UBINODES

OUR SERVICES.

EU compliance and cybersecurity for manufacturers selling into Europe — with AI integration and export support.

EU Compliance · Cybersecurity · AI Integration · Export & Market Entry

ubinodes.org

00. INTRODUCTION.

00.1 What This Guide Is For.

This guide serves manufacturers who are considering or actively pursuing international growth. It covers the full scope of what Ubinodes does: how we help manufacturers meet the European Union compliance obligations that govern market access, build the cybersecurity posture now required to operate safely and credibly across borders, integrate AI into their operations, and enter foreign markets.

Each chapter addresses a distinct service domain. Chapters 01 through 06 set out the strategic and commercial framework that underpins every Ubinodes engagement. Chapters 07 through 10 introduce our four services — EU Compliance & GPSR, Cybersecurity, AI Integration, and Export & Market Entry — in the order in which most manufacturers encounter them. The first two are not optional: they are the regulatory and security thresholds a manufacturer must clear before a product can lawfully and safely reach the European market. The remaining chapters cover our service offering, portfolio, and reference material.

The country intelligence profiles referenced in Chapter 10 are available in Annexe A.

00.2 TL;DR.

Selling into Europe begins with two non-negotiable obligations. First, compliance: under the EU General Product Safety Regulation (GPSR), every non-EU manufacturer must appoint a legally recognised Responsible Person inside the EU before a product can reach the market. Ubinodes acts as that Responsible Person. Second, security: European regulation, customers, and supply-chain partners now require a demonstrable cybersecurity posture, and Ubinodes builds the frameworks that satisfy it.

Around those two foundations sit the capabilities that help a compliant, secure business grow. We integrate AI into manufacturing operations to reduce inefficiency and scale without proportional headcount growth, and we provide on-the-ground presence in target countries through a network of nodes that function as your dedicated reconnaissance team and sales force.

00. CONTENTS.

01. DILEMMA.

Our organisation ensures a local presence in target countries through our dedicated nodes. These nodes act as your personalised reconnaissance team and sales force. In many countries, a small percentage of large companies dominate exports, leaving the majority of manufacturers struggling to expand beyond local markets. Our focus is on the 97% of manufacturers who are not currently exporting.

We understand the various challenges these manufacturers face, such as language barriers, a lack of international marketing skills, and the need to prioritise design and production over marketing efforts.

To help manufacturers overcome these barriers, Ubinodes offers:

01.1 In-depth market analysis for each country where we have nodes.

01.2 Design services for websites, social media, digital print advertisements, and other communication channels.

01.3 Assistance with partnerships and contract acquisition.

01.4 A commitment to providing anything necessary for project success.

When manufacturers venture into new markets, they often face the complexities of managing sales points, processing orders, handling international payments, arranging transportation, managing freight forwarding, and navigating customs clearance. Ubinodes takes on these responsibilities, allowing manufacturers to focus on their core strengths of design and production.

02. CHALLENGES AND SOLUTIONS.

02.1 Distribution Channels.

For manufacturers aiming for global growth, finding a suitable consulting firm often presents a significant challenge. Manufacturers typically have three primary channels for bringing their products to market:

02.1.1 **Direct Sales.** Selling directly to customers requires expertise in various aspects of marketing and supply chain strategies. This includes building, storing, marketing, selling, and delivering products to customers or retailers. Due to its complexity, many manufacturers prefer alternative channels.

02.1.2 Distributors. Acting as intermediaries, distributors receive products from manufacturers and export them to retailers or end-users. However, distributors may lack personal interactions to gauge product adoption and often leave marketing responsibilities to manufacturers.

02.1.3 Consultants. In this channel, consultants directly receive products from manufacturers and market them through a network of retailers. Consultants handle logistics and marketing, providing manufacturers relief from in-house management challenges.

Ubinodes Solution: Ubinodes serves as a hub for nodes, using technology and expertise across various fields — finance, economics, politics, consulting, freight forwarding, customs clearance, regulations, technology, packaging, and advertising.

02.1.4 Discounting.

When using distributors to export your products, you are often required to provide them with a substantial discount, typically ranging from 20–50% off your public prices. This significantly impacts your profit margins and can diminish the overall value you receive for your goods. By using Ubinodes' services, you can avoid these hefty discounts and retain more of your product's value, ensuring better returns on your exports.

The damage a discount inflicts is far greater than it first appears, because a discount is taken directly from your gross profit, not from your revenue. To recover the gross profit lost to even a modest discount, your sales volume must rise sharply — and the lower your starting margin, the more punishing the required increase becomes. The table below shows, for a given present gross margin, by how much your unit sales must grow simply to stand still in profit terms after applying a discount.

How much your sales must increase to keep the same gross profit.

Discount applied	20%	30%	40%	50%	60%
4%	25%	15%	11%	9%	7%
8%	67%	36%	25%	19%	15%
10%	100%	50%	33%	25%	20%
16%	400%	114%	67%	47%	36%

Discount applied	20%	30%	40%	50%	60%
20%	–	200%	100%	67%	50%
30%	–	–	300%	150%	100%

Columns show the present gross margin; rows show the discount applied; each figure is the percentage increase in unit sales required to preserve the original gross profit. A dash indicates the discount equals or exceeds the margin, where no volume increase can recover the lost profit. Source: WHK Group Limited (2006), Budgeting & Cashflow Planning. Remember: margin is everything.

The implication is decisive. A manufacturer working on a 30% margin who grants a distributor a 20% discount must sell three times the volume — a 200% increase — just to earn the same gross profit it made before the discount. At lower margins the discount can wipe out the profit entirely, however much extra is sold. Routing exports through Ubinodes rather than surrendering this margin to a distributor protects the very profit that funds your growth.

02.2 Price’s Law and Ubinodes’ Efficiency.

Price’s Law posits that a small portion of employees often completes a significant part of the work. In centralised organisations, inefficiency tends to increase as they grow. However, Ubinodes, being decentralised, leverages its structure to distribute work across 100% of its workforce, ensuring high efficiency and effectiveness.

02.3 The Dunning-Kruger Effect.

Many businesses unknowingly fall victim to the Dunning-Kruger Effect — a cognitive bias where people with limited knowledge or experience overestimate their competence. Exporting is far more complex than it appears on the surface. It involves navigating international regulations, customs procedures, trade agreements, cultural nuances, logistics, and market entry strategies. What seems like a simple export project can quickly spiral into a costly outcome if not handled properly.

Working with experienced professionals not only prevents these pitfalls but also gives your business a strategic advantage. Instead of learning through failure, you gain immediate access to proven systems, insights, and networks — maximising your chances of long-term success in global markets.

02.4 Organisational Blind Spots.

The Dunning-Kruger Effect describes how a single mind can misjudge its own competence. A related, and arguably more dangerous, problem operates at the level of the whole team. However talented an internal team is, the people in it spend their days together, share the same information, and gradually come to think alike. The social instincts that make a team cohesive — the natural pull towards agreement and shared assumptions — are the very same instincts that quietly narrow its field of view. Over time, an internal team develops not only shared strengths but shared blind spots: questions no one thinks to ask, options no one considers, risks that sit in plain sight yet remain invisible because everyone is looking from the same place.

This is not a failure of intelligence; it is a feature of how groups work. The presence of able, like-minded colleagues even raises individual effort — one field experiment found that a ten per cent rise in the ability of a worker's peers lifted their productivity measurably — but that same gravitational pull towards the group's way of seeing things is what makes a closed team a poor judge of its own assumptions. An internal team cannot supply the one thing it most needs: a perspective that has not already been shaped by the room.

Ubinodes Solution: a decentralised network is built to resist this convergence. Because our Nodes are independent professionals embedded in different markets, cultures, and disciplines, they have not sat in the same room and absorbed the same assumptions. Each brings a genuinely separate vantage point, so the blind spots of one are visible to another. This is the deeper reason an outside view is worth paying for: not merely extra hands, but a way of seeing that an internal team, however capable, cannot generate for itself.

02.5 Distributor versus Direct.

When expanding into a new market, it is tempting to rely entirely on a local distributor. On the surface, this sounds like the path of least resistance: they know the terrain, they have contacts, and it keeps your hands clean. But that convenience often comes at the cost of long-term control, transparency, and profitability.

Ubinodes does not dismiss the role of distributors. In some cases, a marketing plan will show that they are the most efficient route. But the advice is never to stop there. With Ubinodes, you stay in the driver's seat. When you rely solely on a distributor, you give up visibility, access to real customer feedback, and often your own brand positioning.

Our Nodes provide a lightweight but consistent presence in the market. Whether you are testing the waters or rolling out full operations, Nodes help you design a scalable entry strategy that keeps you connected — directly linked to your data, your audience, and your compliance obligations.

The trade-off can be set out point by point. The table below compares the two routes across the factors that most affect a manufacturer's control and profitability.

Factor	Through a distributor	Direct, with a local node
Control of the sales process	Limited — the distributor owns the customer relationship and brand positioning.	Full — you set strategy and adapt quickly to the market.
Customer feedback	Filtered through the intermediary, often delayed or incomplete.	Direct and unfiltered, allowing faster product adjustment.
Profit margin	Reduced — the distributor takes a significant margin or discount.	Higher — direct exporters can see margins rise by **up to 25%**.
Market reach	Constrained by exclusivity clauses and the distributor's own coverage.	Open — you choose channels and partners as the market dictates.
Exit and dependency	Exclusive agreements are costly and difficult to terminate.	Flexible — no single point of dependency to unwind.

Direct routes offer more control and margin but require investment in local presence — the gap a Ubinodes node is designed to close. Sources: Read, K. (LinkedIn / kathrynread.com); Sino-Shipping; Wise; CALCIT; nibusinessinfo.co.uk.

02.6 Three Kinds of Power.

02.6.1 Violence. Typically employed by criminal organisations, including some governments. Ubinodes advises against this route due to legal consequences.

