



V. I. Services & Solutions Limited

INTERNATIONAL EXPANSION GUIDE 2026

Practical Considerations for
Internationally Growing Businesses

PRACTICAL INSIGHTS ON

-  International Business Structuring
-  Holding & Ownership Structures
-  Banking & Trade Finance
-  Cross-Border Operations
-  Corporate Governance
-  Family Business Planning
-  International Expansion Strategies
-  Long-Term Growth & Sustainability



EXECUTIVE SUMMARY

Expanding internationally presents extraordinary opportunities for growth, diversification and long-term value creation. It also introduces new complexities that require thoughtful planning, the right structure and trusted advice.

This guide provides practical insights and key considerations to help business owners, investors and their advisors navigate the structuring, operational and financial aspects of international expansion with confidence.

THIS GUIDE WILL HELP YOU:



Understand key considerations when structuring for international growth.



Evaluate ownership and holding structures that support long-term objectives.



Consider banking, trade finance and cross-border operational needs.



Manage governance, compliance and risk in a multi-jurisdictional environment.



Build sustainable, scalable structures to support future growth and succession.



A PRACTICAL RESOURCE

Whether you are entering new markets, expanding your supply chain, attracting investment or preparing for succession, this guide offers practical frameworks and insights to help you make informed decisions at every stage of your international journey.



**Good structure creates options.
The right structure creates value.**



WHY BUSINESSES EXPAND INTERNATIONALLY

Every business has unique goals and challenges. International expansion can create significant value when supported by the right strategy and structure. Common objectives include:



ACCESS NEW MARKETS

Reach new customers and diversify your revenue base across different regions.



MANAGE RISK

Reduce concentration risk by diversifying geographies and markets.



IMPROVE FINANCING ACCESS

Leverage international banking and capital markets to support growth and operations.



ATTRACT INVESTMENT AND PARTNERS

Use international structures to facilitate investment and strategic partnerships.



OPTIMISE STRUCTURE

Implement efficient holding and operating structures that support long-term objectives.



PROTECT ASSETS

Use appropriate legal structures to safeguard assets and enhance resilience.



ENHANCE TRADE CAPABILITIES

Strengthen your ability to engage in global trade and supply chains.



PLAN FOR SUCCESSION

Support generational transition and long-term family business continuity.



KEY CONSIDERATIONS BEFORE EXPANDING

A clear understanding of your objectives will help determine the most appropriate structure, jurisdiction and strategy for your business.



What are your commercial objectives?



Which markets are you targeting and why?



What are your banking and financing needs?



What compliance and reporting obligations will apply?



How will the structure support long-term growth?



What expertise and partners do you need?



UNDERSTANDING INTERNATIONAL BUSINESS STRUCTURES

A well-designed structure creates clarity, separates risk, enhances operational efficiency and supports access to capital.

While structures will vary based on the nature of your business, markets and objectives, most international groups incorporate the following key elements:



KEY STRUCTURE COMPONENTS



1. OPERATING COMPANIES

Carry out the day-to-day business activities in your target markets or jurisdictions.



2. HOLDING COMPANIES

Hold shares in operating companies and facilitate ownership control and dividend flows.



3. ASSET HOLDING VEHICLES

Hold valuable assets such as intellectual property, real estate, vessels or investments.



4. INVESTMENT VEHICLES

Used for investment activities, joint ventures or to manage portfolio investments.



5. SUPPORT ENTITIES

Include finance companies, treasury centres or service companies as needed.

BENEFITS OF A WELL-STRUCTURED APPROACH

- ✓ Enhanced flexibility to adapt to changing business needs
- ✓ Improved risk management and asset protection
- ✓ Greater operational efficiency
- ✓ Stronger governance and control
- ✓ Better positioning for financing and investment
- ✓ Facilitates succession planning and long-term continuity



STRUCTURE SHOULD SERVE THE BUSINESS, NOT THE OTHER WAY AROUND.

The objective is not to create complexity, but to build a clear, efficient and sustainable framework that supports your strategic goals today and in the future.



HOLDING & OWNERSHIP STRUCTURES

BUILDING THE RIGHT FRAMEWORK FOR CONTROL AND GROWTH

A holding structure provides a framework for ownership, control and wealth protection across multiple jurisdictions. It allows businesses to manage risks, optimise taxation and facilitate investment and exit strategies.

The right ownership structure aligns the interests of shareholders, supports governance requirements and accommodates future growth and succession planning.



COMMON HOLDING STRUCTURE MODELS



SINGLE-TIER HOLDING COMPANY
Simple and cost-effective, suitable for smaller groups with limited jurisdictions.



MULTI-TIER HOLDING STRUCTURE
Provides greater flexibility for investment, risk isolation and tax planning.



HYBRID HOLDING STRUCTURE
Combines corporate and trust elements to achieve control, protection and succession objectives.



FAMILY HOLDING STRUCTURE
Designed to support family governance, wealth transfer and long-term continuity.



REGIONAL OR GLOBAL HOLDING HUB
Utilises strategic jurisdictions as central platforms for managing regional or global operations.

