



Market Diversification: Next Destinations for Exporters

March 2026

EXECUTIVE SUMMARY

Why read this report?

Key findings

INTRODUCTION

Fragmentation and shifting demand power requires new export strategies

Global trade concentration and volatility create higher risks for business

Structural drivers reshaping global growth, trade and market attractiveness

THE DIVERSIFICATION IMPERATIVE

Global growth is resilient, but power is shifting away from traditional markets

Geopolitical fragmentation and trade volatility are redefining market attractiveness

Demand capture within markets is becoming more selective

EU-India trade agreement signals strategic diversification beyond US-China reliance

IDENTIFYING ALTERNATIVE EXPORT MARKETS

Identifying the next export diversification opportunities

Export opportunity is driven by alignment across demand fundamentals

Chinese brands use Singapore to drive regional export expansion

Sustained import growth highlights opportunities for global exporters

FIVE MARKETS, FIVE STRATEGIC OPPORTUNITIES

Targeted opportunities driven by domestic consumer demand and supply chain shifts

India: Infrastructure and industrial growth drives demand for intermediate goods

India: Compliance and competitive pricing as critical factors for imported FMCGs

Case study: Lush re-enters Indian market with an export-led, digital-first strategy

UAE: Regional gateway driving high-value imports and re-export-led expansion

UAE: High-income, import-dependent consumers underpin opportunities

"Make it in the Emirates" initiative drives demand for B2B imports

Mexico: Nearshoring strengthens supply chains while reinforcing import dependence

Mexico: Import dependence underpins both industrial opportunities and risks

Foxconn builds AI-server capacity in Mexico to serve North American market

Vietnam: Import demand primarily tied to export-orientated production

Vietnam: Large consumer market with demand for imported high-tech and durables

LEGO anchors Asia Pacific growth through Vietnam manufacturing investment

Poland: Industrial integration strengthens role in Europe's manufacturing supply chains

Poland: EU-based demand hub balancing industrial inputs and consumer imports

LG's battery expansion drives upstream import demand into Poland

CONCLUSION

Strategic opportunities for exporters in a fragmented trade landscape

CONCLUSION

Questions we are asking

APPENDIX

Market Alternative Index 2025 Results

Pillars and Indicators Used Explained

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