

Factum Global Business
Sentiment Survey

Global Business and Technology

Embracing adaptability as a pathway to
growth in a dynamic global landscape

SPECIAL EDITION



In collaboration with:



Letter from the CEO

As the global business landscape continues to evolve at a rapid pace, staying informed and adaptable is more important than ever. With ongoing challenges like trade tensions, the rise of nationalism, and the evolving geopolitical dynamics—particularly between key global powers—it is essential for companies to actively monitor these developments. These shifting dynamics, including tariffs and the U.S.-China tech decoupling, have introduced new risks and uncertainties to international expansion. However, the greatest risk may not lie in expansion itself, but in the failure to take action. Inaction leaves companies vulnerable to unexpected disruptions, while expansion offers a pathway to both risk diversification and growth. In today's competitive environment, the cost of inaction is rising. Simply doing nothing is no longer sufficient, even in a world filled with uncertainty.

At Factum Global, we recognize that the future of global business is filled with unknowns. While predicting specific outcomes remains a challenge, the insights captured in this survey report aim to provide clarity and confidence during uncertain times. Respondents from across industries and regions offer valuable perspectives that illuminate current optimism surrounding global business, but also underscore the importance of strategic action. While emerging technologies, such as AI, are seen as critical enablers for growth, companies must also remain mindful of the risks—particularly around cybersecurity, workforce readiness, and ethical innovation.

The pace of technological advancement is accelerating, and companies are increasingly recognizing that innovation is no longer optional but a vital driver of long-term success. However, there is a growing understanding that standing still is not a viable strategy. In today's volatile and unpredictable environment, where market disruptions, political tensions, and accelerated innovation are constant, successful leaders are those who embrace change rather than resist it. With strategic foresight and trusted partners, today's executives are turning risk into opportunity and leading with purpose. They are charting a course toward sustainable, long-term success, leveraging agility and diversification as their core strategies in navigating a constantly shifting global economy.



Francisco Gomez,
Founder & CEO, Factum Global

Introduction

In late 2024, Factum Global launched a special edition of its Business Sentiment Survey to capture executive perspectives on the evolving global business and technology landscape. Building on the inaugural edition released in Q3 2022, this survey offers a timely snapshot of the challenges and opportunities shaping international business today. Over the past two years, the global technology sector has undergone rapid evolution—particularly in areas like artificial intelligence (AI), digital transformation, and cybersecurity—ushering in a new era of business innovation.

AI: Unlocking New Potential

Artificial intelligence continues to redefine industries by unlocking unprecedented levels of efficiency and innovation. From predictive maintenance to intelligent automation, AI is transforming how businesses operate, making it a key enabler of growth. As AI adoption increases, companies are reaping the rewards of improved decision-making, enhanced customer experiences, and operational cost savings. Despite ongoing discussions about ethics, bias, and responsible use, the momentum for AI adoption remains undeniable, with vast potential for cross-border collaboration and industry disruption. Emerging technologies like AI are not just efficiency tools; they are reshaping entire industries and becoming essential to global business and expansion.

Digital Transformation: Fueling Innovation and Resilience

Digital transformation is rapidly reshaping the global business landscape. Both public and private sector organizations are modernizing operations and services, driving improvements in customer experience and product innovation. The COVID-19 pandemic accelerated this shift, catalyzing growth in sectors like e-commerce, telehealth, and remote learning. While this transformation brings challenges—particularly around cybersecurity and digital access inequalities—global initiatives are actively addressing these gaps, creating new avenues for growth and market entry.

