

AGROO Market Expertise

Market entry readiness assessment — sample — **Company A**

Company	Company A
Country	India
Product	Electronic contract manufacturing services (EMS) — PCB assembly, box build, and electronic product manufacturing
Readiness	B
Recommendation	Prepare
Report reference	#49
Date	14 August 2026

Every factual claim in this report is drawn from cited public research. Where verified data could not be found, this report says so plainly rather than filling the gap with assumption.

A capable manufacturer with a documentation problem, in a tariff window that rewards acting now.

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READINESS SCORE B Export-capable in substance	RECOMMENDATION Prepare Not Pause — no structural defect	PRIMARY MARKET United States Tariff arbitrage against China origin
FASTEST FIRST WIN UAE Shortest route to a documented deal	BLOCKING ISSUE Evidence Verification status: not assessed	TIME TO CLOSE IT 60–90 days Administrative, not structural

Figure 2 — The whole file on one screen. Every value is read from the assessment data, not restated by hand.

Readiness score B, recommendation Prepare. The reasoning behind both is tied to the specific facts found about this company rather than to general industry commentary.

Company A is export-capable in substance and under-documented in form. Capability, certifications and sector relevance are real; the artifacts a buyer's supplier-quality function asks for are missing. That gap is administrative and closable, which is why this file reads Prepare rather than Pause.

The commercial window is genuine and dated. China-origin electronics entering the United States carry a 25% Section 301 surcharge stacked on other measures, producing an effective rate near 47% on most electronics imports even after the November 2025 relief cut it from roughly 57%. India faces no equivalent stacking and many electronics enter duty-free under the Information Technology Agreement. That single comparison is the entire commercial thesis for Indian EMS — and it is provisional, not permanent.

Export-capable in substance, not yet export-documented in form.

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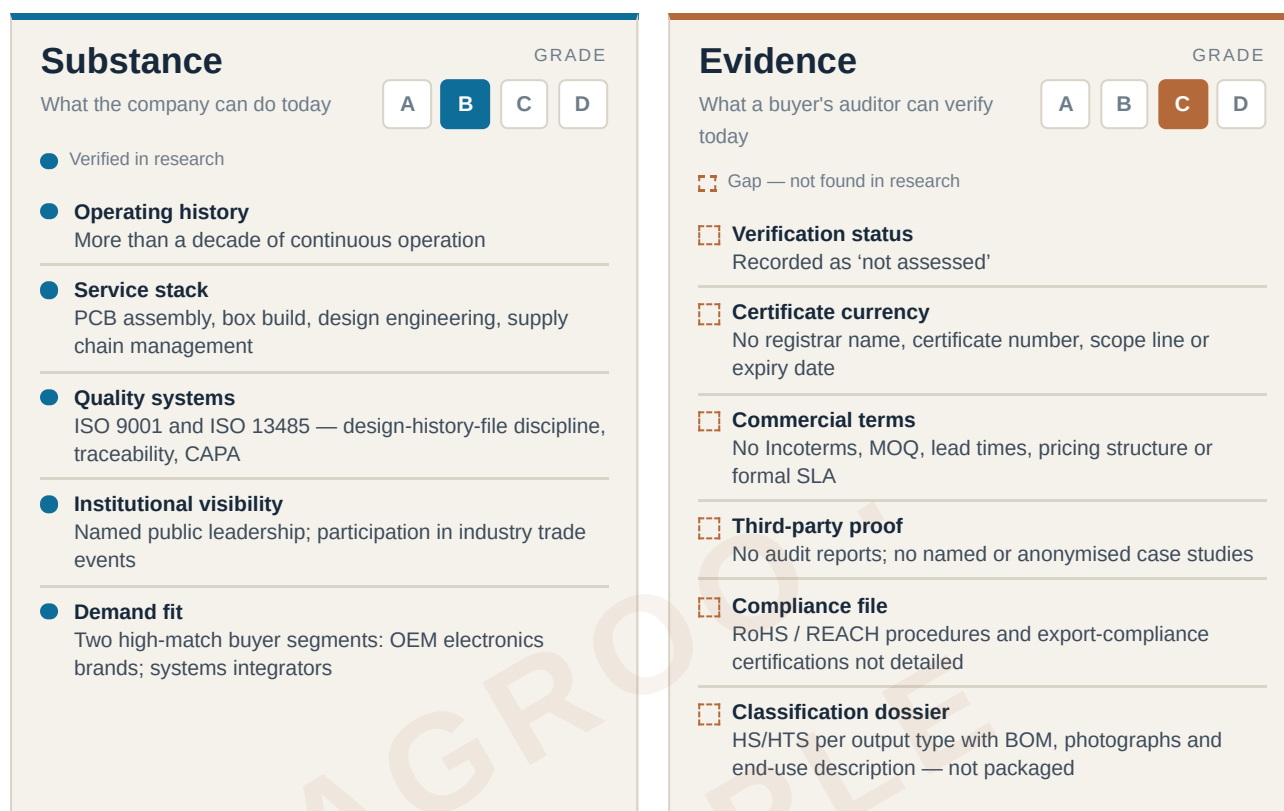


Figure 1 — Capability against verifiable evidence. Both grades come from the assessment data in this file, not from a hand-drawn judgement. Where the research found nothing, the item is marked as a gap rather than filled with an assumption.

Company A earns a solid B — export-capable in substance, but not yet export-documented in form. For an EMS provider that combination is not cosmetic: ISO 13485 in particular signals that the company has already been forced to operate under design-history-file discipline, traceability and CAPA processes, which is exactly the internal machinery an OEM buyer's supplier-quality auditor will look for. Named, visible leadership and participation in industry trade events add institutional legitimacy and reduce the 'ghost supplier' risk that usually kills first-contact conversations with foreign OEMs.

On the demand side, the buyer segment map shows two high matches — OEM electronics brands across consumer, industrial and telecom, and systems integrators and industrial equipment manufacturers. The product is not searching for a market: outsourced PCBA and box build is structurally large, recurring and contract-based. That is a strong foundation.

What holds the score below A is that verification status is recorded as 'not assessed', and the documentation gap list is long precisely where cross-border EMS deals are won or lost. In contract manufacturing an OEM does not buy a product — it buys a process and a promise of repeatability. The absence of

An OEM does not buy a product. It buys a process and a promise of repeatability.

What moves this file to A

1. ISO certificates showing registrar, number, scope and expiry
2. Incoterms preference, MOQ by product class, lead-time bands, NRE and tooling policy
3. IPC-A-610 acceptance class and AOI / X-ray inspection protocol
4. Signed mutual NDA plus a design-data segregation statement
5. Two anonymised case studies with first-pass yield, on-time delivery and defect PPM

verifiable artifacts converts every early conversation into an act of faith. Buyers in this category do not extend faith; they extend audits.

