



Market access and business origination in sectors and territories where the pathway to decision-makers has to be built.

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The problem we solve

You want business in a market or sector where you cannot reliably tell who holds authority. For some that is a cold start: no office, no contacts. More have been in the market for years and still cannot reach the people who decide. Public registers will give you a board list. They will not tell you which of those people has any real say, who owns the company behind the company, or who can sign.

It usually looks like a sales problem: outreach that goes nowhere, a competitor who arrived first, meetings that happen without you. It sits upstream of sales. Your picture of how the market works is inaccurate, so your approaches land a few degrees off target.

Komno corrects that picture, then acts on it. Ownership and authority are mapped and verified first, and the relationships that lead to a contract are built from the map. Most organisations split this work across a research provider, a business development manager and a local agent, and lose the thread at each handover. Komno scopes mapping, monitoring and market entry separately, but the thread does not change hands. A research team handles collection; verification, analysis and every client conversation stay with the principal, from the first map to the signed contract.

What an engagement delivers

- **Ownership and authority mapping.** Who owns the target entities, where the directors came from, which of them holds influence beyond their formal title, and who has signing authority.
- **Access to the right rooms.** Which industry bodies, chambers and forums carry weight in the market, and introduction into them.
- **Named, qualified targets.** Not a list of companies — a list of people, with the reasoning for each.
- **First contact and relationship development,** made directly and in country, in French, English or with local-language support.
- **Negotiation through to contract,** or handover into your team at whatever point you prefer.

- **Commercial risk flagged before signature.** Contractual, liability and insurance exposure that affects your position is raised while it can still be changed.
- **Reporting.** Monthly reports on the mapped ecosystem, and pre-visit briefings for the people negotiating on the ground. Written for a board. Available separately or as part of an engagement.

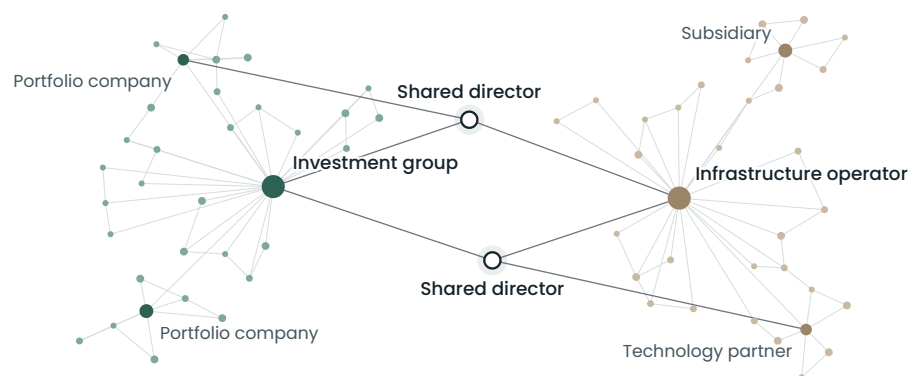
Method

The work is done openly, without pretexts or covert collection. Komno records organisational information only: who holds which role and who owns what. It comes from open sources and from conversations in which the other person knows who they are speaking to.

Where the details do not reconcile, they are verified against an independent source before any action is taken. The source can be a consulate, a chamber of commerce, an industry body or a known contact in country. Where a decision is material, confirmation from at least two independent sources is required. People overstate their authority, and in some markets that is the norm rather than the exception.

Mapping comes first, but the map is a hypothesis, and it is tested by making contact. A register produces a board list; conversations produce the hierarchy. The result shows who connects to whom, and where a single person links two groups that appear unrelated.

Two groups that appear unconnected, linked through two shared directors. Illustrative; names and data removed.



The approach centres on one question: who holds authority, and on what basis. It was developed through doctoral research comparing how authority is structured across three regions, and applied commercially during the doctorate in a 2012 industry directory profiling the individuals who held authority across a sector. Client profiles are built the same way.

How we work together

Engagement model. Monthly retainer. Engagements run from three months to three years, and several may run concurrently. Work is delivered from Perth and in your target markets, with travel in country as the engagement requires. Komno is based and taxed in Perth.

Typical shape. A short scoping phase to define targets and territory. A mapping phase producing the ownership and authority picture. Then an origination phase: contact, meetings, negotiation. That is where most of the engagement sits. Reporting throughout.

Relationships and handover. The relationships are built in your name and for your team. You are brought into the meetings as they happen and receive the full dataset and maps. At the end of a market entry engagement, each active counterparty is handed over through a joint introduction, in person or by call, with a briefing file covering their role, the history of contact, what has been discussed and agreed, and the next step. Komno does not sign on a client's behalf, and the decision remains yours.

