

THE GLOBAL//TITANS

GLOBAL STORIES, LASTING LEGACIES

ICONIC
LEADER

Advancing the Future of

SUPPLY CHAIN INTELLIGENCE
AND AUTOMATION - 2026

ANDRE A.
DENNIS

Global E-Commerce Executive
Founder of OMNI Inc.

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FROM EDITOR'S DESK

“

At *The Global Titans*, we believe the most influential leaders in supply chain transformation are those who understand that technology is only as powerful as the people and purpose behind it. That perspective is why we are proud to feature **Andre Anthony Dennis**, *Iconic Leader Advancing the Future of Supply Chain Intelligence and Automation – 2026*. With more than two decades of experience across globally recognized organizations including Amazon, Apple, Walmart, UPS, PayPal, and Staci Americas, Andre has consistently challenged conventional approaches to enterprise operations, leadership, and performance.

What distinguishes Andre's approach is his ability to bring people, technology, and purpose into the same conversation. As artificial intelligence, robotics, predictive analytics, and automation reshape supply chains, he looks beyond implementation to the human systems that determine whether transformation creates lasting value. His philosophy is grounded in the belief that technology should amplify human capability rather than replace human judgment, while intelligent systems should strengthen organizations rather than make them dependent on individuals.

For readers of *The Global Titans* Andre Anthony Dennis's journey offers a powerful perspective on the future of supply chain leadership. His work demonstrates that true transformation is not measured simply by automation, efficiency, or technological sophistication, but by the resilience, adaptability, and independence an organization builds through them. In recognizing Andre, we celebrate a leader who is not focused on becoming indispensable, but on creating organizations capable of thriving through intelligent systems, empowered people, and purposeful leadership.

Jake Miller | Editor-in-Chief | The Global Titans

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3 E's That Define Us

Excellence



3 E's

Empowerment



Evolution



The Future We See

At The Global Titans, we elevate visionary individuals and organizations by amplifying their impact, transforming success into influence, and turning bold ideas into lasting progress.

Excellence: We pursue the highest standards in everything we create. From storytelling to strategy, our work reflects precision, integrity, and an unwavering commitment to quality.

Empowerment: Every brand has a voice and every leader has a story. We listen deeply, collaborate meaningfully, and help our partners rise with confidence and clarity.

Evolution: Growth is constant and so are we. We embrace change, innovate fearlessly, and continuously evolve to stay ahead in a rapidly shifting world.

How We Power Stories Through Teamwork

At The Global Titans, every impactful story is shaped through collaboration. Our editorial, creative, research, and strategy teams work as one unified force, blending insight with imagination. Driven by trust, transparency, and shared ambition, we ensure every story we publish is powerful, purposeful, and built to endure.

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Andre Anthony Dennis

Iconic Leader Advancing the Future of Supply Chain
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Spoilt for Choice

Car buyers have never had more brands and
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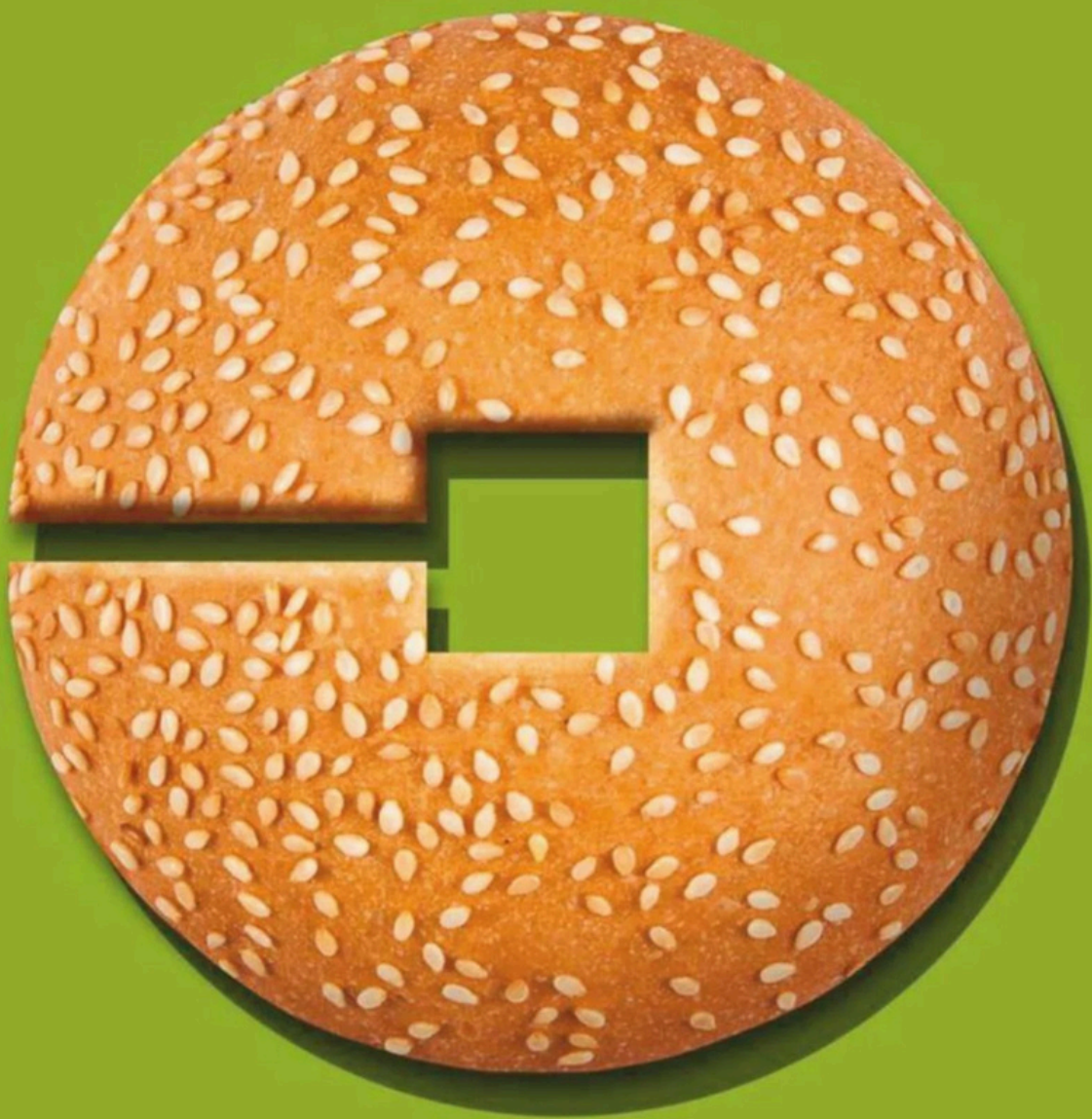
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THE LOWDOWN ON
SMARTPHONE INSURANCE