02.6.2 Wealth. Used by monopolistic corporations, involving tactics like patents, legal threats, media ownership, and political lobbying. Ubinodes cautions about the potential depletion of cash assets.

02.6.3 Knowledge. Employed by those seeking power without violence or excessive wealth. Ubinodes, with its network of international marketing nodes, offers access to insider information, understanding of end-user psychology, opportunity spotting, and regulatory navigation.

Manufacturers need to actively explore overseas markets to avoid ceding ground to competitors. Success will not materialise in the home market by waiting.

03. CORE VALUES OF UBINODES.

03.1 Value Proposition.

Ubinodes distinguishes itself among marketing agencies through its unique value propositions: protection against judicial corruption, and boots-on-the-ground nodes deployed globally as a reconnaissance team for unparalleled accuracy and detailed reporting.

Beyond marketing, a top priority is safeguarding clients against potential harm by constantly upskilling Nodes in the latest IT tools to secure communication and data, and teaching clients to adopt Ubinodes' standards.

03.2 Teamwork.

At Ubinodes, individuals contribute their strengths to construct a robust and unified system. The success of each individual relies on the support of the team, fostering mutual respect, hard work, and dedication.

03.3 Customer Satisfaction.

Customer satisfaction is of paramount importance. We strive to fulfil clients' needs by meeting expectations and industry standards. Establishing a community that shares our values is essential. We handle disputes objectively, prioritising systemic risk management and fair payment practices.

03.4 Commitment.

When we make a promise, we fulfil it. We prioritise every project, ensuring consistency, integrity, and a strong work ethic at every stage.

03.5 Creativity.

We encourage creative freedom, enabling our nodes to innovate and demonstrate their true potential. We embrace diversity and creativity, avoiding rigid protocols that may stifle innovation.

03.6 Our Approach to Competition.

Rather than engaging in comparisons with competitors, we prioritise feedback from our community — customers, potential customers, and nodes alike. Listening to their expectations serves as our compass for success.

03.7 Trust.

Confidence in our nodes, system, and organisation is paramount. By believing in ourselves, we open doors to achieving what may seem impossible. Recognising and addressing new challenges is an integral part of our journey.

04. HOW WE WORK.

Ubinodes operates as a Decentralised Autonomous Organisation (DAO), employing secure and encrypted IT tools for distributed governance and data management. Nodes receive compensation for their time rather than being commission-based, irrespective of the manufacturer's outcome.

04.1 The Node Model: A Worked Example.

04.1.1 Manufacturer's request. A furniture manufacturer in Canada seeks to expand its market. The nearest Ubinodes consultant — likely based in Canada — becomes the Sending Node (SN). The SN assists the manufacturer in identifying target markets using the Ubinodes network.

04.1.2 Marketing plan development. The team initiates a basic marketing plan, pivotal for export. Feedback and research refine it into a comprehensive strategy. Receiving Nodes (RNs) in the target market contribute insights, enhancing the project. Additional Nodes may join for specialised tasks.

04.1.3 Market research. Collaborative efforts, including product sampling, entail direct interactions between the manufacturer and each node. Agreements delineate schedules and fees for each node's involvement.

04.1.4 Export process. Upon readiness for export, a local RN oversees services from their end, ensuring regulatory compliance. RNs refrain from acting as agents or handling funds on behalf of the manufacturer; transactions occur directly between the manufacturer and buyers.

The node model in four stages.

Stage	What happens	Who leads
01. Request	Target markets identified using the Ubinodes network.	Sending Node (SN)
02. Marketing plan	A basic plan is refined through research into a full strategy.	SN with Receiving Nodes (RNs)
03. Market research	Product sampling and direct interaction; schedules and fees agreed.	Assigned nodes
04. Export	Local oversight ensures compliance; funds move directly between manufacturer and buyer.	Receiving Node (RN)

04.2 Why We Work on an Hourly Basis, Never on Commission.

The commission-based model seems straightforward: if the consultant performs, they get paid; if sales come in, the commission follows. The logic appears sound — until you examine what actually happens inside the human brain when a commission becomes due. Four independent mechanisms, all documented by neuroscience and behavioural economics, converge on the same conclusion: commission-based contracts are structurally fragile. Not because people are dishonest, but because they are human.

04.2.1 Mechanism 01 — The Mimetic Triangle.

Rene Girard's mimetic theory, formalised by philosopher Stephane Vinolo (Universitas Philosophica, 2018), establishes that human desire is never autonomous — it is always mediated. In its rivalrous form, the mechanism shifts: the rival no longer primarily desires the object itself, but desires to deprive the other of it. As Girard put it: 'In double mediation, one does not so much desire the object as one dreads seeing it possessed by the other.'

This dynamic, transposed to a commercial context, means that a client with a rivalrous profile does not weigh the absolute value of a commission. What activates their reward system is the act of withholding it. This is confirmed by neuroscientist Hidehiko Takahashi (Science, vol. 323, 2009): the schadenfreude response — pleasure derived from another's misfortune — activates the striatum, the brain's pleasure centre. Sébastien Bohler (Le Bug humain, Robert Laffont, 2019) documents the same mechanism through dopamine and social dominance.

The hourly rate removes the mimetic object from the equation. There is nothing to withhold — only a documented service delivered before payment. The rivalrous trigger disappears.

04.2.2 Mechanism 02 — Loss Aversion.

Kahneman and Tversky's Prospect Theory (Econometrica, 1979) established that the psychological pain of a loss is approximately twice the pleasure of an equivalent gain. The endowment effect (Kahneman, Knetsch & Thaler, Journal of Political Economy, 1990) compounds this: once a client has received and mentally integrated their revenue, the commission owed to the consultant is no longer perceived as a debt — it is perceived as a loss. The brain's insula activates, the same region associated with physical pain (Knutson et al., Neuron, 2007).

The hourly rate eliminates the endowment effect on compensation: the expense is anticipated, budgeted, and mentally integrated before revenue is received. There is nothing to lose.

04.2.3 Mechanism 03 — Reward Prediction Error.

Wolfram Schultz's research on dopamine neurons (described by Bohler, pp. 107–113) established a counterintuitive principle: the brain's reward circuit only activates when a result exceeds expectations. Expected results produce no dopamine.

> *'Our reward system only activates if we get more than we expected. Anticipated results produce no pleasure.' (Bohler, 2019, p. 108)*

A well-written commission contract is by definition perfectly predictable. That predictability is neurologically catastrophic. Deci and Ryan's self-determination theory calls this the overjustification effect: introduce a predictable external reward for an intrinsically motivated activity, and you destroy the intrinsic motivation. The hourly rate preserves motivational integrity.

04.2.4 Mechanism 04 — Temporal Discounting.

Bohler documents a fourth mechanism: temporal discounting. The further away a reward — or an obligation — is in time, the less neurological weight it carries. When a client signs a commission contract, the future payment is abstract, distant, and neurologically lightweight. But when the time comes to pay — after revenue has been received and mentally claimed — the neurological context is completely different.

> *'The longer the delay, the weaker the anticipatory response.' (Bohler, 2019, p. 123)*

The hourly rate collapses the time gap: invoices are issued regularly, for work already delivered. There is no deferred promise to under-weight at signing and over-weight at payment.

04.2.5 Conclusion.

These four mechanisms are independent of each other and cumulative in their effect. The mimetic profile wants to deprive. The loss aversion profile suffers from paying. The reward prediction mechanism destroys motivation on both sides — even in good faith. Temporal discounting makes the commitment structurally fragile from the moment it is signed.

In every case, the behaviour is economically irrational, often unconscious, and systematically rationalised after the fact. The hourly rate is not merely a pricing preference. It is an architectural decision that reconfigures the neuropsychological conditions of the commercial relationship.

Sources: Girard (1961); Vinolo, Universitas Philosophica (2018); Bohler, Le Bug humain, Robert Laffont (2019); Takahashi et al., Science 323 (2009); Kahneman & Tversky, Econometrica (1979); Kahneman, Knetsch & Thaler, JPE (1990); Knutson et al., Neuron (2007); Hanson et al., PNAS (2017); Schultz, Neuron 36 (2002); Deci & Ryan (1985); Murayama et al., Frontiers in Human Neuroscience (2017); Mischel, The Marshmallow Test (2014).

04.3 Transparency and Accountability in the Use of AI.

At Ubinodes, we believe in keeping our clients fully informed about every aspect of our process. That includes when and how we use artificial intelligence. While AI can be a powerful tool to accelerate research, draft content, or support planning, it is never used to replace human oversight or critical thinking.

Our role is to guide and validate, not to outsource your vision to a machine. That is why we maintain strict transparency protocols whenever AI is involved in any phase of a project. If any part of the work delivered has been generated or assisted by AI, we will clearly indicate it. We will also include as an annex the exact prompt used to generate the AI content, including the instructions, context, and parameters set to guide the AI's output. Alongside this, we will list the sources the AI relied on to produce its answer.

In a landscape where many firms use AI behind closed doors, Ubinodes takes the opposite approach. We integrate technology with transparency. We use it to add value, not to cut corners. And we ensure that you always remain in the loop, with the ability to shape, refine, and question any part of the journey.

04.4 Existing Network of Nodes.

Before the COVID-19 pandemic, Ubinodes operated with an established network of Nodes spread across various countries. The pandemic reshaped that network. As borders closed and economies shifted, many Nodes had to pivot toward other income sources. The network gradually dissolved.

In hindsight, this became the opportunity for a fundamental rethink. The pre-pandemic model — a structured list of countries and Nodes, like a menu — was convenient but unintentionally limiting. Having a ready-made list introduced bias: the temptation to shape a plan around availability rather than suitability.

