated my soul in so many unexpected ways.

It was a period that brought me more into alignment with my own internal dialogue - that quiet, guiding voice that often gets drowned out by the noise of the global marketplace. This personal clarity marks a firm path toward continual growth, new adventures and rich, unexplored territories.

It would be quite easy to cite a laundry list of negative and frustrating worldwide events that have occurred. We have all felt the turbulence in one form or another. However, that is not the direction I choose to steer. Let us collectively embrace positivity - the wins, the lessons and the hope for what's ahead.

This year, one of the greatest joys of steering the *Global Trends Magazine* was the incredible network we built. I had the pleasure of becoming acquainted with so many wonderful people who are a lightning rod in their respective fields and each one has left their own indelible impression on me. Thank you to everyone we've interviewed who shared their expertise and humanity, and of course, thank you to every reader in 185+ countries who has supported us.

My work as Chief Editor was further enriched by our Resident Columnists. They consistently delivered content of the highest calibre with such unique takes on leadership, world affairs, global business and valuable teaching moments. My sincerest gratitude to Shelli Brunswick, Graciela De Oto, H.E Rosalía Arteaga, Lucy Chow, Primarius Dr. Siniša Glumičić, Joe Cullen, Ioanna Petrochilou and Prasanta Das for their dedication and brilliance.

To our Editorial Team, we've experienced a year of significant growth and exceptional team play. Your professionalism and collaborative spirit are the engines that drive this publication. I thank you for your hard work.

As the year fades, I wish those of you who are celebrating the Season, a very Merry Christmas! To those who aren't participating in the Holiday festivities - whether by personal choice or other circumstance - I wish you the best during this time as well. May the quiet moments bring peace and reflection to all.

Editor's NOTE





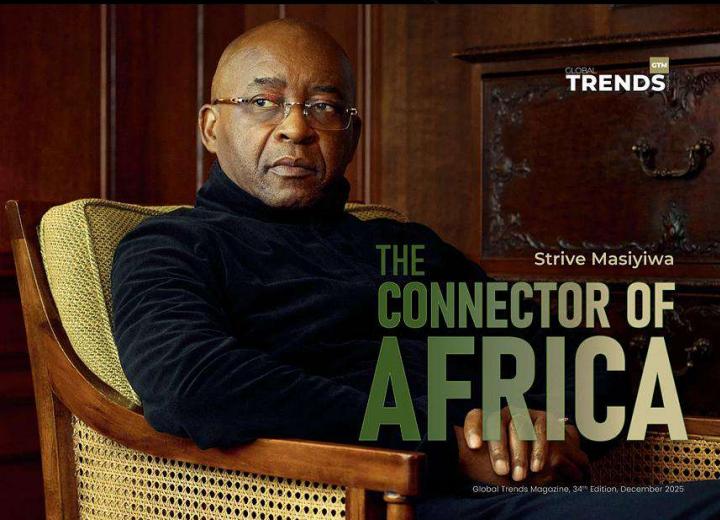
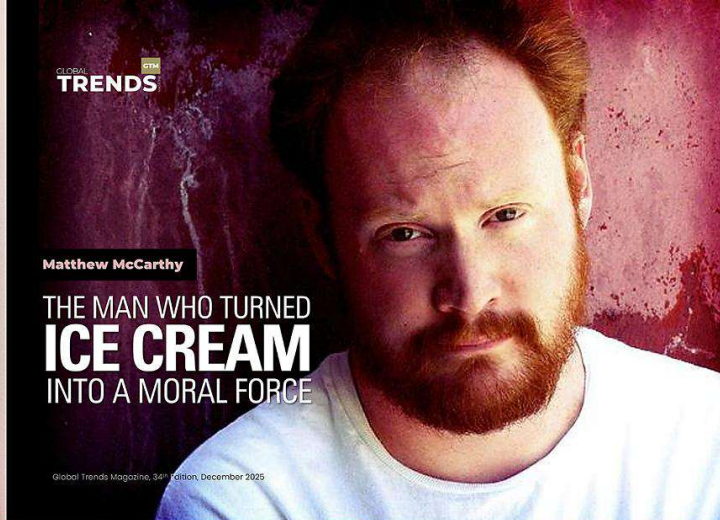
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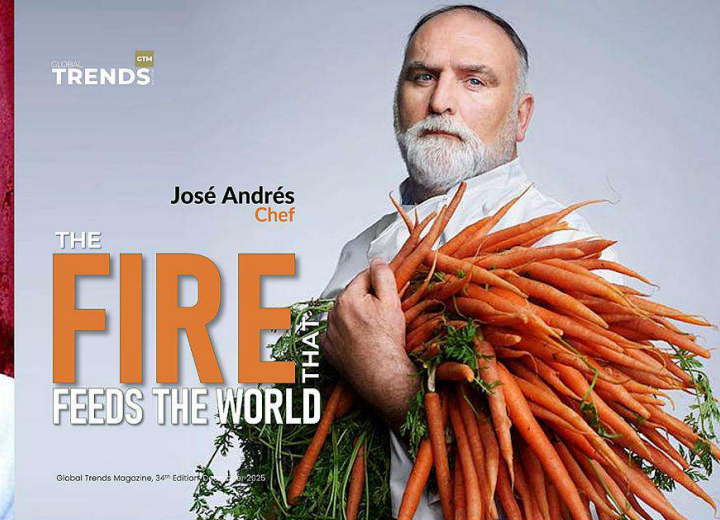
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José Andrés
Chef

THE
FIRE
THAT
FEEDS THE WORLD

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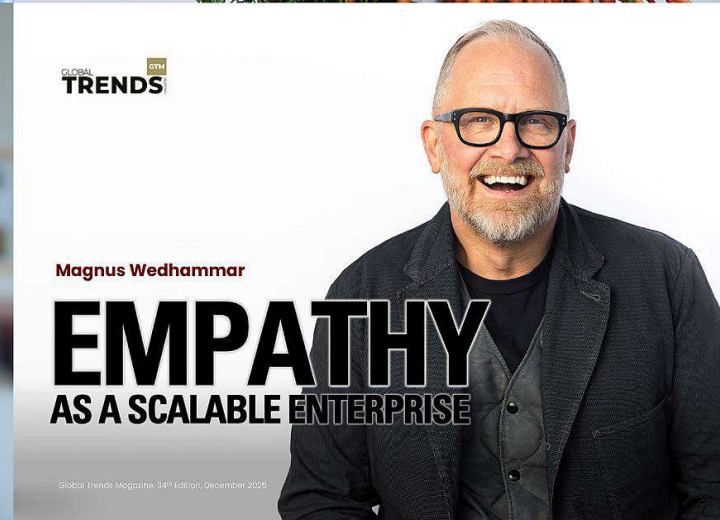


GLOBAL TRENDS

NVIDIA
Jensen Huang

THE
**MAN WHO TURNED
SILICON INTO DESTINY**

Global Trends Magazine, 34th Edition, December 2025



GLOBAL TRENDS

Magnus Wedhammar

EMPATHY
AS A SCALABLE ENTERPRISE

Global Trends Magazine, 34th Edition, December 2025



GLOBAL TRENDS

Nadiem Makarim

**THE DESIGNER
OF POSSIBILITY**

Global Trends Magazine, 34th Edition, December 2025

ARY 10

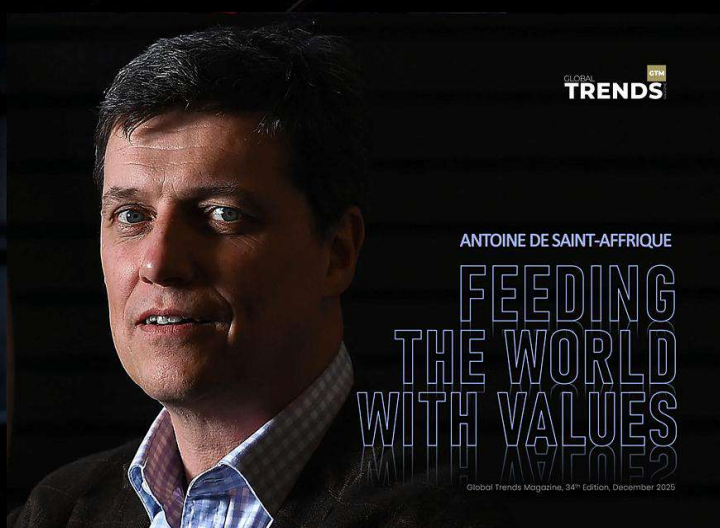
f 2025 of Global Trends Magazine



GLOBAL TRENDS

THE
**MAN WHO MADE
CAPITALISM BLINK**

Global Trends Magazine, 34th Edition, December 2025



GLOBAL TRENDS

ANTOINE DE SAINT-AFFRIQUE

**FEEDING
THE WORLD
WITH VALUES**

Global Trends Magazine, 34th Edition, December 2025



Global Trends Magazine, 34th Edition, December 2025

Standing at the edge of a world in transition, *The Threshold of Tomorrow* reminds us that true progress begins with integrity, clarity and courage. In a time of rapid change, we return to the values that anchor leadership — and illuminate the path ahead.

There are moments in history when the world appears to exhale — slowly, heavily, as if searching for its own pulse.

And then there are years like 2025, when humanity stands so clearly at a crossroads that even the indifferent cannot look away.

This was a year in which the global order cracked open, revealing both its fractures and its possibilities.

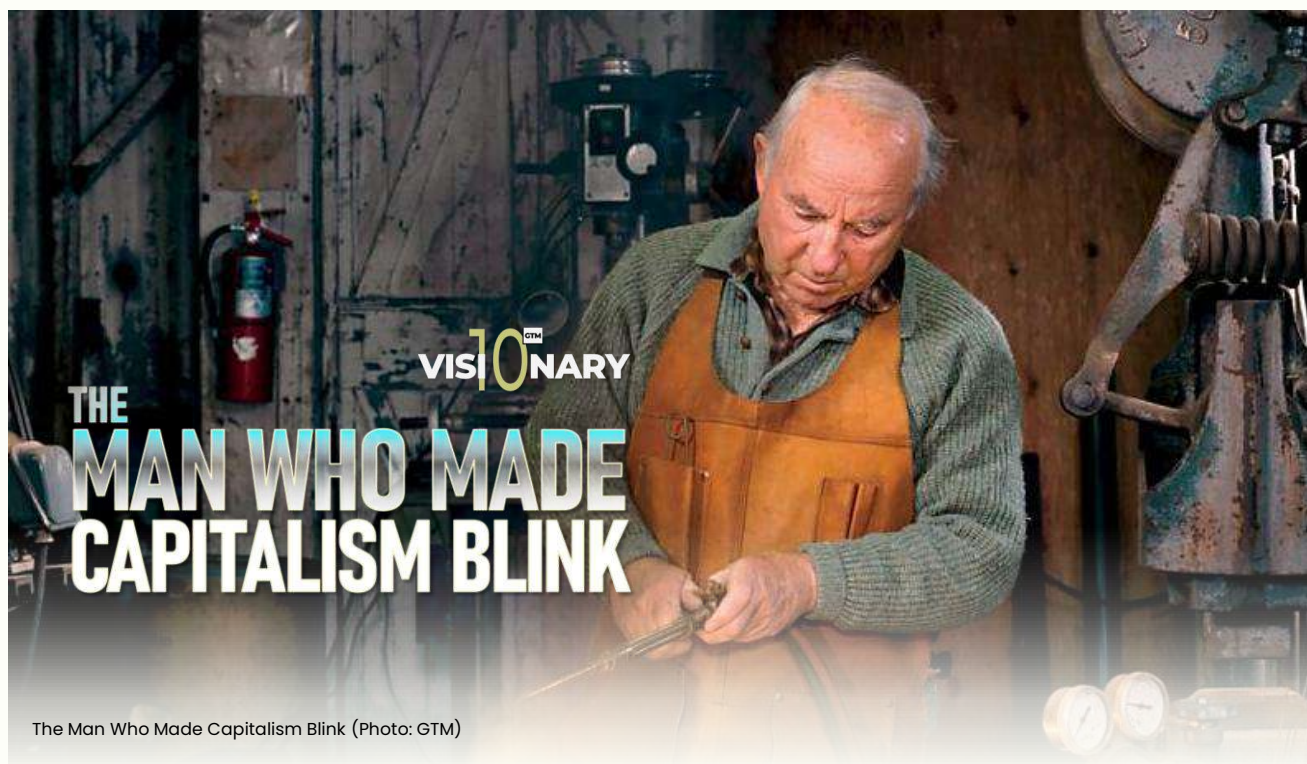
The climate destabilized faster than diplomatic language could describe. Artificial intelligence advanced with unsettling brilliance, often outrunning the ethical frameworks meant to govern it. Inequality widened in ways that

challenged the very idea of progress. And trust — the fragile currency of civilization — was tested at every scale: political, economic, institutional, human. Yet amid this turbulence, 2025 also revealed something else: a rising generation of leaders whose authority does not come from wealth, volume, or rhetoric, but from **integrity**.

This edition of Global Trends Magazine is built on that very foundation — the same foundation upon which the Global Chamber of Business Leaders (GCBL) was created.

Ethics. Integrity. Responsibility.

Cooperation as a global strategy, not a diplomatic gesture.



The Man Who Made Capitalism Blink (Photo: GTM)

These principles formed the DNA of GCBL from its earliest origins, and they remain the compass by which we measure leadership today. Which is precisely why, in this decisive year, we chose to honor ten individuals whose work has not only influenced industries, but redefined what moral leadership looks like in a world that desperately needs it.

They are not chosen for their fame. Nor for their corporate valuation.

But because each of them embodies a different facet of ethical power — a power that shapes the world by lifting it, not bending it.

Yvon Chouinard reminds us that capitalism must rediscover its conscience or it will devour its own future. His philosophy of “less for the sake of more meaningful” stands as a rebellion against our age of excess.

Craig Jelinek proves that leadership can be both simple and revolutionary — built on dignity, fairness, and the quiet insistence that business is a public trust, not a private game.

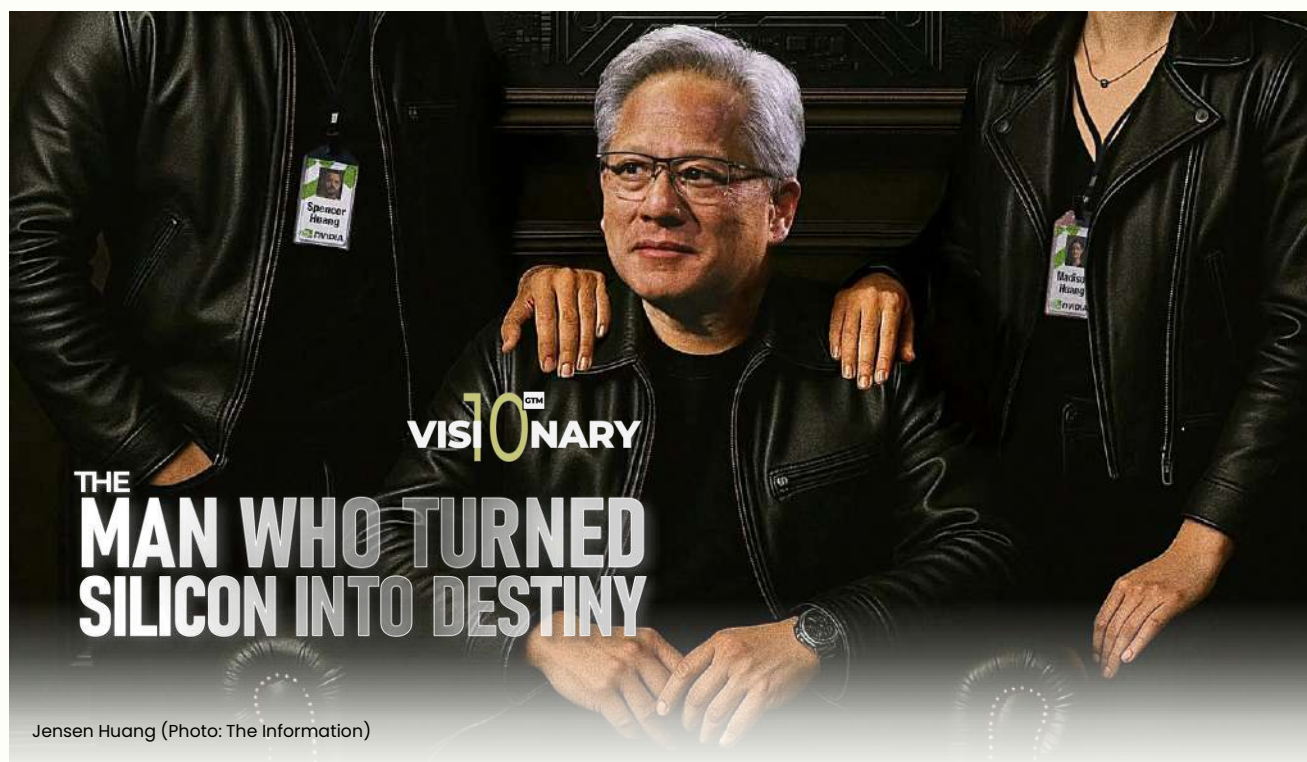
Matthew McCarthy transforms corporate influence into a force for justice, showing that values are not slogans but engines.

Antoine de Saint-Affrique restores moral gravity to one of humanity's oldest responsibilities: feeding each other with integrity, not expedience.

“

A rising generation of leaders whose authority does not come from wealth, volume, or rhetoric, but from integrity.”





Jensen Huang (Photo: The Information)

Magnus Wedhammar scales empathy as if it were technology itself, turning compassion into an operational model.

Laurel Hurd approaches sustainability not as a promise but as architecture, designing systems that endure long after statements fade. Strive Masiyiwa treats connectivity as a civilizational right, expanding opportunity with the precision of an engineer and the heart of a reformer.

Sarah Al-Amiri demonstrates that science is not cold logic but a form of hope — a bridge between what nations dream and what they dare. Nadiem Makarim reimagines education and technology as tools that humanize, liberate, and dignify, placing the individual back at the center of innovation.

