

PERSPECTIVE

The signing is the easy part

Why the real work of a technology partnership starts after the announcement

The least important moment in a technology partnership is the signing. Everyone is aligned, the photographs are taken and the memorandum of understanding (MoU) is dated. The partnerships that fail were almost always signed with enthusiasm. What they lacked was a plan for the months that follow, when teams that have never worked together have to build something. Real partnerships are built in stages, and each stage earns the next.

Four stages, each one earns the next

- **Buy.** The Indian company imports a finished product. Demand is proven fastest here, and both sides learn to work together at low risk.
- **Assemble.** Kits are assembled in India, first semi-knocked-down (SKD), then completely knocked-down (CKD). The partner sees India's quality and discipline. The Indian team learns the product.
- **Localise.** Sub-assemblies, then parts, are made in India, with local suppliers qualified step by step.
- **Own.** The Indian company holds the licence, or a joint venture (JV) is formed, and manufacturing, design and market are shared.

The less obvious point: stages protect both sides

Each side starts with a different fear. The technology partner worries about protecting its intellectual property (IP). The Indian company worries about committing capital before demand is proven. Stages answer both: technology moves only as fast as trust is earned, and capital goes in only as fast as demand is proven. Skipping a stage does not save time. It moves the risk to a later and more expensive point, usually after the factory is built.

Where partnerships actually stall

After the MoU, not before it. Nobody owns the next step, teams misalign, and commitments slip. Three habits help: name one accountable owner on each side; agree the milestones for the next stage before signing the current one; and tie fees and rewards to those milestones.

WHAT WE DO

We originate the right match, close terms both sides can live with, and orchestrate the partnership until production runs in India. Our fees are linked to milestones and we share in the outcome, so your risk is our risk.

A signed agreement is not a manufacturing line.