Heading To METRO .. Taking UBER
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ANDRE ANTHONY DENNIS

"Leadership is not about becoming indispensable. It is about building organizations where no single individual needs to be."

— Andre Anthony Dennis

**DASBA (HONO),
SHEC5, MBA,
A-CSM, CSSGB**



For more than two decades, Andre Anthony Dennis has been quietly influencing the evolution of global enterprise operations, not simply by introducing new technologies, but by challenging how organizations think about leadership, transformation, and performance itself.

His work spans some of the world's most recognized organizations, including Amazon, Apple, Walmart, UPS, PayPal, and Staci Americas. Across each environment, regardless of industry or geography, Andre has remained focused on a single objective: designing intelligent systems where people, technology, and purpose operate together rather than independently. While artificial intelligence, robotics, predictive analytics, and automation continue to redefine modern business, Andre believes the greatest transformation taking place is not technological. It is human.

As he often explains, technology is an amplifier. It accelerates execution, strengthens visibility, and expands capability, but its true value is ultimately determined by the principles guiding its implementation and the people entrusted to use it. That philosophy has become the foundation of his career and one of the defining reasons he is recognized as an **Iconic Leader Advancing the Future of Supply Chain Intelligence and Automation – 2026**.

From Jamaica to Global Enterprise Leadership

Looking back on his early years, Andre does not describe leadership in terms of titles or authority. Instead, he remembers lessons rooted in discipline, service, accountability, and integrity. Growing up in Jamaica, he was fortunate to be surrounded by mentors and institutions that emphasized character before achievement. Through Scouting, the Jamaica Combined Cadet Force, his academic journey, fraternity leadership, and later professional experiences, he learned perseverance, respect, discipline, and responsibility long before entering the corporate world.

At that stage of life, however, those qualities felt largely personal. Success meant becoming the strongest performer, working harder, preparing better, and taking responsibility. Like many ambitious professionals, Andre believed leadership meant becoming the person everyone depended upon.

Years of leading increasingly complex enterprise transformations would completely reshape that belief. Working inside global organizations taught him something no classroom ever could: exceptional people alone do not create exceptional organizations. Extraordinary systems do.

Sustainable success rarely comes from one remarkable individual. It emerges when talented people operate inside environments intentionally designed to help them perform at their highest potential. That realization fundamentally transformed his understanding of leadership. Today, Andre believes the greatest leaders are not remembered because they solved every difficult problem themselves. They are remembered because they built organizations capable of continuing to innovate, grow, and create value long after they have stepped away.

“Technology may accelerate progress, but character determines its direction.”

Understanding Systems Instead of Functions

Throughout his career, Andre became increasingly fascinated by one recurring question: Why do some organizations consistently thrive through change while others struggle despite having talented people and significant resources? Searching for that answer gradually shifted his thinking beyond operations. Rather than viewing fulfillment, logistics, customer experience, transportation, procurement, automation, and inventory as independent departments, he began seeing organizations as interconnected living systems where nothing exists in isolation.

Fulfillment influences customer experience. Customer experience shapes demand. Demand affects forecasting. Forecasting impacts procurement, inventory positioning, transportation, labor planning, finance, and strategic decision-making. Every decision creates consequences that ripple throughout the enterprise. This systems perspective became increasingly important as automation, robotics, artificial intelligence, predictive analytics, and intelligent fulfillment transformed global business.