Netting this out: the substance is B-grade good — real capability, real certifications, real sector relevance. The paperwork is C-grade, and closing that distance is the work of the next ninety days.

GO / PREPARE / PAUSE

The failure mode is not rejection. It is a warm lead going quiet at the quality gate.

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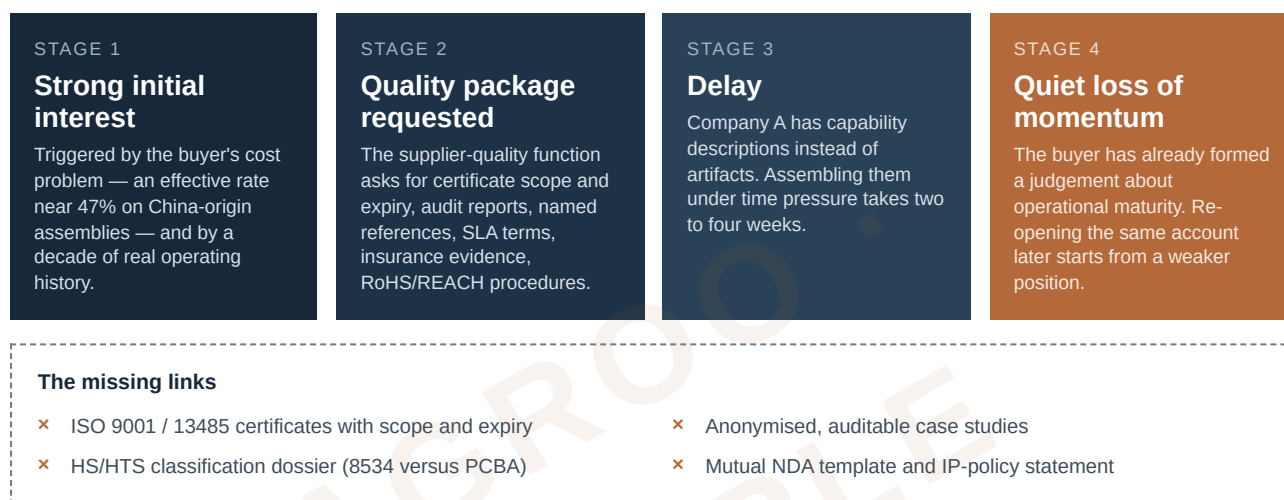


Figure 3 — Where an under-documented EMS supplier loses the deal. Each stage is drawn from the failure pattern described in this file, not from a generic sales funnel.

The recommendation is Prepare, and the reasoning is deliberately non-defeatist: this is not a weak company, it is an under-documented one, and the fix is administrative rather than structural. Nothing in the credibility review suggests capability risk. What it suggests is evidence risk. It is materially cheaper to spend 30–45 days assembling the package than to burn warm introductions and re-approach the same accounts later from a weaker position.

The specific blocking items are narrow and identifiable. First, certification currency: ISO 9001 and ISO 13485 must be evidenced with registrar name, certificate number, scope statement and expiry date, because 'we are ISO certified' without a scope line is treated as unverified by any serious procurement function — and scope matters enormously, since an ISO 13485 scope covering only part of the operation is not the same as one covering PCBA and box build.

Second, commercial terms: Incoterms preference, MOQ by product class, prototype-to-volume lead-time bands, NRE and tooling policy, and payment terms. These do not require a customer to define — Company A can define them internally in a week. Third, the classification and compliance file: HS/HTS classification per output type with supporting BOM, product photographs and end-use description, plus written RoHS/REACH declaration procedures.

Fourth, and specific to contract manufacturing, the IP and confidentiality layer. For an OEM handing over a Gerber file, a bill of materials and firmware, IP protection is not a nice-to-have — it is often the first question asked and the one on which the deal is emotionally decided. A signed, ready-to-execute mutual NDA plus a written statement on design-data segregation, no-reuse of customer BOMs, and controlled access to production files is a low-cost, high-conversion asset.

Fifth, evidence of delivery. Two anonymised case studies with quantified content — sector, board complexity, annual volume band, first-pass yield, on-time delivery percentage and defect rate in PPM — will do more commercial work than any brochure. If even one reference client can be named with permission, that single artifact upgrades the entire file.

Why not 'Go'? Because the verification status is literally 'not assessed', and AGROO should not put unverified certification claims in front of buyers under its own name. Why not 'Pause'? Because there is no fundamental defect: demand exists, the tariff environment actively favours India-origin EMS, and the company has the operating history and quality systems that most first-time exporters lack.

CREDIBILITY REVIEW AND DOCUMENTATION GAPS

Publicly visible capability, publicly invisible proof.

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Company A presents as a mature EMS contract manufacturer with over a decade of operational history and established certifications (ISO 9001, ISO 13485). The company demonstrates strong export readiness through documented end-to-end capabilities spanning PCB assembly, box build, design engineering, and supply chain management across automotive, defense, medical, and IoT sectors. Leadership visibility and participation in industry events reinforce institutional legitimacy.

However, credibility is partially dependent on verification of certification currency and actual client portfolio scope, as publicly available materials emphasize capabilities rather than specific customer references or third-party audit documentation.

Documentation gaps recorded in the research

☐ Incoterms specifications

Not stated in any available material

☐ Quality audit reports

No third-party audit documentation visible

☐ MOQ and lead times

No minimum order quantities or delivery bands

☐ Liability insurance

Not detailed in available materials

☐ Dispute resolution

Mechanisms not described

☐ Certification expiry dates

Currency of ISO 9001 / ISO 13485 unverified

☐ Documented case studies

No identifiable clients or quantified outcomes

☐ Pricing transparency and SLA

No formal service-level documentation

☐ Export-compliance certifications

RoHS / REACH procedures not documented

☐ NDA / IP / payment terms

Mentioned conceptually, not provided as verifiable artifacts

This list is reproduced as recorded. AGROO does not soften a gap by describing it as a strength in different words.

BUYER SEGMENT FIT

Two segments buy this service by structural necessity; one does not buy it at all.