Today, Ubinodes does not begin with a pre-built network. We begin with a blank page. Our research is tailored from the ground up every time. Once the marketing plan makes a clear, evidence-backed case for entering a specific market, we move into action. At that point, and only then, we search for, vet, and train a new Node in that region. We no longer push markets because we have people there. We build teams because the market demands it.

05. FEES.

Ubinodes charges a monthly fee, approximately equivalent to the cost of a half-page colour advertisement in a small print magazine. Unlike traditional advertising, this fee serves as an investment, fuelling the growth of our network and expanding access to more markets and services.

Your monthly fee is not just about formal services — it is an investment in proactive partnership. We dedicate time to the unsung tasks that drive your success: answering urgent emails, researching market trends informally, or casually promoting your brand during industry conversations. Think of it as 24/7 advocacy.

Each node also maintains an hourly rate, and invoices are typically sent weekly. Initially, a small credit may be requested for an escrow account to ensure prompt payment to nodes for their initial work week.

Comparatively, if you were to travel to each target country individually, spending weeks understanding markets, cultures, laws, and regulations, the costs could become prohibitively expensive. Opting to have local nodes handle these tasks is a more cost-effective and impactful use of resources.

Payments can be made in fiat currency, and we ensure flexible, transparent billing processes tailored to your specific needs.

06. GST/VAT.

Ubinodes, incorporated in Estonia, adheres to the following GST/VAT guidelines:

06.1 Private Individual. 20% Estonian VAT will be applied to your payment.

06.2 Business in Estonia. 20% Estonian VAT will be applied to your payment. Please provide your VAT number.

06.3 EU Business (not in Estonia). If you have a valid EU VAT number, no VAT will be applied, and your invoice will show: ‘The purchase is liable to Intra-Community supply 0%, Reverse charge.’ If you lack a valid VAT number, 20% VAT will be applied.

06.4 Business Outside the EU. No VAT will be applied.

VAT treatment at a glance.

Your status	VAT rate	Notes
Private individual	20%	Estonian VAT applied to your payment.
Business in Estonia	20%	Estonian VAT applied. Provide your VAT number.
EU business (outside Estonia)	0%	With a valid EU VAT number. Invoice shows: *‘Intra-Community supply 0%,*

Your status	VAT rate	Notes
		Reverse charge.’ Without a valid number, 20% applies.
Business outside the EU	None	No VAT applied.

Standard Estonian VAT rate shown; figures are guidance and do not constitute tax advice.

07. EU COMPLIANCE & GPSR.

07.1 What This Service Covers.

EU Compliance & GPSR is the first service most manufacturers need, because it is the one the market gives them no choice about. Selling a consumer product into the European Union is no longer simply a commercial decision — it is a regulated act, and the regulation now requires a legally recognised point of accountability inside the Union before a product can lawfully reach a buyer. Alongside Cybersecurity, AI Integration, and Export & Market Entry, this service forms the operational foundation that allows a manufacturing business to grow beyond its domestic base. But it comes first for a reason: without it, the other three have nowhere to deliver.

Ubinodes acts as the EU Responsible Person for non-EU manufacturers under the General Product Safety Regulation (GPSR). The deliverable is lawful market access — not a memo about compliance, but the appointed representative, the held documentation, and the official point of contact that the regulation demands. This chapter explains the obligation, the role, and how Ubinodes meets it.

07.2 The GPSR Requirement.

Selling into the European Union has become more regulated than ever, particularly with the introduction of the new General Product Safety Regulation (GPSR), which came into effect in December 2024. This law applies to most consumer products sold in the EU and places a clear obligation on non-EU manufacturers: they must appoint a legally recognised 'Responsible Person' based in the EU before their products can enter the market.

This is not a recommendation a manufacturer can weigh against others. It is a precondition of market access. A product without an appointed Responsible Person is not a product with weaker compliance — it is a product that cannot lawfully be placed on the European market at all.

07.3 The Role of the Responsible Person.

The Responsible Person's role is to ensure your products comply with EU safety rules, hold your technical documentation, and serve as the official point of contact for market surveillance authorities. Without this, even fully certified products with CE marking can be blocked at customs, removed from store shelves, or delisted from online platforms like Amazon.

The consequence is concrete and commercial. The exposure is not a future fine to budget for — it is the immediate loss of the route to market. A shipment held at customs, a listing removed mid-season, or a retail line pulled from shelves all translate directly into lost revenue and damaged relationships with European buyers.

07.4 The Ubinodes Solution.

Ubinodes is now offering a practical solution to this challenge through our trusted network of nodes based across Europe. With this service, Ubinodes enables manufacturers outside the EU to continue exporting their products directly to the European market. Our nodes act as your designated Responsible Person, meeting the EU's regulatory requirement without forcing you to establish a local presence or rely on costly intermediaries.

For non-EU manufacturers, we act as your legally compliant 'Responsible Person' under EU regulations (GPSR), safeguarding your market access while ensuring you meet all applicable legal obligations. The objective is simple: your products stay on the shelf, on the platform, and through customs, because the accountability the regulation requires is in place and demonstrable.

07.5 Additional Compliance Support.

In addition to acting as your Responsible Person, Ubinodes supports you in reviewing documentation, preparing technical files, and navigating sector-specific requirements such as EPREL for energy-related products or CPNP for cosmetics. This service marks a key part of Ubinodes' broader mission to help manufacturers expand globally while staying compliant locally.

Compliance is the threshold every other service depends on. Once it is secured, the manufacturer is free to address the second non-negotiable — the security posture that European regulation, customers, and supply chains now require — covered in the next chapter.

08. CYBERSECURITY.

08.1 The Threat Landscape for Manufacturers.

Cybersecurity is the second service most manufacturers cannot do without, and like compliance it is increasingly mandatory rather than optional. European regulation, major customers, and supply-chain partners now require a demonstrable security posture as a condition of doing business — a point this chapter returns to under NIS2. Before that regulatory dimension, the operational reality alone makes the case.

Manufacturing is now the most targeted industry globally for cyber attacks. It accounts for 24.6% of all cyber incidents — more than financial services, healthcare, or any other sector. Manufacturing businesses combine several characteristics that make them attractive targets: high-value intellectual property, complex operational technology environments, global supply chains with multiple access points, and a historical underinvestment in security governance relative to other industries.

The scale of the threat has accelerated sharply. European manufacturers experienced an 89% increase in data breaches in a single year. Over 90% of those breaches affected businesses with fewer than 1,000 employees — a figure that challenges the assumption that cyber attacks are primarily a large-enterprise problem. Small and mid-sized manufacturers are targeted because they frequently sit within the supply chains of larger organisations, providing an indirect route to higher-value targets.

Ransomware accounted for 71% of attacks directed at manufacturers in 2024. Operational technology environments — the systems that control production lines, quality monitoring, and logistics — are increasingly targeted directly, with OT-focused attacks surging 87% year-over-year. The threat is no longer confined to IT networks. A successful attack on a production system can halt manufacturing operations entirely.

08.2 Before and After Structured Cybersecurity.

The operational difference between a manufacturer with structured cybersecurity and one operating on fragmented, reactive defences is visible across every dimension of the business.

08.2.1 Security governance. Before: Security feels like constant crisis management. Individual tools are in place, but there is no governing framework that connects them, no defined ownership, and no clear picture of overall risk. After: Security operates as a governed, measurable system. Risk is documented, controls are mapped, and senior leadership has a clear view of posture and exposure at all times.

08.2.2 Workforce behaviour. Before: Employees click links, reuse passwords, share credentials, and handle data in ways that create exposure — not through negligence, but through lack of structured guidance. After: The workforce is trained, regularly tested, and operationally aware. After structured training, 92% of employees are able to identify and report phishing attempts — preventing an average of €150,000 per avoided business email compromise incident.

08.2.3 Vulnerability visibility. Before: Leadership assumes that existing tools are sufficient. The gaps in coverage are unknown, and therefore unaddressed. After: A comprehensive assessment has identified every material vulnerability. Remediation is prioritised, tracked, and documented.

08.2.4 Incident response. Before: A breach means panic, improvised communication, and a scramble to understand what happened. After: A documented incident response plan can be activated within minutes of detection. Evidence is preserved in a legally defensible manner, and post-incident reporting is structured and complete.

08.2.5 Compliance and audit readiness. Before: Compliance is a scramble before every audit. Documentation is incomplete, controls are undocumented. After: Governance documentation, risk registers, and control mapping are maintained continuously. Audit readiness is the default state, not an emergency exercise.

08.2.6 International expansion. Before: Expanding into new markets multiplies unknown risks. Security processes that were informal in one location cannot be replicated in another. After: The domestic security framework becomes the operational blueprint replicated in every new market. International growth does not introduce new security fragility — it extends a proven, documented system.

08.3 Our Six Cybersecurity Services.

Ubinodes does not sell security products. It delivers structured cybersecurity frameworks designed for the size, industry, regulatory exposure, and growth objectives of each manufacturer it works with. Every engagement is scoped, bounded, and delivered with measurable risk reduction and full organisational autonomy as its objective.

08.3.1 Comprehensive Cybersecurity Risk Assessment.

The foundation of any structured security programme is an accurate picture of current exposure. This assessment evaluates infrastructure, access control, governance policies, cloud configuration, and workforce practices across both IT and operational technology environments. Attack surfaces are mapped systematically. Existing security tools, configurations, and policy gaps are reviewed against current threat models.

The deliverable is a prioritised risk register, a remediation roadmap, and executive-level reporting framed in terms of business impact — not technical severity scores that require translation before they are actionable.

08.3.2 Vulnerability Assessment and Penetration Testing.

This service tests the organisation's defences through the simulation of real-world attack scenarios. Testing covers internal systems, external-facing networks, and web applications. Findings are validated manually — not merely reported as outputs from automated scanning tools — and each finding is accompanied by clear remediation guidance with severity classification. Testing methodology is aligned with recognised standards including OWASP, NIST, and ISO 27001.

