

Access the  
world of  
opportunities

**DELIVERING THE INDIA ADVANTAGE**

- INDIA ENTRY STRATEGY • MERGERS & ACQUISITIONS
- GLOBAL MARKET RESEARCH • SOURCING



**TECNOVA INDIA PVT. LTD.**

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“Our goal is not just to make our clients happy, but to make them successful.”

A door promises the right breaks on the other side. Another leads to the destination of success. While a gateway opens for you to make a world-winning mark. We at Tecnova specialize in opening these doors for you & creating new gateways to help achieve your growth objectives.



#### The Gateway of India

Designed by the British architect George Wittet, the Gateway of India was built as a triumphal arch to commemorate the visit of King George V and Queen Mary to Mumbai (then, Bombay). The whole harbour front was realigned in order to come in line with a planned esplanade which would sweep down to the centre of the town. In the past, the Gateway of India was the arrival point of visitors from the West. Today it is the starting point for most tourists who want to explore the bustling business hub of India.

Insight of experience combined with absolute comprehension of consequences is the difference that ensures success



“Most of our clients have been dramatically successful in India. To do this, we must first mitigate the risk of failure. This comes from analyzing and understanding why start-ups fail in the early stages of entry. The negative can be a rich source of information.”

*Abhey Yograj, Chairman and CEO*

Tecnova is the result of Abhey's vision. He founded the company in 1984 after a 17 year stint at Carnaud-Metal Box as a senior manager. Abhey heads Tecnova today as the Chairman & CEO.

In addition to spearheading Tecnova to success, Abhey also serves on the Board of several Indian subsidiaries of prestigious multinational organizations. These include the world leading cosmetics specialist L'Oreal, the confectionery giant Perfetti and biotechnology company BioMerieux. He was formerly on the Board of Gillette India where he chaired the Audit Committee.

'Entry Strategy' into emerging markets, specifically India, is Abhey's field of specialisation. His in-depth comprehension and expertise on the subject has led him to address numerous seminars worldwide, in Europe, US and Asia Pacific.

## Tecnova Snapshot

<b>FOCUS</b>	Strategies and implementation assistance for the Indian market
<b>FOUNDED</b>	1984
<b>PEOPLE</b>	Our mission is to make our clients successful in the Indian market. We are the pioneers in India Entry Services and are the leaders in this field. We are driven by excellence and our core strength is our family of over 120 highly skilled professionals. These are the people who have made us successful and who will drive our growth in the future.
<b>KEY SEGMENTS</b>	B2B Products and Services Consumer and Retail Healthcare, Pharmaceuticals & Medical Devices Automotive and Engineering Energy (including non-conventional)
<b>LOCATION</b>	We are based in Gurgaon, Haryana (Suburb of New Delhi, approx. 15 minutes from Delhi International Airport) India, with a network of contacts and execution capabilities across the country.
<b>SERVICES</b>	<p><b>INDIA ENTRY STRATEGY</b></p> <p>Mergers &amp; Acquisitions Greenfield Manufacturing Set-up Distributor / Partner Selection</p> <p><b>GLOBAL MARKET RESEARCH</b></p> <p>Data Processing and Analytics CATI</p> <p><b>SOURCING</b></p> <p>Engineering Design Engineering Components IT and Research</p> <p><b>HR ADVISORY SERVICES</b></p> <p>Executive Search &amp; Selection Developing HR Policies Compensation Structuring HR Outsourcing</p>

## Key People



**Frank Elbe**  
Director

A former German Ambassador to India and a career diplomat.



**G S Gill**  
Director

Former Vice President Asia and Africa for Gillette. Based in the UK he is also the Director of Industrial Development Board for London and South East England.



**Natalino Duo**  
Director

Also the Director of Pure Cotton Ltd. and Chairman of Indiacom Ltd. Formerly Managing Director of Perfetti and Benetton and former Chairman of the Indo Italian Chamber of Commerce.



