



25
YEARS



INDIA

EXPANSION GUIDE

A Strategic Guide for Subsidiary Leaders

Presented by:
M+V Altios





YOUR TRUSTED PARTNER IN INDIA

M+V Altios empowers foreign subsidiaries to operate, scale, and succeed in India.

We deliver strategic guidance and hands-on support across compliance, people, and operations, helping you turn challenges into long-term growth.

1500+

Project Executed in India
Since **2000**

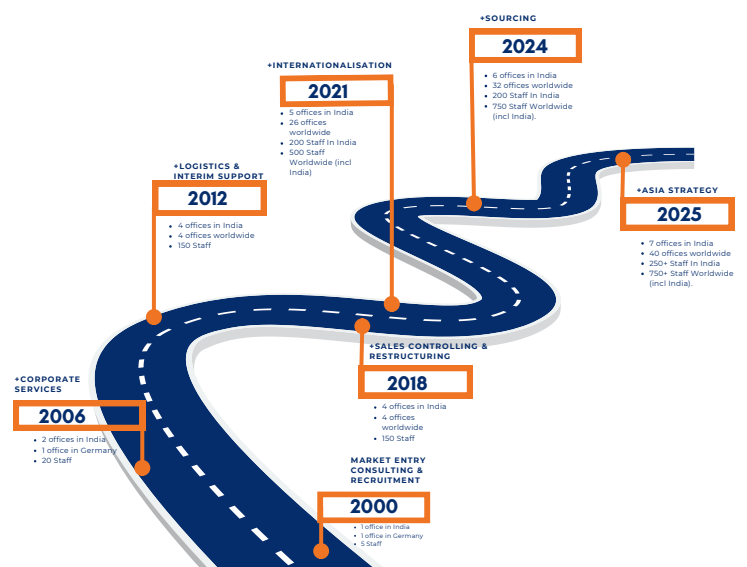
- ▶ **MARKET GROWTH**
- ▶ **ORGANIC GROWTH**
- ▶ **ACCELERATED GROWTH**



Contact us for support with
your venture into India

HELPING FIRMS SUCCEED IN INDIA

Maier+Vidorno is an Altios group subsidiary dedicated to entering and growing in the complex Indian market, with over 250 employees supporting clients from seven branches.



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FOREWORD



MR. KLAUS MAIER



MR. PRAVEEN SINGHAL

India is no longer just an emerging market, it is a complex, dynamic, and essential part of many global businesses. But while opportunities in India are vast, navigating them requires more than ambition. It demands clarity, context, and capability.

For Subsidiary Managers, India is not a theoretical expansion case; it's a daily operational reality. You are expected to align global strategies with local execution, manage uncertainty, motivate diverse teams, and deliver results, all in a fast-moving and often unpredictable environment. We wrote this guide specifically with you in mind.

At M+V Altios, we've worked with more than **1,200+ international companies** not just to enter the Indian market, but to grow, adapt, and lead here. We understand that success in India doesn't come from applying cookie-cutter solutions. It comes from understanding what works here and why.

This guide is not about why India matters. It's about how to make your India operations thrive.

We've seen how easily companies fall into a state of survival mode, overwhelmed by compliance, struggling with talent, or dealing with underperformance. Yet, we've also seen what happens when the right strategies, partners, and leadership are in place: subsidiaries don't just survive; they flourish. They create value, drive innovation, and become global centres of excellence.

We've distilled our experience into a practical framework to help you diagnose problems, realign your strategy, and move from firefighting to planning. Whether your challenges lie in compliance, people, supply chain, or sales, this guide offers tested solutions grounded in Indian reality.

We hope you'll find it both thought-provoking and actionable.

Let's build something enduring in India, together.

Yours sincerely,

Klaus Maier
Managing Partner
M+V Altios

Praveen Singhal
Managing Director
M+V Altios, India

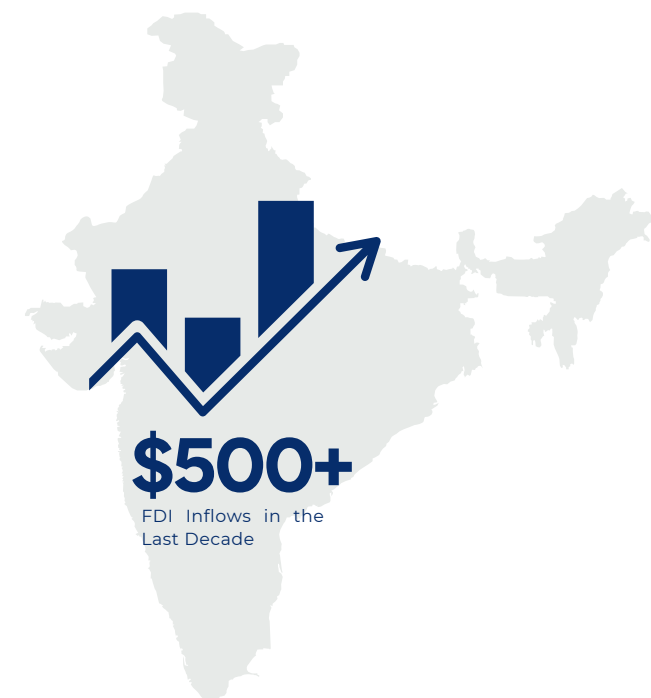
EXECUTIVE SUMMARY

India is not a **“new frontier”** for you; it’s your everyday reality.

As a Subsidiary Manager, you stand at the crossroads of global strategy and local execution, balancing HQ’s expectations with the practical challenges of the Indian market.

