



BUSINESS PLAN · INDIA

Email & CRM Lifecycle Agency

The only audience that asked to hear from you

AGENCIES & MARKETING-SERVICES FIRMS

AISEVAK.IN · BY ABL DIGITAL TECHNOLOGIES

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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 an **Email & CRM / Lifecycle Marketing Agency** in India — lifecycle and retention programme management, campaign strategy and production, deliverability and authentication engineering, platform migration and automation build, and WhatsApp and multi-channel lifecycle programmes.

Every other channel in this vertical rents attention from a platform that can withdraw it — and across seven plans, several already have. Organic social reach collapsed. Search results now answer the query themselves. Paid platforms absorbed targeting into their own optimisation. **Email is the only marketing asset in this library that the client genuinely owns: a list can be exported, moved to another provider, and it keeps working. Nobody can algorithmically decide that this year the client's customers will hear from them less.** It is also the only channel where **the audience gave explicit permission to be contacted** — which makes it simultaneously the highest-trust and the most abusable medium in the category, because permission granted once is universally treated as permission forever.

The defining tension is that the channel's economics reward sending more while its health requires sending less. Every additional send lifts this month's revenue. Every additional send also degrades the asset — through unsubscribes, through spam complaints, and above all through **silent disengagement, which is the dangerous one because nobody complains, nobody leaves, they simply stop opening, and the mailbox provider quietly notices before the marketer does.** **An email list is a renewable resource being harvested at an unsustainable rate, and the harvest looks excellent right up until it does not.** This plan therefore manages on **revenue per thousand contacts per month — rising from ₹840 to ₹1,620 — while sends per active contact FALL from 9.4 to 5.8,** because the first number cannot be improved by burning the list and the second is how the burning happens.

Deliverability is the only metric in this vertical policed by a third party with no commercial relationship to either side. Mailbox providers decide whether the message is seen at all, and they are indifferent to the campaign, the client and the agency alike. **This is the exact inverse of the vertical's governing convention: here the seller does not control the scoreboard, and neither does the buyer.** It also exposes an industry-wide reporting failure — **"delivered" is not "inboxed". An email routed to the spam folder is reported as delivered by every sending platform, so the standard delivery metric conceals precisely the failure that matters.** This plan reports **inbox placement, rising from 78% to 94%, and puts 96% of clients on full SPF, DKIM and DMARC enforcement.**

Two further positions define the business. Purchased and scraped lists are endemic in Indian B2B and are now a data-protection exposure rather than merely poor practice — consent must be demonstrable, "we bought it from a vendor" is not consent, and the vendor's assurance is not a defence. This plan holds **sends to purchased, scraped or rented lists at NIL** and knows it will lose outbound-hungry B2B clients for it. **And lifecycle work requires access to the client's entire customer database — purchase history, behaviour, sometimes payment and health-adjacent data — which makes this the most data-exposed business in the whole vertical: a breach at this agency is a breach of every one of its clients' customer bases at once.**

This plan models an agency requiring **₹32 lakh** (₹18 lakh promoter + ₹6 lakh investor + ₹8 lakh working-capital finance), moving from **₹1.24 crore revenue and a ₹2 lakh loss** in Year 1 to **₹3.1 crore revenue and ₹40 lakh profit** by Year 3 — **a 12.9% net margin, the highest in the vertical.** (*Technical retainer services business — figures illustrative.*)

2. Business Description, Vision & Legal Structure

Concept: A lifecycle agency that treats the client's list as a depreciating asset to be maintained rather than a channel to be exploited — measured on revenue per contact, not volume sent.

Vision: To be the agency that sends fewer emails and produces more revenue.

Mission: Send less and earn more; report inbox placement rather than delivery; never send to a list we cannot prove consent for; delete the people who stopped listening; work inside the client's platform rather than holding their data; and stop reporting a metric that has been broken for years.

Legal structure options

- **Private Limited** — recommended: data-processing obligations, enterprise contracting, breach liability.
- **LLP** — workable for a small specialist practice.
- **Proprietorship** — unsuited, given the data exposure this model carries.

