

# Projected Three Years to Build an India Channel. Delivered in Eighteen Months.

DISTRIBUTOR APPOINTMENT, SALES ENABLEMENT & OEM SOURCING | JAPAN → INDIA



The client's initial brief was specific: **find and appoint a distributor in India** capable of selling and supporting their industrial safety-wear range. They had **no India presence, no local contacts**, and a management team operating entirely from Japan. Every commercial decision, shortlisting, first contact, and capability screening needed to **happen on the ground** before they committed to direct engagement. Following the distributor appointment, the client extended the engagement, tasking Ewan with **identifying OEM manufacturers across India** who could produce gloves under their brand.

# The Challenge

India's safety-wear distribution network is **geographically dispersed and difficult to assess from outside the country**. Appointing a distributor was only the beginning — without **embedding product knowledge and sales approach** into the distributor's team, the appointment would sit idle. The OEM phase added a separate layer: evaluating manufacturing capability required **in-person factory visits across multiple industrial clusters**, not a process that could be run from Tokyo.



# What Ewan Did

- Researched and shortlisted distributor candidates across **Pune and Mumbai** with existing reach into India's industrial safety segment, then managed first-contact outreach and capability screening on the client's behalf before they entered direct conversations
- Facilitated the **formal appointment of one distributor in Mumbai** to carry and support the client's full product range in the Indian market
- Developed a **product positioning and sales guide** for the Mumbai distributor — mapping the client's glove range to specific industrial applications and customer segments, and coaching their sales team on pitch approach and client targeting
- Coordinated **8 India visits**, managing transportation, scheduling, and ground logistics, and facilitated **16 direct meetings** between the client's delegates and the distributor's end customers
- Evaluated **5 OEM glove manufacturers across three Indian states** once scope was extended, built a qualified shortlist, and coordinated the client's factory evaluation tour so every site visit was against a vetted target
- Deployed a dedicated **in-house Japanese interpreter** with high-context, domain-specific capability across all India-facing work — distributor sales training conducted entirely in Japanese, end-customer meetings, factory visits, and ongoing weekly operational calls — so the client's team could train, evaluate, and close without commercial or technical detail being lost between languages



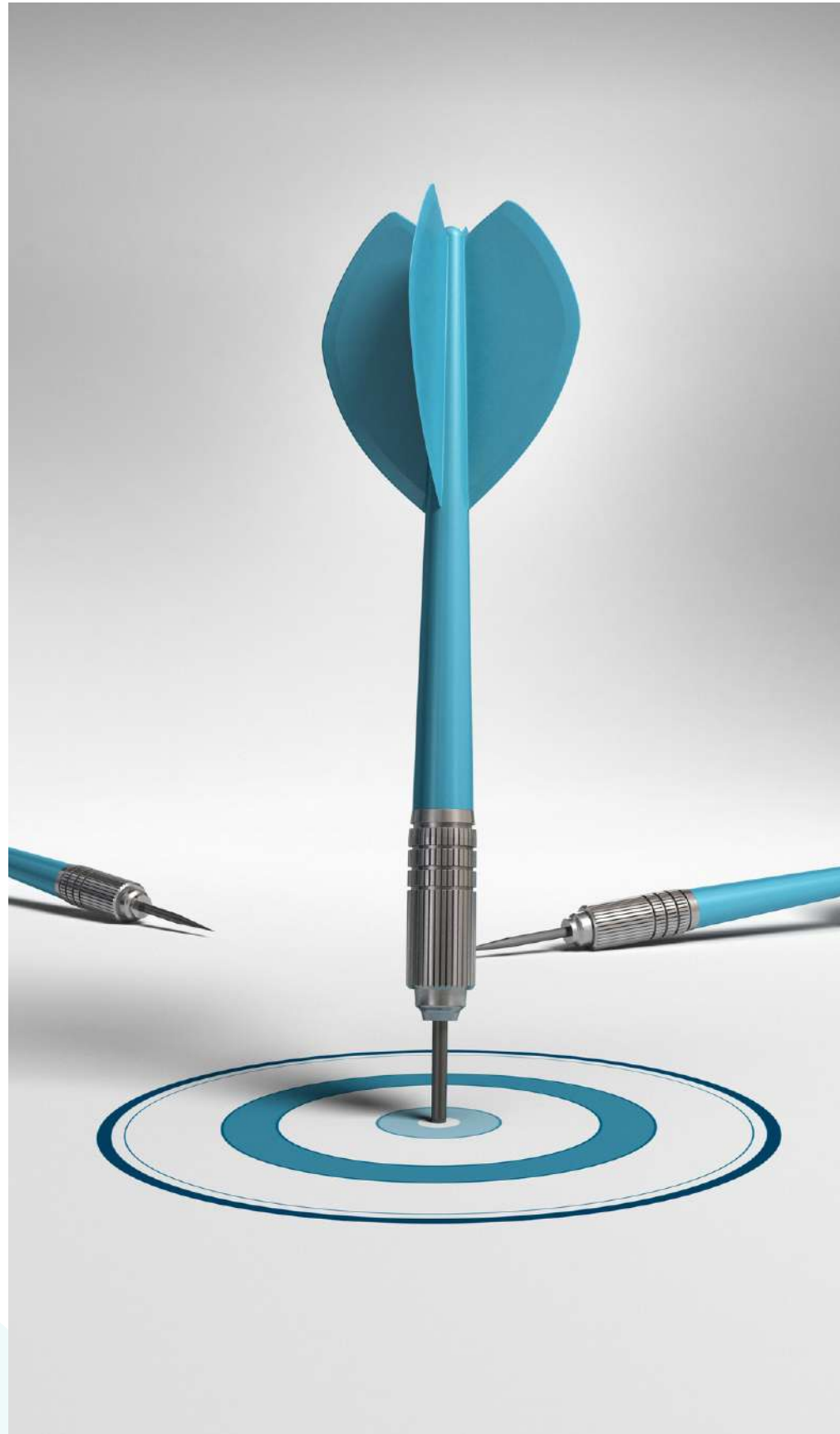
# Results

**One distributor formally appointed in Mumbai** - active and operational since 2022

**5 OEM manufacturers evaluated across 3 Indian states** - the client's team conducted direct factory-level assessment at each site

**16 end-customer meetings facilitated across 8 India visits** - client's sales methodology embedded into their Mumbai distributor's team

**Distributor appointment, OEM evaluation, and sales enablement delivered in 18 months** - against the client's internal projection of three years



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"We expected this result at the end of three years. Ewan made it happen in one and a half. Their on-ground presence made it possible."

— *Japan-based Industrial Safety Glove Manufacturer*

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***Thank You***

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