The result is an accurate, evidence-based view of the organisation's vulnerabilities as seen from the perspective of an attacker. Gaps are identified and closed before they are exploited.

08.3.3 Security Architecture and Infrastructure Hardening.

Reactive security — adding controls after incidents occur — is consistently more expensive and less effective than security built into the architecture of an operation. This service designs and implements structured security architecture: access control frameworks, network segmentation, endpoint hardening, logging strategies, cloud security configuration, and integration across IT and OT environments.

The principle is security embedded in operations, not layered on top of them. The result is a defensible, auditable infrastructure that does not require continuous emergency patching.

08.3.4 Security Awareness and Workforce Training.

52% of operational technology incidents originate from human error. Training programmes delivered under this service are not awareness campaigns. They are structured, scenario-based programmes that include simulated phishing campaigns with measurable outcomes, role-specific training for executives, IT staff, and operational teams, and secure data handling protocols aligned with the organisation's governance policies.

The objective is to convert the workforce from a vulnerability into a defensive asset. The measurable benchmark — 92% of trained employees able to identify and report phishing — is achieved through repeated, realistic scenario exposure, not a single annual briefing.

08.3.5 Incident Response Planning and Digital Forensics.

75% of small and mid-sized businesses say they could not continue operating if hit with a ransomware attack. For those businesses that do not have a documented incident response plan, that statistic reflects reality — not pessimism. This service develops complete response frameworks, including escalation protocols, chain-of-custody procedures, evidence handling guidelines for legally defensible investigations, and structured post-incident reporting.

The deliverable is an incident response plan the team can activate without external dependency — one that preserves evidence, maintains operational continuity, and satisfies the documentation requirements of regulators, insurers, and legal counsel.

08.3.6 Governance, Risk and Compliance Alignment.

Regulatory requirements for manufacturers operating in or exporting to European markets have intensified significantly. This service aligns the organisation's governance documentation, risk registers, and control frameworks with ISO 27001, NIS2, and applicable data protection regulations. A gap analysis identifies specific areas of non-conformance. Policy drafting, control mapping, and compliance readiness preparation are delivered in a format that supports both internal governance and external audit.

The deliverable is a compliance-ready governance framework that strengthens credibility with clients, partners, financial institutions, and regulators.

08.4 Regulatory Framework: NIS2 and Beyond.

The EU Network and Information Security Directive — NIS2 — is now law across European Union member states. For manufacturers, this represents a material compliance obligation, not a future consideration. NIS2 extends the scope of its predecessor to cover a significantly broader range of sectors, including manufacturing, and imposes direct obligations on organisations classified as essential or important entities under the directive. Fines for non-compliance reach up to €10 million or 2% of global annual turnover, whichever is higher. Enforcement is active and accelerating.

NIS2 is not the only framework that matters. ISO 27001 remains the international benchmark for information security management systems and is increasingly required as a condition of supply chain participation, particularly in automotive, aerospace, and pharmaceutical sectors. The NIST Cybersecurity Framework provides a widely adopted reference architecture for risk management that aligns with both NIS2 and ISO 27001.

Manufacturers that export to European markets, or that operate within European supply chains, are subject to these requirements regardless of where they are headquartered. Compliance is not a European-only obligation — it is a condition of market access. Procurement processes at major manufacturers and public-sector buyers routinely include security posture assessments. An organisation that cannot demonstrate structured governance, documented risk management, and regulatory alignment will find itself excluded from contracts that are commercially significant.

08.5 Industries We Serve.

Automotive & Aerospace. OT-targeted attacks on manufacturing have surged 87% year-over-year, and 75% of successful OT attacks begin in IT networks — underscoring the importance of integrated IT/OT security architecture. Ransomware accounted for 71% of attacks directed at manufacturers in 2024. Applicable services: Cybersecurity Risk Assessment, Security Architecture and Infrastructure Hardening, Incident Response Planning.

Food & Beverage. SCADA systems that control production and quality monitoring present significant attack surfaces in food and beverage manufacturing. Data integrity failures in quality control carry both safety and regulatory consequences. Operational staff require structured, practical training. Applicable services: Security Awareness and Workforce Training, Governance, Risk and Compliance Alignment, Cybersecurity Risk Assessment.

Pharmaceuticals & Medical Devices. Espionage-motivated breaches now account for 20% of manufacturing cyber incidents, with pharmaceutical and medical device companies disproportionately targeted for intellectual property. Digital forensics readiness is essential for maintaining audit trails and for defending against IP theft. Applicable services: Incident Response Planning and Digital Forensics, Governance, Risk and Compliance Alignment, Vulnerability Assessment and Penetration Testing.

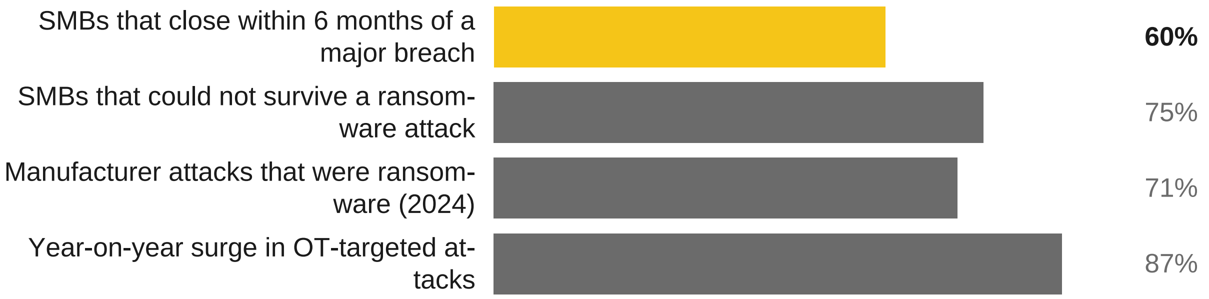
Heavy Machinery and Industrial Equipment. Remote access capabilities introduced to support maintenance and monitoring functions create persistent attack surfaces that require structured hardening. Incident response protocols for production environments must account for the operational impact of taking systems offline. Applicable services: Security Architecture and Infrastructure Hardening, Cybersecurity Risk Assessment, Incident Response Planning.

Electronics & Precision Manufacturing. 22% of breaches in electronics manufacturing involve stolen credentials as the primary attack vector. Applicable services: Vulnerability Assessment and Penetration Testing, Security Awareness and Workforce Training, Security Architecture and Infrastructure Hardening.

08.6 Key Results.

The financial consequences of a cyber incident in manufacturing are no longer theoretical. The following figures reflect the current cost environment and the return that structured cybersecurity investment delivers:

The manufacturing threat environment, by the numbers.



The single highlighted bar is the one that ends the business: three in five small and mid-sized firms that suffer a major breach are gone within six months. Sources: Ubinodes cybersecurity research; industry breach studies, 2024.

US$3.31 million — the average cost of a data breach for businesses with fewer than 500 employees. This figure includes direct costs (incident response, legal, notification, regulatory penalties) and indirect costs (operational disruption, reputational damage, customer attrition).

60% of small businesses that suffer a major breach close within six months. The operational and financial shock of a significant incident frequently exceeds the recovery capacity of an SMB without a documented response plan.

Every US$1 invested in structured cybersecurity prevents US$5 in breach costs. This reflects the cost differential between proactive risk reduction and reactive incident response.

€10 million — the maximum NIS2 non-compliance penalty for organisations operating in or supplying European markets. Regulatory exposure compounds the operational risk of inadequate security governance.

The investment case for structured cybersecurity is straightforward. The cost of a structured programme is bounded and predictable. The cost of a major incident is neither.

08.7 Our Process.

The Ubinodes cybersecurity engagement follows five steps, sequenced to deliver clarity, control, and operational autonomy at each stage.

Step 01. Strategic Discovery. A focused conversation about current security posture, operational environment, regulatory exposure, and growth objectives. No prior security documentation is required. The purpose is to establish an accurate baseline and to define what a successful engagement looks like in measurable terms.

Step 02. Comprehensive Risk Assessment. Infrastructure is mapped, access controls and governance practices are evaluated, and a prioritised risk register is produced. This is the security blueprint for the organisation — specific, actionable, and framed in terms of business impact.

Step 03. Architecture and Remediation Planning. Security architecture is designed to address the vulnerabilities identified in the risk assessment. Remediation priorities are sequenced against operational feasibility — the plan accounts for what the organisation can absorb without disrupting production.

Step 04. Implementation and Workforce Enablement. Security controls are deployed, system configurations are hardened, and the team is trained through realistic scenarios: phishing simulations, incident response drills, and secure data handling protocols.

Step 05. Leadership Control and Organisational Autonomy. The organisation owns the framework, the governance documentation, the risk register, and the incident response plan. There is no ongoing dependency on Ubinodes. The security transformation is a permanent operational capability. It does not depend on Ubinodes staying. It depends on Ubinodes preparing the leadership team to lead.

09. AI INTEGRATION.

With compliance secured and security in place, a manufacturer is positioned to pursue efficiency and competitive advantage. AI integration is the third of the four services Ubinodes delivers — valuable, but built on the foundations established by EU compliance and cybersecurity. It is the service that compounds the return on a stable, defensible operation: once the regulatory and security baseline is in place, AI converts that stability into measurable operational gains.

09.1 Why AI Now.

The manufacturing sector is at an inflection point. According to global industry surveys, 84% of manufacturers plan to increase AI investment over the next three years — a figure that reflects not optimism but competitive pressure. The manufacturers who integrate AI into their core operations in the near term will establish structural cost and quality advantages that late movers will find difficult to close. The question for a manufacturer today is not whether AI is relevant to operations. It is how quickly a structured integration can be delivered and what it will cost to delay.