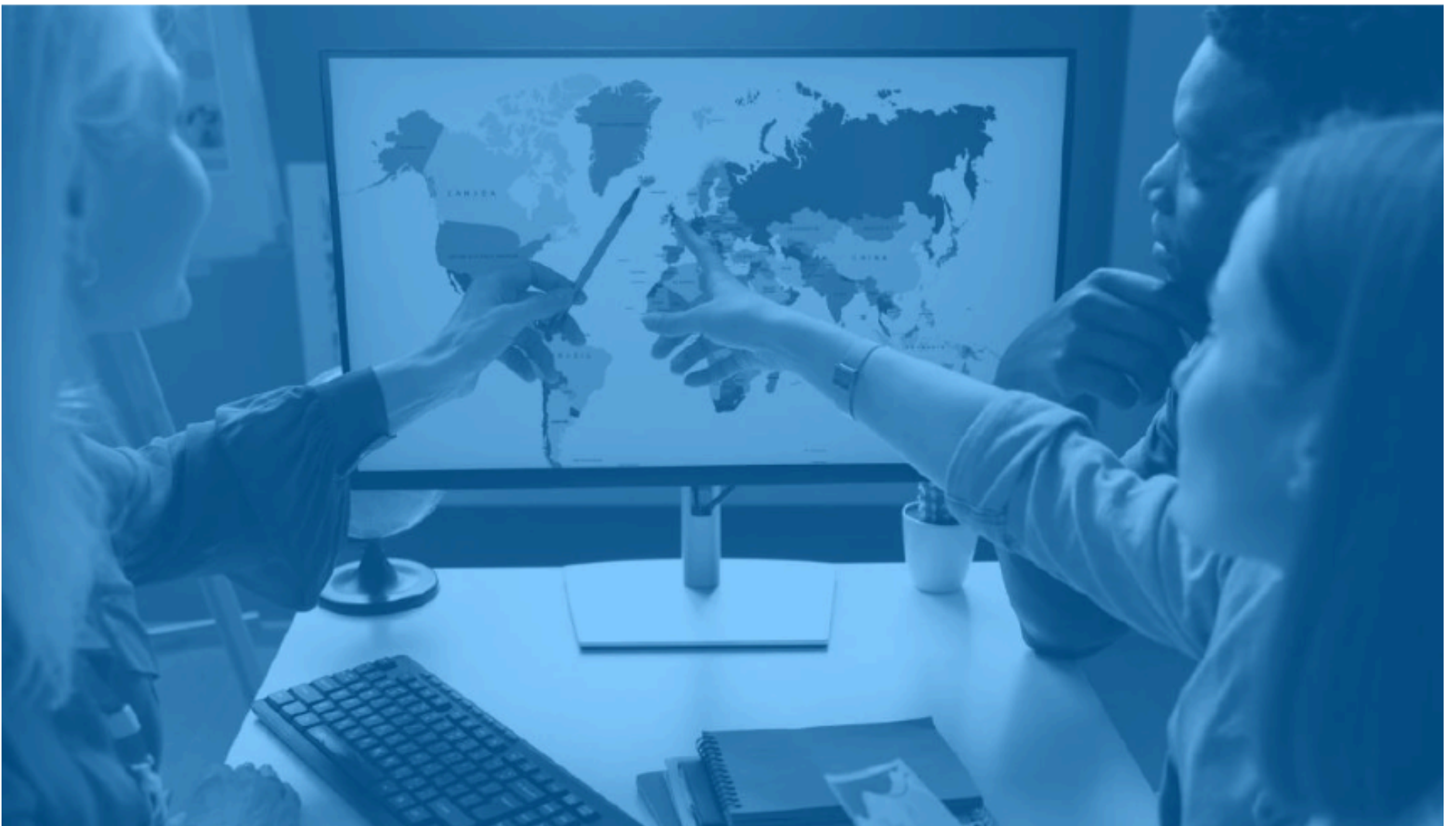


Cybersecurity: Safeguarding a Digital Future

As digital transformation progresses, cybersecurity has emerged as a critical priority. From energy grids to financial systems, the vulnerability of essential infrastructure to cyber threats is a growing concern. In response, governments and businesses are intensifying efforts to enhance digital security, reinforcing trust in the global economy. As organizations continue to adopt AI and digital tools, ensuring robust cybersecurity measures will be essential to sustain long-term growth and secure cross-border collaborations.

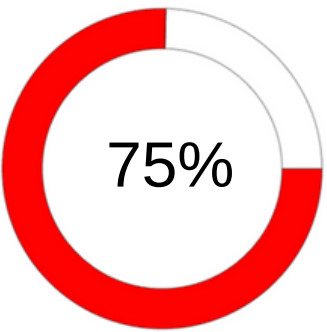
The Path Forward

Together, these technological advancements are laying the foundation for a more connected, resilient global business environment. While challenges persist—ranging from geopolitical uncertainty to inflation—executive leaders remain confident that innovation, adaptability, and strategic diversification will drive long-term success. This report provides insights into how companies are positioning themselves to navigate this evolving landscape, capitalizing on opportunities while managing the risks of inaction in an increasingly volatile world.





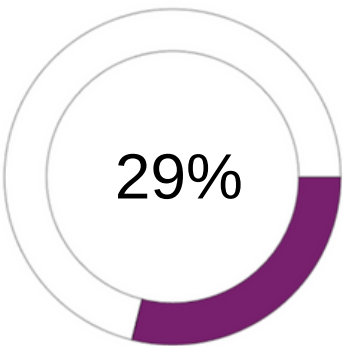
SURVEY RESULTS ANALYSIS



Perceived Morality

75% of respondents believe significant breakthroughs in global tech, especially in AI and cybersecurity, will positively impact their organization's ability to keep up with the current accelerated pace of digital transformation.

