



The Goeconomic Strategy Unit (GSU): Decision-Grade Intelligence for a Fragmenting World Economy

Executive Summary.

Global business risk has changed in character. Cross-border supply chains, capital flows, and trade corridors are now closely integrated, making shocks propagate faster, across more sectors, and with fewer warning signs than most corporate planning cycles were designed for.

The Goeconomic Strategy Unit (GSU) was built to solve a practical gap: businesses, especially SMEs, exporters, and mid-market firms, need strategic advisory that sits at the intersection of geopolitics, international economics, and market execution, delivered in a format that is practically usable.

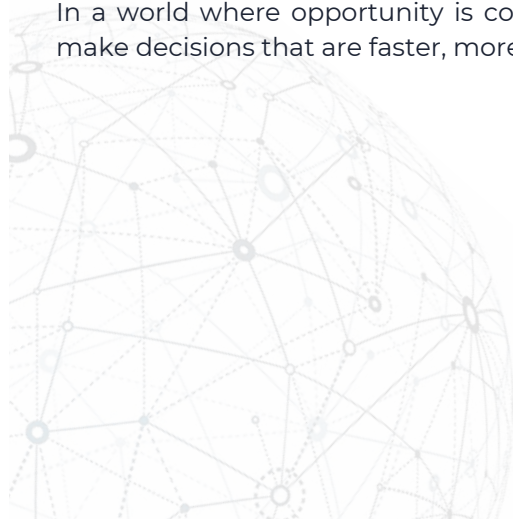
The GSU is intentionally structured as an institution, not a mere consultancy. It runs on a three-vertical model:

- **Research:** our flagship quarterly publication, the Goeconomic Risk Barometer, turns regional and market shifts into decision-grade guidance for stakeholders. We publish ad hoc analysis on geopolitics and economics, positioning ourselves as thought leaders in this space.
- **RAO Index:** our proprietary Risk-Adjusted Opportunity (RAO) framework ranks markets based on the economic opportunity they provide. It forms the quantitative and objective foundation for our analysis, enabling faster market shortlisting and risk-screening.
- **Strategic Advisory:** we work with individual clients to provide intelligence and bespoke insights on market entry, incentive navigation, stakeholder engagement, compliance workflows, and risk mitigation.

The GSU generates its own research, maintains its own quantitative framework, and deploys them in direct client engagements. This gives our advisory work an evidence base that most consultancies do not have. Each vertical improves the others:

- Research creates legitimacy and early warning;
- RAO standardizes market comparison;
- Advisory produces ground-truth feedback and decision learnings that sharpen future research and scoring.

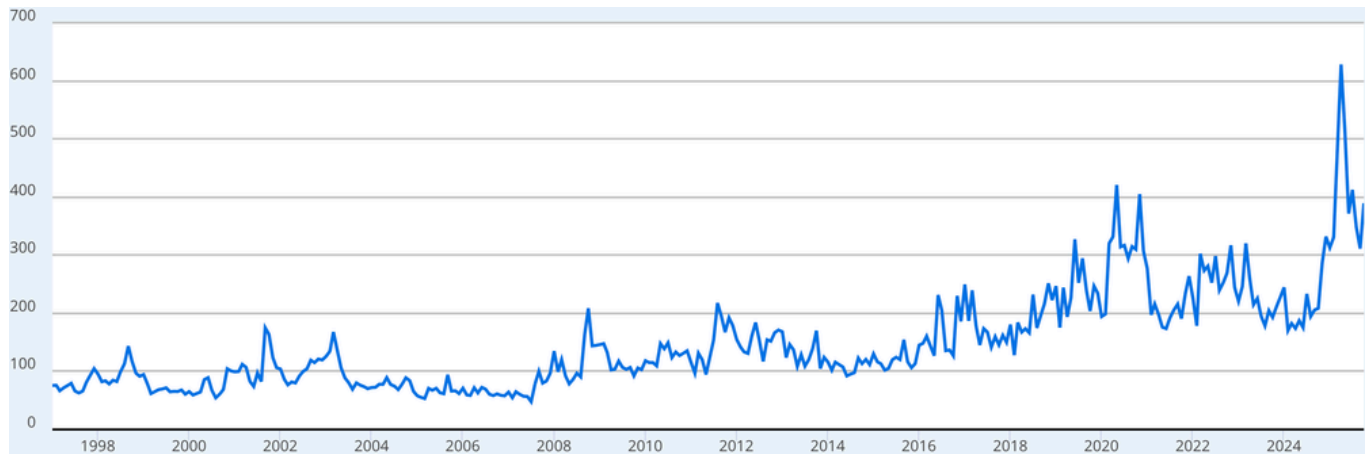
In a world where opportunity is concentrated and volatility is structural, the GSU exists to help leaders make decisions that are faster, more defensible, and more executable.



Geopolitics as a Business Challenge

The core challenges the GSU aims to solve are associated with interdependence risks precipitated by today's globalized economy. Disruptions transmit quickly across regions and sectors as trade, finance, logistics, technology standards, and industrial policy are deeply intertwined. The Global Economic Policy Uncertainty Index reached its all-time high of 628.11 in 2025, highlighting the elevated structural risks facing businesses today.

