THE BORDERLESS PROJECT | TBP CAPITAL ADVISORY

TBP Nomadic Business Planner™

Global Market Planning, Distributed Budgeting, Space Allocation & Trade Activation

One Budget. Multiple Markets. Activate Where Opportunity Is.

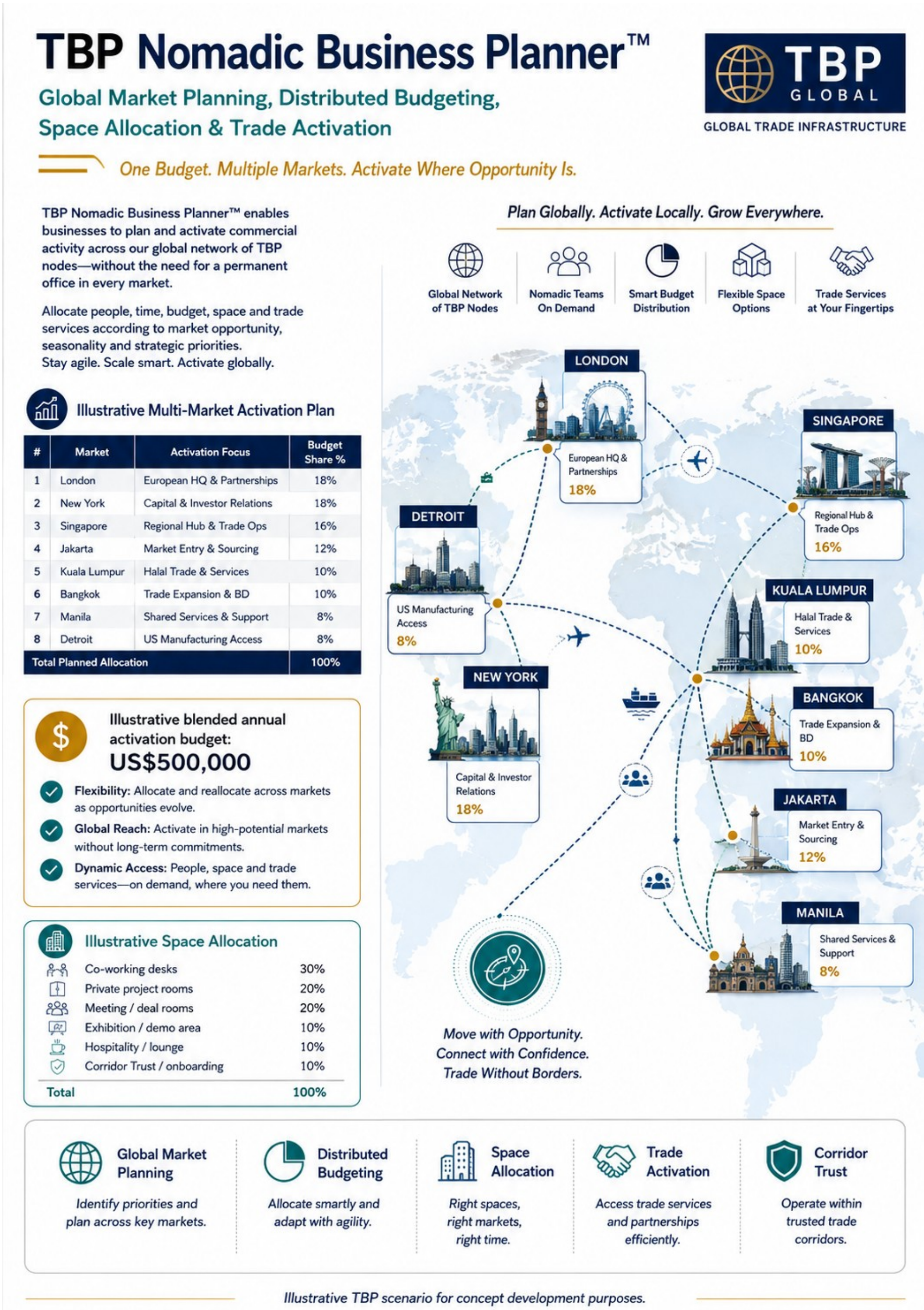
> A strategic planning and simulation framework for determining where a business should operate, how much it should allocate, who should be deployed, what space and services are required, which trade pathways may support the activity, and how the plan should adapt as opportunity changes.