**Gurdeep Singh**  
Director

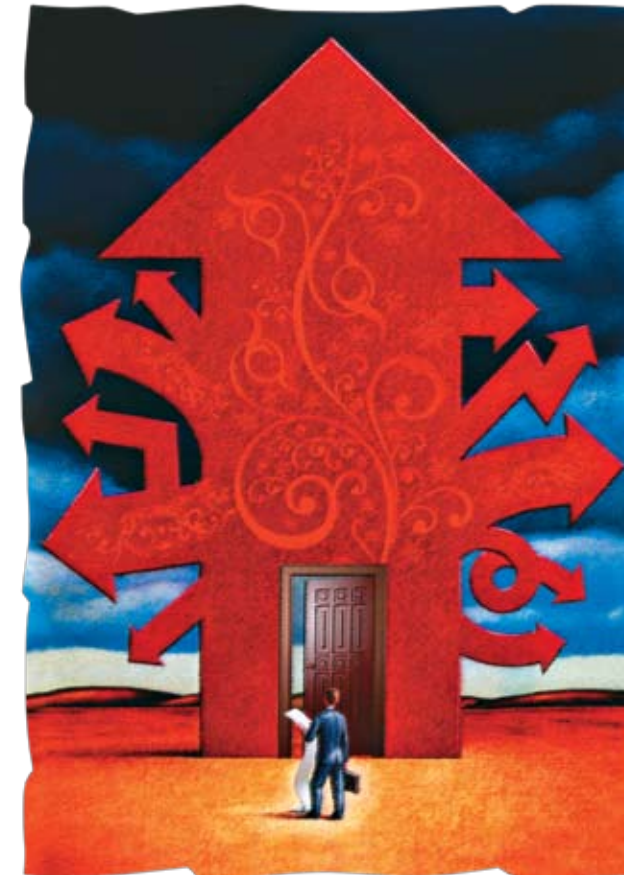
Former Director of Hindustan Lever.



**Ajay Muttreja**  
President and Director

More than 30 years of experience across various industries. Ex Advisor to Kingdom of Bhutan for more than 20 projects with international financing agencies including UN.

Success begins with a partnership that has the vision to recognize opportunities and realize their full potential



Welcome to the beginning of realizing your vision. You are looking at establishing your corporate presence in new worlds. We are unlocking opportunities to meet your goals. And opening doors where opportunities cease to exist.

If (like any progressive concern worldwide) India features significantly in your business plans, you should be talking to us. We are the India Entry Specialists who can assure a customized access to this land of opportunities.

If your ambitions drive you to acquire a company or team up with a like-minded partner, our Mergers & Acquisitions services is the door you should be knocking on. If the world is your canvas, then our Global Market Research solutions will empower you to craft your success. When it comes to Sourcing from India, Tecnova helps you find the right supplier, the very first time.

**India Entry Services & Strategy**  
**Mergers and Acquisitions**  
**Global Market Research**  
**Sourcing**  
**HR Advisory**

A foundation of excellence, a mission of making it happen and the edge of deep-rooted knowledge – a synthesis that can makes wishes a reality



The wishing tree is a symbol of eternal hope that has its roots in a 5000 year old civilization - India. Over time it has come to represent the ethos of sustenance of life, rooted firmly in the bedrock of experience and knowledge. It changes with time but in essence it remains eternal. The 'Kalpvriksh' represents the spirit of our business and the vision we have for our clients.

## Delivering the India Advantage

India offers unparalleled advantages as a business base. From cost effective solutions and a top-notch IT infrastructure to the infinite pool of talented and technically skilled workforce, it's the ideal setting to achieve your aims. What you need is a partner who can open the right doors to utilize the full potential of the Indian edge & aid you in writing your India success story. As a consulting firm which has enabled several Fortune 1000 companies leverage the India advantage, Tecnova perfectly fits the bill.

25 years of existence and over 1 million man hours of consulting in the Indian business spectrum gives us the edge of in-depth know how. We are with you from strategy to implementation, from setting targets to success. We have helped foreign companies discover and research opportunities, get a grip of markets, start up business, compete more effectively and expand in India.

Walk  
right  
in

# Your Gateway to the India Edge

## India Entry Strategy



DISCOVER THE POSSIBILITIES  
DEFINE THE COURSE OF ACTION  
STEER AHEAD TO TRIUMPH





# India Entry Strategy

Tecnova helps foreign companies realize their India business objectives through customized solutions to reduce entry risks and compress gestation time for profitability.

## Discover the Possibilities Market Exploration Phase

We explore what the Indian market can offer you – the opportunities & their scope. In-house research ensures confidentiality and full control over parameters. Our services include:

- Comprehensive Market Research (Through primary in-depth field interviews)
- Competitors' Analysis
- Examination of Government Regulations
- Feasibility Study/ Business Plan
- Location Analysis
- Arrange client's India Validation Visit

## Define the Course of Action Strategy Formulation Phase

The possibilities unearthed in the preceding phase aid us to define appropriate India entry strategy options. Our strategy document generally includes recommendations on product, pricing, positioning and segmentation, besides one of the following India entry options:

- Greenfield operation through wholly owned Indian subsidiary
- Acquisition of Indian target company
- Joint Venture
- Selecting the right partner for Distribution, Contract Manufacturing or Sourcing

Based on the India Entry Option selected by the client we help in preparation of a joint Business Plan.

