BUSINESS PLAN · INDIA

Cloud / Ghost Kitchen

Delivery-only, multi-brand kitchen - low capex, data-driven

HOSPITALITY

AISEVAK.IN · BY ABL DIGITAL TECHNOLOGIES

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1. Executive Summary

This plan sets out a **Cloud / Ghost Kitchen** business in India — a delivery-only kitchen operation with no dine-in, running one or several virtual food brands out of a single low-cost kitchen, fulfilling orders through delivery aggregators (Swiggy/Zomato) & an own app. It earns F&B margins on delivery volume across multiple brands from shared infrastructure, monetising low capex, menu/brand flexibility & kitchen utilisation — a delivery-, data- & unit-economics-driven business, highly dependent on aggregators & marketing.

Cloud kitchens ride India's delivery boom with a capital-light model: no prime-location rent or front-of-house, multiple virtual brands from one kitchen to maximise utilisation & capture different cuisines/price-points, and data-driven menu & marketing. The trade-off is heavy dependence on delivery aggregators (visibility & ~18–25% commissions) & marketing spend to acquire orders. Success rests on kitchen utilisation, per-order contribution, brand/menu design, aggregator ranking & own-channel building.

This is an MSME/startup hospitality business with a capital-light, delivery-first profile — funded by promoter equity plus bank finance (term for kitchen fit-out + CC for working capital, under Mudra/CGTMSE), with marketing a major opex. This plan models a multi-brand cloud kitchen requiring **₹25 lakh** (₹9 lakh promoter + ₹16 lakh bank finance), targeting **₹1.2 crore** revenue in Year 1 and **₹2.5 crore** by Year 3. *(Cloud kitchen; delivery-only, low-capex/high-marketing, aggregator-dependent, utilisation- & unit-economics-driven.)*

2. Business Description, Vision & Legal Structure

Concept: A delivery-only kitchen running multiple virtual brands from shared infrastructure - capital-light, data-driven, aggregator + own-app.

Vision: To build profitable delivery food brands with high kitchen utilisation.

Mission: Deliver consistent, tasty food efficiently across brands & channels.

Legal structure options

- **Proprietorship / Partnership** — simplest for a single kitchen.
- **LLP / Private Limited** — recommended for multi-brand, multi-kitchen & funding.

> **Regulatory anchor:** a cloud kitchen is a food business — FSSAI (per kitchen/brand), Shops & Establishments, GST, trade & health licences, fire NOC, weights-and-measures, pollution/effluent, & aggregator onboarding/agreements. Kitchen utilisation, per-order contribution, brand/menu design, aggregator ranking/marketing & own-channel building determine success; low-capex but aggregator- & marketing-dependent.

3. Promoter & Ownership

Led by a promoter with F&B, delivery-brand or operations experience. The team includes kitchen/production, packing/dispatch, and a lean marketing/brand & data function. Multi-brand menu design, utilisation, marketing & data are the differentiators. Ownership & stakes are editable inputs.

4. Market Analysis — India

India's online food-delivery market is large & growing, dominated by Swiggy & Zomato, with consumers ordering across cuisines & price-points. Cloud kitchens capture this demand capital-light, running multiple virtual brands to serve different needs from one kitchen & maximise utilisation. The market rewards menu/brand design, kitchen efficiency, aggregator ranking, marketing & data; it is aggregator- & marketing-dependent & competitive, met with utilisation, unit economics & own-channel building.

Demand drivers

- **Delivery boom & digital ordering.**
- **Cuisine & price-point variety.**
- **Convenience & on-demand.**
- **Low-capex entry** for operators.
- **Data-driven brand/menu** agility.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Food-delivery market in India	Very large
SAM	Delivery radius & cuisines	Substantial
SOM (Yr 1–3)	Orders across brands	Scaling

Target segments

- Delivery customers (multi-cuisine).
- Young & working households.
- Value & premium delivery niches.
- Own-app / repeat customers.

5. Competition & Competitive Advantage

Landscape: restaurants with delivery, other cloud kitchens & delivery brands, QSR chains, and aggregator-owned/branded kitchens. The kitchen competes on menu/brand design, food quality, utilisation, ranking, marketing & unit economics.

