SERVICE DESCRIPTION

Subsidiary Start-up & Commercial Launch

A Growth service by Exponasia Growth Partners

1. Service Overview

Subsidiary Start-up & Commercial Launch helps companies establish a practical operating presence and begin commercial activity in Southeast Asia.

Exponasia Growth Partners works with the client to translate the selected market-entry or expansion model into a start-up plan, coordinate the required workstreams and prepare the organization for launch. The service may continue through initial commercial execution and transition to the permanent local team.

The engagement may support:

- Establishment of a new subsidiary or local commercial operation;
- Launch of a country office, sales and service organization or regional function;
- Transition from distributor-led coverage to a direct or hybrid model;
- Restructuring or relaunch of an existing but underdeveloped local presence.

The service focuses on commercial and operational implementation. Company incorporation, tax, legal, accounting, payroll and other regulated activities are performed by appropriately qualified providers.

2. Who the Service Is For

The service is designed for mid-market companies and regional subsidiaries that have decided to establish or strengthen a local presence in Southeast Asia.

It is particularly relevant when:

- The market and operating model have been selected, but the start-up plan has not been developed;
- Several internal and external workstreams need to be coordinated;
- The client lacks local management capacity during establishment and launch;
- Commercial activity must begin before the permanent organization is fully in place.

The client should have an approved strategic direction, sufficient funding and management commitment to support the start-up.

Where the entry decision, market priorities or go-to-market model remain uncertain, **Market Entry Strategy & Go-to-Market Planning** or **Market Expansion Strategy & Implementation** may be recommended first.

3. Conditions for a Successful Start-up

A legal entity alone does not create an operating business. Successful establishment requires coordinated decisions on the commercial model, organization, systems, resources and launch priorities.

The principal conditions normally include:

- Clear objectives, governance and decision authority;
- An operating model suited to the market and expected scale;
- Timely access to funding, internal resources and specialist advisers;
- Commercial readiness to engage customers and support initial opportunities.

Delays in approvals, recruitment, banking, systems, product registration or supply arrangements may affect the launch schedule. The start-up plan should therefore identify dependencies, decision points and practical alternatives.

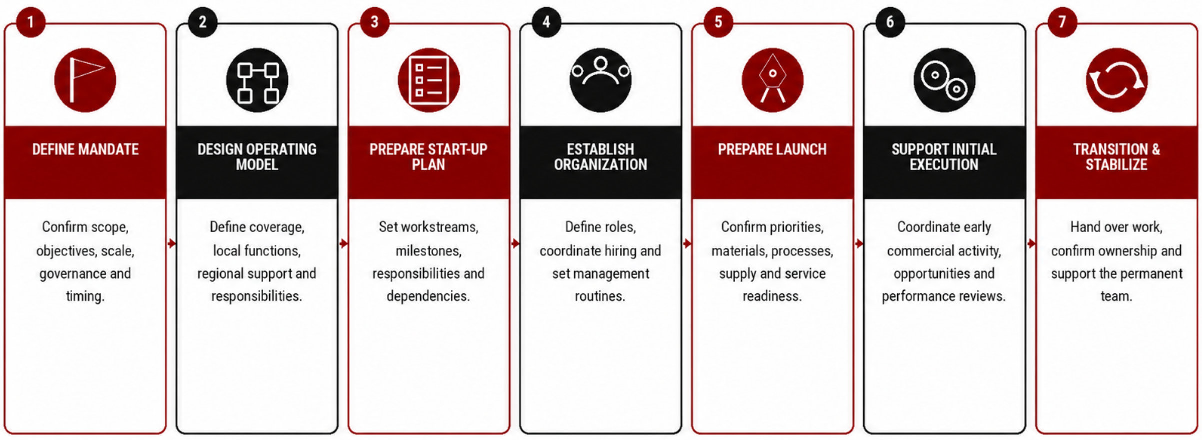
4. Subsidiary Start-up & Commercial Launch Framework

The engagement follows a practical progression from defining the operating model through establishment, launch and transition. The scope may cover the process or selected workstreams.

The Subsidiary Start-up & Commercial Launch framework is summarized in Figure 1

FIGURE 1 – SUBSIDIARY START-UP & COMMERCIAL LAUNCH FRAMEWORK

A practical progression from confirming the mandate through establishment, launch and transition.



