

2026

**APAC & MEASA**  
**GROWTH INNOVATION**  
**LEADERSHIP COUNCIL**

**GLOBAL MEGATRENDS**  
**FOR THE NEXT DECADE**



Growth • Innovation • Leadership Council

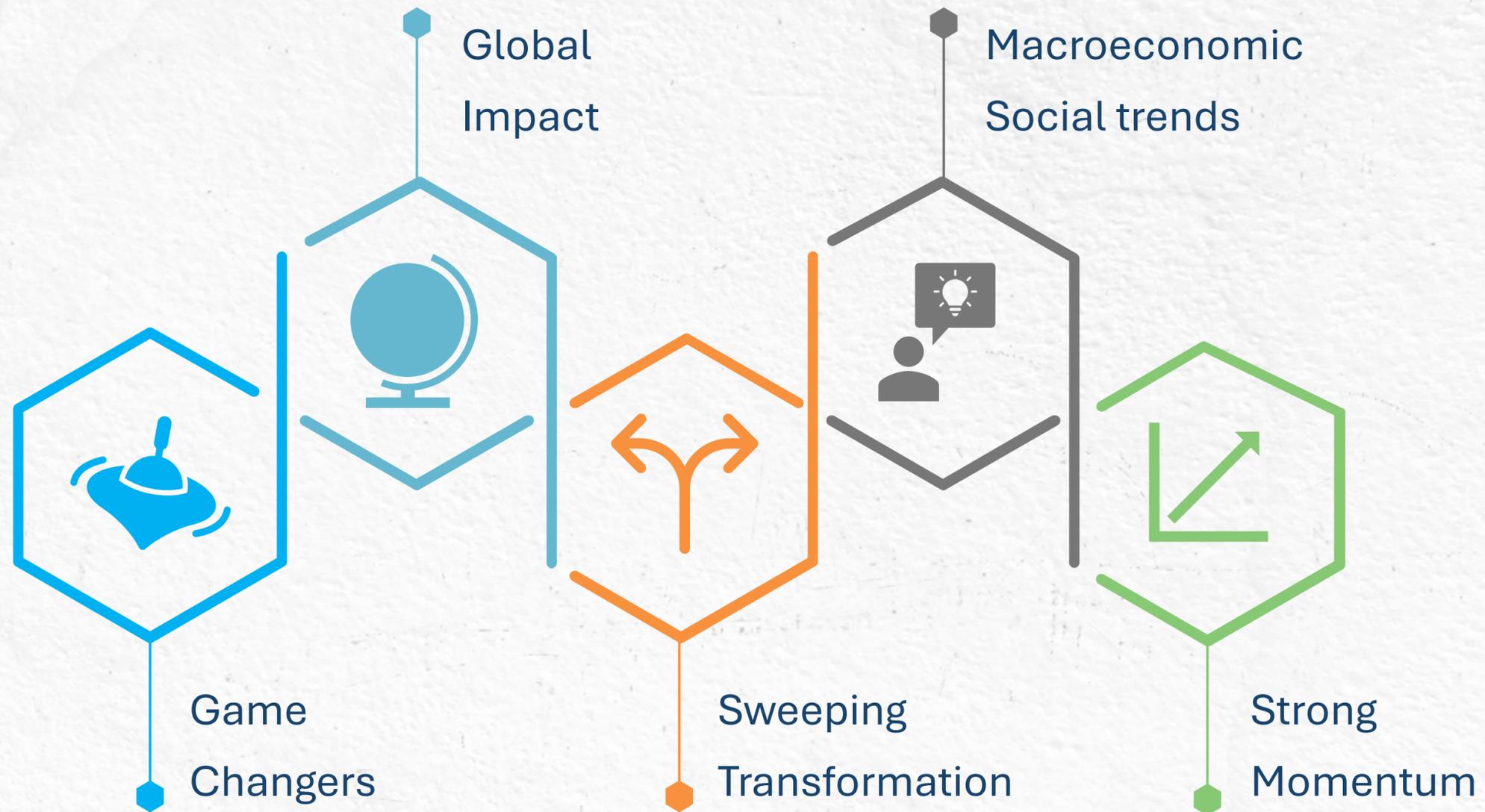
F R O S T & S U L L I V A N



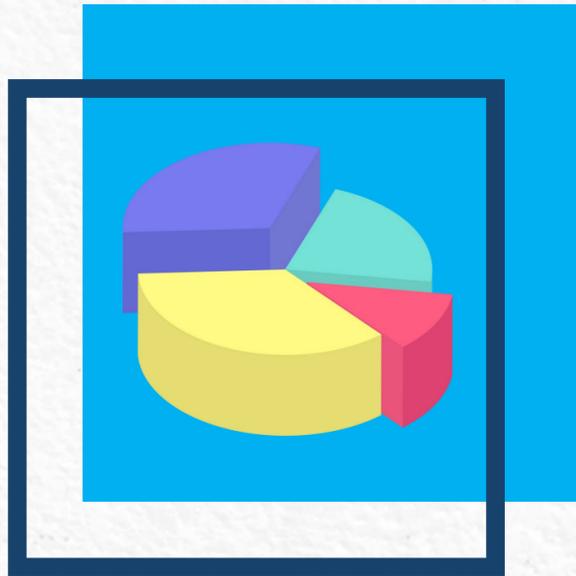
**GLOBAL MEGATRENDS**  
**FOR THE NEXT DECADE**

FROST & SULLIVAN

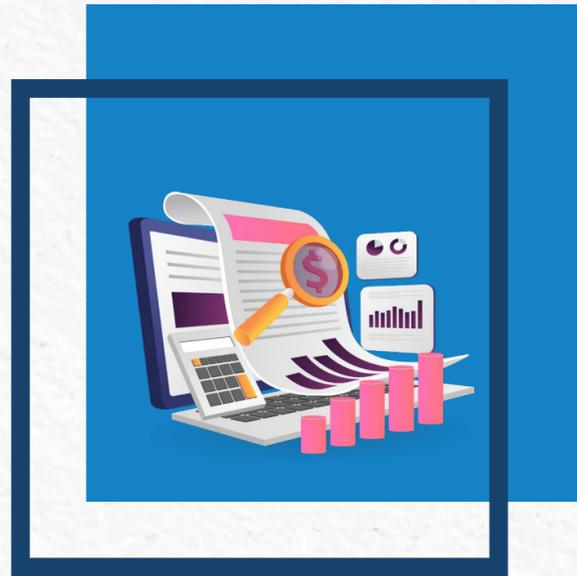
# What are Megatrends?



# Our Methodology



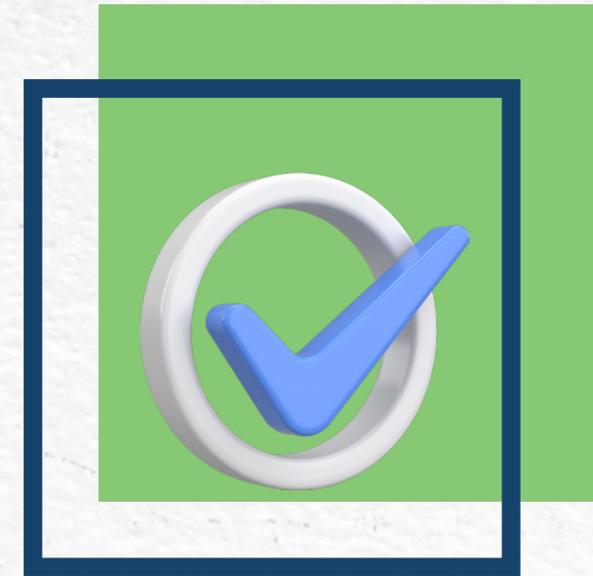
Detailed macroeconomic & demographic analysis of top 20 trends setting nations from 2024-2040



PESTLE Trend analysis based on client inputs in projects, published interviews of business leaders & futurists



Analysis of past Megatrends research by F&S and brainstorming to create a shortlist



F&S Partner roundtables to finalize the list

# 10 Megatrends For The Next Decade



# 1 RISE OF MULTI-POLAR WORLD ORDER



# Is Deglobalization Trend Irreversible?

## What is causing this trend?

- Started off with restrictions on people & goods flow during pandemic
- Further accentuated by Wars, tariffs, restrictions on essential goods & technologies

## Will this trend continue unabated?

- Tariff is the chosen strategy of USA to reduce fiscal deficit
- 'Big beautiful bill' about tax reduction is dependent of tariff revenue hence tariffs are unlikely to be rolled back

## Irreversible change in mindset

- Political de-risking of businesses is the prime focus now
- Key considerations like cost, efficiency would give way to availability, business continuity

