

What we do

We run a **self-contained, privately-hosted intelligence-and-delivery system** — proprietary research, analysis and document-production tooling running entirely on our own hardware. Client material never enters a third-party cloud, is never used to train anyone's model, and leaves no footprint on a shared consultancy drive. You get the depth and speed of a large analyst desk with the discretion of a single trusted one.

The system rests on four things:

- **Self-contained & locally hosted.** Every source we pull, every dossier we build and every deliverable we render lives on infrastructure we control. Confidentiality and chain-of-custody are structural, not promised.
- **Proprietary analytic & search tooling.** A purpose-built research engine reaches statutory registers, regulators, filings, industry bodies and the open web through one disciplined pipeline — and resolves entities, ownership and people the way a specialist desk does.
- **Confidential by construction.** Sensitive mandates, and work that moves outside conventional channels, are handled without exposure to outside platforms or staff.
- **AI-augmented.** Modern AI is woven through the synthesis and language layer, for scale and consistency a human team cannot sustain. It is a force-multiplier on the system — a feature, not the product.

We do not hand over talk. We hand over the artifacts.

What one recent three-market Asia market-entry mandate produced from this system – sanitized:

- **3 country dossiers**, each a 14-section structured analysis: market scan → longlist → scoring → entry models → negotiation pack → risk.
- **54 company-level approach plans** – detailed personal and professional dossiers on every named decision-maker and potential introducing connector, warm-introduction paths (people and organizations), meeting sequencing, and custom negotiation scripts with push-back plans for likely objections.
- **27 board-ready rendered deliverables** – executive summaries, full dossiers and decks (PDF, Word, PowerPoint), produced to one fixed house standard.
- **550+ sourced research files** – every prospect-level claim traceable to a primary or near-primary source (statutory registers, regulators, industry bodies), with confidence flags on every estimate.

Scored shortlists, named people, negotiation-ready packs, and the localisation to actually operate – not a memo. The sections that follow are real outputs from that mandate, with all identities removed.

The data assets behind it

An engagement is not a report – it is a structured, navigable asset base a team can operate from. The mandate above was organised like this:

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asia_market_entry/
├─ 00_executive_summary.md
├─ 01_market_scan.md           ← regulatory framework + demand signals
├─ 02_longlist.md             ← tier-organised partner index
├─ 03_scoring.md ... 14_pitch_angles.md   (15 analytical task files)
|
├─ companies/                 ← 20 candidate firms across 6 tiers
|   ├─ 1a_distributor_funded/
|   |   ├─ company_a/
|   |   |   ├─ company.md           ← structural + financial dossier
|   |   |   ├─ approach_plan.md     ← phased approach + connectors
|   |   |   └─ people/
|   |   |       ├─ decision_maker_1.md (CEO)
|   |   |       ├─ decision_maker_2.md (Vice Chairwoman)
|   |   |       └─ decision_maker_3.md (Vice President)
|   |   ├─ company_b/ · company_c/ · company_d/ ...
|   └─ 1b_distributor_channel/ (super-app & marketplace platforms)
|   └─ 1c_operator_placed_asset/ (insurers, hotels, health groups)
|   └─ 2_investors/ (Series-A funds)
|   └─ 3_machine_manufacturers/ · 3_liquid_manufacturers/
|   └─ 4_strategic_tech_clinical/
|
├─ connectors/                 ← institutional warm-intro pathways
└─ execution_toolkit/
    ├─ outreach_templates.md · partner_tracker.csv
    ├─ regulatory_action_plan.md · vendor_shortlist.md
    ├─ pitch_deck_outline.md · first_30_days_playbook.md
    └─ crisis_contingency_playbook.md

```

Each company folder carries a structural dossier, a phased approach plan, and a personal dossier on every named decision-maker. Behind the files sit **550+ sourced research records** – every claim traceable to a primary or near-primary source, every estimate confidence-flagged.

Company Dossier

(South Korea)

One of the company-level dossiers from the mandate. Reproduced with all identities removed; the underlying data is drawn from public registers and filings.

| Field | Detail |
|-------------|--|
| Profile | A top-2 Korean food, amino-acid & bioscience group; listed under a family holding company |
| Heritage | ~70 years; built on a pioneering domestic fermentation business; a three-brand domestic portfolio |
| HQ | Seoul |
| Scale | FY2024 revenue ≈ KRW 4.25 tn · operating profit ≈ KRW 182 bn (+47% YoY); FY2025 revenue > KRW 4 tn |
| Footprint | 8-country manufacturing across SE-Asia, East-Asia, North-America, Europe and Oceania |
| Governance | Professional-CEO system; 3rd-generation family ownership |
| ICP posture | Tier 1a ★ – distributor + production-financing fit |

Strategic-fit thesis. A top-tier food, amino-acid and bioscience group whose fermentation heritage and global plant network make it a credible manufacturing-CDMO and multi-market expansion partner.

Decision-makers (*full personal dossiers attached*):

- **The CEO + Sole Representative Director** (4th term, 2026) – operational + signing authority → **PRIMARY first meeting**.
- **The Holdings Vice Chairwoman** – brand strategy + M&A → second-meeting parallel pathway.
- **The Vice President** – CSO + global business; largest individual shareholder → Year-2 succession axis.

Risks flagged. A mild FY2025 operating-profit dip; succession-architecture political-sensitivity (strict neutrality required); an approaching statutory disclosure-conglomerate threshold.

Indicated path. Institutional warm-intro via an industry-association secretariat + a university alumni bridge → CEO-level operational-fit meeting in H2 2026; defer the succession-axis engagement to 2027.

Personal Dossier: the Chief Executive

(South Korea)

One named-decision-maker dossier, identity removed. Public business data only — a personal-data hard line excludes home address, personal phone and personal email.

Role & authority. CEO + Sole Representative Director of a top-2 Korean food group; re-elected to a 4th term in 2026. Operational and signing authority — the primary first-meeting target.

Career arc. A 33-year company insider — joined the predecessor trading company in 1991 as rank-and-file → Europe-branch head → Strategic Planning → holding-company co-representative director → group co-CEO → sole CEO → 4th term. “From rank-and-file to CEO.” Architect of a +47% operating-profit surge and an 8-country plant build-out.

Education. Food Engineering at a leading Korean university — an apex F&B-industry academic network.

Decision style. Quality-first, operations-disciplined, long-horizon; expects scientific-evidence-grade, manufacturing-literate proposals. A Europe-branch heritage makes him receptive to Korea–Europe cross-border structures.

Best route in. Industry-association secretariat warm-intro (primary) · university alumni bridge · Europe-branch alumni network.

Hold back / sensitivities. No commentary on family succession or recent vertical acquisitions; strict political neutrality between the principal-family principals.

Local Customs Guide: South Korea

The baseline that changes outcomes

- **Hierarchy is the single most important variable.** Decisions cascade from the top. A meeting without the senior decision-maker is *information-gathering*, not decision-making — do not push for terms, and do not expect the senior in meeting one.
- **Names and titles:** family-name plus title (Director Park, President Kim). First-name use follows the counterpart’s lead, never yours.
- **Business cards** are a ritual: present and receive with **both hands**, Korean side up; study the card; leave it on the table through the meeting — never pocket it (an insult).
- **Punctuality:** arrive ten minutes early. Lateness is a serious offence.
- **Silence is normal.** Korean meetings hold longer pauses than Western ones. Do not fill them.

Reading the room — yes versus no

| Signal | What it means |
|---|-----------------|
| “This is difficult” · “we’ll discuss internally” · “we need more time” · long silence | Soft no |
| Explicit affirmative + a specific action + a named counterpart to carry it | Real yes |

Pacing: a three-to-six-month meeting cadence before deal content is normal. Abrupt deal-pushing reads as disrespect and is counter-productive.

Anti-graft compliance (Kim Young-ran Act)

Korea’s principal anti-graft statute. Applies fully to **public officials, public-sector and public-affiliated counterparties, and covered academics** — university-hospital and academic-medical-centre professors are covered. Private-sector chaebols are not directly covered, but their **internal compliance policies often mirror or exceed** these limits.

| Category | Limit, per person / occasion |
|--------------------------------|------------------------------|
| Meal | KRW 50,000 |
| Gift (general) | KRW 100,000 |
| Gift (Korean agri / livestock) | KRW 200,000 |
| Cash | Essentially never |

Operating rule: local counsel reviews every gift and hospitality plan before senior meetings; log recipient, value and context; no cash-equivalents. *Limits are periodically reindexed — verify the current schedule before relying on them.*

Negotiation intelligence

The engagement produces a negotiation-ready pack for the client’s deal sponsor – not advice on what to decide, but the prepared ground the client negotiates from.

The approach – sequence the relationship before the term sheet

| Window | Counterpart | Goal |
|-------------|--|--|
| Open | Programme / operational owner – not the CEO | Establish fit; the operator’s endorsement becomes leverage later |
| +30–60 days | The regional executive bridging multiple markets | Open the multi-market extension path |
| Pre-terms | Warm introduction via industry body or chamber | Avoid the cold pitch entirely |

The pack flags **what to lead with** – the one capability only the client holds – and **what to hold back**: commercial magnitude, pricing structure and exclusivity, until fit is confirmed.

The pack – assembled before the first meeting

The pack assembles three instruments for the deal sponsor, ready before anyone sits down:

BATNA / Target / Walk-away – including a hard “not under any circumstances” line.

Concession ladder – for every material term: opening position, mid-point, walk-away, permitted creative trades.

Issue-value matrix – every term sorted in advance:

| | High value to us | Low value to us |
|--------------------|---|---|
| High value to them | Negotiation core – invest the agenda time | Trade away gracefully – concession currency |
| Low value to them | Secure quietly – low pushback expected | Resolve fast – procedural |

Nothing in the room is improvised. Every term arrives with its opening, its mid-point and its walk-away already set – and the counterparty’s likely moves already countered.