It’s a demanding role that requires you to:

- Align global goals with local realities.
- Navigate complex regulations and compliance risks.
- Manage a competitive talent landscape.
- Drive sustainable growth in a highly nuanced market.



This is not about theory or best practices borrowed from elsewhere. Every insight in this guide has emerged from real client engagements, whether resolving leadership gridlock at a manufacturing site, improving engagement and retention at remote plants, or reengineering supply chains to comply with customs regulations and transfer pricing scrutiny.

We have distilled our experience into practical frameworks and real-world insights across every core operational area, finance, HR, compliance, supply chain, sales, and IT. But this is not a checklist. It’s a roadmap to help you shift from reactive to proactive, from surviving quarter to quarter to building strategic momentum.

India will continue to evolve rapidly. Regulatory frameworks will change. Talent dynamics will shift. Customer expectations will rise. What remains constant is the need for clarity of purpose, of execution, and of governance.

We hope this guide helps you ask the right questions, at the right time, in the right way.

Because the difference between a foreign subsidiary that survives in India and one that thrives is not size or capital, it is the ability to learn, adapt, and lead from within.

Let’s get started.

BEYOND MARKET ENTRY

Most companies approach India with a robust entry plan. However, success here depends not on how you enter, but on how you operate and adapt over time.

Subsidiary Management is a long-term puzzle:

- You can't simply transplant HQ processes.
- You need local strategies that respect India's diversity, regulatory demands, and cultural nuances.
- You must balance shareholder ambitions with disciplined execution in a complex environment.

Today, many companies are also thinking beyond sales and sourcing to **Global Capability Centres (GCCs) in India**. GCCs enable subsidiaries to own high-value global functions, such as R&D, analytics, and digital transformation, transforming India operations from cost centres into strategic assets.

As Subsidiary Heads, you're uniquely positioned to champion this evolution. With the right strategy and governance, you can lead India's shift from an outsourced operation to a value-creating partner in your global business.

INDIA: THE GLOBAL GCC POWERHOUSE

- **1,600+** GCCs established in India
- **1.9 million+** professionals employed
- **\$50+** billion in annual export value

STRATEGIC VALUE CREATION

- **70%** of Fortune 500 companies have a presence via GCCs or sourcing
- **35%** of global analytics talent is based in India
- **\$25 billion+** invested in R&D by global firms

EFFICIENCY & GROWTH ENGINE

- **30–40%** cost advantage over Western markets
- **20%+** YoY growth in digital and engineering GCCs
- **60%** of new GCCs focused on digital transformation

At M+V Altios, we see ourselves as partners who help you balance local execution with global vision, enabling you to manage today's pressures while planning for tomorrow's growth.



"India doesn't reward the impatient, it rewards those who are well-prepared. At M+V Altios, we don't just help our clients navigate India, we empower them to lead here."

Klaus Maier, Managing Partner, M+V Altios

FINANCIAL COMPLIANCE ESSENTIALS

India's financial and regulatory environment is complex. For subsidiaries of foreign companies, adhering to **FEMA, RBI, tax compliance (including transfer pricing), GST, and the Labour Codes** isn't just best practice; it's essential to avoid significant compliance risks.

We see too many subsidiaries underinvest in compliance, only to discover expensive liabilities later.

We believe **good financial management must be:**

- Transparent, so HQ understands India operations.
- Predictable, to support planning.
- Efficient, to free resources for growth.

Staying compliant here is not just legal, it's strategic.

Misalignment leads to delays, penalties, or reputational risk. Smart market entry begins with clarity on what's required, what's avoidable, and what's changing.

And speaking of change, companies must stay responsive to policy changes affecting taxes, compliance requirements, and labour costs. Regulatory shifts are not hypothetical; they're a certainty. Proactive monitoring and scenario planning help avoid expensive surprises and give your HQ confidence in your governance.

Our Support Includes:

- GAAP-Compliant Bookkeeping & Reporting.
- GST Strategy, Implementation & Advisory.
- Virtual CFO Services to Bridge Talent Gaps.
- Budgeting, Forecasting & Cash Flow Management.
- Tax & Finance Advisory with Full Compliance Support.
- Cross-Border Transactions & Transfer Pricing Compliance.



Done right, financial compliance is not a cost, it's an enabler of sustainable growth.



"We have many subsidiaries all over Asia – in India, we get full administrative support from M+V. M+V's transparent and professional performance reporting is customised to our requirements, and I can efficiently steer the business from a distance."

Saurabh Gupta, Ex- Managing Director, Trodat Marking India Pvt. Ltd

FINANCIAL COMPLIANCE ESSENTIALS

FINANCIAL CONTROL IN INDIA WHY IT'S BUSINESS-CRITICAL FOR EUROPEAN SUBSIDIARIES

TOP 4 FINANCIAL COMPLIANCE RISKS FOR FOREIGN SUBSIDIARIES

01 TRANSFER PRICING

€50K+ AVERAGE PENALTIES DUE TO POOR DOCUMENTATION OR OUTDATED STUDIES. INCREASING VOLUME AND COMPLEXITY OF RELATED-PARTY TRANSACTIONS UNDER SCRUTINY.

02 GST MISCLASSIFICATION

INCORRECT TAX CATEGORISATION CAN TRIGGER UP TO 18% TAX RATE ERRORS. REGULAR REGULATORY CHANGES DEMAND STRATEGIC ALIGNMENT.

03 CAPITAL CONTROLS

NON-COMPLIANCE WITH FEMA/RBI RULES DISRUPTS FX FLOWS, REPATRIATION, AND FUNDING STRUCTURES. TREASURY AND INVESTOR CONFIDENCE AT RISK.