# Challenges To The Business

## BUSINESS CHALLENGES



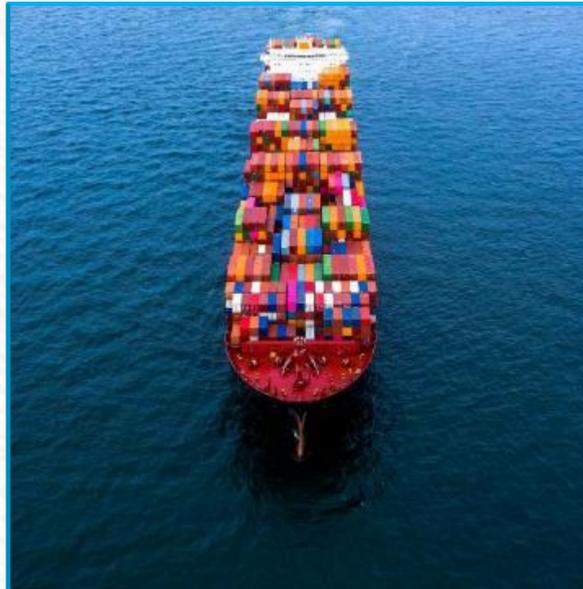
## OVERALL IMPACTS



# Analysis Of Multi-polar World

	Key Countries	Binding Factor	Share of Global Economy	Growth rate
Western Alliance	USA, UK, Germany, Italy, Japan, France, Australia	NATO, Democratic alliance	42%	Declining
Sino-Russian Growth axis	China, Russia, Iran, North Korea	Prime challengers to USA	23%	Moderate-high
Indo-Pacific swing state	India, ASEAN	Non-alignment with both trade blocks	7%	Highest 
Gulf energy producers	Saudi Arabia, UAE, Egypt	Energy independence and strategic hedging	4%	Moderate
Latin American Brigade	Brazil, Argentina, Mexico, Chile	Resource rich US-adjacent yet non-aligned	6%	Moderate
African Union	Nigeria, Kenya, Ethiopia	African countries	4%	Moderate

# Megatrend Alignment Strategies



## Supply Chain Reimagined

- Friendshoring, nearshoring,
- In-shoring



## Sharpen Geographic Focus

- Entry / exit decisions
- Market prioritization



## Organization Restructuring

- Decentralization
- Regional empowerment



## Secure Critical Assets

- Cyber protection, IP protection,
- Ring fence critical assets



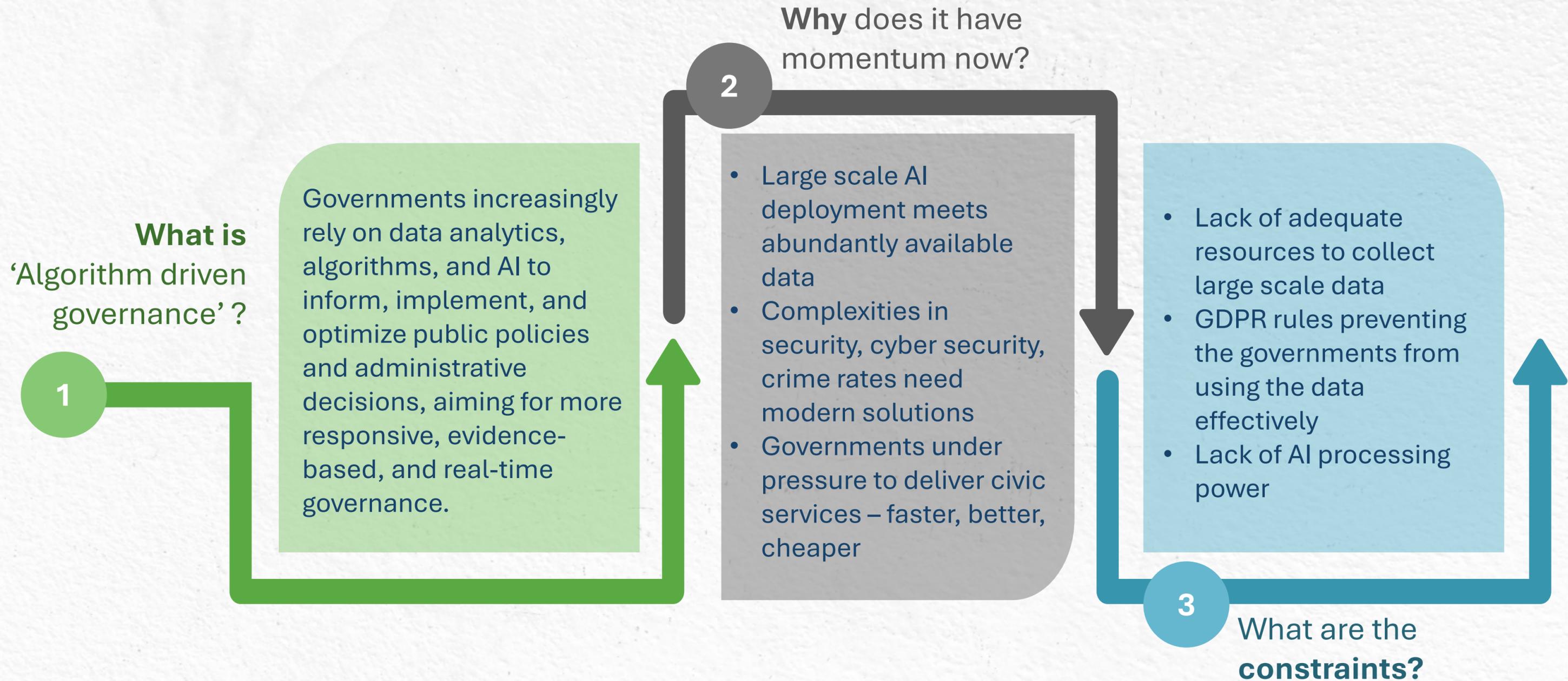
## Localize Innovation

- Local talent, local ideas
- Local solution that is divergent from global

**2**

# **ALGORITHM DRIVEN GOVERNANCE**

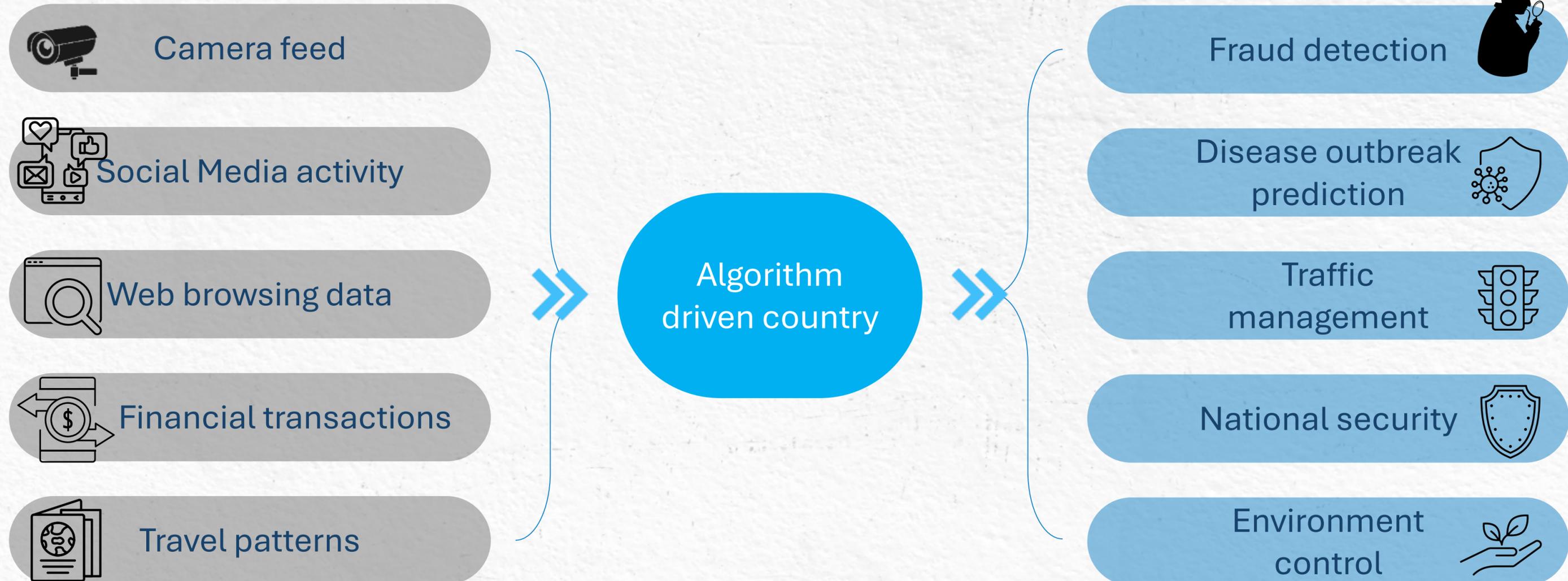
# What is 'Algorithm Driven Governance' ?



