



# Our Approach to India Market Entry

2026

A five-phase engagement model for European companies entering India

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**This document describes how Kasvu works with European companies across the full India market entry lifecycle — from initial diagnostic to sustained market presence.**

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# 01 The Kasvu Engagement Model

Entering India is not a single decision. It is a sequence of informed decisions — about timing, structure, partners, regulation, and risk — made over months, sometimes years.

Most European companies underestimate this complexity. Those who move quickly without a grounded understanding of the Indian regulatory environment, commercial culture, and partner landscape spend 12 to 18 months correcting avoidable mistakes.

Kasvu's engagement model is built around five sequential phases. Each phase has a clear purpose, a defined output, and a decision point. Clients can enter at any phase depending on how far they have already progressed — and Kasvu stays engaged throughout, not just at the beginning.

Phas	Title	Primary Output	Typical Duration
01	Market Diagnostic	Market Diagnostic Report	Weeks 1–6
02	Entry Strategy & Structure	India Entry Strategy Document	Weeks 6–12
03	Partner Identification	Curated Partner Shortlist	Months 3–5
04	Market Activation	Active engagement & agreements	Months 4–9
05	Sustained Market Presence	Ongoing representation & BD	Month 6+

***Most market entry consultants stop at Phase 3. Kasvu stays through Phase 5.***

## 02 Phase 1 — Market Diagnostic

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01

### Market Diagnostic

*Weeks 1–6*

Before any strategy is proposed, Kasvu invests time in understanding your company: your product or technology, competitive positioning, export readiness, and realistic expectations for India.

We then map that against current Indian market conditions — demand landscape, regulatory environment, competitor activity, and sector-specific entry constraints.

The output is a frank, evidence-based Market Diagnostic Report. This is not a generic India overview. It is a specific, client-tailored assessment covering:

- Where genuine demand exists for your offering — and where it does not
- The regulatory and licensing requirements specific to your sector
- Competitive landscape: who is already present and how they are positioned
- The entry pathway most likely to succeed given your objectives and resources
- A clear go / no-go recommendation with supporting rationale

*Many clients tell us this phase alone saves them 12–18 months of costly misdirection.*

## 03 Phase 2 — Entry Strategy & Structure

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02

### Entry Strategy & Structure

*Weeks 6–12*

Based on the Market Diagnostic, Kasvu develops a structured India Entry Strategy. This document becomes the working reference for all subsequent phases and internal stakeholder alignment at the client's headquarters.

The strategy covers:

- **Market positioning** — how your offering should be framed for Indian buyers, regulators, and partners
- **Legal & regulatory roadmap** — entity structure options (liaison office, subsidiary, JV), sector-specific licensing, FDI compliance, and government approval pathways
- **Partnership criteria** — the profile of the right Indian partner, distributor, or JV candidate for your context
- **Risk mapping** — commercial, operational, regulatory, and geopolitical risk factors with mitigation recommendations
- **Indicative investment and timeline** — realistic resource requirements for a credible India entry

For companies entering regulated sectors — defence, aerospace, critical infrastructure, medical devices — this phase includes procurement framework analysis, offset obligation planning, and indigenisation requirement mapping.

## 04 Phase 3 — Partner Identification & Due Diligence

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03

### Partner Identification & Due Diligence

*Months 3–5*

Kasvu identifies and approaches potential Indian partners, distributors, government counterparts, or institutional buyers — drawing on established networks across New Delhi, Pune, Mumbai, and key industrial corridors.

Every shortlisted candidate undergoes structured due diligence before being presented to the client. Due diligence covers:

- Financial standing and business stability
- Operational capability and infrastructure relevant to the client's sector
- Reputational standing — including regulatory history and legal encumbrances
- Strategic alignment with the client's objectives and values
- Network strength with target buyers, regulators, or end-users

The deliverable is a curated shortlist — typically three to five candidates — accompanied by Kasvu's written assessment and recommendation for each. This is not a directory. It is a reasoned case.

## 05 Phase 4 — Market Activation

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04

### Market Activation

*Months 4–9*

This is where most market entry consultants stop. Kasvu does not.

Market Activation is the phase in which the strategy becomes operational. Kasvu supports clients through:

- Partner introduction meetings — attended and facilitated by Kasvu
- Negotiation support — structuring commercial terms that reflect Indian market norms while protecting client interests
- Government and institutional stakeholder engagement — where procurement, licensing, or regulatory relationships are central to market access
- Legal and compliance coordination — working alongside client-nominated or Kasvu-referred Indian legal counsel for entity incorporation, contractual structuring, and regulatory filings
- Pilot or proof-of-concept structuring — where appropriate, designing limited-scope market tests before full commitment

## 06 Phase 5 — Sustained Market Presence

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05

### Sustained Market Presence

*Month 6 onwards*

India rewards patience and penalises absence. European companies that establish a presence and then disengage — handing everything to a local partner and stepping back — consistently underperform against those who maintain active involvement.

Kasvu offers an ongoing engagement model for clients committed to building a durable India business. This includes:

- Market representation — acting as client's eyes and ears on the ground
- Business development — proactive pipeline building with target buyers and institutional accounts
- Relationship maintenance — sustaining government, partner, and customer relationships between client visits
- Strategic advisory — quarterly market updates, competitive intelligence, and strategic recommendations as the India landscape evolves
- Performance reviews — structured six-monthly reviews against agreed market entry milestones

***This is the phase that turns market entry into market growth.***

## 07 What We Do Not Do

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Kasvu believes that clarity about what a firm will not do is as important as what it offers. The following are not part of Kasvu's model:

- Generic market research reports not tailored to a specific client context
- Contact list provision or introductions without due diligence and strategic framing
- Working simultaneously with competing clients in the same sector
- Taking on engagements where Kasvu cannot see a credible path to success in India
- Acting as a pass-through to other consultants or agencies

When Kasvu takes on an engagement, the firm is committed to that client's outcome. That commitment is only possible with the selectivity described above.

## 08 Who We Work With

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Kasvu's clients are typically European companies — headquartered in Finland, Estonia, Germany, Sweden, or elsewhere in the EU — with a serious, board-level mandate to enter or scale in India.

They are usually in one of the following situations:

- Evaluating India for the first time and needing an honest, structured assessment before committing resources
  - Having attempted India entry previously — often through a trade mission or a local agent — without achieving the expected results
  - Already present in India through a distributor or JV, but underperforming against original projections
  - Responding to a specific Indian government tender, procurement opportunity, or inbound enquiry that requires immediate navigation support
  - Under competitive pressure from European or Asian peers already active in India and needing to accelerate their own entry
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### Tell us where you are in your India journey.

Schedule a conversation with Kasvu to discuss your specific context, objectives, and how our engagement model applies to your situation.



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