04 LABOUR COMPLIANCE

NEW WAGE, PF, AND GRATUITY RULES = SIGNIFICANT COST & LIABILITY EXPOSURE. REPORTING FAILURES CAN SHAKE HQ'S TRUST AND PLANNING ACCURACY.

WHAT GOOD FINANCIAL MANAGEMENT LOOKS LIKE

01 100% HQ VISIBILITY

TRANSPARENT MIS & COMPLIANCE DASHBOARDS.

02 PREDICTABLE CASH FLOWS

FUND REPATRIATION & WORKING CAPITAL PLANNING ALIGNED.

03 ~25% OPS EFFICIENCY GAIN

WITH OUTSOURCED BACK-OFFICE & VIRTUAL CFO SUPPORT.

04 AUDIT-READY

IFRS/GAAP ALIGNMENT, TP STUDIES, AND STATUTORY AUDITS HANDLED.

CURIOUS?

HOW WE CAN HELP YOU DRIVE REAL BUSINESS IMPACT?



"At M+V Altios, we don't just manage your books; we manage financial control across the entire value chain. From coordinating to ensuring compliant fund flows, purchase tracking, and legal registrations, our goal is to keep your India operations both transparent and future-ready."

CA Sanjeev Kumar, General Manager, India

SUPPLY CHAIN STRATEGY

India offers real advantages as a sourcing hub, but real risks too.

Quality variation, logistics bottlenecks and regulatory complexity make supplier selection and supply chain management critical. India offers real advantages as a sourcing hub, but real risks too.

- Identify and qualify reliable suppliers.
- Build quality assurance frameworks.
- Negotiate effectively with local vendors.
- Optimise logistics and import management.
- Ensure compliance with all relevant regulations.



Done right, sourcing from India is not just economical, it's better aligned with your long-term strategy.

Navigating India's customs landscape can make or break your supply chain reliability. Here's an example of how local expertise avoided costly delays for one client:

Case Study: Navigating Customs Challenges

The client wanted to import and distribute medical goods in India within a set time frame, as the freshly quality-cleared product was considered good when applied to the patient, during surgery.

M+V Altios deputed a separate team to meet client requirements and was able to meet the challenge of timely delivery to the hospitals in time. Additionally, M+V Altios worked on the inventory requirement with the client and derived the same. Hospitals, Doctors and distributors were informed about the efficacy of the product, with international test results and acceptable shelf life as per the Drugs and Cosmetics Act of India. Today, inventory is maintained, and supplies are made as per the agreed timelines.



"Our customers truly appreciate how we translate international business needs to Indian reality. Many companies start with our Basic Corporate Services but decide at a later stage to use 'M+V Altios Import, Export and Logistics' solution when they require to move products into, within or export out of India."

Shashank Verma, Vice President, India

SUPPLY CHAIN STRATEGY

Challenges

- A new company, without any legal presence in India, aimed to test the waters by showcasing its products at an Indian trade fair. However, they found themselves stuck due to wrong advice from their freight forwarder.
- The advice also lacked essential guidance on GST implications and the selection of the right **Free Trade and Warehousing Zone (FTWZ)**.

Key Issues Faced:

- **Clearance Before the Exhibition:** The freight forwarder failed to ensure that the goods were cleared only for exhibition and not for potential sale within India. This oversight came from a lack of planning by the forwarding agent and inadequate understanding of import documentation and procedures, including the nuances of customs duty, customs challenges and legal compliance.
- **Clearance After the Exhibition:** As the goods were only cleared for exhibition purposes, they could not be sold within India until the export process was reinitiated. Double the import paperwork and further complications, unnecessary GST costs, and significant delays.
- These errors not only cost money but also wasted valuable time and undermined their brand's reliability in the market. The company's efforts to enter the market were jeopardised due to inadequate advice on supply chain logistics and customs regulations.

Services Provided

- M+V Altios was brought in to correct the situation, providing a quick and comprehensive solution. "We cannot stress enough the importance of the right advice and due diligence, especially for companies new to the Indian market. We often get asked to help when things go wrong working with agents that promise it is simple but don't fully understand what's needed for selling to new foreign companies in India," said **Shashank Verma, Vice President, Supply Chain - M+V Altios**.



"We were thoroughly impressed with the support provided by M+V Altios' supply chain management team for our operations at the FTWZ in Mumbai"

Marianne Rickert, Director, transfluid® Maschinenbau GmbH,

SUPPLY CHAIN STRATEGY

Understanding Provisional Duty Bonds and the Special Valuation Branch (SVB)