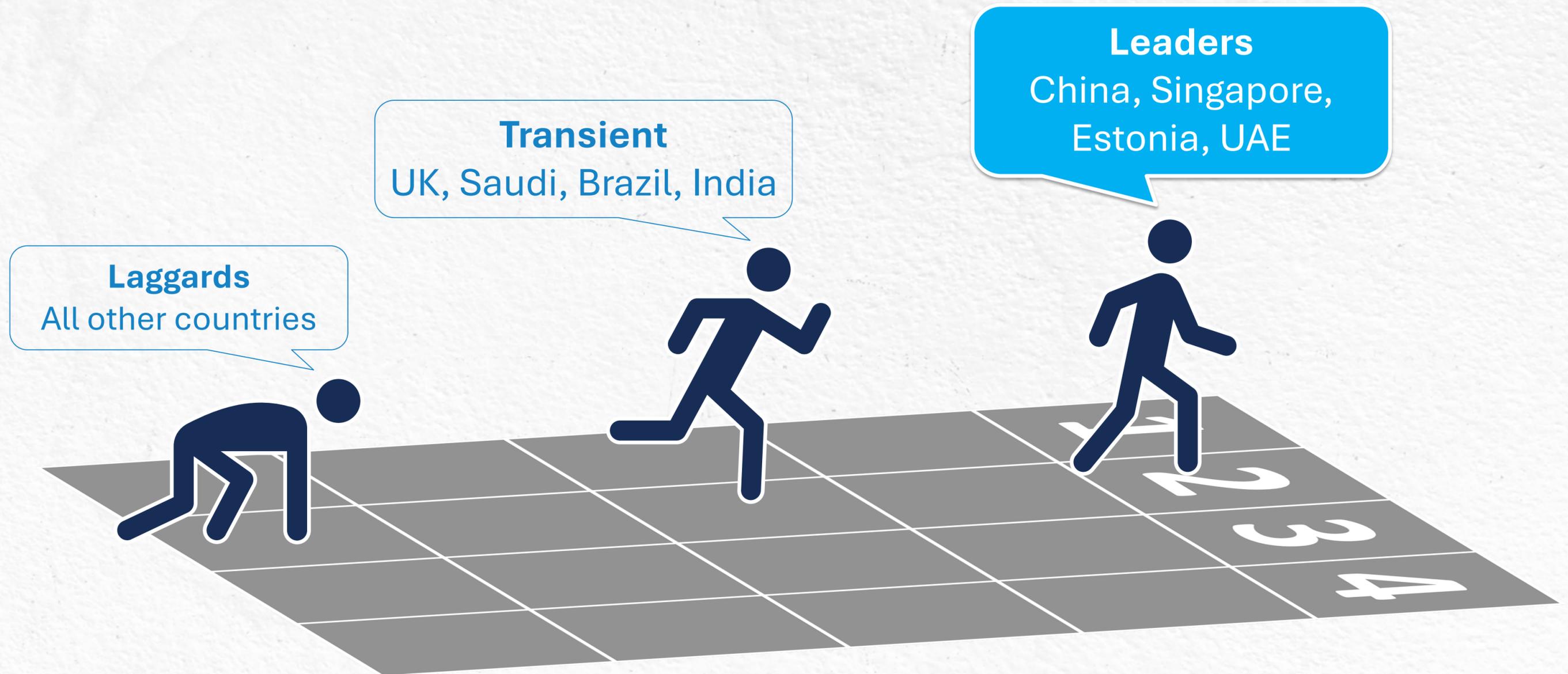
# How Governments Can Benefit From AI?



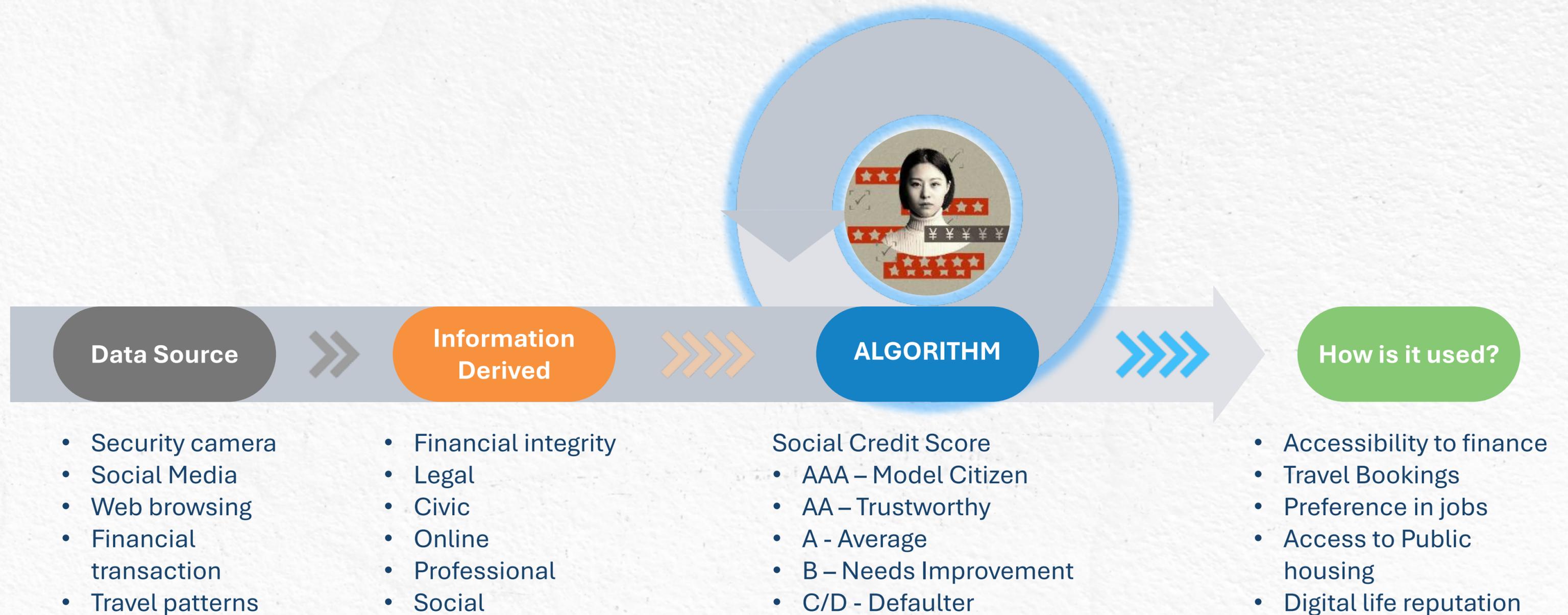
# How Algorithms Shape Modern Governance?



# Which Countries Are Doing This?



# Case Study: China's Social Credit Score



# Case Study: Singapore

## A city that runs like an enterprise



### SATELLITE BASED ROAD PRICING SYSTEM

- Key challenge – One of the richest countries but has limited land space, hence private transport is discouraged
- Road pricing in city center monitored by timing and distance of the trip
- Standard device inside the car that provides information and warnings



### ANTI-TERRORISM INITIATIVES

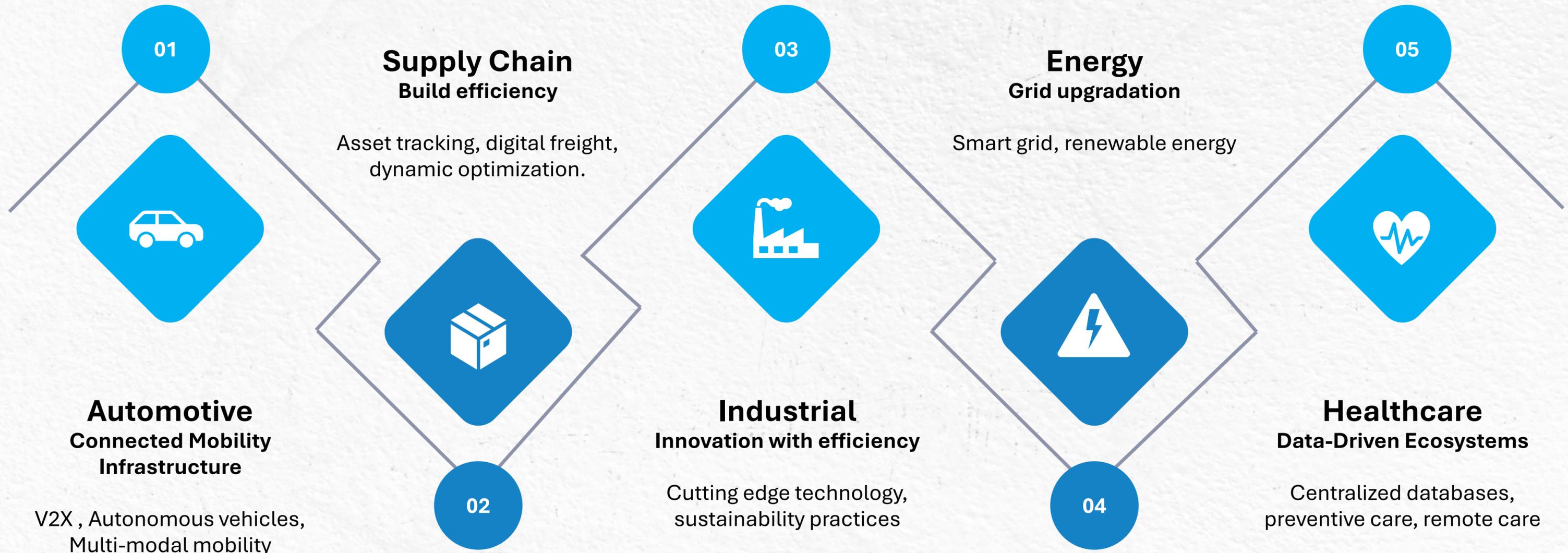
- Self radicalization is a common challenge
- Overcome by algorithm that tracks browsing behavior, social media activity combine with real world movements
- Many culprits caught red handed before they could take any action



