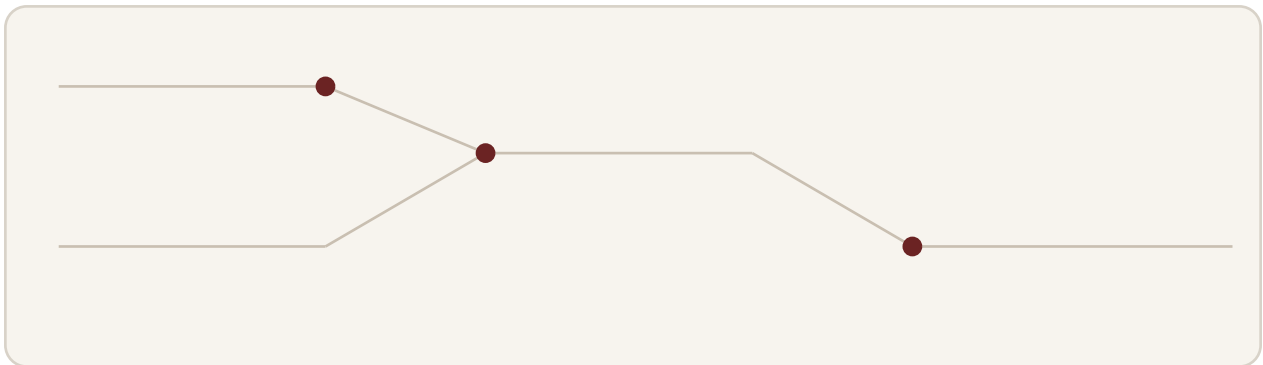


FOUNDER MEMO

A Local Market Model for Chinese Robotics

Local Partner Edition

A short statement of how we understand the current gap between Chinese robotics manufacturers and local market success — and how that gap can be solved through a clearer service-layer model.



Working thesis

Chinese robotics can already enter many markets. The harder problem is making those machines explainable, deployable, supportable, and trusted locally.

Why local partners matter

Local partners are not just a sales channel. They are a critical part of the local operating model — closest to the customer, closest to the field, and first to feel the service gap.

What this memo is for

This note is written for local partners. It is not a pitch deck. It is a concise operating view: where the gap appears, how the service layer should be split, what role the local partner plays, and how the economics can be structured more clearly.

In short: we do not believe the next phase of Chinese robotics globalization will be defined only by lower manufacturing cost. It will be defined by whether that cost advantage can be translated into trusted local delivery.

1. Where the gap appears

Chinese robotics companies are increasingly able to build competitive products and ship them globally. The challenge is no longer only product quality or export capability. The challenge is what happens after the machine arrives.

The gap is not between product and interest. It is between shipment and trusted operation.



Shipment is not deployment.
 Deployment is not uptime.
 Uptime is not accountability.

Local customers do not buy hardware alone. They buy a machine that can be explained clearly before the sale, deployed properly after arrival, supported locally when problems occur, and trusted over time.

What serious B2B buyers ask	What this tells us
<ul style="list-style-type: none"> • Who is the local partner? • What happens after installation? • How fast is the response? • What is localized, and what is not? • Who owns the problem if something fails? 	<p>These are not side questions. They are often the real commercial questions. In practice, the buying decision is frequently less about the machine itself and more about the structure around the machine.</p>

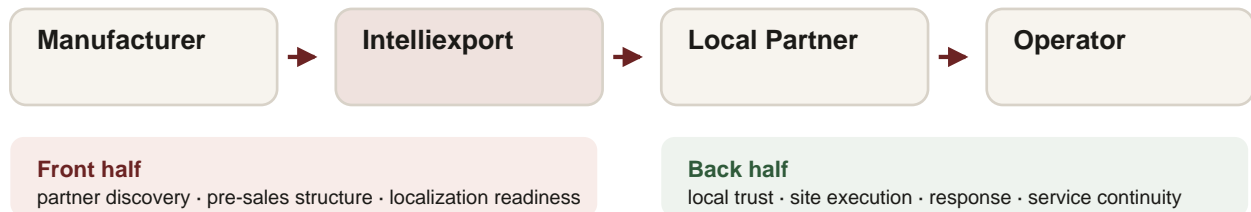
Our conclusion is simple: in many markets, an important layer is still underbuilt between the OEM and real local success. We call that missing structure the service layer.

2. How the service layer is split

We do not think the full burden should simply be pushed onto the local partner. In many cases, that is exactly where friction begins. The partner is expected to sell, deploy, support, reassure the customer, and absorb complexity that was never properly structured in the first place.

How the layer is split

We structure the front half. The local partner carries the back half in-market.



Key principle

We do not replace the local partner. We make the local partner stronger by carrying the system layer.