And **José Andrés**, perhaps the purest moral force among them, proves that courage is not loud; it is logistical, relentless, and profoundly human. He feeds not only bodies, but the conscience of a world that too often forgets its own hunger for decency.

We chose these ten leaders because they represent what the world most urgently requires:

the courage to do what is right when doing what is easy would be far more profitable.

They come from different continents, different industries, different experiences — yet all point toward the same horizon: a future governed not by

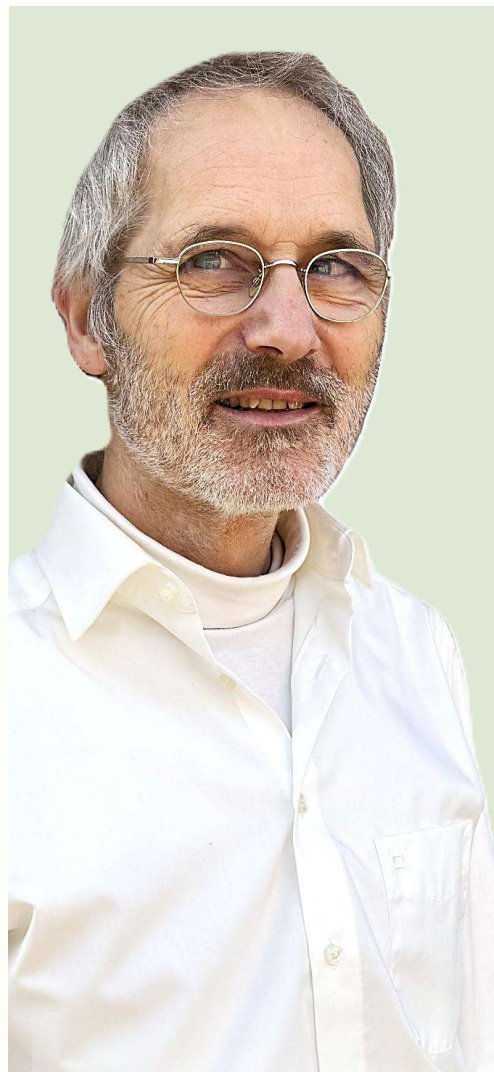


dominance, but by **responsibility**.

As we close this extraordinary year and step toward 2026, one truth becomes impossible to ignore: the fate of the world will not be shaped by those who shout the loudest, but by those who lead with integrity as their first language.

This December edition is not simply a celebration of individuals. It is a statement of what leadership must become. It is an affirmation of the values upon which GCBL was built. And it is a reminder that every crisis, every uncertainty, every turning point offers the same invitation: To choose the future we are brave enough to create.

Article **END**



Leadership Innovation:

SEVEN SOUL DISPOSITION

Dr. Wessel Von Loe, GTM Columnist

In this column and our upcoming series of columns, we examine Cancer's impact on body, soul and environment, showing how Mistletoe Therapy combined with conventional treatments supports healing.

In last month's column, we explored Cancer's levels of impact and the therapeutic framework, including the patient-host-mistletoe connection.

We work with seven fundamental soul dispositions nach Rudolf Steiner (Steiner, R. (1991) Human and cosmic thought. Forest Row: Rudolf Steiner Press. ISBN 978-1855840140) that guide therapy:

Gnosis: Recognizes things through inner insight and decides only after comprehensive understanding.

Logicism: Establishes clear connections between thoughts and concepts.

Voluntarism: Acts from willpower and actively shapes life.

Empiricism: Observes with a sun-like clarity, remaining objectively neutral and accepting things as they are.

Mysticism: Acts from inner experience and divine inspiration.

Transcendentalism: Seeks the essence behind perception and explores deeper connections.

Occultism: Values the sensory world less and seeks spiritually effective forces.

Recognizing the patient's soul disposition guides therapy, particularly the selection of mistletoe species. Various methods reveal this inner mood, including personal encounters, life biography and creative or artistic expression. A striking example is a Breast Cancer patient's poetic description of a rose, which conveys a soul disposition open to higher guidance. Such personal expressions provide the physician with crucial insight into the patient's inner attitude, supporting the choice of individually adapted Mistletoe Therapy.

These soul types also connect with the earlier discussion of physical symptoms and host tree selection, emphasizing that therapy considers both outer and inner aspects. This approach ensures that mistletoe treatment is fully aligned with the patient's bodily, emotional and spiritual needs.

We will be presenting real-life case studies showing how these principles are applied in therapy, demonstrating both efficacy and patient-centered care.

Mistletoe Therapy In A Nutshell: Mistletoe Therapy is a complementary Cancer treatment commonly used in Europe, derived from extracts of the European mistletoe plant (*Viscum album* L.). Administered typically by subcutaneous injection, proponents suggest the extracts stimulate the immune system. Its primary use is to improve the quality of life for Cancer patients by alleviating side effects like fatigue, nausea and improving overall well-being during conventional treatments such as chemotherapy and radiation.

Dr. Wessel von Loe is an anthroposophic gynecologist and obstetrician. He completed his specialist training at renowned clinics, including the University Women's Clinic in Heidelberg.

Since 1996, he has run his private practice for gynecology, obstetrics and adolescent health in Maulbronn.

Beyond his clinical work, he chairs the Lukas Foundation for Human-Centered Medicine, and is a founding member of the Initiative for Pregnant Women in Need and the Lucia Association, promoting a healthy healing culture.

Leadership INNOVATION





"Opera is not merely sound; it is the awakening of a woman's true essence, a force that transcends time, borders, and silence."

THE DIVA DOMINATES

MARIJA VIDOVIC

MARIJA VIDOVIC
COVER STORY

THE DIVA DOMINATES

The Rise of a Relentless Voice: Crafted by Struggle, Elevated by Destiny



Fluent in German, English, Spanish, Italian and Croatian as her mother tongue in addition to having aptitude in Russian and French, Marija Vidović's career has taken her on a sensuous journey where she mesmerizes patrons and listeners with the universal language of music.

A Croatian soprano living in Vienna, Vidović completed her formal education at the University of Music and Performing Arts Vienna and the University of Music and Performing Arts in Stuttgart under the tutelage of the celebrated tenor, Prof. Dr. H.C. Francisco Araiza. The world's most prestigious stages and concert halls, including Vienna's own Musikverein, The Gasteig in Munich, Edinburgh Concert Hall, Ars Vocalis Int. Festival in Michoacan and Opera de Bellas Artes in Mexico City, have all been filled with the alluring essence of her singing. She is known to embody the characters she portrays with such impressive emotional depth and precision that her performances are unforgettable.

What does she find to be most enthralling about music? What does it do for her soul?

Answered Vidović, "The most amazing phenomenon of music is its power to connect people in a commune language that has no boundaries. For my soul, music is like breathing: it calms me when I am restless, lifts me when I am weary and restores my strength in difficult situations. As an artist, it allows me to take and share my own point of view, with the hope that it will be convincing and enriching for the people with whom you share your art."

With such multi-creative prowess, what is a unique trait that she is proud of? "I am especially proud of my ability to remain true to my roots while staying open to the world. In everything I do, from opera to Lied, I always find a way to weave in a part of Croatian heritage and my personal story. This makes me feel fulfilled and gives a unique color to

“

Opera is not merely sound; it is the awakening of a woman's true essence, a force that transcends time, borders, and silence."

– Marija Vidovic

my artistic expression. I am also proud of my ability to deeply listen to emotions and transform them into music. That sensitivity becomes a strength; it allows me to connect with the audience in an honest and touching way, so that every performance becomes a meeting of souls, not just of sounds."

The Birth And Discovery Of Talent

At one point, not even in her wildest dreams did she imagine that she would be immersed in the genre that eventually shaped her musical career. However, fate had different plans. About being drawn to opera, Vidović admitted, *"This was quite an interesting journey. Until about the age of twelve, I was reluctant to listen to opera and classical music. I dreamed of becoming a pop singer and every day I would sing and dance to my favorite pop hits - both Croatian and international."*

At one children's music competition where pop songs were performed, the jury suggested that I should find a voice teacher because they felt that my voice had a very high quality. (That) it was an interesting instrument and it would be a pity not to learn classical singing. From that moment on, I started listening and developing an interest for opera and classical music, and over time, I fell in love with it."

Opera in particular fascinated me because as a genre, it is the most complete, the most complex and the most impressive, besides being created by the greatest composers of all time. It combines music, theater and ballet, making it the greatest musical art, the most demanding and the most expensive to produce. And the power that opera



Marija Vidovic (Photo: FB)



Marija Vidović (Photo: MV)

carries within itself can rarely be surpassed. Standing on the opera stage is a special privilege and joy.

I am just one example that shows how important it is to find the right guide at the right time. I am happy that I was personally ready to take that step and did not resist even though I truly loved singing pop music."

Mentored By The Maestro To Co-Partnering Masterclasses

Vidović reminisced about her educational experience under the tutelage of the celebrated tenor Francisco Araiza and the mark he's made on her career. *"I was privileged to study in one of the world's centers of classical music - Vienna - and later to continue my training in Stuttgart, and under Professor Francisco Araiza, I learned all the essential secrets and advanced tools to masterfully handle classical singing. Learning and becoming a true master of singing is demanding and difficult and even once you acquire the technique, many other things must fall into place before a career can begin. I still find it fascinating that at the very moment when I was considering giving up singing, after some initial rejections and*

“

Music is the only language that recognizes no borders. It connects people long before words can, and for my soul, it is as essential as breathing."

— Marija Vidović

failures, I met Maestro Araiza.

When I witnessed his lessons at a Masterclass in Tyrol, Austria, I thought, this is exactly what I have been looking for. I felt that, just as athletes need top coaches to prepare them for major competitions, I needed a top teacher for my voice. And that is exactly what happened. Maestro Araiza trains his singers with a method called the 'Master's Routine', a perfect combination of vocal-technical and mechanical exercises for the voice.



Marija Vidovic (Photo: MV)

It is demanding and difficult, especially at the beginning, requiring great trust and patience from both teacher and student. But once mastered, there is no better training to keep the voice in condition, to protect it and to ensure it is not overused.

He taught us that patience is one of the most important factors in learning to sing. For instrumentalists, it is different – they can practice for hours and push themselves – but with the voice, one must be very careful, listening to the rhythm of its development. The people I met through him, the musical projects I worked out with him, each time, I felt that I was growing as a person and as an artist.”

Her skills eventually led her to become Maestro Araiza’s assistant at Masterclasses around the world, and since 2017, she has held the title of Junior Professor at the Vocal Department in Mexico City. Referring to Maestro Araiza’s impact, she claimed, *“It strengthened my own mission to mentor and support the next generation of artists with the same spirit of excellence and humanity.”* Said Vidović, *“For all of this and for introducing me to the world of high art and to the mastery of*

“

In everything I sing, I carry a piece of my Croatian heritage. Staying true to my roots while remaining open to the world gives my artistry its most authentic color.”

— Marija Vidovic

singing, I owe Maestro Araiza lifelong gratitude.”

Solo Success

Within recent years, she has recorded five solo albums with Croatia Records. The latest album, “The Power of Opera”, was done with the Zagreb Philharmonic Orchestra and featured twelve iconic Italian opera arias and the aria of Jelena from the famous Croatian opera, “Nikola Šubić Zrinski”



Marija Vidovic (Photo: EH)

“

My greatest strength is the ability to listen deeply to emotions and transform them into music. When that happens, a performance becomes a meeting of souls — not just of sounds.”

— Marija Vidovic

that has shaped generations of singers and audiences. At the same time, including the aria of Jelena from Ivan Zajc's *Nikola Šubić Zrinski* was very important to me. It was a way to highlight Croatian heritage and show that our national music stands proudly alongside the great compositions of the world.

With this album, my wish was to portray operatic heroines and their power as women; their passion, courage and femininity. When we were selecting the repertoire, I collaborated with my mentor, Maestro Araiza and my main music producer, Professor Ivo Josipović – our esteemed former President of Croatia, lawyer and composer. It is also unique because the recording was conducted by my professor, Maestro Francisco Araiza.”

written by Ivan Zajc. What was the inspiration behind this album? What did she want people who listened to it to feel or know?

“The inspiration behind ‘The Power of Opera’ was my deep desire to celebrate opera as both a universal artform and a personal journey. By choosing twelve iconic Italian arias, I wanted to honor the tradition and timeless beauty of opera

As Maestro Francisco Araiza looks ahead to celebrate 55 years of his extraordinary career in 2026, Vidović grew sentimental. “To me, he is not only a legendary tenor and one of the most respected voice teachers in the world but also a mentor whose wisdom and generosity have profoundly shaped my personality and my own artistic journey.



Marija Vidovic (Photo: MV)

I feel both excited and deeply humbled to return to Mexico City and sing in the concerts held in his honor together with him and other colleagues of mine. It is a privilege to pay tribute to a man who has inspired countless singers and audiences across the globe and to celebrate his legacy of excellence, humanity and love for music."

Rewarding Her Art

The stamp of sophistication meeting success was further made when she had the "crowning concert" of her career – her debut at the famous and iconic "Golden Concert Hall" of the Musikverein in Vienna in November of this year. It was an event that celebrated the 100th Anniversary of the Dubrovnik Symphony Orchestra: "Tribute to Johann Strauss & Medimurje Song", conducted by Ivan Hut as a world premiere of twelve traditional songs made for Symphony Orchestra and dedicated to Vidović by Alexander Pashkov.

Of this enchanting experience, she said, "My debut at the Golden Concert Hall was truly the crowning moment of my career so far. To stand on that stage – one of the most iconic in the world – and to celebrate the 100th Anniversary of the Dubrovnik

“

Opera captivated me because it is the most complete artform – a universe where music, theatre and human emotion collide with overwhelming power."

— Marija Vidovic

Symphony Orchestra with such a unique program and a great conductor on my side was deeply moving. The world premiere of twelve traditional Medimurje songs, orchestrated by Alexander Pashkov and dedicated to me, felt like a gift not only to me personally but also to my homeland and heritage.

I was overwhelmed with gratitude and joy. It was as if all the paths of my artistic journey – from my



Hadzihafizbegovic Family (Photo: EH)

roots in Croatia to my studies in Vienna and Stuttgart - converged in that very special evening. I felt the power of music, capable of uniting cultures, traditions and people, and the audience showed us that with its amazing response through standing ovations."

Television And Tales Through Music

Musical art seamlessly blends with the art of orchestrated talk sessions, much like an infectious bridge to the chorus of a pop song, with her television music and talk show, "The Moment of Joy/Trenutak Sreće", which is aired on Croatia's national music channel, CMC. From artists to scientists and business leaders are interviewed by her, and for her, their stories are a reminder of the importance of music in our society. How does she connect the beauty of stories to the world of music?

Vidović explained, "My idea was to create a space where people can enjoy remarkable stories from interesting personalities with a positive and meaningful approach to what they do and (they) can enjoy them in a unique way with the support of carefully chosen music.

“

Maestro Araiza didn't just shape my technique; he shaped my purpose. His guidance taught me that excellence must always walk hand in hand with humanity."

— Marija Vidovic

I try to accompany those stories with musical pieces that reflect their journey. Selecting pieces that carry positive messages - love, passion, compassion, joy and understanding. Sometimes it is a song that follows the emotions of the story (or) a favorite piece chosen by the guests. Many of them, even if they are scientists or business leaders, play an instrument or have a deep knowledge of musicians and music worldwide,



Marija Vidovic (Photo: MV)

which makes the dialogue even richer. In this way, the beauty of stories and the power of music come together to inspire and uplift society."

A Message To The World

Obviously passionate about the masses beyond borders, Vidović was asked what her message would be to the 2.7 million readers of the Global Trends Magazine - from diplomats to world leaders, top-level executives, established entrepreneurs, etc. Also, how can the creative industry be supported?

"My message is that supporting the creative industry today means recognizing it as an essential part of human progress, not a luxury. Every person and every business can contribute by valuing creativity in their environment, collaborating with artists and integrating music and art into education, workplaces and community projects. The creative industry thrives when it is connected to everyday life - when companies sponsor cultural events, leaders invite musicians to inspire their teams or when individuals simply choose to share and celebrate art.

These actions, in times of rapid technological and social change, provide balance, joy and vision. Supporting the Arts is not only an investment in beauty but also in inspiration, innovation, empathy

and the well-being of society."

The Spirit Of Gratitude And The Right Attitude

An exchange with Vidović showcases her warmth, underscoring her beauty inside and out; her aura, a magnet. Considering her default personality mode, Vidović shared, *"Each day, I find joy in bringing cheerfulness to my environment. I feel this even more intensely on the stage through this God-given talent, for which I am deeply grateful. In today's complicated world, it is a privilege to be someone who can brighten up people's life, even if it is just for a moment, whether through a word or a song."*

Her dear parents were also high on her gratitude list. Citing unforgettable exchanges with them, she declared, *"My parents and family have always been a great support to me since childhood."*

"Thanks to my calling and to music, I travel widely and meet wonderful people from many cultures. I'm truly grateful that, despite our differences, music and art can unite us. That is why I love being an artist—singing, touching hearts, and bringing joy to people's souls. It is a profound fulfillment, and I am deeply thankful to dedicate my life to music."

Article **END**



Global Trends Magazine, 34th Edition, December 2025

In 2025, the Global Chamber of Business Leaders did not simply advance—it rose. With clarity of purpose and the authority of earned global trust, GCBL stepped onto the world stage as a defining force of ethical leadership and strategic influence. A new chapter of global vision has begun—and GCBL stands firmly at its forefront.

The **Global Chamber of Business Leaders (GCBL)** stands as a pivotal multinational organization dedicated to fostering business evolution, advancing education and promoting the foundational values of peace, progress and partnership among global business communities and world leaders.

The year 2025 was monumental – a period where the concerted efforts of recent years bore tangible fruit, catapulting the organization to unprecedented heights on the international stage.

GCBL President, **Dejan Štancer**, reflected on the year with clear satisfaction, noting how the foundational strategy laid down previously had begun to deliver transformative results. “We’ve seen tremendous movement this year.”, Štancer commented. “While the journey of global leadership always presents its challenges, the

momentum we’ve gained in 2025 confirms the relevance and necessity of GCBL’s mission to connect the world’s most innovative minds.”