## Steer Ahead to Triumph Strategy Implementation Phase

Establishing operations is the next step. We help in executing the Business Plan through the following actions:

- Incorporation of the Indian entity
- Commence Acquisition or Set-up Greenfield facility
- Seeking all regulatory approvals from Central and State Government bodies
- Selecting and acquiring a suitable site in case of Greenfield operations
- Recruitment of Key Top Executives

## BOT (Build-Operate-Transfer)

BOT is a unique India Entry option devised to safeguard your company's potential risks and maximise returns. During the 'Build' phase, we provide strategic advice to address your business challenges and ROI objectives. In the 'Operate' phase, we track progress and fine tune operations to meet defined goals. When the business becomes a self-sustaining unit, we offer the 'option of 'Transferring' back the business to you. Some of our clients have successfully entered India through this option.

## Post Entry Services

We help you mitigate the risks & ramp up quicker through our experience of helping foreign start ups succeed in India.

# The Door to Spreading Wings

## Mergers & Acquisitions



TEAM UP FOR SUCCESS  
ACQUIRE TO FLOURISH





# Mergers & Acquisitions

If inorganic growth is on your mind, we can help you with our M&A services. The way to achieving your goals is through our Mergers and Acquisitions gateway. We've helped several multinationals team up with like-minded organizations. We possess a successful track record of acquisitions in India.

Our acquisitions serve the following companies:

- Multinationals entering India
- Multinationals already in India
- Domestic Indian companies

## Acquire to Flourish

Our in-depth knowledge and relevant experience empowers us to successfully acquire a company in India. In addition, our top notch professionals have the expertise and experience to assist you in all phases of an acquisition: target identification, due-diligence, strategy formulation, closing & dealing with post closing issues.

## Our Strengths

- Specialization in mid-size acquisitions ranging between 10-100 million Euros / US \$, primarily for family owned businesses
- Understanding of the Indian Market
- Market research methodology and identification of targets
- Non aggressive, empathetic approach with family business targets
- Not pushing the deal, ability to walk away even at late stage
- Ability to negotiate
- Post closure integration

## Our M & A Services

- Target Identification
- Strategy Formulation
- Negotiations and issue of Term Sheet
- Legal and Financial Due Diligence
- Sale Purchase Agreement
- Regulatory approvals
- Closing
- Post Closing

# The Door to Absolute Comprehension Global Market Research



KNOW THE MARKET  
ANALYZE THE COMPETITION  
CAPTURE THE VOICE OF YOUR CUSTOMER  
PREPARE YOUR MASTER PLAN  
GET SET TO CONQUER





# Global Market Research

Tecnova offers end-to-end global market research services to clients. Our 25 years in management consulting and membership with market research associations like ESOMAR and BIG gives the defining edge to your research needs. In addition, the expertise acquired by servicing over 350 clients enables cross sharing of knowledge and best industry practices.

We operate across various industries and their verticals and are well-versed in conducting numerous market research studies such as customer satisfaction and loyalty, consumer and market segmentation, product and service development, packaging and name tests to name a few.

## Global Solution

We offer Global Solutions to our multinational clients and we think and strategize globally. We offer market sizing in different geographies, evaluate strategies of multinationals as well as local competitors and analyze end user segments using our global research capabilities and recommend actionable strategies for different regions. We cover North America, Europe, Middle East and Asia Pacific regions.

## Our Broad Practice Areas

- Qualitative & Quantitative Research in all our practice areas
- Competition Analysis & Market Sizing
- Preparation of actionable reports and deep consumer insights

## Our Techniques for Accumulating Global Information

- CATI employed to reach global audiences
- CAWI employed to reach internet based audiences
- Face-to-Face Interviews in local destinations
- Focus Groups and Ethnographic Research
  - > with our highly skilled moderators who have the ability to handle long durations
- Stakeholder Research and In-depth Interviews
  - > with a unique combination of market research consultants who have a good domain knowledge

We specialise in covering groups like Corporates, NGOs, Media (print and electronic) and Government Bodies.

## Industry Sectors

- Healthcare and Pharmaceutical
- Consumer Products
- Automobile and Automotive Products
- Information Technology & Enabled Services
- Telecommunications
- BFSI (Banking, Financial Services & Insurance)
- Industrial Products
- Social Research & Energy

Our teams are specialized in interviewing C-Level Executive (CEO, CIO, CMO, IT Director etc.), Industry Experts and Healthcare Specialists, Business to Business (Small & Global Businesses, Purchase decision makers, distributors, retailers), Consumers (Citizens, patients, shoppers, students, alumni, subscribers) and various Associations.

Our market research team has well-defined guidelines for quality assurance on all projects.

# The Door to Acquire Your Desires Sourcing from India



Sourcing  
From India

BENEFIT FROM THE PERFECT SOURCE  
TIE UP WITH THE RIGHT PARTNER  
REAP THE INDIA COST ADVANTAGE





# Sourcing from India

Your business acumen views India as a perfect supply source. And our outsourcing services ensure you a successful Indian operation. One that meets your preferences and needs perfectly.