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OEM electronics brands (consumer, industrial, telecom)		High
Core target for EMS providers — OEMs outsource PCB assembly and box build to reduce capex and scale production; Company A's service model directly fits their sourcing need.		
Systems integrators and industrial equipment manufacturers		High
Integrators building complex machinery, automation, or embedded systems require reliable contract manufacturers for sub-assemblies and finished units, matching Company A's box build capability.		
Medical device and automotive electronics companies		Medium
These sectors increasingly outsource EMS work but require strict quality certifications (ISO 13485, IATF 16949); match depends on Company A's certification status.		
IoT and electronics startups / product design houses		Medium
Growing segment needing prototype-to-volume manufacturing partners, but typically smaller order volumes and higher price sensitivity.		
Electronic component distributors		Low
Distributors primarily resell components rather than commission assembly services, so direct fit with an EMS offering is limited unless they also broker manufacturing contracts.		

Figure 4 — Segment match with the rationale on the same line as the bar, so a reader never has to hold a legend in memory.

The correct target sub-segments are the two 'high' matches: OEM electronics brands in industrial and telecom — less price-elastic than consumer, more willing to pay for quality systems and traceability — and systems integrators and industrial equipment manufacturers who need box-build sub-assemblies.

Medium-match medical device programmes are attractive because ISO 13485 is a real differentiator, but they carry 12–24 month qualification cycles and should be seeded now for revenue in year two, not chased for a quick win.

MARKET RECOMMENDATION

Three markets, three different arguments — and only one of them is about price.

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No verified category growth figures were found in open research for this product. Rather than presenting an invented trend line, this section relies on the tariff and regulatory findings below, which are sourced.

	PRIMARY MARKET United States	EU ENTRY POINT Germany	PILOT MARKET UAE / Jebel Ali
Primary barrier	Customs classification complexity (HTS lines, Chapter 99 reporting)	Strict regulatory documentation — RoHS, REACH, CE marking	Freight and insurance volatility — Strait of Hormuz risk premium
Lead argument	Tariff arbitrage against China origin — avoiding the 25% Section 301 stack	Compliance to high standards and audit-ready documentation	Logistics speed and landed-cost advantage
Trade preference	None. No India–US FTA. Competes on delta versus China plus ITA duty-free treatment	None. No India–EU FTA; entry at MFN rates, to be confirmed in TARIC	India–UAE CEPA — usable, subject to rules-of-origin verification
Character	Ideal for OEM brands; ISO 13485 reads as a quality signal beyond medical	Highest audit bar of any market considered; long, stable contracts once passed	Fastest realistic route to a first documented export transaction

Figure 5 — Strategic diagnosis by market. Read down a column before reading across a row: the argument that opens a US conversation will close a German one badly.

PRIMARY MARKET · UNITED STATES

A US OEM paying an effective rate near 47% on China-origin assemblies has a board-level reason to qualify an Indian alternative.

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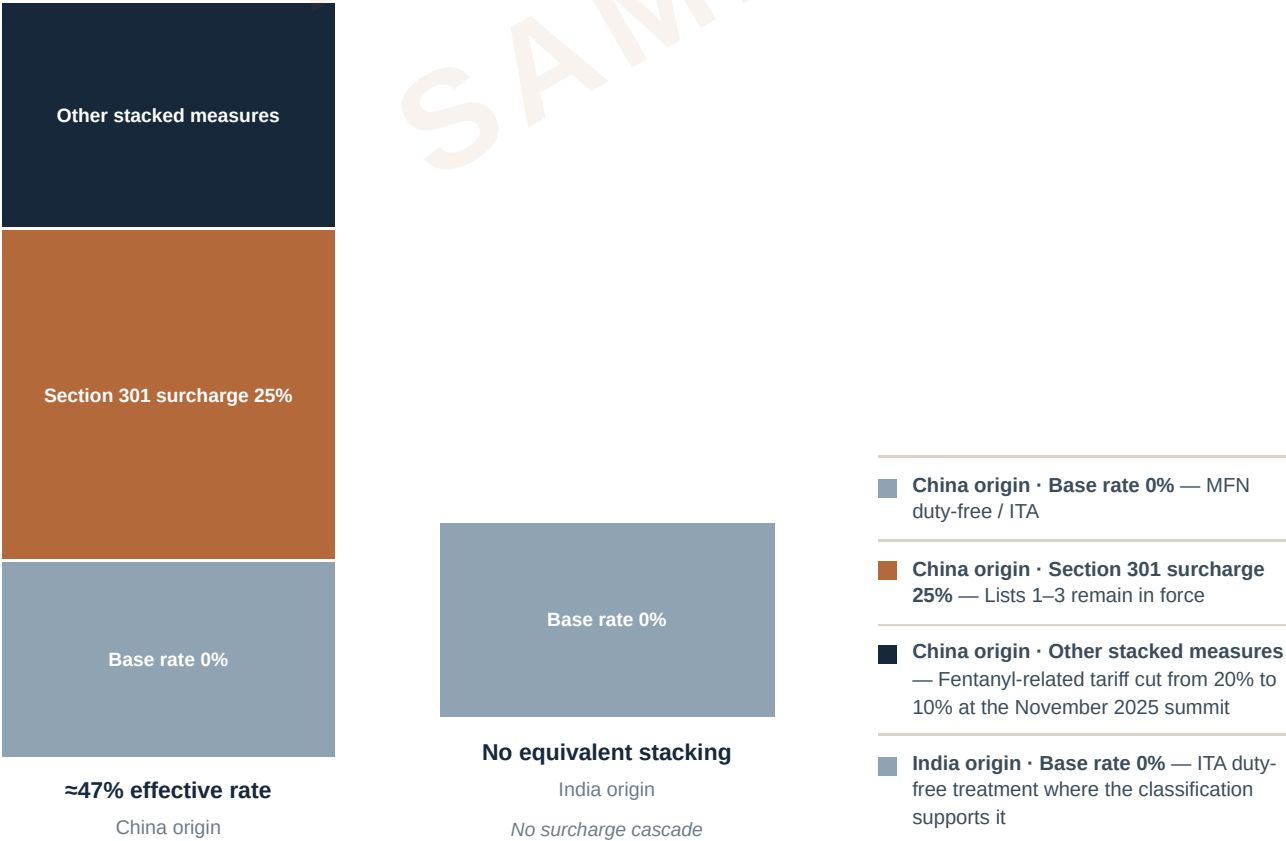


Figure 6 — The arbitrage equation, drawn only from rates stated in the research. The India column is not a claim of preference; it is the absence of a surcharge stack.

The US is the highest-value target and, on the evidence in the country research, the one where India-origin EMS enjoys the clearest structural advantage. US import tariffs on electronics (HTS Chapters 84–85) span roughly 0% to 25% depending on country of origin, with a base layer that is duty-free at MFN and many electronics entering duty-free under the Information Technology Agreement.