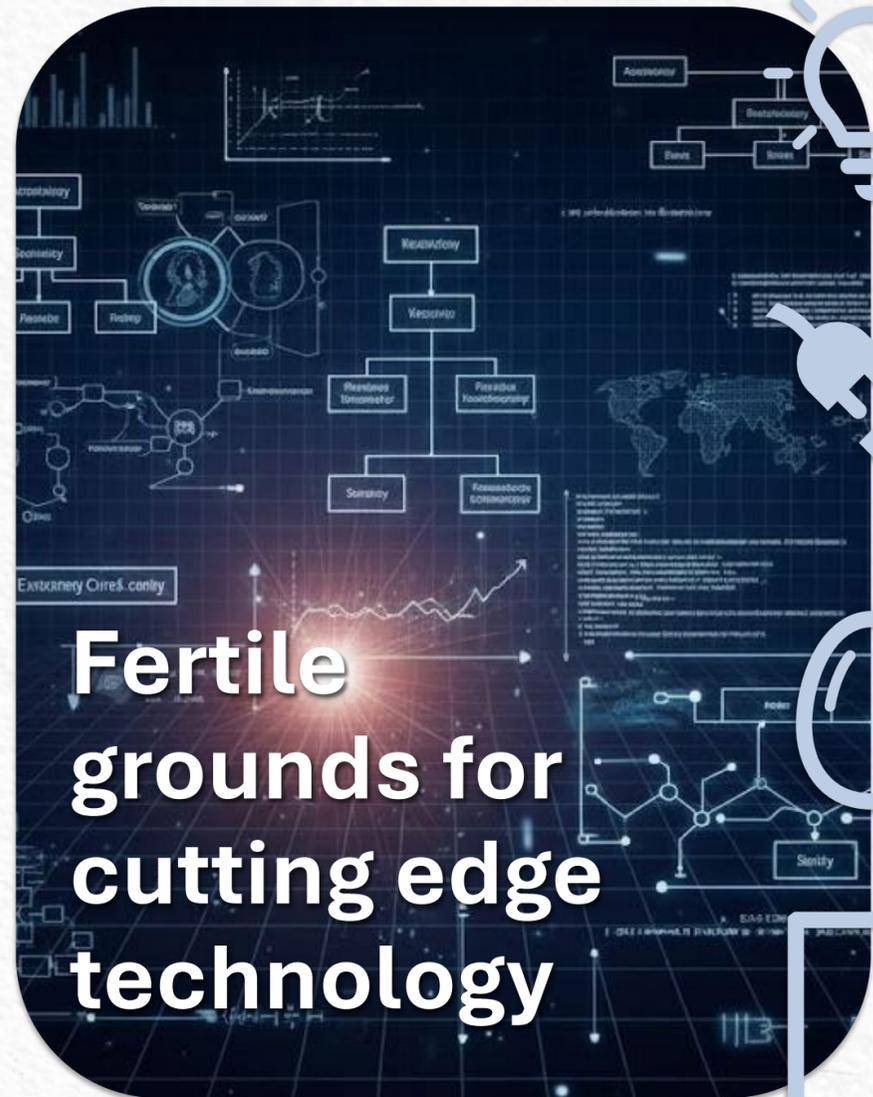
### FRAUD DETECTION

- Secure login app that checks validity of the website, Identity of user and does facial recognition before providing access to financial portals, government portals
- Task force that monitors financial transactions to detect and prevent frauds

# Implications for Key Sectors



# Megatrends Alignment Strategies



**Fertile  
grounds for  
cutting edge  
technology**



Market for cutting edge solutions



Test bed of hi-tech products-services-solutions



Locate Innovation centers, start-up incubators in these countries



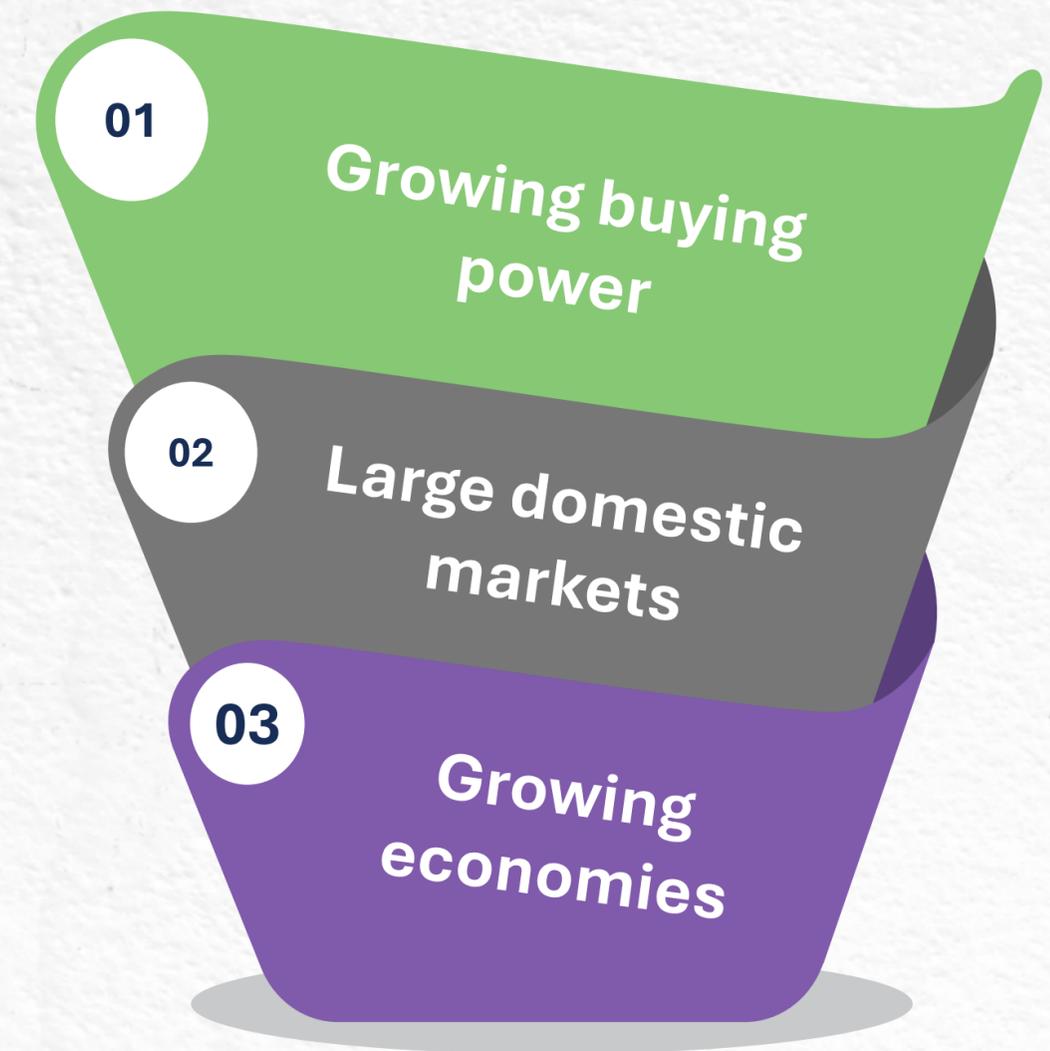
Lobbying for favorable regulation regime for upcoming technology solutions

# 3 NEW WAVE OF ASIAN MULTINATIONALS COMPETING IN GLOBAL MARKETS



# Asia's **Unique** Marco-economic And Demographic Position provides fertile ground for Corporate innovations

Country	GDP USD Trillion (2024)	Population (2024) Million	GDP per Capita (PPP) USD	Expected GDP Growth Rate (%) Next 10 Years
China	\$19.34T	1410M	18,500	5.5
India	\$4.60T	1430M	7,500	6.5
Indonesia	\$1.40T	280M	13,400	5.1
Thailand	\$0.58T	70M	19,000	3.2
Malaysia	\$0.49T	33M	32,000	4.0



Japan and Korea are already established countries with successful global MNCs hence not included in Analysis

# How is **new wave** different from Asian companies before?

## Japan & Korea – The First Wave



Small domestic markets  
→ Export-driven growth

Process- and quality-driven;  
focus on manufacturing excellence

Hardware and  
precision manufacturing

**Market Orientation**

**Innovation Model**

**Technology Focus**

## India & China – New Wave



Large domestic markets → Innovate, test, and  
scale locally before global expansion

Market- and digital-driven; focus on frugality,  
adaptability, and speed

Software, data, AI,  
and platform ecosystems

# New Age Asian Multinationals : Redefining rules of the game

Segment	Early Segment Leaders	New Asian MNC's	Differentiated Value and Approach	Impact
Social Media	Facebook	TikTok	<ul style="list-style-type: none"> <li>• Shorter video formats</li> <li>• Focused on Younger generation; higher reach with females globally</li> </ul>	<ul style="list-style-type: none"> <li>• Marketing on “steroids”</li> <li>• 3 billion+ downloads and counting</li> </ul>
E-Commerce	Amazon	JD.com	<ul style="list-style-type: none"> <li>• Operation and direct sales through owned logistics network</li> <li>• Pandemic driven growth fuelling learning on pace and network deployment</li> </ul>	<ul style="list-style-type: none"> <li>• Groceries and healthcare segments driving revenue</li> <li>• Aim to achieve an “everything store” status</li> </ul>
Automotive	Tesla, BMW	BYD	<ul style="list-style-type: none"> <li>• Futuristic product designs, radical change in product styling</li> <li>• Latest features in connectivity at affordable prices</li> <li>• Radical reduction in product development lead time</li> </ul>	<ul style="list-style-type: none"> <li>• BYD has already emerged as top selling BEV Brand</li> <li>• Despite all the entry barriers 20% of the sales comes from non-Chinese markets</li> </ul>