Our sourcing edge lies in our absolute comprehension of the auto and non-auto segment manufacturing and business processes. Combined with our productive resources and the wealth of over 30 years' experience, it empowers us to offer effective engineering outsourcing services to cater to your specific goals.

Successful sourcing stories are entirely a function of finding good & reliable vendors. Cost of finding the wrong vendor is extremely high and sometimes not taken into account. This means losing management costs, time and money.

We have evolved a process of finding the "right" vendors which is almost foolproof. This process has several logical screening points which start from a long list; hit the bulls' eye with the right vendor.

In the second phase we are able to supervise the sourcing operation either directly or through a dedicated person hired for the client, stationed in our office.

We can consider arrangements to transfer the person to the client on achieving certain milestones or time based activities.

Through our expertise to leverage the India cost advantage, we assist you with:

- Highly developed supplier selection process to eliminate the selection of a wrong vendor thus selecting the right vendor the first time
- Conforming product at a competitive price
- Extensive networking in the engineering industry
- Operate as an extended cost reduction army by strategic re-alignment of the supply chain

# The Door to Your Indian Entity Post Entry Services



AVOID THE HAZARDS  
MAKE WAY FOR MORE  
EXTEND YOUR REACH  
GET THE GLOBAL EDGE





# Post Entry Services

You are in India now & it's imperative to blend successfully in the Indian business environment. Our Post Entry Services door helps you blend in the Indian way of working. We help you seize prospective opportunities while dodging the hazards. Moreover, our advisory and transaction services steer you to get the most of India's unique advantages. Get set to ramp-up your profitability and enhance performance. Our Post Entry Services portfolio includes:

## **Avoid the Hazards** Mitigate Risks

- Anticipating and advising companies regarding the risks and exposures that they may run into in the initial stages
- Advising on regulatory issues and handling all compliances
- Initiate changes in regulations by lobbying with the government and networking with industry associations and senior bureaucrats

## **Make Way for More** Ramp Up Revenues

- Generating qualified sales leads (for B-2-B)
- Benchmarking with competition
- Developing an efficient distribution network
- Networking with corporate captains and Government officials to gain quicker access

## **Extend Your Reach** Geographical Expansion

- Gather market intelligence on South-Asian markets
- Finalize strategy for market penetration in neighbouring countries
- Assist in setting up operations in the new geographical locations

## **Get the Global Edge** Set Up Global Hubs

- Sourcing components / raw materials / finished products
- Research & Development
- Engineering Design Development
- Highly skilled manpower sourcing

## **HR Advisory**

- Executive Search & Selection
- Developing HR Policies
- Compensation Structuring
- HR Outsourcing

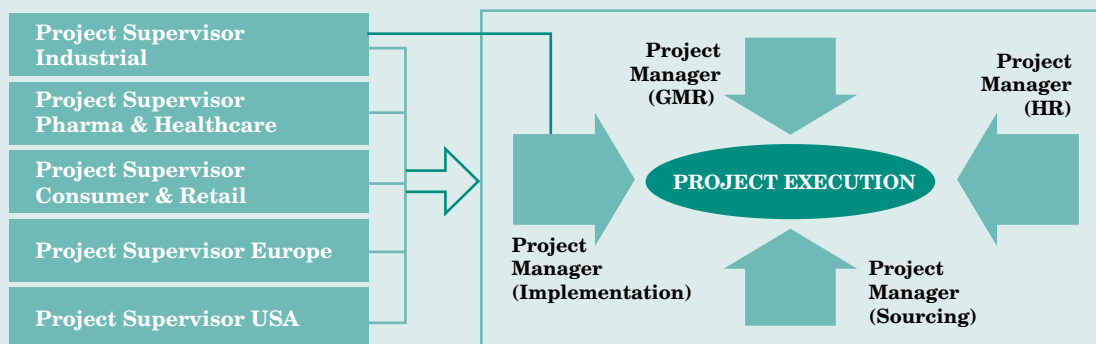
# Practice Areas

Tecnova helps foreign companies to leverage the India advantage and reduce their entry risk.

For more than 2 decades we have developed insights and gained experience across multiple industry sectors in various geographies.

Our focus segments which have evolved into Practice Areas with dedicated and competent teams are:

1. **Industrial (B2B Products & Services)**
2. **Consumer & Retail**
3. **Pharma & Healthcare**
4. **Infrastructure**



## Industrial Products & Services

We have helped more than 150 foreign companies in this segment to investigate and leverage the Indian advantage.

