

Exploration of New Foreign Trade Opportunities in the Reshaping of Global Supply Chain

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ABSTRACT

Global industrial chains are shifting toward nearshoring, digitalization, decarbonization, and enhanced resilience, driven by geopolitical, technological, environmental, and pandemic-related factors. This is both a pressure and a new opportunity for China's foreign trade. On the basis of analyzing the main directions of global industrial chain reconstruction, this article focuses on discussing the foreign trade opportunities it holds, including localized supply chain supporting industries, digital supply chain technology and services, low-carbon and environmentally friendly product and service exports, specialized vertical markets, and cross-border service industries. At the same time, based on the actual situation of China's foreign trade enterprises, the author also provides specific and feasible strategic ideas from the perspectives of market positioning, supply chain coordination, digital transformation, brand marketing, risk compliance, etc., aiming to help enterprises find new opportunities and build new competitiveness in the changing situation, and contribute to the high-quality and sustainable development of China's foreign trade.

KEYWORDS

Supply Chain Restructuring; New Trade Opportunities; Regionalization; Digital transformation; Green supply chain; Strategic Path

1. INTRODUCTION

In the past few decades, globalization has given rise to a large-scale, complex supply chain system that emphasizes efficiency and globalization. However, in recent years, a series of internal and external factors are disrupting this model. With the increase of geopolitical risks and the resurgence of protectionist policies, major economies around the world have begun to attach importance to the security of their supply chains and the stability of their own economies. Emergencies such as the COVID-19 highlighted the risks of over centralization and remote supply chain, and prompted enterprises to think about inventory management and diversification of supply sources; At the same time, the new generation of information technologies represented by AI, IoT, big data, and blockchain will be more deeply involved in trade activities and even the supply chain field. Promote its development towards intelligence and visualization [1]. In addition, the international consensus on climate change and people's increasing environmental awareness have also made the concept of green, low-carbon, and circular sustainable development one of the important considerations for reconstructing the supply chain.

Due to China being the "world factory" and "world workshop", as well as an important link in the global supply chain, this round of supply chain transformation has a profound impact on China's foreign trade: the traditional low-cost advantage has weakened, the driving force of "origin drift" has increased, and the risk of international economic and trade frictions has risen; At the same time, new changes have brought about many unprecedented demands and service areas. Chinese foreign trade

enterprises and departments with comparative advantages in innovation capability and flexibility can achieve high-quality development through reform and innovation [2]. Therefore, understanding the essence and characteristics of global supply chain restructuring, seizing the new opportunities it brings, and thinking about how Chinese enterprises can act are important topics worth studying. To this end, this article first explores the characteristics and trends of global supply chain restructuring, then sorts out opportunities in different fields, and finally provides systematic strategic guidance for Chinese enterprises.

2. CORE CHARACTERISTICS AND TRENDS OF GLOBAL SUPPLY CHAIN RESHAPING

The reconstruction of the world industrial chain is multidimensional and manifested in the reconstruction of space, technology, orientation, and values. The main characteristics and trends include the following aspects.

Firstly, the trend of supply chain regionalization and nearshore integration is becoming more apparent. Under the global division of labor, efficiency priority will gradually shift towards regional cooperation that balances efficiency, security, and resilience. Amid geopolitical risks and concerns about supply chain disruptions, countries are exploring the establishment of more self-sufficient or short chain supply chains in geographically close and politically and economically stable regions. Since the Regional Comprehensive Economic Partnership Agreement came into effect, production networks in the Asia-Pacific region have been further strengthened [3], while the United States-Mexico-Canada Agreement has reinforced manufacturing reshoring and nearshoring in North America. This trend means that in the future, international trade flows may occur more within regional groups, and companies need to adapt to optimizing their production and supply layouts on a regional rather than global scale.

Secondly, informatization is the driving force and necessary path for supply chain restructuring. The implementation of smart supply chain has begun. The Internet of Things can track objects, vehicles, and warehouses; Big data can improve the effectiveness of demand forecasting and inventory levels; AI technology can be used for transportation route planning, anti fraud identification, and customer service robots, among others [4]. The blockchain technology has strengthened the transparency of the supply chain with its tamper proof and traceable characteristics, highlighting its unique advantages in industries with high traceability needs such as food, medicine, and high-end manufacturing; Digitization not only improves the efficiency of supply chain operations, but more importantly, connects the end consumer end with the front-end production end through data chains, allowing the supply chain to move from a single line to a dynamic, networked, and intelligent ecosystem, which can respond more quickly to market changes.