This special round-up from our **Global Trends Magazine (GTM)** – proudly produced by the GCBL – details the key accomplishments that defined the GCBL’s landmark year.

New Status and Global Recognition

In a significant testament to its growing influence and impact on policy, the GCBL achieved **Special Consultative Status with the United Nations (UN)**. This elevation in standing allows the Chamber to formally contribute its expertise and voice to the UN’s economic and social agenda, solidifying its role as a key non-governmental player in global

governance and sustainable development discussions.

This elevated role was matched by industry acknowledgment, as the GCBL was honored with the **Corporate Excellence Award - "Best Global Leadership Network 2025"**, presented by *Corporate Vision*. This prestigious award recognized the GCBL's unwavering commitment to a global demonstration of excellence, highlighting its vital function as a premier network for business leaders seeking progressive insights and high-level collaboration.

“

***Our achievements prove one thing:
The future is ours to shape.
Optimism is simply the courage
to believe – and to build.”***

– Dejan Štancer, GCBL President

Leadership and Strategic Expansion

The GCBL's leadership structure broadened significantly in 2025, bringing in highly distinguished international figures. In a historical appointment, **His Highness Prince Édouard Lamoral Rodolphe de Ligne-La Trémoille** of Belgian royalty became the organization's inaugural **Vice-President**. His Highness' involvement underscores the Chamber's reach into the highest echelons of global leadership and influence.

Further strengthening its international presence, the GCBL welcomed a host of prominent individuals as **VIP Ambassadors**, leveraging their diverse expertise across various sectors: Primarius Dr. Siniša Glumičić, Jadran Lazic, Shelli Brunswick, Dr. Zlatko Mateša, Kamales Lardi, Rossana Rodà, Albert N. Ouedraogo, Emir Hadzihafizbegovic and Reiner Opoku.

The GCBL also successfully executed a targeted expansion of its Delegate network, appointing new **Country Delegates** to ensure localized leadership and impact: Davor Ljevar (Croatia), Roger Gremlich (Switzerland), Jean-Christian Rindoni (France), Ezio Stellato (Italy), Sheikh Mohamed Jabor AlThani (Qatar), Inés Bosnjak (Canada), Dr. Zahra Maafiri (Morocco), Vesna Jankovic (Slovenia) and Jose Z. Rodriguez (Spain).

10th ANNIVERSARY
GLOBAL CHAMBER OF
BUSINESS LEADERS

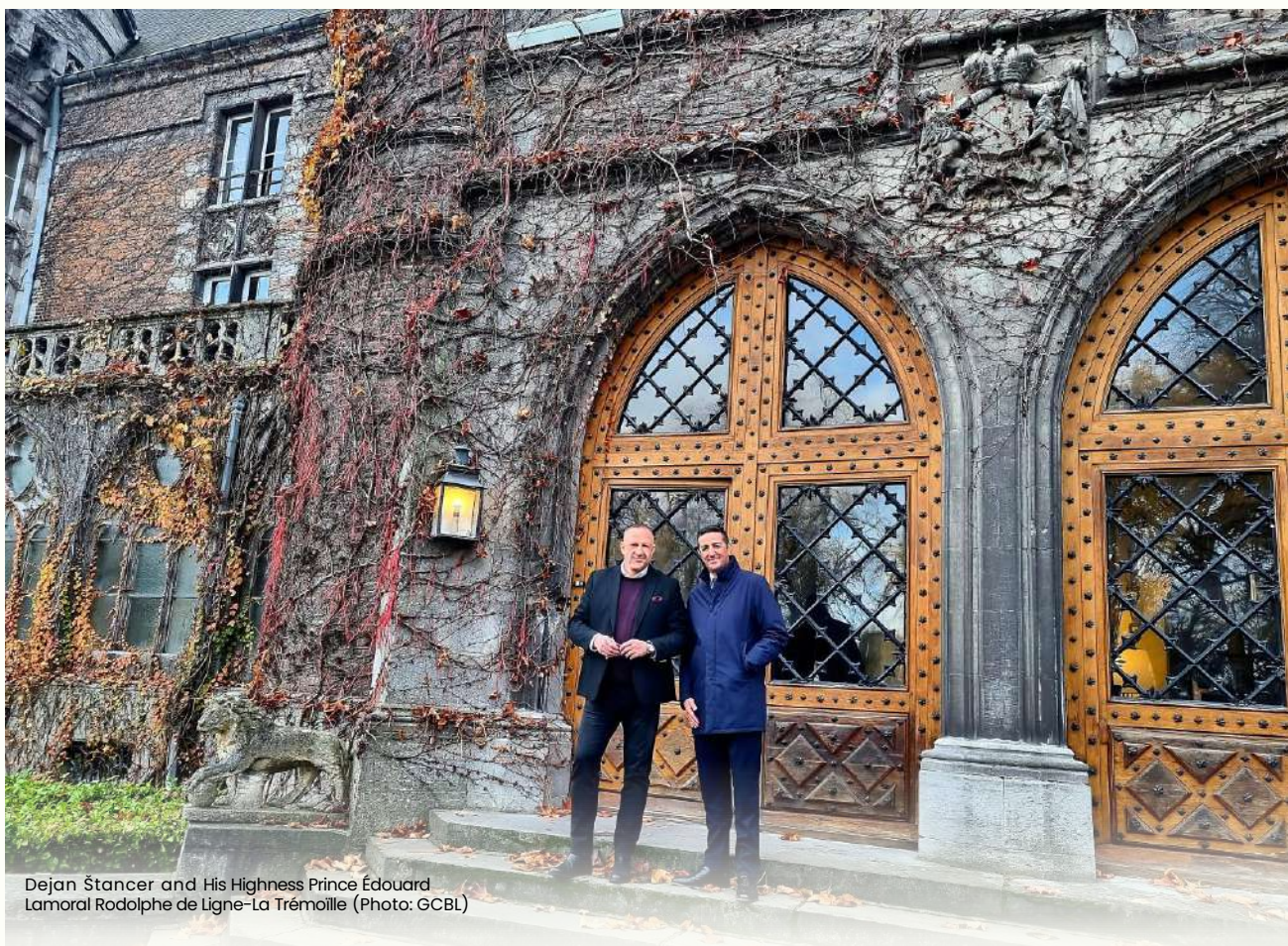
GLOBAL
COALITION FOR
COOPERATION
AND PEACE

UNITED NATIONS
ECOSOC

European
Commission



GCBL (Photo: Illustrated)



Dejan Stancer and His Highness Prince Édouard
Lamoral Rodolphe de Ligne-La Trémoille (Photo: GCBL)

Internally, the organization approved the promotion of **Amb. Arnaud Dibi from Delegate for the Ivory Coast to Chief Delegate, Francophone, Africa**, recognizing his potential contributions to regional growth.

A Global Partnership Takes Flight

Demonstrating its commitment to aligning with institutions defined by excellence, the GCBL entered a landmark **Strategic Partnership** with **Turkish Airlines**. Turkish Airlines, certified as a **4-Star Airline** by Skytrax, stands as an industry giant recognized globally for its extensive network, superior service quality and renowned in-flight catering.

The partnership merges two organizations deeply committed to best-in-class performance. Turkish Airlines' accolades are extensive and include being named **"Best Airline in Europe"** at the Skytrax World Airline Awards (extending their multi-year winning streak to include 2025).

The prestigious **"World Class" Award** from APEX for several consecutive years; and highly specific honors such as **"World's Best Business Class**

“

GCBL is advancing with clarity, integrity, and purpose. Our momentum is real, our vision is global, and our commitment to shaping a more responsible future has never been stronger.”

– Prince Édouard de Ligne-La Trémoille, GCBL Vice-President

Onboard Catering”, “Best Business Class In Europe” and “Best Economy Class In Europe”.

Furthermore, Turkish Airlines holds the **Guinness World Records™** title for the **“Most Countries Flown To By An Airline”** and was recognized as **“Best In Class”** in the **World Class Sustainability Category**.

This strategic alliance provides GCBL executives with unparalleled access while associating the Chamber with a brand that embodies operational excellence and global connectivity.

10

GLOBAL CHAMBER OF BUSINESS LEADERS

ANNIVERSARY



Official Media



Strategic Partner



Voice of Global Authority: Media and GTM

The GCBL's profile surged across global media platforms this year. President Dejan Stancer was prominently featured in several influential business magazines, including **Elite Business**, **Sky Lounge**, etc. providing expert commentary on global economic trends and leadership dynamics.

Equally impressive was the content produced within the GCBL's own flagship publication, the Global Trends Magazine (GTM).

This year, the GTM conducted in-depth interviews with a plethora of notable, international powerhouses - internationally renowned leaders and entrepreneurs spanning continents. These groundbreaking men and women represent diverse and future-conscious sectors, including fintech, biotech, space exploration, coaching, esports, politics, entertainment, public relations, artificial intelligence (AI), green technology, construction, luxury event hospitality, science, consultancy, aesthetic surgery, etc.

These features solidified GTM's reputation as a



The world needs new bridges to repair what division has broken. Such bridges are built not with words, but with decisive actions rooted in integrity and shared purpose."

- Dejan Štancer, GCBL President

vital resource for insights from the cutting edge of global industry.

Looking Ahead to 2026

As we bring an extraordinary and transformative year to a close, GCBL extends its deepest gratitude to all members of the Executive Leadership, VIP Ambassadors, national delegates, partners, members, supporters, and every individual whose unwavering dedication has powered this historic



Dejan Štancer, GCBL President (Photo: DS)

momentum. Our sincere appreciation also goes to all corporate members around the world. Your trust was not merely symbolic—it became the foundation of strategic breakthroughs and high-impact collaborations that transcend conventional frameworks.

For many companies, GCBL has evolved far beyond a global network; it has become a central hub of influence, a catalyst for increased visibility, credibility, and strategic reach. Your success is inseparable from ours—and ours from yours.

The foundations laid in 2025 were not only organizational; they were structural pillars of a new global paradigm. They have created an exceptionally promising path for 2026, a year in which GCBL will deepen its global presence with absolute clarity of purpose, unwavering integrity, and sustainability as a core guiding principle.

The coming year brings two defining accelerations that will shape the trajectory of the organization. The first is the launch of **The Council of Global Visionaries**, one of the most ambitious undertakings in GCBL's history. This elite segment will bring into our orbit some of the world's most influential and distinguished figures in business,

diplomacy, science, innovation, and human development. Their names—revealed at the right moment—will elevate GCBL to a new sphere of global significance and reinforce our mandate to stand as one of the world's foremost moral-business forums.

The second breakthrough is the creation of GCBL's own multimedia and congress center, established in one of the world's most stunning landscapes. This center will become the creative, strategic, and intellectual heart of the organization—a true gravitational point for global cooperation.

If conditions allow, GCBL will host its first global summit in 2026, bringing together world leaders in a dialogue centered on responsible development, sustainable business, and global ethics.

With our strengthened leadership, newly acquired status at the United Nations, an expanding international presence, and a growing network of strategic partners, GCBL stands in one of the most powerful phases of its evolution.

The organization is ideally positioned to influence the next wave of global economic progress and, more importantly, to advance its mission of building a more connected, educated, and harmonious world—one where responsible leadership is not an aspiration but a global standard.

2026 will not simply be a continuation. It will be an elevation—a new chapter in which GCBL shapes the future with moral clarity, strategic determination, and an unshakeable commitment to the global good.



Join us NOW

Contact us:

members@gc-bl.org

www.gc-bl.org



DON'T MISS GCBL'S EXCLUSIVE CHRISTMAS OFFER

Enjoy a **10%** membership discount and step into the global league of visionary leaders.



VOICES OF THE FUTURE

The GCBL Council of Global Visionaries


The Council of Global Visionaries is the most elite circle within the Global Chamber of Business Leaders (GCBL) — a sanctuary reserved only for those rare individuals whose integrity, ethics, and vision transcend success itself. They are not chosen for what they possess, but for what they *embody*: the living expression of GCBL's highest ideals — conscience in leadership, morality in influence, and purpose in power. To stand among them is not a privilege of status, but a testament of character — a declaration that true greatness begins where integrity becomes one's identity.



THE ASTRONAUT OF SYSTEMS

SARAH AL-AMIRI





THE ASTRONAUT OF SYSTEMS

Global Trends Magazine, 34th Edition, December 2025

Some leaders shape markets. Others shape nations. Sarah Al-Amiri shapes civilizations. In a world fraying under the pressure of geopolitical fragmentation, technological acceleration, and climate uncertainty, Al-Amiri stands as a rare type of leader — one whose influence is not loud, nor theatrical, but structural, systemic, and deeply transformative.

Her work does not chase headlines; it builds the frameworks that determine how the next century will function.

As Chairwoman of the UAE Space Agency, Minister of State for Advanced Technology, and one of the world's most respected scientific diplomats, Al-Amiri has become the quiet architect of the Middle East's technological renaissance — and one of the greatest visionary leaders of 2025.

The Emergence of a New Type of Pioneer

Sarah Al-Amiri did not rise through force, ideology, or inherited status. She rose through mastery.

A computer scientist by training, she joined the UAE space sector when it was little more than an aspiration. A decade later, she became one of the chief architects behind the Emirates Mars Mission — Hope, the project that transformed global perceptions of the Arab world's scientific capability.

But Hope was not the victory.

What Hope made possible is the victory.

It catalyzed a generation of young Arab scientists. It repositioned the region from consumer to creator of advanced technologies.



Sarah Al-Amiri (Photo: The National News)

It demonstrated that small nations, with enough clarity and courage, can redefine global ambition.

Diplomacy Through Science

Al-Amiri's leadership has redefined how nations understand power. She replaced the traditional language of geopolitics with the language of cooperation, shared data, open science, and planetary responsibility.

Under her leadership: The UAE became one of the world's most active contributors to international mission data. She promoted global scientific collaboration over competition — a stance almost extinct in today's world. She championed technology as a stabilizing force, positioning innovation as a tool of peace, rather than dominance.

She does not fight for influence. She creates ecosystems where influence becomes unnecessary.

Engineering Nations, Not Machines

While the global press focused on rockets and Mars imagery, Al-Amiri focused on something far more difficult: the redesign of national systems.

“

We explore the universe to understand ourselves.”

– Sarah Al-Amiri

Her work spans: AI governance, Advanced manufacturing, National R&D frameworks, Innovation policy, Youth empowerment in STEM, Climate-tech strategy. She is one of the few leaders whose vision, integrates **technology, society, and ethics** into a single strategic philosophy.

Her approach reflects the core values of the Global Chamber of Business Leaders: systemic thinking,



Sarah Al-Amiri (Photo: Business News)

responsible innovation, and the conviction that leadership must serve the collective future.

The Middle East Reimagined

Al-Amiri represents a historic shift in the region's identity — from a geography defined by oil and conflict to a region defined by science, space, and knowledge creation.

She is one of the most influential voices behind: The UAE's strategy for becoming a global scientific hub, The development of sovereign AI and advanced-technology infrastructure, The integration of ethics into national tech policymaking, The region's first major interplanetary mission, In her worldview, nations do not rise by competing — they rise by contributing.

The Leadership Style of the Next Era

Unlike traditional power figures, Sarah Al-Amiri leads without intimidation, spectacle, or personal branding.

Her leadership is: Systemic rather than performative, Collaborative rather than hierarchical, Long-term

rather than reactive, Ethical rather than opportunistic.

She embodies the future of leadership — one where influence comes not from domination, but from the ability to align people, institutions, and nations around shared purpose.

Why Sarah Al-Amiri Is One of the Most Visionary Leaders of 2025

Because she has redefined what is possible for nations previously excluded from the technological elite. Because she made space exploration a symbol of hope rather than competition.

She turned the Middle East into a source of scientific leadership. Because she builds systems instead of monuments. Because she leads with humility, intellect, and an unwavering sense of responsibility toward the human future.

Sarah Al-Amiri does not represent the future of the Middle East.

She represents the future of global leadership.

Article **END**



Presidential Column:

COP 30 IN BELÉM

H.E. Rosalia Arteaga,
Former President and Vice President of the Republic of Ecuador,
Ambassador of the Global Chamber of Business Leaders,
Former Secretary General of the Amazon Cooperation Treaty Organization

The beautiful city of Belém, located in the state of Pará in northern Brazil, served as the host of COP 30, the most important meeting of the United Nations Framework Convention on Climate Change. The conference addressed critical and urgent issues arising from the climate crisis, a crisis already evident across the planet and generating deep concerns, particularly among islands and archipelagos, whose extreme fragility left them with few viable options to confront its impacts.

Skepticism surrounded the Summit's potential outcomes, fueled both by the global climate of confrontation and by the modest results achieved in previous editions. These realities cast doubt on the feasibility of meeting proposed commitments, securing the necessary resources and tackling this planetary emergency in a truly comprehensive manner.

The discussions focused on mitigation, adaptation and resilience, qualities intrinsic to human beings, yet ones that needed to be put to the test through decisive and coordinated action among nations and individuals who felt increasingly vulnerable to the changes underway.

The recent Hurricane Melissa, which devastated several Caribbean countries, illustrated vividly how the crisis disproportionately affected those who had contributed least to its causes. Jamaica, Haiti and Cuba were among the most severely impacted, suffering casualties and catastrophic damage that further exacerbated the region's vulnerability.

This is why gatherings like this Summit are so vital. They offer a measure of hope for reaching agreements that could protect the most vulnerable populations, while also urging the world's major powers, those most responsible for pollution and for intensifying climate phenomena, to adopt meaningful and decisive measures.

Likewise, the widespread forest fires across much of the continental Amazon, particularly in Brazil, cast doubt on the good intentions expressed throughout the meetings. Furthermore, the absence of the United States had a negative impact on the direction of the COP, limiting the scope of what participating countries were able to accomplish.

I have long believed that if we are to achieve better outcomes and conditions for nations, governments and local organizations need to be engaged in a far more proactive and decisive manner.

Many small and less developed countries are already facing extremely severe circumstances, including instances of forced migration driven by climate-related factors, as well as other profound impacts that diminished the quality of life for their populations.

We hope that future initiatives and actions will be more forceful and deliver more meaningful results.