Our value add for clients is to significantly improve the revenue and profitability from Indian operations through the following services:

1. Comprehensive Market & Competition Analysis
2. B2B Sales Leads Generation
3. Outline Business Plan
4. Develop a Scalable India Entry Strategy
  - a. Location Analysis & Project Management for Greenfield set up
  - b. Acquisition
  - c. Joint Venture
  - d. Partner Selection
  - e. Company Incorporation & Registration Approvals
  - f. Executive Search
  - g. Incubation Support



## Consumer & Retail

We have helped more than 100 foreign companies in this segment to investigate and leverage the Indian advantage.

Our value add is to build flexible, practical & implementable strategies and be involved in implementation till start up of commercial operations. The services rendered to achieve a successful operation for a foreign company are:

### 1. Market Research

- Market & Competitive Mapping
- Distribution Mapping
- Market Sizing
- Growth Projections
- Focus Group Discussions
- Product Clinics
- Ethnographic Interviews

### 2. Detailed Business Plan

### 3. Develop Business Strategy based on a comprehensive qualitative & quantitative assessment of facts.

### 4. Implementation

1. Partner Search
2. Company Incorporation & Regulatory Approvals
3. Retail Roll Out
  - Location Analysis
  - Master Franchisee Short Listing & Selection
  - Due Diligence
  - Franchisee Agreement & Signing Up
4. Distribution Roll Out
5. Trade / Institutions / B2B
6. Executive Search
7. Incubation Support
8. Semi Qualified Sales Leads



## Pharma & Healthcare

We have helped more than 100 foreign companies in this segment to investigate and leverage the Indian advantage.

Our value add is to build flexible, practical & implementable strategies. The services rendered to achieve a successful operation for a foreign company are:

### 1. Market Research

- Market & Competitive Mapping
- Distribution Mapping
- Marketing Strategies
- Market Sizing
- Growth Projections

### 2. Detailed Business Plan

### 3. Develop Business Strategy based on a comprehensive qualitative & quantitative assessment of facts.

### 4. Implementation

- Partner Search
- Company Incorporation & Regulatory Approvals
- Product Registration
- In Licensing & Out Licensing
- Distribution Network / Marketing Alliance
- Location Analysis
- Due Diligence
- Executive Search
- Incubation Support



### Approach

Tecnova conducted a Market Study wherein opinion leaders (medical practitioners) were met at top 25 cancer research institutes in India to arrive at a final estimate of the sales potential for their products. Based on the findings of the study, a strategy was recommended to set up a profitable business for this company in India.

### Case 2 Setting Up Research Centre

## US Biopharmaceutical Leading Company Specializing in New Drug Delivery systems

### Background

A leading Biopharmaceutical company, based in California, USA, specializing in new drug delivery systems research for diabetes, anti-infectives and other areas wanted to set up a research centre in India.

### Approach

Tecnova provided the strategy advice on the India entry for this company and assisted them in setting up their Indian operations for R&D. This included Location Analysis, Site Selection including building (ensuring regulatory compliances), Selection of Vendors (including analytic laboratory suppliers, building contractors and interior decorators), Executive Search of all key positions (including Head of R&D, Head of Life Sciences, Head of Bio-analytical, Head of Toxicology & Pharmokinetic, Head of Formulation, Head of Administration & Facility Management).

### Case 3 Re-casting India Strategy

## French Medical Diagnostic Company

### Background

A worldwide group, headquartered in Paris, France, specialized in the field of in vitro diagnostics for medical and industrial applications was selling their products in India till 1996 through a large nationally networked Indian pharmaceutical company. However, sales were flat around \$ 0.5 Million year after year. In 1997 this company asked Tecnova to revamp its India strategy.

### Approach

Through several studies conducted by Tecnova in the past it was clear that there was not a single success story in India based on distributing foreign company's products through Indian manufacturing partner, which was also selling its own product portfolio.

Tecnova helped them discontinue their existing exclusive partnership with the Indian pharmaceutical major and helped them set up a fully owned subsidiary in India.

We did a market analysis for their products, prepared business plan and developed a new strategy for aggressive growth. Tecnova also provided incubation support for the start up of the new fully owned Indian subsidiary of this foreign company which included providing office space, administration & accounting support, executive search and recruitment of some of their team members based in India. This company's Indian operations increased their business more than 20 fold in 5 years after setting up their fully owned subsidiary.

Tecnova continues to provide advisory services on an on-going basis to help develop high growth business in India.

# Case Studies



## Automotive

### Case 1 Advisory Services

## German Automotive Electroplating Supplier

### Background

A mid-sized German chemicals company specializing in surface finishing applications and products was already present in India for over 7 years under a Joint Venture with an Indian partner. This arrangement was underperforming the market. Tecnova was asked by the German company to help them separate from their Indian JV partner and set up their fully owned subsidiary in India.