Layered on top of that base is a shifting surcharge regime: the 10% Section 122 tariff hit its 150-day statutory limit and expired on 24 July 2026, and was replaced the same day by a Section 301 forced-labour tariff of 10% or 12.5% depending on the economy, applied to 60 trading partners, with USTR having proposed 12.5% Section 301 duties on 46 countries.

The critical comparison for Company A is China: the research is explicit that China-origin electronics carry 0% base plus up to 25% Section 301 surcharge, that China ‘remains the most expensive sourcing option due to 25% Section 301 surcharge stacking on top of Section 122’, and that even after the November 2025 Trump–Xi summit reduced the fentanyl-related tariff from 20% to 10%, the overall effective rate on most electronics imports only fell from 57% to 47%.

The regulatory work required is precise rather than heavy. Classification is decisive and is treated differently for bare boards versus assemblies: for China-origin bare PCB under HTS 8534.00.0040, CBP referenced an additional 25% ad valorem duty under Chapter 99 unless an exclusion applied; importers must report the Chapter 99 subheading alongside the ordinary HTS subheading, and outcomes depend on ‘product classification, country of origin, entry date, Chapter 99 treatment, and whether a valid exclusion applies’.

Practical implication: Company A must build a per-product classification dossier before quoting, because its box-build output (a finished enclosed unit) will very likely classify under a different heading — and potentially a different duty and ITA-eligibility outcome — than a populated board shipped loose. Getting this wrong does not merely cost margin; it destroys buyer trust when the landed cost quoted in an RFQ diverges from the invoice at customs. Section 232 surcharges also apply to covered goods, which matters for box builds containing significant steel or aluminium enclosure content.

There is no India–US FTA. This is important expectation management: Company A cannot compete in the US on preferential tariff treatment. It must compete on the delta versus China's stacked surcharge, on ITA duty-free treatment where the classification supports it, and on non-tariff factors — IP comfort, English-language engineering communication, ISO 13485 for medical-adjacent programmes, and geopolitical diversification.

The highest audit bar of the three — and the most durable relationships once it is cleared.

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Non-negotiable for German buyers

RoHS conformity

Signed EU Declaration of Conformity, and CE marking where applicable

REACH / SVHC

Declarations across the bill of materials

Conflict minerals

Expect probing; supply-chain due-diligence questions under German and EU due-diligence law

IATF 16949

Required for automotive electronics accounts; without it, automotive in Germany is generally a non-starter

TARIC verification

EU import duty on India-origin PCBA and box build must be confirmed before any landed-cost quotation

Figure 7 — What German procurement will ask for. Every item on this list is currently recorded as a gap in this file.

The German entry in the country research is thinner but strategically informative. It records a 0% base rate plus a 15% surcharge for an effective 15% rate, referencing an EU–US arrangement establishing a 15% all-inclusive ceiling effective 1 July 2026, and notes that EU sources sit at that 15% ceiling with ‘uniform treatment eliminating prior disparities among non-China sourcing.’

It is important to read this honestly: as captured, this data describes the treatment of EU-origin goods, and the source is a US-facing tariff tool. It does not give the EU's own import duty on India-origin PCBA or box build. That is a genuine research gap and should be treated as such rather than papered over — the EU import duty applicable to Company A's specific tariff lines must be confirmed against the TARIC database before any landed-cost quotation is issued to a German buyer.

What the Germany data does establish is a second, indirect commercial argument. If EU-origin electronics face a 15% all-inclusive ceiling entering the US while China-origin faces roughly 47% effective, then European EMS providers are themselves squeezed on cost and their own OEM customers are actively restructuring supply chains. German industrial OEMs — Mittelstand machine builders, automation houses, sensor and telecom equipment manufacturers — are exactly the systems-integrator profile rated ‘high’ in the buyer map, and they are structurally short of affordable, quality-certified assembly capacity.

Germany is also the right EU beachhead because supplier qualification there is document-driven and rule-bound: once you pass audit, relationships are long, volumes are stable, and payment discipline is high. The flip side is that the audit bar is the highest of any market considered here.

The only market where a trade preference is real, usable and already in force — if origin is proven.

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A preference is worthless until four steps are done: HS classification confirmed for the specific output, rules-of-origin compliance verified, a valid Certificate of Origin obtained from an authorised Indian body, and the destination country's preferential schedule checked for that specific tariff line.

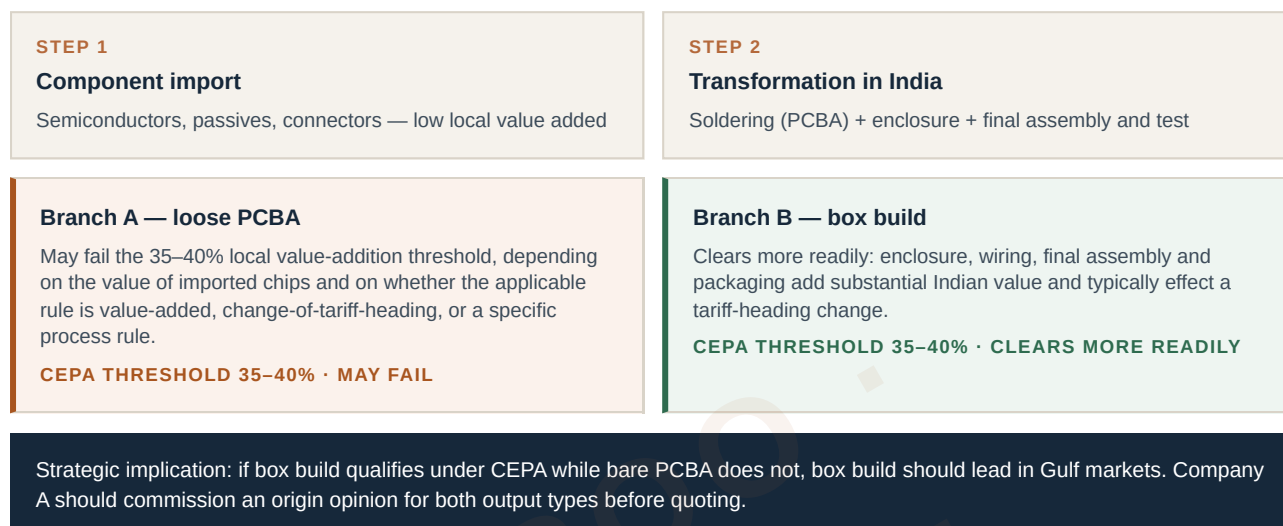


Figure 8 — Rules-of-origin architecture under India–UAE CEPA. Preferences do not apply by default; they require legal proof.