Andre Anthony Dennis

-  OMNI Inc.
-  Founder
-  Miami, Florida



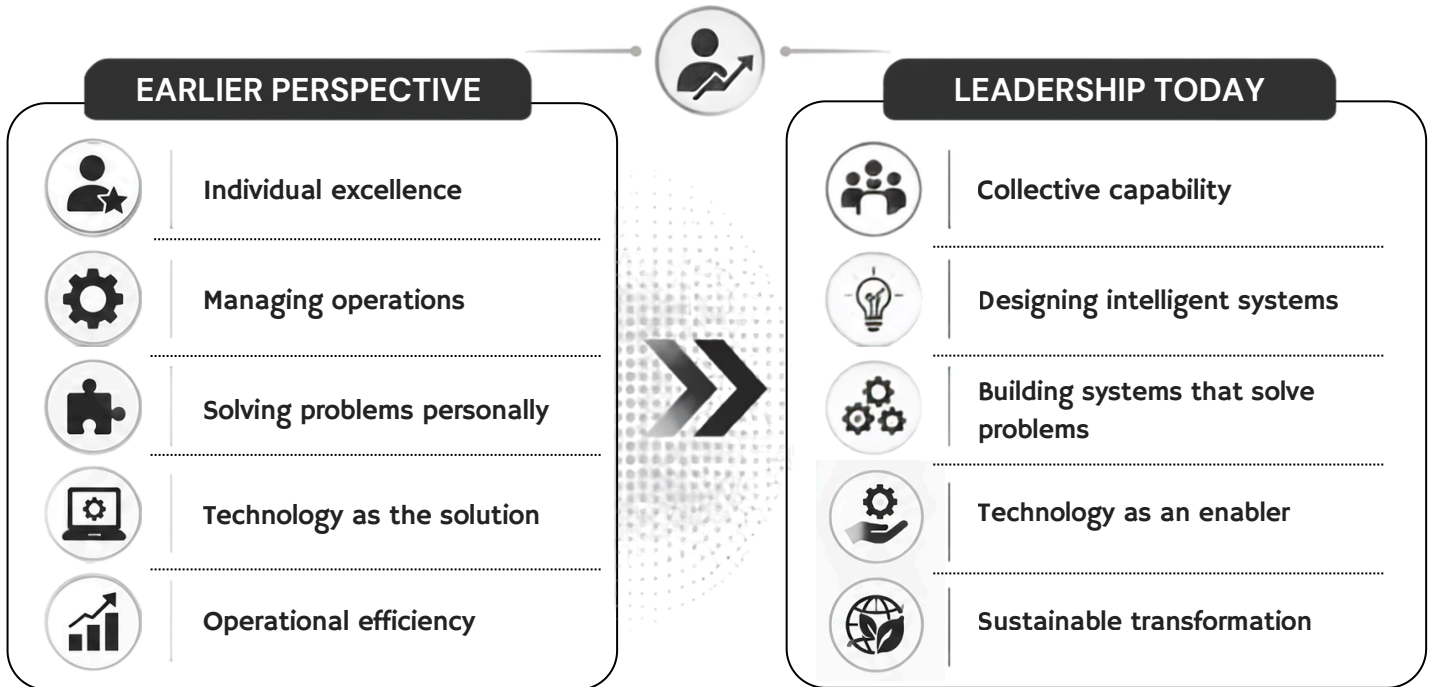
Andre noticed that many organizations invested heavily in advanced technologies while continuing to operate with fragmented information, disconnected priorities, and outdated decision structures. Technology improved speed, but it did not automatically improve thinking.

That realization became one of the defining turning points of his professional journey. He stopped asking, How can we automate this process? Instead, he began asking, How do we redesign the way the organization thinks? His focus expanded to broader questions: How do we simplify decision-making? How do we improve visibility? How do we eliminate friction before it becomes operational waste? How do we build systems that continue adapting as markets evolve? Most importantly, how do we ensure technology expands human capability rather than diminishing it?

Those questions eventually shaped Andre's identity as a transformational systems architect.



LEADERSHIP EVOLUTION



Leadership Beyond Technology

Although Andre has spent much of his career advancing automation, intelligent fulfillment, robotics, artificial intelligence, and enterprise operating models, he consistently returns to one lesson: technology has never been the defining advantage. People have.

Artificial intelligence can identify patterns. Automation can improve consistency. Predictive analytics can strengthen decisions. Robotics can increase speed and safety. Yet none of these technologies independently determine organizational purpose, ethical responsibility, customer trust, or leadership. Those responsibilities remain profoundly human.

For Andre, one of the greatest misconceptions in modern business is believing technology itself creates transformation. It does not. Technology enables transformation. Leadership creates it. He believes organizations often modernize their tools without modernizing the way they collaborate, communicate, and make decisions. Under those conditions, even the most sophisticated technology struggles to achieve lasting impact.

True transformation begins much earlier. It starts when leaders become willing to challenge assumptions that may have delivered yesterday's success but no longer serve tomorrow's opportunities.

Lessons from the World's Leading Enterprises

Andre's professional journey across Amazon, Apple, Walmart, UPS, PayPal, and other globally respected organizations revealed something remarkably consistent. World-class organizations are rarely separated by technology alone. They are distinguished by the quality of their principles, the consistency of their execution, and the discipline to continuously improve.

One principle stands above all others: purpose-driven customer focus. Regardless of industry, exceptional organizations never lose sight of the human experience behind every product, service, or operational decision.

Cover Story

Another universal principle is ownership. Leaders think beyond individual responsibilities and take accountability for improving the entire system rather than simply completing assigned tasks. Disciplined execution follows naturally. Innovation may capture headlines, but sustainable performance is built through planning, accountability, measurement, and continuous refinement.

Andre also believes continuous learning remains one of business's greatest competitive advantages. Organizations that remain curious, challenge assumptions, and learn from experience consistently adapt faster than those that rely solely on previous success.

Perhaps most importantly, every organization reinforced the same conclusion: culture determines whether strategy succeeds. Technology may improve execution. Strategy establishes direction. But culture determines how people respond to change, collaborate across functions, solve problems, and ultimately create lasting organizational excellence.

For Andre, the future belongs not to the organizations with the most sophisticated technology, but to those capable of harmonizing intelligent systems with human capability, shared purpose, and enduring principles.

Engineering the Intelligent Enterprise

One of the defining milestones in Andre Anthony Dennis's career has been his work advancing an intelligent 5PL (Fifth-Party Logistics) operating model an integrated architecture that brings together fulfillment, marketing, distribution, robotics, artificial intelligence, real-time operational intelligence, and customer experience into a single enterprise ecosystem.

For Andre, this was never simply a logistics initiative. It became proof that operational excellence is no longer measured by how efficiently individual departments perform. It is measured by how intelligently the entire enterprise learns, communicates, and adapts together.