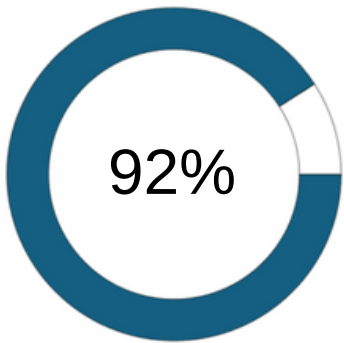
75%



Global Plans IT/Technology

29% of respondents believe that despite the impact of geo-political developments on commerce, supply chains, and services, they are encouraged to pursue new markets for their IT and tech plans.

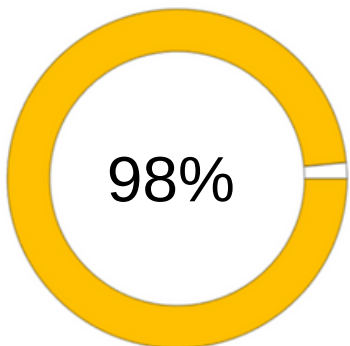
29%



Global Technology Pace

92% of respondents believe that the significant risks in global tech, especially in artificial intelligence and cybersecurity, will positively impact their organization's ability to keep up with the current accelerated pace of digital transformation.

92%



Future Global Technology Landscape

98% of respondents believe global tech will **not** remain the same.

98%



SURVEY RESULTS ANALYSIS

Perceived Morality

Nearly 75% believe that the significant breakthroughs in global tech will positively impact their organization's ability to keep up with the current accelerated pace of digital transformation.

The data shows that nearly 75% of respondents view advanced technologies—particularly breakthroughs in AI and cybersecurity—as catalysts for growth, not obstacles. There is a high level of trust in emerging innovations, especially generative AI, with minimal resistance to adoption.

Organizations increasingly see these tools not merely as operational upgrades, but as strategic enablers of transformation. Rather than chasing short-term gains, many are focused on leveraging technology to build long-term, sustainable growth models.

This reflects a broader shift in mindset: technology is no longer seen solely as a disruptive force to be managed, but as a foundation for sustainable growth. And for those who apply it thoughtfully and strategically, it can become a powerful source of competitive advantage—fueling innovation, differentiation, and leadership in dynamic global markets.

Global Plans IT/Technology

29% of respondents believe that despite the impact of geo-political developments they are encouraged to pursue new markets for their IT and tech plans.

Despite rising geopolitical tensions, nearly one-third of respondents remain committed to expanding into new markets with their most innovative tech offerings. This optimism stands out, especially as the majority adopt a more cautious approach—driven by concerns over regulatory complexity, regional instability, and economic volatility.

For those pursuing growth, technology is viewed not just as a driver of innovation but as a stabilizing force in uncertain times. These forward-thinking leaders see global diversification and technological resilience as essential pillars for long-term success, even amid disruption.

Global Technology Pace

92% of respondents believe that the significant risks in global tech will positively impact their organization's ability to keep up with the current accelerated pace of digital transformation.

An overwhelming 92% of respondents view global tech risks—particularly in AI and cybersecurity—not as barriers, but as drivers of opportunity. For many, these challenges are prompting innovation, accelerating digital transformation, and reinforcing organizational resilience.

While concerns around AI governance, data privacy, intellectual property, and cybersecurity persist, the prevailing mindset is one of strategic readiness. Staying informed, agile, and proactive is widely seen as the most effective approach to managing complexity in today's tech environment.

For forward-looking organizations, risk itself has become a catalyst for growth. Advanced technology is not only a critical enabler of transformation—it's a strategic advantage for those equipped to adapt, innovate, and lead.

Future Global Technology Landscape

98% of respondents believe global tech will not remain the same.

With 98% of respondents agreeing that the global technology landscape will not remain the same, it's clear that constant evolution is now the norm. For forward-thinking companies, staying innovative and informed is no longer optional—it's imperative.