KEY CONSIDERATIONS



LEGAL & REGULATORY ENVIRONMENT
Evaluate corporate laws, disclosure requirements, foreign ownership rules and reporting obligations.



TAX EFFICIENCY
Consider tax treaties, participation exemptions, withholding tax and overall tax neutrality.



CONTROL & GOVERNANCE
Define decision-making rights, shareholder agreements and governance frameworks.



ASSET PROTECTION
Ensure the structure provides appropriate protection against legal and commercial risks.



FLEXIBILITY & SCALABILITY
The structure should be adaptable to support future expansion, restructuring and exit strategies.

“ A strong holding and ownership structure provides stability today and flexibility for tomorrow. ”

ACCESSING INTERNATIONAL BANKING & TRADE FINANCE

STRONG BANKING RELATIONSHIPS DRIVE GLOBAL SUCCESS

A well-structured business is the foundation for successful banking relationships. Access to international banking and trade finance is essential for managing cash flow, supporting cross-border transactions and fuelling growth.

Understanding the requirements and preparing the right documentation can significantly improve approval timelines and funding outcomes.



KEY BANKING CONSIDERATIONS



BANK SELECTION

Choose banks with strong international networks and expertise in your industry and target markets.



DUE DILIGENCE READINESS

Ensure corporate documents, ownership information and business plans are accurate, complete and up to date.



RELATIONSHIP APPROACH

Build long-term relationships based on transparency, communication and a clear understanding of your business.



MULTI-CURRENCY SOLUTIONS

Utilise multi-currency accounts and hedging solutions to manage foreign exchange risk effectively.



COMPLIANCE & TRANSPARENCY

Maintain high standards of compliance to meet regulatory requirements and build bank confidence.

TRADE FINANCE SOLUTIONS



LETTERS OF CREDIT

Secure payment assurance for buyers and sellers in international transactions.



DOCUMENTARY COLLECTION

Facilitate payment collection while maintaining control of shipping documents.



TRADE LOANS

Support working capital needs for importing and exporting activities.



TRADE CREDIT INSURANCE

Mitigate the risk of non-payment and protect your cash flow.



SUPPLY CHAIN FINANCE

Optimise cash flow across your supply chain and strengthen supplier relationships.



“ The right banking partners and trade finance solutions empower your business to operate globally with confidence and competitiveness. ”

CROSS-BORDER OPERATIONS MANAGING COMPLEXITY WITH CONFIDENCE



EFFECTIVE CROSS-BORDER OPERATIONS DRIVE EFFICIENCY AND COMPETITIVENESS

Internationally growing businesses must navigate diverse regulatory frameworks, manage operational risks and ensure seamless coordination across jurisdictions.

A structured approach helps businesses streamline processes, control costs and build resilient operations that can scale globally.

KEY OPERATIONAL CONSIDERATIONS



REGULATORY COMPLIANCE

Understand and comply with local laws, licensing requirements, reporting obligations and industry standards in each jurisdiction.



SUPPLY CHAIN MANAGEMENT

Build reliable supply chains and diversify suppliers to mitigate disruptions and ensure continuity across borders.



LOCAL PARTNERSHIPS

Work with trusted local partners who understand the market, culture and regulatory landscape.



TECHNOLOGY & SYSTEMS

Leverage technology and integrated systems to enhance visibility, collaboration and operational efficiency.



RISK MANAGEMENT

Identify and monitor operational, financial, geopolitical and compliance risks to protect your business.

BEST PRACTICES FOR SUCCESS



CLEAR OPERATING MODEL

Define roles, responsibilities and processes across all locations.



EFFECTIVE COMMUNICATION

Maintain open communication across teams and time zones.



PERFORMANCE MONITORING

Set KPIs and regularly review performance to drive improvement.



DATA SECURITY

Protect sensitive information and comply with international data protection requirements.



CULTURAL AWARENESS

Respect local culture and business practices to build strong relationships.



“ Well-managed cross-border operations reduce risk, improve efficiency and create the foundation for sustainable global growth. ”

CORPORATE GOVERNANCE

BUILDING TRUST AND ENSURING ACCOUNTABILITY



STRONG GOVERNANCE SUPPORTS LONG-TERM SUCCESS AND STAKEHOLDER CONFIDENCE

Effective corporate governance provides the framework for ethical leadership, sound decision-making and responsible management.

It helps protect the interests of shareholders and stakeholders while enhancing transparency, accountability and business resilience.

KEY GOVERNANCE PRINCIPLES



ACCOUNTABILITY

Clearly define roles and responsibilities at all levels of the organisation.



TRANSPARENCY

Maintain accurate records and provide timely and clear disclosures.



INTEGRITY

Uphold ethical standards and promote a culture of honesty and fairness.



RESPONSIBILITY

Ensure compliance with laws and regulations and act in the best interests of stakeholders.



INDEPENDENCE

Encourage objective decision-making through independent oversight.

GOVERNANCE FRAMEWORK ELEMENTS



BOARD STRUCTURE & EFFECTIVENESS

Establish a well-structured board with the right balance of skills, experience and independence.



POLICIES & PROCEDURES

Implement clear policies on risk management, financial reporting, conflicts of interest and compliance.



