AUREN Israel | Cross-Border Tax & Market Entry

Board-Ready Israel Entry Memo

Illustrative sample - how to frame market-entry decisions for leadership

This sample shows the type of decision-oriented memo that can help leadership teams discuss Israel-related complexity in a structured, practical and defensible way.

Illustrative situation

A foreign technology company plans to sign its first Israeli enterprise customer, hire one local business-development employee and consider a small Israeli acquisition within the next year. HQ wants to move fast, but the finance team is not sure whether this is only a sales issue or an Israel presence decision.

The commercial pressure Customer contract expected within 45 days; payment flow and invoicing must be ready.	The management risk Tax, VAT, banking, hiring and M&A; assumptions are being discussed separately.	The board question What must be decided now so the company can execute without creating avoidable exposure?

Decision memo - executive view

Decision area	Current question	Recommended leadership decision
Market-entry model	Is this only selling into Israel, or is the company creating local operational presence?	Define the intended Israel model before registration or hiring decisions are made.
Tax & VAT	Who invoices the Israeli customer and what registrations or representation may be needed?	Map VAT, tax and invoicing position before contract signature and customer onboarding.
Banking & payments	How will money move, and what will banks/payment providers require?	Prepare a banking/KYC readiness file before payments become urgent.
Hiring	Will the local person create employment, payroll, immigration or permanent-presence questions?	Approve a people plan aligned with tax, payroll and legal assumptions.
M&A; readiness	Should the possible acquisition be treated as a separate future project or part of market entry?	Create an M&A; watchlist and data-room checklist now, without delaying go-live.

Risk / exposure map

Exposure	Business impact	Owner	Next action
Billing and VAT uncertainty	Customer onboarding, invoicing and cash collection may be delayed.	CFO / Tax	Confirm invoicing model and VAT pathway.
Banking/KYC readiness gap	Funds may be delayed even if the customer is ready to pay.	Finance	Build KYC document list and bank narrative.
Hiring before structure decision	Local hiring may create payroll, tax or operational exposure.	HR / Legal	Align hiring plan with Israel model.
Fragmented advice	Tax, legal, finance and operations decisions may conflict.	CEO / CFO	Use a single decision memo and action register.
No defensibility file	Future audit, investor or bank questions may be harder to answer.	CFO	Document assumptions, decisions and owners.

30/60/90 action plan

Timeline	Action	Outcome
0-30 days	Hold decision call, confirm business model, contract flow, billing/VAT pathway and initial document checklist.	Go-live decision is framed and owned.
30-60 days	Prepare VAT/banking/KYC readiness pack, align hiring/payroll path and create working implementation calendar.	Execution bottlenecks are reduced.
60-90 days	Review actual operations, confirm reporting rhythm, document assumptions and define triggers for reset or expansion.	Management has a defensible operating model.

What this memo is designed to do

- Move the discussion from separate technical answers to one leadership decision framework.
- Create visibility over the issues that can delay revenue, banking, hiring or investment activity.
- Help HQ understand where Israeli tax, VAT, finance, legal and execution considerations meet.
- Provide a practical bridge between strategic advice and AUREN Israel execution support.

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