Regulatory anchor: this is the most data-regulated model in the vertical. **The DPDP Act makes the agency a data processor with obligations of its own**, not a bystander handling someone else's list — and the practical consequences are specific: **consent must be demonstrable with a recorded source and timestamp; purpose limitation restricts what a list collected for order updates may be used for; and retention is bounded, so holding a client's customer database after an engagement ends is a breach rather than an archive.** Second, **TRAI's UCC regulations govern commercial SMS and voice, with DLT registration, template and header approval, and consent-scrubbing requirements** that catch any agency running SMS alongside email. Third, **WhatsApp Business API operates under its own template-approval and opt-in regime**, discussed below. Alongside these: mandatory functioning unsubscribe; accurate sender identification, since a misleading "from" name is a deceptive practice; and sector-specific rules where financial, health or children's data enters a lifecycle programme.

3. Promoter & Ownership

Led by a promoter with lifecycle marketing, CRM operations or marketing-automation background. Three competences decide outcomes: *technical deliverability*, which is genuinely scarce and cannot be faked for long; *data discipline*, because this agency holds more sensitive material than any other in the vertical; and *the willingness to recommend fewer sends*, which is the entire differentiation and reduces short-term client revenue every time it is exercised. Ownership, equity & investor terms are editable inputs.

4. Market Analysis — India

Demand is driven by D2C retention economics, rising paid-acquisition costs, and the maturing of marketing-automation platforms in the Indian mid-market. It is a technical, retention-led and under-supplied specialism.

Demand drivers

- **Acquisition costs rising**, which makes retention arithmetic suddenly compelling to founders who ignored it.
- **D2C and e-commerce**, where repeat purchase decides whether the business works at all.
- **Subscription and app businesses**, where lifecycle messaging IS the retention mechanism.
- **Platform adoption** — clients buy automation tools and then discover nobody knows how to operate them.
- **WhatsApp as a lifecycle channel**, which in India has reach and response rates email cannot match.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Indian lifecycle, CRM & retention marketing services	Growing; specialist supply thin
SAM	Brands with lists and platforms at retainer levels	Database- and ticket-bounded
SOM (Yr 1-3)	Retained clients × tenure × revenue per client	16 → 34 active clients

WhatsApp deserves separate treatment rather than being folded into "multi-channel", because in India it is the highest-performing lifecycle channel available and the one where abuse is punished fastest. Response rates far exceed email; template approval imposes a structure email does not have; and messages carry a per-message cost, which — unusually — **gives the client a direct financial reason to send fewer, better messages, aligning economics and etiquette in a way email never manages.** But the tolerance for misuse is far lower and the mechanism far blunter: **on email an annoyed recipient unsubscribes or ignores you; on WhatsApp they block a number, and the number belongs to the client, is tied to their verified business identity, and is not easily replaced.** Sustained blocking degrades quality rating and eventually restricts sending entirely. **The channel therefore punishes the exact behaviour email tolerates for months, and it does so within weeks** — which makes it, somewhat counterintuitively, **the easiest channel in this plan to run ethically, because the commercial penalty for doing otherwise arrives fast enough for a client to feel it.** This plan grows WhatsApp and multi-channel programmes from ₹10 lakh to ₹36 lakh, on strict opt-in and frequency governance.

Target segments

- **D2C and e-commerce brands** with real repeat-purchase economics.
- **Subscription, SaaS and app businesses** where onboarding and churn messaging are core.
- **Financial services and insurance**, high-value and heavily governed.
- **Education and health platforms**, long consideration cycles and sensitive data.
- **Brands with damaged sender reputation**, who arrive with an urgent, well-defined problem.

5. Competition & Competitive Advantage

Landscape: full-service agencies with an email resource, marketing-automation implementation partners, freelance operators, platform vendors' own services teams, and **a large informal segment whose product is bulk sending on rented infrastructure.** Genuine deliverability capability is rare, and clients cannot easily tell who has it.

The business's edge

- **Inbox placement measured and reported**, not delivery rates.
- **Authentication and reputation engineering** as a standing service line.
- **Revenue per thousand contacts** as the governing metric.
- **Consent provenance recorded** for every contact.
- **Data held minimally** — work inside the client's platform, retain nothing after exit.

