



BUSINESS PLAN · INDIA

Coaching & Mentorship Business

*One-to-one, group and employer-sponsored executive coaching with supervised
associate panel*

ONLINE EDUCATION & CREATOR BUSINESSES

AISEVAK.IN · BY ABL DIGITAL TECHNOLOGIES

August 2026

This document is confidential and prepared for planning purposes. All financial figures are illustrative model assumptions for an Indian MSME context and must be validated against live quotes, local rates and professional advice before any investment or borrowing decision.

1. Executive Summary

This plan sets out a **Coaching & Mentorship Business** in India — delivering **one-to-one coaching packages, group coaching programmes, employer-sponsored executive coaching, workshops and intensives**, supported by assessments and productised tools, through a founding coach and a developed panel of associate coaches.

This is the second live-service model in the vertical, and it sits at the opposite end of the leverage spectrum from the cohort academy. A bootcamp instructor teaches thirty people at once; **a coach works with one.** That makes this **the least scalable business in the entire vertical: the coach's calendar is the revenue ceiling, and there is no version of it that scales without either raising the rate or adding coaches.** The arithmetic is worth confronting at the outset — **a coach billing ₹6,000 an hour who can sustainably deliver twenty client hours a week earns roughly ₹58 lakh a year, and that is the whole business.** Everything beyond it requires price or people, and both have hard limits.

Price has a ceiling set by the client's perceived alternative, and past a point a higher rate changes WHO you serve rather than how much you earn. Delegation has a quality ceiling that is more troubling: **the second coach is not you, and the client bought you.** This is the deepest tension in the model — **every rupee of growth beyond the founder's calendar is earned by someone the client did not choose** — and it is resolved, imperfectly, through **group coaching, which is the only genuine leverage available.** Group formats at 1:8 or 1:12 earn more per delivered hour, cost less per participant, and some clients genuinely prefer the peer element. This plan therefore moves **group and corporate work from 45% to 58% of revenue while one-to-one falls from 38% to 26%,** and lifts **revenue per coach-hour from ₹4,850 to ₹6,480.** That figure, not headcount or revenue, is the honest measure of whether the business is scaling at all.

And an honesty problem specific to this profession, which is the exact reverse of the bootcamp's placement issue. A bootcamp is blamed for outcomes it cannot control. **A coach is CREDITED with outcomes the client produced.** The client does the work, makes the decisions and takes the risks; the coach asks questions and holds the space — and when it goes well, both the client and the market attribute the result to the coach. **Testimonial-driven marketing is therefore structurally tempting and structurally overclaiming,** and an honest practice must resist a credit that is being freely offered. The market condition makes this harder: **coaching in India is entirely unregulated — no protected title, no qualification barrier, anyone may call themselves a coach — so credibility must be manufactured rather than certified,** in a field crowded with people whose preparation was three books, **and where the client cannot tell the difference in advance.**

This plan models a business requiring **₹32 lakh** (₹20 lakh promoter + ₹6 lakh term/investor funding + ₹6 lakh working-capital finance), moving from **₹1.78 crore revenue and a ₹4 lakh loss** in Year 1 to **₹5.9 crore revenue and ₹81 lakh profit** by Year 3, across roughly 1,120 clients. *(Coaching; capacity-bound, leverage-through-format — figures illustrative.)*

2. Business Description, Vision & Legal Structure

Concept: A coaching and mentorship practice — one-to-one packages, group coaching programmes, employer-sponsored executive and leadership coaching, workshops and intensives, and productised assessments and tools; delivered by a founding coach and a trained, supervised panel of associates.

Vision: To do work good enough that clients leave — and send other people.

Mission: Credit the client for what the client did; know where coaching stops and refer without hesitation; build group formats so the practice can grow without becoming a different practice; and never sell certainty we cannot produce.

Legal structure options

- **Private Limited** — suits corporate and executive coaching contracts, associate engagement and any scaling ambition.
- **LLP** — a natural fit for a partner-led coaching practice.
- **Proprietorship** — entirely workable for a solo coach, and the honest structure for a practice that intends to stay one calendar.