The problems that AI addresses in a manufacturing environment are not abstract. Institutional knowledge is fragile. When a senior engineer, a compliance officer, or a logistics manager leaves the business, years of operational knowledge leave with them. Manual workflows persist not because they are efficient but because no one has had the time or budget to replace them. Decisions that carry material financial consequences — procurement, pricing, quality release — are still made on the basis of experience and instinct rather than structured, data-supported analysis. These are not technology problems. They are operational vulnerabilities, and they compound as a business grows and enters new markets.

Every hour a team spends searching for internal documents, reconciling data, or drafting responses that a trained AI assistant could handle in seconds is an hour not spent on activities that generate revenue. Scaling a manufacturing operation internationally while these inefficiencies remain unresolved adds complexity faster than it adds capacity.

09.2 Before and After AI Integration.

The contrast between an operation that has integrated AI and one that has not becomes visible quickly at the process level. The following comparisons reflect the operational shifts Ubinodes delivers across its engagements.

Document and knowledge access. Before: Hours are lost searching for procedures, manuals, and internal documentation. The quality of the answer depends on who is asked and what they happen to remember. After: An internal AI assistant queries only company-approved documents and delivers structured, traceable responses within seconds. Every employee receives the same quality of answer.

Output consistency. Before: Responses to customers, internal reports, and operational outputs vary depending on who produces them and when. After: Standardised, high-quality outputs are produced consistently across every department, regardless of staffing levels or team experience.

Decision support. Before: High-stakes decisions in procurement, pricing, and compliance rely on individual judgement, often under time pressure and without structured data. After: A defined AI decision architecture provides structured support for recurring decision points, with clear accountability lines and defined boundaries between AI-assisted and human-only decisions.

Growth and headcount. Before: Scaling the business means adding headcount to absorb the additional administrative and operational load, at increasing cost and management complexity. After: Growth scales processes rather than payroll. AI handles the volume increase; the team handles the judgement.

Institutional knowledge retention. Before: Critical knowledge is concentrated in a small number of individuals. When they are unavailable, workflows stall. After: Institutional knowledge is captured, structured, and made permanently available. The knowledge of your most experienced employee is accessible to the entire organisation, at any time.

International readiness. Before: Domestic operations are already stretched, making expansion into new markets feel operationally unrealistic. After: The operational efficiency achieved through AI integration creates the capacity and the documented processes needed to replicate domestic excellence in international markets.

09.3 Our Five AI Services.

Ubinodes does not sell software. It delivers structured, practical AI integration configured to the way manufacturers actually work — by department, governed by clear rules, and designed so that teams operate the tools independently after the engagement concludes.

09.3.1 Operational AI Audit.

The engagement begins with a targeted analysis of existing workflows. The objective is to identify where AI delivers the highest operational impact — not where it is theoretically applicable, but where it removes the most friction, recovers the most time, and reduces the highest concentration of error. This includes mapping information flows across documents, emails, and operational procedures; identifying repetitive, low-value tasks currently consuming team capacity; and assessing existing AI usage and any data confidentiality constraints that govern what tools can be deployed and how.

The deliverable is a prioritised list of AI use cases ranked by time savings, cost reduction, and reliability gains. This is your AI roadmap — specific to your operations, not a generic framework.

09.3.2 AI Deployment by Department.

AI is configured function by function: Sales, HR, Administration, Customer Support, Production. Rather than deploying a different tool for each team and creating the tool sprawl that undermines adoption, Ubinodes selects one or two AI solutions sized for the entire organisation. Usage rules are defined from the outset — which data is authorised, where human validation is required, and which decisions AI must never make without explicit human sign-off.

The result is a controlled, mission-aligned AI workflow for every function in the business. Governance is built in, not added later.

09.3.3 Internal AI Assistants.

Internal AI assistants are configured to query exclusively company-approved documents. They do not draw on external sources, which eliminates the hallucination risk associated with general-purpose AI tools. Every response is structured, traceable, and consistent with internal procedures.

The practical applications are immediate: rapid access to operating manuals, sales argument support for commercial teams, standardised customer service responses, and regulatory documentation lookup for compliance and quality functions. The effect is equivalent to having the knowledge of your most experienced employee available to every member of the team, at any hour.

09.3.4 Team Training.

Training is hands-on and grounded in the actual tasks each team performs. It is not a course on AI theory. By the end of the training programme, every member of the team can operate the deployed tools without external support. The training covers onboarding to the tools in the context of real daily workflows, review and validation protocols for AI-generated outputs, and the prevention of high-risk or non-compliant usage.

The objective is full team autonomy. After training, there is no dependency on Ubinodes. The team owns the tools and the processes.

09.3.5 AI Strategy and Decision Architecture.

For manufacturers where decisions carry significant financial, regulatory, or operational weight — procurement, compliance release, pricing, logistics routing — a structured decision architecture ensures that AI supports rather than replaces human judgement where it matters most. This service identifies critical and recurring decision points across the organisation, classifies them by risk level, impact, and reversibility, and defines the boundary between AI-assisted and human-only decisions. Approval levels, validation gates, and accountability lines are documented.

The deliverable is a complete AI decision architecture aligned with the organisation's governance structure — ready to present to a board, an auditor, or a regulatory body.

09.4 Industries We Serve.

Automotive & Aerospace. AI-powered visual inspection identifies defects that manual checks miss at line speed. Predictive maintenance reduces unplanned downtime across production equipment. AI-driven supply chain optimisation improves procurement decisions and reduces exposure to raw material volatility. Applicable services: Operational AI Audit, AI Deployment by Department, AI Strategy and Decision Architecture.

Food & Beverage. Real-time quality assurance monitoring maintains product consistency across high-volume production lines. Internal AI assistants standardise regulatory documentation across multiple facilities and jurisdictions. Supply chain optimisation supports sourcing, inventory management, and distribution logistics. Applicable services: Internal AI Assistants, AI Deployment by Department, Team Training.

Pharmaceuticals & Medical Devices. AI assistants accelerate regulatory documentation lookup and reduce the time required to demonstrate GMP and ISO compliance. AI-powered inspection reduces defect rates while maintaining full traceability across batch records. Applicable services: Internal AI Assistants, AI Strategy and Decision Architecture, Operational AI Audit.

Heavy Machinery & Metal. AI-driven predictive maintenance and workflow automation reduce downtime and improve throughput on high-value production assets. AI decision support optimises procurement decisions when raw material costs fluctuate. Applicable services: Operational AI Audit, AI Deployment by Department, AI Strategy and Decision Architecture.

Electronics & Precision Manufacturing. AI-powered quality control identifies micro-defects that fall below human visual detection thresholds. Process automation reduces manual handling of test data, calibration records, and technical documentation. Applicable services: Internal AI Assistants, AI Deployment by Department, Team Training.

09.5 Key Results.

The operational improvements that AI integration delivers are measurable from the first months of deployment. Across Ubinodes engagements with manufacturers, the following benchmarks reflect what structured AI integration produces:

10–50× faster processing of routine operational tasks, including document retrieval, report generation, and data reconciliation.

80–90% reduction in error rates across automated workflows, where AI replaces manual data entry, classification, and checking.

100–500% ROI within the first year for process automation implementations — a range driven by baseline inefficiency levels and the number of functions integrated.

50% reduction in quality defect rates where AI-powered inspection is deployed on production lines.

These figures are operational outcomes, not marketing projections. They are achievable because AI integration, when implemented with proper scoping, governance, and training, addresses the specific inefficiencies that erode margin and constrain capacity in a manufacturing environment.

09.6 Our Process.

The Ubinodes AI integration process follows five steps, sequenced to deliver measurable results at each stage and to ensure that the organisation owns the outcome by the end of the engagement.

Step 01. Discovery. A focused conversation about current operations, workflows, challenges, and growth objectives. The aim is to establish a clear picture of where the organisation is today and what a successful AI integration looks like in operational terms. No commitment is required at this stage.

Step 02. Operational AI Audit. Workflows are mapped in detail. The highest-impact AI use cases are identified and ranked. A prioritised roadmap is delivered — specific to the organisation, not a generic template.

Step 03. Deployment and Configuration. AI tools are selected, configured by department, and integrated into existing operational processes. Usage rules, data boundaries, and validation requirements are defined and documented before any tool goes live.

Step 04. Training. The team is trained on real tasks using the actual tools deployed. By the end of the training programme, every team member operates the tools independently. Training is conducted in the context of the daily work the team actually performs.

Step 05. Full Autonomy. The organisation owns the system, the processes, and the knowledge. There is no ongoing dependency on Ubinodes. The AI integration is a permanent operational capability — one that scales as the business grows, domestically and internationally.

10. EXPORT & MARKET ENTRY.

10.1 What This Service Covers.

Export & Market Entry is the growth service in the Ubinodes offering — the one that turns a compliant, secure, and operationally efficient manufacturer into one that sells into new territories. It comes after the two non-negotiables: EU compliance, which grants the right to place products on the European market, and cybersecurity, which protects the operation and satisfies the procurement requirements that gate access to serious buyers. Alongside AI Integration, Export & Market Entry forms the part of the offering that converts a stable foundation into revenue growth. This chapter introduces the service and explains what you will find in the country intelligence annexe. It does not repeat the strategic frameworks covered in Chapters 01 through 06.

The service is built around a single premise: entering a foreign market is a structured execution challenge, not an adventure. Ubinodes helps manufacturers identify the right markets, define a viable route to entry, navigate the commercial and regulatory requirements specific to each territory, and then execute — from first contact through to first sale. The scope covers market selection, distributor and partner identification, trade documentation, pricing architecture for new markets, and the operational setup required to sustain a presence once it is established.

What this service is not is a research subscription or a strategy document you file and forget. The deliverable is market entry, not a report about market entry. Every engagement is scoped around a specific geography, a specific product category, and a measurable commercial objective. Timelines, milestones, and success criteria are defined at the outset.