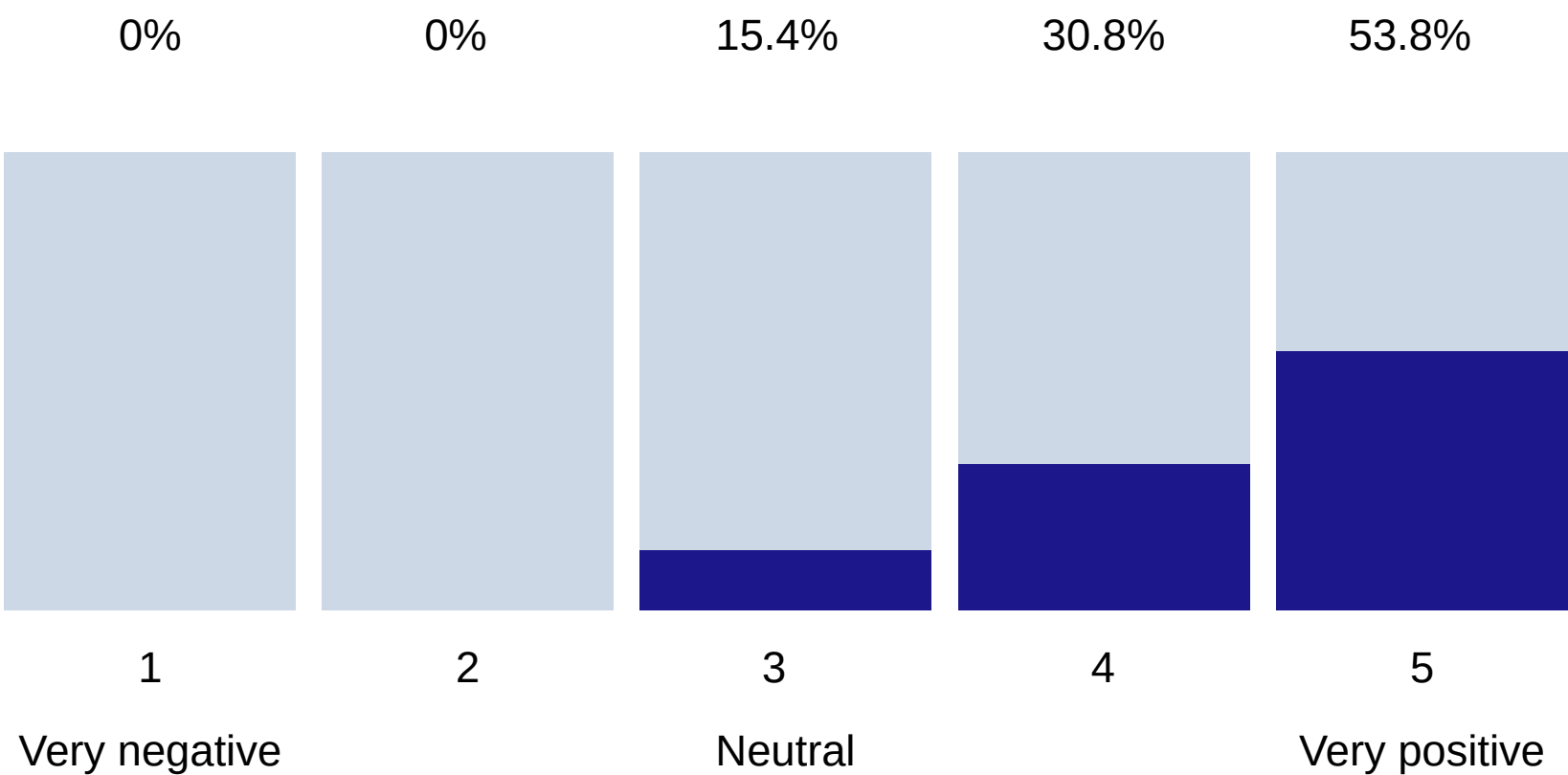
There is a growing recognition that technology is no longer just a support function, but a strategic driver of long-term success. The most adaptive organizations are not resisting change; they're embracing it—viewing advancements not as threats, but as tools for transformation and growth. With the right mindset, agility, and preparation, innovation becomes a sustained advantage in an increasingly dynamic world.

"We place a high priority on monitoring current geopolitical instability and technological breakthroughs. These are critical topics that we follow closely, remaining in a state of uncertainty as we assess their potential impacts. While we refrain from expressing definitive positivity or negativity at this stage, the ongoing developments in these areas are pivotal for our strategic awareness and future planning."

- Survey Respondent

Technology Sentiments

What is your overall sentiment toward incorporating new technologies or external expertise into your internationalization strategy?