Thirdly, elasticity and resilience have become the priority considerations of supply chain strategy, replacing single cost efficiency. The previous practice of lean production, zero inventory, and minimizing costs has shown risks under continuous shocks. More and more companies are consciously building more flexible and resilient supply chains, with the core idea of diversifying supply sources and reducing excessive dependence on a single region or supplier; Increase the safety stock of key components or products to buffer the impact of emergencies; And investment in flexible manufacturing technology, which enables production lines to quickly transition to the production of other products [5], has given rise to a series of new business demands for risk management services, backup supplier sourcing, flexible logistics solutions, and more.

Fourth, embed green and sustainable development throughout the entire lifecycle of the supply chain. The urgency of climate change and increasingly stringent environmental legislation such as carbon tariff policies in major markets such as Europe and America (such as the EU CBAM) have transformed green supply chains from CSR options for businesses into competitive market entry

barriers and key competitive advantages. Enterprises not only need to control their own carbon emissions, but also attach importance to the environmental protection status of upstream and downstream enterprises. This leads to the full process green control of green design, green procurement, green transportation, and recycling. For example, the demand for new energy, energy-saving and environmentally friendly products and materials, biodegradable packaging, and circular economy for recycling and reuse has surged; And third-party service enterprises related to carbon emission calculation, green product certification, and garbage cleaning will also have development opportunities.

3. STRATEGIC PATH FOR CHINESE ENTERPRISES TO SEIZE NEW BUSINESS OPPORTUNITIES

In the new situation, how to seize new opportunities? Chinese foreign trade enterprises cannot go back to the old path and must make strategic changes, including the formation of new capabilities in the market, themselves, and upstream and downstream [6].

3.1. Market Positioning and Product Strategy

First, enterprises need to define their market positioning clearly. The traditional low price, high-volume supply model should be changed, and reasonable analysis should be made for the different market demands in the RCEP region, the European Union, and North America. In the context of regional supply chain environment, these demands are likely to occur in the middle stage of the supply chain rather than just end products. For example, in the emerging electronics or automotive industry clusters in Southeast Asia, there is a great demand for high-quality, high response speed components, molds, equipment, and maintenance services. So the product strategy of enterprises should shift from selling only end consumer goods to simultaneously selling intermediate goods, machinery and equipment, and service solutions required by the local industrial value chain. The second is to strengthen product innovation and customization capabilities. Strengthen product research and development efforts to innovate products with the goal of meeting the green standards, technical regulations, and consumer preferences of the target market. For example, in response to the EU's requirements for carbon footprint, developing low-carbon or even zero carbon products; To meet the personalized needs of consumers, we aim to create flexible production capabilities for small batches and quick responses. Provide customers with high value-added, technically challenging, or uniquely designed products. Breaking through homogeneous and low-priced competition, occupying a leading position in segmented fields [7].

3.2. Supply Chain Collaboration and Partnership

The essence of competition has shifted from competition between enterprises to competition between supply chain networks. Chinese enterprises should shift from passively accepting orders to actively building and integrating into resilient supply chain collaborative networks. According to the resource dependence theory and network theory, it is known that strategic alliances can be created to reduce external uncertainty and obtain important resources. For example, in response to the risk of supply chain disruptions, Huawei has established diversified production bases around the world and collaborated with logistics companies such as DHL to create a smart supply chain platform. At the same time, it has developed a joint venture with semiconductor design companies to enhance the visibility, collaboration, and risk resistance capabilities of the supply chain [8]. This proves that proactive networked collaboration is the core of building resilience. Enterprises should adopt a dual track approach: firstly, through the capacity layout of "China+N" and the physical resilience of nearshore warehousing construction; The second is to establish digital platforms with upstream and downstream partners and even peers in certain non competitive links (such as jointly building

overseas after-sales networks and joint procurement), to achieve information sharing, plan collaboration, and resource complementarity, shifting from cost centers to value creation nodes.