Earlier in his career, he evaluated operational excellence through familiar measures such as productivity, throughput, inventory accuracy, cycle time, transportation efficiency, customer service, and cost optimization. Those metrics remain important, but experience revealed something larger. An organization can optimize every individual department and still underperform as an enterprise.

That realization permanently changed how he evaluates success. As multiple operational disciplines became increasingly connected, every improvement produced ripple effects throughout the organization. Marketing influenced demand forecasting. Forecasting shaped procurement. Procurement affected inventory positioning. Inventory determined fulfillment performance. Fulfillment influenced transportation. Transportation shaped customer experience. Returns generated intelligence that informed future planning. Nothing existed independently.

The more integrated the operating model became, the clearer one lesson emerged: operational excellence is less about optimizing individual activities and far more about strengthening the relationships between them. Growth, Andre believes, should increase capability, not complexity.

"Transformation begins when organizations change the way they think before they change the tools they use."

Technology Should Expand Human Capability

Having spent years leading enterprise transformation across automation, robotics, artificial intelligence, predictive analytics, and intelligent fulfillment, Andre believes modern organizations often misunderstand where transformation actually begins. Technology alone cannot transform an organization. Leadership can.

Many companies invest heavily in artificial intelligence, automation, robotics, and digital platforms, expecting technology itself to solve operational challenges. Instead, they often discover that while the technology functions perfectly, organizational performance changes very little. The reason is simple: technology improves execution, but it does not automatically create alignment.

Throughout his career, Andre has found that organizations rarely fail because they choose the wrong technology. More often, they attempt to modernize tools before modernizing culture. Processes remain fragmented. Departments continue optimizing local objectives instead of enterprise outcomes. Communication stays disconnected, and decision-making follows structures designed for a different era. Technology simply exposes those weaknesses more quickly.

For Andre, transformation follows a very different sequence. Leaders first establish a clear purpose. They build trust through transparency. They redesign workflows and decision-making. Only then does technology become genuinely transformative because it reinforces an operating model people understand and believe in. This philosophy has become increasingly important as artificial intelligence enters nearly every aspect of enterprise leadership. Much of today's discussion asks whether AI will replace jobs. Andre believes a far more important question should guide future leaders: How do we ensure greater intelligence creates greater wisdom?

Artificial intelligence can recognize patterns. People provide judgment. Automation accelerates execution. People establish purpose. Technology processes information. People create meaning. As machines assume increasingly analytical responsibilities, Andre believes leadership must become even more intentional about cultivating qualities that cannot be automated, including integrity, curiosity, empathy, creativity, resilience, and ethical responsibility.



Building Organizations That Continue Learning

Perhaps the greatest shift in Andre's leadership philosophy has been recognizing that transformation is never a project with a finish line. Markets evolve. Customer expectations change. Technology advances. Organizations therefore cannot afford to treat transformation as a temporary initiative. Instead, they must develop transformation as an organizational capability one that continuously learns, adapts, and improves.

Throughout his journey, Andre has come to appreciate that leadership is ultimately an exercise in stewardship. Leaders temporarily inherit organizations, technologies, and responsibilities that existed before them and will continue long after they leave. Their responsibility is not simply to improve performance during their tenure. It is to leave behind stronger systems, stronger cultures, and stronger leaders than the ones they inherited.

That perspective has guided every transformation throughout his career. Whether implementing intelligent automation, redesigning enterprise operating models, improving fulfillment strategies, or integrating robotics with supply chain intelligence, Andre's objective has remained remarkably consistent: to build organizations capable of continuing to create value without depending upon extraordinary individuals.

Because extraordinary systems develop extraordinary people.

THE INTELLIGENT ENTERPRISE FRAMEWORK

Building future-ready enterprises from the inside out.



4. AI • AUTOMATION • ROBOTICS



Intelligent technologies.
Smarter automation.
Balanced impact.



5. OPERATIONAL EXCELLENCE



Optimized processes.
Consistent performance.
Measurable results.



6. CONTINUOUS LEARNING & ENTERPRISE TRANSFORMATION



Learn. Adapt. Evolve.
Sustained transformation.
Future ready.



Cover Story



ANDRE ANTHONY DENNIS'S PRINCIPLES FOR LASTING TRANSFORMATION

Timeless principles. Transformative impact.

01



**Design systems—
not isolated
processes.**

Build connected, adaptable
systems that deliver
consistent outcomes.

02



**Protect principles
while adapting
execution.**

Stay true to core values
while remaining flexible
in how you respond.

03



**Create clarity
before accelerating
change.**

Define the destination,
align the people, and
eliminate ambiguity.

04



**Use technology to
amplify human
capability.**

Leverage technology to
remove limitations and
unlock human potential.

05



**Build cultures that
continuously learn.**

Foster curiosity, feedback,
and growth at every
level.

06



**Leave stronger
systems than you
inherited.**

Focus on long-term impact
and creating enduring value
for those who follow.

Preparing Leaders for the Intelligent Era

Looking ahead, Andre believes the organizations that define the next generation of global leadership will not necessarily possess the most advanced technologies. Those capabilities will become increasingly accessible. The true competitive advantage will be much harder to replicate. It will be leadership.

Leadership capable of integrating innovation with integrity, automation with empathy, speed with thoughtful judgment, artificial intelligence with human wisdom, and data with purpose.

He believes tomorrow's leaders must become architects of intelligent ecosystems where technology removes limitations while people expand possibilities. Organizations that achieve this harmony will make decisions faster without becoming careless, operate more efficiently without becoming impersonal, and innovate continuously while strengthening trust.

In Andre's view, this represents the future of enterprise transformation not people competing with technology, but people and technology amplifying one another.