STRATEGIC PRODUCT BRIEF

August 2026

Concept Visual

Illustrative TBP Nomadic Business Planner™ market, budget and space-allocation concept.



A. Planner Architecture at a Glance

Market Opportunity → Distributed Budget → People & Time → Space → Corridor Trust → Trade Agreement Access → Trade Services → Activation → Review → Reallocation

The Planner is intended to convert international commercial strategy into a structured, editable operating plan. It is not a travel planner or flexible-office directory; it is an adaptive international commercial deployment platform.

- Business side: identify opportunity, prioritise markets, distribute budget, allocate people, time and space, and assemble the required trade services.
- Infrastructure side: translate aggregated business demand into measurable Trader-Days, workspace demand, meeting activity, exhibitions, Trust interactions and hospitality requirements.
- Asset side: connect that demand to the TBP Vertical Tower Simulator and the Integrated Multi-Asset Revenue Simulator.

1. Executive Brief

The TBP Nomadic Business Planner™ is a proposed strategic planning and simulation platform designed to help businesses, traders, professional-service firms, institutions and project teams plan how they can operate across multiple international markets through the TBP Global Trade Infrastructure network.

The Planner begins with a simple principle: international business should begin with market opportunity - not with a permanent property commitment.

A business may identify opportunities in several markets, but those opportunities will not necessarily require the same number of people, the same amount of space, the same service stack or the same level of expenditure. Some opportunities may justify permanent operations. Others may require recurring visits, a temporary project team, an exhibition programme, a market-entry sprint or periodic institutional engagement.

The Planner is designed to determine where the organisation should operate, how much it should allocate, who should be deployed, how long they should remain, what space they need, which trade agreements may be relevant, what Trust and trade services are required, and when those allocations should change.

> *Market Opportunity + Budget + People + Time + Space + Corridor Trust + Trade Agreement Access + Trade Services*

2. The Commercial Problem: Dynamic Opportunity, Fixed Infrastructure

International expansion normally begins because a company has identified an opportunity: customers, suppliers, manufacturing capacity, investment, projects, technology partnerships or new trading relationships.

The challenge arises when a dynamic commercial opportunity creates a relatively fixed infrastructure commitment. A company may enter a market and commit to:

- a long-term lease and fit-out;
- furniture, technology and facilities;
- local staffing and support structures;
- professional-service and operating contracts;
- other fixed market-entry expenditure.

These commitments may continue for years, while opportunity may change far more quickly. Customer demand can move, projects can end, supply chains can change, capital can be redirected and stronger markets can emerge.

> *The strategic challenge is not simply how much the office costs. It is how much of the international operating structure can still follow the opportunity after the initial commitment is made.*

3. Traditional Market Expansion vs Adaptive Market Activation

Both models begin with Market Opportunity. The distinction lies in what happens afterwards.

Traditional Market Expansion

> *Market Opportunity → Market Selection → Property Decision → Long-Term Infrastructure Commitment → People & Resources → Market Activity*

The business may make a rational decision based on the opportunity available at the time. However, after the lease, fit-out, staffing and supporting infrastructure have been committed, the physical footprint becomes considerably less adaptable.

The company can therefore find itself maintaining infrastructure according to where opportunity was expected to remain rather than where opportunity is strongest now.

TBP Adaptive Market Activation

> *Market Opportunity → Market Prioritisation → Distributed Budget → People & Time → Space Allocation → Corridor Trust → Trade Agreement Access → Trade Services → Market Activation → Performance Review → Reallocation*

Under this model, the business can initially activate only the presence required by the opportunity. If the opportunity strengthens, the presence can increase. If the requirement decreases, the allocation can reduce. If another market becomes more attractive, budget, people, time and space can be redirected.

The distinction is therefore not between having an office and having no office. It is between fixed commercial presence and adaptive commercial presence.

4. From Office Planning to Global Business Deployment

The TBP Nomadic Business Planner™ is intended to become an International Commercial Deployment Planning System rather than a flexible-office calculator.

- Where are our opportunities?
- Which markets should we prioritise?
- How much should we allocate to each market?
- Who needs to operate there, and for how long?
- What space do they require?
- Which trade-agreement pathways may be relevant?
- What Trust, finance, logistics and professional services are needed?
- When should the plan be increased, reduced or redirected?

Property becomes one component of the business strategy rather than the starting point of the strategy.