The single most effective deliverability intervention available is to stop emailing people who do not want to hear from you — and it is resisted almost universally, because the list gets smaller and list size is what clients report upward. A sunset policy deletes or suppresses contacts who have not engaged in six to twelve months. It reduces the headline number, which feels like destroying an asset, and it produces four simultaneous improvements: **engagement**

rates rise because the denominator no longer contains the dead; inbox placement rises because mailbox providers read sustained non-engagement as a spam signal; platform costs fall because most are priced per contact; and revenue per thousand contacts rises sharply. The unsubscribe deserves the same reframing, because the industry treats it as a failure metric and therefore makes it difficult. **A person who unsubscribes has told you, at no cost to themselves, that they will never buy — and keeping them costs deliverability that affects everyone else on the list. Making the unsubscribe easy is straightforwardly cheaper than the spam complaint that replaces it when it is hard,** and a spam complaint damages the sending reputation for every other recipient. **Sunset policies rise from 22% to 84% of clients; one-click unsubscribe is honoured within 24 hours on 100%.**

6. Services, Pricing & the Broken Headline Metric

Line	Model	Basis
Lifecycle & CRM programme retainers	Monthly by scope	~42% of revenue
Campaign strategy, creative & production	Retained / per volume	Production layer
Deliverability, authentication & list-health engineering	Project + retained	The scarce capability
Platform migration, automation build & integration	Per project	Entry product; converts to retainer
WhatsApp & multi-channel lifecycle	Retained + per programme	₹10L → ₹36L
Sends to purchased, scraped or rented lists	NIL — by policy	Loses B2B outbound clients
Client customer data retained after engagement end	NIL — by policy	Deleted and certified

For the third time in this vertical, the industry's headline metric turns out to be broken — and this instance is the most clear-cut, because it broke on a specific date for a specific technical reason and the industry simply carried on quoting it. Mail privacy features now pre-fetch images on the recipient's behalf, which registers an open whether or not any human looked at the message. **Open rates are therefore inflated by an unknown and varying amount, differ by mail client rather than by audience interest, and cannot be compared across time periods that straddle the change.** An agency still presenting open rate as evidence of success is **reporting a number that stopped measuring anything years ago** — the same failure as advertising value equivalent in public relations and likes in social media, arrived at independently three times in one vertical. **That recurrence is itself the finding: marketing metrics are rarely retired when they break, because the people who report them are the people they flatter.** This plan reports **clicks, conversions and revenue per send** — with open rate retained internally only as a deliverability diagnostic, where a sudden collapse still signals a placement problem. **Clients reported on click and revenue rather than open rate rise from 29% to 87%.**

7. Go-to-Market — Selling a Smaller List

Acquisition

- **Paid deliverability audits** — the fastest way to demonstrate capability, because the findings are technical and undeniable.
- **Platform migration projects**, urgent and naturally converting to retainer.
- **Reputation-recovery work**, where clients arrive with a defined emergency.
- **Referral**, strong in a specialism where competence is rare and visible.

Retention

- **Programmes embedded in operations** — lifecycle messaging is infrastructure, not a campaign.
- **Compounding results**, as list health and automation depth both accumulate.
- **Revenue attribution that survives scrutiny**, because email revenue is directly trackable.
- **Channel expansion** into WhatsApp and app messaging on the same programme logic.

Sales approach

Audit → authentication and list health → consent provenance → reduce frequency → build lifecycle automation → report revenue per contact. **The awkward part of every pitch is that this agency proposes to make the client's list smaller and send it fewer messages, which sounds like less of the thing they are buying.** The counter is arithmetic and lands well with founders because it is checkable: **a list of 400,000 contacts producing ₹34 lakh a month is a worse asset than a list of 210,000 producing ₹34 lakh a month — the second costs less to hold, reaches the inbox more reliably, and has room to grow, while the first is one aggressive quarter away from a reputation problem. Email is the one channel in this vertical where the honest recommendation can be proved on the client's own revenue data within a quarter** — which makes it, unusually, a place where doing the right thing is also the easiest thing to sell.

8. Operations Plan (authenticate, clean, consent, automate, measure)

- **Authentication: SPF, DKIM and DMARC to enforcement**, dedicated IP or shared-pool strategy, warm-up discipline.
- **List health**: validation, bounce and role-address suppression, **engagement-based segmentation and sunset policy**.
- **Consent**: source and timestamp recorded per contact; purpose limitation respected; no purchased or scraped data, ever.
- **Frequency governance**: sends per contact capped and monitored, with a global frequency ceiling across channels.
- **Automation build**: onboarding, browse and cart recovery, replenishment, winback, churn and post-purchase flows.
- **Data handling**: work inside the client's platform wherever possible; minimum export; defined retention; certified deletion at exit.
- **Measurement**: inbox placement, click, conversion, revenue per send and revenue per thousand contacts — open rate as diagnostic only.
- **WhatsApp**: opt-in provenance, template governance, frequency limits, quality-rating monitoring.