Regulatory anchor: the striking feature is what is *absent*. **Coaching is unregulated in India — the title is unprotected, no qualification is required, and no statutory body governs practice**, which means the discipline is entirely self-imposed. **Voluntary credentials (ICF and equivalents) carry no legal force but do signal seriousness in a market that otherwise cannot distinguish practitioners.** Two boundaries do have legal weight. **Coaching is not therapy, and a coach who continues working with a client in genuine psychological distress is operating outside their competence** — a documented referral protocol is a professional necessity, and holding oneself out as providing psychological treatment engages the Mental Healthcare Act framework. **Outcome claims are representations under consumer-protection law and the ASCI code** — income, promotion or transformation promises carry the same exposure documented in the bootcamp plan. Otherwise: **confidentiality contracted explicitly, including the three-party position in sponsored coaching**; data protection for session records; GST on services; and professional indemnity cover.

3. Promoter & Ownership

Led by a promoter with genuine practitioner experience in the domain they coach, plus coaching training. Three competences decide outcomes: *coaching skill itself*, which is a learnable discipline and not merely accumulated experience; *boundary judgement* — knowing what is coachable, what is not, and when to refer; and *the willingness to build formats that do not require the founder*, because a practice that never delegates has capped itself permanently. Domain credibility, coaching qualification, referral discipline & format leverage are the differentiators. **Key-person dependence is structural here rather than incidental** — ownership, equity and any partner are editable inputs.

4. Market Analysis — India

Demand is driven by career transitions and mid-career uncertainty, first-time managers promoted without preparation, founders operating without peers or a board, corporate leadership development budgets, and growing normalisation of asking for help. Demand is real and expanding. The market rewards specificity and credibility; it is **unregulated, trust-gated and capacity-bound**.

Demand drivers

- **First-time and newly promoted managers**, typically given a team and no preparation — the largest and most coachable segment.
- **Career transition and mid-career reassessment**, where the client wants thinking partnership rather than instruction.
- **Founders and business owners** with no peer group and no one to be honest with.
- **Corporate leadership development budgets**, which fund executive coaching at materially better rates.
- **Reducing stigma** around seeking support, which has moved coaching from remedial to developmental in perception.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Indian coaching & leadership development	Large, growing
SAM	Clients in served niches at served price points	Niche-bounded
SOM (Yr 1-3)	Hours the coach panel can actually deliver well	~310 → ~1,120 clients

Specialisation is the only real answer to an unregulated, crowded market, and it is worth being precise about why. A generalist "life and business coach" is **indistinguishable in advance from someone with no preparation at all**, because the client has no basis for comparison and every practitioner's website says similar things. **A coach who works specifically with, say, first-time engineering managers at Series-B startups is legible** — the prospect recognises their own situation, the referral is easy to make, and the price argument largely disappears because there is no obvious substitute. **Narrowing feels like shrinking the market and actually enlarges the addressable one**, since the practice becomes findable and recommendable in a way a generalist never is. It also produces better work: **a coach who has seen the same problem two hundred times is genuinely more useful than one seeing it fresh**, whatever the coaching orthodoxy about not giving advice.

Target segments

- **First-time and mid-level managers** — volume base, often self-funded, high need.
- **Senior leaders and executives**, usually employer-sponsored at higher rates.
- **Founders and business owners** — high willingness to pay, irregular schedules.
- **Corporate cohorts** for group coaching — best economics, sponsor-funded.
- **Career transitioners**, self-funded and price-sensitive, best served in group formats.

5. Competition & Competitive Advantage

Landscape: a very large number of individual coaches, coaching platforms and marketplaces, consulting firms with leadership practices, corporate L&D providers, and **free alternatives — mentors, peers, managers and an internet full of advice. Entry is unrestricted, which makes credibility the entire competitive question.**

The business's edge

- **Specificity** — a defined client type and problem set, which makes the practice recognisable and referable.
- **Demonstrated practitioner background** in the domain, which clients weigh heavily and cannot easily verify elsewhere.
- **Referral discipline**, including knowing when the work is not coaching — which experienced buyers notice and value.
- **Group formats** delivering peer benefit alongside coaching, at a price that widens the market.
- **Supervised associates**, so growth does not mean variable quality.

The competitor most often overlooked is the free one: the client's own manager, mentor or capable friend. Coaching competes not primarily against other coaches but against **the possibility of not doing it at all**, which costs nothing and requires no admission that help is needed. This shapes selling in two ways. **The value must be made concrete rather than aspirational** — a specific problem addressed on a specific timeline beats "unlock your potential", which sounds identical coming from everyone. And **the entry point should be small**: a paid diagnostic conversation or a short intensive lets a client test the experience at low risk, which converts far better than asking someone to commit six

months to something they have never tried and cannot evaluate from a website.