H.E. Rosalia Arteaga is a prominent Ecuadorian politician and lawyer who served as Ecuador's first female President in 1997.

She previously held roles as Vice President and Minister of Education. Arteaga is also known for her advocacy in education, women's rights, and environmental issues, and has authored several books on these topics.

Presidential COLUMN





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NVIDIA

Jensen Huang

AN WHO TURNED
ICON INTO DESTINY

Global Trends Magazine, 34th Edition, December 2025



Global Trends Magazine, 34th Edition, December 2025

There are moments in history when a single individual pushes humanity into a new epoch — not with ideology, not with politics, but with technology so profound that it reshapes the very anatomy of human progress. Jensen Huang, the Founder and CEO of NVIDIA, is such a figure.

He is not merely a business leader. He is the engineer of a new civilisation — one in which intelligence is no longer a human monopoly, but a scalable resource.

While governments debated, corporations speculated, and institutions hesitated, Huang built the machinery that powers the century ahead. The world in 2025 — from medicine to warfare, from education to diplomacy, from climate modelling to economic restructuring — runs on the architecture he imagined decades earlier.

He stands among the most visionary leaders not because he follows the future, but because he manufactures it.

The Ascension of an Unlikely Titan

Huang's journey is a masterclass in improbable ascent. An immigrant, a dishwasher, a dreamer with no path laid out before him — yet a man with an unshakeable conviction that computing must evolve not linearly, but exponentially.

NVIDIA under his leadership did not compete with the tech giants — it outran them. It rewrote their rules. It set a new standard for what technological acceleration looks like.

His GPUs became the life-support system of artificial intelligence; his vision became the world's

new infrastructure. Today, every major model, every breakthrough algorithm, every autonomous system — from medical imaging to space flight — pulses through the architecture he created. Huang did not build a company. He built *the nervous system of modern civilisation*.

AI as the New Industrial Revolution

Most leaders speak about AI as a trend. Jensen Huang treats it as destiny. His central thesis is elegant and monumental:

AI is not a tool — it is a new form of capital.

A force that compounds faster than money, faster than innovation, faster than human comprehension. Under Huang, NVIDIA became the engine of that compounding force.

He designed a world where: Intelligence is infinitely replicable.

Creativity becomes algorithmic. Problem-solving scales beyond biology. Industries reinvent themselves in months, not decades. This is not disruption. It is rebirth.

Huang's leadership embodies what the Global Chamber of Business Leaders champions: catalytic intelligence, ethical transformation, and the rise of systems thinking capable of stabilizing an unpredictable world.

The Geostrategic CEO

Huang is not simply a figure in technology — he is a geopolitical actor. His innovations shape military strategy, national competitiveness, and global power dynamics.

Countries now negotiate access to chips with the same seriousness once reserved for nuclear technology. Silicon has become sovereignty. Processing power has become diplomacy. AI capability has become national destiny.

And in this vast chessboard of influence, no modern leader holds more structural leverage than Jensen Huang. He is the first CEO in history whose decisions determine the global AI balance of power.

The Leader Who Thinks in Epochs, Not Quarters

While most executives think in quarters and years, Huang thinks in eras. He sees beyond the horizon, intuiting the shape of emerging systems, and narrates the future with the clarity of someone who has already built it.



“

Every breakthrough begins with doubt. It is uncertainty — not certainty — that pushes us to imagine a world beyond the limits of today.”

– Jensen Huang

His leadership principles redefine modern governance: Long arcs over short cycles. Deep innovation over incremental gains. Design as philosophy. Technology as civilisation.

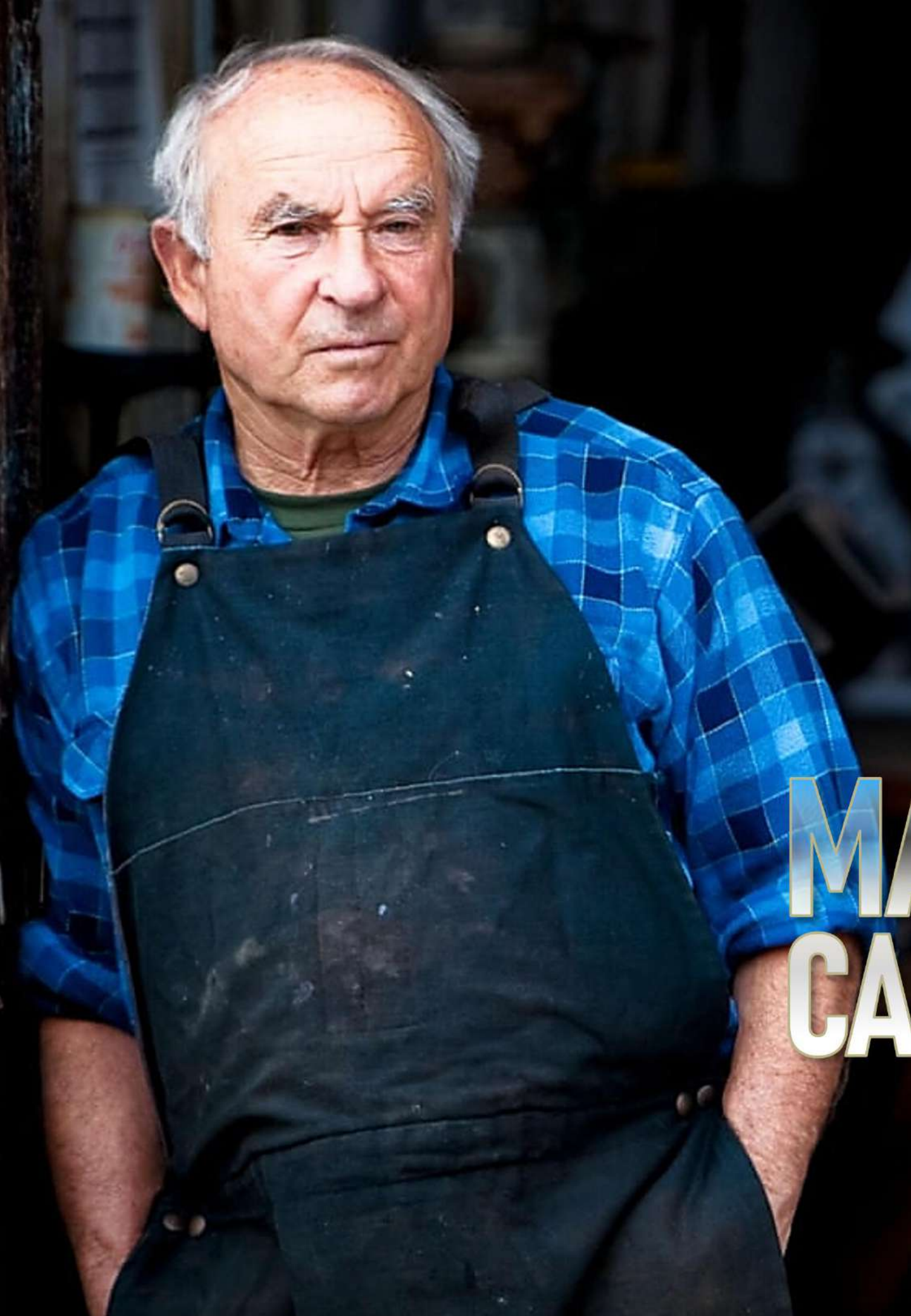
Responsibility as architecture. In Huang's world, technology must not only advance — it must uplift. It must carry humanity forward without erasing its dignity. He speaks of AI not as a replacement for humanity, but as an amplifier of human possibility.

From Engineer to Visionary Statesman

Huang belongs on the list of the 10 Most Visionary Leaders of 2025 because he has already shaped the century. His influence extends beyond his company and even beyond technology — it touches geopolitics, ethics, culture, and the fundamental trajectory of civilisation.

He is the rare leader who does not merely predict the future — he generates it. He is the architect of the AI revolution. The engineer of the next digital order. The statesman of intelligence. The builder of a world where human potential multiplies rather than diminishes.

Article **END**



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YVON
CHOUINARD

AN WHO MADE CAPITALISM BLINK

Global Trends Magazine, 34th Edition, December 2025



Global Trends Magazine, 34th Edition, December 2025

There are leaders who build companies, and there are leaders who build philosophies. Yvon Chouinard belongs to the second, far rarer category — a man who reshaped the meaning of value, not by conquering markets, but by rejecting their traditional logic. In an age where capital has become a global deity, worshipped yet feared, Chouinard dared to reverse the altar. He reminded the world that capitalism is not a natural law — it is a choice. And choices can be rewritten.

He did what no titan of industry had ever done: he gave away Patagonia. Not sold. Not donated for tax optimization. Not distributed to shareholders. He simply handed the entire company to the planet. In a world intoxicated by ownership, he chose liberation. In a world seduced by accumulation, he chose subtraction. In a world that demands perpetual growth, he offered a new paradigm: responsibility as profitability, humility as power, and ethics as the ultimate business model.

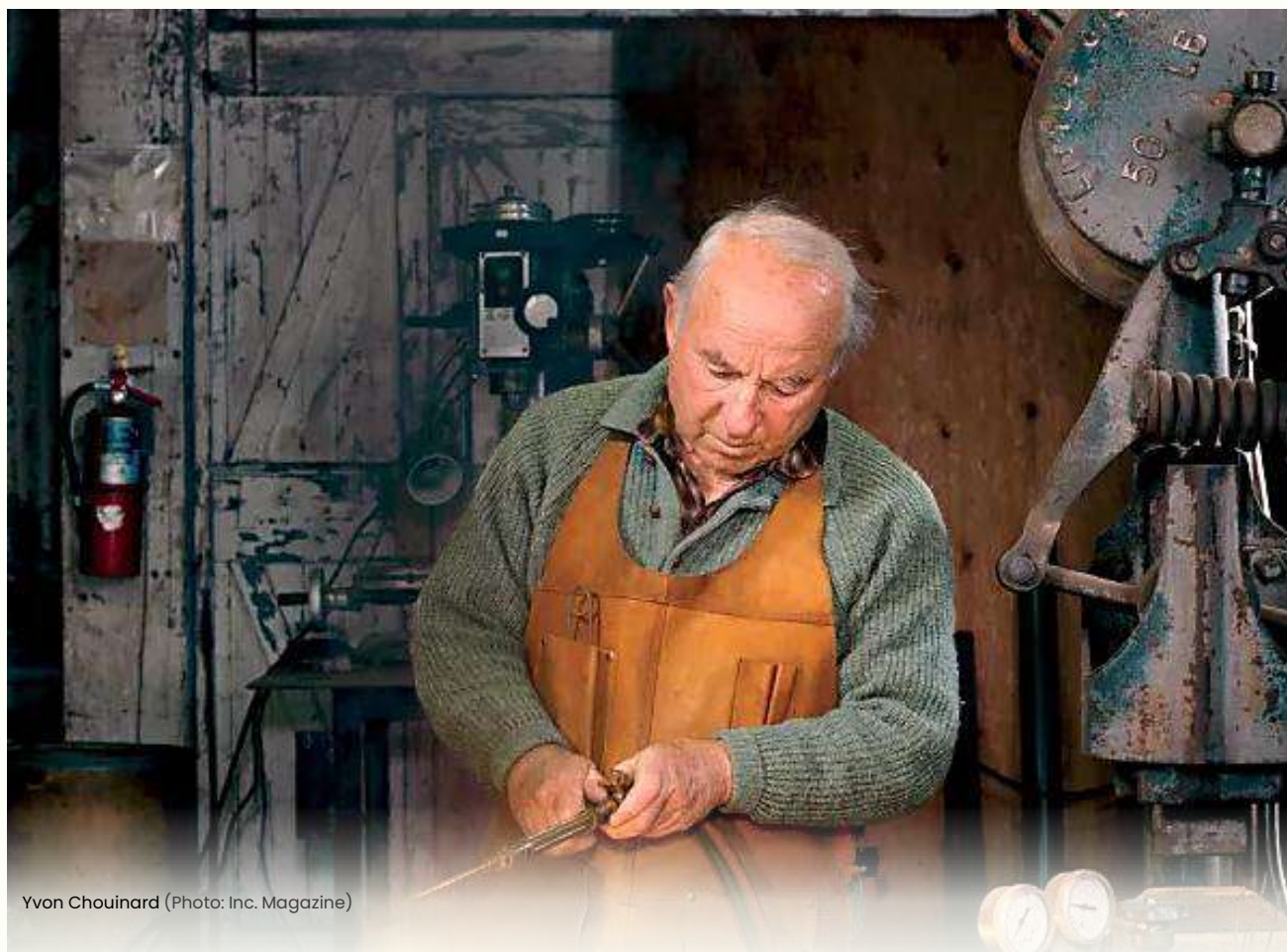
The Birth of Anti-Capitalist Capitalism

Chouinard's philosophy is not rebellion for rebellion's sake. It is rebellion with an anchor — a deep ecological awareness forged in the

mountains, forged in silence, forged in the intimate confrontation between human fragility and the overwhelming permanence of nature. Patagonia began not as a corporate venture, but as a mountaineer's toolbox. Yet from its first days, its DNA encoded a rare truth: growth is meaningless if the planet shrinks.

To Chouinard, wealth was never the purpose. It was a tool. Something to be channelled, not celebrated. Something to be multiplied for others, not for oneself. His vision was not the loud activism of slogans, but the quiet, immovable activism of principles.

Patagonia's now-legendary mission statement — *We're in business to save our home planet* — was



Yvon Chouinard (Photo: Inc. Magazine)

not a slogan. It was an indictment of every brand that existed without purpose, and a map for every company that wished to exist for something greater than profit.

He created a version of capitalism where the company serves the world, not the other way around — a capitalism that breathes, that listens, that does not devour its own future.

The Company That Became a Conscience

Unlike many business icons, Chouinard never chased attention. He chased integrity. He never sought to dominate markets. He sought to heal ecosystems. Patagonia became the world's most ethical apparel company not because it was designed for fame but because it was designed for accountability.

The company turned supply chains into moral statements. It turned environmental justice into a measurable KPI. It turned philanthropy into a structural obligation, not an annual photo opportunity.

And most radically — it proved that ethics scale.

“

If profit costs the planet, it is not profit — it is theft from the unborn.”

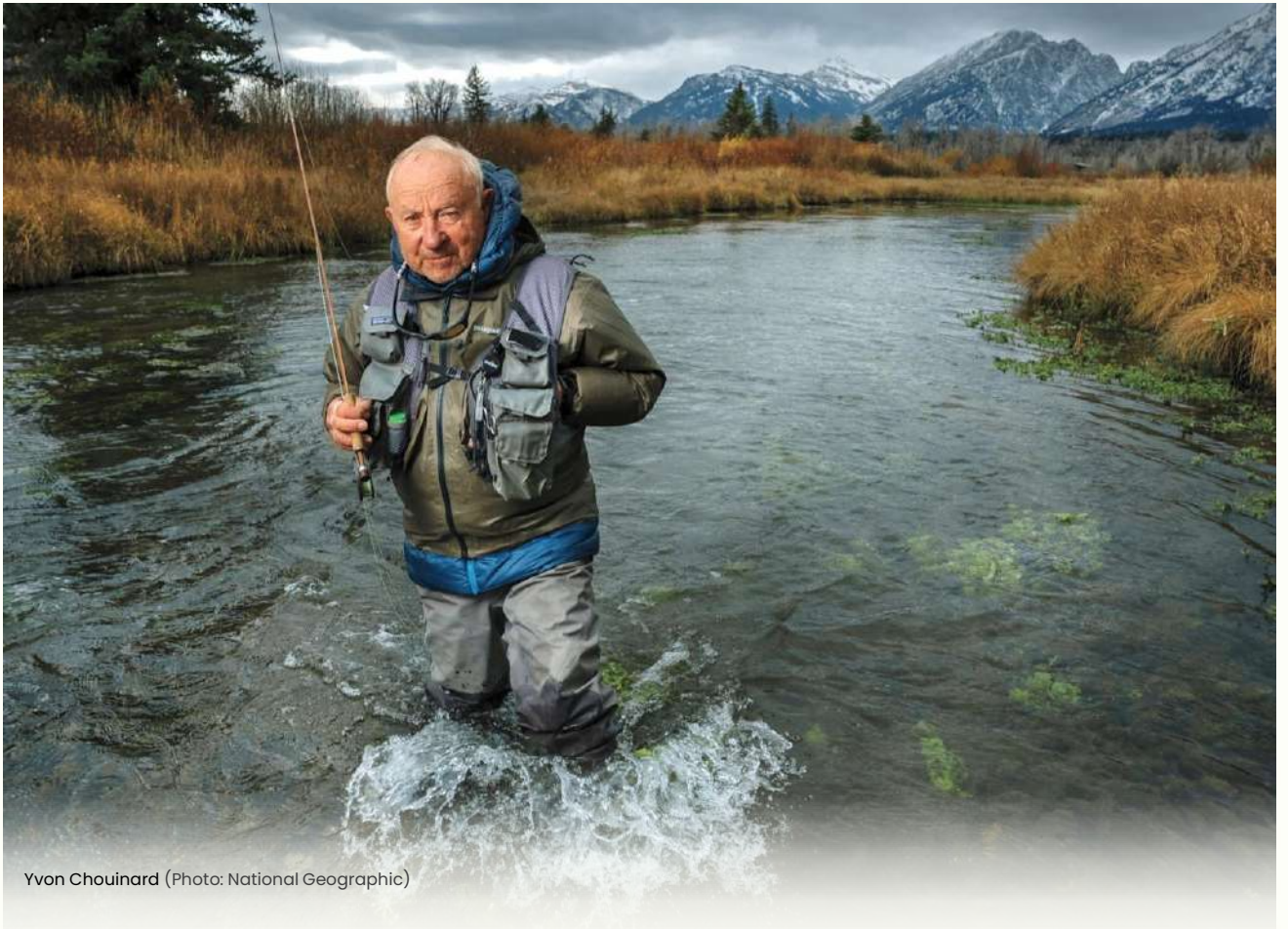
— Yvon Chouinard

Patagonia's success became the ultimate argument that responsibility is not a limitation. It is a competitive advantage. It is not a burden. It is a strategic clarity.