Programme control points

Stage	Activity	Control point
Authenticate	SPF, DKIM, DMARC to enforcement	41% → 96% of clients
Clean	Sunset policy on disengaged contacts	22% → 84%
Consent	Source and timestamp per contact	47% → 93%; purchased lists NIL
Govern	Frequency capped per contact	Sends/contact 9.4 → 5.8
Protect	Work in client platform; retain nothing at exit	In-platform 44% → 88%; retention NIL
Measure	Inbox placement & revenue per thousand contacts	78% → 94%; ₹840 → ₹1,620

This agency holds more sensitive material than any other business in the vertical, and the exposure is worth stating precisely rather than gesturing at. A lifecycle engagement typically requires the client's full customer database — names, contact details, complete purchase history, browsing behaviour, order values, sometimes location, and in financial, insurance or health-adjacent categories, data whose sensitivity is not marginal. **Multiply that by a client portfolio and the agency is holding, in one place, the customer bases of thirty-four companies that have no relationship with one another and never agreed to share risk. A single breach here is not one client's incident; it is every client's incident simultaneously, and it ends the agency.** The disciplines follow directly from that arithmetic. **Work inside the client's own platform rather than exporting to the agency's environment** — rising from 44% to 88% of campaigns — because **data that was never copied cannot be leaked from a copy. Signed processing agreements with defined purpose and retention on 100% of clients by Year 3.** Role-based access so that a campaign executive can send to a segment without being able to export it. And **certified deletion at engagement end, with client customer data retained after exit held at NIL** — a discipline almost nobody enforces, because keeping the data is convenient, invisible, and feels like nothing until the day it is the only thing anyone asks about.

9. Consent, Data & Messaging Compliance (India)

- **DPDP Act obligations as a processor** — demonstrable consent with recorded source and timestamp; purpose limitation; bounded retention.
- **Purchased, scraped and rented lists** — "we bought it from a vendor" is not consent, and the vendor's assurance is not a defence. Held at NIL.
- **Purpose limitation in practice** — a list collected for order updates is not a list consented for promotional messaging, a distinction Indian practice routinely ignores.
- **TRAI UCC regulations** on commercial SMS and voice: DLT registration, header and template approval, consent scrubbing.
- **WhatsApp Business API** opt-in, template approval and quality-rating rules.
- **Functioning unsubscribe** and accurate sender identification — a misleading "from" name is a deceptive practice, not a creative choice.
- **Breach notification** readiness and CERT-In obligations, with responsibilities defined in the processing agreement.
- GST on services; retainer versus project revenue recognition.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Promoter / managing partner	1	1	2
Lifecycle strategists & CRM programme managers	6	10	15
Campaign operations & automation build	6	9	14
Email creative, copy & design	4	6	9
Deliverability & data engineering	3	5	7
Analytics & reporting	2	3	5
Business development	1	2	3
Operations & admin	2	2	3

Total	25	38	58
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The smallest team in the vertical delivering the highest margin — 58 people producing ₹3.1 crore — because **this is the only marketing service where the work is largely built once and then runs, which is what an automation programme actually is.**

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0–3	Team, platform partnerships, deliverability stack, processing-agreement templates
Launch	Month 3–12	16 clients; ₹1.24cr revenue, ₹2L loss; inbox placement baselined at 78%
Build	Year 2	DMARC 78%, sunset 56%, RP1K ₹1,240; ₹2.0cr, ₹18L profit
Scale	Year 3	34 clients; ₹3.1cr, ₹40L profit; 12.9% margin and 27-month tenure — both the best in the vertical

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 thousand contacts and inbox placement are the levers; send volume is deliberately not one.**

12.1 Project cost & means of finance

Capital requirement	₹
Working capital (salaries against client credit periods)	12,00,000
Team recruitment & training	8,00,000
Platform, deliverability & data tooling	5,00,000
Office setup & deposits	3,00,000
Data security, compliance & audit setup	2,00,000
Business development	1,50,000
Legal & registrations	50,000
Total project cost	32,00,000
Promoter contribution	18,00,000
Investor funding	6,00,000
Working-capital finance	8,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
Lifecycle & CRM programme retainers	52,00,000	84,00,000	1,32,00,000
Campaign strategy, creative & production	28,00,000	42,00,000	62,00,000