4.1. Define the Start-up Mandate

The engagement begins by confirming what the local operation is expected to achieve.

The discussion normally covers:

- Geographic, customer and product scope;
- Commercial objectives and expected scale;
- Functions to be performed locally or supported regionally;
- Investment, timing, governance and principal uncertainties.

The result is an agreed mandate, scope and set of start-up priorities.

4.2. Design the Local Operating Model

Exponasia Growth Partners works with the client to define how the local operation will function.

The operating model may address:

- Direct, indirect or hybrid customer coverage;
- Local and regional responsibilities;
- Sales, technical, service and administrative capabilities;
- Management, reporting and decision arrangements.

The design should reflect the expected scale of the business while allowing the organization to develop as demand grows.

4.3. Prepare the Start-up Plan

The operating model is translated into a coordinated implementation plan.

The plan defines the principal workstreams, responsibilities, resources, milestones and dependencies. It may include entity establishment, banking, premises, systems, supply arrangements, external providers, organization and launch preparation.

The principal workstreams requiring coordinated implementation are summarized in Figure 2.

Legal, tax, accounting, incorporation and regulatory requirements are confirmed with qualified advisers. Exponasia Growth Partners may coordinate their involvement but does not replace their professional advice.

FIGURE 2 – INTEGRATED START-UP WORKSTREAMS

The workstreams must progress together to create a functioning and commercially ready local operation.

4.4. Establish the Commercial Organization

The engagement may support preparation of the initial organization and management routines.

Activities may include:

- Role definition and organization design;
- Hiring-plan development and coordination with recruitment providers;
- Onboarding and clarification of responsibilities;
- Establishment of commercial reporting and review routines.

Employment decisions and contracts remain with the client. Recruitment services requiring a license are performed by qualified providers where applicable.

4.5. Prepare the Commercial Launch

Launch preparation connects the new operation with the selected market opportunity.

The work may include:

- Confirmation of target customers, channels and initial priorities;
- Preparation of commercial and technical materials;
- Pricing, quotation and approval processes;
- Customer-support, supply and service arrangements.

The objective is to ensure that the local organization can present the offering accurately, respond to opportunities and coordinate the required internal resources.

4.6. Support Initial Execution

Where included, Exponasia Growth Partners may support the initial launch and help establish operating discipline.

Support may include customer and stakeholder engagement, activation of existing partners, coordination of early opportunities and establishment of pipeline, activity and performance reviews.

Sustained customer development or a new channel-partner search may be provided through the relevant separate Growth service.

4.7. Transition and Stabilize

As the operation becomes established, responsibilities are transferred to the permanent local or regional team.

The transition may include:

- Handover of plans, trackers and working materials;
- Confirmation of responsibilities and management routines;
- Review of open issues and implementation priorities;
- Recommendations for the next stage of development.

Where required, support may continue through Fractional & Interim Leadership until permanent management capacity is in place.

5. Engagement Outputs

Depending on the agreed scope, outputs may include:

- A defined subsidiary mandate and local operating model;
- A coordinated start-up plan with responsibilities, milestones and dependencies;
- Organization, role and launch-readiness materials;
- Commercial priorities, management routines and transition plans.

Outputs may be presented through slides, action plans, responsibility matrices, implementation trackers, organization charts or other practical working materials.

The commercial proposal defines the deliverables, schedule and reporting arrangements.

6. How We Work

6.1. Expert Advisory

Expert Advisory supports the client in defining the operating model, evaluating alternatives and preparing the start-up and launch plan.

The client leads implementation using the agreed recommendations and materials.

6.2. Implementation Consulting

Implementation Consulting provides hands-on coordination of agreed workstreams, internal resources and external providers.

The engagement may continue through launch preparation, initial commercial activity and transition to the permanent organization.

6.3. Fractional & Interim Leadership

Fractional or interim leadership provides temporary management capacity to lead establishment, coordinate the launch and manage the operation during transition.

Time commitment, reporting relationships, decision authority and management responsibilities are defined in the engagement agreement.

7. Roles and Scope Boundaries

Exponasia Growth Partners performs the agreed advisory, coordination and implementation activities as an independent service provider.

The respective responsibilities of Exponasia Growth Partners, qualified third-party providers and the client are summarized in Figure 3.

FIGURE 3 – ROLES AND SCOPE BOUNDARIES

The engagement coordinates commercial and operational implementation while professional services and final decisions remain clearly assigned.