In an era where businesses perform “green theatre,” Chouinard offered something unprecedented: genuine stewardship, not performative sustainability.

The Man Who Stepped Aside to Step Ahead

When he gave away his company, critics were stunned. Analysts were confused. Economists were



Yvon Chouinard (Photo: National Geographic)

divided. Shareholders were speechless. But society — society understood. Something had shifted.

Chouinard demonstrated that leadership is not measured by what one keeps, but by what one is willing to release. That influence is not created by ownership, but by example. That a true visionary does not craft legacies — he liberates them.

Patagonia became a perpetual endowment for the Earth. Chouinard became the founder of a new business ethic, one where the shareholder is the planet, the dividend is sustainability, and the profit is continuity.

Why Yvon Chouinard Is One of the Most Visionary Leaders of 2025

Because in a world spinning on the axis of ambition, he stands as the rare leader who rotates around a different center: conscience.

Because he forces the global business community to confront the most uncomfortable truth — that companies are not only economic organisms, but ethical actors.

“

The real measure of a company is not how much it grows, but how little it harms.”

— Yvon Chouinard

Because he embodies what the next decade of leadership must become: **courageous, selfless, ecological, transparent, values-driven, and radically responsible.**

Because he proved that the greatest disruption of the 21st century is not AI, not finance, not geopolitics — but integrity. Chouinard is not simply a visionary. He is a cultural correction. A reminder that leadership is not noise, but depth. Not conquest, but stewardship. Not accumulation, but alignment.

And for that, he earns his place among the Top 10 Visionary Leaders of 2025, not as a titan of industry, but as the conscience of modern business.

Article **END**

**Prim. Dr. Siniša Glumičić**

Is a Croatian aesthetic and maxillofacial surgeon, Founder of the Glumičić Medical Group in Zagreb.

With advanced training in Boston and over 30 years of experience, he has performed more than 15,000 surgeries, specializing in rhinoplasty, facelifts, and eyelid procedures. A pioneer in Southeast Europe, he is the Founder of the Croatian Society for Aesthetic Medicine (HDEM) and President of SEEFAS.

Dr. Glumičić, a Global Chamber of Business Leaders Peace Ambassador, He is renowned for his natural, patient-focused approach and trusted by clients worldwide.

Beauty Intelligence:

THE BEAUTY OF EYES

Primarius Dr. Siniša Glumičić,
GCBL Ambassador, GTM Columnist

They say the eyes are the window to the soul but in aesthetic surgery, the eyes are also the window to youth, vitality, confidence and emotional expression. Nothing communicates our state of mind more immediately than the area around the eyes. A single glance reveals if we feel rested or exhausted, happy or stressed, vibrant or aged. And this is precisely why blepharoplasty – aesthetic eyelid surgery – remains one of the most transformative yet subtle procedures in all of facial rejuvenation.

The beauty of blepharoplasty lies in its precision. Unlike other areas of the face, where lifting or volumizing can achieve dramatic changes, the eyelids demand delicacy, restraint and an artist's eye. A millimeter too much or too little can completely alter expression. The goal is not to create a different person but to restore the natural harmony that time has slowly erased.

Upper eyelid blepharoplasty focuses on removing excess skin that begins to hang over the natural crease, sometimes even affecting makeup application or peripheral vision. But it is not simply 'cutting skin'. It is sculpting: reshaping the eyelid crease, refining the fat pockets and enhancing the natural anatomy so that the eyelids look open, fresh and youthful – but never 'done'.

Lower eyelid blepharoplasty is its own artform. The delicate bags, the shadows and the tired look that so many describe as "I look older than I feel" can be gently corrected by repositioning or redistributing fat, smoothing the lid-cheek junction and tightening the skin. When performed well, the result is not a pulled or hollow look but a smooth, rested appearance that immediately brightens the entire face.

What makes blepharoplasty so unique is that it respects individuality. Every patient has a different eyelid fold, bone structure, skin quality and eye shape. A great result is one that friends notice but can't quite explain. They say, "You look great!", not "What did you do?".

For me, after decades of performing facial surgery, the eyelids remain one of the most satisfying procedures. The recovery is relatively quick, the risks are low and the impact on confidence is profound. A refreshed gaze changes how patients see themselves and how the world sees them.

In the end, the beauty of eyes is timeless. Through artistry and precise surgical technique, blepharoplasty simply helps that beauty to shine again.

Beauty INTELLIGENCE





Nadiem Makarim

THE DESIGNER OF POSSIBILITY



Global Trends Magazine, 34th Edition, December 2025

Nadiem Makarim, the Indonesian Founder of Gojek and one of the most influential modern thinkers on digital transformation, belongs to that rare breed of leaders who do not simply innovate — they reconfigure reality.

In Southeast Asia, where complexity, density, and informal economies shape everyday life, Makarim has become the grand architect of a new socioeconomic paradigm: one that fuses technology with dignity, mobility with opportunity, and innovation with social equity.

The Genesis of a Continental Shift

Gojek started as a modest vision — a call center pairing drivers with people who needed rides. But beneath this simplicity was a profound moral proposition: *that technology should serve the overlooked, not replace them.*

From this premise, Gojek evolved into one of the

world's most formidable super-app ecosystems, transforming: urban mobility, small business empowerment, digital payments, logistics, and the dignity of millions of informal workers.

With more than two million drivers and merchants, Gojek became the heartbeat of Southeast Asia's gig economy long before Western companies understood what "platform economies" even meant.

Makarim proved that innovation is not about disruption. It is about integration — integrating people into the future who would otherwise be left behind.

The Ethic of Empowerment

What distinguishes Makarim is not his technological genius, but his philosophy: *innovation must elevate those at the bottom of the pyramid.*

Under his leadership, Gojek introduced the world to a new model of economic inclusion:

Micro-entrepreneurs gained access to digital payments. Street vendors entered the formal economy. Drivers built stable incomes with transparent systems. Women entrepreneurs gained new platforms for growth. Consumers gained mobility, access, and trust. It was a social revolution disguised as a mobile app.

This aligns deeply with the ethos of the Global Chamber of Business Leaders: technology as a tool for empowerment, innovation as a force for cohesion, and leadership as a moral responsibility.

A Ministerial Vision: When Business Becomes Nation-Building

In 2019, Indonesia did the unthinkable — it placed an entrepreneur at the helm of the entire national education system. Makarim became Minister of Education, Culture, Research, and Technology, and the magnitude of this appointment cannot be overstated.

He brought to government the one capability bureaucracies lack: *the courage to redesign systems, not just manage them.* Under his vision, Indonesia launched some of the most progressive education reforms in Asia: “Merdeka Belajar” — a liberating transformation of the curriculum, Digitization across schools and universities, Expanded support for creative industries, Platform-oriented public services, A national philosophy of innovation, not memorization.

He turned a nation’s education ministry into an engine of creativity.

A Global Influence Rising

In 2025, Makarim stands as one of Asia’s most respected voices in digital governance, education innovation, and ethical entrepreneurship.

He is shaping how nations:

Approach digital inclusion, regulate platform economies, integrate gig workers, equip students with future-ready skills, and build more humane technological ecosystems.

To put it simply: He is not just building Southeast Asia’s digital economy — He is defining the operating manual for its future.



Nadiem Makarim (Photo: Winner)

“

Technology should elevate the human spirit, not replace it.”

— Nadiem Makarim



Nadiem Makarim (Photo: The Jakarta Post)



Launch Lessons:

FOUR PILLARS FOR LASTING SUCCESS

Shelli Brunswick,
Ambassador of the GCBL, GTM Columnist

Every breakthrough, whether in space or on Earth, begins with the right mindset. Technology may change the tools but perspective, passion, perseverance and partnerships shape the trajectory. From machine-learning data centers in orbit to the James Webb Space Telescope unfolding the universe, the world's boldest innovators share one truth: success is built on these four pillars.

Perspective: Perspective transforms obstacles into opportunities. Google's Project Suncatcher aims to scale machine learning in space by reimagining satellites as computing hubs, a reminder that innovation begins with how we see the problem. Leaders who view limitations as launchpads reframe every challenge into growth. Perspective keeps vision aligned with purpose, ensuring that progress serves humanity, not just markets. In the new space economy, seeing differently is the first step toward leading differently.

Passion: Passion fuels exploration and sustains purpose through uncertainty. The James Webb Space Telescope embodies this drive, built on decades of collaboration, patience and curiosity, revealing galaxies that are 13 billion years old. That same passion propels entrepreneurs who work late nights, chase funding and persevere through failed prototypes. Passion turns effort into endurance. It's what drives builders, scientists and dreamers to push beyond boundaries and keep asking, "What if?" long after the data says "No."

Perseverance: Perseverance bridges vision and victory. Star Cloud-1, equipped with NVIDIA GPUs to process data directly in orbit, symbolizes how persistence transforms experiments into enterprises. Every breakthrough demands endurance through technical setbacks, financial risk and unpredictable timelines. True innovators understand that success rarely launches overnight. It evolves through iteration. Perseverance is the engine that keeps missions alive when resources are thin and results lag, proving that resilience is the most advanced technology of all.

Partnerships: No visionary works alone. From NASA collaborations with universities like UConn on microgravity biotech to public-private alliances powering orbital data infrastructure, partnerships multiply potential. When governments, start-ups and academia share resources and risk, they accelerate discovery. Partnerships convert isolated efforts into ecosystems, aligning innovation with inclusion. Together, these alliances ensure that progress uplifts communities, not just companies, building the connective tissue that keeps the global innovation economy thriving.

The Four Pillars aren't formulas - they're forces. Perspective guides vision, passion fuels it, perseverance sustains it and partnerships scale it. Whether decoding the cosmos or designing the next start-up, leaders who embody these principles don't just reach new frontiers - they create them. The future belongs to those who launch with purpose.

Shelli Brunswick is a globally recognized space leader, futurist and the CEO of SB Global LLC.

With 35 years of experience spanning the U.S. Air Force and international space policy, she serves as a dynamic bridge between the space ecosystem and the general public.

An award-winning author, keynote speaker and strategic advisor, Shelli empowers leaders to harness space innovation for economic growth and global progress, driving meaningful impact across commercial, government and academic sectors worldwide.

Launch Lessons



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CRAIG JELINEK

THE QUIET ARCHITECT OF HONEST CAPITALA

Global Trends Magazine, 34th Edition, December 2025



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THE QUIET ARCHITECT OF HONEST CAPITALISM

Craig Jelinek

Global Trends Magazine, 34th Edition, December 2025

Some leaders dominate headlines. Craig Jelinek dominated reality. In a world where corporate prestige was measured by noise, he preferred silence — not the silence of absence, but the silence of mastery. Under his stewardship, Costco did something almost unheard of in global retail: it built an empire not on extraction, but on fairness. Not on manipulation, but on trust. Not on spectacle, but on the radical simplicity of doing the right thing.

Jelinek never claimed the stage, yet he reshaped the script. He governed a multinational giant as if it were a community; he treated customers not as data points but as human beings; he treated employees not as cost centers but as the backbone of an ethical economic system. And in doing so, he offered the business world a rare and compelling revelation: capitalism becomes humane not through slogans, but through structure.

The Costco Paradox: A Company That Wins by Giving More

Under Jelinek, Costco became the most

paradoxical company in the 21st-century marketplace — a corporation that grew by limiting its margins, a retailer that refused to manipulate its prices, a global powerhouse that thrived by paying its employees more than its competitors dared.

This was not benevolence. It was strategy. The most disciplined, data-driven, value-based strategy modern retail has ever seen.

Jelinek understood something his rivals ignored: when customers trust you, they return. When employees respect you, they stay. And when a company anchors itself in transparency, it becomes immune to the chaos of economic seasons.



Craig Jelinek with the US President, Joe Biden (Photo: Business Insider)

Costco's model proved that simplicity is not naivety — it is precision. Discipline. Architecture. The purest form of efficiency.

Jelinek built a company without the usual corporate varnish, without the addiction to quarterly theatrics, without the illusion of growth at any cost. He built a system where profit was earned, not engineered.

Leadership Without Performance — Influence Without Ego

Unlike many CEOs, Craig Jelinek never operated as a persona. He operated as a principle. His leadership style was the antithesis of modern executive performance culture: calm instead of charismatic, consistent instead of theatrical, ethical instead of opportunistic.

In an era defined by hyper-visibility, Jelinek was almost invisible — and that became his strongest message.

He proved that influence does not require spotlight, only substance. That vision does not require

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**Complexity is where
bad decisions hide.
Simplicity is where
integrity lives.”**

— Craig Jelinek

provocation, only clarity. That leadership does not require self-promotion — only the courage to build something that lasts.

Costco became the anti-hype corporation: a quiet giant, a stable force, a reminder that the loudest companies are not always the strongest. Under Jelinek, it became a sanctuary of predictability in a volatile world.



Craig Jelinek (Photo: Mass Market Retailers)

Dignity as a Competitive Advantage

Jelinek's unwavering commitment to employee dignity is what set him apart. He was among the first major U.S. CEOs to raise internal wages voluntarily, long before the political conversation demanded it.

But it was not just wages — it was an entire ecosystem of respect. Stable schedules. Reliable benefits. Opportunities for advancement.

A culture that treated people not as an expense, but as a legacy. This was not philanthropy. This was strategic humanism.

Costco's turnover remained the lowest in the industry. Productivity remained unmatched. Loyalty — from employees and customers alike — became its strongest economic engine. In the global debate about the future of work, Jelinek delivered the most powerful argument: dignity pays.

Why Craig Jelinek Is One of the Most Visionary Leaders of 2025

Because he proved that ethics are not decorative. They are structural. Because he demonstrated

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Fairness is the only leadership principle that never goes out of fashion.”

— Craig Jelinek

that capitalism guided by fairness outperforms capitalism guided by fear. Because he offered the world a template for businesses that are both profitable and principled. Because he redefined efficiency as a moral act. Because he showed that leadership is not about spectacle — it is about stewardship.

Craig Jelinek is among the Top 10 Visionary Leaders of 2025 not because he revolutionized the market, but because he re-civilized it. He built a business empire that treats people with dignity, that rewards simplicity, that operates with humility, and that thrives through trust. He is the quiet architect of honest capitalism — a reminder that the future of leadership belongs not to those who shout the loudest, but to those who build with integrity.

Article **END**



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Matthew McCarthy

THE MAN WHO TURNED **ICE CREAM** INTO A MORAL FORCE

Global Trends Magazine, 34th Edition, December 2025





Global Trends Magazine, 34th Edition, December 2025

Some leaders manage companies. Matthew McCarthy led a movement. In an age when corporations wrapped themselves in neutral corporate language, McCarthy — as CEO of Ben & Jerry's — chose a far more dangerous, far more visionary path: he transformed a global brand into a moral instrument, a cultural disruptor, and an unapologetic defender of justice.

McCarthy did not treat business as a platform for profit alone. He treated it as a megaphone for conscience. A campaign for dignity.

A living ecosystem where economics and ethics merged into one coherent force. Under his leadership, Ben & Jerry's became the rare multinational that dared to speak clearly in a world addicted to ambiguity.

His tenure did not simply shape a company — it shaped the global conversation on what responsible leadership must become in the 21st century.

Ice Cream as Protest — Brand as Conscience

Ben & Jerry's under McCarthy functioned like a political organism. Not partisan. Not ideological. Ethical.

It confronted systemic racism long before it was fashionable. It challenged the global refugee crisis. It demanded climate justice. It opposed state violence. It advocated for peace, human rights, and planetary survival.

And it did this not performatively, but structurally.

McCarthy's approach rewrote the rules of corporate communication. While most brands aimed to stay "safe," Ben & Jerry's did the opposite — it leaned into truth. It refused to soften its stance.



Matthew McCarthy (Photo: IMDB)

“True leadership is measured not by the power we accumulate, but by the trust we earn, the bridges we build, and the courage to choose what is right—even when it is not easy.”

— Matthew McCarthy

It named issues, identified injustices, and backed words with measurable action.

This was not marketing. It was moral architecture. It was the corporate world's most successful example of justice-driven branding — a blueprint that inspired leaders around the world and terrified those who still clung to outdated doctrines of neutrality.

Business Beyond Profit: A Company Built on Purpose

Under McCarthy, Ben & Jerry's pushed capitalism into a new category — one where profit served purpose, not the reverse. The company demonstrated that values are not an add-on, but a competitive advantage.

The model was simple yet revolutionary:

Strong moral identity → powerful consumer loyalty → resilient business growth.

In this structure, activism was not an expense; it was an investment. A signal to the world that a company can take a stand, retain credibility, and grow because of it — not despite it.

McCarthy's leadership created the most influential case study for modern impact capitalism: capitalism with a soul, capitalism with courage, capitalism that embraces public responsibility as a core strategic asset.

The Leader Who Refused to Be Neutral

McCarthy's defining characteristic was moral clarity — the kind rarely seen in global business leadership. He rejected neutrality as a shield for cowardice. Neutrality, he believed, is not the absence of injustice; it is the permission for injustice to flourish.

So he led a company that stood unmistakably for something. And the world responded. Consumers trusted Ben & Jerry's more because it spoke honestly. Communities valued it because it acted meaningfully. The business press revered it as one of the few corporations that operated with a moral spine stronger than its quarterly reports.

