

# Before the freight

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The size of the Indian market is the easy part. Who supplies your buyers, at what price and on what credit, and how hard they will fight to keep them: that is what decides an entry.

For foreign producers looking at India, and Indian companies launching a new product or grade. You get your competitors, your market and your landed cost, and the key contacts to start the conversations.

## 1 The question behind the question

A market-size number is the easiest thing in this industry to buy and the least useful thing to own. It tells you that India consumed so many thousand tonnes of your product last year. It does not tell you who consumed them, what they paid, who they bought from, on what credit, or how quickly that supplier will cut his price when he hears your name.

### 376

products assessed every working day, by grade and by market

### 200

locations, so a price is a place and not a national average

### 6.30 pm

the hour the desk publishes, every working day since 2016

Those answers decide whether an entry works. They are not published anywhere, because they are not the kind of thing anyone publishes. They are held by the people who buy and sell the material, and they are obtained by asking them.

It makes no difference whether you are a foreign producer looking at India or an Indian company with a new grade. The buyers are the same people. So is the incumbent who will cut his price the week you arrive.

**Why we can ask.** Our analysts speak to converters in Ahmedabad and traders at JNPT every working day, because that is how the daily assessment is made. The relationships are not built for your project and dismantled afterwards; they were built in 2016 and have been used every afternoon since.

### How the work runs

|   |                             |                                                                                                                                |
|---|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| 1 | <b>A first conversation</b> | About the decision the study has to support: the product, the grade, the volume you have in mind and the port you plan to use. |
| 2 | <b>Scope in writing</b>     | Scope, time and fee agreed in writing before work starts.                                                                      |
| 3 | <b>The record</b>           | Landed cost by port and route. Buyers, suppliers and new projects pulled from our databases.                                   |
| 4 | <b>The calls</b>            | Our analysts ask buyers, distributors and traders about price, terms and willingness to switch.                                |
| 5 | <b>The answer</b>           | One recommendation, with the figures behind it.                                                                                |

**Time** Four to six weeks. One analyst, one editor, one sector specialist.

## 2 What we already hold before your work begins

What a market entry study adds is the asking; the calls that turn a record into a judgement about whether a particular grade, at a particular price, has a buyer who will actually switch. The record comes first.

|                           |                                                                                                                                                                                                                                                                       |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>The price record</b>   | Daily prices since 2016 across 376 products, 7,601 grades and 200 locations, assessed and published by 6.30 pm every working day. Domestic and imported, ex-works and landed. Your landed cost against the incumbent is arithmetic, not an estimate.                  |
| <b>The project record</b> | Our project monitoring software tracks companies, plants, units and projects across India, with capacity, stage and expected start-up. Our engineers keep it up to date through research and regular calls to the companies. New demand is visible before it arrives. |
| <b>The trade record</b>   | Import and export movement by product and by port. For tanker and bulk cargoes, our daily vessel line-ups show who imports what, how much and from where, before it lands. That is your competition, named.                                                           |
| <b>The people</b>         | A contact list of purchase heads at target buyers, drawn up by our project monitoring team. Key contacts at the distributors and suppliers you will deal with come from the same databases.                                                                           |

**About the key contacts.** They come from our project monitoring software: names, designations and phone numbers of the people who handle purchase at each facility, by sector, state and company, down to district and PIN code. For upcoming projects, the decision makers at the promoter company, the EPC contractor and the subcontractors who place many of the orders. The list is drawn up by our project monitoring team.

**About the vessel line-ups.** Every morning we publish the line-up of ships due at India's major ports, from Kandla, Mundra and Sikka on the west coast to Paradip, Dhamra and Haldia on the east. For each ship: cargo and quantity, load port, shipper and receiver, and expected arrival. They cover tanker and bulk cargoes; polymers come in containers and are not in them.

### How we handle the work

- A named analyst on every study, from the same desk that assesses our daily prices
- Scope, time and fee agreed in writing before work starts
- Your data is used only for your study. It is not kept afterwards and does not go into our published prices.
- Anything a source tells the price desk in confidence is not passed on to you

### 3 What lands on your desk

- Key contacts at the buyers, distributors and suppliers you will be dealing with, drawn up by our project monitoring team
- Your competitors: who supplies the market now, and at roughly what price and terms
- Your market: demand by end use and by region, with the buyers named
- Your costs: where the raw material comes from, and the landed cost by port and route against the incumbent
- Who imports what, how much and from where, from our vessel line-ups
- Duties and regulations, and the changes coming
- A single recommendation, with the number attached — not a menu of options

#### What we need from you

The product and grade specification, the target volume, where the material will come from and the port you plan to use.

#### How long it takes

Four to six weeks.

#### How it starts

A conversation, usually twenty minutes, about what decision the work has to support. We will say if we are the wrong people for it — several times a year we are.

#### Talk to the desk

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**About the figures in this document.** Coverage figures are our own: 376 products, 7,601 grades and 200 locations, assessed and published every working day by 6.30 pm since 2016. No market figure is quoted here that we did not assess ourselves. This document describes the position as at September 2026 and is written to inform a commercial decision; it is not legal, tax or customs advice.