RISK MANAGEMENT

Identify, assess and manage risks to safeguard assets and ensure business continuity.



INTERNAL CONTROLS

Design and enforce internal controls to ensure accuracy, prevent fraud and improve operational efficiency.



PERFORMANCE & REVIEW

Regularly evaluate governance practices and performance to drive continuous improvement.



“ Good governance is not about compliance alone—it is about creating a sustainable business that earns trust and delivers long-term value. ”

TAX PLANNING & OPTIMISATION

STRATEGIC PLANNING FOR SUSTAINABLE GROWTH

SMART TAX STRATEGIES SUPPORT GLOBAL SUCCESS

Effective tax planning helps businesses legally minimise their tax liabilities, improve cash flow and maximise returns on investment across multiple jurisdictions.

A proactive and well-structured approach to tax optimisation ensures compliance, reduces risks and supports long-term business objectives.



KEY TAX PLANNING CONSIDERATIONS



TAX EFFICIENCY

Structure operations to legally minimise tax liabilities and improve profitability.



CROSS-BORDER PLANNING

Optimise international tax arrangements and utilise tax treaties to avoid double taxation.



INCENTIVES & CONCESSIONS

Identify and leverage available tax incentives, exemptions and government concessions.



TRANSFER PRICING

Ensure intercompany pricing policies are compliant and defensible.



COMPLIANCE & REPORTING

Meet filing obligations and maintain accurate records to reduce risks and penalties.

TAX OPTIMISATION STRATEGIES



STRUCTURE OPTIMISATION

Choose the most tax-efficient legal structures for your business and investments.



PROFIT REPATRIATION PLANNING

Plan dividend, royalty and management fee flows to optimise tax outcomes.



HOLISTIC TAX REVIEW

Review business operations and structures regularly to identify tax savings opportunities.



DISPUTE PREVENTION

Work proactively with tax authorities to reduce the likelihood of disputes.



KEEP ABREAST OF CHANGES

Stay informed of tax law changes and adapt strategies to remain compliant and efficient.



“ Strategic tax planning is not about paying less tax, it is about keeping more of what your business earns to invest, grow and succeed. ”

RISK MANAGEMENT & COMPLIANCE

PROTECTING YOUR BUSINESS, ENSURING SUSTAINABLE GROWTH



IDENTIFY. MITIGATE. COMPLY.
THRIVE WITH CONFIDENCE.

Operating internationally comes with complex and evolving risks and regulatory requirements. A robust risk management and compliance framework helps safeguard your business, protect your reputation and support sustainable growth.

Proactive management of risks and a strong compliance culture enable you to navigate uncertainty and seize opportunities with confidence.

KEY RISK CATEGORIES

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REGULATORY & LEGAL RISK
Changes in laws and regulations, licensing requirements and legal disputes.
- 

FINANCIAL RISK
Currency fluctuations, liquidity challenges, credit risk and market volatility.
- 

OPERATIONAL RISK
Process failures, systems disruptions, fraud, cyber threats and third-party risks.
- 

GEOPOLITICAL RISK
Political instability, trade restrictions, sanctions and cross-border tensions.
- 

REPUTATIONAL RISK
Negative publicity, stakeholder concerns and brand damage.

OUR APPROACH

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RISK IDENTIFICATION
Identify and assess potential risks that could impact your business objectives.
- 

RISK MITIGATION
Develop and implement controls and mitigation strategies to reduce risk exposure.
- 

COMPLIANCE MANAGEMENT
Ensure adherence to applicable laws, regulations and industry standards.
- 

MONITORING & REPORTING
Continuously monitor risks and compliance and report on key metrics and issues.
- 

CONTINUOUS IMPROVEMENT
Review and enhance frameworks and processes to adapt to changing environments.



“ *Effective risk management and a strong compliance culture are not just about protection — they are the foundation for resilience, trust and long-term success.* ”

A PRACTICAL ROADMAP FOR INTERNATIONAL EXPANSION

STRATEGIC PLANNING FOR SUSTAINABLE GLOBAL GROWTH



Expanding internationally requires careful planning and the right structure to support your objectives.

This practical roadmap outlines the key steps to help you build a robust, compliant and future-ready structure for long-term success.



The most effective international structures are designed around business objectives first. Jurisdictions and entities are tools that support a strategy—not the strategy itself.





BUILDING INTERNATIONAL STRUCTURES FOR SUSTAINABLE GROWTH



International expansion is a journey, not a single step. With the right strategy, structure and governance, your business can grow with confidence, adapt to change and create lasting value across borders.

Plan strategically. Structure wisely. Grow sustainably.



Global success is built on the right strategy, the right structure and the right partner.



WE ARE HERE TO HELP YOU ACHIEVE ALL THREE.

ABOUT VISS



V. I. Services & Solutions Limited

V. I. Services & Solutions Limited (VISS) is a trusted partner for businesses expanding internationally.

We provide corporate services, fiduciary solutions and compliance services across key global jurisdictions.

With deep local expertise and a global perspective, we help clients build strong foundations for sustainable success.

LET'S BUILD YOUR GLOBAL SUCCESS TOGETHER



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