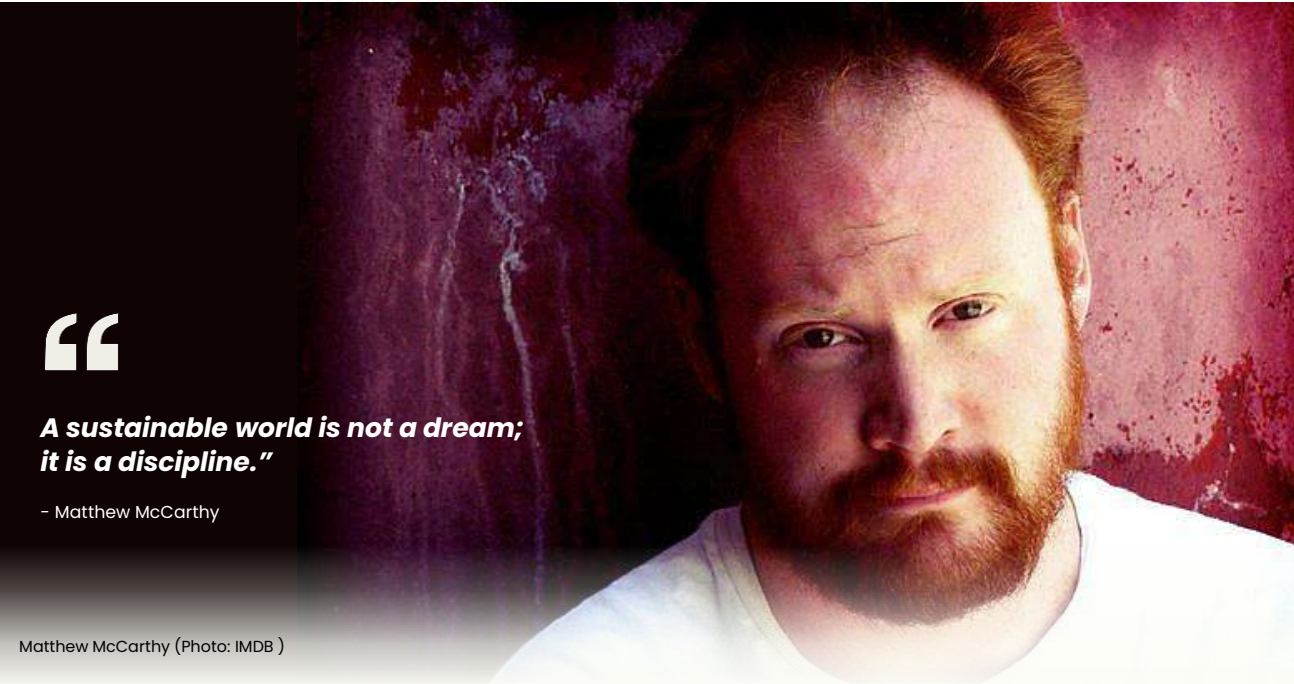
McCarthy proved that when a leader speaks with integrity, the market listens.

Visionary Leadership: Merging Conscience and Commerce

Matthew McCarthy is one of the 10 Most Visionary Leaders of 2025 because he dared to integrate two worlds often seen as incompatible: activism and corporate governance. His philosophy, deeply aligned with the principles of ethical leadership, demonstrated that:

corporations can be engines of justice; executives can be activists without compromising performance; brands can contribute to peace and cooperation; values can outperform volatility; purpose can be scalable.

He exemplifies the future of business leadership — one in which conscience is not a weakness but a strategic advantage; one in which companies take



“

***A sustainable world is not a dream;
it is a discipline.”***

– Matthew McCarthy

Matthew McCarthy (Photo: IMDB)

responsibility for the societies they operate in; one in which global leaders use influence not to protect privilege, but to elevate humanity.

Why Matthew McCarthy Defines the Future of Ethical Leadership

Because he transformed a commercial brand into a moral institution.

Because he proved that truth-telling is not a risk — it is a duty.

Because he demonstrated that justice and profit are not contradictions, but complementary forces.

Because he built a leadership model grounded in courage, clarity, and conviction.

Because he turned business into a vehicle for peace, fairness, and systemic change.

Matthew McCarthy is not simply a former CEO.

He is the architect of activist capitalism, the voice of purpose-driven enterprise, and one of the defining visionary leaders shaping the ethical landscape of 2025.

He showed that even something as sweet as ice cream can carry the weight of justice.

Article **END**



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The Currency Of Change:

PEACE AS A BUSINESS STRATEGY

Dr. Graciela De Oto,
GCBL Senior Advisor and GTM Columnist

When it comes to peace as a strategy, women may very well be key to stable markets.

Having steady ground is now a top need in world trade. Money flows well where rules work, fights are handled and people mostly get along. Yet, in many places, these good states are very weak. Fighting – be it with guns, politics, computers or in society – can stop trade, ruin key systems and make risks higher when running things.

Despite these hard times, one strong force helps keep things steady. It is often missed. This force is **women**. In lands hurt by fighting or right after it ends, women do key jobs. They help build back money systems. They also help people trust each other once more. They make local shops start up again. Their work links trade, local groups and making peace happen. Shops run by women usually hire people from many different sides. This helps lower stress.

They make work areas that cause no trouble. These women often support local small money systems. They run small eating spots, local markets, cloth stores, ways to move things and farm groups. These small trades help towns get back on their feet. They let groups find their money pace again. Also, women usually put more of what they earn back into their homes, schools and town care.

These acts help make things stable much faster. When daily life gets more normal, fighting gets less sharp and money work calms down. For those who put in money, big global firms and aid groups, this pattern matters a lot. Markets where women work more in trade often heal faster.

They see less wild change. They also show stronger social ties. Firms working in these areas face fewer stops. They get more secure ways to get goods. They see better chances for years ahead. Peace is not just a goal for talks. It is a wise plan for good business. And women are some of the best builders of this peace. In the coming ten years, world firms will look more at new, tough markets. They seek good people, needed goods and new shoppers.

Knowing the way women help keep things steady will be key. It will matter for judging risk. It will matter for local deals. And it will matter for planning where money stays long-term.

Dr. Graciela De Oto is a global leader and advocate for women's empowerment, serving as Regional President for South America at the ABWCI and Senior Advisor at the Global Chamber of Business Leaders.

She is also President of the Suma Veritas Foundation, promoting entrepreneurship and gender equality.

An accomplished author and speaker, Dr. De Oto holds advanced Degrees in Marketing and Corporate Management. She has received numerous awards, including the Medal of Peace, for her contributions to business leadership and sustainable development.

THE CURRENCY OF CHANGE





ANTOINE DE SAINT-AFFRIQUE

FEEDING THE WORLD WITH VALUES

Global Trends Magazine, 34th Edition, December 2025

A portrait of Antoine de Saint-Affrique, a man with dark hair and blue eyes, wearing a suit and tie. The portrait is the background for the top half of the page.

Antoine
De Saint-Affrique

FEEDING THE WORLD WITH VALUES

Global Trends Magazine, 34th Edition, December 2025

In an age where global food systems stand at a crossroads—between industrial scale and planetary limits, between profit and purpose—Antoine de Saint-Affrique emerges not as a traditional corporate leader, but as an architect of ethical nourishment.

As the CEO of Danone, he does not simply run a multinational food giant; he steers an ecosystem of influence where agriculture, public health, climate stability, and human dignity intersect. His leadership does not shout—it resonates.

It does not demand admiration—it earns trust. And in the fragile architecture of the 2025 global economy, trust has become the rarest currency.

Saint-Affrique represents a form of leadership that sees food not merely as a commodity but as a covenant: between business and society, between humanity and the earth that sustains it.

He leads with the understanding that feeding the world is not merely an operational challenge—it is a profound moral responsibility.

The Architecture of Moral Nutrition

Saint-Affrique has reintroduced a forgotten truth into corporate strategy: that food carries values long before it carries calories. Under his leadership, Danone is no longer a company defined by what it produces, but by what it protects—soil, water, biodiversity, workers, small farmers, and the fragile trust of consumers.

The principles he champions are not marketing slogans; they are structural commitments embedded deep within governance, sourcing, and the company's social DNA.

He insists that nutrition must be designed around dignity, not dependency. Health must be democratized, not sold as a luxury.

“

***Values are ingredients —
and without them,
even abundance becomes empty.”***

— Antoine de Saint-Affrique

Antoine de Saint-Affrique (Photo: Barry Callebaut)

This philosophy transforms Danone into something unusual: a corporation behaving like a global citizen with responsibilities beyond its own survival.

Rethinking Industrial Might Through Human-Scaled Values

In an era obsessed with speed and volume, Saint-Affrique pushes Danone toward a different form of greatness—one measured not in expansion, but in coherence. His strategy defies the logic that dominates many global conglomerates: if something cannot be scaled ethically, it should not be scaled at all.

He challenges the model of monoculture agriculture by empowering local ecosystems. He resists the temptation of artificial growth by grounding expansion in verified impact. And he

dismantles the outdated divide between business performance and social value, insisting that the two must be interwoven or they collapse together. The transformation is quiet—but it is structural. His leadership does not chase headlines; it reshapes norms.

Saint-Affrique proves that true influence does not come from disruption for its own sake; it emerges when an organization aligns its internal compass with the wider interests of humanity.

The Leadership of a Conductor, Not a Commander

Saint-Affrique's leadership style is not built on dominance, charisma, or explosive declarations. It is the leadership of a conductor: enabling, harmonizing, elevating. Instead of forcing the system, he tunes it. Instead of dictating, he builds environments where good decisions become the

default, not the exception.

This is particularly evident in his insistence that Danone must move from a top-down model to a distributed intelligence network—one where farmers, communities, scientists, partners, and employees share co-ownership of impact.

His task is not to be the hero of the narrative but the custodian of its integrity.

In the world of 2025 global leadership—crowded with noise, ego, and spectacle—Saint-Affrique stands out by refusing to stand above others. His power is the power of calm, principled consistency.

Systemic Sustainability, Not Performative Sustainability

Danone's sustainability under Saint-Affrique is not an aesthetic gesture. It is infrastructure. It is governance. It is an operational backbone that begins in regenerative agriculture and ends in consumer trust.

Where others talk about circularity, Saint-Affrique invests in soil regeneration. Where others promote decarbonization, he pushes for climate-positive ecosystems. Where others pledge fairness, he anchors value creation in farmer stability.

This is not the sustainability of marketing—it is the sustainability of survival.

He speaks the language of long-term thinking in a world addicted to quarterly results, knowing that any corporation that relies on planetary resources must commit to replenishing them.

By reframing sustainability as a strategic necessity rather than an ethical accessory, he positions Danone at the forefront of the global food transition.

Food as the Frontline of Civilization

With geopolitical tensions rising, supply chains fragmenting, and global hunger accelerating, food is no longer simply a sector—it is a frontier of stability.

Saint-Affrique is one of the few CEOs who understands that the future of global peace may very well depend on how humanity feeds itself.

His initiatives push toward:

Resilient regional supply systems able to withstand shocks.

More equitable distribution frameworks that reduce vulnerability.



Antoine de Saint-Affrique (Photo: WEF)

Nutrition that strengthens public health, not drains it.

Danone under his leadership becomes an anchor of reliability in a turbulent world—an institution whose purpose extends beyond business cycles into civilizational continuity.

This is what makes Saint-Affrique a visionary rather than merely an effective executive: he sees that feeding humanity is, at its core, an act of global stewardship.

The Legacy of Values Over Victory

Leadership in 2025 is often defined by loud victories, fast achievements, and aggressive disruption. Saint-Affrique offers the opposite: a legacy built not on conquest but on consistency, not on spectacle but on principle. He embodies the slow, steady strength of values that endure beyond trends, crises, or rankings.

He does not perform leadership—he practices it.

His influence does not flash—it accumulates.

And his vision does not dominate—it aligns.

In a world desperate for leaders who can think beyond profit, beyond borders, and beyond themselves, Antoine de Saint-Affrique stands among the few who understand that feeding the world ethically is not just a business horizon—it's a moral horizon.

Article **END**

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Leadership Innovation:

SHOULD YOU INVEST IN eSPORTS?

Lucy Chow, GTM Columnist

Esports statistics in 2025 underscore the huge opportunities in this sector. Expectations are that the Esports industry revenues will top \$2.5 billion and the audience will surpass 660 million worldwide. This upsurge is fueled by increasing brand expenditures, growing audiences and the boom of mobile eSports.

Luke Alvarez is an expert in gaming investments. He is the Founder and Managing Partner of Hiro Capital and runs Europe's leading games and Esports venture capital fund. Alvarez reports that games as an industry have gone from niche to mainstream over the past ten years. Driven by the roll-out of smartphones and the development of emerging markets, this industry has gone from 100 million players of video games in the mid-1990s, to 200 million in the mid-2000s, to over 3 billion now. He believes games will go from being mass market to being an absolute central pillar of the mid-21st century economy and society and our lives. So where are the opportunities?

Development Of Mobile Games

Mobile gaming reaches a much wider demographic than PC gaming across age and gender. Globally, there are a lot more gamers on mobile and this translates to higher revenue for mobile titles. Mobile games have lower barriers to entry, more balanced demographics and higher install rates in comparison to PC and console games.

Tournament Venues and Internet Cafes

Some geographical regions, including developing countries in Asia, Africa, South America and the Middle East, necessitate cafes for practical reasons: disposable income is too low for a robust PC and broadband connection at home or the telecommunications infrastructure has yet to be fully built-out to homes.

As with all investments, buyer beware. It's important to diversify. If you decide to invest even a small amount of your portfolio into the Esports/gaming sector, there are many opportunities to investigate.

Leaving Luke Alvarez with the last word, "What we look for when we invest in a game studio or game technology company is a multitude of different factors, which boil down to three key criteria: the quality and resilience of the team, the defensibility of the technology or content moat and the scale size of the market they are targeting. Fundamentally, we believe that games and Esports will be a central pillar of entertainment, economic and social life in the mid-21st century. Therefore, we seek out and invest in those innovators who are building that very future."

Lucy Chow is one of the "OG" investors in the UAE. A holder of Degrees from the Kellogg Graduate School of Management, Northwestern University, HK University of Science & Technology and other Universities, she has built careers as an investor, entrepreneur, media personality, Esports expert and International Speaker.

Author of *"Changing The Game"*, she is also a Solidarity Circle member with the United Nations High Commissioner For Refugees (UNHCR), Board Trustee at the American School of Dubai with many other roles.

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Magnus Wedhammar

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AS A SCALABLE ENTER

Global Trends Magazine, 34th Edition, December 2025



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A portrait of Magnus Wedhammar, a man with a beard and glasses, wearing a dark jacket over a button-down shirt. He is standing against a plain, light-colored background.

Magnus Wedhammar

EMPATHY

AS A SCALABLE ENTERPRISE

Global Trends Magazine, 34th Edition, December 2025

In a century defined by acceleration, compression, and exhaustion, Magnus Wedhammar stands as a quiet insurgent—an engineer of empathy in a world that has forgotten how to feel. As the CEO of TOMS, he leads a company that was once a symbol of feel-good capitalism, but under his guidance it becomes something far more ambitious: a blueprint for the humanization of global enterprise.

Wedhammar is not a performer of compassion; he is a designer of it. He does not romanticize empathy as an emotion. He treats it as a system. As architecture. As a discipline capable of scaling across industries, markets, and borders. In doing so, he redefines the meaning of impact in 2025, restoring the belief that business can still be a force that binds rather than breaks.

Where others chase global expansion, Wedhammar chases global coherence. Where others promise impact, he insists on traceability. Where others talk about brand purpose, he builds economic models around human dignity.

This is not corporate storytelling. This is structural empathy.

When Compassion Becomes a Business Model

TOMS, under Wedhammar, has evolved from a “buy-one-give-one” pioneer into one of the most strategically mature impact enterprises of the modern era.

He refuses the shallow charity narrative and replaces it with the rigor of measurable empathy—programs that are economically grounded, socially verifiable, and psychologically intelligent.

He insists that compassion cannot rely on good intentions; it must rely on engineering.

“When impact, product and marketing come together that’s where the magic happens”

— M. WEDHAMMAR

Magnus Wedhammar (Photo: The CEO Magazine)

To Wedhammar, empathy is not a fashionable add-on to capitalism. It is the infrastructure that determines whether capitalism can survive at all. In this worldview, business is not merely a mechanism for wealth creation—it becomes a mechanism for stabilizing communities, strengthening societies, and restoring human agency.

This is a radically different form of leadership: one where the emotional intelligence of a company becomes a strategic asset, and not a liability.

The Discipline of Listening

Wedhammar’s genius does not lie in speaking, but in listening. In an era where global leaders dominate conversations with grand narratives, he practices the rarest executive skill: attentive silence. He listens to communities before designing interventions. He listens to employees before creating operational reforms. He listens to the world before making promises to it.

This discipline creates a leadership model that feels almost foreign in today’s climate: A leader who gathers before he acts. Who understands before he decides.

Who collaborates before he commands.

“

Design begins where listening becomes understanding.”

— Magnus Wedhammar

His approach transforms TOMS into an institution where observation becomes strategy, and humility becomes power. In his view, the true wisdom of leadership lies not in knowing—but in learning. Not in controlling—but in enabling.

The result is a business culture where decisions breathe, evolve, adapt, and—most importantly—reflect the realities of the people they serve.

Empathy as a Scalable Technology

Wedhammar operates with the intellectual clarity that empathy is not a soft value—it is a hard advantage. It can be standardized, replicated, and scaled with the same precision as any industrial innovation. TOMS becomes his laboratory, proving that the future of competitive strength lies not in cheaper production, but in deeper connection.

He builds systems where empathy becomes predictive rather than reactive:

Communities reveal what they need before crises escalate. Consumers express values before they express demand.

Employees innovate before they burn out.

This transforms empathy from a sentiment into a technology—one that senses early, responds intelligently, and prevents the societal fractures that traditional business often amplifies.

In Wedhammar's hands, empathy becomes the operating system of responsible capitalism.

