

EXECUTIVE PROFILE

Natalia A. Novikova

Strategic Growth · Technology Commercialisation · Market Creation

Founder & Managing Partner, TESSERA
Dubai, UAE · GCC · International



From technology to market. From strategy to growth.

Natalia A. Novikova is an international executive and founder with 20+ years of experience building businesses and markets around complex products and technologies.

Her work sits at the intersection of technology, commercial opportunity and execution. Across advanced materials, industrial B2B, MedTech and healthcare, she has worked from R&D and market validation through commercial modelling, go-to-market, business launch and transformation.

She moves comfortably between scientists, physicians, engineers, commercial teams and executive boards, translating technical capability into commercially viable opportunities and turning strategy into structured execution.

Today, Natalia is Founder & Managing Partner of **TESSERA**, a UAE-based market-entry, technology-transfer and localisation venture working selectively with technology and industrial companies entering the UAE and wider GCC.

EXECUTIVE IMPACT

20+ YEARS

International business, market creation and technology commercialisation

40+

R&D and commercialisation initiatives

56 COUNTRIES

International MedTech market development

5,000+ PATIENTS · 135+ NATIONALITIES

First year of a Dubai healthcare business built from the ground up

~4× REVENUE GROWTH

Multidisciplinary healthcare business in Moscow

45% → 90%

Clinic-owned share of new-patient acquisition in Dubai

SELECTED PROFESSIONAL ENGAGEMENTS

Selected organisations and institutions with which Natalia has engaged through professional activities, projects, collaboration and industry initiatives across international markets.

Philips · 3M · Leica Microsystems / Danaher · Galderma · Allergan Aesthetics · Merz Aesthetics · M42 · PureHealth · Space42 · G42 · Technology Innovation Institute (TII) · Khalifa University · RWTH Aachen University · HKUST · IMD Business School · Dubai Health Authority (DHA) · Ministry of Health and Prevention (MoHAP) · Dubai Chambers · Moscow Government · Technopolis Moscow · Skoltech · Agency for Strategic Initiatives (ASI) · Tatarstan · Bashkortostan · St Petersburg & Leningrad Region · Russian Far East

Government · Technology · Industry · Healthcare · R&D · Investment · Market Development

Russia · UAE · GCC · International

Selected Impact

Four recurring situations have shaped Natalia's work across technology, industrial and healthcare businesses: taking R&D to market, transforming established businesses, building new operations from zero, and turning growth into scalable commercial systems.

01 — R&D → MARKET

Advanced Materials & Technology Commercialisation

As part of the founding team of the Nanotechnological Composites Center, Natalia worked at the intersection of science, engineering and commercialisation, translating emerging technologies and technical capabilities into applications, commercial propositions and market opportunities.

Her work covered advanced materials and industrial projects across construction, oil & gas, energy, transportation and industrial applications, alongside project exposure across maritime, aviation and space.

The commercialisation process combined market assessment, customer requirements, application prioritisation, international R&D collaboration and development of viable routes from technology to market.

40+ R&D & commercialisation initiatives

02 — TRANSFORMATION → GROWTH

International MedTech

At Rumex Group, Natalia progressed into a Board-level role responsible for business transformation and strategic growth within an international medical-equipment business operating across 56 export markets.

She helped move the business beyond tender- and product-led selling towards customer-centred commercial propositions structured around healthcare segments, clinical workflows and customer business outcomes.

The transformation included new commercial models combining equipment, financing, service and education, strategic international technology partnerships, and the introduction of a structured executive strategic-planning process.

56 export markets · Board-level transformation · Strategic technology partnerships

03 — 0 → MARKET

Dubai Healthcare Launch

Natalia joined the founding executive team of Seline Clinic Dubai before launch and helped build the commercial system around a new premium healthcare business from the ground up.

Her scope included commercial strategy, positioning, service portfolio, partnerships, business development, customer acquisition and retention, and development of the supporting IT and analytics ecosystem.

In its first year, the business attracted **5,000+ patients from 135+ nationalities**. Over seven quarters, the share of new-patient acquisition generated through clinic-owned channels increased from approximately **45% to 90%**.