The UAE does not appear as a separate country entry in the deep research, but it appears throughout the logistics data as the Jebel Ali destination, and it is the single market where the trade-preference research points to a real, usable, already-in-force advantage: the India–UAE CEPA. This is the one recommended destination where Company A could plausibly land at preferential or zero duty rather than competing purely on ex-works price.

The rules-of-origin test is the crux and deserves blunt treatment. An EMS company that imports most of its components and adds assembly, test and enclosure value in India may or may not clear a 35–40% local value-addition threshold. For an EMS company that imports a large share of components and adds assembly value locally, rules-of-origin is not a formality — it is the single most consequential unresolved question in the whole file, because a low local-value-addition ratio can disqualify Company A from the very preferences that would otherwise be its pricing edge.

Commercially, the UAE is a smaller absolute market than the US or Germany but has three advantages for a first export win: short geographic and cultural distance from India, a dense population of systems integrators and industrial equipment assemblers serving oil and gas, building automation, security and telecom, and a re-export function that makes Dubai a gateway to Saudi Arabia, the wider GCC and East Africa.

For a company at readiness B, a Gulf pilot order is the fastest realistic route to a referenceable, documented export transaction — which in turn is the asset that unlocks US and German conversations. One caution surfaced by the research: it notes a ‘Strait of Hormuz risk premium repricing other Gulf lanes’, which means freight-rate and insurance volatility should be priced into Gulf quotations rather than assumed stable.

Air for boards, ocean for boxes — and no committed date until a forwarder has quoted the Indian lane.

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Populated PCBA → air freight	CHARACTER High value, low weight. A tray of assembled boards worth tens of thousands of dollars may weigh only a few kilograms — at benchmark air rates, freight is a rounding error on invoice value.	USE FOR Prototypes, first articles, NPI runs, engineering-change samples, urgent line-down replenishment.	TRANSIT 2–3 days benchmark. Justified for the qualification phase in Germany and the US.
Box build → ocean freight	CHARACTER Bulky, low value density. The enclosure makes the shipment large and cheap only if the container is genuinely full — ocean economics dominate.	USE FOR Volume production of finished units.	RISK AND TERMS Red Sea / Suez routing risk (Germany) and Hormuz risk premium (Gulf). Quote a stated routing assumption and a contractual mechanism for re-routing surcharges. FCA/FOB Indian port; avoid DDP into the EU until import VAT, customs valuation and liability exposure are understood.

Figure 9 — Mode selection by product type. The split follows value density, not preference.

Freight benchmarks available in the research

LANE	OCEAN FCL	LCL	AIR	EXPRESS
China → US	14–22 days · 20GP USD 5,400–6,600 · 40HQ USD 6,075–7,425	10–17 days · USD 130/CBM	2–3 days · USD 7.40/kg	2–4 days · USD 17.11/kg
China → Jebel Ali	12–18 days · 20GP USD 3,294–4,086 · 40GP USD 4,688–6,563	10–16 days · USD 57/CBM	2–4 days · USD 4.25/kg	2–5 days · USD 6.78/kg
US → Jebel Ali	25–45 days depending on coast	30–50 days · USD 60–140/CBM	3–6 days	—
India → US / Germany / Jebel Ali	Not found in open research	Not found	Not found	Not found

Figure 10 — What the research does and does not contain. India-origin lanes are absent; the benchmarks below are from competing origins and are shown for comparison only.

India-to-US, India-to-Germany and India-to-Jebel Ali transit times and rates were not found in open search and must be obtained directly from a freight forwarder in Mumbai/Nhava Sheva, Mundra or Chennai. No figures should be quoted to a buyer until that quotation exists, because German procurement treats a missed committed delivery date as a quality event, not a commercial inconvenience.

Indian west-coast to US East Coast routings via Suez are, in practice, materially longer than the Chinese Trans-Pacific benchmark, so Company A should plan on longer ocean transit than a Chinese competitor and must not quote lead times using Chinese comparables.

One further US-specific point flows from the tariff research rather than the freight research: because importers must report the Chapter 99 subheading alongside the ordinary HTS subheading, and because broker/CBP review

requires BOM, photographs and an end-use description, shipping documentation quality directly affects clearance speed. A 3-day air transit followed by a 10-day customs hold on a classification query is a worse outcome than a clean ocean shipment. Company A should appoint a US customs broker before the first shipment, pre-clear classification for each output type, and standardise a commercial-invoice template carrying the HTS line, Chapter 99 reference where applicable, country of origin, and a clear end-use statement.

The India-to-North-Europe lane is a mature, high-frequency corridor served by all major carriers into Hamburg, Bremerhaven, Rotterdam and Antwerp, with weekly departures from Nhava Sheva and Mundra, and it is a Suez-routed lane — meaning it carries Red Sea routing risk that has, in recent years, forced Cape of Good Hope diversions and added significant transit time and cost volatility. This is a material risk to disclose proactively rather than absorb silently.

Read together, the Gulf benchmarks make the case forcefully. If China needs 12–18 days and the US needs 25–45 days to reach Jebel Ali, then an Indian west-coast origin — geographically the closest of the three major EMS-supplying regions to the Gulf — should be the fastest and cheapest lane of the set, plausibly at single-digit to low-double-digit day transits on direct services. That is a genuine, defensible competitive claim in a Gulf RFQ: faster replenishment, lower freight per unit, smaller safety stock, and shorter cash-conversion cycles for the buyer.

The operational trade-off in the Gulf is therefore genuinely different from the US and EU. Because ocean transit is short, the usual ‘ocean is cheap but slow’ penalty largely disappears — ocean becomes both cheap and reasonably fast, which means Company A can offer volume box-build programmes on sea freight without lead-time concessions, and reserve air for genuine urgencies only.

TRADE PREFERENCE CHECK

India holds live agreements relevant to electronics. None of them helps until four steps are complete.

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Live agreements relevant to electronics exports: India–ASEAN FTA · India–Japan CEPA · India–South Korea CEPA · India–UAE CEPA · India–Australia ECTA · GSP-type preferences in select markets.

No comprehensive India–EU or India–US FTA currently exists, though India–EU talks are ongoing.



Figure 11 — The four steps between holding an agreement and using it.

Carbon border and compliance exposure

Not currently in scope

Under the current EU CBAM scope, PCB and box-build products are not covered — but the scope is expected to expand.

Under the current EU CBAM scope — cement, iron and steel, aluminium, fertilizers, hydrogen and electricity — electronic contract manufacturing and PCB/box-build products are not covered. However, this requires ongoing verification: CBAM's product scope is expected to expand in future phases, and any embedded steel or aluminium enclosures or components within finished electronic assemblies could eventually fall under indirect scrutiny.