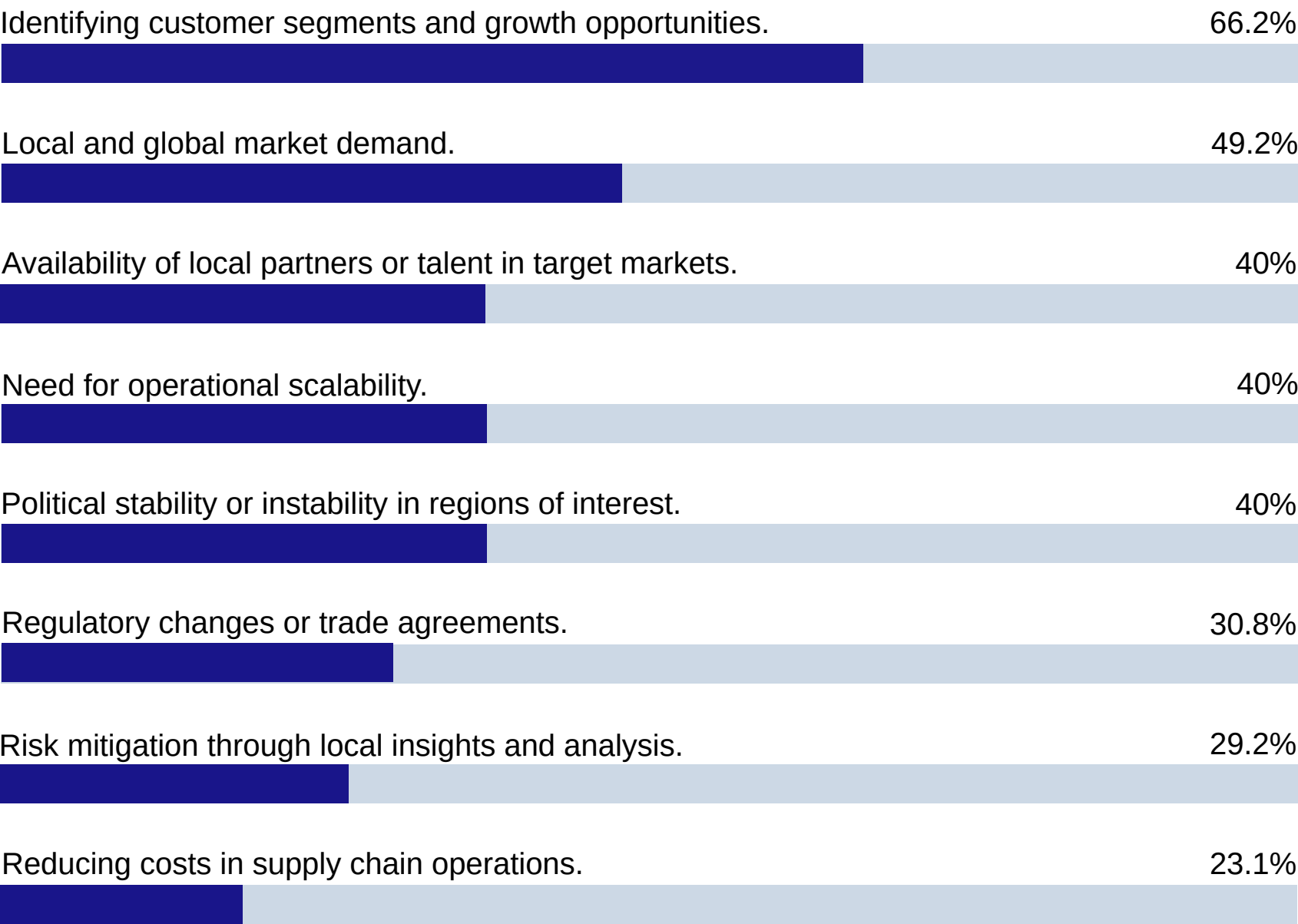


With an average rating of 4.4 out of 5, overall sentiment toward incorporating new technologies and external expertise into internationalization strategies is strongly positive. 85% of respondents rated their sentiment at 4 or 5, and 54% view new technologies as a clear net positive.

While some caution remains, the data points to a future-focused mindset—one that recognizes innovation as a key enabler of global growth. Companies aren't just open to change; they're ready to act on it. By embracing new tools and specialized expertise, organizations are accelerating their international ambitions and expanding beyond traditional capabilities.

Factors Influencing Internationalization Strategy

What factors have influenced your internationalization strategy, expansion efforts, or international operations?