What stays with us

- partner discovery and qualification
- requirement structuring
- localization / i18n logic
- compliance and market readiness
- deployment standards
- enablement framework
- continuity brain and escalation model
- commercial structure

What the local partner carries

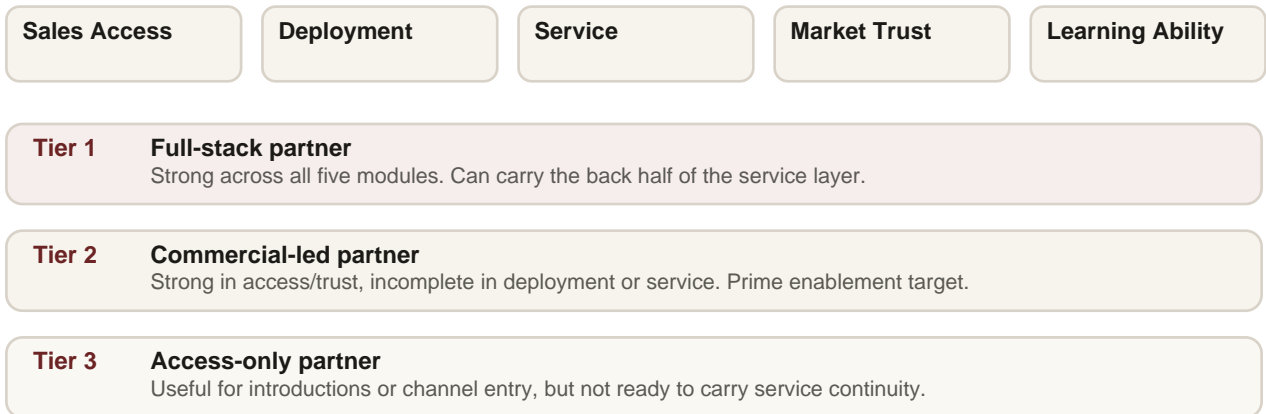
- local customer access and trust
- site visits and physical deployment
- in-person training
- local response and service touchpoint
- local spare-parts handling
- local follow-through and field presence

This distinction matters because it allows us to be precise. We do not replace the local partner. We make the local partner stronger by carrying the system layer that is difficult for any single country partner to build alone.

3. Local Partner Capability Framework

A strong partner like Germany is ideal, but it should not become the only model in our heads. The real question is not whether every market has a perfect partner. The real question is whether we can identify what a partner is good at, what they are missing, and what we can modularly add on top.

Local Partner Capability Framework



Enablement stack: Sales Pack · Localization Pack · Deployment Pack · Service Pack · Escalation Pack · Commercial Pack

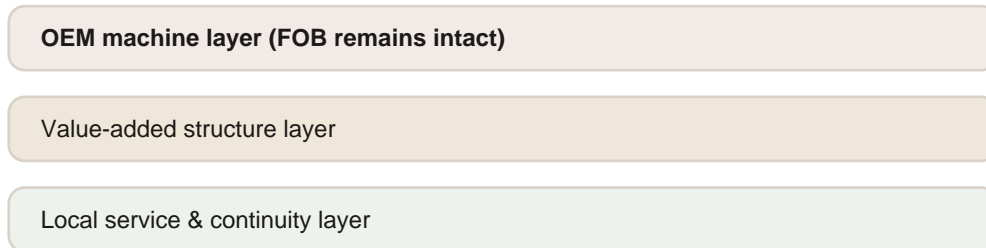
Five capability modules	Operating principle
<ol style="list-style-type: none"> 1. Sales Access 2. Deployment Capability 3. Service Capability 4. Market Trust 5. Learning Ability 	<p>We are not looking for perfect partners in every market. We are building the ability to make imperfect partners usable through a structured enablement stack.</p>

For this reason, many of the most valuable partners in new markets are not Tier 1 partners. They are Tier 2 partners: commercially strong, locally trusted, but not yet fully equipped to carry the whole service layer alone. Those are often the best candidates for structured enablement.

4. Commercial logic and what we want to explore together

We do not believe the OEM's FOB should absorb hidden service complexity. The machine should remain priced as the machine. On top of that, the value-added layer should become explicit. That layer includes the additional value created by local enablement, deployment structure, support readiness, and service continuity.

Commercial structure



The machine stays priced as the machine. The service layer becomes explicit, assignable, and shareable.

Why this matters

For the OEM, it protects the machine layer.
 For the local partner, it makes service value visible instead of hidden.
 For the customer, it creates more confidence at the point of purchase.

What we want to test

- OEM keeps the machine layer strong
- we structure the front half of the service layer
- the local partner carries the back half in-market
- value added is transparent
- growth becomes more repeatable

Closing thought

The opportunity is no longer only to export Chinese robotics into more markets. The opportunity is to make those machines reliably operable in those markets. We believe that is where local partners will matter most — and where a clearer service-layer model can create real value for everyone involved.