### Approach

Tecnova provided Advisory Services to the top management of this German company to amicably separate from their India partner. A brief snapshot of the market potential was put together to help prepare a growth plan. Tecnova helped in the incorporation of the fully owned Indian subsidiary, sought the necessary approvals from the Foreign Investment Policy Board (FIPB) and provided recruitment of key executives in India. We continue to provide advisory services to this company to ensure aggressive growth in the Indian market.

### Case 2 Advisory Services

## German Truck OEM Supplier

### Background

A mid sized German company that is a world leader in 5th wheel couplings with a presence in over 14 countries including manufacturing facilities in China was closely examining a JV partnership in India.

### Approach

Tecnova advised this foreign company not to enter into a JV partnership in India but to set up their fully owned subsidiary in order to be able to truly capture the potential of the market. We continue to provide advisory services for the setting up of this Indian entity.

### Case 3 Location Analysis

## French World Leader in Tyre Manufacture

### Background

French world leading company in tyre manufacture was looking to set up a manufacturing plant in India.

### Approach

Location study for manufacturing plant was conducted nation wide. The study lasted over 1 year and was a combined effort of the Tecnova team and the client which involved 10 visits to India by the top Management of the French company. Tecnova arranged meetings for the client with top Indian political leaders to obtain special incentives for this project.



## Business Services

### Case 1 Acquisition

#### Danish World's Largest Facilities Service Provider

##### Background

One of the world's largest Facility Service providers, headquartered in Denmark with market presence in Europe, Asia, South America, and Australia and employee strength of more than 330,000 people was keen to enter the India market.

##### Approach

The facilities management sector in India is highly unorganized. Tecnova advised this Danish client that setting up a Greenfield venture and recruiting staff would not give quick ROI to them. It thus recommended an India entry through acquisition. In keeping with the Danish company's global strategy for aggressive inorganic growth, number of acquisitions was recommended. Tecnova continues to identify targets and provides advisory and transaction services in the closing of these acquisitions.

## Consumer Products

### Case 1 Re-casting India Strategy

#### German World Leader in Luxury Bathroom Fittings

##### Background

Germany's #1 company for premium & luxury bathroom fitting products with a wide presence in Europe and Asia Pacific was present in India since 1999 through an exclusive distribution arrangement with an Indian partner. The Indian distributor was underperforming the market (while the market for the premium and luxury bathroom fitting products was growing in India, this German company could not capture the market share). Tecnova was asked by the company to find out the exact market potential based on the demand for their products in India.

##### Approach

Tecnova conducted a market study and arrived at the true sales potential for these products in India. Based on the findings of the study, a business plan along with India Entry Strategy was developed. This company has since, broken from its Indian distributor and are in the process of setting up their fully owned Indian subsidiary as recommended by Tecnova.

### Case 2 Set Up of Manufacturing Plant

#### \$1bn Italian Confectionery Multinational Giant

##### Background

An Italian confectionery giant wanted to explore Asia entry (India vs Indonesia vs China).

##### Approach

Decision was taken to set up manufacturing in India based on Tecnova's recommendation. Location analysis, site recommendation and purchase of land were done through Tecnova. With local manufacturing and aggressive distribution strategy, this company successfully captured 70% of the confectionery market share in India within 7 years of set-up.

## Engineering Design Services

### Case 1 Setting up Design Centre

#### Swedish Engineering Design Major

##### Background

A Swedish engineering design major working for companies in automotive and aerospace industries was keen to set up a design centre in India.

##### Approach

Tecnova did a Location Analysis for setting up the design centre in India, recommended ideal site, identified office space, recruited Country Manager and design engineers specialized in analysis softwares, obtained statutory requirements and helped in the pre-company incorporation.

### Case 2 Build-Operate-Transfer

#### Italian Manufacturer of World Class Bath Tubs and Jacuzzi

##### Background

A subsidiary of a Euro 450mn Italian Group specializing in the design and development of sanitary wares with innovative functions to improve physical and psychological wellbeing was examining how it could optimally leverage the 'India Cost advantage' without making significant investments in the country.

##### Approach

Tecnova developed a unique BOT model (Build-Operate-Transfer) that offers the most cost-effective and least risky method for this Italian company to set up a design centre in India. In the 'Build' stage, 2 design engineers were recruited initially under Tecnova's headcount. Subsequently, 3 more engineers were added. (Plans are to go up to 10 by the end of 2006). The training of engineers was done by the client. In the 'Operate' stage, the administrative supervision is done by Tecnova, thus minimizing management time of the client. Once a critical mass of design engineers is developed and the operations become self-sustaining and profitable, Tecnova would 'Transfer' back the business to the client.