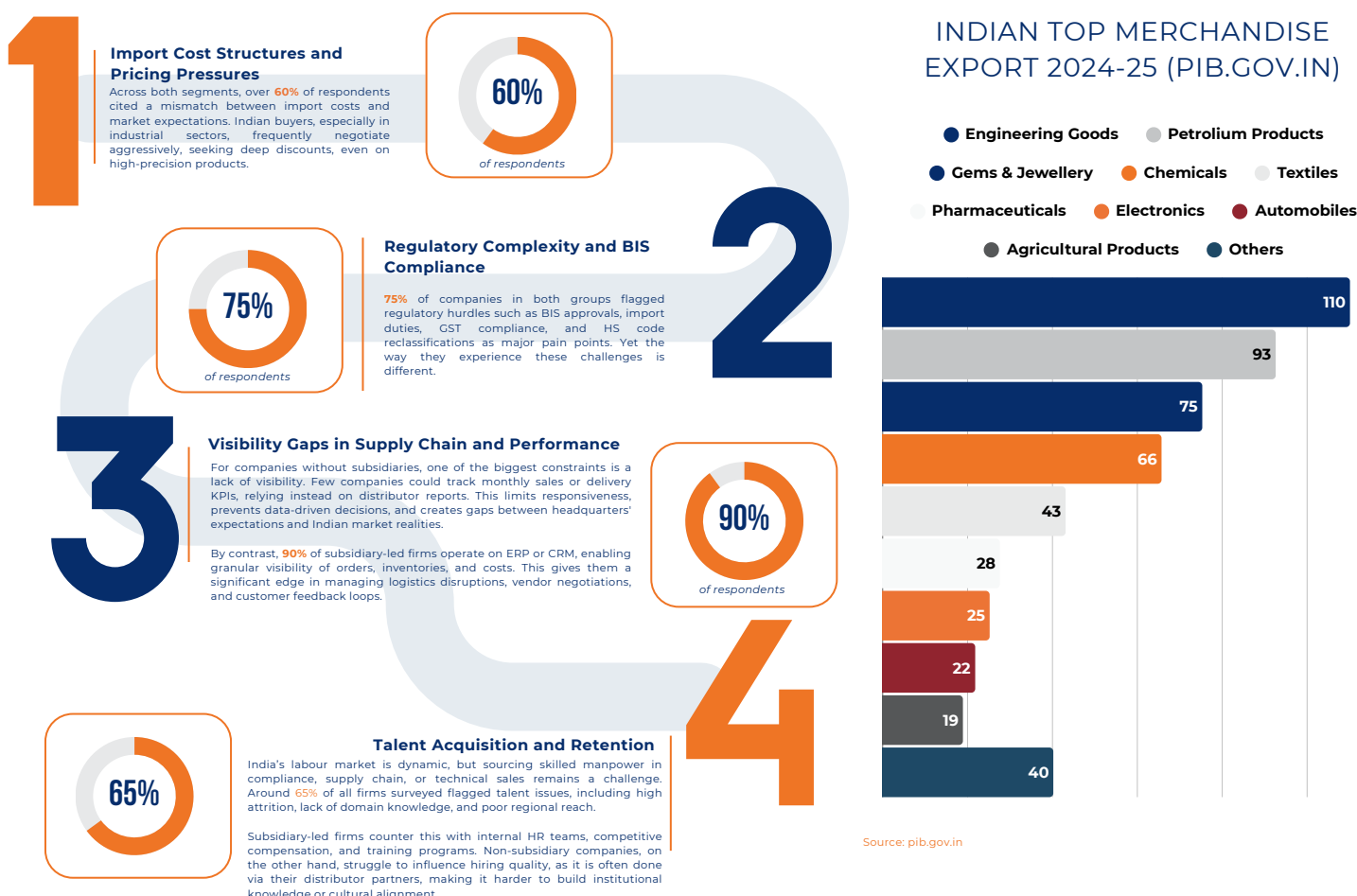
When foreign subsidiaries import from their parent or related companies, Indian Customs closely examines whether prices are truly at arm's length. This review is handled by the Special Valuation Branch (SVB).

Because SVB assessments are detailed and can take 3–5 months, importers typically use a **Provisional Duty (PD) Bond** to avoid blocking shipments while waiting for clearance. The PD Bond acts as a financial guarantee, allowing imports to continue during the valuation process.

Once SVB approves the declared transfer prices, it issues an order valid for three years (or until pricing strategies change), removing the need for repeated bonds. However, every port still has the authority to review pricing if discrepancies are suspected.

Your EXIM team must carefully track PD Bond validity and limits, ensure timely renewals, and maintain accurate documentation at each port of import. Proactive management here prevents costly delays and ensures smooth customs clearance for related-party imports.

WHAT SUBSIDIARY MANAGERS FORESEE



*These insights are based on a Q2 2025 survey of European engineering companies, primarily from the DACH region, Nordics, and Western Europe, operating in sectors such as industrial automation, automotive, machinery, and process engineering with established operations in India.

HR TALENT STRATEGY

People strategy is often the single biggest driver, or destroyer, of subsidiary success.

Attracting, retaining, and motivating talent in a competitive market demands more than good salaries. It needs thoughtful HR design aligned with local realities and global expectations.

Common challenges:

- High attrition, especially in critical roles.
- Compensation expectations vs. HQ benchmarks.
- Misaligned performance management systems.
- Cultural barriers in leadership communication.



Our approach focuses on:

- Executive search and leadership recruitment.
- Compensation benchmarking tailored to India's market.
- HR policy is designed to ensure compliance and clarity.
- Performance management systems that drive accountability.
- Change management and cultural integration support.

We believe HR is not an administrative cost but a strategic capability for any foreign subsidiary.



“ Unlike other companies, we recruit senior managers for our clients, and then we work with these managers for years afterwards. This means that we have built up real expertise in what skill sets, personalities and structures work for companies when coming to India and starting a business.”

Samriti Parashar, Vice President, India

INDIA SOURCING STRATEGY

Sourcing from India presents a strategic advantage for foreign subsidiaries operating in the country. With its well-established manufacturing ecosystem, cost competitiveness, and growing supplier base across diverse sectors, India has emerged as a reliable sourcing destination for high-quality components, raw materials, and finished goods. For subsidiary heads, tapping into this local ecosystem not only reduces lead times and import costs but also builds resilience into global supply chains.

However, navigating India's complex and culturally diverse business landscape can be challenging. Identifying the right supplier requires more than just price comparison; it involves assessing capabilities, quality systems, compliance standards, and logistics expertise. Suppliers must have a track record of meeting international specifications and timelines, particularly in packaging, container loading, and documentation.