6. Services & Revenue Model

Service	Model	Basis
One-to-one coaching packages	3-6 month engagements	38% → 26% — falling by design
Group coaching programmes	1:8 to 1:12 cohorts	The only real leverage
Corporate & executive coaching	Employer-sponsored	Best rates, three-party
Workshops & intensives	Per session / per group	Entry point & lead source
Assessments, tools & productised offerings	Fixed price, no coach hour	Small, genuinely scalable

Employer-sponsored coaching pays best and carries a structural complication that must be contracted rather than assumed: it is a three-party relationship. The sponsor pays, the coachee is coached, and the coach serves both — **and their interests are usually aligned but not always.** The sponsor wants to know whether the coaching is working; the coachee needs to believe the room is confidential or they will say nothing useful. **Resolving this after the engagement starts is impossible, because any answer then looks like a betrayal of one party.** The workable structure is agreed upfront in writing: **the coach reports attendance, engagement and themes agreed with the coachee, and never content;** goals are set in a three-way conversation so the sponsor's expectations are visible to the coachee; and **the coachee is told exactly what will and will not be shared before the first session.** A sponsor who insists on content reporting is not buying coaching, and the engagement should be declined rather than fudged.

7. Go-to-Market — Referral Is Almost Everything

Acquisition

- **Referral from past clients**, which becomes 62% of new business — the dominant channel in a trust-gated market.
- **Content demonstrating thinking**, which lets a prospect assess quality before committing.
- **Workshops and intensives as a low-risk entry**, converting into longer engagements.
- **Corporate L&D relationships**, which supply executive and group work at better rates.

Conversion and delivery

- **A paid diagnostic conversation** rather than a free "discovery call" — it filters seriousness and starts the work.
- **Contracted goals and duration**, so both parties know what completion looks like.
- **Group formats offered as a genuine alternative**, not a discount version.
- **Clean endings**, celebrated rather than avoided.

Sales approach

Narrow the niche until the practice is recognisable → publish thinking rather than affirmations → use workshops as the low-risk entry → convert into packages and group programmes → build corporate relationships for rate and volume → **and let referrals compound, which they only do if engagements end well.** The trap to avoid is the one this profession is built to fall into: **marketing that promises transformation.** It converts in the short run and attracts clients expecting the coach to produce a result the client must produce — **which leads to disappointment, no referral, and a practice that must keep buying clients because it cannot earn them.**

8. Operations Plan (contract, coach, refer, complete)

- **Intake & contracting:** goals, duration, cadence, confidentiality and — in sponsored work — the three-party agreement.
- **Assessment:** structured diagnostics where useful, avoiding instrument-heavy processes that substitute measurement for work.
- **Coaching delivery:** one-to-one and group sessions on a defined cadence with between-session accountability.
- **Boundary management: recognising when presenting issues are clinical rather than developmental, and referring.**
- **Associate coach development:** selection, training, shadowing, **supervision and case discussion** — the mechanism by which quality survives delegation.
- **Group programme operations:** cohort formation, scheduling and facilitation.
- **Progress review:** against contracted goals, at defined points rather than continuously.
- **Completion: a planned ending, reviewed and marked,** with an explicit conversation about whether more is genuinely needed.

Engagement lifecycle

Stage	Activity	Control point
Enquire	Paid diagnostic conversation	Conversion to engagement
Contract	Goals, duration, confidentiality	Three-party terms agreed upfront
Coach	Sessions & accountability	Revenue per coach-hour
Assess fit	Coachable or clinical?	Referrals made (a good number)
Review	Progress against goals	Programme completion rate
Complete	Planned ending, reviewed	Ended at goal, not drop-off

Two operational points distinguish a professional practice from an enthusiastic one, and both concern endings. The first: **the engagement ending is the intended outcome, not a churn event.** This is the sharpest contrast with the membership plan in this vertical, where a member leaving is a failure. **Here, a coach whose clients never leave has a dependency problem, not a retention success** — and the practice should measure **engagements ending by agreement at goal (68% rising to 86%) rather than engagements extended.** Renewal that arises from continued usefulness is excellent; renewal that arises because the client cannot decide without you is a failure of the work. The second: **knowing when the presenting issue is not coachable.** Anxiety, depression, trauma and addiction are clinical matters, and **a coach who continues in that territory is outside their competence and may be doing harm while both parties believe progress is being made.** A referral protocol, a relationship with clinicians, and the willingness to end an engagement early are professional obligations — **which is why referrals to clinical support are reported here as a positive metric rising from 11 to 32, not as lost revenue.**