Commercial terms. Each engagement is scoped and priced separately. Ecosystem mapping is a fixed fee, agreed in advance, over six to twelve weeks. Standing watch is a monthly retainer. Market entry is a monthly retainer with a minimum initial term of six months, plus a success fee on contracts originated during the engagement, including those signed within twelve months of its end. Travel is billed at cost. Professional indemnity and public liability cover held by Komno; certificates of currency provided on request.

Confidentiality. Client identities and commercial terms are not disclosed. Several engagements below are described without naming the client for that reason. References are available on request, and referees will speak with you directly.

Who this suits

Komno works best with organisations that have a board, a risk register and a considered view of new markets. Typical clients are exporters and technology firms entering a new territory, foreign companies establishing themselves in Australia, industry bodies mapping a sector, and firms with a strong product and no route to the people who buy it.

The work is a poor fit where the objective is transactional lead generation, where a contact list is wanted without the reasoning that makes it useful, or where the timeframe is shorter than the market allows. Relationships in these markets mature over quarters, not weeks, and the value arrives late in the engagement.

Selected engagements

CyberWest Hub, WA
Cyber Security
Innovation Hub
2021–22

Australian critical infrastructure — ownership mapping

Analysis of decision-maker networks and ownership structures across Australian critical infrastructure, tracing ownership chains through to offshore entities. Delivered to the organisation's leadership as a structured map of the sector.

Eurovent Certita
Certification SAS
2018–20

Komno delivered a clear and insightful mapping of decision-makers across critical infrastructure, many of which connected to national-level stakeholders. The presentation of this work left a strong impression, offering a structured and strategic view of a complex ecosystem.

— Emma O'Neil, former Director, CyberWest Hub, WA Cyber Security Innovation Hub

International diversification into the Gulf and Asia

Competitive and decision-maker network analysis across eleven Asian markets and the GCC, supporting the client's entry into the Middle East, India and emerging ESCO markets. Monthly reporting to the board and pre-visit briefings for the Head of International Affairs.

After scouting several suppliers, including major players, Komno was clearly the best fit to initiate our international diversification. Their network analysis was instrumental in identifying both strategic direction and tactical approach. The visual mapping of key decision-makers helped us take targeted action, including first local contacts and lobbying efforts, some in very challenging markets. Even years later, we continued to refer back to the insights they delivered.

— Eric Foucherot, former Head of International Affairs & Partnerships, Eurovent Certita Certification SAS

ALM-VISION SAS
2015–18

Market entry across Southeast Asia and the Middle East

Built the client's network across banking and asset management in the Philippines, Malaysia, Kuwait, Brunei and Morocco. Target institutions, directors, professional backgrounds and ownership mapped, then first contact made and the founder taken into the meetings. Engagement included contact with central banks in several jurisdictions.

Anne-Sophie's unique and intuitive approach delivered us results in markets I considered difficult, even impenetrable. Her work in the Philippines, Brunei, Morocco and Malaysia opened doors we had not been able to reach before.

— Serge Moulin, Founder & CEO, ALM-VISION SAS

Australian specialist
firm
2025–26

Sole origination function, cyber security

Built and ran the firm's business development end to end: market analysis, target identification, partner and channel development, and negotiation, across new business and expansion within existing accounts. Identified, developed and closed the firm's largest single contract, with a state government client.

Further engagements

Retail fraud detection alliance across Southeast Asia, Australia and New Zealand (Singapore and UK clients, 2023–25). Network and stakeholder mapping across Australian mining and energy (2021–23). Philippines market development for an IT asset disposal company, from a standing start (2018–19). Export distribution development in Turkey and Spain (2017–18).

Who delivers the work

Anne-Sophie Gintzburger is the principal and delivers every engagement personally. Eleven years of origination across the Gulf, Southeast Asia, North Africa, Europe and Australia, spanning cyber security, critical infrastructure, mining and energy, industrial manufacturing, IT asset disposal and financial services.

PhD, École normale supérieure de Lyon, comparing authority structures across three regions. MPhil in International Relations, Australian National University. Published in John Wiley Finance and Economic Papers; author of a 2012 sector directory profiling holders of authority across an industry.

French native speaker, fluent English, conversational Arabic from seven years' residence in the Levant. Australian and French citizen, with unrestricted right to work in Australia and the EU.

Sectors and territories

Sectors: cyber security · critical infrastructure · defence and industrial supply chains · mining and energy · industrial manufacturing · financial services.

Territories: Australia and New Zealand · Gulf Cooperation Council · Southeast Asia (Philippines, Malaysia, Brunei, Singapore) · North Africa · Turkey · France and Western Europe.

To discuss a territory or a target: connect@komno.au · +61 401 036 307 · <https://komno.co>