Deliverability, authentication & list-health engineering	18,00,000	26,00,000	36,00,000
Platform migration, automation build & integration	16,00,000	28,00,000	44,00,000
WhatsApp & multi-channel lifecycle programmes	10,00,000	20,00,000	36,00,000
Sends to purchased, scraped or rented lists	NIL	NIL	NIL
Total revenue	1,24,00,000	2,00,00,000	3,10,00,000
Salaries (lifecycle, CRM ops, creative, deliverability, admin)	78,00,000	1,18,00,000	1,78,00,000
Platform, deliverability & data tooling	12,00,000	16,00,000	24,00,000
Unbilled scope creep & absorbed hours	10,00,000	11,00,000	12,00,000
Business development & marketing	9,00,000	13,00,000	20,00,000
Office, overheads & admin	8,00,000	12,00,000	18,00,000
Data security, audit & compliance	4,00,000	5,00,000	7,00,000
Training & certification	2,00,000	3,00,000	5,00,000
Depreciation, interest & other	3,00,000	4,00,000	6,00,000
Total expenses	1,26,00,000	1,82,00,000	2,70,00,000
Net profit / (loss) before tax	(2,00,000)	18,00,000	40,00,000
Net margin	(1.6%)	9.0%	12.9%
REVENUE PER THOUSAND CONTACTS PER MONTH, CLIENT-SIDE (₹)	840	1,240	1,620
SENDS PER ACTIVE CONTACT PER MONTH	9.4	7.1	5.8
INBOX PLACEMENT RATE (not "delivered")	78%	88%	94%
Clients on full SPF, DKIM & DMARC enforcement	41%	78%	96%
Spam complaint rate held below 0.10%	62%	85%	97%
Contacts with a recorded consent source & timestamp	47%	74%	93%
Sunset policy applied to disengaged contacts	22%	56%	84%
One-click unsubscribe honoured within 24 hours	100%	100%	100%
Clients reported on click & revenue rather than OPEN RATE	29%	61%	87%
Client data accessed under a signed processing agreement	38%	79%	100%
Campaigns run inside the client's own platform, not exported data	44%	68%	88%
Client customer data retained after engagement end	NIL	NIL	NIL
Average client tenure (months)	15	21	27
Billable utilisation / Client concentration	61% / 21%	70% / 14%	77% / 10%
Active clients / Revenue per client per month (₹)	16 / 64,600	24 / 69,400	34 / 76,000

12.3 Unit economics & break-even

- **This is the most profitable model in the vertical and the reasons are structural rather than clever:** no media pass-through, no credit exposure, no creator payments, recurring revenue from month one, a small senior team, **and work specified against technical standards rather than taste — which means almost no revision cycles.**
- **Revenue per thousand contacts is the only honest headline metric** because **it cannot be improved by sending more; it falls when the list is burned, which is precisely why an agency incentivised on volume will never report it.**
- **Tenure of 27 months is the longest in the vertical**, ahead of PR's 25 and SEO's 23, **because a lifecycle programme is operational infrastructure — replacing the agency means someone rebuilding flows that are currently sending revenue every day.**
- **Deliverability engineering is the highest-margin line:** scarce, technical, project-priced, and the strongest converter into retainer.
- **Break-even:** effectively Year 1 — **a ₹2 lakh loss is the shallowest first year in the vertical**, because retainers begin in month two rather than after a nine-month delivery cycle.

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

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	13,00,000	8,00,000	4,00,000	3,00,000
Collections	26,00,000	28,00,000	30,00,000	32,00,000
Salaries, tooling, business development & overheads	31,00,000	32,00,000	31,00,000	32,00,000
Closing balance	8,00,000	4,00,000	3,00,000	3,00,000

Cash is the simplest in the vertical, and it is worth naming why, because the contrast is instructive. This agency has **no media credit exposure, no creator payments to fund, no production costs incurred before approval, and no nine-month delivery ramp** — it bills monthly retainers against work that is already running. The only two frictions are ordinary: **salaries at 62% of costs against 45-60 day settlement, and platform licences that the agency sometimes fronts on the client's behalf.** The second deserves one control: **marketing-automation platforms are expensive and priced per contact, and an agency that puts a client's annual licence on its own account has created a receivable the size of several months' profit for no margin at all.** Platform contracts sit in the client's name. Beyond that, the working-capital facility exists for growth rather than survival — **which is a genuinely unusual sentence in this vertical, and the direct consequence of being the only model here with recurring revenue, no pass-through, and a deliverable that keeps running while nobody is watching it.**

12.5 Key Performance Indicators to Monitor

- **Asset health:** revenue per thousand contacts; sends per contact; sunset coverage; list growth net of suppression; engaged-segment share.
- **Deliverability:** inbox placement (not delivery); DMARC enforcement coverage; spam complaint rate; bounce and blocklist events.
- **Consent & data:** consent provenance coverage; purchased-list sends (nil); processing-agreement coverage; in-platform working share; post-exit retention (nil).
- **Commercials:** tenure; revenue per client; utilisation; concentration; retainer share of revenue.