A structured supplier evaluation process, balancing both qualitative and quantitative factors, is essential. With the support of experienced local advisors, foreign companies can make informed sourcing decisions, negotiate favourable terms, and establish long-term partnerships. Moreover, a disciplined purchase order process ensures smooth deliveries, better vendor relationships, and substantial savings.

In today's volatile global environment, sourcing from India is not just a cost-saving move; it's a smart, future-ready strategy that empowers subsidiaries to operate with greater independence, agility, and efficiency.

WHAT MAKES M+V ALTIOS SOURCING FROM INDIA SO SPECIAL?



"Sourcing in India cuts costs without quality. It takes time and knowledge to find the right partner for your products, and working with M+V Altios can cut that time by 75%"

Ruediger Schroeder, Sr. Vice President, India

SALES MARKETING EFFECTIVENESS

Selling in India is not like selling in Europe or the US.

It's a market defined by fragmentation, price sensitivity, and immense diversity in buyer expectations. Too many subsidiaries struggle because they try to transplant HQ sales strategies without local adaptation.

Our role is to help you **localise** without losing your brand's integrity. We assist with:

- Assessing sales effectiveness honestly.
- Designing channel management strategies that reflect local realities.
- Building CRM and lead management systems.
- Enabling targeted digital marketing campaigns.
- Navigating compliance requirements, such as BIS registration for regulated products and industry-specific licensing (e.g., FSSAI for food, FDA for pharmaceuticals, and other sector-specific permits).

Such licensing is not optional bureaucracy; it is the foundation of your right to operate. Missteps here can delay launches, disrupt supply chains, or even halt sales entirely.



"Maier+Vidorno is our extended team in India. They keep my head free to focus on Marketing & Sales."

*Amit Gogia,
Ex-Country
Manager, Medela
India Pvt Ltd*

Case Study: Reviving Profitability Through Operational and Sales Team Realignment

Challenges: Stagnant business performance coupled with high operating costs, resulting in an unsustainable Indian subsidiary.

Solutions: We offer comprehensive distribution support through a dedicated team of supply chain and operations experts who manage procurement, logistics coordination, and back-end business processes to ensure smooth market execution. In addition, our recruitment services help you identify and onboard the right talent to strengthen your local operations and drive performance across functions.

Results

- Helped with the recruitment of a robust sales team.
- Framed pricing policies, established strict payment terms, and streamlined operations to enhance the overall profitability and drive efficiency of the business.
- Handled all logistics-related activities, allowing the company to focus on sales.
- Previous year turnover figures were achieved in five months after M+V Altios' interventions.

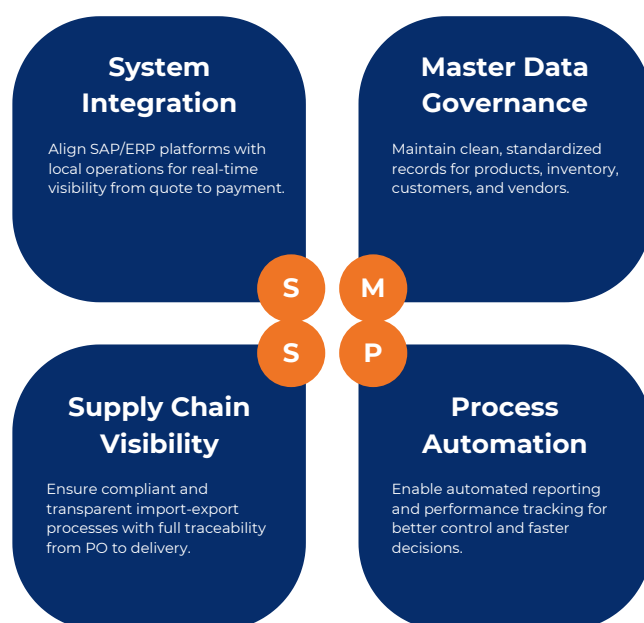
IT & ERP INTEGRATION

A well-integrated IT and ERP environment is critical for maintaining visibility, control, and performance across your India operations. Many subsidiaries struggle with data inconsistencies, siloed systems, and delayed reporting. With SAP and ERP system alignment, subsidiaries can ensure a seamless, real-time flow of information from the initial quotation to the final payment.

At M+V Altios, we enable smooth ERP integration by linking your supply chain processes with SAP, ensuring consistency from sales to delivery to finance. Our dedicated Import, Export, and Logistics team manages your supply chain in a fully compliant and transparent manner while giving you complete visibility and control through system integration.

How We Help:

- Integrate ERP and SAP systems with your local India operations.
- Maintain clean and consistent product, inventory, and stock master data.
- Standardise and manage customer/vendor master records.
- Automate performance reporting and analytics for periodic reviews.
- Ensure full traceability and process control from quotation to PO to delivery.



"M+V Altios manages the daily transactions for many foreign companies, and our professional team and IT backbone (ERP/SAP) administer millions of transactions across India. Our clients get Economies of Scale and real-time business intelligence combined with our vast experience of India, at a cost that no foreign start-up can afford in-house. Our reporting systems give you better process visibility and effective risk management."

Ashish Malik, General Manager, India

SUBSIDIARY MANAGER CHALLENGES

No other management role demands such a delicate balancing act.

You're the point of translation between a global strategy set thousands of kilometres away and the day-to-day reality of the Indian market.

You're accountable for results, but you're also tasked with building and motivating local teams, managing compliance risk, and adapting constantly to an evolving regulatory and commercial landscape.

