IPSOS GLOBAL TRENDS

Implications for market intelligence and strategic foresight experts

A point of view by Strategy3, Ipsos' consulting division



INTRODUCTION



The tenth edition of Ipsos Global Trends finds a world in search of silver linings.

A dynamic macro environment is driving rapid change among citizens and consumers alike, as they search for new sources of resilience, agency and control.

These shifts are creating new tensions in consumer behaviour and raising important questions for brand owners.

Read on to discover the strategic challenges facing organisations in the Restless Decade.

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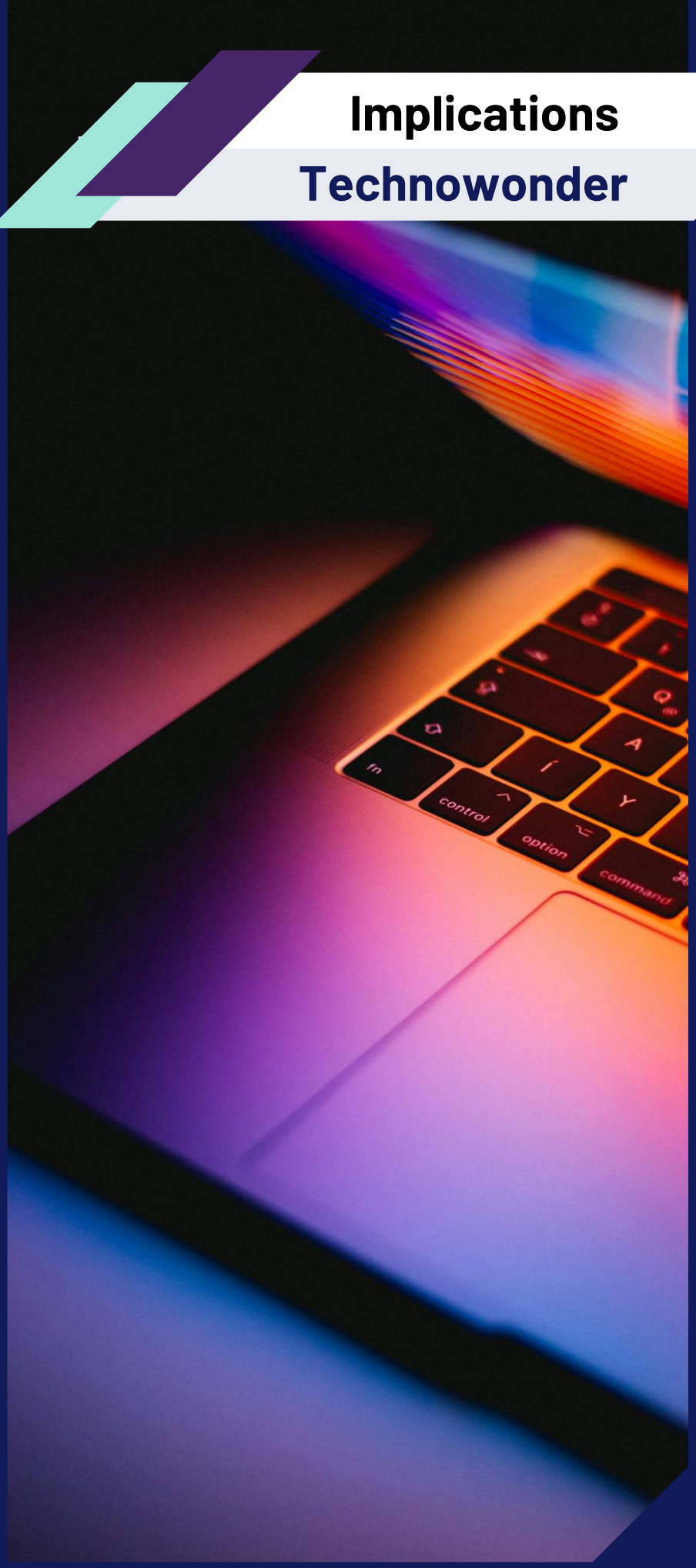
Implications

Technowonder



56%

Agree AI is having a positive impact on the world

But positivity is falling in many AI-leading markets

Ipsos Global Trends: 29,542 adults surveyed in 38 markets between 22nd May and 5th June 2026.