5. One Budget. Multiple Markets.

A defining feature of the Planner is distributed budgeting. The organisation establishes an annual international market-activation budget and decides how that budget should be distributed according to opportunity.

Illustrative Annual Global Activation Budget: US$500,000

Market	Commercial Purpose	Allocation

London	European capital, partnerships and professional services	18%
New York	Institutional and North American engagement	18%
Singapore	Global capital and ASEAN coordination	16%
Jakarta	Market entry, sourcing and commodities	12%
Kuala Lumpur	Islamic capital, halal trade and regional services	10%
Bangkok	Mainland ASEAN industry and logistics	10%
Manila	Digital services, technology and talent	8%
Detroit	Manufacturing and North American trade	8%
Total		**100%**

These allocations are illustrative only. The strategic value lies in keeping the budget capable of being reallocated as opportunity changes.

6. Market Opportunity Planning

The Planner should help a business determine why it is entering each market before determining what physical presence it needs.

- customer opportunity and market demand;
- supplier access and manufacturing potential;
- project pipeline and institutional relationships;
- capital and investment availability;
- trade-agreement access and market-entry conditions;
- logistics, infrastructure and professional services;
- technology, talent and operating cost;
- resilience and alternative-node options.

> *The objective is not to find the cheapest market. It is to identify the markets offering the strongest combination of opportunity, access, infrastructure and cost according to the organisation's strategy.*

7. People & Time Allocation

Once markets have been prioritised, the organisation determines the human presence required in each location. For every market, the Planner can capture participants, roles, visits, duration, team rotation and engagement type.

These inputs can be converted into Trader-Days. For example, 12 participants × 14 days × 3 visits = 504 annual Trader-Days.

Trader-Days then become the basis for forecasting workspace, meetings, hospitality, Corridor Trust interactions and trade services.

8. Space Allocation

Space allocation is a core planning engine. Once the system understands Market + Commercial Activity + People + Time, it can determine the corresponding Space Requirement.

- flexible and dedicated desks;
- private offices and team/project rooms;
- meeting and deal rooms;
- executive and institutional suites;
- exhibition and product-demonstration areas;
- temporary trade-outlet or trading-floor space;
- hospitality lounges and hosted areas;
- storage, logistics and Corridor Trust/onboarding facilities.

Each market can therefore have a different spatial configuration, reflecting what the business actually intends to achieve there.

9. Space Allocation by Commercial Activity

Commercial Activity	Likely Space Emphasis
Sales & Market Development	Meeting rooms, flexible workspace and client areas
Capital & Investment	Private offices, deal rooms, institutional suites and executive hospitality
Trade Exhibition	Exhibition space, product display, buyer meetings and logistics
Project Delivery	Project rooms, team offices and collaboration facilities
Manufacturing & Sourcing	Supplier engagement, trade display, meetings and logistics interfaces
Technology & Digital Services	Collaborative workspace, digital infrastructure and demo space

> *Right space. Right market. Right people. Right time.*

10. Space-Time Planning

A fundamental planning principle is Space × People × Time. Conventional office planning commonly focuses on square feet occupied. The Planner additionally asks what space is required, by whom, for what activity and for how long.

- Trader-Days™ - participants × activation days.

- Workspace-Days™ - workspaces × utilisation days.
- Meeting-Room Hours™ - room capacity × booked hours.
- Exhibition-Days™ - exhibition area × activation duration.
- Space Activation Efficiency™ - useful commercial activity relative to available space-time.
- Cost per Trader-Day™ - total activation cost divided by Trader-Days.

11. TBP Corridor Trust Layer

A distributed commercial model requires corresponding trust infrastructure. The TBP Corridor Trust Layer is intended to support commercial verification and financial visibility as businesses activate across the ecosystem.

- individual and corporate identity;
- beneficial ownership and KYC;
- compliance and documentation;
- trade history and counterparty readiness;
- insurance and professional verification;
- financial visibility.

The intention is not to override national or institutional requirements. It is to maintain a structured commercial profile that can support repeated participation and reduce unnecessary duplication where recognition is lawful and appropriate.

> *Verify where appropriate. Maintain the profile. Update continuously. Activate repeatedly.*

12. The TBP Trade Agencies Zone™

A Nomadic Business requires access to the institutional infrastructure governing trade. Each TBP Global Trade Infrastructure node could therefore incorporate or connect to a TBP Trade Agencies Zone™.