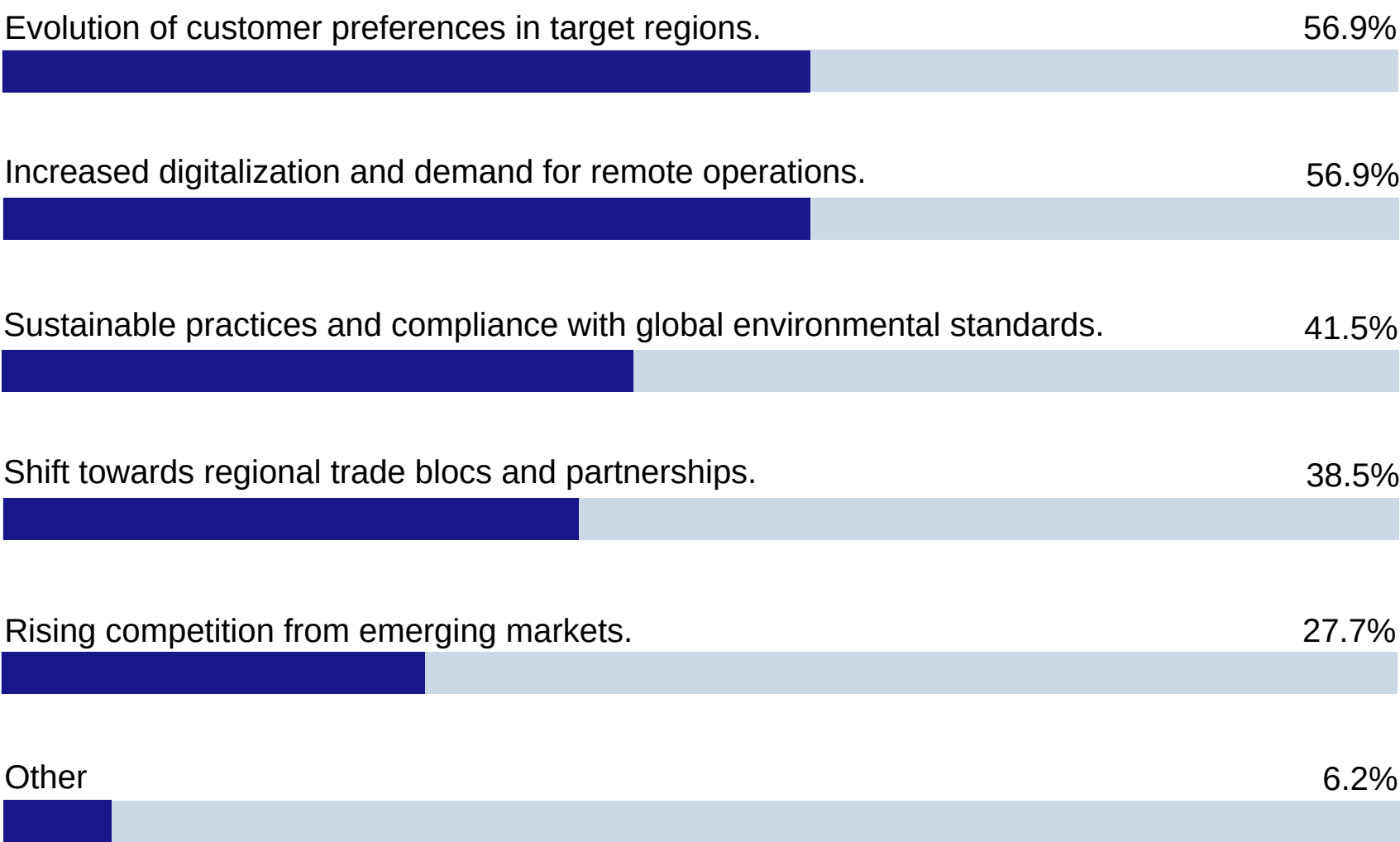
The data reveals that growth opportunities and market demand are the top drivers shaping internationalization strategies. Specifically, 66.2% of respondents cited customer segments and growth potential, while 49.2% pointed to local and global market demand—underscoring how customer behavior and expectations are central to global decision-making.

Successful market expansion requires more than identifying where demand exists; it demands a deep understanding of target audiences and the ability to scale with precision. That includes infrastructure readiness, local market insight, and the agility to adapt in real time.

In today’s geopolitical environment, strategic risk awareness is also front and center. Political stability and a clear-eyed view of regional risks are increasingly critical to international planning—reinforcing that sustainable growth depends on both opportunity and informed decision-making.

Trends Shaping Globalization

Which trends will shape your internationalization strategy?