5,000+ patients · 135+ nationalities · 0 → Market

04 — SCALE → SYSTEM

Healthcare Growth & Commercial Operating Model

Across Moscow and Dubai, Natalia worked on converting individual growth initiatives into repeatable commercial systems spanning portfolio development, acquisition, retention, analytics and cross-functional execution.

In Moscow, this accompanied approximately **4× revenue growth**, expansion from one to two locations, growth from **5 to 12 centres of medical excellence**, and expansion of the medical team from approximately **30 to 100+ doctors**.

The commercial operating model developed in Moscow subsequently became a blueprint for the Dubai launch. In Dubai, retention-led growth later resulted in **80%+ of revenue being generated by returning patients**, up from approximately 60% a year earlier.

~4× growth · 5 → 12 centres · 30 → 100+ doctors · 80%+ returning-patient revenue

CURRENT VENTURE

TESSERA

MARKET ENTRY & LOCALISATION

Market Entry · Technology Transfer · Localisation**Russia → UAE · GCC**

TESSERA selectively works with technology and industrial companies entering the UAE and wider GCC.

TESSERA acts as **one accountable project-management partner**, coordinating the expertise required to bring complex products to market.

01 ASSESS THE OPPORTUNITY

Market demand · Commercial potential · Product-market fit · Entry feasibility

02 DEFINE THE ROUTE

Commercial entry model · Regulatory pathway · Distribution or localisation · Technology transfer where relevant

03 BUILD THE LOCAL SETUP

Specialist partners · Certification and approvals · Commercial relationships · Local capabilities

04 MANAGE EXECUTION

Project coordination · Negotiations · Milestones · Responsibilities · Reporting

TESSERA focuses on **advanced materials and composites, aerospace and space, energy and industrial equipment, MedTech and life sciences, and industrial digital technologies.**

Explore TESSERA →
novikovanataly.com/tessera/

CONNECT

Natalia A. Novikova

Founder & Managing Partner, TESSERA
Dubai, United Arab Emirates

novikovanataly.comnovikovanataly@me.com[linkedin.com/in/natalianovikova](https://www.linkedin.com/in/natalianovikova)**WhatsApp: +971 56 300 7535****TESSERA → novikovanataly.com/tessera/**

SELECTED CAREER BACKGROUND

SELINE MEDICAL GROUP

Healthcare · New Business · Market Launch · Growth
Moscow → Dubai

Premium multidisciplinary healthcare. Business growth and portfolio development in Moscow followed by the build, launch and post-launch development of the Dubai business.

RUMEX GROUP

International MedTech · Business Transformation · Strategic Partnerships

International medical-equipment group operating across 56 export markets. Strategic technology partnerships included Philips, 3M and Leica Microsystems / Danaher.

NANOTECHNOLOGICAL COMPOSITES CENTER

R&D Commercialisation · Advanced Materials · Market Creation

Commercialisation of emerging carbon, composite and industrial technologies across construction, oil & gas, energy, transportation and industrial applications, with additional project exposure across maritime, aviation and space.

UNITED PANEL GROUP

International Market & Product Development · Wood-Based Materials

International producer and exporter of wood-based materials, focused on international market development, certification and access to premium European customers.

CHTPZ GROUP

Oil & Gas · Pipeline Industry · Strategic Market Intelligence

Major industrial pipe producer serving oil & gas and pipeline markets. Strategic market and business analysis supporting executive decision-making.

PROFESSIONAL ENGAGEMENTS

STARTA INSTITUTE · Berlin

Guest Lecturer / Program Advisor · Market Entry · Go-to-Market · Commercial Strategy

INVICTA MED · Dubai

Invited Speaker · Healthcare Business & Aesthetic Medicine

EDUCATION

The Chartered Institute of Marketing (CIM), United Kingdom

Professional Diploma in Marketing, Level 6

Moscow Aviation Institute (National Research University)

Master's Degree in Industrial Marketing, cum laude

LANGUAGES

Russian · Native**English** · Fluent Business English**Arabic** · Basic