- national trade and export-promotion agencies;
- investment agencies and chambers of commerce;
- customs-related bodies and sector institutions;
- regional trading blocs and corridor institutions;
- participating sovereign trade representatives.

The objective is to make trade policy, market-access support and agency engagement accessible at the point where businesses are actually preparing to trade.

13. TBP Trade Agreement On D Go™

The Planner would incorporate TBP Trade Agreement On D Go™, a proposed service intended to help businesses identify and navigate potentially applicable free trade agreements, preferential arrangements, regional agreements, bilateral arrangements and other market-access pathways.

The existence of a trade agreement does not automatically mean that a particular company, product or service qualifies. Eligibility may depend on rules of origin, tariff classification, product characteristics, manufacturing location, certification, documentation, customs procedures and national law.

Trade Agreement On D Go™ would therefore function as a navigation and activation interface rather than an automatic entitlement mechanism.

14. Market-to-Market Trade Planning

A key capability is planning the commercial route between two markets. Instead of merely selecting a city, the user could specify Origin Market, Destination Market, Product or Service, Supplier/Manufacturer and Commercial Objective.

Illustrative pathway:

- Origin: Malaysia
- Destination: United Kingdom
- Activity: Halal consumer products
- Potential trade framework: review applicable agreement
- Rules of origin: verification required
- Certification: review required
- Trade agency interface: relevant agencies identified
- TBP services: logistics + customs + finance + insurance
- Commercial space: trade exhibition + meetings
- Destination node: London Global Trade Infrastructure

This connects Market Opportunity → Market Access → Physical Activation → Trade Execution, rather than treating each part of the transaction separately.

15. Trade Activation Services

Once the company's market plan is established, the Planner can assemble the services required to execute it.

Physical Activation: Workspace, project offices, meeting rooms, deal rooms and exhibitions.

Market Activation: Buyer meetings, supplier engagement, product showcases and business-development programmes.

Trade Agencies: Governmental, regional and institutional market-access interfaces.

Trade Agreement On D Go™: Potential FTA and preferential-trade pathways.

Corridor Trust: Identity, KYC, compliance and financial visibility.

Finance: Trade finance, banking, insurance and capital interfaces.

Professional Services: Legal, accounting, tax and specialist advisory.

Logistics: Freight, customs, warehousing and distribution.

Digital Services: Market intelligence, data, communications and AI-supported trade tools.

Hospitality: Hotels, serviced accommodation, executive lounges and hosted programmes.

> *The commercial product becomes market activation capability rather than temporary office rental.*

16. Adaptive Market Reallocation

The Planner should remain dynamic after the annual plan is approved. If an opportunity expands in one market and reduces in another, the user can change the allocation and recalculate the consequences.

Illustrative reallocation:

- Singapore: 20% → 10%
- Jakarta: 15% → 25%

The Planner would recalculate budget, participants, visits, Trader-Days, space, meetings, exhibitions, hospitality, Trust services, trade-agreement access and supporting services.

17. Opportunity Mode

Opportunity Mode would answer: Where should we put more resources? The engine compares selected markets using the organisation's own strategic priorities.

- Increase activity where commercial opportunity is rising.
- Retain high-value relationships while reducing routine workspace where appropriate.
- Add event or exhibition activation around specific sector programmes.
- Rebalance people, time and services rather than treating each market as a fixed commitment.

18. Resilience Mode

Resilience Mode would answer: If one location becomes temporarily less attractive or accessible, where can the activity move?

- alternative TBP nodes;
- available infrastructure and equivalent spaces;
- trade-service and trade-agreement implications;
- cost differences and additional travel requirements;
- Corridor Trust readiness.

The broader Nomadic Trading proposition treats this as operational redundancy: participants can potentially shift between nodes rather than dismantling the wider trading structure when conditions change.

19. Conventional Office vs Nomadic Activation

The Planner should provide a transparent comparison between permanent international premises and adaptive activation.

Conventional Presence	Nomadic Activation
Rent; deposits; fit-out; furniture; utilities; service	Space; meetings; exhibitions; Corridor Trust; Trade

charges; facilities management; technology; insurance; unused capacity; long-term commitments.	Agencies; Trade Agreement On D Go™; professional services; logistics; digital services; hospitality.

The purpose is not to claim that Nomadic activation is always cheaper. It is to determine at what level of sustained market activity permanent occupation becomes commercially preferable.