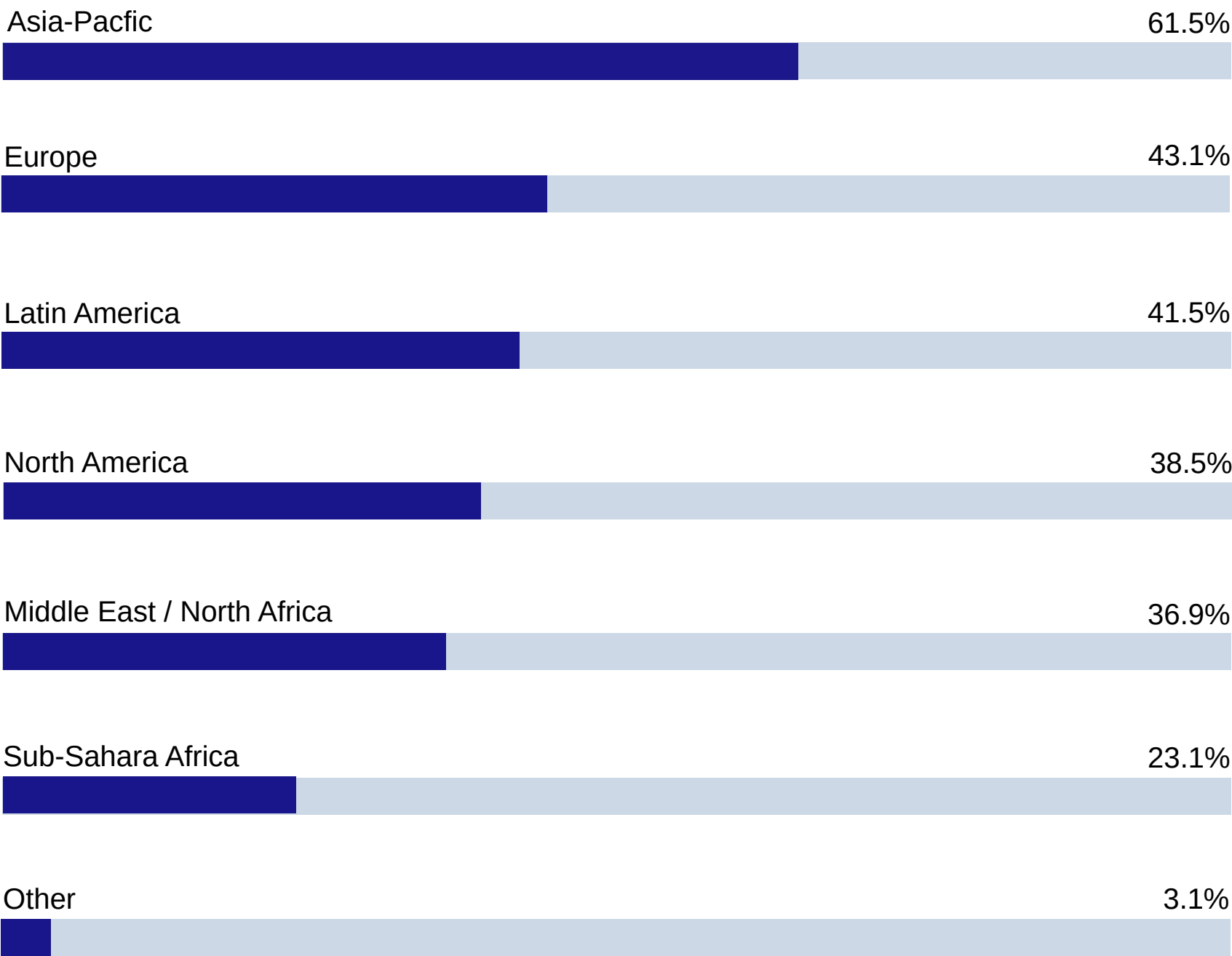
Looking ahead, digitalization and evolving customer behavior will play a defining role in internationalization strategies. According to the data, 56.9% of respondents identified shifting customer preferences and increased demand for digital and remote operations as top influences. These trends highlight how technology and consumer insight are becoming central to global decision-making. Seamless international expansion increasingly relies on digital frameworks, paired with market-specific intelligence to ensure relevance and long-term success.

Sustainability and Environmental, Social, and Governance (ESG) factors are also gaining strategic significance. With 41.5% of respondents aligning their internationalization strategies with global ESG standards, it's clear these considerations are moving beyond compliance to become sources of competitive differentiation.

The diversity of responses points to a future that demands flexibility. As companies navigate a rapidly evolving global landscape, the intersection of technology, sustainability, and customer-centricity will define resilient, future-ready strategies.

Target Regions

What region(s) are you targeting for international expansion?