# Uber **Versus** Grab / Gojek

Same problem different approach

Uber

**V/S**

GO  JEK

Grab

Driverless ride hailing

Vision

One stop for all lifestyle services

To build autonomous car

Aspiration

To be a bank

Cost to eliminate

Approach to Driver

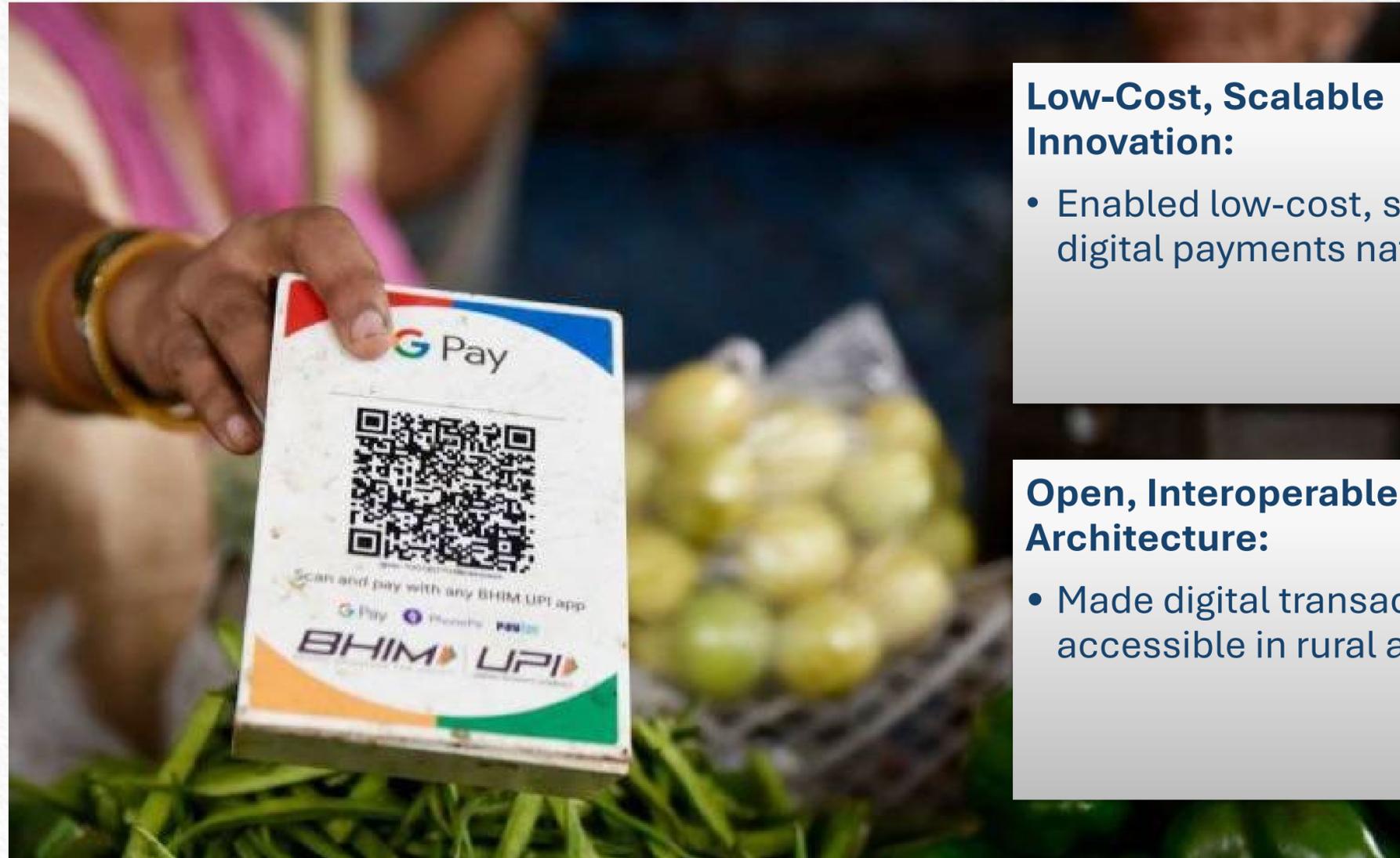
Customer to sell

Focused portfolio, global scale

Revenue Model

Diversified portfolio, local depth

# UPI: India's Digital Payment Revolution for financial inclusivity



## Low-Cost, Scalable Innovation:

- Enabled low-cost, scalable digital payments nationwide

## Open, Interoperable Architecture:

- Made digital transactions accessible in rural areas

## Financial Inclusion at Scale:

- Linked mobile numbers directly to bank accounts

## Government-Enabled, Market-Driven:

- Fostered open, interoperable payment architecture

# UPI: India's Digital Payment Revolution for financial inclusivity

Parameter	UPI	Credit Cards	Mobile Wallets
<b>Requirement</b>	Smartphone + Internet (no hardware)	POS machine + bank tie-up	Smartphone + wallet app
<b>Transaction Cost</b>	Near zero	Merchant fees (MDR 1–3%)	Wallet loading costs
<b>Interoperability</b>	Full	Limited to card	Mostly closed-loop systems
<b>Financial Inclusion</b>	High	Limited by creditworthiness	linked to KYC
<b>Scalability</b>	Exceptionally high — 12+ billion transactions/month	Mature but limited growth	Saturating