Common challenges include:

- Aligning HQ goals with local capacity and pace.
- Navigating complex and sometimes ambiguous compliance frameworks.
- Managing high employee turnover in a competitive talent market.
- Operating in fragmented, price-sensitive sales channels.
- Driving operational efficiency while managing legacy systems.

Our work with global subsidiaries has taught us that success in India depends on aligning purpose, process, and people, while fully understanding the cross-cultural differences that can make or break execution.

At M+V Altios, our integrated approach goes beyond strategy: we deliver implementation that integrates all functional disciplines to help you achieve results.



"Being a Subsidiary leader in India is unlike any other leadership role. You're constantly balancing strategic intent with local complexity, navigating compliance, motivating teams, and adapting to market realities, all at once. The pressure is real, but so is the opportunity. In our work with global companies, we've seen that success here doesn't come from copying HQ models. It comes from contextual clarity, cultural alignment, and hands-on execution. That's where M+V Altios comes in, we help you bridge the gap between strategy and operations with an approach built specifically for the Indian business environment."

Praveen Singhal, Managing Director, India

DIAGNOSING BUSINESS BOTTLENECKS

Many subsidiary problems stem from misdiagnosed causes. Growth stalls, costs rise, or staff churn increases, but leaders often treat the symptoms instead of addressing the underlying issues.

We advocate a diagnostic approach that asks: ***Is it a people, process, or practice problem?***

Examples:

- People issues: Unclear roles, weak incentives, cultural clashes.
- Process issues: Inefficient workflows, legacy systems, bottlenecks.
- Practice issues: Governance gaps, poor communication, reactive management.



We recommend starting with:

- A leadership impact assessment.
- Functional effectiveness reviews.
- Market and channel analysis.
- Organizational due diligence.

This structured approach provides the clarity needed to design meaningful, lasting solutions.

For many foreign companies in India, talent management isn't just about recruitment; it's about **retention, engagement, and leadership development**. Here's how a structured diagnosis transformed employee engagement for one of our clients:

Challenge

Our client found it hard to retain talent at their plant on the outskirts of a large Indian city.



"M+V Altios helped LEMKEN get a foothold in the Indian market. We were able to rely on them for our every need to set up and run our business in India in an efficient and compliant manner."

Sanjay Kapoor, CEO, LEMKEN India

DIAGNOSING BUSINESS BOTTLENECKS

Solution

- Conducted focus groups with employees at different levels of the company to understand employee experiences.
- Conducted an online engagement survey to identify strengths and areas for improvement.
- Interviewed ex-employees to understand their perspective.
- Conducted a half-day workshop with the Local Management Team (LMT) to share our key findings.
- Developed a roadmap based on our diagnosis with recommendations on changes to the organisation's structure, processes and leadership interventions critical for the company.

These aspects were delivered:

- Conducted a 9-month-long “Leadership Development Roadmap” and “Supervisory Development Program” to tackle both skills and hands-on people management styles for employees.
- Revamped their Human Resource department – reviewed policies, pay for performance schemes.
- Individually coaching for 8 LMT members based on the psychometric assessments, career aspirations and feedback received from the employees.

Delivered Results

- The LMT members took over improvement projects – 3 projects were approved with top priority and bottom-line impact.
- An employee engagement survey showed positive upward engagement with leaders.



“ Indian Subsidiaries may experience unique situations – balancing the growth expectation to internal realities, or may have a unique situation of misalignment within the team. Shareholders, too, have a unique challenge of getting the on-ground visibility or assurance. We build the road to results by enabling clarity and balance, from both sides. To Turnaround & Transform is within a Subsidiary's reach.”

Manoj Madachery, International Business Advisor, India

ORGANISATIONAL CHANGE STRATEGY

India's market doesn't reward complacency. Your subsidiary must evolve constantly to stay competitive, introducing new products, adapting channels, complying with changing laws, and meeting customer expectations.

But transformation in India is not about grand declarations. It's about careful design, local adaptation, and consistent execution.

Our experience shows successful subsidiary leaders do three things well:

- Define a clear strategy that is locally relevant while aligned with the global vision.
- Build transparent, accountable structures and roles.
- Equip teams to adapt to change.

Our services typically focus on:

- Business strategy design.
- Organisational structuring for growth or turnaround.
- Sales channel and partner management planning.
- Technology and process optimisation.



We work collaboratively with Subsidiary Heads to design changes that stick, respecting local culture while delivering shareholder value.



"MNCs operating in the Indian market often encounter challenges related to systems, workforce, market strategy, or a combination of these factors. M+V Altios assists organisations in identifying critical performance needs and developing targeted growth plans that encompass finance, legal, compliance, HR, strategy, operations and more."

Chiara Lo Faro, Head- CSM



"For India organisational consulting, we couldn't have asked for a better partner than M+V Altios. They provide us with such strong support in our operational effectiveness (supply chain management, among others). We are satisfied with their services."

Abhijit Surve, Managing Director, Schulke India

TURNAROUND MANAGEMENT STRATEGY

In times of crisis, when things go off track despite the best intentions, organisations face unique challenges. Locked-up capital, unprofitable units, people unrest, or sudden leadership exits can all jeopardise a company's strategy, particularly in complex markets like India. In such moments, slow or superficial solutions fall short. What's needed is decisive, expert intervention.

Our approach combines the following strategic elements to address these **challenges** effectively:

- Organisational Due Diligence / Health Checkups to assess the root cause of issues.
- Performance Improvement Planning with clear, actionable milestones.
- Interim Leadership for critical C-suite roles (CFO, CHRO, CTO, CLO, etc.).
- Communication Strategies to rebuild trust with employees, stakeholders, and headquarters.