Global Expansion Hotspots: Where Companies Are Headed Next

Asia-Pacific and Europe have emerged as the top regions for international expansion, with 61.5% and 43.1% of respondents targeting these markets, respectively. Latin America follows closely at 41.5%, slightly ahead of North America at 38.5%. This distribution points to a shift in global growth priorities, driven by market opportunity, digital acceleration, and alignment with evolving business imperatives such as cost efficiency, sustainability, and regulatory predictability.

Asia-Pacific: Scale Meets Digital Acceleration

Asia-Pacific leads the way thanks to its fast-growing economies, digitally savvy populations, and attractive cost structures. Markets like India, Indonesia, and Vietnam are drawing attention for their ability to deliver both scale and speed. Businesses are tapping into rising middle-class demand and leveraging rapid regional tech adoption. Success here hinges on the ability to localize quickly and scale effectively in highly dynamic environments.

Europe: Innovation Grounded in Stability

Europe offers a more mature and structured landscape—ideal for companies seeking regulatory clarity, ESG alignment, and access to innovation hubs. Cities like Berlin, London, Amsterdam, and Stockholm are magnets for R&D, strategic partnerships, and sustainable growth initiatives. For businesses aiming to expand responsibly and build long-term value, Europe provides a trusted and supportive framework.

Latin America: Emerging Momentum, Rising Appeal

Latin America is gaining traction among companies eyeing emerging markets with growing consumer bases and increasing digital connectivity. Countries like Mexico, Brazil, and Colombia are capturing attention for their regional influence, startup ecosystems, and favorable trade dynamics. While the region presents regulatory and political complexities, the potential rewards are driving renewed interest.

A Regional Mosaic of Opportunity

The diverse spread of target regions emphasizes the importance of localized strategy. Global expansion today is less about blanket approaches and more about balancing opportunity, risk, and agility in an increasingly fragmented geopolitical environment.



Conclusion

As global business enters a new era marked by rapid technological change, evolving geopolitical dynamics, and mounting pressure for innovation, one thing is clear: agility and foresight are more critical than ever. The insights captured in this report reflect the optimism—and realism—of executives navigating this complex terrain. They recognize that while global expansion carries inherent risks, the greater risk may lie in inaction.

In today's environment, standing still can leave organizations overexposed to disruption and closed off from new sources of growth. International diversification, strategic innovation, and an openness to change are not just pathways to success—they are imperatives for resilience.

This year's survey reveals growing executive interest in regions such as Asia-Pacific, Europe, and Latin America—not only as markets for expansion, but as vital nodes in newly emerging trade corridors. As global supply chains are reconfigured and trade relationships evolve, these regions are becoming central to fresh patterns of commerce, connectivity, and collaboration. Businesses are not just reacting to change; they are actively seeking new routes for growth, capitalizing on emerging opportunities in both traditional and less conventional markets.

At the same time, emerging technologies such as AI, automation, and predictive analytics are accelerating transformation and opening access to those markets, even as trade tensions, cybersecurity threats, and regulatory uncertainty create headwinds. The decoupling of global tech ecosystems—particularly between the U.S. and China—underscores the need for businesses to think proactively about how they position themselves for the future, especially in relation to cross-border operations, data governance, and supply chain security.

Despite these challenges, executive sentiment remains clear: the future of global business is not only navigable—it's full of opportunity for those bold enough to act. Agility and adaptability are not optional, they are essential tools for shaping the future of global business. Leaders who embrace innovation, invest in talent, and cultivate a truly global mindset will be better equipped to adapt, compete, and thrive in an increasingly interconnected world.

At Factum Global, we continue to monitor the evolving landscape and work alongside organizations to turn complexity into clarity—and risk into growth. We hope this report serves as both a snapshot of where we are today and a guidepost for where global business is headed next.



Factum Global is an international consulting firm dedicated to guiding organizations through the complexities of international expansion and strategic transformation. We specialize in delivering bespoke solutions that empower businesses to scale beyond borders, ensuring long-term success through holistic strategies that go beyond market entry. Our services include international readiness assessments, market analyses, strategic planning, operational optimization, cultural integration, and digital transformation. We help clients implement responsible and sustainable business practices, contributing to their global impact.

With expertise spanning the globe, with an emphasis on The Americas, Asia-Pacific, and the Middle East, our seasoned professionals provide critical insights into market entry, change leadership, regulatory compliance, and risk management. With over 100 years of combined experience across diverse industries, we are committed to breaking down barriers and creating a more interconnected and prosperous world. Visit us at FactumGlobal.com.



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Special thanks to Lam Anh-Le, Factum Global, for her work on survey development and data analysis; Shiv Mehra and Emily Simons, Research & Data Analytics Interns, Factum Global for their work on data cleaning.



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