20. Global Market Planning Outputs

- annual international operating budget and budget committed;
- budget available for reallocation;
- markets activated, participants and annual visits;
- Trader-Days and Workspace-Days;
- meeting-room hours and exhibition-days;
- hospitality nights and Corridor Trust requirements;
- Trade Agreement On D Go™ pathways;
- cost per market and cost per Trader-Day;
- space utilisation and conventional-office equivalent;
- Nomadic activation cost and reallocation capacity.

21. TBP Nomadic Business Activation Plan™

The primary output should be a structured TBP Nomadic Business Activation Plan™ for every selected market.

Market Opportunity - What commercial objective is being pursued?

Market Priority - How important is the market relative to the rest of the portfolio?

Budget Allocation - How much expenditure is assigned?

People & Time - Who will activate and for how long?

Space Allocation - What physical environments are required?

Corridor Trust - What verification and readiness are needed?

Trade Agreement On D Go™ - Which trade-agreement pathways may potentially apply?

Trade Agencies Zone - Which agencies or trading blocs should be engaged?

Trade Services - What finance, legal, logistics and other services are required?

Hospitality - What accommodation and hosted support are required?

Alternative Node - Where could activity move if necessary?

Performance Review - What should determine whether the allocation changes?

22. Proprietary Planning Metrics

Global Market Reach per Budget™ - The level of international commercial access generated by a defined budget.

Nomadic Activation Cost™ - The total cost of maintaining the required commercial presence in a market.

Trader-Day Cost™ - Total market activation expenditure divided by Trader-Days.

Space Activation Efficiency™ - Useful commercial activity relative to the space-time consumed.

Distributed Budget Ratio™ - The proportion of international expenditure that remains reallocatable.

Market Reallocation Capacity™ - The amount of commercial activity capable of moving between nodes without major restructuring.

Trade Agreement Access Index™ - A planning indicator showing potentially relevant agreement pathways, subject to eligibility and legal verification.

23. Value to Businesses

- Opportunity - concentrate resources where commercial prospects are strongest.
- Budget - distribute expenditure according to strategy rather than property inertia.
- People - deploy appropriate teams to each market.
- Time - match presence to the duration and maturity of the opportunity.
- Space - use the quantity and type of infrastructure actually required.
- Corridor Trust - support commercial readiness and trusted participation.
- Trade Agreement On D Go™ - identify potentially useful market-access pathways.
- Trade Services - connect finance, logistics, professional and institutional support.
- Reallocation - keep the international footprint responsive.
- Resilience - maintain alternative operating pathways.

24. Value to Asset Owners

The Planner can become a demand-generation layer for TBP Global Trade Infrastructure. Each business plan creates measurable requirements for space, services and time.

> *100 businesses × 8 participants × 12 activation days = 9,600 Trader-Days*

Those Trader-Days can create demand for workspace, meetings, exhibitions, Corridor Trust, trade agencies, hospitality and professional services. Aggregated across a network, Nomadic Business Plans can therefore become a forward demand pipeline rather than relying exclusively on conventional local tenant demand.

25. Value to Architects & Designers

The Planner can provide valuable demand information before and during building design. Aggregated business plans can indicate the user volumes and activity types that a Global Trade Infrastructure asset needs to accommodate.

- floor zoning and adjacencies;
- lobby, arrival and registration capacity;
- Corridor Trust interfaces and security;

- vertical circulation and lift capacity;
- meeting-room quantities and workspace configuration;
- exhibition circulation and public/private separation;
- hospitality integration;
- logistics and loading.

> *The Nomadic Business Planner answers: What do the users need? The Vertical Tower Simulator answers: Can the building accommodate those requirements efficiently, and how can the design flow be improved?*

26. Value to Trade Agencies & Trading Blocs

The Trade Agencies Zone and Trade Agreement On D Go™ could create a new route between trade policy and actual commercial users.

- applicable agreements and market-entry programmes;
- export opportunities and investment opportunities;
- customs arrangements and certification pathways;
- sector programmes and institutional support.

> *Business → Product/Service → Market Opportunity → Trade Agreement → Agency → Transaction*

27. Value to Cities

A city does not need every international business entering its market to establish a permanent regional headquarters immediately. TBP Global Trade Infrastructure can operate as a commercial landing platform.

- test market demand;
- meet buyers and suppliers;
- participate in exhibitions;
- engage trade agencies and professional services;
- establish institutional relationships;
- evaluate permanent investment and scale where justified.