9. Regulatory, Ethics & Professional Conduct (India)

- **No statutory regulation:** coaching is unregulated, the title is unprotected and no qualification is required — discipline is entirely self-imposed, and **voluntary credentials carry no legal force but signal seriousness where the market cannot otherwise distinguish practitioners.**

- **The therapy boundary: coaching is not treatment; continuing with a client in genuine psychological distress is outside competence**, and holding out as providing psychological treatment engages the Mental Healthcare Act framework. **A documented referral protocol is a professional necessity.**
- **Outcome claims:** promotion, income and transformation promises are **representations under consumer-protection law and the ASCI code**, with the same exposure set out in the bootcamp plan.
- **Confidentiality:** contracted explicitly, with **the three-party position in sponsored coaching resolved in writing before the first session.**
- **Data protection** for session notes, assessments and client records; retention and destruction defined.
- **Associate coaches:** engagement terms, supervision obligations and the practice's responsibility for their conduct.
- **Professional indemnity cover;** GST on services; clear cancellation and rescheduling terms, which in a calendar business are commercially material.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Promoter / lead coach	1	1	2
Associate coaches (core + panel)	3	7	12
Client servicing & programme operations	4	8	13
Marketing & growth	3	6	10
Content, assessments & materials	2	4	6
Admin, scheduling & accounts	2	4	6
Total	15	30	49

This is the smallest organisation in the vertical, and deliberately so. Coaching capacity is people who coach; everything else is support. **The number that matters is not headcount but revenue per coach-hour** — a practice can double its staff and deliver no more coaching, which is the specific way service businesses of this kind grow into unprofitability.

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0-3	Niche defined, contracts, referral protocol, first associates, group format designed
Establish	Month 3-12	~310 clients; ₹1.78cr revenue, ₹4L loss; revenue/coach-hour ₹4,850
Leverage	Year 2	Group 38% of hours, referrals 48%; ₹3.45cr, ₹27L profit
Scale	Year 3	₹5.9cr, ₹81L profit; revenue/coach-hour ₹6,480, group 49% of hours

12. Financial Plan (Illustrative)

*All figures are illustrative model assumptions for an Indian context, shown so the promoter can replace them with live rates. **Revenue per coach-hour, group share of delivered hours, utilisation and referral share are the levers — and revenue per coach-hour is the only one that measures whether the practice is genuinely scaling.***

12.1 Project cost & means of finance

Capital requirement	₹
Brand, marketing & client acquisition	11,00,000
Working capital (salaries & operations)	8,00,000
Coach recruitment, training & supervision	5,00,000
Technology (scheduling, assessments, platform, CRM)	4,00,000
Certification, supervision & professional development	2,00,000
Legal, contracts, registrations & launch	2,00,000
Total project cost	32,00,000
Promoter contribution	20,00,000
Term loan / investor funding	6,00,000
Working-capital finance	6,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
One-to-one coaching packages	68,00,000	1,08,00,000	1,52,00,000
Group coaching programmes	42,00,000	88,00,000	1,55,00,000
Corporate & executive coaching (employer-sponsored)	38,00,000	92,00,000	1,88,00,000
Workshops & intensives	18,00,000	32,00,000	52,00,000
Assessments, tools & productised offerings	12,00,000	25,00,000	43,00,000
Total revenue	1,78,00,000	3,45,00,000	5,90,00,000
Coach & associate coach fees	62,00,000	1,18,00,000	1,98,00,000
Marketing & client acquisition	42,00,000	72,00,000	1,08,00,000
Salaries (programme ops, client success, admin)	34,00,000	58,00,000	94,00,000
Technology, tools & assessments	14,00,000	22,00,000	34,00,000
Supervision, training & professional development	10,00,000	16,00,000	26,00,000
Content, workshops & materials	9,00,000	14,00,000	22,00,000
Office, overheads & admin	7,00,000	12,00,000	18,00,000
Depreciation, interest & other	4,00,000	6,00,000	9,00,000
Total expenses	1,82,00,000	3,18,00,000	5,09,00,000
Net profit / (loss) before tax	(4,00,000)	27,00,000	81,00,000
Net margin	(2.2%)	7.8%	13.7%
Revenue per coach-hour (₹) — the scaling metric	4,850	5,620	6,480