Company A should monitor CBAM scope updates and confirm the exact HS codes of exported goods against the current annex list before each shipment cycle.

DATA COVERAGE

What this report knows, and what it does not.

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	UNITED STATES	GERMANY	UAE / JEBEL ALI
Tariff structure US rates sourced in detail; German entry describes EU-origin treatment via a US-facing tool; UAE via CEPA only	●	●	●
Trade preference Confirmed: none for US and EU; CEPA in force for UAE	●	●	●
Classification guidance HTS 8534 / Chapter 99 detail is US-specific	●	○	○
Regulatory requirements RoHS / REACH / CE well described for Germany	●	●	○
Freight rates from India Not found in open research for any destination — forwarder quotation required	○	○	○
Freight benchmarks China-origin and US-origin comparables only	●	○	●
Category growth figures No verified figures found; no trend line invented	○	○	○

● Sourced ● Partial — read with the caveat stated in the section ○ Gap — not found in open research

Figure 12 — Research coverage by market. A blank cell is a stated gap, not an oversight.

MATCHED BUYER CONTACTS

The buyer contact section has been removed from this sample.

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In a real report this section lists 5 matched buyer companies — name, country, segment, contact and confidence level — followed by the reasoning for each and the public source you can check. It is removed from the sample in full: publishing matched buyers would give away the work the client paid for.

Confidence is stated honestly and never inflated. Where five entries rest on a single source, the report says so rather than presenting them as five independently researched matches. Contact verification is part of the first 30 days.

Production capacity an OEM can audit, not just capacity it can buy.

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Company A is an India-based electronics manufacturing services partner built for OEMs that need production capacity they can audit, not just capacity they can buy. Over more than a decade of continuous operation, the company has developed an end-to-end capability chain that begins at design engineering and runs through component sourcing and supply-chain management, surface-mount and through-hole PCB assembly, full box build with enclosure integration and wiring, functional test, and finished-goods delivery. For an OEM, the practical meaning of 'end-to-end' is a single accountable partner from Gerber file to packed unit — one quality system, one traceability chain, one escalation path, instead of a broker chain where nobody owns the defect.

The quality foundation is the differentiator. Company A operates under ISO 9001 for quality management and ISO 13485, the medical-device quality management standard. ISO 13485 is a demanding certification to hold and maintain, and it matters far beyond medical work: a manufacturer that has been externally audited against design controls, risk management, process validation, traceability and CAPA discipline brings that same rigour to industrial, telecom and connected-device sectors.

The commercial context makes this an unusually timely conversation. China-origin electronics entering the United States carry a 25% Section 301 surcharge stacked on other measures, producing an effective rate that remains in the region of 47% on most electronics imports even after the November 2025 tariff relief reduced it from roughly 57%. For any OEM whose assembly is concentrated in a single high-tariff origin, the arithmetic now favours qualifying a second source in India.

What Company A brings to a first engagement is not a catalogue but a process: an NDA before any design data moves, a documented review of your bill of materials for sourcing risk and obsolescence, a quoted prototype or first-article build against IPC acceptance criteria, and a defined path from qualification lot to volume production with agreed lead times and Incoterms.

Ideal partners

- OEM electronics brands in industrial, telecom and connected products
- Systems integrators and industrial equipment manufacturers needing reliable sub-assemblies and finished box-build units
- Medical-device and product-design companies that need a manufacturing partner already operating inside a certified quality system

The first message must not be a service catalogue. It must solve the buyer's CFO problem.

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Step 1 · Lead with arbitrage, not with sales Not 'we are an EMS company in India' — that message reaches every OEM procurement inbox weekly and is deleted at the same rate. Instead: China-origin electronics carry a 25% Section 301 surcharge and an effective rate still near 47%, while India faces no equivalent stacking. That is not a sales claim; it is a citable market fact that reframes the conversation from 'do you need a supplier' to 'how exposed is your current landed cost'.	Step 2 · Signal to the quality auditor immediately Both high-match segments buy through supplier-quality gatekeepers, so the first email should carry the audit signals up front: over a decade of operation, ISO 9001 and ISO 13485 with registrar and scope, PCB assembly plus box build under one roof, design-engineering support. ISO 13485 should be foregrounded even for non-medical prospects, framed as 'we run a medical-grade quality system on industrial programmes'.
Step 3 · Give the IP reassurance unprompted Every OEM contemplating an offshore contract manufacturer has one unspoken fear: that their design will be copied or their BOM reused. Addressing it first, before it is raised, inverts the dynamic — attach a ready mutual NDA, state explicitly that customer design data is segregated and never reused, and offer to sign before any technical discussion.	Step 4 · Make a deliberately small ask Do not request an RFQ, a plant visit or a volume programme. Request one thing: 'send us one board you are currently having built elsewhere — Gerbers, BOM, quantity — and we will return a quoted first-article build against IPC acceptance criteria, with lead time and Incoterms, within X working days.' A costed, low-risk, reversible test is a proposition a procurement engineer can approve without a committee — and it generates the case-study evidence the documentation review flags as missing.

Figure 13 — First-contact structure. Each element removes one specific reason the buyer would not reply.

Channel and sequencing

Germany	Document-led and formal — capability statement, certificate copies with scope and expiry, RoHS/REACH declaration procedures, and a clear statement on whether IATF 16949 is held (and if not, that automotive is out of scope for now, which builds more credibility than evasion).
UAE and wider Gulf	Relationship-led and speed-led — emphasise the geographic advantage: China needs 12–18 days by sea to Jebel Ali and the US 25–45 days, while India is the closest of the three major EMS origins — plus potential CEPA preferential treatment once rules-of-origin is verified.
United States	Cost-and-continuity-led — target sourcing directors and VPs of operations rather than engineering, since the trigger event is tariff exposure and single-origin risk, not technical dissatisfaction.

Sequence Open the Gulf first, because it is the fastest route to a documented, referenceable export transaction with a favourable landed-cost story. Use that first completed shipment — with its inspection report, on-time delivery record and customer permission to reference — as the credibility asset that opens the US and German conversations. Attempting Germany first, without a reference and without CE/RoHS documentation in place, risks a well-qualified 'no' from the most rigorous audience available.

Ninety days from undocumented capability to a referenceable export transaction.

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Target: move to Go within 45–60 days on completion of the document and verification checklist.

This plan separates three things deliberately: what AGROO does actively, what the company must do itself, and what requires the paid Buyer Development tier. Anyone can advise — this section states who acts.