Human Dignity as Economic Logic

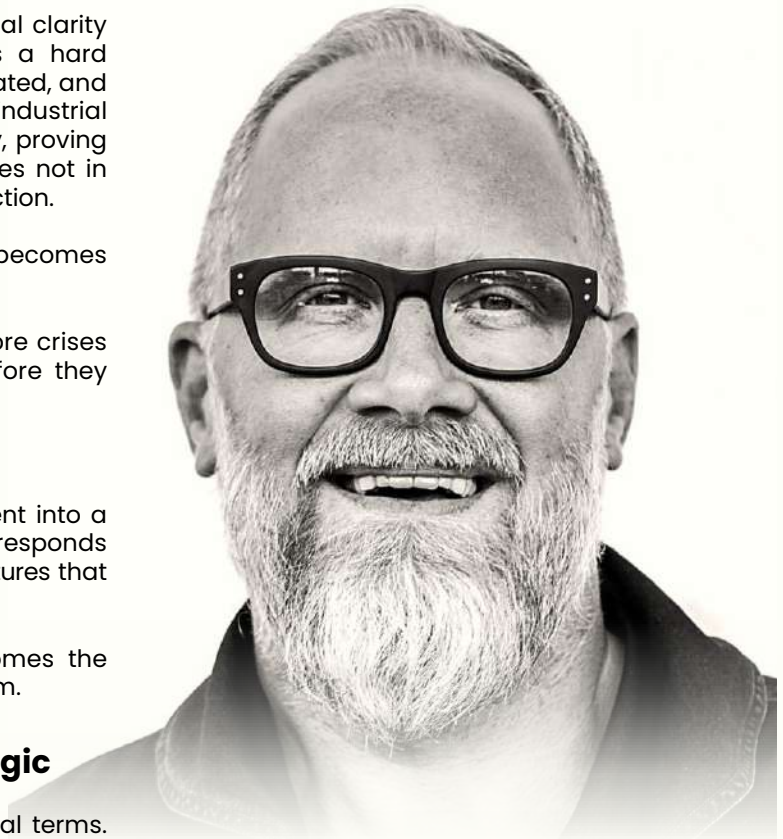
Most leaders speak about dignity in moral terms. Wedhammar speaks about it in mathematical ones. He understands that when people are empowered, they produce value—economic, cultural, and social. When people are neglected, they generate instability. This is not philosophy; it is economics.

Wedhammar's model aligns with the very essence of the GCBL doctrine: that responsibility is not a burden of leadership, but its strategic essence. He shows that a company is strongest when the people around it are strong. That markets grow when societies grow. That profit is sustainable only when dignity is protected.

His leadership becomes proof that empathy does not weaken business—it stabilizes it. Does not slow growth—it purifies it. Does not reduce influence—it expands it. In this narrative, Wedhammar becomes not only a visionary CEO, but a geostrategic thinker rewriting the logic of value creation.

Reimagining Corporate Influence

TOMS under Wedhammar is not a footwear brand. It is a societal organism. A platform. A signal emitter. And a reminder that even small companies can exert disproportionate moral gravity. In 2025, influence is no longer measured by market capitalization but by the capacity to shift global norms. TOMS accomplishes this through:



Magnus Wedhammar (Photo: Inc Magazine)

Radical transparency, Impact-first governance, Community-embedded initiatives

Value chains constructed around human welfare Wedhammar proves that influence is not taken—it is granted, earned, accumulated through consistency and authenticity. He represents a leadership archetype where authority comes not from volume, but from integrity. Not from visibility, but from coherence.

The Leader Who Designs Belonging

Wedhammar's deepest contribution is perhaps his simplest: he creates environments where people feel seen. In a world fragmented by economic inequality, political hostility, and digital alienation, he builds a business that strengthens the human instinct for belonging.

He leads not through force, but through presence. Not through ambition, but through intention. Not through dominance, but through resonance.

His legacy is not a list of achievements—it is a geometry of connection. A map of how business can weave societies back together.

He makes us believe again that leadership, at its best, is an act of care.

Article **END**



The Currency Of Change:

URBANIZATION'S HIDDEN TOLL

Joe Cullen, GTM Columnist

Every week, three million people move to cities, mostly to neighborhoods without clean water, steady power or safety.

"Urbanization is humanity's greatest migration and our biggest infrastructure test."

More than half of humanity now lives in cities, and by 2050, that share will reach nearly 70 per cent. Each week, around three million people leave rural life behind, drawn by the promise of jobs and opportunity. Yet for many, the reality is uncertainty: unpaved streets, intermittent electricity, unsafe housing and scarce clean water.

According to the **UN-Habitat 2024 World Cities Report**, more than one billion people already live in informal settlements. In sub-Saharan Africa, over half of all urban residents do. These neighborhoods reflect the world's infrastructure gap: roads that flood after a single rain, overloaded power grids and sewer systems that barely exist. The **World Bank** estimates developing nations need **\$2.7 trillion each year** to build resilient, low-carbon infrastructure but most are falling further behind.

The cost is measured in lives and lost potential. **Air pollution kills an estimated 4.2 million people annually.** Informal areas often occupy floodplains or steep hillsides where land is cheap but danger is high. Climate change compounds the risk; one heavy downpour can become a catastrophe when drainage, shelter and safety nets are absent.

Still, necessity is driving innovation. In **Medellín, Colombia**, cable-car transit links hillside settlements to the city below, improving mobility and employment access. **Kigali, Rwanda's** "One Million Homes" program integrates housing with power and sanitation. In **São Paulo, Brazil**, large-scale favela-upgrading projects are retrofitting informal neighborhoods with sewers, lighting and stormwater systems, transforming living conditions and inspiring similar efforts across Latin America.

Throughout **India**, community-run micro-grids and water kiosks now serve districts long ignored by central utilities, small but scalable solutions proving that inclusion can be built from the ground up. The challenge is less imagination than implementation. Local governments in the Global South lack the fiscal capacity to plan, borrow and build at scale. Without investment and governance reform, the world's fastest-growing cities risk becoming centers of inequality and instability rather than progress.

Cities generate **80 percent of global GDP** but only if they function. If we fail to keep pace with urban growth, the engines of prosperity could become pressure cookers of crisis. The hidden toll of urbanization is already visible and it demands action before tomorrow's megacities collapse under the weight of today's neglect.

Joe Cullen

Author | Business Adviser | Social Activist

For over 30 years, he has focused on building and growing businesses while remaining deeply committed to charitable work.

With a background in Communications, Marketing, and Political Science, he began his career in broadcasting before founding five companies and successfully exiting three. A pioneer in digital enterprise, he also founded Sidre, a non-profit that supports justice-involved individuals through business education, mentorship, and re-entry services.

THE CURRENCY OF CHANGE



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Laurel Huron

THE **ARCHITECT** OF TOMORROW

Global Trends Magazine, 34th Edition, December 2025



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*Laurel Hurd*

THE ARCHITECTS OF TOMORROW

Global Trends Magazine, 34th Edition, December 2025

There are leaders who improve what exists — and then there are leaders who redraw the very logic of existence. Laurel Hurd, the CEO of Interface Inc., belongs firmly to the second category. She does not simply run a company; she operates a living ecosystem disguised as a corporation, one that exists to re-engineer the relationship between business, environment, and the fundamental laws of planetary survival.

Interface was once a flooring company. Under Hurd, it becomes an organism of change, a regenerative engine, a global laboratory for what the next century of industry must look like. She does not frame sustainability as a moral appeal; she frames it as a system — a structural redesign of capitalism's operating code.

If some leaders speak of climate responsibility, Hurd speaks its language. If many chase sustainability, she builds the machinery that makes it inevitable.

It is about ecological precision. If most dream of green transformation, she measures it molecule by molecule. In an era of corporate exaggeration, Laurel Hurd practices

Hurd's leadership breaks with the old paradigm of corporate environmentalism — the era of symbolic carbon offsets, decorative responsibility, and corporate storytelling without structural change. She replaces the old model with something exponentially more demanding: regenerative design.

Her central philosophy is simple yet revolutionary:

A business should not reduce harm. It should repair. Regenerate. Return more to the planet than it takes.

This vision transforms Interface into a company where sustainability is not the destination but the

architecture that governs every decision, every process, every material interaction. She builds a business that mirrors nature's logic:

Circularity as default. Zero-waste systems engineered into production. Materials designed for infinite cycles. Carbon-negative solutions treated as the new industry baseline. This is not environmental performance — it is environmental engineering.

The Mathematics of Responsibility

Hurd's worldview aligns with the deepest principles of the Global Chamber of Business Leaders: that responsibility is not an aspirational virtue but a measurable discipline. She rejects the vague, soft narratives of sustainability and replaces them with analytics, traceability, and hard accountability.

Interface under her leadership becomes a corporate ecosystem where:

Carbon is counted like currency. Waste is treated as a design flaw, not an inevitability. Impact is audited with the precision of finance. Environmental metrics sit in the same room as profit metrics

This is the new mathematics of business: an economy where numbers are not manipulated to support a green story, but where numbers enforce ecological truth.

Hurd proves that the companies of the future will not win because they claim sustainability — they will win because they are structurally incapable of being anything else.

Leadership as Ecological Intelligence

Laurel Hurd is not a conventional CEO; she is a systems thinker. She does not simply lead teams — she orchestrates complex interdependencies. She works with biologists, material scientists, economists, behavioral psychologists, and policy experts to design an enterprise that behaves more

like a forest than a factory. In her leadership model: Decisions are ecosystems, Impact is a living organism. Innovation mirrors biology. Long-term thinking is the only timeline worth acknowledging. She treats leadership not as a position of authority, but as a form of ecological intelligence — the ability to read the invisible patterns that shape the world.

This is the kind of leadership that the 2025 global economy desperately needs: multidimensional, regenerative, deeply intentional.



Laurel Hurd (Photo: Floor Daily)

“

The future will not be built by those who grow the fastest, but by those who regenerate the deepest.”

— Laurel Hurd



Laurel Hurd (Photo: Scheller College)



Laurel Hurd (Photo: Scheller College)

Regenerative Industry as Geostrategy

Hurd understands that sustainability is no longer a corporate duty — it is geostrategy. It determines national competitiveness, global supply chains, cross-border regulations, and the future cost of capital. Under her leadership, Interface becomes an active geopolitical agent, shaping:

European climate policy. North American industrial standards. Global material circularity frameworks. Corporate governance models aligned with 2050 planetary targets.

This is not branding. It is influence. It is also a direct embodiment of the GCBL doctrine: that global business leaders must integrate climate, ethics, governance, and societal responsibility into one coherent operating philosophy capable of stabilizing the world's future. Hurd does this with precision — not through speeches, but through systems.

The Carbon-Negative Blueprint

One of Hurd's greatest contributions is pushing Interface into the realm of carbon negativity — not neutrality, but contribution. The company's mission is now to pull carbon from the atmosphere, lock it into product systems, and demonstrate that the industrial economy can behave like a rainforest, not a smokestack.

She frames carbon not as a burden, but as a material. Not as a threat, but as a resource. Not as a liability, but as a design challenge. It is a complete inversion of the industrial paradigm

— and one that positions Interface as the blueprint for every sector struggling to imagine a future beyond extraction.

The Leader Who Designs the World She Wants to Live In

What makes Laurel Hurd extraordinary is that she leads with a ferocious calm — the composure of someone who does not wait for the future, but architects it. She is not driven by urgency, but by conviction. Not by pressure, but by purpose. Not by external expectation, but by internal clarity.

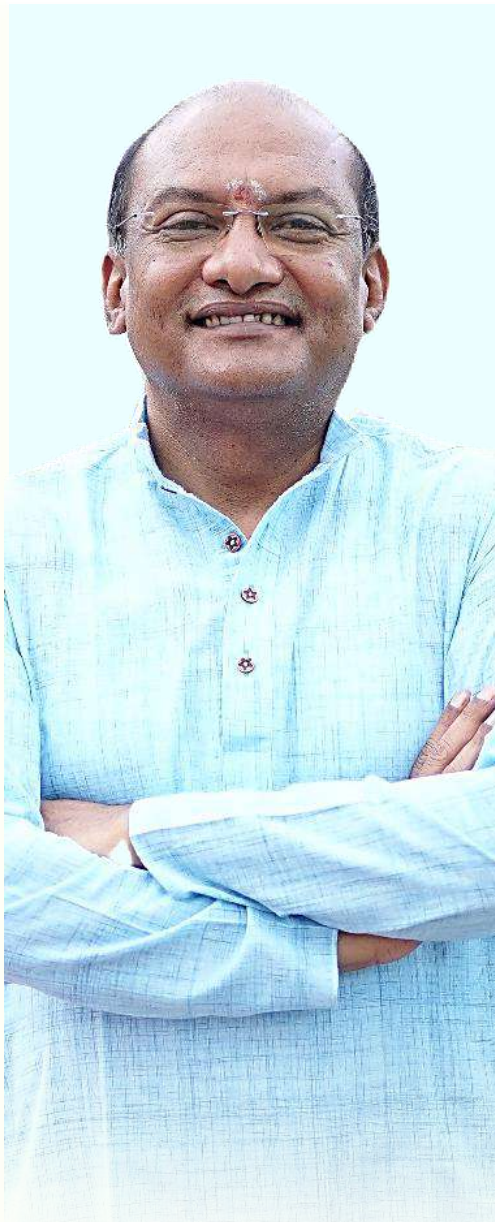
She is the rare executive who is not trying to fix the present — she is building the next era of human existence. In doing so, she restores something that the global economy has lost: the belief that industry can heal, that enterprise can regenerate, that business can be the most powerful instrument of planetary renewal.

Her leadership demonstrates that sustainability is not a campaign — it is a worldview. Not a marketing strategy — but a moral architecture. Not a response to climate crisis — but a declaration of what civilization must become.

The Future Belongs to Regenerative Thinkers

Laurel Hurd stands among the most visionary leaders of 2025 because she embodies the future of global influence: leaders who design systems that last, industries that repair, and enterprises that return humanity to equilibrium with the planet that sustains it.

Article **END**



Ayurveda Column:

AYURVEDA STROKE REHAB MODEL

Prasanta Das, Renowned Ayurveda Specialist

Every 40 seconds, someone in the world suffers a stroke. By the time you finish reading this article, dozens of lives will have changed forever. Modern medicine saves most of them yet globally, more than 94 million stroke survivors struggle with long-term disability, depression and loss of independence. The gap is not in emergency care. The gap is in recovery.

As stroke incidence rises to almost 12 million cases each year, healthcare systems are grappling with the same question: How do we restore a patient's life beyond the hospital?

This is where Ayurveda offers a compelling, scientifically relevant bridge. Modern rehab focuses on physiotherapy, speech therapy and occupational therapy. These are essential but often incomplete. Ayurveda adds what these modalities miss: neuro-restorative therapies, personalization and mind-body reintegration.

From an Ayurvedic perspective, stroke (Pakshaghata) arises from a severe imbalance of vata - the force governing movement, coordination and neural communication. Correcting this imbalance accelerates the brain's natural plasticity - the ability to rewire pathways after injury.

Clinical insights from integrative centers and published studies highlight how therapies such as **Basti, Nasya, Pizhichil and Njavara Kizhi** improve muscle tone, mobility and cognitive function. Rasayana formulations like Ashwagandha, Guggulu, and neuro-tonic compounds support nerve healing, reduce inflammation and stabilize mood.

A randomized controlled trial (RESTORE, 2024) demonstrated that Ayurvedic neuro-rehabilitation protocols were safe, acceptable and showed meaningful subjective improvements, underscoring the need for longer-duration, individualized integrative care.

As healthcare systems worldwide shift from episodic care to continuous care, Ayurveda fits naturally into the rehabilitation ecosystem. Countries in Europe, Africa and the Middle East are exploring integrative stroke units where physiotherapy and Ayurveda work side-by-side.

The call to action is clear: If global rehab is to keep pace with the rising burden, stroke programs must evolve from single-discipline to multi-disciplinary, integrative models. Ayurveda's strengths - personalization, continuity, nervous-system calming and functional regeneration - make it an essential pillar.

The future of stroke recovery is integration. The world has mastered saving lives. Now it must master giving those lives back.

With three decades in the pharmaceutical industry, **Prasanta Das** is a leader in integrative health solutions. As the Founder of VEDAVISION, they aim to enhance patient care by merging Ayurvedic practices with modern medicine. Their commitment to improving patient quality of life and innovative approaches has significantly impacted integrative therapy, promoting holistic treatment in global healthcare.

 prasanta.das@gc-bl.org

Ayurveda COLUMN



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FESTIVE SHOPPING WITH PURPOSE

Global Trends Magazine, 34th Edition, December 2025

This Edition was released mid-December - a little less than two weeks before Christmas Day. We know that there are many people who quite enjoy the last-minute rush to shop for gifts. Others? They get caught in the "I didn't have time before now." trap.

For all of you dashing through the malls or frantically clicking "Buy Now" and "Add To Cart", the **Global Trends Magazine** compiled the **top seven trends** shaping gift shopping for the **2025 Christmas Season**, blending consumer needs for value, personal connection and even social awareness!

The ChristMUST-Haves Shopping Trends

The 2025 Holiday Season sees consumers prioritizing thoughtful spending and unique experiences, often driven by budget-consciousness and social media influence.

Experience Over Material: Gifts that create lasting memories - like concert tickets, weekend

getaways, cooking classes or spa vouchers - are trending upward. Consumers are choosing quality moments over physical clutter, aligning with a broader focus on well-being and less materialism.

AI-Powered Discovery: Shoppers are increasingly using **Generative AI tools** (like advanced chatbots) for gift idea generation, product comparisons and price tracking. Retailers are responding by integrating AI into their mobile apps to offer instant, personalized recommendations, making the shopping journey more efficient.

Hyper-Personalized Gifting: Beyond simple monograms, shoppers are seeking gifts with deep, specific meaning. Think custom art prints, tailored subscription boxes (wine, coffee, craft supplies) or unique items that speak directly to a niche hobby



Holiday Gifting (Photo: Kontakt.cz)

or interest (e.g., specialized gear for a trending activity like pickleball or micro-gardening).

Social Commerce Dominance: Platforms like **TikTok** and **Instagram** are moving from inspiration sources to direct retail channels. Many consumers, particularly younger generations, are making purchases directly through in-app shops, where content-driven product discovery seamlessly transitions into a quick, impulse buy.

The Wellness Retreat: Gifts supporting mental and physical well-being remain highly popular. This includes high-end self-care items like aromatherapy diffusers, weighted blankets, noise-canceling headphones and fitness trackers with advanced health monitoring, reflecting a post-pandemic emphasis on personal health.

Sustainable and Ethical: There's a continued strong demand for eco-friendly, ethically sourced gifts from businesses with clear social missions. Shoppers are looking for products made from **recycled or sustainable materials**, as well as goods from small, local businesses or handmade artisans, often discovered via social commerce platforms.

"Newstalgia" (Nostalgia With A Twist): Retro items and classic brand collaborations are making a strong comeback but with a modern upgrade.

This includes updated versions of classic toys, '90s fashion and electronics (like vintage-inspired portable speakers) and home décor that combines rustic, sentimental themes with minimalist, modern aesthetics.