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Implications

Technowonder

Technology is advancing faster than society's ability to absorb it

Historically, competitive advantage came from adopting new technologies faster than rivals. Increasingly, competitive advantage may come from helping markets adapt to those technologies. Most organisations are treating AI as a capability race. But many future constraints will be social, regulatory and political rather than technical.

Winning business leaders will focus on:

- Adoption rather than deployment
- Trust rather than capability
- Governance rather than experimentation

Shift strategic planning from "what can AI do?" to "what will markets accept?"

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Implications

Peak Population

75%

Say every generation should have higher living standards than before

Yet many regions are approaching peak population

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Implications

Peak Population

Many businesses still operate with expansion-era assumptions in a post-expansion demographic environment.

For decades, growth strategies assumed there would be more consumers, more workers and more households. Increasingly, none of those assumptions hold across many developed markets. Growth can no longer rely on demographic tailwinds. Markets may become older, smaller and slower-growing, simultaneously.

Winning business leaders will shift focus from market expansion towards productivity, premiumisation, longevity economics and older consumer opportunity spaces.

Stress-test your growth model for a future where productivity matters more than expansion

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Implications

Deglobalisation



61%

Agree **globalisation is good** for their country

Yet **70%** prefer to buy products from their own country rather than abroad

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Implications

Deglobalisation

Markets remain globally integrated, while competitive advantage is becoming increasingly localised.

The last three decades rewarded businesses for building global scale, centralising operations and creating universal propositions. The next decade may reward firms that can maintain global scale while appearing locally embedded. Many multinational organisations are still optimised for efficiency rather than legitimacy. As economic nationalism, local trust and domestic preference grow, scale alone becomes less defensible.

Winning firms will become globally scaled, locally trusted and regionally adaptive. The competitive question becomes how local can you feel while remaining globally efficient?

Audit where your business derives legitimacy, not just market share.

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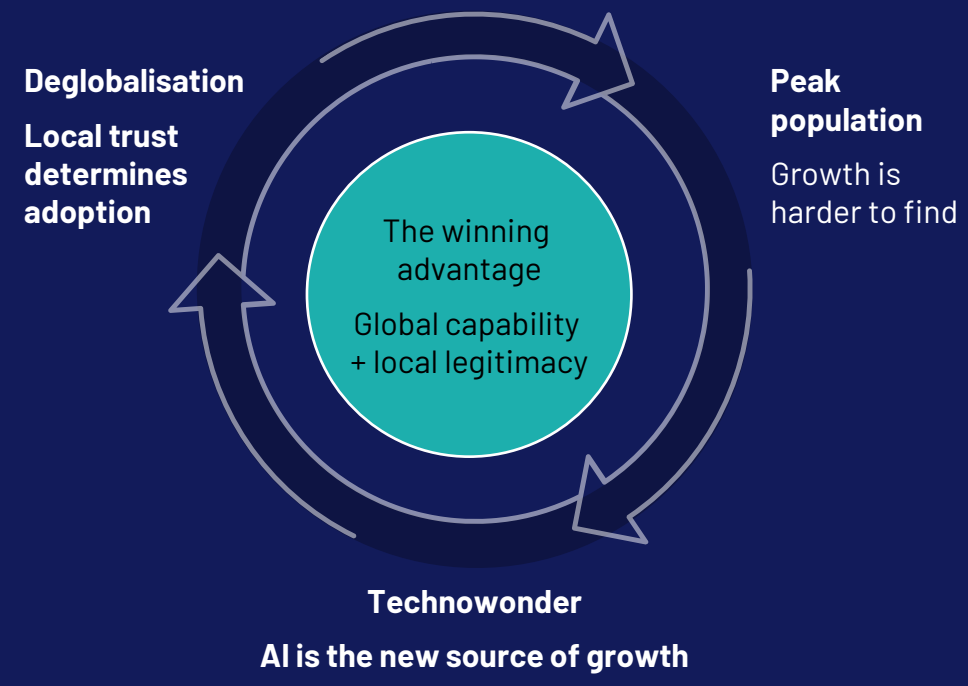
WHAT NEXT?

The emerging strategic tension:

Trust and legitimacy have become the new growth bottlenecks



For decades, growth came from scale, technology adoption and market expansion. Today those advantages are under pressure.

The result is a new competitive challenge: organisations must balance global capability with local acceptance.

Success will depend not simply on being bigger, faster or more advanced, but on being trusted enough for innovation to be adopted.

Growth is harder to find and technology is the obvious lever. But the places where it can be applied are increasingly guarded by local trust.

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