The kitchen's edge

- **Multi-brand utilisation** (shared kitchen).
- **Low capex & flexible menus.**
- **Data-driven brand/menu design.**
- **Aggregator ranking + own-app.**
- **Efficient unit economics.**

6. Products & Revenue Model

Stream	Model	Basis
Aggregator delivery (multi-brand)	Margin (net ~18–25% commission)	Core volume
Own-app / direct delivery	Better margin	Own channel
Multiple virtual brands	Utilisation across cuisines	Utilisation

Combos / add-ons / beverages	Higher margin	AOV/margin
Kitchen-as-a-service (optional)	Rent/fee to other brands	Utilisation income

> Multiple virtual brands maximise kitchen utilisation across cuisines/price-points; aggregators drive volume but take ~18–25% (own-app improves margin). **Per-order contribution** (price − food cost − packaging − commission − marketing) & **kitchen utilisation** are the decisive metrics; marketing is a major, controllable opex.

7. Go-to-Market — Marketing & Sales

- **Aggregator ranking & visibility** (menu, ratings, ads).
- **Performance marketing & offers.**
- **Multi-brand coverage** (cuisines/price-points).
- **Own-app & repeat.**
- **Data-driven menu & pricing.**

Sales approach

Launch multi-brand menus → rank & acquire on aggregators (ratings, ads, offers) → optimise menu/pricing with data → shift repeat to own-app for margin → maximise utilisation across brands/dayparts. Utilisation, per-order contribution & marketing efficiency build profit.

8. Operations Plan

- **Kitchen:** low-cost (non-prime) location, efficient multi-brand kitchen line, packing/dispatch, cold storage.
- **Process:** menu/brand design → prep & cook (SOPs) → pack & dispatch (aggregator/own) → data & menu optimisation → utilisation across dayparts.
- **Tech:** aggregator dashboards + own-app, POS/KOT, inventory/food-cost, ratings/marketing analytics.
- **Cost:** food-cost & packaging control, marketing/commission management, wastage.
- **Compliance:** FSSAI (per brand), health/fire, hygiene, aggregator agreements.

Cloud-kitchen workflow

Stage	Activity	Metric
Design	Brands/menus	Coverage/margin
Rank	Aggregator/ads	Visibility/ratings
Cook	Multi-brand line	Utilisation
Dispatch	Pack/deliver	Ticket time
Optimise	Data/own-app	Contribution/order

9. Regulatory, Licences & Compliance (India)

- **Food safety:** FSSAI (per kitchen/brand); health/sanitary & hygiene; kitchen effluent norms.
- **Premises & safety:** Shops & Establishments; trade licence; fire NOC.

- **Tax & labour:** GST; PAN/TAN; Udyam; labour/ESI/PF; weights-and-measures.
- **Aggregators:** onboarding, brand listing & agreement compliance; consumer-protection.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Promoter / kitchen manager	1	1	2
Kitchen / production	6	9	14
Packing & dispatch	2	3	5
Marketing, brand & data	1	2	4
Admin & support	1	1	2
Total	**11**	**16**	**27**

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0–2	Kitchen, licences, brands/menus, aggregator onboarding, launch
Ramp	Month 2–6	Ranking, ratings, utilisation, own-app
Traction	Month 6–12	Per-order contribution & utilisation; ₹1.2cr revenue
Optimise	Year 2	More brands/dayparts, own-app, data
Scale	Year 3	₹2.5cr revenue; second kitchen

12. Financial Plan (Illustrative)

All figures are illustrative model assumptions for an Indian context, shown so the promoter can replace them with live rates. They are not projections of guaranteed results. Cloud kitchen; low-capex, aggregator- & marketing-dependent, utilisation-driven.

12.1 Project cost & means of finance

Capital requirement	₹
Kitchen fit-out & equipment	13,00,000
Licences, deposits & pre-operative	4,00,000
Launch marketing & brand setup	4,00,000
Opening inventory	2,00,000
Working-capital margin	2,00,000
Total project cost	**25,00,000**
Promoter contribution	9,00,000

Bank finance (term + CC, Mudra/CGTMSE)	16,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
Aggregator delivery (multi-brand)	1,02,00,000	1,70,00,000	2,00,00,000
Own-app / direct	12,00,000	30,00,000	42,00,000
Combos, beverages & other	6,00,000	10,00,000	8,00,000
Total revenue	**1,20,00,000**	**2,10,00,000**	**2,50,00,000**
Food cost & packaging	46,00,000	80,00,000	95,00,000
Aggregator commission	24,00,000	40,00,000	46,00,000
Rent, utilities & kitchen	10,00,000	13,00,000	16,00,000
Salaries & staff	20,00,000	30,00,000	40,00,000
Marketing & overheads	16,00,000	26,00,000	30,00,000
Interest & other	2,50,000	3,00,000	3,50,000
Total expenses	**1,18,50,000**	**1,92,00,000**	**2,30,50,000**
Net profit (before tax)	**1,50,000**	**18,00,000**	**19,50,000**
Net margin	1.3%	8.6%	7.8%

12.3 Unit economics & break-even

- **Per-order contribution:** price − food cost − packaging − commission − marketing; must be positive per brand — the core discipline; own-app & combos lift it.
- **Kitchen utilisation:** multiple brands & dayparts spread fixed rent/labour over more orders — the key efficiency lever.
- **Break-even:** at monthly order volume & utilisation covering fixed costs; Year 1 near break-even (ramp/marketing), profitable from Year 2.

