

TESSERA

MARKET ENTRY & LOCALISATION

TECHNOLOGY-DRIVEN PRODUCTS
REQUIRE A DIFFERENT APPROACH.

We build and manage the right route to market.

Russia → UAE · GCC



Tessera

a single piece of a mosaic.

The right pieces. The right fit.
One road to market.

THE UAE AS A MARKET. THE UAE AS A PLATFORM FOR REGIONAL GROWTH.

TESSERA structures the market-entry route around the product, technology and commercial objective.

■ ROUTE 01

DIRECT MARKET ENTRY

Russia → UAE market

Market validation · Regulatory pathway · Local partners · Customers · Distribution

Outcome: a commercially structured route into the UAE market.

■ ■ ROUTE 02

LOCALISATION & REGIONAL EXPANSION

Russia → UAE localisation → GCC opportunities

Technology transfer · Local production / assembly · UAE origin assessment · Regional market-entry pathways

Outcome: a local industrial or technology structure supporting regional expansion.

Two routes. One accountable project-management partner.

WE MANAGE THE FULL ROUTE FROM PRODUCT OR TECHNOLOGY TO MARKET.

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



**Every mandate has a defined commercial objective.
TESSERA manages the route towards its delivery.**

Selective projects · One mandate · End-to-end project management

FOCUSED WHERE TECHNOLOGY MEETS INDUSTRIAL EXECUTION.

■ ADVANCED MATERIALS & COMPOSITES

Composites · Carbon materials · Specialty materials · Components

■ AEROSPACE & SPACE

Materials · Components · Manufacturing technologies

■ ENERGY & INDUSTRIAL EQUIPMENT

Equipment · Components · Processing technologies · Industrial systems

■ MEDTECH & LIFE SCIENCES

Medical devices · Prosthetics · Rehabilitation systems · Diagnostics · Genomics

■ INDUSTRIAL DIGITAL & TECHNOLOGY TRANSFER

Industrial software · Automation · Industrial AI · Process technologies

From finished products to components, materials, know-how and technology transfer.

ONE MANDATE. ONE INTEGRATED PROJECT TEAM.

TESSERA leads project coordination while the client retains control of key business decisions.

■■■ 01

TESSERA

Project leadership
Market-entry structure
Partner coordination
Execution management

■ 02

CLIENT TEAM

Technical expertise
Commercial decisions
Internal resources
Key approvals

■ 03

SPECIALIST PARTNERS

Regulatory & legal
Engineering & technical services
Local operations
Market-specific expertise

Defined scope. Agreed milestones. Clear responsibilities.

One project plan. Shared visibility. Transparent commercial terms.

SELECTIVE. PROFESSIONAL. TRANSPARENT.

■ 01

SELECTIVE BY DESIGN

We take projects with credible market potential and a realistic route to execution.

■ 03

PROJECT-MANAGED

Defined objectives, clear milestones and coordinated execution.

■ 02

CROSS-FUNCTIONAL EXPERTISE

We connect technical, commercial, financial, regulatory and institutional stakeholders.

■ 04

TRANSPARENT BY DEFAULT

Specialist partners are visible. Roles, responsibilities and commercial terms are clear.

**We do not hide the value chain.
We make it work.**

BUILT BETWEEN TWO BUSINESS ENVIRONMENTS

▫ RUSSIA

Engineering & scientific capabilities
Advanced technologies
Industrial expertise
Competitive economics

■■■ TESSERA

Market-entry strategy
Commercial alignment
Partner selection
Regulatory coordination
Project management
Execution

▫ UAE / GCC

Capital & infrastructure
Industrial localisation
Technology demand
Regional market opportunities

We understand the technology behind the product and the business requirements of the market.

TESSERA aligns expectations, partners, responsibilities and execution across both sides.



 FOUNDER & MANAGING PARTNER

TESSERA

NATALIA A. NOVIKOVA

20+ years at the intersection of technology, markets and business execution.

20+ years

International market creation, commercialisation & strategic growth

40+

R&D & commercialisation initiatives in advanced composites and industrial technologies

56 countries

International MedTech distribution & market development

5,000+ / 135+

Customers / nationalities reached in the first year of a Dubai healthcare business built from the ground up

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