13. Funding Requirement & Bankability

Total ask: ₹6 lakh investor funding plus ₹8 lakh working-capital finance against ₹18 lakh promoter contribution — the smallest ask in the vertical, for the most profitable model in it. Four points. **First, this is high-quality recurring revenue with no pass-through: unlike the influencer or media models, every rupee of the ₹3.1 crore is the agency's own, and unlike the project models it does not start each year at zero. Second, underwrite revenue per thousand contacts rather than send volume — an agency growing revenue while that ratio falls is liquidating its clients' assets to hit its own numbers, and the damage surfaces two or three quarters later as a deliverability collapse nobody can trace back. Third, the concentrated risk is a data breach, and it is existential rather than expensive: this agency holds the customer databases of thirty-four unrelated companies in one place, so a single incident is every client's incident at once — the correct diligence question is not whether they have a policy but how much data they hold that they did not need to copy. Fourth, ask to see the consent provenance. An agency that cannot state where each contact came from and when is running a compliance exposure on its clients' behalf, and in Indian B2B this is the norm rather than the exception.**

13.1 Funding utilisation

Use of funds	₹	% of total
Working capital (salaries against client credit periods)	12,00,000	37.5%
Team recruitment & training	8,00,000	25.0%
Platform, deliverability & data tooling	5,00,000	15.6%
Office setup & deposits	3,00,000	9.4%
Data security, compliance & audit setup	2,00,000	6.2%
Business development	1,50,000	4.7%
Legal & registrations	50,000	1.6%
Total	32,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
The only owned channel — and the only permissioned one	Every other channel in this vertical RENTS ATTENTION FROM A PLATFORM THAT CAN WITHDRAW IT, AND ACROSS SEVEN PLANS SEVERAL ALREADY HAVE (organic reach collapsed, search answers its own queries, paid platforms absorbed targeting). EMAIL IS THE ONLY MARKETING ASSET IN THIS LIBRARY THE CLIENT GENUINELY OWNS: A LIST CAN BE EXPORTED, MOVED, AND IT KEEPS WORKING — NOBODY CAN ALGORITHMICALLY DECIDE THAT THIS YEAR THE CLIENT'S CUSTOMERS WILL HEAR FROM THEM LESS. It is also the only one where THE AUDIENCE GAVE EXPLICIT PERMISSION — MAKING IT SIMULTANEOUSLY THE HIGHEST-TRUST AND MOST ABUSABLE MEDIUM IN THE CATEGORY, BECAUSE PERMISSION GRANTED ONCE IS UNIVERSALLY TREATED AS PERMISSION FOREVER