3.3. Digital Transformation Strategy

Digitization is no longer an option, but a lifeline for an enterprise. Foreign trade enterprises should comprehensively promote the digital reconstruction of business processes, and use big data analysis in the marketing process to analyze changes in international market demand and consumer consumption habits for precise marketing and opportunity insights; Build a multilingual intelligent independent website in the sales and service process or provide customers with 7 × 24-hour product display, consultation, and ordering services through upgraded cross-border B2B platforms. Introduce or upgrade ERP/CRM/SCM systems on the internal operations side to bridge data silos in sales, production, procurement, warehousing, finance, and other areas, enabling data-driven decision-making. The logistics fulfillment end actively applies IoT technology and blockchain technology to provide customers with real-time, transparent, and trustworthy tracking status information of goods, increasing customer trust and satisfaction. Digital investment should focus on addressing specific business pain points, from point to surface, with the ultimate goal of establishing an intelligent foreign trade system based on data that can quickly respond to external environmental changes [9].

3.4. Integrating ESG and CSR into Core Strategy

With the growing significance of ESG and CSR on business competition and entry into markets, they need to be treated on their own merits and placed the same level of importance as a component of strategy. Particularly, the sound implementation of ESG principle needs to be viewed not merely by Chinese trading company as one aspect of future effort in restructuring international value chain, but also made into a mandatory requirement for long-term development.

the first entity to formalise their approach to ESG by setting up an internal ESG Committee, or representation on the Board level which could serve as a custodian for its commitment and incorporate ESG in its strategic planning, decision making and risk management processes. Environmental, human rights, corporate conduct, and and develop a sense of supply chain responsibility that is shared and communicated.

Second, it needs to measure its environmental impact. Companies need to take action by assessing their full product life cycle and supply chain emissions proactively. Such information will allow companies to comply with future regulations such as CBAM in the European Union, while simultaneously allowing them to find ways to cut down on energy use or waste generation. Spending on clean technologies, gaining international standard green certification (e.g., ISO 14001, ISO 50001), or using environmentally friendly materials may turn these spending items from cost of compliance to competitive advantage.

Third, social responsibility has to be extended along the entire value chain: companies have a duty to guarantee safe working conditions, fair wages; respect of human rights not only in their own companies but also in the supply chain; engagement with communities through local projects as well as a focus on diversity and inclusion to improve their image and investor confidence; transparency about social indicators that are now requested by international clients or investors.

Third, strong ESG disclosure and communication: publishing regular in depth ESG or Sustainability Reports according to global standards like GRI or SASB signals openness to this process, but can also help building trust with foreign actors, meets the due diligence standards of multinationals, and attracts ESG investment. Thus, by leveraging ESG as their key differentiator and competitive advantage in China, companies will be able to unlock new high value-added opportunities while ensuring long term sustainable and responsible: [future-proof business models].

3.5. Brand Building and Marketing Innovation

In the new round of global value chain reconstruction, China's export trade enterprises are facing a strategic upgrade from product going global to brand going global. This is an inevitable trend to solve the problem of weakened comparative advantages of China's export trade enterprises and an effective strategy to enhance China's export competitiveness under the new round of international division of labor. Brand is no longer just a symbol and advertisement, but an external image of a company's comprehensive competitiveness; It is the passport for enterprises to enter the global market; It is the cornerstone of winning customer trust. At present, people around the world are increasingly looking forward to a professional, reliable, and responsible corporate image. Therefore, Chinese companies should integrate sustainable development ideas into their brand building, not just stay in slogans, but should create a green brand image through practical actions. Actively applying for a series of green international standard certifications such as ISO 14001 environmental management system and FSC forest certification is the foundation for corporate compliance and green development. Continuously disclosing high-quality CSR reports and disclosing the company's ESG performance report can help improve investor and customer trust; In addition, conducting product carbon footprint assessment and disclosure is a response to policies such as the EU carbon border tax, and also meets the demand of end consumer groups for green environmental protection. Enterprises can use this to enhance their competitiveness and gain more market share.

In terms of marketing, the Internet provides an effective way for brands to break through geographical limitations and reach the world directly. Although physical exhibitions play an irreplaceable role, the Internet has a wider range of communication, wider coverage and greater amount of information. Enterprises should create a global online marketing model centered on products. Internalize and internationalize high-quality product promotional videos, technical introduction videos, user experience documentaries, and other content. Another way is to write easy to understand professional white papers or market trend analysis, constantly creating value. In addition to posting on the company's website and Weibo official account, search engine marketing should also be carried out, ranking first when users search for related issues [10]. The focus of the content is to reflect the company's professional skills and complete solutions for pain points and difficulties in a certain field. Instead of simply listing product parameters.