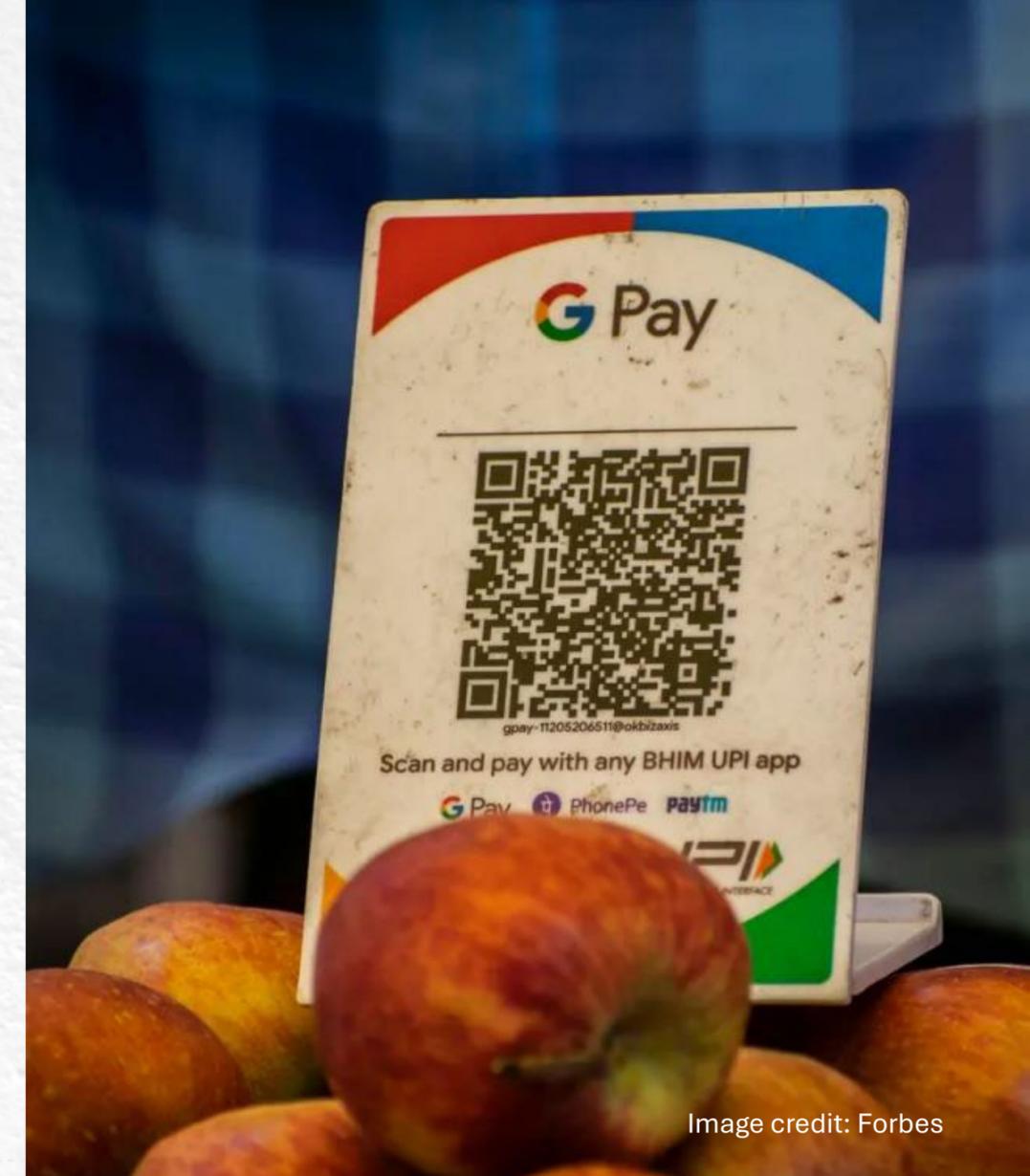


Image credit: Forbes



Image credit: CNBC

# Megatrend Alignment Strategies

While Competing in Home markets

## Strategic Recommendation



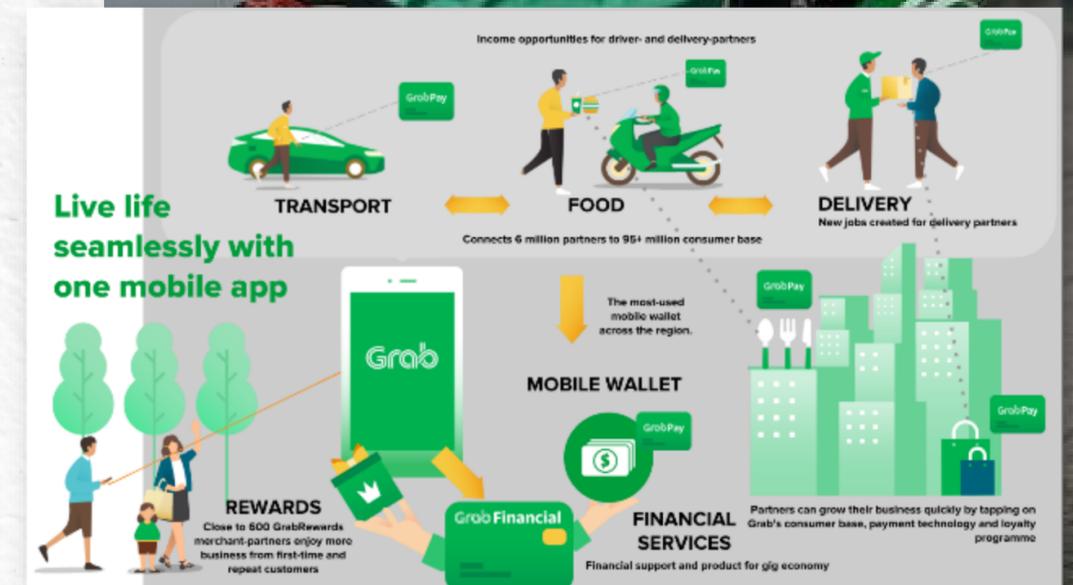
**Compete on ecosystem value, not just product**  
Build integrated customer ecosystems, not just products



**Accelerate speed and experimentation**  
Adopt agile structures, make faster decisions



**Localize value propositions**  
Localize offers, differentiate with trust and brand



# Megatrend Alignment Strategies

While competing  
in India / China or  
ASEAN

## Strategic Recommendation



### Partner with local ecosystems

Build alliances with local partners for scale



### Innovate for the mid-market and "next billion" consumers

Design for affordability, accessibility, inclusion

City AM

### Bolt vs Lime: Uber rival to launch e-bikes in London

Bolt vs Lime: Uber rival to launch e-bikes in London ... Bolt's new e-bike scheme will charge users based on distance rather than time, a first...

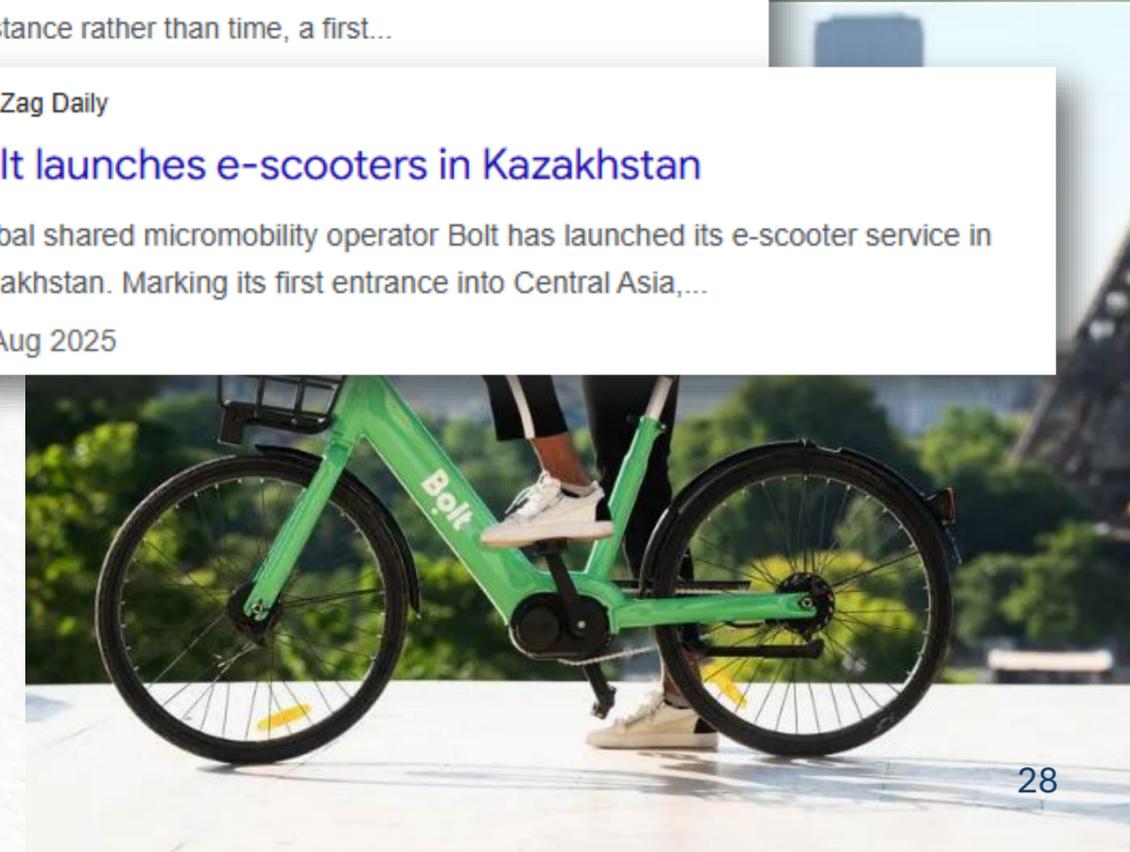
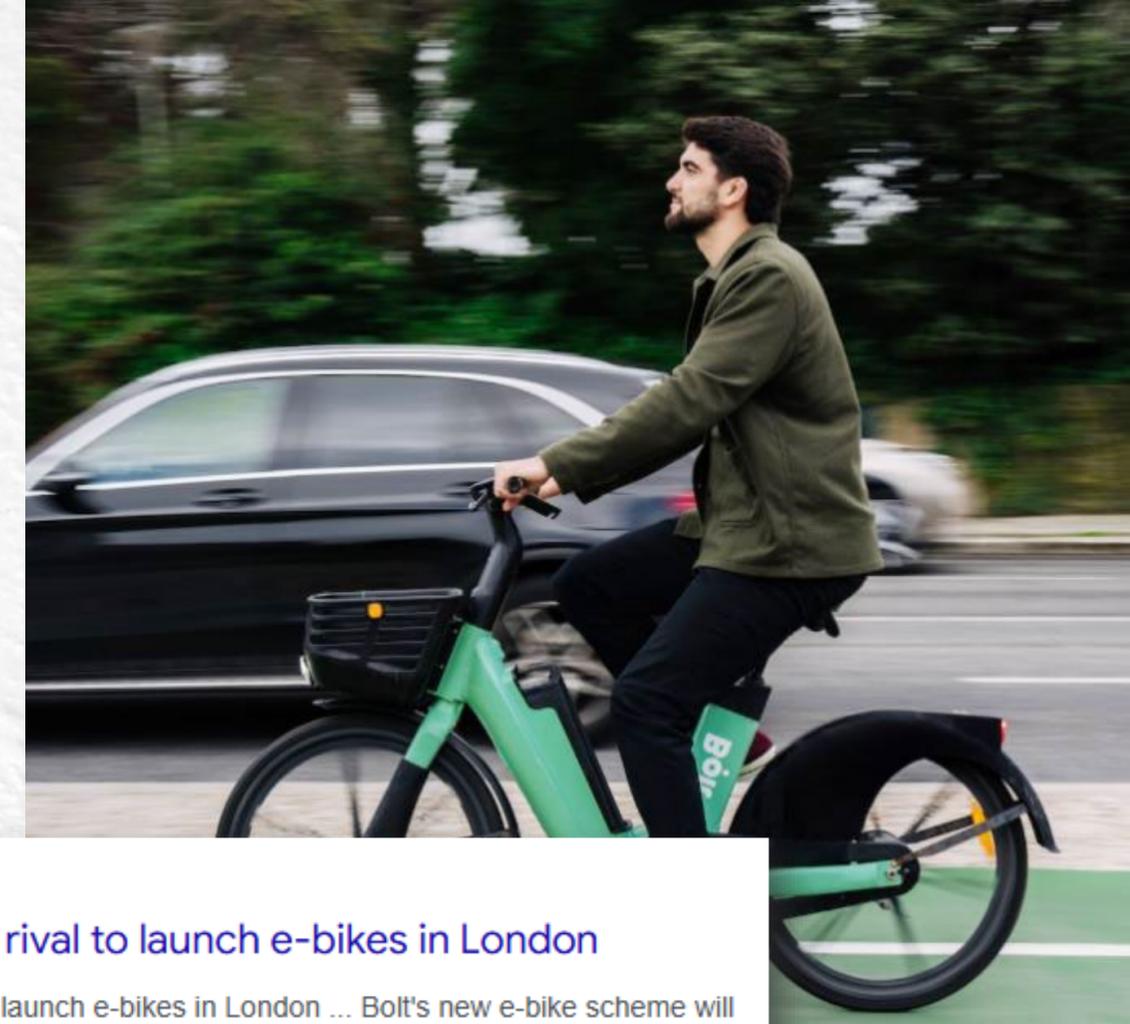
18 Jun 2025

Zag Daily

### Bolt launches e-scooters in Kazakhstan

Global shared micromobility operator Bolt has launched its e-scooter service in Kazakhstan. Marking its first entrance into Central Asia,...