Group coaching as % of delivered hours	26%	38%	49%
One-to-one as % of revenue — <i>falling by design</i>	38.2%	31.3%	25.8%
Coach utilisation (chargeable hours)	58%	68%	74%
Engagements ending by agreement at goal	68%	78%	86%
Programme completion rate	81%	87%	92%
Referral share of new clients	34%	48%	62%
Referrals to clinical support made — a positive	11	19	32
Coaches (incl. associates) / Clients served	4 / ~310	8 / ~640	14 / ~1,120

12.3 Unit economics & break-even

- **Revenue per coach-hour is the only honest measure of scaling in this model.** Revenue can be grown by adding coaches without the business improving at all; **₹4,850 rising to ₹6,480 means each delivered hour is worth a third more, and that is genuine leverage.**
- **Group coaching is the leverage, and it is arithmetic rather than preference.** One coach-hour serving ten people at a lower individual price earns multiples of the same hour serving one — which is why group rises to 49% of delivered hours.
- **Corporate work carries the best rates** and, being sponsor-funded, is far less price-sensitive than self-funded individual coaching. Grown from 21% to 32% of revenue.
- **Referral at 62% is what makes the model viable**, since acquisition in a trust-gated market is otherwise slow and expensive — and referral only compounds if engagements end well.
- **Break-even:** essentially Year 1, marginally negative. **This model reaches profitability faster than any other in the vertical because it requires almost no capital — but it also caps out faster**, which is the trade in both directions.

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

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	22,00,000	14,00,000	10,00,000	9,00,000
Collections	38,00,000	42,00,000	45,00,000	47,00,000
Coach fees, marketing, salaries & overheads	46,00,000	46,00,000	46,00,000	44,00,000
Closing balance	14,00,000	10,00,000	9,00,000	12,00,000

Cash is comfortable in this model for a specific reason: coaching packages are usually paid upfront or in two instalments, so a three-month engagement is largely collected before it is delivered. That produces a deferred-revenue position of the same kind the membership plan described — **useful working capital that is nonetheless an obligation to deliver sessions, not a surplus** — and it should be recognised as sessions are delivered rather than when the money arrives. Two further points are specific to a calendar business. **Cancellation and rescheduling terms are commercially material rather than administrative:** an hour cancelled at short notice cannot be resold, so **the practice bears the full cost of a client's change of plan unless the contract says otherwise** — and a coach who accommodates every reschedule is running at an effective rate well below their stated one. And **corporate engagements introduce enterprise payment behaviour into an otherwise fast-collecting business:** sponsor-funded work pays better and slower, so growing it from 21% to 32% of revenue improves the P&L and lengthens the cash cycle

simultaneously.

12.5 Key Performance Indicators to Monitor

- **Leverage:** revenue per coach-hour; group share of delivered hours; coach utilisation; one-to-one share of revenue (should fall).
- **Quality & ethics:** engagements ending at goal vs. drop-off; referrals to clinical support; supervision hours per associate; client-reported progress against contracted goals.
- **Growth:** referral share of new clients; diagnostic-to-engagement conversion; corporate share of revenue; associate coach retention.
- **Integrity:** outcome claims made in marketing (target: none unsubstantiated); three-party terms agreed before first session in every sponsored engagement.

13. Funding Requirement & Bankability

Total ask: **₹6 lakh term/investor funding plus ₹6 lakh working-capital finance** against ₹20 lakh promoter contribution — the smallest requirement in this vertical, which is itself informative. Four points. **First, this business needs very little capital and therefore rarely needs a lender**, where it does, it is an MSME/CGTMSE proposition with no security beyond receivables. **Second, the metric to assess is revenue per coach-hour, not revenue — a practice adding coaches at flat revenue per hour has grown its costs and its risk without improving the business.** **Third, key-person dependence is not a risk factor here but a structural characteristic** in Year 1 the founder is most of the delivery, and the plan's shift toward group formats, associates and corporate work is the deliberate work of changing that — **a lender should look at what share of revenue the founder personally delivers, and how fast it is falling.** **Fourth, and unusually, the ethical posture is a commercial asset that can be checked:** a practice that refers clients to clinicians, ends engagements at goal, and makes no outcome claims is **protecting itself from the consumer-protection exposure and reputational failure that the coaching sector's less careful operators are accumulating.**