## Pharmaceutical, Biotechnology & Research

### Case 1 Market Study for Sales Potential

#### One of World's Foremost Biotechnology Company

##### Background

One of the world's foremost biotechnology companies, headquartered in Boston, USA with annual revenues exceeding \$2 billion and products and services focused on rare inherited disorders, kidney disease, orthopaedics, transplant, immune disease, cancer, and diagnostic testing, wanted to evaluate the Indian market for some of their select high end products (for the treatment of Thyroid cancer).

# Our Clients

Tecnova has delivered the India advantage successfully to some of the industry leaders worldwide. Our portfolio of clients includes renowned global corporations (60% of them from the Fortune 1000 list) and mid to large size companies from Europe, USA and South East Asia. Long-term engagements on retainership basis and an impressive rate of repeat business stand testimony to the sustainable value we bring to our clients.

## Industries Served

Over time our full fledged involvement in various projects has empowered us with significant experience in a number of key industries including:

### Automotive

1. Fras-Le, Brazil
2. Alteams, Finland
3. Faurecia (Peugeot Group), France
4. Michelin, France
5. Jost Werke, Germany
6. Surtec, Germany
7. Volkswagen AG, Germany
8. Autoliv, Sweden
9. Ocap, Italy
10. Desc Automotriz, Mexico
11. Power Packer, The Netherlands
12. Raufoss, Norway
13. Caran, Sweden
14. General Motors, USA\*
15. Findlay, USA
16. Desc Auto, USA
17. Alignment System, Europe
18. Ural, Russia
19. Plastal, Sweden
20. Teleca, Sweden
21. Thomas Magnete, Germany
22. GTZ, Germany
23. Kongsberg, Norway
24. RedSpot, USA
25. ATS Automation, USA
26. Came, Italy
27. Camoplast, Canada

### B2B

1. Bohler Uddeholm, Austria
2. Frantschach Packaging, Austria
3. Frantschach Paper, Austria
4. Schoeller-Bleckmann Oilfield Equipment AG, Austria
5. Umdasch AG (Doka), Austria
6. Bekaert, Belgium
7. Sarens, Belgium
8. Videojet, China
9. Friwo, China
10. ISS, Denmark
11. CHR. Hansen, Denmark
12. Polarcup (Huhatamaki), Finland
13. Arjo Wiggins, France
14. GEC Alsthom, France\*
15. GL Events, France
16. MGE UPS, France
17. Rexel, France
18. Roquette, France
19. Sodexo, France
20. St. Gobain, France
21. Usinor, France
22. Valois, France
23. Gemplus, France
24. Sachtleben Chemie GmbH, Germany
25. SICK, Germany
26. Cyrus, Germany
27. Messe Frankfurt, Germany
28. Ejot, Germany
29. Nukem, Germany
30. Wanzl, Germany
31. NKT Cables Group GmbH, Germany
32. Hollingsworth & Vose GmbH
33. Bitzer, Germany
34. ISTA International GmbH, Germany
35. J Colors, Italy
36. Fermator, Spain
37. Bacou Dalloz, Sweden
38. Munters, Sweden
39. Allignment Systems (AS), Sweden
40. Blaser Swisslube, Switzerland
41. Orell Fussli, Switzerland
42. SIG Pack, Switzerland
43. Forbo, Switzerland
44. Schindler, Switzerland
45. Commercial Metals International AG (CMC), Switzerland
46. Test Rite International, Taiwan\*
47. Lafarge Boral Gypsum, UAE
48. FLAG Telecom, UK\*
49. Ball Packaging, Europe
50. Umicore, Europe
51. Innoge, Europe
52. KaVo, Australia
53. Danaher Group, USA
54. Goss International, USA
55. Hughes Network\*, USA
56. Presstek, USA
57. Amway, USA\*
58. Avery Denison, USA\*
59. Fluke Network, USA
60. General Signal, USA
61. Energy Solutions, USA
62. ICO, Inc, USA
63. Direct Fuels, USA
64. Johns Manville (Warren Buffet Company), USA
65. Pioneer Hi Bred, USA
66. Sonoco, USA
67. Union Camp, USA

\* Clients serviced under Boyden franchise

**B2B**

- |                                     |                              |
|-------------------------------------|------------------------------|
| 68. Valmont Industries, USA         | 75. Tekni Plex, USA          |
| 69. MeadWestvaco, USA               | 76. Martec (Baxter), USA     |
| 70. Protomold Company, USA          | 77. Uniroyal Chemicals, USA* |
| 71. Manitowoc Crane, USA            | 78. Leviton, USA             |
| 72. Tempel Steel, USA               | 79. Stanley Works, USA       |
| 73. Baldwin Technology Company, USA | 80. ESL Electrosience, USA   |
| 74. Preformed Line Products, USA    | 81. Ghiya Extrusion, India   |