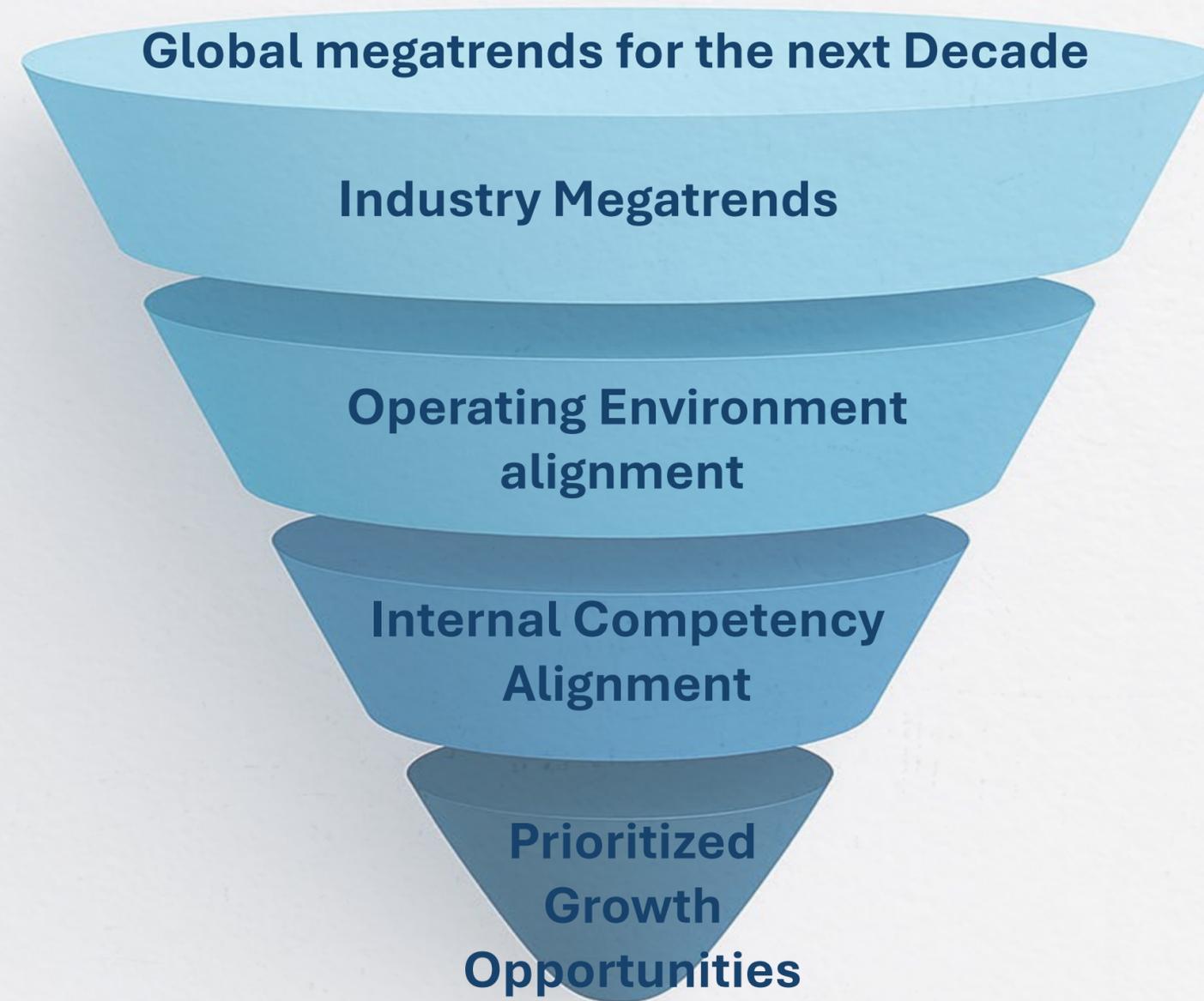
28 Aug 2025



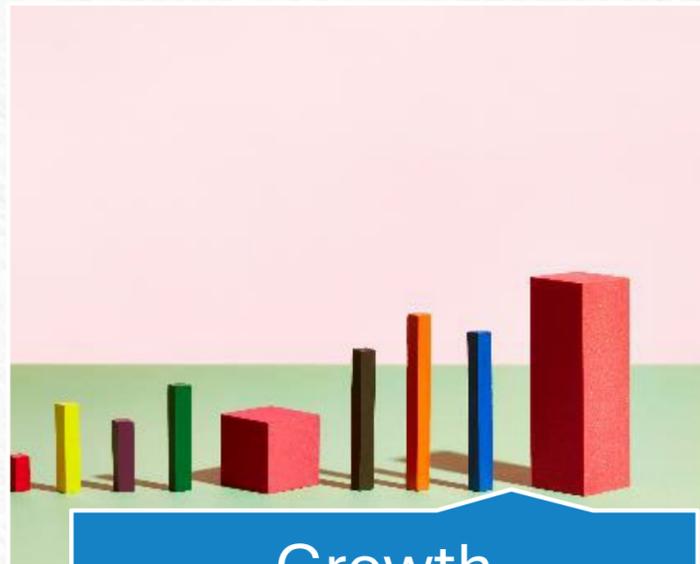
# NEXT STEPS



# Growth Opportunity Funnel



# Growth Opportunity Funnel Solution Deliverables



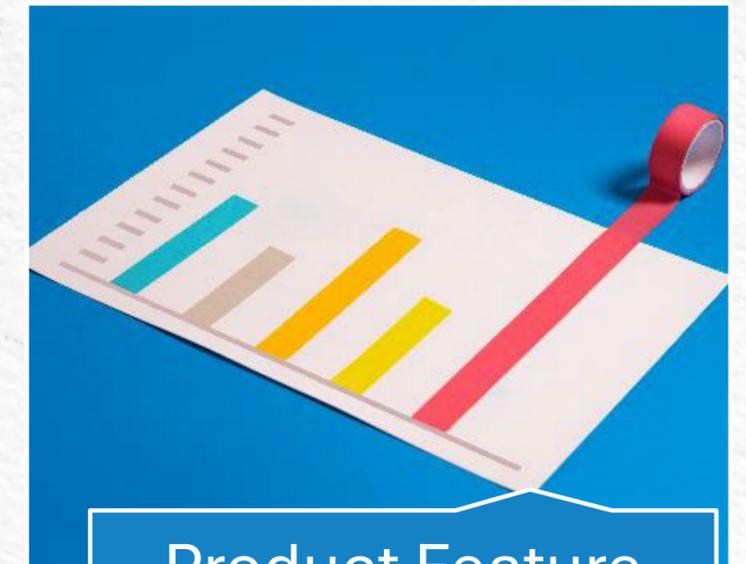
Growth Opportunities



Competitive Strategies



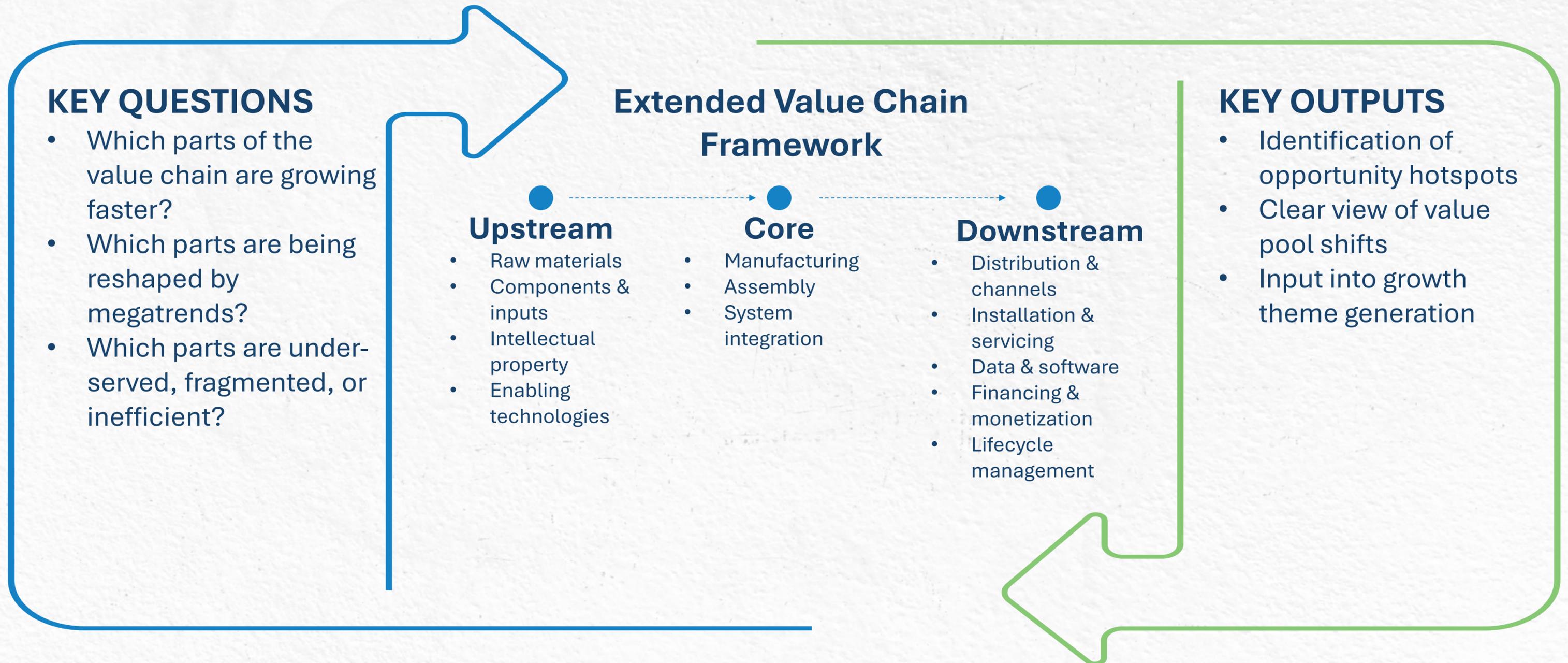
Technology Roadmaps



Product Feature Roadmaps

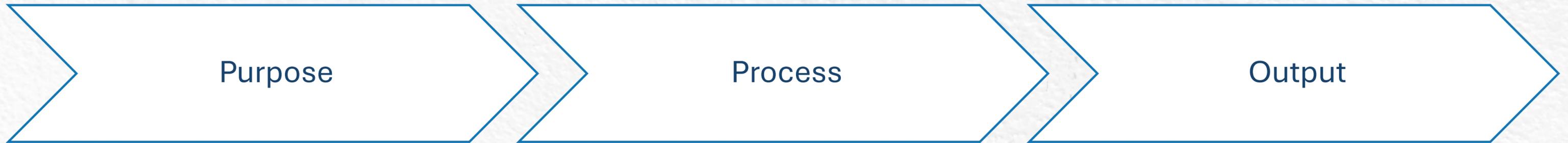
# Framework 1.1 : Value Chain Deconstruction

Purpose: To assess whether internal capabilities are strategically meaningful or merely table stakes.



# Framework 1.2 : Competitor Wargaming

Purpose: Anticipate competitors' strategy based on their interpretation of Megatrends



Anticipate how competitors interpret, prioritize, and act on megatrends

Identify evolving competitive dynamics across the industry

Advantage comes from **speed, sequence, and focus**, not isolated moves

## Competitor Role Definition

- Assign roles (competitors, adjacents, regulators)
- Define intent, economic model, constraints

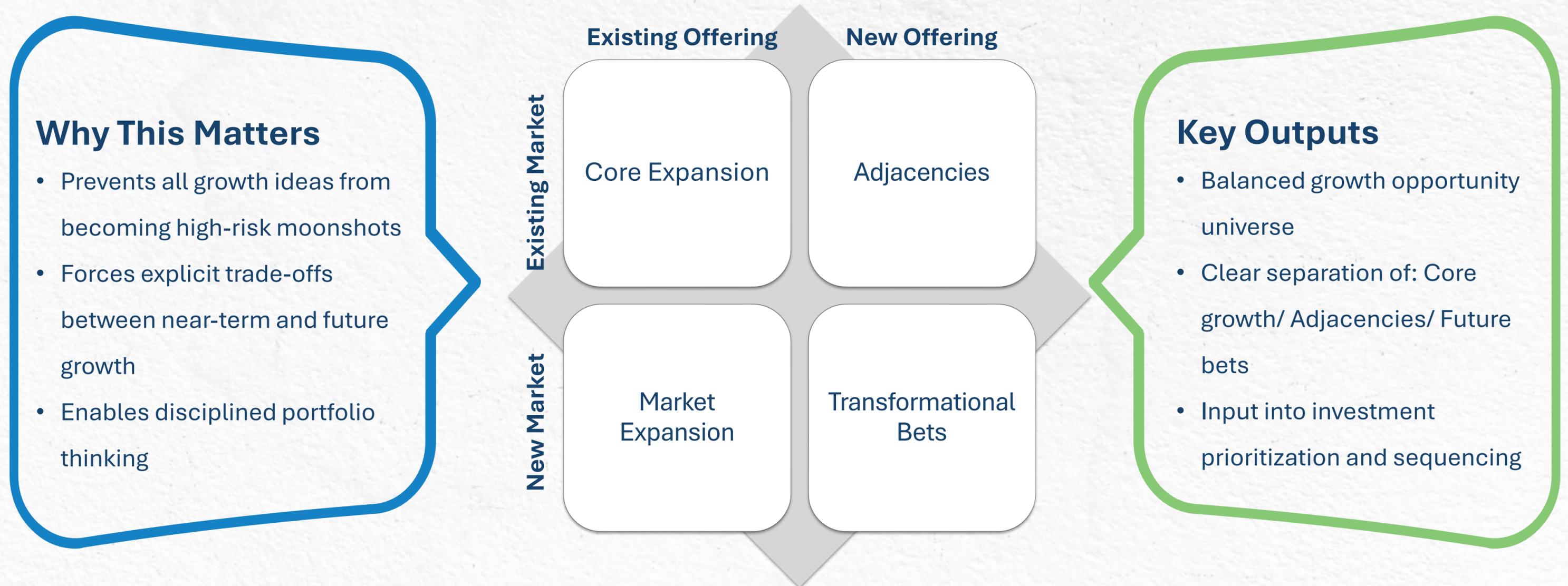
## Multi-Round Simulation

- Round 1: Interpretation
- Round 2: Strategic responses