A Legacy Beyond Technology

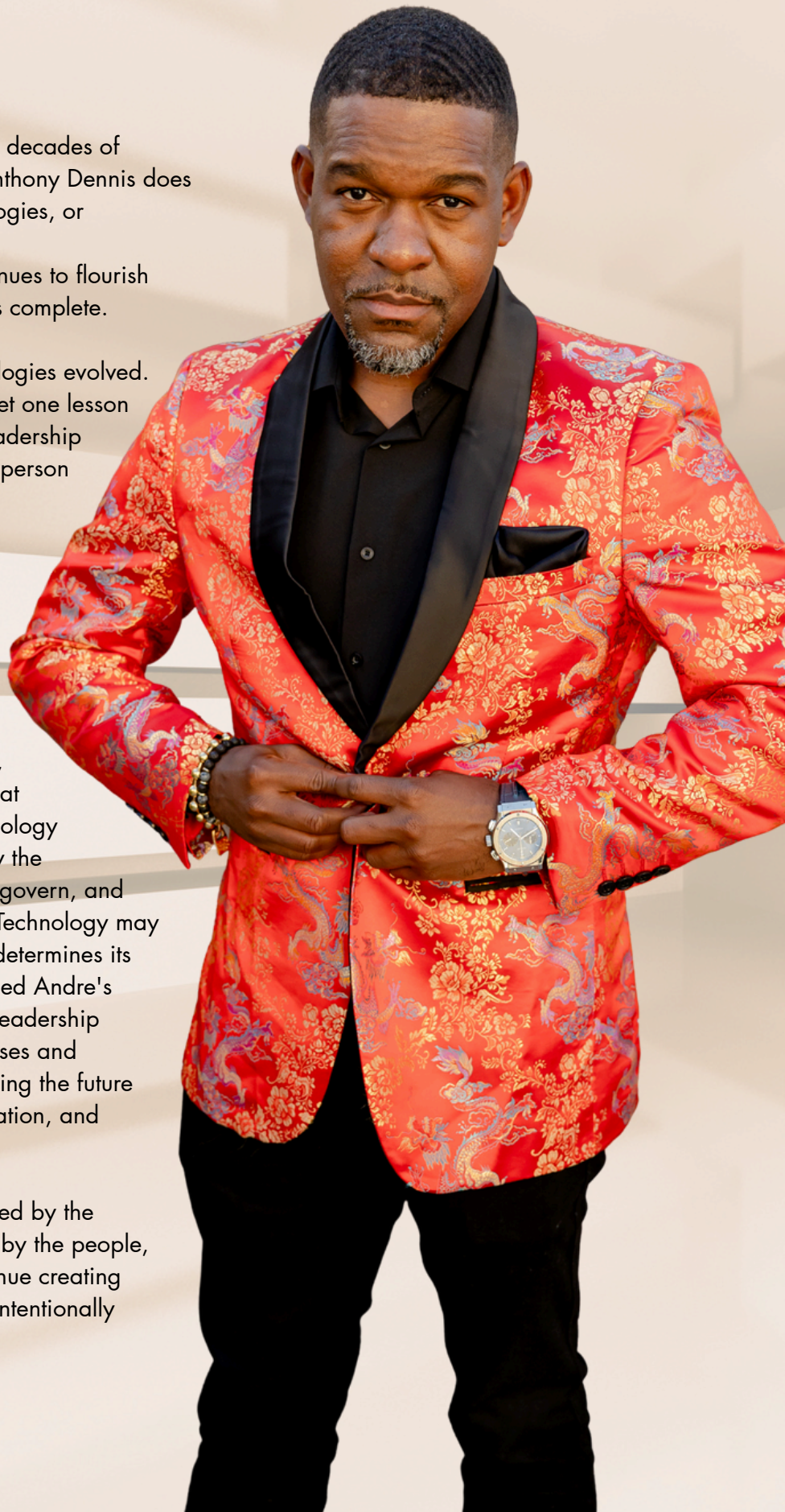
Looking back across more than two decades of enterprise transformation, Andre Anthony Dennis does not define success by titles, technologies, or organizational scale.

He measures success by what continues to flourish long after the transformation itself is complete.

The industries changed. The technologies evolved. The scale increased dramatically. Yet one lesson remained remarkably consistent: leadership is not about becoming the smartest person in the room. It is about creating the conditions where the collective intelligence, creativity, and humanity of an entire organization can thrive.

As artificial intelligence and intelligent enterprise systems continue reshaping global business, Andre believes the organizations that endure will not be defined by technology alone. They will be distinguished by the wisdom of the people who design, govern, and continually improve those systems. Technology may accelerate progress, but character determines its direction. That philosophy has shaped Andre's journey from Jamaica to executive leadership across globally recognized enterprises and continues to guide his work advancing the future of supply chain intelligence, automation, and enterprise transformation.

Ultimately, his legacy is not measured by the systems he has built. It is measured by the people, organizations, and ideas that continue creating value because those systems were intentionally designed to endure.



Leadership Insights with

Andre Anthony Dennis

One leadership habit that has most contributed to your success:

I believe the most important leadership habit is continuously asking better questions rather than assuming I already have the right answers. Curiosity creates learning, learning creates clarity, and clarity enables better decisions. Every transformation begins with understanding before execution.

One personal value that has been tested most throughout your career:

Integrity has remained the one value I have never been willing to compromise. Technology evolves, organizations change, and circumstances become increasingly complex, but trust remains the foundation upon which every meaningful relationship and every sustainable organization is built.

One challenge global business leaders must prepare for in the next decade:

Leaders must prepare for a future where artificial intelligence accelerates business faster than organizational cultures evolve. The organizations that succeed will be those that strengthen human capability alongside technological advancement.

One mindset shift that completely changed how you view transformation and growth:

The greatest transformation is not implementing better technology. It is helping organizations think differently. Once thinking changes, sustainable transformation becomes possible.