**Consumer Products**

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|-------------------------------|--------------------------------------|
| 1. Trodat, Austria            | 29. Artsana SpA, Italy               |
| 2. Godiva, Belgium            | 30. Kao Corporation, Japan           |
| 3. Puratos, Belgium           | 31. Mentos (Van-Melle), Netherlands  |
| 4. Bacardi India, Bermuda*    | 32. Maxeda, Netherlands              |
| 5. Baccarat, France           | 33. ColArt, UK                       |
| 6. BIC, France                | 34. SAB Miller, UK                   |
| 7. Danone, France             | 35. Jarden Consumer Solutions, USA   |
| 8. Fromageries BEL, France    | 36. CooperVision, USA                |
| 9. L'Oreal, France            | 37. Gillette, USA                    |
| 10. Moet Hennessy, France*    | 38. Haworth, USA                     |
| 11. Royal Canin, France       | 39. Kohler, USA                      |
| 12. ARC International, France | 40. Mary Kay, USA                    |
| 13. Yoplait, France           | 41. Broan Nutone, USA                |
| 14. Vivarte, France           | 42. Elkay Manufacturing, USA         |
| 15. Springer Verlag, Germany* | 43. Nautilus International, USA      |
| 16. Grohe, Germany            | 44. NuSkin Inc., USA                 |
| 17. Sennheiser, Germany       | 45. HNI International, North America |
| 18. Vaillant, Germany         | 46. CES, USA                         |
| 19. Zwilling, Germany         | 47. Cintas, USA                      |
| 20. Fientechnik, Germany      | 48. Sunbeam, USA                     |
| 21. Barilla, Italy            | 49. Global Goddess Beauty, USA       |
| 22. Bisazza, Italy            | 50. Tempur, USA                      |
| 23. FiMag, Italy              | 51. Harley-Davidson, USA             |
| 24. Lazzaroni, Italy          | 52. Oasis (PA, USA)                  |
| 25. Novellini, Italy          | 53. Hilding Anders, Sweden           |
| 26. Perfetti, Italy           | 54. Karelia Upofloor, Finland        |
| 27. Star, Italy               |                                      |
| 28. Teuco, Italy              |                                      |

**Pharma & Healthcare**

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| 1. Faulding Pharma, Australia                    | 25. Becton Dickinson, USA*  |
| 2. Leo Pharmaceuticals, Denmark                  | 26. Cephalon, USA   |
| 3. Merieux Alliance, France                      | 27. Conmed, USA   |
| 4. Biorga, France                                | 28. Dentsply, USA   |
| 5. Boiron, France                                | 29. Genzyme, USA  |
| 6. Galderma, France                              | 30. IVAX, USA   |
| 7. Sanofi – Synthelabo, France                   | 31. Nektar Therapeutics, USA  |
| 8. Vygon International, France*                  | 32. Nature Sunshine, USA  |
| 9. ABX, France                                   | 33. Patheon, USA  |
| 10. BioMerieux, France                           | 34. Cytoc, USA  |
| 11. Berlin Chemie (Menarini), Germany            | 35. NaturesWay, USA   |
| 12. Engelhard, Germany                           | 36. GSK, USA  |
| 13. Usha Drager, Germany                         | 37. OraSure Technologies, USA   |
| 14. Schwarz Pharma, Germany                      | 38. Nobel Biocare, UK   |
| 15. Lohmann Animal Health GmbH & Co. KG, Germany | 39. Futuristic Diagnostic Imaging Centre Aprivated Limited (FDI), USA |
| 16. Snia (Dideco), Italy                         | 40. Valeant, USA  |
| 17. Kedrion, Italy                               | 41. Hollister, USA  |
| 18. Esaote, Italy                                | 42. USANA, USA  |
| 19. SCA Hygiene (TENA), Sweden                   | 43. Convatec (Bristol-Myers Squibb Company), USA                      |
| 20. Q-Med, Sweden                                | 44. Vision Ease, USA  |
| 21. Ypsomed, Switzerland                         | 45. GN Resound, Denmark   |
| 22. Bachem, Switzerland                          | 46. Ajanta Pharma, India  |
| 23. Straumann, Switzerland                       | 47. Jubilant, India   |
| 24. Barr Labs, USA                               |   |

**Others**

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|---------------------------------------|-------------------------------|
| 1. Royal Government of Bhutan, Bhutan | 8. Emmis Communication, USA   |
| 2. Embassy of Finland, Finland        | 9. ASTM, USA                  |
| 3. Ahlstrom Capital, Finland          | 10. Redevco, Netherlands      |
| 4. Cements Francis, France            | 11. IFCO Systems, Netherlands |
| 5. Siam City Cement, Thailand         | 12. P4R, Spanish Trade Agency |
| 6. ASME, USA                          | 13. Hertel, UK                |
| 7. Carlyle, USA                       |                               |

\* Clients serviced under Boyden franchise