10.2 Our Approach.

Ubinodes operates from a blank-page methodology. Each market entry engagement begins without assumptions about which geography is right, which channel model will work, or which partners are available. The analysis starts from your product, your margin structure, your operational capacity, and your appetite for risk — then builds outward. This approach eliminates the bias that comes from recommending markets where a consultant already has contacts, and it ensures that the strategy reflects your business, not a template.

The Node model is central to how Ubinodes structures market presence. Rather than recommending broad, simultaneous expansion across multiple territories, the approach identifies the single highest-probability market, establishes a functioning commercial node there, and uses that node as the operational and intelligence base for the next stage of expansion. A node is not a sales office. It is a set of validated relationships, documented processes, and repeatable commercial behaviours that can be replicated in subsequent markets with lower cost and shorter timelines. Each successful node reduces the risk and cost of the one that follows.

From plan to execution, Ubinodes remains operationally involved. The engagement does not conclude with a market entry strategy deck. Ubinodes works alongside your team through partner selection, commercial negotiations, documentation, and the first commercial transactions. The objective is to transfer a functioning market operation to your organisation — one that runs independently, without ongoing dependency on external support.

10.3 Country Intelligence.

Detailed country profiles are available in Annexe A of this guide. Each profile covers the market context relevant to international manufacturers: regulatory and customs environment, key distribution channels, import requirements, sector-specific demand indicators, and practical considerations for establishing commercial presence.

The profiles are designed to be read alongside the strategic frameworks in Chapters 01 through 06 — they provide the market-specific data layer that sits beneath the methodology. Where a country profile is relevant to your current or planned expansion, it should be treated as a working document, not a reference appendix.

11. OUR SERVICE OFFERING.

Ubinodes operates as a full-service international compliance, security, and business development partner, delivering targeted solutions that help clients succeed in complex and competitive environments. Our capabilities span four domains — led by EU Compliance & GPSR and Cybersecurity, the two services manufacturers selling into Europe cannot do without, and completed by AI Integration and Export & Market Entry, the services that turn a stable, defensible operation into a growing one. Together they support every stage of your project, from securing the right to sell into Europe through to operational optimisation and international growth.

The four domains at a glance.

Domain	What it covers	When you need it
EU Compliance & GPSR	Designated Responsible Person, GPSR conformity, technical documentation and registration support.	Before any product can lawfully reach the EU market.
Cybersecurity	Risk assessment, penetration testing, infrastructure hardening, incident response, NIS2 and ISO 27001 alignment.	Before serious buyers and supply chains will trust you.
AI Integration	Operational AI audit, department deployment, internal assistants, decision architecture, team training.	Once compliant and secure, to recover time and reduce error.
Export & Market Entry	Market analysis, partner and contract facilitation, sourcing, branding, training seminars.	When the foundation is set and you are ready to grow.

The first two domains are thresholds for market access; the last two convert a stable operation into a growing one.

Within these domains, we currently offer the following services:

Designated Responsible Person for Europe (GPSR). For non-EU manufacturers, we act as your legally compliant ‘Responsible Person’ under

EU regulations (GPSR), safeguarding your market access while ensuring you meet all applicable legal obligations.

Governance, Risk and Compliance Alignment. Alignment of governance documentation, risk registers, and control frameworks with ISO 27001, NIS2, and applicable data protection regulations.

Cybersecurity Risk Assessment. A comprehensive evaluation of infrastructure, access control, governance policies, cloud configuration, and workforce practices, delivered as a prioritised risk register and remediation roadmap.

IT Audit and Penetration Testing. Our cybersecurity team conducts in-depth IT audits and penetration testing to assess vulnerabilities, strengthen your infrastructure, and ensure compliance with industry security standards.

Security Architecture and Infrastructure Hardening. Structured security architecture designed into operations: access control frameworks, network segmentation, endpoint hardening, logging strategies, and cloud security configuration.

Incident Response Planning and Digital Forensics. Complete response frameworks including escalation protocols, chain-of-custody procedures, and post-incident reporting — activatable without external dependency.

Team Training. Hands-on AI and cybersecurity training grounded in the actual tasks each team performs, resulting in full operational autonomy.

Operational AI Audit. A prioritised analysis of your workflows to identify where AI delivers the highest operational impact, delivered as a ranked roadmap specific to your operations.

AI Deployment by Department. AI configured function by function — Sales, HR, Administration, Customer Support, Production — with governance built in from the outset.

Internal AI Assistants. AI assistants configured to query exclusively company-approved documents, eliminating hallucination risk and delivering consistent, traceable responses.

AI Strategy and Decision Architecture. A structured decision architecture that defines the boundary between AI-assisted and human-only decisions, with documented approval levels and accountability lines.

In-depth Market Analysis. For each country where we have active nodes, we provide tailored market intelligence covering regulatory environments, competitor mapping, customer behaviour, pricing benchmarks, and sector-specific trends.

Partnership and Contract Facilitation. We assist in identifying, negotiating, and securing partnerships and contracts in your target markets. This includes introductions to vetted contacts, representation in meetings, and drafting or reviewing agreements.

Sourcing Services. We identify, evaluate, and secure suppliers worldwide, including factory visits, quality inspections, and contract negotiations, ensuring the best balance of cost, quality, and reliability.

Design and Branding Services. We deliver end-to-end creative solutions for websites, social media platforms, digital and print advertising, and other communication channels, strategically developed to align with your brand identity.

Training Seminars. Customised training programmes on market entry strategies, compliance requirements, operational best practices, and emerging technology trends.

12. OUR PORTFOLIO.

Before evolving into Ubinodes, our team operated under the name Six_Aviation, where we executed several high-impact projects for aviation clients across Europe and Oceania. Our focus was on digital strategy, regulatory entry, and market positioning for aerospace technologies entering foreign markets. Below are highlights of projects delivered during that era, all of which contribute to the legacy and capabilities of Ubinodes today.

12.1 Safetyplane: Digital Strategy and Market Launch.

Client: France Aviation New Zealand Ltd. Location: New Zealand / France. Sector: Aviation Technology.

France Aviation New Zealand Ltd partnered with Six_Aviation to launch Safetyplane, a fleet management solution for general aviation that combined onboard data recording with a secure web-based analytics platform. Designed to ease regulatory compliance and enhance oversight, Safetyplane targeted small aircraft operators burdened by paperwork and lacking real-time operational data.

Six_Aviation developed a full go-to-market strategy, which included a dynamic website with client dashboards, billing systems, and SEO-driven content. The messaging focused on benefits rather than technical specs, aiming to build trust among aeroclubs and small charters. Through targeted PR, partnerships, and competitive benchmarking, Safetyplane was positioned as the ‘black box’ for general aviation.

12.2 DynAero MCR Aircraft: Feasibility and Regulatory Analysis.

Client: Leading Edge Aviation Ltd / Dyn’Aero Aviation. Location: New Zealand. Sector: Light Aircraft Manufacturing.

This project evaluated the feasibility of importing and certifying the Dyn’Aero MCR series in New Zealand. Six_Aviation produced a detailed contextual report covering classification options, licensing implications, comparative regulatory research, and a proposed market entry strategy. The analysis positioned New Zealand as the most accessible Pacific entry point, offering regulatory flexibility and a receptive general aviation community.

12.3 Dynaero: Marketing Plan and Global Positioning.

Client: Dynaero Aircraft Manufacturing. Location: France. Sector: Aircraft Manufacturing.

Six_Aviation delivered a full-spectrum marketing plan that included regulatory segmentation, multi-tier distribution strategy, emotional and functional messaging, and after-sales support optimisation. By reframing kit aircraft as high-value, lifestyle purchases rather than DIY projects, Dynaero achieved greater resonance with flight schools and private buyers alike.

12.4 Market Expansion into Oceania.

Client: A leading French Aircraft Propeller Manufacturer. Location: France / Oceania. Sector: Aviation Components.

The strategy involved launching a new eCommerce site, creating a regional reseller network, and targeting Light Sport Aircraft (LSA) owners. Messaging was built around the emotional reward of performance upgrades, appealing to experienced pilots. The outcome was successful lead generation, premium brand recognition, and a foothold in an otherwise price-sensitive market.

12.5 Other Projects.

Our team worked with or collaborated alongside a range of reputable aerospace and aviation companies across multiple continents. A non-exhaustive list of organisations that have benefited from Six_Aviation's expertise and network:

Country	Organisations
France	Aerodif, Alpaero, Chabord, Confection Sèvre Vendée, Cumulus Company, Dynamic Aircraft, Electravia, ISEI Safetyplane, Lisa Airplanes, Mach 7, Scai-Tech Exhaust, SE Aviation, ULM Technologie
New Zealand	Airmaster, Falcomposite, Leading Edge Aviation
United States	ContourHD, Sensenich Propellers, VedaloHD
Australia	Fly Synthesis
Czech Republic	JMB Aircraft VL3
Poland	Peske Propellers

Country	Organisations
Switzerland	Woopy Fly

12.6 Beyond Aviation: Brand Building and Digital Growth.

As Six_Aviation matured into Ubinodes, the team's remit broadened well beyond aerospace. Our nodes have delivered web development, brand building, and digital growth engagements for a range of businesses and private clients across multiple continents, combining market intelligence, content strategy, and hands-on technical execution.

12.6.1 Copychemistry: Social Media Growth.

Client: Copychemistry.com. Sector: Digital Content / Copywriting.

Ubinodes built the brand's digital presence from the ground up — establishing its team, content approach, and channel strategy — and grew its social media following by over 1,000% across all channels. The engagement combined audience research, content production, and consistent channel management to convert a standing start into measurable reach.

12.6.2 Brand Building for Businesses and Private Clients.

Beyond named engagements, Ubinodes has provided ongoing brand-building, website development, and digital-marketing services for companies and private individuals. This work spans designing and building websites, search-engine optimisation, visual identity and content creation, and social-media management — giving smaller businesses the kind of integrated digital capability that is usually only available to much larger organisations.