EXPONASIA GROWTH PARTNERS

Advisory, coordination and implementation support

- Define the mandate, operating model and start-up plan
- Coordinate agreed workstreams, providers and client resources
- Support organization, launch readiness and initial execution
- Prepare trackers, reviews, handover and transition materials

QUALIFIED THIRD-PARTY PROVIDERS

Licensed or specialist professional services

- Legal, tax, accounting and corporate-secretarial services
- Payroll, regulatory and other licensed professional support
- Recruitment services where local licensing requirements apply
- Specialist technical, engineering or certification advice

CLIENT

Resources, authority and final decisions

- Provide funding, information, personnel and timely decisions
- Select entity structure, providers and employment arrangements
- Approve investments, contracts, prices and commitments
- Retain legal, regulatory and organizational accountability

The client provides timely decisions, funding, information and access to relevant personnel. Investments, entity structure, employment, prices, contracts, supply commitments and other binding decisions remain with the client.

Unless expressly assigned under a Fractional & Interim Leadership engagement, Exponasia Growth Partners has no authority to hire employees, enter contracts, approve expenditure, make commitments or otherwise bind the client.

The service excludes legal, tax, accounting, payroll, regulatory, engineering and other licensed professional advice. Qualified providers may be engaged separately, with their appointments and fees subject to the client's agreement.

The engagement does not guarantee completion by a specific date, regulatory approval, successful recruitment, customer interest, orders, revenue or market share.

8. Related Services

Market Entry Strategy & Go-to-Market Planning may precede the engagement where the market-entry decision or operating model requires further assessment.

Market Expansion Strategy & Implementation may support a broader regional initiative, while **Customer & Market Development** and **Channel Partner Search & Development** may provide sustained commercial execution.

Commercial Excellence services may become relevant once the subsidiary is operating and requires improvement in pricing, pipeline management, commercial processes, organization or performance.

Each related service is separately scoped.

9. Frequently Asked Questions

Does the service include company incorporation?

Exponasia Growth Partners may coordinate the incorporation process and the parties involved. Legal incorporation, corporate secretarial and other regulated services are performed by qualified providers.

Does the service include legal, tax or accounting advice?

No. The service supports commercial and operational implementation. Legal, tax, accounting and regulatory advice must be provided by appropriately qualified advisers.

Can the service cover selected workstreams only?

Yes. The scope may focus on the operating model, start-up planning, organization, launch preparation, implementation coordination or transition support.

Does Exponasia Growth Partners select local service providers?

Exponasia Growth Partners may identify options, coordinate discussions and provide commercial input. Appointment, contractual terms and final selection remain for the client to decide.

Does the service include recruitment?

The service may define roles, prepare the hiring plan and coordinate with recruitment providers. Candidate search and placement are performed by qualified providers where licensing requirements apply. Final hiring decisions remain with the client.

Can commercial activity begin before the subsidiary is fully operational?

Possibly, depending on the market, operating model and legal requirements. Any interim arrangement must be reviewed with the client's legal, tax and regulatory advisers.

Does the service include customer development?

Initial customer engagement and launch support may be included. Sustained customer and opportunity development may be provided through **Customer & Market Development** under a separate scope.

Can the service support an existing subsidiary?

Yes. The engagement may support the relaunch, expansion or restructuring of an existing local operation where the commercial model or organization needs to be strengthened.

How long does establishment take?

Timing depends on the country, entity structure, approvals, banking, recruitment, systems and client responsiveness. The commercial proposal defines the planned schedule and review points.

Are launch dates or commercial results guaranteed?

No. Establishment and launch depend on external approvals, provider performance, internal decisions and market response. The service supports disciplined execution but cannot guarantee timing or results.

10. About Exponasia Growth Partners

We are a Singapore-based boutique consulting firm supporting mid-market companies and regional subsidiaries in growth and commercial excellence across Southeast Asia.

We work primarily with suppliers of industrial products, services and engineered solutions. Our engagements combine senior commercial experience, regional knowledge and hands-on implementation support.

We deliver our services through expert advisory, implementation consulting and fractional or interim leadership, depending on the client's objectives and required level of involvement.

To discuss how Subsidiary Start-up & Commercial Launch could support your Southeast Asia growth plans, please contact us:

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