Economics reward sending more; health requires sending less	Every extra send lifts this month's revenue AND degrades the asset — through unsubscribes, complaints, and above all SILENT DISENGAGEMENT, THE DANGEROUS ONE BECAUSE NOBODY COMPLAINS, NOBODY LEAVES, THEY SIMPLY STOP OPENING, AND THE MAILBOX PROVIDER QUIETLY NOTICES BEFORE THE MARKETER DOES. AN EMAIL LIST IS A RENEWABLE RESOURCE BEING HARVESTED AT AN UNSUSTAINABLE RATE, AND THE HARVEST LOOKS EXCELLENT RIGHT UP UNTIL IT DOES NOT. Managed on REVENUE PER THOUSAND CONTACTS (₹840→₹1,620) WHILE SENDS PER CONTACT FALL 9.4→5.8 — the first CANNOT be improved by sending more, and the second is how the burning happens
Deliverability is judged by an indifferent third party	THE ONLY METRIC IN THIS VERTICAL POLICED BY A THIRD PARTY WITH NO COMMERCIAL RELATIONSHIP TO EITHER SIDE — MAILBOX PROVIDERS DECIDE WHETHER THE MESSAGE IS SEEN AT ALL AND ARE INDIFFERENT TO THE CAMPAIGN, THE CLIENT AND THE AGENCY ALIKE: THE EXACT INVERSE OF THE VERTICAL'S CONVENTION, SINCE HERE THE SELLER DOES NOT CONTROL THE SCOREBOARD AND NEITHER DOES THE BUYER. And the industry conceals it: "DELIVERED" IS NOT "INBOXED" — AN EMAIL ROUTED TO SPAM IS REPORTED AS DELIVERED BY EVERY SENDING PLATFORM, SO THE STANDARD DELIVERY METRIC HIDES PRECISELY THE FAILURE THAT MATTERS (inbox placement 78%→94%; DMARC enforcement 41%→96%; complaints under 0.10% on 97%)
The third broken headline metric in one vertical	MAIL PRIVACY FEATURES PRE-FETCH IMAGES ON THE RECIPIENT'S BEHALF, REGISTERING AN OPEN WHETHER OR NOT ANY HUMAN LOOKED — SO OPEN RATES ARE INFLATED BY AN UNKNOWN AND VARYING AMOUNT, DIFFER BY MAIL CLIENT RATHER THAN BY AUDIENCE INTEREST, AND CANNOT BE COMPARED ACROSS PERIODS THAT STRADDLE THE CHANGE; AN AGENCY STILL PRESENTING OPEN RATE AS EVIDENCE OF SUCCESS IS REPORTING A NUMBER THAT STOPPED MEASURING ANYTHING YEARS AGO. Same failure as AVE in PR and likes in social — ARRIVED AT INDEPENDENTLY THREE TIMES IN ONE VERTICAL, AND THAT RECURRENCE IS ITSELF THE FINDING: MARKETING METRICS ARE RARELY RETIRED WHEN THEY BREAK, BECAUSE THE PEOPLE WHO REPORT THEM ARE THE PEOPLE THEY FLATTER (click/revenue reporting 29%→87%; open rate kept internally only as a placement diagnostic)
Purchased and scraped lists	Endemic in Indian B2B and now A DATA-PROTECTION EXPOSURE RATHER THAN MERELY POOR PRACTICE: CONSENT MUST BE DEMONSTRABLE, "WE BOUGHT IT FROM A VENDOR" IS NOT CONSENT, AND THE VENDOR'S ASSURANCE IS NOT A DEFENCE. NIL, at the cost of losing outbound-hungry B2B clients; consent source and timestamp recorded 47%→93%; and the distinction Indian practice routinely ignores — A LIST COLLECTED FOR ORDER UPDATES IS NOT A LIST CONSENTED FOR PROMOTIONAL MESSAGING
The smaller-list objection	THE SINGLE MOST EFFECTIVE DELIVERABILITY INTERVENTION AVAILABLE IS TO STOP EMAILING PEOPLE WHO DO NOT WANT TO HEAR FROM YOU — RESISTED ALMOST UNIVERSALLY BECAUSE THE LIST GETS SMALLER AND LIST SIZE IS WHAT CLIENTS REPORT UPWARD. Sunsetting produces four gains at once: engagement rises because the denominator no longer contains the dead; placement rises because providers read sustained non-engagement as a spam signal; platform costs fall because pricing is per contact; and revenue per thousand contacts rises sharply (22%→84%). Sales counter is checkable arithmetic: A LIST OF 400,000 PRODUCING ₹34 LAKH A MONTH IS A WORSE ASSET THAN A LIST OF 210,000 PRODUCING ₹34 LAKH — THE SECOND COSTS LESS TO HOLD, REACHES THE INBOX MORE RELIABLY, AND HAS ROOM TO GROW, WHILE THE FIRST IS ONE AGGRESSIVE QUARTER AWAY FROM A REPUTATION PROBLEM
Unsubscribes treated as failure	A PERSON WHO UNSUBSCRIBES HAS TOLD YOU, AT NO COST TO THEMSELVES, THAT THEY WILL NEVER BUY — AND KEEPING THEM COSTS DELIVERABILITY THAT AFFECTS EVERYONE ELSE ON THE LIST. MAKING THE UNSUBSCRIBE EASY IS STRAIGHTFORWARDLY CHEAPER THAN THE SPAM COMPLAINT THAT REPLACES IT WHEN IT IS HARD, and a complaint damages sending reputation for every other recipient (one-click honoured within 24h: 100%)