12.6.3 Capacity Building and Training.

Our team also invests in developing local technical talent. Over a two-year period, our nodes trained more than 100 students in cybersecurity, web development, and mobile development through in-person programmes, and mentored over ten international students from the United States and United Kingdom in cybersecurity. This commitment to knowledge transfer means client teams who work with Ubinodes can internalise capability rather than remain dependent on outside help.

12.7 Legacy.

Each of these projects illustrates Ubinodes’ evolution from technical aviation consultancy into a full-service market entry, compliance, and business development firm that continues to deliver high-value outcomes for global clients.

13. BOOKS.

The following books are recommended for manufacturers and business leaders engaged in international expansion and strategic risk management:

Permanent Record by Edward Snowden. Translated into several languages. Essential reading on digital surveillance and the implications for international business communications.

Le piège Américain by Frédéric Pierucci. Available in French. A first-hand account of the weaponisation of US extra-territorial law against European companies — essential context for any manufacturer with US market exposure.

ANNEXE A. COUNTRY PROFILES.

The following country profiles provide market intelligence relevant to international manufacturers. Each profile covers the regulatory and customs environment, key distribution channels, import requirements, sector-specific demand indicators, and practical considerations for establishing commercial presence.

These profiles are designed to be read alongside the strategic frameworks in Chapters 01 through 10. Where a country profile is relevant to your current or planned expansion, treat it as a working document, not a reference appendix.

A.01 Washington State, United States.

A.01.1 Economic Overview.

Washington State is a vital player in the global economy, with a GDP exceeding US$613 billion and a population of 7.6 million. International trade is embedded in Washington's economic DNA — one in every five jobs depends directly on imports and exports. The state's strategic location on the Pacific Rim serves as a gateway to Asia-Pacific markets.

A.01.2 Trade Landscape.

Washington's exports are diverse and globally competitive. The aerospace sector leads, with aircraft and parts accounting for a significant share of outbound trade. Agricultural products — including soya beans, wheat, corn, and apples — underscore the state's role as a key supplier in global food markets. 90% of Washington's exporters are small and medium-sized enterprises (SMEs).

A.01.3 Key Sectors.

Agriculture (leading US producer of apples, cherries, wheat, and seafood), manufacturing (aerospace, advanced manufacturing, electronics, green technologies), and technology. Boeing has cultivated a robust ecosystem of suppliers, engineers, and innovators.

A.01.4 Competitive Advantages.

Washington has been a vocal advocate for free trade agreements, supporting NAFTA and its successor, the US-Mexico-Canada Agreement (USMCA).

State-level incentives include tax exemptions for certain import and export activities, grants for manufacturers, and workforce development programmes.

A.01.5 Market Entry Considerations.

Regulatory compliance, logistics management, and market entry strategies present complex challenges. Ubinodes specialises in guiding international companies through importing to and exporting from Washington State — from ensuring compliance with US trade laws to optimising logistics and identifying reliable partners.

A.02 Georgia State, United States.

A.02.1 Economic Overview.

Georgia ranks among the top US states in terms of economic output, with a population exceeding 10.6 million and a GDP surpassing US$626 billion. Atlanta serves as the undisputed economic engine of the state. Hartsfield-Jackson International Airport, one of the world's busiest, facilitates both passenger and cargo transport. The Port of Savannah, among the top US seaports, enables efficient maritime trade.

A.02.2 Key Sectors.

Logistics, manufacturing, agriculture, and technology. Georgia is a national leader in aerospace manufacturing, food processing, and automotive components. The technology sector is gaining momentum, with over 17,000 tech companies and a growing workforce of more than 200,000 IT professionals — Atlanta is emerging as a southern tech hub in fintech, cybersecurity, and logistics tech.

A.02.3 Business Environment.

Georgia's pro-business stance is reflected in comprehensive incentives: tax credits for job creation, investment, and R&D; financial support for environmentally sustainable businesses; and economic development agencies offering site selection, workforce training, and access to funding. The corporate income tax rate is 5.75%.

A.02.4 Market Entry Considerations.

Metro-Atlanta's spread-out urban geography requires understanding of local county-level ordinances. A significant Spanish-speaking population (approximately 10% of residents) contributes to cultural diversity. Partnering with local experts can simplify the entry process.

A.03 Ontario, Canada.

A.03.1 Economic Overview.

Ontario stands as Canada's most populous and economically significant province, home to nearly 14 million residents and contributing 37% of national GDP. Toronto is the financial and commercial hub. Ontario's strategic location near the US border, its extensive infrastructure, and highly skilled workforce make it a compelling destination for international investors and exporters looking to enter the North American market.

A.03.2 Key Sectors.

Ontario leads Canada in manufactured goods (approximately 50% of national manufacturing output), financial services, automotive production, aerospace, pharmaceuticals, medical devices, and advanced robotics. Toronto is increasingly recognised as a global centre for tech innovation and finance.

A.03.3 Exporting to Ontario.

Exporters must adhere to Canada's Consumer Packaging and Labelling Act, which requires bilingual packaging (English and French), metric measurements, and country-of-origin disclosures. Key export sectors with high potential include aerospace, clean energy technology, automotive parts, advanced machinery, and processed food products.

A.03.4 Market Entry Considerations.

Government support through Export Development Canada (EDC) and the Ontario Ministry of Economic Development, Job Creation and Trade. Businesses may qualify for R&D tax credits, green energy incentives, or support under Canada's trade agreements. Cross-border trade with the US is facilitated by land border crossings at Windsor-Detroit and Niagara Falls.

A.04 Virginia State, United States.

A.04.1 Economic Overview.

Virginia has consistently ranked among the top US states for business, with an annual GDP exceeding US$557 billion. Its capital, Richmond, is a growing manufacturing and logistics hub, while Northern Virginia is widely recognised as a global centre for technology and government contracting. Technology employs more than 430,000 Virginians, generating approximately US$63 billion annually.

A.04.2 Key Sectors.

Cloud computing, cybersecurity, advanced manufacturing, life sciences, and health services. Virginia captures a significant share of federal government contracting, particularly in defence, logistics, and cybersecurity. The region's tech infrastructure includes one of the densest concentrations of fibre-optic infrastructure in the country.

A.04.3 Tax and Incentives.

Virginia's corporate income tax rate stands at 6%, unchanged since 1972. Key incentive programmes include the Port of Virginia Infrastructure Grant, the Governor's Agricultural and Forestry Industries Development Fund, and the Virginia Enterprise Zone Programme.

A.04.4 Market Entry Considerations.

Virginia's proximity to Washington, D.C. provides a unique advantage in government contracting. Businesses entering the federal contracting space must register through the System for Award Management (SAM) and acquire a CAGE code. The federal government has increased procurement allocations to SMEs.

A.05 Estonia.

A.05.1 Economic Overview.

Since regaining independence from the Soviet Union in 1991, Estonia has transformed itself from a post-communist state into a thriving digital society and one of the most business-friendly countries in Europe. Now a full member of the European Union, Eurozone, and NATO, Estonia offers global investors and companies an ideal launchpad into the European market.

A.05.2 Business Environment.

The country's EU membership since 2004 and adoption of the euro in 2011 grant businesses access to a vast internal market, a stable currency, and harmonised regulations that simplify cross-border operations. Estonia has a flat 20% corporate income tax with zero tax on reinvested profits. Company registration is almost entirely digital and can be completed online in under a day.

A.05.3 Digital Leadership.

Estonia's 'e-Estonia' initiative has created one of the most advanced digital societies in the world. Since launching its e-Residency programme in 2014, Estonia has enabled over 100,000 people from more than 160 countries to register and run EU-based businesses online. Estonia is the birthplace of global tech successes such as Skype, Wise, and Bolt.

A.05.4 Trade and Sector Opportunities.

Estonia's strategic location on the Baltic Sea provides efficient access to Nordic and Central European markets. Top export sectors include electronics and telecommunications equipment, wood and wood products, machinery, and technical and medical devices. Estonia also serves as a value-added assembly and re-export hub, especially for electronics.

A.06 Mexico.

A.06.1 Economic Overview.

Mexico stands as one of the most resilient and globally integrated economies in Latin America, with a GDP exceeding US$1.27 trillion. It ranks as the region's second-largest economy and 15th globally. Mexico's strategic location — bordering the United States and flanked by two coastlines — has made it a natural logistics hub.

A.06.2 Trade Framework.

As a member of the USMCA and the CPTPP, Mexico provides exporters and investors with preferential access to over 1.5 billion consumers worldwide. Mexico boasts one of the most attractive labour markets in the hemisphere, with a median age of 29 and more than 55 million people in the workforce.

A.06.3 Key Sectors.

Manufacturing (world's fourth-largest vehicle exporter), renewable energy, healthcare and pharmaceuticals, and tourism. Nearshoring is accelerating Mexico's manufacturing edge — US companies are increasingly turning to Mexico to shorten delivery times and reduce dependency on distant suppliers.

A.06.4 Market Entry Considerations.

Mexico maintains a regulatory environment that balances investor protection with national development goals. Through mechanisms like the maquiladora programme, foreign manufacturers operating near the US border benefit from tax breaks and tariff exemptions. ESG considerations are gaining traction and now influence project approvals and long-term licensing.

A.07 Nigeria.

A.07.1 Economic Overview.

Nigeria holds a pivotal place in Africa's economic landscape. As the continent's most populous nation with over 220 million people, the country offers both a vast labour force and a rapidly expanding consumer base. In 2023, Nigeria's GDP crossed the US$440 billion mark, positioning it as Africa's largest economy. As a founding member of ECOWAS, Nigeria enjoys free trade access across a regional market of more than 400 million people.

A.07.2 Key Sectors.

Strong growth trajectories in agro-processing and machinery, consumer electronics and appliances, healthcare and pharmaceuticals, and renewable energy and infrastructure. Nigeria has the largest ICT market in Africa, with more than 220 million active telecom lines.