One book, influence, or idea every future leader should explore:

Study systems thinking. Understanding how people, information, technology, and decisions interact across an enterprise fundamentally changes how leaders solve problems and create lasting value.

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The all-new PALISADE

Warm wishes for every journey.



As the year draws to a close, take a moment to embrace the quiet comfort of space and the calm that follows each road traveled.

As the new year unfolds, the all-new PALISADE will be by your side, every mile of the way.



SPOILT FOR CHOICE

Car buyers have never had more brands and
technology options to pick from than now

BY
ALEN HUGÉ



T

he automotive industry is more global today than ever before. Brands from Asia, Europe and North America are

selling in each other's regions and far beyond.

Focusing on the rise in prominence of companies from China and decline of competitiveness from U.S. brands doesn't tell the whole story. As it was at the dawn of the 20th century, the 21st century began with a number of brands entering the market, giving new car buyers more options than ever.

Though BYD is commonly mentioned when analysts discuss new Chinese brands aiming for a worldwide presence, the company has been making cars for over 20 years. In that time, dozens of automakers have sprung up in BYD's backyard: Xpeng, Nio, Leapmotor, Lynk & Co, Wey, Arcfox, Haval, Maxus and Ora among them.

China-based umbrella corporations selling multiple brands have had more sticking power in the global market than its independent carmakers. SAIC Motor sells cars under the IM Motors, Maxus, MG, Rising Auto and Roewe brands. Geely Auto's umbrella includes Lotus, Lynk & Co, Polestar, Proton, Smart (part of a joint venture with Mercedes-Benz), Volvo Cars and Zeekr. They also make London's famous LEVC black cabs.

Korea's Hyundai Motor Group has expanded its footprint, including its maturing Genesis premium brand. Launching gas, hybrid, plug-in hybrid and battery-electric vehicles on shores near and far from its home base under the Kia, Hyundai and Genesis brand names, the automaker has excelled at keeping prices relatively low while raising mass market technology and safety expectations for such vehicles.

European automakers are walking the line between global market powertrain diversity that ensures better overall company business health and looming regulations from governments close to home.

"With a firm end date for the combustion engine set for 2035 although that's under increasingly desperate criticism from customers and the industry Europe operates in its own bubble," Jens Meiners, chairman emeritus of the World Car Awards and a German Car of the Year juror, told TGT.

"The success of EV is usually tied to aggressive incentives and regulation," he continued, "but the forced transition has taken away the competitive edge of European carmakers: they were ahead of everyone else with their powerful, clean and efficient combustion engines, but their EV offerings didn't particularly stand out. The next generation of EVs, like the GCOTY winner Škoda Elroq, proves



STYLE AND SUBSTANCE

From top: The Aston Martin DB12 is the epitome of super grand tourers by the British automaker; the BYD Atto 2 is an electric, urban get-around. It is launching in new markets in 2026.





that Europe can still pull it off. Meanwhile, Chinese car-makers are slowing and carefully moving in, deliberately protecting their margins with elevated price positions. Their presence will grow even if the EU decides to abolish or temper the EV mandate because they have used the last decade to catch up on combustion engines.”

Rethinking Strategies

The 2021 merger of PSA group with FCA to form Stellantis brought together 14 automotive brands. In the three years that followed, the company struggled under CEO Carlos Tavares, losing steam in multiple markets and brands that had booming prepandemic sales like Jeep and Ram saw their market share slide south.

With Tavares ousted and new CEO Antonio Filosa in place, Stellantis is becoming more agile, focusing on regional design and product planning. The fresh approach is already paying off, with net revenues up 13 percent in Q3 2025 compared with a year ago. The company cites growth in North America, Europe, the Middle East and Africa as the reason.

Michigan-based Ford Motor Company, one of America’s “legacy” automakers, has seen its overseas relevance tumble, with only a few bright glimmers of product hope after less-than-enthusiastic adoption of its new Capri, Explorer EV and Mustang. The company’s global chief marketing officer, Lisa Materazzo, recently told *News-*

week that the company has undergone a complete product lineup analysis for the first time in a decade.

Across town, General Motors has also been rethinking its product lineup, including strategies focusing on new hybrid powertrains rather than pushing forward with an all-electric portfolio. The company, which includes the Buick, Cadillac, Chevrolet and GMC brands, also recently folded its BrightDrop electric commercial van operations and shut down Cruise, an autonomous vehicle technology subsidiary.

And it’s formed an EV joint partnership with

“EVENTUALLY, BYD IS EXPECTED TO START EXPORTING VEHICLES FROM ITS BRAZILIAN PLANT TO THE REST OF LATIN AMERICA. ONLY THEN WILL WE SEE HOW DEEP ITS REGIONAL EXPANSION TRULY GOES.”

— JOSE CARLOS DE MIER,
WORLD CAR AWARDS JUROR



Hyundai Motor Group to co-develop five new vehicles: a compact SUV, a car, a compact pickup truck and a midsize pickup truck for the South American market and an electric commercial van for North America. The first vehicle from the partnership is expected in 2028.

General Motors is also pushing into new markets, albeit with America-focused products. Its Cadillac EV lineup is now available in Europe and the U.K., and some models will be coming to Asia in 2026. Rather than be known for its Chevrolet badge, the Corvette is being sold as a standalone brand in Europe with sales of the Stingray, E-Ray and Z06 performance variants of the model underway.

Leading With Electricity

While Ford and GM have been rethinking their EV strategies, Lucid Motors and Rivian, both based in California, have been working to carve out their own market share while selling only EVs. The companies rolled out their first models at about the same time four years ago, but Rivian is far more successful than Lucid, delivering more than three times as many vehicles in Q3 as Lucid.