13.1 Funding utilisation

Use of funds	₹	% of total
Brand, marketing & client acquisition	11,00,000	34.4%
Working capital (salaries & operations)	8,00,000	25.0%
Coach recruitment, training & supervision	5,00,000	15.6%
Technology (scheduling, assessments, platform, CRM)	4,00,000	12.5%
Certification, supervision & professional development	2,00,000	6.3%
Legal, contracts, registrations & launch	2,00,000	6.2%
Total	32,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
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The calendar is the ceiling	A coach billing ₹6,000/hour delivering 20 sustainable client hours a week earns ~₹58L a year — that is the whole business. Growth requires price or people, both limited; group formats are the only genuine leverage (26% → 49% of delivered hours), and revenue per coach-hour is the only honest measure of whether scaling is real
Delegation diluting quality	The second coach is not you, and the client bought you — every rupee beyond the founder's calendar is earned by someone the client did not choose. Selection, shadowing, supervision and case discussion funded explicitly ; associate retention tracked
Taking credit for the client's work	The reverse of the bootcamp's problem: a coach is CREDITED with outcomes the client produced — the client does the work, makes the decisions, takes the risks. Testimonial marketing is structurally tempting and structurally overclaiming ; describe the process, not the transformation, and refuse a credit freely offered
Working beyond competence — the therapy boundary	Anxiety, depression, trauma and addiction are clinical matters, and a coach continuing there is outside competence and may be doing harm while both parties believe progress is being made. Documented referral protocol, clinician relationships, willingness to end early — referrals reported as a POSITIVE metric (11 → 32), not lost revenue
Client dependency mistaken for retention	The engagement ENDING is the intended outcome — a coach whose clients never leave has a dependency problem, not a retention success. Measure endings at goal (68% → 86%); renewal from continued usefulness is fine, renewal because the client cannot decide alone is a failure of the work
Unregulated market, unverifiable quality	No protected title, no qualification barrier — credibility must be MANUFACTURED, not certified, in a field crowded with people whose preparation was three books and where the client cannot tell in advance. Narrow specialisation, demonstrated practitioner background, voluntary credentials, published thinking
Three-party confidentiality in sponsored coaching	Resolving it after the engagement starts is impossible — any answer then looks like a betrayal of one party. Agreed in writing upfront: attendance and agreed themes reported, never content ; a sponsor insisting on content reporting is not buying coaching and the engagement should be declined
Outcome claims in marketing	Promotion, income and transformation promises are representations under consumer-protection law and the ASCI code; marketing that promises transformation attracts clients expecting the coach to produce what the client must produce — leading to disappointment, no referral, and a practice that must keep buying clients because it cannot earn them
Cancellations and reschedules	An hour cancelled at short notice cannot be resold, so the practice bears the cost of a client's change of plan unless the contract says otherwise — and a coach accommodating every reschedule is working well below their stated rate
Founder concentration	Track founder-delivered share of revenue and reduce it deliberately through group formats, associates and corporate work — this is a structural characteristic to be managed, not a risk to be denied

15. SWOT Analysis

Strengths Smallest capital requirement in the vertical and fastest route to profitability; packages collected upfront; referral reaches 62% of new business; corporate work pays materially better; group formats provide genuine leverage; ethical discipline is a checkable differentiator in an unregulated field.	Weaknesses The least scalable model in the vertical — the calendar is the ceiling; growth requires either price (capped) or delegation (quality-limited); acute founder concentration; unverifiable quality makes the sale slow; cancelled hours are unrecoverable; outcomes attributed to the coach create a standing temptation to overclaim.
Opportunities First-time managers promoted without preparation — a large, under-served, highly coachable segment; corporate leadership budgets; group programmes widening the addressable price point; productised assessments that consume no coach hour; niche specialisation making the practice referable; reducing stigma expanding demand.	Threats Unrestricted entry and an oversupplied market; coaching platforms compressing rates; corporate budgets cut in downturns; a sector reputation problem from operators making transformation claims; client's free alternatives — manager, mentor, or doing nothing; associate coaches leaving with clients.

16. Recommended AiSevak Tools for This Business

This coaching practice would use AiSevak's E-learning and Consulting vertical tools in operations:

- **Leverage: revenue-per-coach-hour dashboard**, group-vs-1:1 delivered-hours mix, coach utilisation and chargeability, founder-delivered revenue share.
- **Practice quality: engagement outcome register (ended at goal vs. drop-off)**, supervision hours per associate, client progress against contracted goals, associate retention.
- **Ethics: clinical-referral log**, three-party agreement checklist for sponsored engagements, **marketing claims substantiation register**.
- **Growth:** referral-source tracking, diagnostic-to-engagement conversion, corporate pipeline, workshop-to-package conversion.
- **Finance:** package deferred-revenue schedule, cancellation and reschedule cost tracking, corporate DSO (with Finance vertical).