	AGROO performs INCLUDED	Client performs COMPANY A	Buyer Development PAID TIER
DAYS 1–30 Document foundation and verification	- Open and structure the supplier cabinet - Verify ISO certificates — registrar, number, scope, expiry - Build the HS/HTS classification dossier per output type - Commission the CEPA rules-of-origin opinion - Draft the commercial-terms sheet template - Prepare the buyer-facing one-pager for founder approval	- Current certificate PDFs - IPC-A-610 acceptance class and inspection protocols - First-pass yield and on-time-delivery data - RoHS / REACH declaration procedure in writing - Executable mutual NDA and IP-protection policy - Insurance certificate; Incoterms, MOQ, lead times	Not engaged — the evidence pack sits inside Market Expertise scope
GATE · DAYS 1–30 Nothing goes to a buyer until certification verification returns clean and the terms sheet is populated. This is the gate that moves the file from Prepare to Go.			
DAYS 31–60 Positioning, introductions and honest scope boundary	- Finalise positioning on the tariff-arbitrage argument - Localise it into three market versions - Warm introductions after explicit founder approval - Request forwarder quotations to close the freight gaps - Host documentation so buyer requests are answered in hours - Arrange the territorial-partner orientation call	- Respond to every introduction within 24 hours - Nominate one named commercial owner for export enquiries - Stand ready to quote a first-article build	- Active negotiation on Company A's behalf - Buyer qualification calls and RFQ management - Sample-shipment coordination and in-market representation - Sustained follow-up pressure on stalled accounts
GATE · DAYS 31–60 Market Expertise delivers verified positioning, structured documentation and warm introductions. Converting an introduction into a negotiated deal through a territorial partner's own effort is a separate engagement.			
DAYS 61–90 Conversion to a pilot transaction and evidence capture	- Track every introduction to a defined status - Re-weight the pitch by segment response - Coordinate the first pilot shipment and customs broker - Confirm the invoice template and Certificate of Origin - Structure the pilot as a first-article lot, not a volume order - Capture the transaction as a verified reference asset - Re-score readiness at day 90	- Execute the pilot build without deviation - Honour committed lead times without renegotiation - Supply the quality and delivery data for the case study	- Sustained pressure to close a negotiated volume contract - Price and terms negotiation; buyer-objection resolution - Ongoing account management after the pilot
GATE · DAYS 61–90 The completed pilot directly closes the 'no documented case studies with identifiable clients' gap and materially upgrades the readiness score for the next market.			

Figure 14 — Ninety-day escalator. Lanes separate work AGROO performs from work only the client can perform, and mark the boundary of the included scope.

Days 1–30 · Document foundation and verification

AGROO opens and structures Company A's supplier cabinet and stores all submitted artifacts in a buyer-ready, versioned format — capability statement, certificate copies, product photography, classification dossier. It coordinates verification of certification currency through AGROO's compliance partners, confirming registrar, certificate number, scope statement and expiry date for both ISO 9001 and ISO 13485, since verification status is currently recorded as 'not assessed' and AGROO will not present unverified claims to buyers under its own name.

Together with Company A, AGROO builds the HS/HTS classification dossier for each output type — bare or populated PCBA versus complete box build — including BOM, product photographs and end-use description, because the country research confirms these are exactly the artifacts brokers and CBP require and that bare PCB and populated PCBA are not reviewed the same way. It commissions or coordinates a rules-of-origin opinion for India–UAE CEPA against the 35–40% local value-addition benchmark, run separately for PCBA and box build, since the two are likely to produce different outcomes.

What Company A must do itself: supply the internal source documents AGROO cannot create — current certificate PDFs, IPC-A-610 acceptance class statement and inspection protocols (AOI, X-ray, functional test), first-pass yield and on-time-delivery data for at least two representative programmes, RoHS/REACH declaration procedure in writing, an executable mutual NDA template, a written IP-protection and design-data segregation policy, a liability insurance certificate, and internal decisions on Incoterms, MOQ and lead-time commitments.

Days 31–60 · Positioning, introductions and honest scope boundary

AGROO finalises the buyer-facing positioning built on the tariff-arbitrage argument — China-origin electronics at a 25% Section 301 surcharge and an effective rate near 47% after the November 2025 reduction from roughly 57%, versus ITA duty-free treatment and no equivalent stacking for India-origin — and localises it into three versions: US cost-and-continuity, German documentation-and-compliance, Gulf speed-and-CEPA.

After explicit founder approval of the final profile, AGROO makes warm introductions to identified candidate buyers in the two high-match segments, prioritising the Gulf for speed to first transaction and the US for value. It requests forwarder quotations to close the freight gaps this report has honestly flagged, and hosts the classification, compliance and terms documentation so that any buyer request is answered within hours rather than weeks — the delay-driven loss of momentum is the primary failure mode for undocumented EMS suppliers.

What requires a paid upgrade — stated plainly, not implied: active negotiation on Company A's behalf, buyer qualification calls, RFQ management, sample-shipment coordination, in-market representation at buyer premises and sustained follow-up pressure on stalled accounts all sit within the Buyer Development tier and are not included in Market Expertise.

Days 61–90 · Conversion to a pilot transaction and evidence capture

AGROO tracks every introduction to a defined status and reports honestly on which segments respond and which do not, feeding that back into positioning — if industrial and telecom OEMs engage while medical prospects stall on qualification timelines, the pitch is re-weighted rather than repeated.

It coordinates the mechanics of the first pilot shipment on the documentation side — appointing or recommending a destination customs broker, confirming that the commercial-invoice template carries the HTS line, the Chapter 99 reference where applicable, country of origin and a clear end-use statement, and ensuring the Certificate of Origin from an authorised Indian body is in place where CEPA preference is being claimed. The pilot is structured as a first-article or qualification lot rather than a volume commitment, so both parties can fail cheaply and recover.

The completed transaction is captured as a verified reference asset in Company A's cabinet — inspection report, first-pass yield, on-time delivery, and buyer permission to reference — which directly closes the 'no documented case studies with identifiable clients' gap and materially upgrades the readiness score for the next market. What Company A must do itself: execute the pilot build flawlessly, because a single late or defective qualification lot ends the relationship and damages the reference chain.

Buyer Development is a paid engagement and is explicitly not part of this deliverable; its scope is agreed in writing before the phase begins. Nothing in the included lanes depends on it.

The gain from structured support is compression of the trust phase — not a change in the underlying commercial mechanics.

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This chart is an illustrative model, not a forecast. It shows the relative shape of two routes to market, not predicted revenue. No sales figures are implied. The assumptions behind it are listed below.