Rivian is not only turning a profit, but it has created

varied revenue streams, helping the company work toward long-term financial stability. In addition to partnering with Amazon to create an electric delivery van that can now be sold to other companies, too, it has entered into a \$5 billion joint venture with Volkswagen Group to put its software stack technology into future Group models. One example using its software stack is Scout, which is expected to sell its first vehicle in 2028.

Honda which pulled out of a General Motors EV partnership in 2023 has been developing its own global EV strategy, culminating in a lineup of Honda 0 products that are expected to hit the market starting in 2026. The dedicated battery-electric lineup uses an EV-specific nomenclature and platform strategy similar to those adopted by BMW and Mercedes-Benz before the two brands pivoted away from expensive separate, dedicated EV powertrain and platform strategies.

Nissan, another Japan-based brand with heavy interests in the North American market, has had its cash flow troubles extensively documented. Like Filosa at Stellantis, Nissan's longtime product lead and new CEO Ivan Espinosa has been tasked with turning around the company. Nissan is fighting an uphill battle, but has

**"UNCERTAINTY REIGNS
SUPREME IN THE
MARKETPLACE THANKS
TO THE CURRENT
PRESIDENTIAL
ADMINISTRATION'S
POLICIES AND CHANGES.
THE ONLY CERTAINTY
IN 2026 WILL BE
UNCERTAINTY."**

— JOEL FEDER WORLD,
CAR AWARDS JUROR





IN THE RACE

Nissan's Micra (its interior shown below) is one in a long list of new vehicles from the cash-strapped brand. Lucid (bottom and far left) is betting big on its Gravity SUV as it looks to firm up its future. Its introduction in Europe is a pivotal moment for the company.



pushed out a long list of new products in the last year: the Armada, Murano, Kicks, Qashqai and Leaf SUVs and Sentra and Micra cars.

Nissan has numerous additional new products on the horizon, including a trio of models specifically for the growing India market.

"For a while it seemed like the only attention India was getting [was] as a low-cost manufacturing destination for entry cars, or as the option to putting all eggs in the China investment basket. Today the market has many new dimensions," Siddharth Vinayak Patankar, editor-in-chief of Acko Drive, told TGT.

"Not only is it already the world's third-largest market, but [it] also has attained status as a major exporter," he continued. "India now takes the lead on research and development for global products especially compact cars destined for many markets. This means India is not only important now in terms of scale, its strong and demanding consumer, but also long-term investments which are also seen by many as 'safer bets' given the country's status also as the world's largest democracy."

Trucking to Success

Global rival Toyota has been one of The few companies to successfully take on China's new automakers.

Its large product portfolio is undergoing a modern renaissance. Backed by Chairman Akio Toyoda's long-held belief that battery-electric vehicles wouldn't be as quickly adopted as analysts predicted a decade go, the company has gone from being labeled as ill-prepared for the anticipated future to being one of the best positioned for modern market realities.

Those market realities include shifted timelines for the rollout of autonomous vehicles and solid-state batteries, as companies work to prove out the technologies and governments globally grapple with how to regulate everything from emissions regulations to EV adoption incentives to hands-free, eyes-off conditional self-driving an integral precursor to autonomous vehicles that is still not widespread in its regulated rollout in Europe and America, let alone less mature market regions.

Autonomous commercial trucking seems to be the lone exception in the autonomous technology game. Paired with a rising market for battery-electric and hydrogen fuel cell-powered large trucks, the industry's future is well in hand.

"In the next five years, we see autonomous trucks becoming an integral part of the transport network, delivering much needed capacity, especially for long-haul routes where they can operate without breaks or hours-of-service regulations. Human drivers will still play a crucial role on shorter and more complex routes, but the greatest value of autonomy will be realized in long-distance freight. The future will also be defined by industrialization, moving beyond retrofits to purpose-built, scalable solutions," Nils Jaeger, president of Volvo Autonomous Solutions, told *TGT*.

Looking Ahead

While many automakers and technologies are largely talked about in generalities, the world is waking up to the fact that what is good for one region today may not even be an option for another region for a half-century or more.

Today's automakers have been focused on EVs and promoting zero-emissions figures, even though large swaths of the Earth still lack stable electric power and the incomes to purchase such new-age models. Those areas are considered used vehicle sales strongholds and less important for new vehicle sales markets.

In the past year, policies have begun to ease up a smidge to allow companies to continue making gas and hybrid vehicles, a move that pulls back on the reins of the relentless pursuit of progress in the face of practical infeasibility, and allows automakers to reevaluate the expensive prospect of going all-electric by close deadlines.



From the Arctic to the Sahara, Extremes Put New Vehicles to the Test

BY ALEXANDER GARDNER



BATTLE TESTED Mercedes-Benz GLB undergoes extreme conditions testing in Germany.

From the farthest reaches of the unforgiving Arctic to the heat of the Sahara, vehicle engineering is being put to the test for cars under development. At research and development hubs closer to home, massive wind tunnels and strategically created tracks push vehicles even further.

Testing the vehicles of tomorrow requires special scrutiny today. Teams of experts hundreds, if not thousands, per automaker put in long days and nights ensuring that aerodynamics, sound, power, ride, handling, lighting, in-car technology and comfort are optimized.

The intense scrutiny continues even after a new car has debuted, only ending

shortly before production starts, with models receiving final, over-the-air software updates as they leave the factory, and sometimes while on the dealership floor.

Each winter, teams of automakers and their key suppliers descend on northern Sweden, Norway and Finland, staying at mid-level and lower accommodations, eating reindeer for multiple meals and working through the minimal daylight hours to test the mechanics, drive dynamics and technology of their forthcoming offerings.