In addition, live streaming sales and VR virtual tours have also been applied to foreign trade marketing, making marketing activities more vivid and visual. Live streaming sales can allow salespeople or even engineers to directly explain and demonstrate products, and answer questions online, accelerating the process of customer inquiries and trust; VR can simulate on-site visits and showcase the company's production workshop, quality inspection workshop, laboratory, etc. to foreign customers in a virtual environment, allowing them to remotely understand the company's production capacity, product quality, research and development capabilities, and more. This is extremely important for establishing mutual trust in large projects in the early stages. The original intention of these innovative methods is to eliminate information barriers, narrow the psychological distance between each other in a more open and participatory way, and turn a rigid international business behavior into a trust and emotional connection between people due to professionalism.

3.6. Risk Management and Compliance Adaptation

Under the new changes, enterprises should establish a more scientific risk warning mechanism. Firstly, in response to geopolitical risks, it is necessary to pay more attention to the political and economic situation of trading partners, as well as the tariffs and trade barriers of related countries. Third party think tanks can be commissioned to analyze and predict, and if necessary, transfer the supply chain. Secondly, for legal risks, especially standards and regulations related to quality, technology, intellectual property, information security, labor employment, environmental protection, etc., enterprises should increase their research efforts and provide real-time follow-up. For example, the

EU's GDPR, new battery laws, circular economy related laws, and so on may become entry barriers for export products. Establishing an internal audit department or entrusting third-party lawyers and certification companies to ensure the compliance of the entire business chain is already a prerequisite for entering high value-added markets; At the same time, traditional risks such as foreign exchange and logistics should also be prevented. Use financial means to hedge and establish emergency plans

The risks in the "risk society" are complex and interrelated, and enterprise risk management can no longer be limited to traditional passive response methods. In the globalized industrial chain, geopolitical risks, climate change risks, digital risks, policy and regulatory risks are intertwined. Enterprises should embed risk management as an active strategic management tool into the entire corporate governance process, build a "shock resistant" risk management mechanism, dynamically track new types of risks, simulate the contagion of risks in the supply chain, and use flexible procurement, logistics decentralization, and digital mapping to enhance the risk response capability of the supply chain, achieve risk prediction, mitigation, and agile response.

At the same time, compliance management in risk management should actively connect with evolving standards such as carbon border mechanisms and AI ethics to obtain market access and social recognition.

4. CONCLUSION

The restructuring of the global supply chain is a profound and systematic change driven by multiple objectives such as safety, efficiency, technology, and sustainable development, with obvious characteristics of regionalization, digitization, greening, and the pursuit of resilience. The restructuring of the global supply chain has brought challenges to China's foreign trade in terms of industrial chain adjustment and intensified competition, but at the same time, it has also opened an unprecedented window of opportunity. New business opportunities are widely present in providing supporting facilities for service areas, offering digital solutions, conducting green trade and sustainable commodity production, focusing on vertical segmented markets, and exporting service trade and knowledge.

Whether Chinese enterprises can turn crises into development opportunities depends on their decisiveness and response speed. Enterprises urgently need to change their mindset, shifting from passive price takers in the global industrial chain to active participants and contributors in regionalization, informatization, and ecologicalization in the value chain. To this end, enterprises should do a good job in market positioning and product positioning, create an agile and responsive supply chain system, firmly promote end-to-end digital upgrading, carefully cultivate a resilient brand image, and establish a comprehensive risk and compliance control mechanism.

In summary, against the backdrop of global supply chain restructuring, we have reason to believe that this is the trend and inevitable trend; This will be a reconstruction of the international economic and trade order, as well as a reshuffling of the status of the industrial chain. Only domestic and foreign enterprises that adapt to the trend, follow the trend, continuously reform and innovate, and self evolve and upgrade have the opportunity to win the initiative and development advantages in this new international economic transformation, and move towards higher heights and excellence. Next, the government, industry associations, and enterprises should work together to create a favorable atmosphere that encourages innovation, help China's foreign trade steadily move forward in the storm, and consolidate and enhance its core position in the world economic system.

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