We view turnaround management as both an art and a discipline requiring tact, urgency, and credible local expertise. When internal conflict escalates into crisis, the challenge is not only operational but also reputational and strategic. Below is how we helped a client navigate an extreme leadership impasse and restore stability:

Case Study: Strategic Resolution of Leadership Impasse and Operational Disruption

Challenge: Our client's manufacturing unit faced a leadership crisis when a group of employees overtook operational and production decisions, sidelining the CEO and placing him under "office arrest." This led to a go-slow approach to production, significantly disrupting operations.

Solution: To address the crisis and restore operational stability, we executed a multi-step strategy:

- **Immediate Assessment & Action:** We conducted a factory walk-through to gauge the level of disruption and identify the root causes of non-cooperation. This initial assessment provided us with a clear understanding of the on-ground situation.
- **Comprehensive Evaluation:** To understand the underlying issues, we implemented the following measures:
 - Focus Group Meetings with protesting staff and other employees to understand the events leading to the lock-out
 - 1-on-1 Interviews with key members of the management team, including the CEO, to assess leadership issues and decision-making styles
 - A Production Risk Assessment to quantify the losses incurred from stalled operations and review critical production documents and schedules.

TURNAROUND MANAGEMENT STRATEGY

- **Strategic Interventions:** Based on our assessment, we recommended and executed a series of interventions:
- **Immediate:** Implemented temporary leadership adjustments to relieve tensions and allow production to resume swiftly.
- **Mid-Term:** Restructured leadership roles and introduced training in conflict resolution and communication to strengthen leadership effectiveness.
- **Long-Term:** Launched employee engagement programs and leadership development initiatives to create a positive work environment moving forward.
- **CEO Leadership Transition:** After a thorough performance review, it became clear that the CEO's leadership had contributed significantly to the conflict. We facilitated his resignation, a decision that was crucial in restoring staff trust and realigning company operations.
- **Recruitment & Onboarding of a New CEO:** We managed the recruitment and onboarding of a new CEO, ensuring a seamless transition that focused on rebuilding relationships with the workforce and aligning the company with its long-term goals.
- **Ongoing Support & Monitoring:** Regular feedback sessions and employee check-ins were implemented to ensure that the new leadership was well-received and progress was maintained toward the company's recovery.

Delivered Results

- **Restored Plant Operations within 3 Days:** Leadership adjustments and targeted interventions led to the resumption of production in just three days, minimising operational downtime.
- **Disbanded the Working Committee & Re-established HQ Control:** The working committee was disbanded, and authority was swiftly returned to the Head Office team, ensuring centralised decision-making and alignment with corporate priorities.
- **CEO's Resignation Managed Smoothly without Legal Issues:** The CEO's resignation was facilitated within three days, with no legal complications, ensuring a clean and professional transition.
- **Production Resumed with Tight HQ Oversight:** Operational decisions were transferred back to HQ, ensuring strict control over local management and aligning operations with corporate goals.

TURNAROUND MANAGEMENT STRATEGY

WHEN THINGS GO OFF TRACK?

COMMON SIGNS OF ORGANISATIONAL CRISIS



CULTURE IN FREEFALL

40–60% DROP IN MORALE OR
EMPLOYEE ENGAGEMENT



TURBULENCE REACHES THE TOP

~30% C-LEVEL ATTRITION RISK
IN UNSTABLE BUSINESS UNITS

CAPITAL AT RISK

€1–5 MILLION LOCKED CAPITAL
IN NON-PERFORMING UNITS



PARALYSIS FROM WITHIN

INTERNAL CONFLICT RESULTED
IN 2–6 MONTHS OF PRODUCTION
STANDSTILL



CURIOUS?

HOW WE CAN HELP YOU DRIVE REAL BUSINESS IMPACT?



We can help you assess if you have the right people, manage internal relationships, or realign leadership and recruit where necessary. We can also help benchmark against industry standards, drive growth, improve performance management through reviews, and enhance employee motivation or policies.

Manish Dwivedi, Assistant General Manager, HR

LEGAL DUE DILIGENCE

Many subsidiaries plan growth via acquisitions or joint ventures in India.

But opportunities come with hidden risks: ownership structures, compliance gaps, unreported liabilities, cultural mismatches.

We support secure growth with:

- Legal due diligence on ownership, regulatory compliance, contracts and litigation search.
- Financial due diligence on profitability, tax compliance, liabilities & risk assessment, and cash flows.
- HR due diligence on compliance & statutory obligations, policies & procedures, and employee relations, including disputes.



Our structured approach ensures that when you expand, you do so with your eyes open and risks managed. Equally critical is securing **appropriate licenses and registrations**. While BIS is well-known, many industries face sector-specific requirements such as FSSAI for food, CDSCO for medical devices, or special clearances for chemicals and electronics. Navigating these correctly from the start avoids costly delays and ensures compliance throughout your supply chain.

KEY INSIGHTS FOR FOREIGN SME'S WHY DUE DILIGENCE MATTERS FOR FOREIGN SMBS IN INDIA

01 €1-5 MILLION

TYPICAL SIZE OF HIDDEN LIABILITIES FOUND POST-ACQUISITION WHEN DILIGENCE IS RUSHED.

02 80% FOREIGN SMBS FACE ISSUES

80% OF M&A ISSUES FACED BY FOREIGN SMB'S STEM FROM MISSED TAX, LABOUR, OR REGULATORY RISKS.