Dollars And Sense

With economic pressures making consumers more careful, the key to winning the 2025 holiday gift season lies in offering value, authenticity and convenience. Whether you're one of the earlybirds or a last-minute scrambler, focusing on meaningful, high-impact gifts will ensure your choices are both trendy and heartfelt.

In a season defined by intention, the true measure of a gift is not its price, but its purpose. By choosing thoughtfully and prioritizing quality over quantity, every present becomes a gesture that resonates beyond the holidays. In 2025, meaningful gifting isn't just a trend — it's a return to what the season has always been about: connection, care and sincerity.



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THE CONNECTOR OF AFRICA

Strive Masiyiwa

Global Trends Magazine, 34th Edition, December 2025

A portrait of Strive Masiyiwa, a middle-aged Black man with glasses, smiling. He is wearing a light-colored button-down shirt. The background is a blurred outdoor scene with trees and a building.

THE CONNECTOR OF AFRICA

Strive Masiyiwa

Global Trends Magazine, 34th Edition, December 2025

There are leaders whose influence is measured not by quarterly returns, but by the very pulse of a continent. Strive Masiyiwa, the Zimbabwean entrepreneur and philanthropist, is one such architect. He did not merely build a telecommunications empire; he built a bridge across Africa, linking billions of people to possibility, progress, and dignity.

The Rise of an Unlikely Titan

Born in a country on the brink of economic collapse, Masiyiwa's journey is a testament to audacity and vision. Facing political resistance and systemic barriers, he challenged the impossible: creating a private telecommunications network in a landscape dominated by monopolies and governmental inertia.

Econet, his creation, became the lifeline for millions. It was more than connectivity—it was empowerment. In every city, village, and remote hamlet, Masiyiwa's networks delivered access to education, healthcare, and commerce.

He exemplifies the **Global Chamber of Business Leaders' ethos**: catalytic leadership that transforms systems rather than merely managing them.

Philanthropy as Structural Innovation

Masiyiwa's influence extends far beyond telecom. His work in education, healthcare, and social entrepreneurship has created systemic pathways for a new generation of African leaders.

He launched initiatives supporting over **250,000 students across Africa**, providing scholarships and mentorship.

He mobilized resources during crises, from Ebola outbreaks to food insecurity, demonstrating that corporate leadership is inseparable from moral responsibility.

He has actively shaped African economic policy, ensuring that technology and innovation serve



Strive Masiyiwa (Photo: Wee Tracker)

social equity, not just profit. Through his efforts, Africa's trajectory is no longer reactive—it is **self-determined**.

A Geostrategic Vision

Masiyiwa's strategic acumen transcends markets. He understands that **connectivity is sovereignty**, that telecommunications infrastructure underpins governance, commerce, and security.

His leadership has positioned African nations as competitive players in global innovation. By investing in local talent and infrastructure, he ensures that Africa participates in the digital economy on its own terms.

In a world obsessed with disruption, Masiyiwa delivers **sustainable transformation**. His influence is measured not by temporary shockwaves, but by enduring structural change.

The Philosophy of Scalable Empathy

What sets Masiyiwa apart is his ability to scale empathy. Every initiative, whether a mobile network or a scholarship program, carries the

same DNA: **human-centric design with systemic impact**.

He treats every challenge as an opportunity to engineer not just solutions, but ecosystems. This is leadership as architecture—where every decision reinforces the structural integrity of society.

Why Masiyiwa Belongs Among 2025's Most Visionary Leaders

Strive Masiyiwa is not a conventional executive. He is an engineer of human potential, a strategist of societal systems, and a moral force reshaping Africa's destiny. In 2025, his vision continues to ripple across continents. As connectivity binds communities and technology empowers citizens, Masiyiwa demonstrates that **true leadership is the art of multiplying possibility**—not just wealth.

He is the leader who proves that **business, ethics, and systems thinking are inseparable**, and that the heartbeat of a continent can be guided with integrity, intelligence, and foresight.

Strive Masiyiwa is not merely shaping Africa's future.

He is shaping the future of leadership itself.

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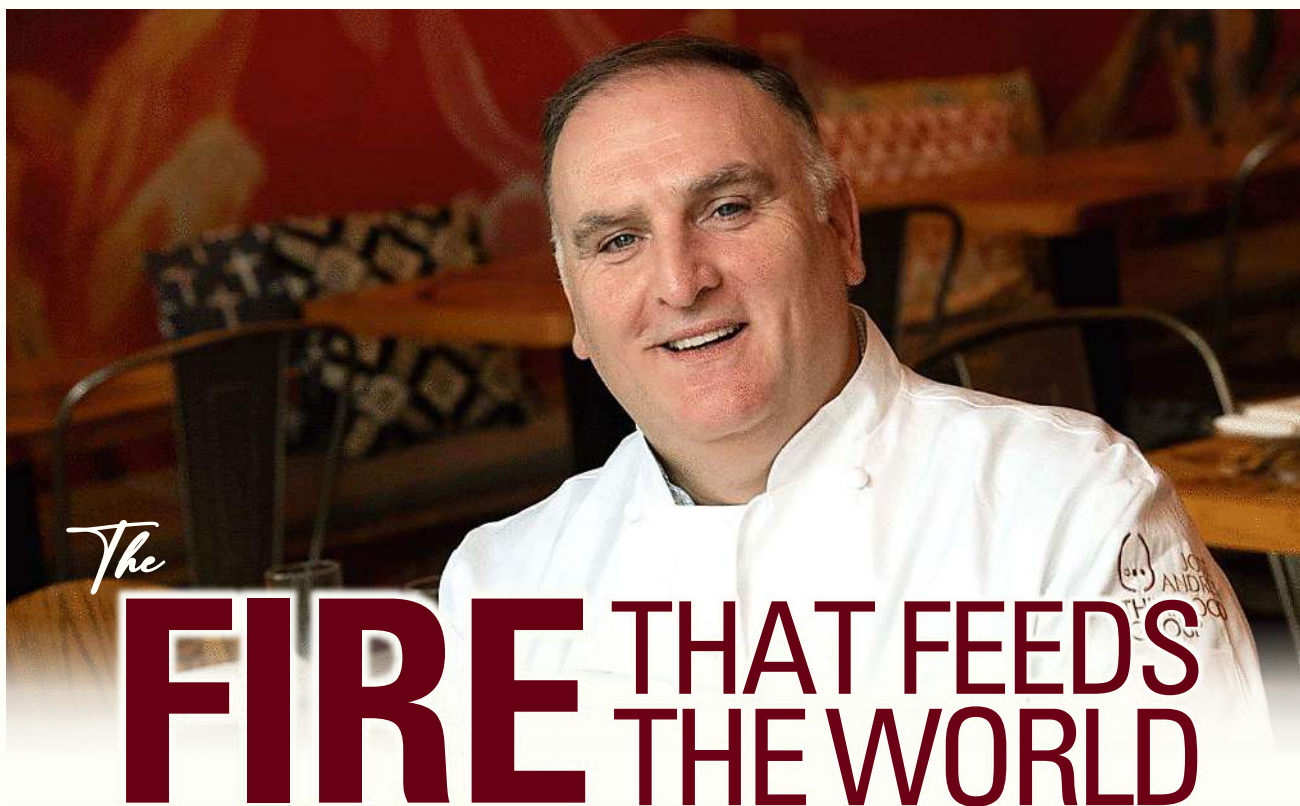
José Andrés
Chef

THE
FIRE
THAT
FEEDS THE WORLD

Global Trends Magazine, 34th Edition, December 2025







Global Trends Magazine, 34th Edition, December 2025

Some leaders command industries. Others command attention. José Andrés commands something far rarer — the moral epicenter of a shaken world. He is a chef by profession, but not by destiny. His true craft is not cuisine; it is human rescue at scale.

With World Central Kitchen, he transformed empathy into logistics, compassion into infrastructure, and urgency into an operational doctrine that outperforms many governments and global institutions.

In a century defined by fragmentation, conflict, and natural disasters, Andrés has emerged as one of the most influential humanitarian innovators of the modern era — a man who moves not with theory, but with fire, food, and fearless proximity to crisis.

The Reinvention of a Chef

Born in Spain, forged in the United States, and deployed across the globe, José Andrés represents a new archetype of leadership: the

civic entrepreneur. He is part activist, part visionary, part emergency tactician — a leader who stepped into the void at a time when institutions were failing and global crises were accelerating.

After years of building culinary success, Andrés made a radical pivot: He walked directly into the frontlines of disaster zones — Haiti, Puerto Rico, Ukraine, Gaza, Syria, earthquake sites, war zones, refugee corridors — carrying not speeches, but solutions.

The Logistics of Compassion

World Central Kitchen is not a charity — it is a rapid-response humanitarian machine. It operates with military precision, startup agility, and moral

intention. Its core concept is deceptively simple: *Arrive first. Feed immediately. Scale relentlessly. Leave dignity intact.*

In an era where international aid organizations are often slow, politicized, or structurally overwhelmed, Andrés built a model that: Establishes kitchens in hours, not weeks, sources ingredients locally to revive crippled economies, deploys chefs as crisis engineers, partners with local communities instead of parachuting into them, and delivers meals not as charity, but as a restoration of humanity.

This is not food relief. This is stabilization through nourishment.

The Ethics of Proximity

José Andrés does not watch crises from a distance. His leadership is defined by physical presence — on the ground, under fire, at the heart of suffering.

He has served meals in cities still shaking from earthquakes, in forests burning with wildfires, at borders overwhelmed by refugees, and in warzones where artillery thunder frames every act of compassion.

This proximity is intentional. For Andrés, ethical leadership requires exposure — to danger, to pain, to reality. While many global figures speak about humanitarian values, Andrés demonstrates that values without action are just decoration.

A Global Moral Force in an Age of Turmoil

By 2025, Andrés has become one of the most respected humanitarian leaders in the world — a man whose presence in a crisis signals hope as tangibly as the arrival of water or medical teams. His work has reshaped how nations, NGOs, and private companies think about emergency response.

His influence now stretches across realms: Disaster resilience, emergency logistics, humanitarian innovation, public-private coordination, conflict-zone aid distribution, and the growing role of civic actors in global crisis management.

He represents a new category of global leadership: *individuals who are not heads of state, yet act with the responsibility of nations.*

When Courage Becomes Infrastructure



José Andrés (Photo: People.com)

The power of José Andrés lies in the simplicity of his mission and the ferocity of his execution.

He demonstrates that courage can be operationalized, compassion can be industrialized, and moral clarity can become a strategic advantage.

He has shown the world that: *Food is not a resource — it is a human right. Aid is not charity — it is justice. And leadership is not rhetoric — it is movement.*

A Legacy Forged in the Fires of Crisis

José Andrés stands as one of the defining figures of our era — not because he seeks the spotlight, but because he runs toward places the world prefers not to see.

He embodies a truth often forgotten in geopolitics: *that the stability of nations begins with the dignity of individuals.*

In a century of disruption, Andrés is not merely feeding the hungry. He is feeding the conscience of the world.



Leadership Innovation:

THE PSYCHOLOGY OF CHRISTMAS

Ioanna Petrochilou, GTM Columnist

There are days in the year that don't need a calendar to be recognized. We can feel in the air that they are coming.

Somehow, the world softens and people's eyes become gentler, even if they don't always admit it. Christmas has a way of waking something deep inside us. A nostalgia we don't know if it's for what we lived...or what we wish we had lived.

Maybe that's why Christmas is not the same for everyone. For some, it's a celebration, for others a sweet sadness. And for some, it's a time that reminds them of absences, lost promises and dreams that didn't come true. And all of this is human

There is no right or wrong way to feel these days. Because Christmas is not only joy but also reflection. During these days, we see what we loved, lost, fear and desire. But I believe that the truth of this Season lies in the small details: the smell of a sweet treat baking, the flickering light of the Christmas tree by a window, a smile from someone we haven't seen in a while or someone eagerly waiting to open gifts.

These moments have a strange power, they make the heart feel safer. Life whispers that we are not alone. Maybe that's what touches us the most - that for a few days each year, we all become a little more emotional, a little more tender. We are more willing to love and to be loved. We feel free to show what we believe, shout what we want and reach out to take it.

And if there's one thing to remember this Christmas - whatever we feel - it's that the heart knows. It knows what it is missing, what it needs and where it hurts.

If we listen to it and stop the noise of the "shoulds", it will guide us to the light.

Christmas is not just lit by glowing lights, the brightest star or festive family tables. It is a small promise: that in the deep night, there is always, and will always be, a spot that shines. And that is enough.

A merry and bright Christmas to all!

I'm Ioanna, a leader who believes in the power of connection, empathy, and uplifting others. With a background in Project Management and as a Certified Proposal Management Professional (CPP), I've been privileged to lead global teams, blending structured processes with a passion for people. My approach to leadership goes beyond managing tasks—it's about creating spaces where individuals can thrive, grow, and shine.

Writing and public speaking are my platforms for inspiring others. In each role, I aim to empower people to see their potential and pursue their dreams. My work centers around Talent Management and People Development, where I strive to foster cultures that value each person's unique strengths.

Leadership INNOVATION





Global Trends Magazine, 34th Edition, December 2025

December 2025 arrives at a moment when the world stands more divided than at any time in the past decade. Geopolitical tension, an unchecked technological race and growing societal fatigue create an atmosphere of global uncertainty. Humanity moves forward at extraordinary speed, yet loses the very compass that once held its centre: trust, clarity and moral direction.

In this shifting landscape, one truth becomes unmistakable: responsibility is no longer an ideal — it is a necessity. Leaders shaping markets, institutions or culture influence the future more directly than any generation before them. Responsibility returns not as a moral recommendation, but as a strategic requirement for the survival of systems, societies and leadership itself.

December as a Mirror of Leadership

While December is traditionally a month of reflection, this year it acts more as a test. As 2025 concludes, it is clear that power without integrity fuels instability, innovation without ethics generates risk and ambition without values breeds confusion. This is the year the world learned that leadership is not rhetoric — it is consequence.

GCBL was not founded on ambition or prestige, but on the principles the world needs most urgently: ethics, integrity, cooperation, peace and long-term responsibility. These are not slogans. They are the foundations upon which global progress depends. As other institutions bend to political or economic pressure, GCBL holds its position: responsible leadership is not optional — it is the only stable framework capable of holding the world together.

A New Economy of Responsibility

The modern economy no longer searches only for capital — it searches for character. In a year when technological breakthroughs outpaced regulation and digital architectures shaped the lives of billions, it became clear that the future will not be built on



Happy December (Photo: Dreamtime)

applause, not for status, but because they understand that power without responsibility is always dangerous, and always temporary.

Responsibility is not the soft language of ethics; it is the hard architecture of tomorrow.

Crossing Into 2026

We enter a year in which the world will once again search for direction. Crises will not disappear, technological leaps will not slow down and global divisions will not simply dissolve. But one constant remains: leaders who embrace their responsibility to people, institutions and the future.

If December is a symbol, it symbolizes a choice.

A choice about the world we will build next.

A choice about the leadership humanity requires.

A choice between passive observation and active stewardship.

In this edition of the Global Trends Magazine, we celebrate responsibility as a gift — not a seasonal gesture, but a civilizational compass.

Because the future does not need more noise. It needs leaders who can carry the quiet weight of responsibility.

Article **END**

innovation alone, but on the ethical framework that directs it.

Investors now demand transparency. Consumers demand accountability. Young leaders demand a culture that reaches beyond profit.

Nations, corporations and institutions are no longer measured solely by growth, but by impact — and impact without moral gravity contributes only to global disorder.

In this reality, responsibility is no longer a moral obligation. It is a competitive advantage.

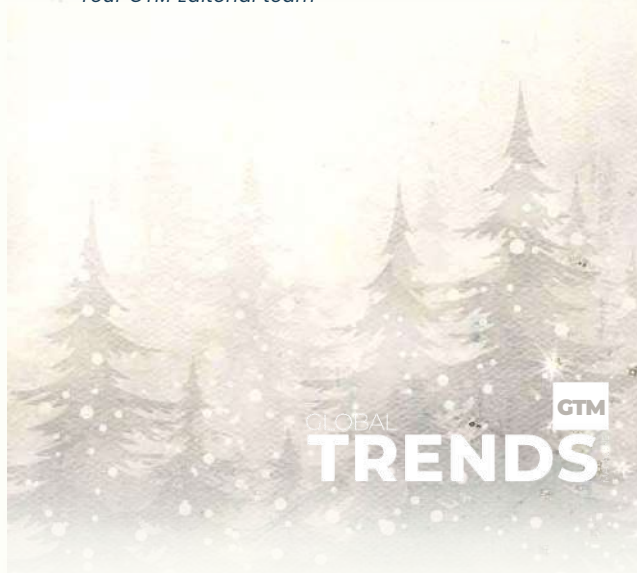
Why Responsibility Is the Only True Gift

At the heart of every December tradition lies a simple idea: one gives something to create something. But the world no longer needs symbolic gifts. It needs leaders who understand that responsibility is the greatest act of giving. Responsibility creates stability. Responsibility protects communities. Responsibility ensures a future for the generations that need it most.

As the year closes, it is clear that the future belongs to leaders willing to shoulder this burden — not for

merry
Christmas
HAPPY NEW YEAR

Your GTM Editorial team



The Cost of Our Division is WAR

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The Reward of Our Unity is PEACE

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cause it's not just a vision, it is a strategic force for unity
in a divided world. By turning dialogue into action,
it empowers global leaders to move from
competition to collaboration in building
a peaceful, sustainable future."*

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Last But Not Least

This esteemed Global Trends Magazine edition was crafted with passion by the dedicated team of the GTM Group under the umbrella of the Global Chamber of Business Leaders, tailored especially for you.

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Dear readers, wishing you the very best until next month, and here's our **inspirational quote** from this month's edition.



TOP 28th
SPOTLIGHT
Best Quotes of the Month

"Peace on Earth will come to stay when we live Christmas every day."

— Helen Steiner Rice



Trust is the silent architecture of every lasting success; it is the force that turns vision into action and challenges into victories. Thank you for your trust. Wishing you a Merry Christmas and a prosperous, inspiring 2026.