The model therefore does not oppose permanent investment. It creates an additional pathway towards it.

28. The Connected TBP Simulation Architecture

The Nomadic Business Planner™ can become the first component of a connected TBP simulation environment.

1. TBP Nomadic Business Planner™

Answers: Where is the opportunity, and what does the business need?

2. TBP Vertical Global Trade Infrastructure Tower Simulator™

Answers: How should the building accommodate those users, spaces and activities?

3. TBP Integrated Multi-Asset Revenue, Lease Reality, Earnings Optimisation & Priority Return Simulator™

Answers: What does that activity mean commercially for the asset owner, manager, operator and investor?

> *Market Opportunity → Business Demand → Distributed Budget → People & Time → Space Demand → Trade Activation → Building Flow → Throughput → Revenue → Asset Return*

29. Proposed User Journey

1. Define the Business - industry, products/services, organisation size and international objectives.
2. Identify Market Opportunities - customers, suppliers, projects, capital or strategic relationships.
3. Select & Prioritise Markets - choose relevant TBP nodes and rank their importance.
4. Set the Annual Budget - establish available international activation expenditure.
5. Distribute the Budget - allocate expenditure between markets.
6. Allocate People & Time - determine teams, visits and duration.
7. Allocate Space - determine workspace, offices, meetings, exhibitions and specialist facilities.
8. Activate Corridor Trust - determine verification and commercial-readiness requirements.
9. Use Trade Agreement On D Go™ - identify potentially applicable trading-bloc and agreement pathways.
10. Add Trade Services - finance, insurance, logistics, legal, digital, data and hospitality.
11. Optimise the Plan - test alternative markets, budgets, durations and space combinations.
12. Compare the Alternative - evaluate permanent presence against Nomadic activation.
13. Generate the Plan - produce the TBP Nomadic Business Activation Plan™.
14. Activate & Measure - track commercial activity and utilisation.
15. Review & Reallocate - move budget, people, space and services as opportunity changes.

30. Strategic Positioning

The TBP Nomadic Business Planner™ should not be positioned as a travel planner, flexible-office directory or workspace-booking application.

> *It should be positioned as an Adaptive International Commercial Deployment Platform.*

- Where is the opportunity?
- How much should we allocate?
- Who needs to activate it?
- What space and services are required?

- Which trade-agreement pathway may support the transaction?
- How long should the presence remain?
- When should resources move elsewhere?

The objective is not simply to reduce property expenditure. It is to increase the adaptability, reach and efficiency of the organisation's global commercial footprint.

31. Positioning Statement

The TBP Nomadic Business Planner™ is a proposed global business-planning and simulation platform designed to help organisations identify international market opportunities, determine how their operating budget should be distributed, allocate people and space across selected locations, identify potentially relevant trade-agreement pathways and assemble the Trust, professional, financial, logistics and market-access services required to activate those opportunities.

The platform is designed to support permanent operations where sustained market demand justifies them, while enabling businesses to maintain a more flexible and adaptive commercial presence across additional markets.

> *Market Opportunity + Distributed Budget + People + Time + Space + Corridor Trust + Trade Agencies + Trade Agreement On D Go™ + Trade Services + Adaptive Reallocation*

Its purpose is not simply to reduce property expenditure. It is to enable organisations to build an international commercial footprint that can follow opportunity rather than remain constrained by yesterday's property commitment.

ONE BUDGET. MULTIPLE MARKETS. ACTIVATE WHERE OPPORTUNITY IS.

32. Strategic Boundary & Source Note

The TBP Nomadic Business Planner™ is presented as a strategic concept and proposed simulation architecture. Any market data, pricing, trade-agreement applicability, legal eligibility, regulatory treatment, customs requirements, property economics or commercial forecasts used in a future live tool would require current validation.

Trade Agreement On D Go™ is framed as a navigation and facilitation concept. It would not itself create legal entitlement to tariff preferences, free trade agreement benefits or market access. Actual eligibility would remain subject to applicable agreements, rules of origin, customs law, regulations and competent authorities.

Strategic rationale referenced in this brief includes The Borderless Project, “Adaptive Trade in an Age of Conflict II: Why Nomadic Trading Is the Next Evolution of Global Commerce” (Appendix E), including its discussion of fixed-location trade infrastructure, short-duration activation, node shifting, structural demand and throughput-based trade infrastructure.

Prepared for concept development by The Borderless Project / TBP Capital Advisory.