Global Economic Policy Uncertainty Index



Source: Federal Reserve Economic Data

Business outcomes increasingly hinge on non-market variables, including tariffs, export controls, sanctions exposure, corridor security, and sovereign risk. Implications differ for stakeholders:

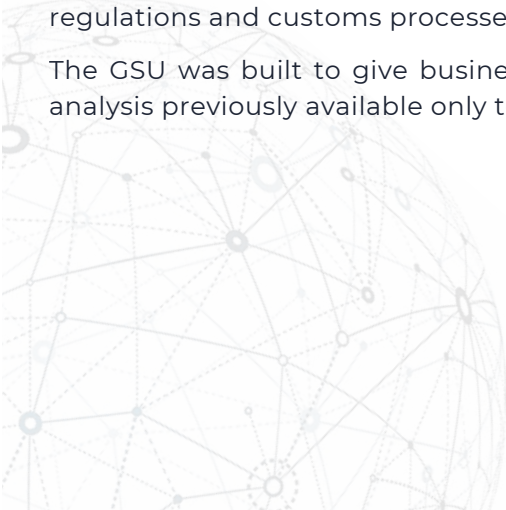
- Exporters: route viability, customs friction, FX volatility, and payment risk;
- Manufacturers: supplier continuity, lead times, and compliance costs;
- Investors: repricing of country risk and changes in cost of capital;
- Trade bodies and chambers: member competitiveness, corridor access, and policy readiness.

The winning firms will feature strong execution design under volatility, coupled with diversification strategies to mitigate risks precipitated by geographical or sectoral exposure.

Smaller Businesses Remain Most Exposed

Large multinationals can absorb geopolitical shocks due to scale, in-house compliance capacity, and dedicated intelligence functions. Smaller firms typically cannot. According to the OECD, frictions intensify for internationally active SMEs, with 51% of internationally active SMEs experiencing difficulties selling into foreign markets, alongside disproportionate hurdles in navigating foreign regulations and customs processes.

The GSU was built to give businesses of all sizes access to the kind of strategic advisory and data analysis previously available only to the largest enterprises.



Our Solution

In our view, traditional geopolitical research and strategic advisory are limited because:

- it provides commentary without quantification;
- it remains generic without delivering context-specific execution guidance.

Our approach is built to solve both by creating an institution defined by repeatable systems. We operate through three verticals: Research, the RAO Index, and Strategic Advisory. Research builds credibility and drives interest. The RAO Index provides the quantitative framework that underpins our analysis. Advisory is where we work directly with clients to convert our analysis into decisions.

Vertical 1 - Research

We release public and commissioned research designed to build credibility and gain traction, positioning ourselves as thought leaders in this space.

- **The Geoeconomic Risk Barometer:** we publish a quarterly [Geoeconomic Risk Barometer](#) covering region-wise risk conditions and market execution feasibility. Each edition blends quantitative indicators with regional analysis and corridor-level insight.
- **Strategic Briefs:** The GSU publishes strategic white papers on key developments in geopolitics and geoeconomics. Our first white paper, *Thinking Geopolitically: Navigating Today's Volatile World Order* (January 2026), laid out the analytical framework underpinning our approach, covering multipolarity, economic statecraft, and the transmission of geopolitical shocks through global supply chains.
 - These publications serve a dual purpose. They demonstrate our analytical approach to prospective clients, institutional partners, and government counterparts. Moreover, they generate inbound interest, establishing credibility before a client engagement begins.

How Does Research Support Advisory?

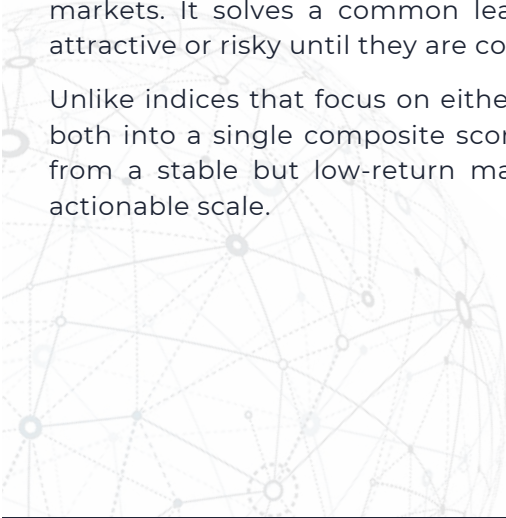
Our research is structured around commercial implications of geopolitical and economic developments, emphasizing actionable insights for leaders. It helps us:

- Accelerate onboarding for new engagements by establishing shared baseline contexts;
- Deliver more consistent outputs across clients;
- Scan for early warning signs through continuous monitoring, enabling us to communicate proactive mitigation strategies.

Vertical 2 - Risk-Adjusted Opportunity Index

Our proprietary [Risk-Adjusted Opportunity \(RAO\) index](#) is a quantitative and objective scale to rank markets. It solves a common leadership problem where too many markets look either similarly attractive or risky until they are compared using benchmarks.