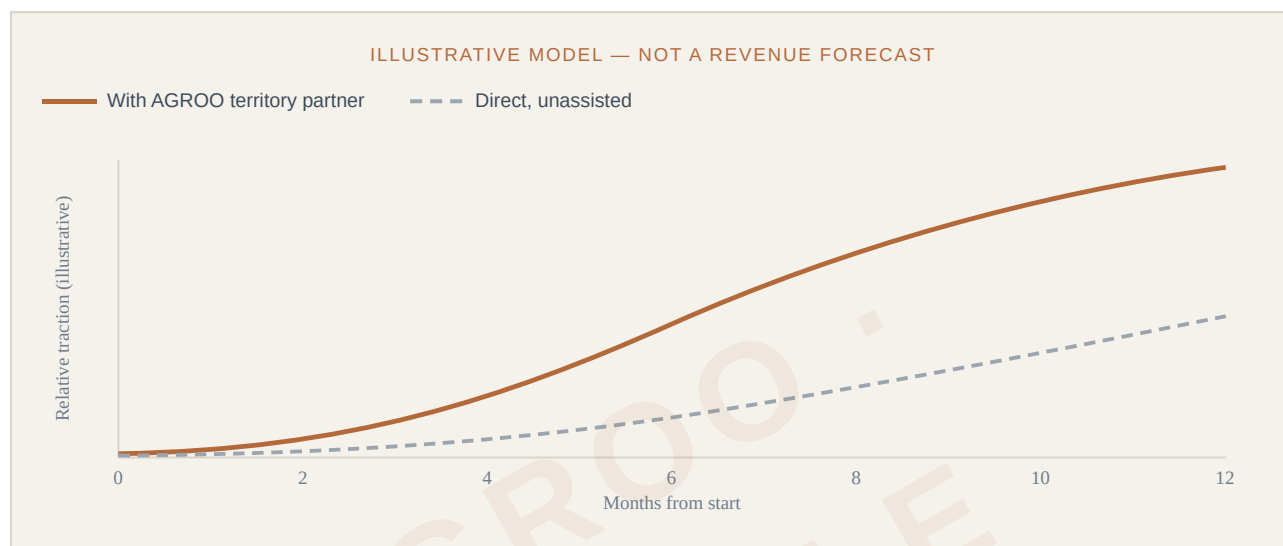


Figure 15 — Shape only. The vertical axis carries no units because no MOQ, pricing or capacity data exists in this file; any numeric projection would be fabrication rather than estimation.

With an AGROO territory partner

The realistic gain is compression of the trust and qualification phase rather than any change in the underlying commercial mechanics. First, verified documentation means the supplier-quality gate is passed on the first request instead of after a two-to-four-week scramble — and in contract manufacturing, that delay is the most common point at which a warm lead goes cold permanently.

Second, warm introduction into the two high-match segments means conversations begin at the level of technical fit rather than at the level of 'are you a real company', which is where cold outreach from an unfamiliar origin typically dies.

Third, sequencing discipline — opening the Gulf first, then using a completed and documented pilot as the reference asset for US and German conversations — is expected to produce a first referenceable transaction meaningfully sooner than a simultaneous three-market push.

Direct, unassisted

Without structured support, the likely trajectory is not zero — Company A has genuine capability, a decade of history, and a live tariff tailwind — but it is slower, noisier and more expensive per opportunity. The predictable pattern is a reasonable rate of initial replies followed by heavy attrition at the supplier-quality stage, where the buyer requests artifacts and receives capability descriptions instead.

A second and less visible risk is classification and landed-cost error: without a per-product HS/HTS dossier and without a broker relationship, quoted landed costs can diverge from actual customs outcomes. One such discrepancy on a first shipment can end a relationship outright.

A third risk is preference forfeiture: India–UAE CEPA benefit is left on the table entirely if rules-of-origin is never tested and no Certificate of Origin process is established. A fourth is timing — the current tariff configuration is provisional, and a slower entry risks arriving after the arbitrage narrative has shifted.

Assumptions behind this model

- B2B contract-manufacturing sales cycles are long and gated: first contact to NDA, then RFQ, then quoted first-article or prototype build, then a qualification lot, then a volume purchase order — commonly a multi-quarter sequence rather than a single transaction.
- Regulated and safety-critical verticals extend the cycle substantially: medical-device programmes (where ISO 13485 is the entry ticket) and automotive programmes (where IATF 16949 is typically demanded and is not currently evidenced) require supplier qualification, audit and often part-level validation, pushing first revenue well beyond 90 days.

- The file is currently at readiness B with verification status 'not assessed'. The model assumes that no buyer-facing activity produces conversion until certification currency is verified and the commercial terms sheet exists, because these are the first documents a procurement function requests.
- Documented gaps are treated as active conversion drag: absence of named case studies, audit reports, SLA documentation, liability insurance evidence and RoHS/REACH declaration procedures each independently stall deals at the supplier-quality gate rather than at the commercial gate.
- Tariff arbitrage is assumed to be a genuine and current demand trigger, but also politically volatile — the Section 122 expiry on 24 July 2026, same-day replacement by Section 301 forced-labour tariffs, and a China pause running into November 2026. The window is assumed to be open now and not indefinitely.
- Trade preference is assumed unusable until proven: CEPA benefit is conditional on rules-of-origin qualification against a typical 35–40% local value-addition threshold, and box build is assumed more likely to qualify than loose PCBA.
- Freight assumptions are treated as unresolved: India-origin transit times and rates were not found in open search, and the model assumes quotations cannot be issued at committed lead times until forwarder quotes are obtained.
- The model deliberately produces no revenue figures, unit volumes or order values, because no MOQ, pricing structure, capacity data or historical export baseline is available in this file — any numeric projection would be fabrication rather than estimation.

METHOD AND BOUNDARIES

What was verified, what was not, and what AGROO will not do.

Company A · India · Report #49

Readiness B · Recommendation Prepare

Sourcing

Every factual claim in this report is drawn from cited public research. Sources are shown alongside the matched buyer contacts.

Gaps

Where verified data could not be found — India-origin freight rates, EU import duty on the specific tariff lines, category growth figures — this report states the gap rather than filling it with assumption.

Verification status

Certification currency is recorded as 'not assessed'. AGROO will not present unverified certification claims to buyers under its own name.

Scope boundary

Market Expertise delivers verified positioning, structured documentation and warm introductions. Negotiation, RFQ management and in-market representation sit in the Buyer Development tier.

Re-verification

Figures attributed to public sources should be re-verified before being used in a binding quotation. The tariff configuration described here is provisional.

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This assessment was reviewed by AGROO before delivery. Figures attributed to public sources should be re-verified before being used in a binding quotation.