12.4 Projected Cash Flow — Year 1 (quarterly, illustrative)

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	2,00,000	2,05,000	2,20,000	2,50,000
Collections	22,00,000	28,00,000	33,00,000	37,00,000
Food, commission, rent & operating	21,95,000	27,85,000	32,70,000	36,60,000
Closing balance	**2,05,000**	**2,20,000**	**2,50,000**	**2,90,000**

> Aggregator payouts lag ~7–15 days (WC need); own-app is quicker; food/packaging & marketing are steady outflows. Utilisation, per-order contribution, marketing discipline, CC limit & the WC margin manage cash; over-spending on marketing without positive contribution is the main risk.

12.5 Key Performance Indicators to Monitor

- **Economics:** per-order contribution; food cost %; commission %; marketing % of sales.
- **Utilisation:** orders/kitchen/day; brands & dayparts; capacity use.
- **Ranking:** ratings; aggregator rank; conversion.
- **Channel:** own-app share; repeat; AOV.

13. Funding Requirement & Bankability

Total ask: **₹16 lakh bank finance** against ₹9 lakh promoter contribution — term loan for kitchen fit-out + CC for working capital (aggregator-payout lag), under Mudra/CGTMSE. Bankability rests on per-order contribution, kitchen utilisation & marketing discipline; low capex reduces risk; Year-2 profit ~₹18 lakh supports servicing. Capital-light model & multi-brand utilisation aid returns; marketing efficiency is the watch-item.

13.1 Funding utilisation

Use of funds	₹	% of total
Kitchen fit-out & equipment	13,00,000	52%
Licences, deposits & pre-operative	4,00,000	16%
Launch marketing & brand setup	4,00,000	16%
Opening inventory	2,00,000	8%
Working-capital margin	2,00,000	8%
Total	**25,00,000**	**100%**

14. Risk Analysis & Mitigation

Risk	Mitigation
Aggregator dependence & commissions	Own-app; ratings/ranking; multi-aggregator; loyalty
High marketing / low contribution	Per-order-contribution discipline; own-app; combos; data
Low kitchen utilisation	Multiple brands & dayparts; menu/data optimisation
Food cost, packaging & consistency	SOPs, portion control, sourcing, FSSAI & quality
Competition & ranking volatility	Brand/menu design, quality, ratings & own-channel

15. SWOT Analysis

Strengths	**Weaknesses**
Low capex; delivery-boom demand; multi-brand utilisation; menu/brand agility; data-driven.	Aggregator- & marketing-dependent; commission-heavy; ranking-volatile; consistency-critical.

Opportunities	Threats
More brands/dayparts; own-app; premium niches; second kitchen; kitchen-as-a-service.	Aggregator power & commissions; competition; marketing-cost inflation; ranking changes.

16. Recommended AiSevak Tools for This Business

This cloud kitchen would use AiSevak's Hospitality vertical tools in delivery:

- **Delivery ops:** aggregator & own-app integration, per-order-contribution/food-cost, menu/brand-design and ratings/marketing tools.
- **Compliance:** FSSAI (per brand), fire/health-licence, GST and labour/ESI-PF tools (with Legal & Finance verticals).
- **Practice:** Business Plan, utilisation/unit-economics and Break-even tools to model the kitchen.

17. Key Assumptions & Notes

- Cloud/ghost kitchen; delivery-only, multiple virtual brands from one kitchen; low capex, marketing a major opex.
- Aggregator-dependent (~18–25% commission; own-app helps); per-order contribution & kitchen utilisation decisive.
- Year 1 near break-even (ramp/marketing), profitable from Year 2; term + CC finance (Mudra/CGTMSE) for fit-out & payout-lag WC.
- FSSAI (per brand), fire/health, GST, labour; figures illustrative, exclude GST.

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Every tool referenced in this plan is available on **aisevak.in**. Open the **Hospitality toolkit** to browse and use them all at **https://aisevak.in/verticals/hospitality** — or go straight to any specific tool at **https://aisevak.in/service/<tool-name>**. No signup needed to explore; each tool guides you step by step.