OPEN ∞ BUSINESS

Global Feasibility Diagnosis

21 Dimensions · 3 Recommended Paths · 2 Red Lines

Red / Yellow / Green risk-flagged self-assessment
For founders entering China and listing in the US.

OBP — Outbound Business Platform · v1.0 · 2026

I · What This Document Is

ABOUT

An 11-year, 54-deal distillation from OPEN ∞ BUSINESS — not a sales pitch, but a clear-eyed verdict: can you list, when, where, and what to avoid.

Going global is rarely killed by money spent — it is killed by the wrong path. A wrong market choice burns 12-18 months. A wrong structure adds 24 months to IPO. A wrong compliance call exposes the founder personally.

The purpose of this diagnosis is to put those invisible costs on the table — before you commit.

How to Use

1. Pass 1 — Self-score across 21 dimensions. Be honest.
2. Pass 2 — Internal alignment between CEO + CFO + Legal/Compliance.
3. Pass 3 — A 30-minute call with us. Our 11-year sample library will tell you which scores are inflated.

II · The 21-Dimension Framework

Twenty-one dimensions across three groups — Market & Commerce (7) · Organization & Operations (7) · Capital & Compliance (7). Each scored Red (blocked) / Yellow (caution) / Green (clear). Total drives the recommended path.

A · Market & Commerce (7 Dimensions)

#	Dimension	Red (Blocked)	Green (Clear)
A1	Demand Strength	No clear global pull · price-only competition	Inbound from foreign buyers · clear pain solved
A2	Local Order Capability	No local orders · trade-show only	≥ 5 repeat local customers
A3	Product Localization	Direct-translated UI · no local service	Localization SOP · response < 4h
A4	Brand Recognition Abroad	Domestic only	≥ 1 international event / press exposure
A5	Pricing Power & Margin	Margin < 25% · FX-exposed	Margin ≥ 40% · FX-hedged
A6	Channel Architecture	One distributor · no direct channel	≥ 2 direct + reseller mix
A7	Customer Success	No CSM · churn > 30%/yr	NPS ≥ 50 · auto-renew ≥ 70%

B · Organization & Operations (7 Dimensions)

#	Dimension	Red (Blocked)	Green (Clear)
B1	Local Team Control	Remote from HQ · no local lead	Local GM/CFO seated with equity
B2	Management Internationality	No overseas experience	≥ 2 execs with ≥ 3 years overseas
B3	Financial Reporting	No monthly close · no internal audit	Monthly close on time · audited ≥ 2 yrs
B4	IP Position	Filed only in home country	PCT filed · trademarks worldwide
B5	Data	No GDPR / CCPA assessment	GDPR + CCPA assessed and

#	Dimension	Red (Blocked)	Green (Clear)
	Compliance		filed
B6	Supply Chain Resilience	Single supplier · single tariff zone	≥ 2 country backups · turn < 60 days
B7	Hiring & Retention	No local recruiting channel	LinkedIn / local ATS pipeline live

C · Capital & Compliance (7 Dimensions)

#	Dimension	Red (Blocked)	Green (Clear)
C1	Capital Outflow Path	No ODI / QDLP / no plan	≥ 1 primary + 1 backup channel
C2	Offshore Holding Structure	No structure · single BVI shell	BVI / Cayman / WFOE / VIE — full 3-layer
C3	Tax Routing	High effective rate · no ATR	Cayman ATR · HK / SG OCI in place
C4	Audit Readiness	Domestic GAAP · unaudited	PCAOB / IFRS · Big 4 engaged
C5	Listing Venue Match	Unclear · listening to multiple bankers	Locked: NASDAQ / NYSE / HKEX 18A
C6	Founder Identity	Single passport · no plan	Second passport / overseas residency
C7	Family Wealth Structure	No trust · no family office	Cross-border trust + family office set

III · Scoring & Path Recommendation

Scoring Rule

Per dimension: **Red = 0 pts** · **Yellow = 1 pt** · **Green = 2 pts**. Each group caps at 14. Total cap = 42.

Total Score → Recommended Path

Score	Verdict	Path
35-42	Fully Ready	Run the full OBP six-step method · IPO viable in 18-24 months
28-34	Localized Gaps	Repair Group C first · then run Steps 1-3 in parallel · 36-month path
20-27	Re-architect First	Pause global push · 6-12 months on structure & compliance fundamentals
12-19	Not Yet	Hold core domestic business · wait for local order / cash-flow proof
0-11	Do Not Proceed	Going global will sink the parent · prioritize domestic growth

Imbalance Warnings

- **High A · Low B+C:** the "export trap" — the market wants you, but you cannot hold it. Build organization and compliance first.
- **High C · Low A+B:** the "VIE-shell trap" — beautiful structure, empty business. Land orders before more architecture.
- **High B · Low A+C:** the "strong-bench trap" — great team, undefined path. Lock the market and listing venue.

IV · Three Recommended Paths

Path I · Express Lane (18-24 months)

Profile

Score 35+ · ≥ 5 repeat local customers · margin ≥ 40% · structure & audit ready

Sequence: Full OBP six steps — Diagnose → Architect → Launch → AI Acquire → Summits → List.

Milestones: M3 architecture sealed · M9 local operation live · M12 50+ customers in pipeline · M18 SEC filing · M24 bell-ring.

Path II · Steady Lane (30-36 months)

Profile

Score 28-34 · local orders < 5 · structure incomplete · margin 30-40%

Sequence: OBP six steps + 6-month Order Incubation + 6-month Structure Reinforcement insertions.

Milestones: M6 incubation done (≥ 10 local customers) · M12 structure reinforced · M24 launch + AI live · M36 listing.

Path III · Non-US Listing Lane (24-30 months)

Profile

Score ≥ 28 · sector restricted / data-sensitive / US policy uncertain

Sequence: OBP first four steps unchanged. Step 5 = Hong Kong / Singapore / London (pick one). Step 6 = HKEX 18A or SGX.

Milestones: M3 red/yellow/green compliance verdict · M12 18A application filed · M24 HKEX hearing · M30 bell-ring.

V · Two Paths to Avoid (Red Lines)

Red Line I · Pure-Shell SPAC Reverse Merger

> **Why Avoid**
>
> Looks fast in the short term, deeply risky long-term. SEC has tightened 2024-onward inquiry on China-SPACs. ≈ 50% of cases trade below $5 within 18 months of de-SPAC. Founder lock-up creates a 6-12-month liquidity trap.

If a broker pitches you “3-6 months to NASDAQ, no revenue needed,” 99% of the time it’s a SPAC. Pass.

Red Line II · Bare VIE Filing Without Structure

> **Why Avoid**
>
> If your VIE is not pre-aligned with onshore ICP / education / data licenses, post-2021 ≈ 70% are stalled at SEC second-round inquiry. Already-spent advisor fees (≈ USD 1-2M) are non-refundable. The core business is frozen during the 2-year audit window.

Right move: spend 6-12 months building the “VIE + onshore entity + offshore holding” three-layer structure with onshore + offshore + US counsel co-signing — then file.

VI · Next Step — 30-minute Diagnostic Call

This document is the DIY version. It tells you where you stand on 21 dimensions.

The real verdict — which path to take, which trap to avoid, who to partner with — requires matching your specifics against our 11-year, 54-deal sample library.

That is OBP's only entry point:

> **FREE**
> 30-minute readiness call · led by a partner · zero sales pitch · you walk away with a red/yellow/green verdict tailored to you.

Book: www.o8b.com/contact · or reach us by email / WeChat directly.

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11 years · 54+ deals · $300B+ deployed

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