03 3-6 MONTHS: IDEAL DURATION

3-6 MONTHS: IDEAL DURATION FOR THOROUGH DUE DILIGENCE, INCLUDING FINANCIAL, LEGAL, HR, AND ESG REVIEWS.

04 ROLE OF LOCAL ADVISORS

>70% OF SUCCESSFUL FOREIGN SMB DEALS IN INDIA HAD LOCAL ADVISORS LEADING DILIGENCE WITH GROUND-LEVEL ACCESS.

CURIOUS?

HOW WE CAN HELP YOU DRIVE REAL BUSINESS IMPACT?



"At M+V Altios, we don't just help you enter the market; we keep you compliant every step of the way. From BIS to FSSAI to factory licenses, our legal due diligence ensures every registration, license, and filing is watertight. We make sure you're always up-to-date, so you can focus on growing your business, not chasing paperwork."

Dhruv Thakur, Vice President, India

STRATEGIC GROWTH SHIFT

The India chapter of your global story deserves more than just reactive management.

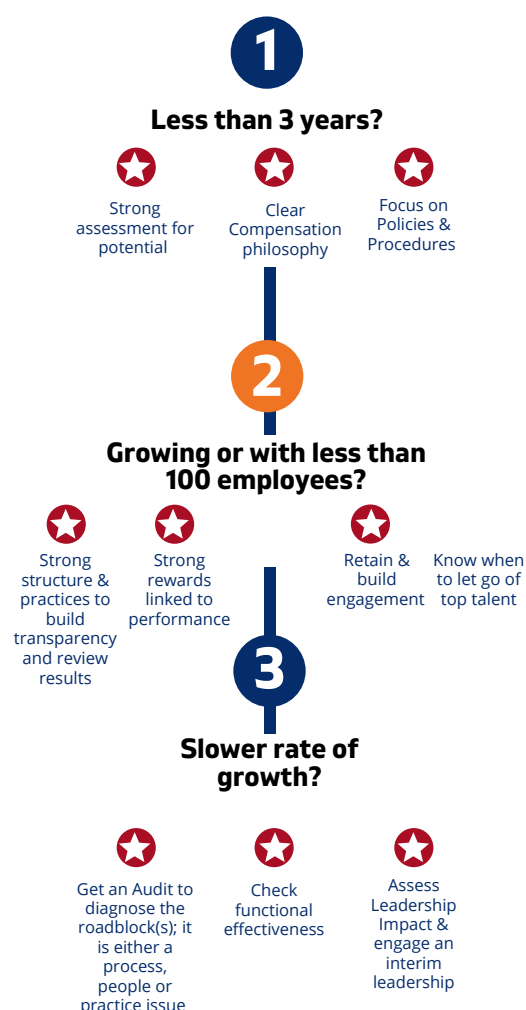
Too often, managing an Indian subsidiary becomes a game of catching up, solving problems as they arise, stretching teams thin, and **navigating local challenges** without clear direction. But India isn't just a place to survive, it's a place to scale, lead, and innovate. The question is: Are you set up to do that?

This guide was designed not to overwhelm you with theory, but to equip you with insights that reflect what's happening on the ground. The common thread in every success story we've seen? Clarity of purpose, consistency in execution, and the right local partner by your side.

At M+V Altios, we work with subsidiary leaders who want to stop firefighting and start building. Whether you're ready to fix what's broken, elevate what's working, or explore what's next, our experience across 1,500+ client journeys can help you make confident, strategic decisions.

Let your India operation be more than a checkbox for global presence. Let it become your competitive edge.

M+V Altios manages all aspects of your growth in India, Here are check-ins



 **I recommend M+V ...**



"Selling German quality products in India is rewarding and challenging at the same time."

The team of Maier+Vidorno supports our goal to deliver quality – in time."

Manish Kant Sahay
 Managing Director, Leuze electronic Pvt. Ltd.

IMPACT BEYOND BUSINESS



At M+V Altios, we believe that expanding into India isn't just about business growth; it's also about contributing meaningfully to the communities we engage with.

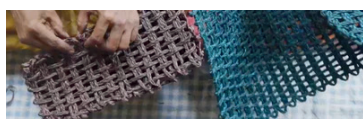


India's rapid development brings opportunities, but also exposes deep-rooted challenges. Rather than seeing these as barriers, we view them as a call to action. In 2024, we supported the **Sri Ramakrishna Ashrama School in Odisha**, which empowers over 500 tribal girls through education, often their only alternative to early marriage. Our financial and personal contributions, matched across our global offices, helped ensure uninterrupted operations and supported critical infrastructure improvements.

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Traditional craftsmanship tells the story of India's rich cultural heritage, and KADAM is working to ensure that the story continues. By enhancing skills and creating sustainable livelihoods, this non-profit has transformed the lives of over 10,000 artisans across six states.



We also partner with **KADAM**, an organisation revitalising rural artisan livelihoods through skill-building and direct market access via its KADAM HAAT platform.



Since 1967, ANDHERI HILFE has been a beacon of hope for underprivileged children and communities in India. Starting with a simple act of providing rice to an orphanage, it has grown into a respected development organization.



Through our partnership, we've been privileged to support their mission of creating opportunities for those in need, inspired by the belief that every child deserves a chance to thrive.

- Success Roadmap
- Market Entry & Expansion
- Performance Improvement



- Exec. Talent Acquisition
- Incubation & HR Services
- Subsidiary Management
- Supply Chain

- Manufacturing Investment
- Cross-Border Acquisition
- Post-Merger Integration

Speak to us today to see how we can help you



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25+ years helping Foreign firms in India





25
YEARS