A.07.3 Market Entry Approach.

Partner locally — distributors, logistics companies, and industry-specific nodes can help navigate customs, licensing, and marketing. Start with e-commerce to test-market products. Leverage trade zones (including Lekki and Ogun-Guangdong) for duty exemptions, tax breaks, and fast-track customs. Monitor regulatory changes through NEPC, NAFDAC, and SON.

A.07.4 Risk Considerations.

Infrastructure gaps, regulatory unpredictability, currency volatility (Naira fluctuations), and regional security variations require proactive risk management. Many firms succeed by leveraging free trade zones, using bonded warehouses, and developing strong local compliance teams.

A.08 South Africa.

A.08.1 Economic Overview.

South Africa stands as Africa's most industrialised and diversified economy, with a GDP exceeding US$400 billion and a strategic location at the southern tip of the continent. With over 52 million residents, modern financial institutions, and advanced logistics infrastructure, South Africa offers investors and exporters a stable, scalable base of operations and a gateway for international businesses seeking to reach wider African markets.

A.08.2 Key Import Opportunities.

Machinery and equipment (nearly a quarter of total imports), ICT and digital infrastructure, aviation and transport, consumer goods and franchises, and green technologies. South Africa is Africa's largest IT market, driven by expanding broadband access and growing SME digitisation.

A.08.3 Market Entry Strategy.

Use local partnerships for distribution and compliance insight. Leverage e-commerce platforms (Takealot, Superbalist) for brand awareness. Use Johannesburg or Durban as a logistics base to service SADC countries. South Africa's role in regional logistics allows exporters to ship to major ports and reach Botswana, Namibia, Zimbabwe, and Mozambique with ease.

A.08.4 Regulatory Environment.

Import regulations are generally straightforward, though permits are required for certain goods such as medical devices, chemicals, and textiles. Free trade zones and industrial parks offer incentives including VAT waivers and streamlined customs processing.

A.09 Brazil.

A.09.1 Economic Overview.

Brazil, the largest economy in Latin America and the ninth-largest in the world, represents a powerful entry point for companies seeking growth in emerging markets. With a population exceeding 203 million and a GDP of over US$2.13 trillion (2024 IMF data), the country offers a vast consumer base, abundant natural resources, and a diversified economy. Foreign Direct Investment (FDI) inflows remain strong, with UNCTAD reporting US$64 billion in 2023, making Brazil the top FDI destination in Latin America.

A.09.2 Key Sectors.

Agribusiness (global leader in soybeans, coffee, sugar, beef, and poultry), energy and renewables (over 80% electricity from renewable sources), manufacturing and industry (including Embraer in aerospace), technology and digital economy (over 160 million internet users, thriving startup ecosystem), and tourism.

A.09.3 Market Entry Approach.

Partner with local experts to shorten market entry timelines and reduce regulatory friction. Invest in market research — consumer preferences can vary greatly by region. Leverage digital channels — Brazil's e-commerce market is projected to exceed US$150 billion by 2028. Participate in trade fairs such as APAS Show, FIEE, and Hospitalar. Plan for long-term commitment.

A.09.4 Risk Considerations.

Bureaucracy and red tape, currency volatility (the Brazilian real can fluctuate significantly), infrastructure gaps in certain regions, and Brazil's complex multi-tier tax system (federal, state, municipal). Ongoing tax reform efforts aim to simplify the system and reduce compliance burdens.

A.10 Accessing the EU Market as a Responsible Person.

The General Product Safety Regulation (GPSR) and the Designated Responsible Person service are now covered in full in Chapter 07, EU Compliance & GPSR, which has been promoted to a dedicated chapter reflecting its status as the first service most manufacturers selling into Europe require. The summary below is retained for readers consulting the country annexe; for the complete treatment — the regulatory requirement, the role of the Responsible Person, the Ubinodes solution, and additional support such as EPREL and CPNP — refer to Chapter 07.

A.10.1 The GPSR Requirement.

Selling into the European Union has become more regulated than ever, particularly with the introduction of the new General Product Safety Regulation (GPSR), which came into effect in December 2024. This law applies to most consumer products sold in the EU and places a clear obligation on non-EU manufacturers: they must appoint a legally recognised 'Responsible Person' based in the EU before their products can enter the market.

A.10.2 The Role of the Responsible Person.

The Responsible Person's role is to ensure your products comply with EU safety rules, hold your technical documentation, and serve as the official point of contact for market surveillance authorities. Without this, even fully certified products with CE marking can be blocked at customs, removed from store shelves, or delisted from online platforms like Amazon.

A.10.3 The Ubinodes Solution.

Ubinodes offers a practical solution to this challenge through our trusted network of nodes based across Europe. With this service, Ubinodes enables manufacturers outside the EU to continue exporting their products directly to the European market. Our nodes act as your designated Responsible Person, meeting the EU's regulatory requirement without forcing you to establish a local presence or rely on costly intermediaries.

A.10.4 Additional Support.

In addition to acting as your Responsible Person, Ubinodes supports you in reviewing documentation, preparing technical files, and navigating sector-specific requirements such as EPREL for energy-related products or CPNP for cosmetics. This service is a key part of Ubinodes' broader mission to help manufacturers expand globally while staying compliant locally.

ANNEXE B. WEAPONISING THE US DOLLAR.

B.1 The Foundation of USD Dominance and Its Weaponisation.

The United States dollar (USD) has served as the world's primary reserve currency for decades, but its role extends far beyond facilitating trade and investment. Through a combination of historical circumstances, legal frameworks, and strategic infrastructure control, the US has effectively weaponised the dollar, using it as a powerful tool of geopolitical influence and economic enforcement.

The foundation of USD dominance can be traced back to the Bretton Woods Agreement of 1944, where participating nations agreed to peg their currencies to the dollar. Though the US abandoned the gold standard in 1971, the dollar retained its central role due to the sheer size and stability of the US economy. Today, approximately 58–60% of global foreign exchange reserves are held in USD, and a significant share of international trade transactions is conducted in dollars, even when the US is not a direct party.

A critical aspect of this power lies in the control of global financial infrastructure. The Society for Worldwide Interbank Financial Telecommunication (SWIFT), though based in Belgium, processes a vast number of dollar-denominated transactions that often route through US correspondent banks. This gives US authorities legal and technical leverage over international financial flows. Key legislation includes the International Emergency Economic Powers Act (IEEPA), the Trading with the Enemy Act, and the Patriot Act. High-profile enforcement actions, such as the US$8.9 billion fine against BNP Paribas in 2014 and the arrest of Huawei's CFO Meng Wanzhou in 2018, illustrate how foreign entities can face significant penalties under US jurisdiction.

B.2 Global Impacts, Reactions, and the Role of SWIFT.

The weaponisation of the US dollar has far-reaching consequences for global trade, diplomacy, and the international financial system. US sanctions can effectively isolate individuals, companies, or entire nations from global markets by restricting their access to USD transactions and financial systems.

For companies, this translates into frozen assets, exclusion from financial networks, and costly legal battles.

Notable instances of SWIFT exclusion include: Iranian banks cut off from SWIFT in 2012 as part of international sanctions; and selected Russian banks excluded from SWIFT in 2022 in response to the invasion of Ukraine. In response, countries like China and Russia have accelerated efforts to develop alternatives: China's Cross-Border Interbank Payment System (CIPS), Russia's SPFS, and the EU's INSTEX.

B.3 Trade Compliance, Business Risks, and the Future of USD Power.

For businesses engaged in international trade, the weaponisation of the US dollar translates into heightened compliance obligations, legal risks, and strategic uncertainty. Even companies with no direct ties to the United States can find themselves subject to US enforcement actions, often due to the structure of global trade and finance.

Common compliance challenges include: ensuring that exported goods — especially dual-use items — do not violate US export controls; conducting thorough due diligence on customers, suppliers, and financial intermediaries to avoid inadvertently dealing with sanctioned entities; and navigating the complexities of overlapping regulatory regimes.

For the United States, the persistent use of its financial power raises questions about the long-term sustainability of USD dominance. Over-reliance on sanctions and extraterritorial enforcement risks undermining global confidence in the dollar as a neutral reserve currency. The rise of regional financial hubs, alternative payment networks, and the increasing use of local currencies in trade agreements signal a slow but steady shift toward a more multipolar financial system.

For global businesses, the message is clear: navigating the USD-dominated system requires vigilance, adaptability, and proactive risk management in an increasingly complex geopolitical environment.

LOG OF REVISIONS.

Revision	Date	Description of Changes
Rev. 1	Jan 2024	Initial release of Export Now e-book. Baseline version covering dilemmas, challenges, Ubinodes' core values, how we work, fees, GST/VAT, USD weaponisation, and selected country/state case studies.
Rev. 2	Aug 2025	Added new chapters: Brazil; The Strategic Value of External Consultants; Our Service Offering. Expanded Portfolio section with more case examples. Rewrote and expanded key sections for clarity and depth.
Rev. 3	Jun 2026	Restructured as 'The Ubinodes Guide.' New title. Three core services presented on equal footing (Export & Market Entry, AI Integration, Cybersecurity) as Chapters 07–09. Country profiles moved to Annexe A. USD Weaponisation moved to Annexe B. Strategic

Revision	Date	Description of Changes
		Value of External Consultants synthesised into body text. Bullet lists converted to numbered blocks per Ubinodes content standards. Cover page and typography updated to Ubinodes guidelines throughout.
Rev. 4	Jun 2026	Reordered service chapters to lead with EU Compliance & GPSR (now Chapter 07) and Cybersecurity (Chapter 08), followed by AI Integration (09) and Export & Market Entry (10). GPSR/Responsible Person promoted from Annexe to a dedicated chapter. Cover, introduction, TL;DR, and service-offering framing updated to present compliance and security as the foundational services.

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