“Good functionality in cold, snowy and icy conditions comes naturally to us. We are a Swedish brand and take pride in developing the best winter

“Good functionality in cold, snowy and icy conditions comes naturally to us. We [Volvo] are a Swedish brand and take pride in developing the best winter characteristics possible.”

characteristic possible,” John Lundegren, section manager of vehicle attributes at Volvo Cars, told TGT.

“In doing so, we have also found that these qualities offer benefits not only in Arctic environments but wherever and whenever there are slippery surfaces or exposure to other types of contamination, such as water or mud. This gives us the confidence to continue this work and deliver on our brand promises,” he said.

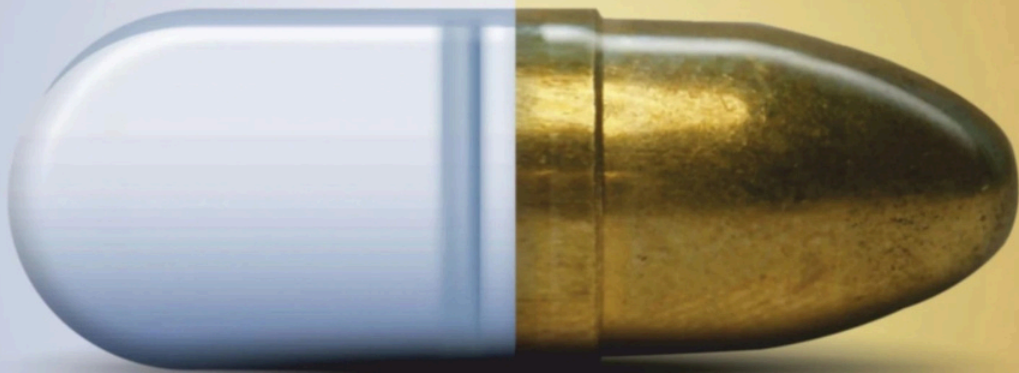
But heat offers its own challenges. Summertime heat in the world’s most unforgiving desert climates is the obstacle du jour for the hottest months of the year.

The extreme cold and hot conditions are especially important as vehicle battery technology is pushed to the limits with fresh chemistries, cell design and powertrain demands.

Changes in temperature can greatly impact battery performance. Testing helps companies develop hardware and software solutions to prevent variation in performance under different conditions that were commonplace even five years ago.

“We test our cars in all types of environments around the world. This global approach ensures that Volvo vehicles perform reliably whether it’s in extreme heat, high humidity or freezing cold,” Lundegren said.

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THE LOWDOWN ON SMARTPHONE INSURANCE



Buying a new smartphone can set you back significantly. Americans spend an average of \$634 on a phone, according to a 2025 survey from Reviews.org, and premium models of the iPhone, Samsung Galaxy and other popular devices run more than \$1,000. Those costs are likely one reason that people are hanging on to their phones for a while before upgrading, keeping them for nearly two years and five months, according to the Reviews.org survey.

To protect your pricey device, you can buy phone insurance. With these plans, which you may be able to purchase through your wireless carrier, the phone manufacturer or from insurance companies, you can submit a claim if your phone is damaged, lost or stolen. After you pay a deductible, which may range from about \$50 to \$250, you'll get a repair or replacement. Many insurance plans cost \$10 to \$20 per month.

Some credit cards offer phone insurance as a free benefit if you pay your wireless bill with the card; among them are American Express Platinum (\$895 annual fee), Capital One Venture X (\$395), Chase Freedom Flex, and the Wells Active Cash and Autograph cards, which are all included in our list of the best rewards credit cards. As with other plans, these come with deductibles, and they impose coverage limits of \$600 to \$800 per claim.

Weigh the options. Consumer advocates say that the math often favors skipping phone insurance, if you have to pay for it. “When we gamed it out, you basically came out ahead in almost all situations without paying for the insurance,” says Nathan Proctor, senior director of the Right to Repair campaign for U.S. PIRG, a nonprofit consumer advocacy organization. Most people won’t file enough claims to make paying the premium and deductible worthwhile, Proctor says.

Still, in some cases, getting insurance may make sense. “If you’re spending \$1,500 or \$2,000 on a smartphone even if you’re a careful user I would recommend opting for some sort of smartphone insurance,” says Louis Ramirez, deals editor-in-chief for tech-review site Tom’s Guide.

Additionally, if you frequently use your phone in places where you’re at higher risk of damaging or losing it say, at the gym or while working outdoors or if you’re the parent of a teenager who is less than careful with their phone (or of a young child who likes to get their hands on your device), opting for insurance may not be a bad idea.

If you sign up for insurance, be sure to read the fine print. Check details such as the deductible amount and how many claims you can make per year; often, the cap is two or three claims. Also review the rules that determine whether your device will be repaired or replaced, as well as any coverage exclusions. Most plans don’t include normal wear and tear, for example.

If you forgo insurance and damage your phone, going to an independent repair shop can be an efficient and affordable option. The cost of replacing a screen, for example, averages about \$300, and you may pay less than that, depending on the model and availability of parts. But more advanced repairs, such as fixing a broken camera with complex features, may not be available at a shop, says Ramirez. In those cases, you may need a protection plan from the manufacturer, which can cover the gamut because it has unrestricted access to parts and knows the device inside and out.



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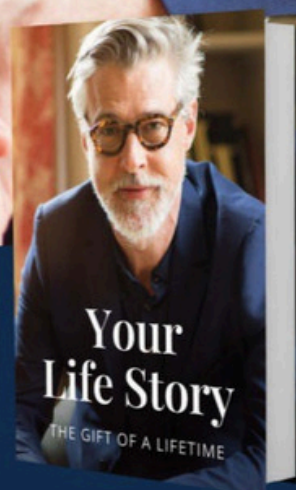
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