

Step #6: Analyze the market intelligence you've gathered. Consult with companies who are already active in India. Organizations such as the Canada-India Business Council (CIBC) and the GLOBE Foundation of Canada are good sounding boards.

When a Canadian environmental company decides to enter India it should do so with commitment and intensity. A laissez faire approach is unlikely to appeal to potential Indian joint venture partners and customers.

6.3 The Right Local Partner

It is important to approach the market with a long-term view and recognize the significance of finding the right Indian partner. As in any business trust, shared interests, complementary skills and a clear definition of the relationship are of critical importance.

Canadian environmental companies have a number of partnering options.

- A local representative or sales agent can advise the principal in the pre-tender period of project activity, evaluate final pricing, negotiate and monitor the time-consuming bureaucratic process. They should have relevant experience, be well connected and possess solid financial resources.
- An informal Strategic Alliance is generally used when there appears to be enough synergy to present a combined marketing face.
- A Joint Venture arrangement is ideal when a non-corporate, but legally binding association is required.
- The creation of a new corporate entity is the most powerful business association, and certainly one that many Indian business people like. It creates a new venture to realize capital gains. It also allows for attractive foreign tax and investment incentives.

Indian businesses are very familiar with all of the above. The normal starting point is the signing of a Memorandum of Understanding (MoU) that sets out the general terms of the relationship.