17. Key Assumptions & Notes

- Coaching & mentorship business: 1:1 coaching packages, group coaching programmes, employer-sponsored executive/leadership coaching, workshops and intensives, plus assessments and productised tools; delivered by a founding coach and a trained, supervised associate panel.
- ⚠ **THE SECOND LIVE-SERVICE MODEL (with cohort-bootcamp) BUT AT THE OPPOSITE END OF THE LEVERAGE SPECTRUM — A BOOTCAMP INSTRUCTOR TEACHES THIRTY AT ONCE; A COACH WORKS WITH ONE.** This is **THE LEAST SCALABLE BUSINESS IN THE ENTIRE VERTICAL: THE COACH'S CALENDAR IS THE REVENUE CEILING**, and the arithmetic is confronted at the outset — **a coach billing ₹6,000/hour who can sustainably deliver TWENTY client hours a week earns ~₹58 LAKH A YEAR, AND THAT IS THE WHOLE BUSINESS.** Everything beyond requires **PRICE or PEOPLE**, and both have hard limits: **PRICE has a ceiling set by the client's perceived alternative (past a point a higher rate changes WHO you serve rather than HOW MUCH you earn), and DELEGATION has a quality ceiling that is more troubling — THE SECOND COACH IS NOT YOU,**

AND THE CLIENT BOUGHT YOU, so every rupee of growth beyond the founder's calendar is earned by someone the client did not choose (the deepest tension in the model).

- **GROUP COACHING IS THE ONLY GENUINE LEVERAGE, AND IT IS ARITHMETIC RATHER THAN PREFERENCE** — one coach-hour serving ten at a lower individual price earns MULTIPLES of the same hour serving one (group 26%→49% of delivered hours; 1:1 revenue share 38%→26%, falling BY DESIGN) → **REVENUE PER COACH-HOUR (₹4,850→₹6,480) IS THE ONLY HONEST MEASURE OF WHETHER THE PRACTICE IS SCALING AT ALL**, because revenue can be grown by **ADDING COACHES** without the business improving in any way. Smallest organisation in the vertical, deliberately: **a practice can double its staff and deliver no more coaching — the specific way service businesses of this kind grow into unprofitability.**
- **AN HONESTY PROBLEM SPECIFIC TO THIS PROFESSION, THE EXACT REVERSE OF THE BOOTCAMP'S PLACEMENT ISSUE: A BOOTCAMP IS BLAMED FOR OUTCOMES IT CANNOT CONTROL; A COACH IS CREDITED WITH OUTCOMES THE CLIENT PRODUCED.** The client does the work, makes the decisions and takes the risks while the coach asks questions and holds the space — and when it goes well **both the client AND the market attribute the result to the coach** → **TESTIMONIAL-DRIVEN MARKETING IS STRUCTURALLY TEMPTING AND STRUCTURALLY OVERCLAIMING**, and an honest practice must **RESIST A CREDIT THAT IS BEING FREELY OFFERED**; describe the **PROCESS**, not the transformation. Related trap: **marketing that promises transformation converts short-term and attracts clients expecting the coach to produce what THE CLIENT must produce — leading to disappointment, NO REFERRAL**, and a practice that must keep **BUYING** clients because it cannot **EARN** them.
- **THE MARKET CONDITION MAKES CREDIBILITY HARDER: COACHING IN INDIA IS ENTIRELY UNREGULATED — NO PROTECTED TITLE, NO QUALIFICATION BARRIER, ANYONE MAY CALL THEMSELVES A COACH** — so **CREDIBILITY MUST BE MANUFACTURED RATHER THAN CERTIFIED**, in a field **crowded with people whose preparation was three books, AND WHERE THE CLIENT CANNOT TELL THE DIFFERENCE IN ADVANCE** (voluntary ICF-type credentials carry no legal force but signal seriousness). **SPECIALISATION IS THE ONLY REAL ANSWER**: a generalist "life and business coach" is **INDISTINGUISHABLE IN ADVANCE** from someone with **no preparation at all**, whereas a coach working specifically with (say) first-time engineering managers at Series-B startups is **LEGIBLE** — **the prospect recognises their own situation, the referral is easy to make, and the price argument largely disappears because there is no obvious substitute; NARROWING FEELS LIKE SHRINKING THE MARKET AND ACTUALLY ENLARGES THE ADDRESSABLE ONE**, and produces better work since a coach who has seen the same problem two hundred times is **genuinely more useful than one seeing it fresh**, whatever the coaching orthodoxy about not giving advice. Also: **the most overlooked competitor is the FREE one** — the client's own manager, mentor or capable friend, and the possibility of **NOT DOING IT AT ALL**, which costs nothing and requires no admission that help is needed → make value **CONCRETE** not aspirational, and use a **PAID diagnostic conversation as a small, low-risk entry** (converts far better than asking someone to commit six months to something they have never tried).
- **TWO OPERATIONAL POINTS DISTINGUISH A PROFESSIONAL PRACTICE FROM AN ENTHUSIASTIC ONE, AND BOTH CONCERN ENDINGS.** (1) **THE ENGAGEMENT ENDING IS THE INTENDED OUTCOME, NOT A CHURN EVENT** — the sharpest contrast with the membership plan, where a member leaving is a **FAILURE. HERE, A COACH WHOSE CLIENTS NEVER LEAVE HAS A DEPENDENCY PROBLEM, NOT A RETENTION SUCCESS** → measure engagements ending **BY AGREEMENT AT GOAL (68%→86%)**; renewal from continued usefulness is excellent, renewal because the client cannot decide without you is a **failure of the work** (2) **THE THERAPY BOUNDARY**: anxiety, depression, trauma and addiction are **CLINICAL** matters, and a coach continuing in that territory **IS OUTSIDE THEIR COMPETENCE AND MAY BE DOING HARM WHILE BOTH PARTIES BELIEVE PROGRESS IS BEING MADE** → documented referral protocol, clinician relationships, willingness to end early — and **REFERRALS TO CLINICAL SUPPORT REPORTED AS A POSITIVE METRIC (11→32), NOT AS LOST REVENUE** Holding out as providing psychological treatment engages the Mental Healthcare Act framework.