- Round 3: Market interactions & overlap
- Round 4: Escalation & second-order effects

Insights	Risk & Opportunity Signals	Strategic Use
Competitor response archetypes	Areas of overcrowding or avoidance	Refine growth opportunities
Timing & sequencing of moves	Value erosion points	Decide where/when to play
Collision points & white spaces	Asymmetry opportunities	Guide build/buy/partner decisions

# Framework 2.1 : To prioritize portfolio based internal competency

Purpose: To classify growth opportunities into distinct strategic categories, ensuring a balanced and deliberate growth portfolio.



# Framework 2.2 : Capability Maturity Assessment

## How the Assessment Is Used

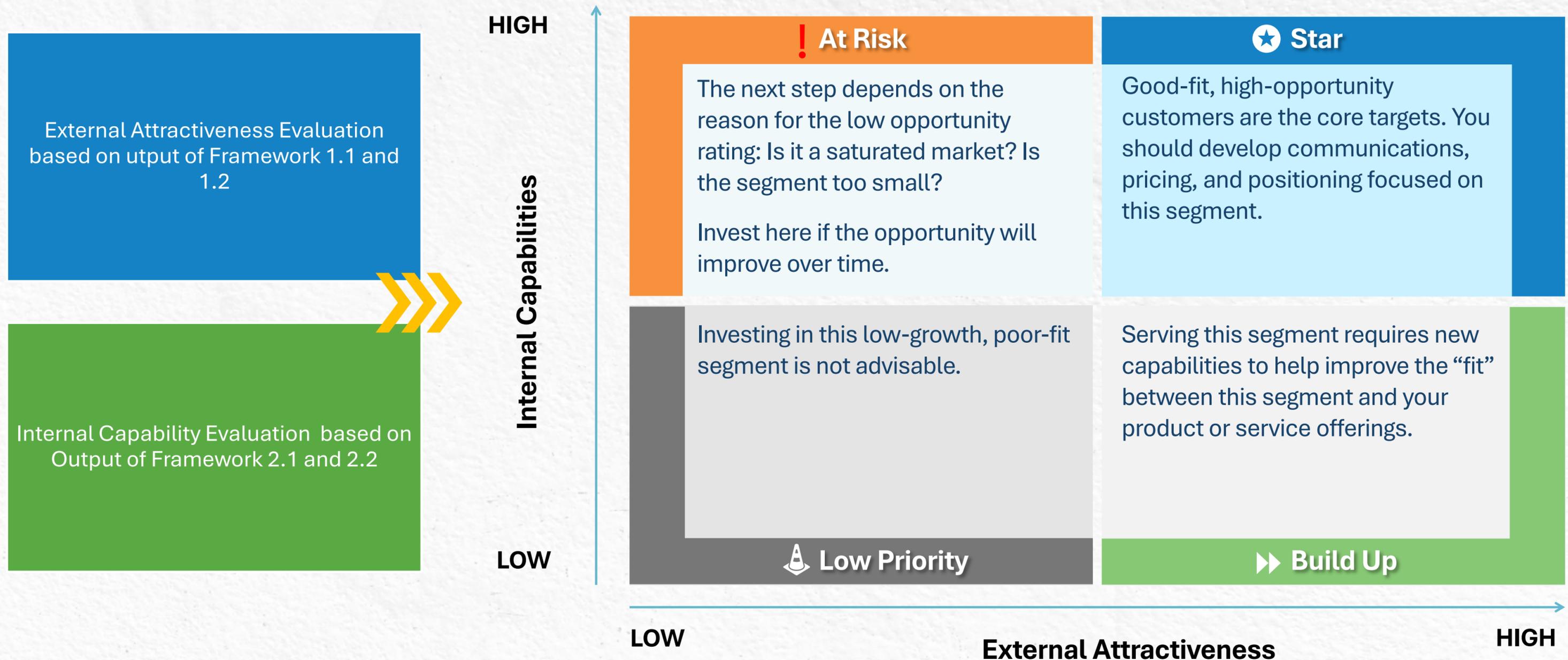
- Identifies which growth opportunities are executable today
- Highlights capability gaps that constrain strategy
- Informs build / buy / partner decisions
- Enables sequencing of growth initiatives



## Decision Logic

- Capabilities at Level 3+ support scalable growth
- Capabilities below Level 3 require investment, partnerships, or delay

# Prioritized Growth Opportunities Funnel





**THANK YOU**

FROST & SULLIVAN