Unlike indices that focus on either growth potential or political risk in isolation, the RAO integrates both into a single composite score. A high-growth market with severe instability scores differently from a stable but low-return market. The RAO captures that distinction and produces a single, actionable scale.



How it Works

The RAO score is built from two dimensions covering 28 indicators:

- **The Opportunity Dimension:** covers what a country offers: market size and growth, trade and investment openness, infrastructure quality, technological readiness, regulatory efficiency, and workforce capabilities. It answers: What can we achieve here?
- **The Fragility Dimension:** covers what could go wrong: external vulnerabilities, fiscal stress, monetary instability, labour market weaknesses, market concentration, and institutional fragility. It answers: How stable and secure is this environment?

RAO Scores and Ranges

Score	Rating	Strategic Implications
7.5 - 10	Excellent	Highly attractive environments combining strong opportunities with low fragility.
6.0 - 7.5	Good	Favorable environments with manageable risks. Most successful international investments occur here.
4.5 - 6.0	Moderate	Mixed potential requiring careful, sector-specific evaluation and risk mitigation.
3.0 - 4.5	Challenging	Limited opportunities or elevated risks. Appropriate only for specialized strategies.
0 - 3.0	Poor	High risks substantially outweigh opportunities. Severe instability or crisis conditions prevail.

Coverage and Expansion

The RAO Index currently covers 115 nations. We are actively expanding coverage to additional markets, with particular focus on emerging and frontier economies where geopolitical intelligence adds the most value for investors considering market entry.

LLM Integration and Personalization

The GSU is integrating a large language model (LLM) layer onto the RAO platform. This will allow users to query the index in natural language and filter data against their specific industry, business model, and strategic priorities. A battery materials company, for example, will be able to pull country scores relevant to its supply chain and regulatory environment, rather than relying on a generic country-level output.

This will be paired with a real-time media scanning feature that feeds live news and regulatory updates into the model, keeping RAO scores current. Both integrations are in active development. The core platform is already operational and has been used in live client engagements.

Vertical 3 - Strategic Advisory

Verticals 1 and 2 come together to support our core function in vertical 3: strategic advisory for our clients. We engage with them directly on market entry, risk mitigation, investment sequencing, and operational planning. We currently offer four main service lines:

- **Market entry and expansion:** strategic frameworks for entering new markets or scaling existing positions, drawing on RAO analysis, regulatory mapping, corridor assessment, and stakeholder strategy.
- **Risk-mitigation design:** building practical responses for vulnerabilities in supply chains and regulatory dependencies.
- **C-suite and board briefings:** direct engagement with leadership teams, translating geopolitical analysis into concrete implications for their specific business.
- **Commissioned research and intelligence:** bespoke analysis for specific transactions, corridors, or investment decisions.

Case Study: Market Expansion in Brazil

A leading producer of next-generation battery materials engaged the GSU to support its expansion into Brazil. The company had identified Brazil as a priority market based on its critical mineral reserves, growing electric vehicle supply chain, and policy environment. The challenge was navigating Brazil's complex, layered incentive framework, which varies significantly by sector and state.

The GSU was asked to map the available fiscal, regulatory, and industrial policy incentives applicable to the client's operations, identify the conditions and sequencing required to access them, and design a market entry approach that maximized incentive capture while minimizing compliance costs.

Our analysis identified a set of applicable incentive mechanisms spanning federal industrial policies, state-level fiscal concessions, and development finance structures available through Brazilian national institutions. We provided detailed guidance on scheme criteria, prioritization, and the stakeholder engagement steps required to navigate the process effectively.

We produced a sequenced market entry plan with clearly defined milestones and decision points, converting a complex regulatory environment into a roadmap for the client's leadership team.



Outlook

As we scale, the GSU is concentrating on three sectors where geopolitical intelligence has the most direct commercial application:

I

Natural Resources and Critical Minerals

The energy transition and great-power competition over mineral supply chains are creating substantial opportunities and risks for businesses and governments in resource-rich emerging markets. The GSU is building dedicated analytical capacity in this space, including supply chain mapping, regulatory tracking, and sectoral market analysis.

II

Tourism and Hospitality

Tourism flows are sensitive to geopolitical conditions: visa regimes, security perceptions, bilateral relations, and infrastructure investment. The GSU is developing analytical expertise for tourism boards, hospitality groups, and destination-marketing organisations looking to attract investment and manage reputational exposure.

III

Financial Markets and Capital Flows

Sanctions, capital controls, and banking restrictions have made geopolitical intelligence a practical necessity for financial institutions and asset managers. The GSU is developing the analytical and network infrastructure to serve this market.

Geographic Priorities and Network Development

The GSU is building networks in markets where geopolitical complexity and economic opportunity are both high. Priority regions include India, Sub-Saharan Africa, GCC, and Latin America.

The objective is to maintain the embedded relationships that allow us to connect clients with government counterparts, co-investment partners, and regulatory entry points. We are developing relationships with investment promotion agencies and trade ministries to position the GSU as a credible strategic advisor for the markets we cover.