- **EMPLOYER-SPONSORED COACHING PAYS BEST AND IS A THREE-PARTY RELATIONSHIP THAT MUST BE CONTRACTED RATHER THAN ASSUMED** — sponsor pays, coachee is coached, coach serves both, **and their interests are usually aligned but NOT ALWAYS**: the sponsor wants to know if it is working, the coachee needs to believe the room is confidential or they will say nothing useful, and **RESOLVING THIS AFTER THE ENGAGEMENT STARTS IS IMPOSSIBLE BECAUSE ANY ANSWER THEN LOOKS LIKE A BETRAYAL OF ONE PARTY** → agreed upfront in writing: **report attendance, engagement and AGREED themes, NEVER content**; goals set three-way; coachee told exactly what will and will not be shared before session one; and **A SPONSOR WHO INSISTS ON CONTENT REPORTING IS NOT BUYING COACHING** — **decline rather than fudge**.
- Cash is comfortable because **packages are paid upfront or in two instalments, so a three-month engagement is largely COLLECTED BEFORE IT IS DELIVERED** — a deferred-revenue position like the membership plan's, **useful working capital that is nonetheless AN OBLIGATION TO DELIVER SESSIONS, not a surplus**. Calendar-business specifics: **CANCELLATION AND RESCHEDULING TERMS ARE COMMERCIALLY MATERIAL RATHER THAN ADMINISTRATIVE** — an hour cancelled at short notice **CANNOT BE RESOLD**, so the practice bears the full cost of a client's change of plan unless the contract says otherwise, and **A COACH WHO ACCOMMODATES EVERY RESCHEDULE IS RUNNING AT AN EFFECTIVE RATE WELL BELOW THEIR STATED ONE**; and **corporate work improves the P&L AND lengthens the cash cycle simultaneously** (pays better, pays slower). Lender note: this model **needs very little capital and rarely needs a lender**; assess **REVENUE PER COACH-HOUR not revenue**, since a practice adding coaches at flat revenue-per-hour has grown its **COSTS** and its **RISK** without improving the business; key-person dependence is a **STRUCTURAL CHARACTERISTIC not a risk factor**, so look at **what share of revenue the founder personally delivers and how fast it is falling**; and unusually, **the ethical posture is a CHECKABLE COMMERCIAL ASSET** — referring to clinicians, ending at goal and making no outcome claims protects against the consumer-protection exposure and reputational failure the sector's less careful operators are accumulating. ₹32L (smallest in the vertical), 4→14 coaches, ~310→1,120 clients, rev 1.78→5.9cr, Y1 →₹4L → Y3 ₹81L — **reaches profitability faster than any other model here because it needs almost no capital, and caps out faster too: the trade runs in both directions**. Figures illustrative, exclude GST.

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