The most data-exposed business in the vertical	Lifecycle work requires the client's full customer database — names, contacts, complete purchase history, browsing behaviour, order values, location, and in financial, insurance or health-adjacent categories data whose sensitivity is not marginal. MULTIPLY BY A CLIENT PORTFOLIO AND THE AGENCY HOLDS, IN ONE PLACE, THE CUSTOMER BASES OF THIRTY-FOUR COMPANIES THAT HAVE NO RELATIONSHIP WITH ONE ANOTHER AND NEVER AGREED TO SHARE RISK: A SINGLE BREACH IS NOT ONE CLIENT'S INCIDENT, IT IS EVERY CLIENT'S INCIDENT SIMULTANEOUSLY, AND IT ENDS THE AGENCY. Work inside the client's platform (44%→88%) BECAUSE DATA THAT WAS NEVER COPIED CANNOT BE LEAKED FROM A COPY; signed processing agreements 100%; role-based access so a campaign executive can send to a segment without exporting it; certified deletion at exit (retention NIL) — a discipline almost nobody enforces, BECAUSE KEEPING THE DATA IS CONVENIENT, INVISIBLE, AND FEELS LIKE NOTHING UNTIL THE DAY IT IS THE ONLY THING ANYONE ASKS ABOUT
WhatsApp & regulatory	THE HIGHEST-PERFORMING LIFECYCLE CHANNEL IN INDIA AND THE ONE WHERE ABUSE IS PUNISHED FASTEST: per-message pricing GIVES THE CLIENT A DIRECT FINANCIAL REASON TO SEND FEWER, BETTER MESSAGES — ALIGNING ECONOMICS AND ETIQUETTE IN A WAY EMAIL NEVER MANAGES — while the penalty is blunter: ON EMAIL AN ANNOYED RECIPIENT UNSUBSCRIBES OR IGNORES YOU; ON WHATSAPP THEY BLOCK A NUMBER, AND THE NUMBER BELONGS TO THE CLIENT, IS TIED TO THEIR VERIFIED BUSINESS IDENTITY, AND IS NOT EASILY REPLACED → sustained blocking degrades quality rating and restricts sending, SO THE CHANNEL PUNISHES WITHIN WEEKS THE BEHAVIOUR EMAIL TOLERATES FOR MONTHS — MAKING IT, COUNTERINTUITIVELY, THE EASIEST CHANNEL HERE TO RUN ETHICALLY. Plus TRAI UCC/DLT for SMS, functioning unsubscribe, and accurate sender identity (A MISLEADING "FROM" NAME IS A DECEPTIVE PRACTICE, NOT A CREATIVE CHOICE)

15. SWOT Analysis

Strengths Highest margin (12.9%) and longest tenure (27 months) in the vertical; recurring revenue from month one with no pass-through; scarce deliverability capability clients cannot easily evaluate elsewhere; technical specification means almost no revision cycles; smallest team, smallest capital ask.	Weaknesses The core recommendation — send less — reduces short-term client revenue and is hard to sell; refusing purchased lists loses B2B outbound work; data concentration risk that is existential rather than costly; dependent on platforms the client licenses; capability is deep but narrow.
Opportunities Rising acquisition costs making retention arithmetic urgent; WhatsApp as a high-response lifecycle channel with self-limiting economics; DPDP-driven consent and data remediation; reputation-recovery work, where clients arrive with a defined emergency; platform migrations converting to retainer.	Threats Mailbox providers tightening sender requirements faster than clients can comply; platform vendors expanding their own services arms; in-housing by mature CRM teams; a single data incident ending the business; bulk-send operators competing on price with no deliverability capability.

16. Recommended AiSevak Tools for This Business

This email & CRM agency would use AiSevak's Marketing vertical tools in operations:

- **Asset health: revenue-per-thousand-contacts tracker**, sends-per-contact frequency governor across channels, **sunset-policy scheduler**, engaged-segment monitoring.
- **Deliverability: inbox-placement monitoring (distinct from delivery)**, SPF/DKIM/DMARC enforcement checklist, complaint-rate and blocklist alerting, IP and domain warm-up plan.

- **Consent & data: consent source-and-timestamp register**, purpose-limitation flags, processing-agreement tracker, **in-platform-versus-export working log**, **certified deletion record at exit**.
- **Programmes:** lifecycle flow library (onboarding, cart, replenishment, winback, churn), WhatsApp template and opt-in governance, quality-rating monitor.
- **Reporting: click, conversion and revenue-per-send packs with open rate excluded from client reporting by default.**

17. Key Assumptions & Notes

- Email & CRM / lifecycle agency: lifecycle and retention programme retainers, campaign strategy and production, deliverability and authentication engineering, platform migration and automation build, and WhatsApp / multi-channel lifecycle programmes.
- **△ EVERY OTHER CHANNEL IN THIS VERTICAL RENTS ATTENTION FROM A PLATFORM THAT CAN WITHDRAW IT — AND ACROSS SEVEN PLANS SEVERAL ALREADY HAVE (ORGANIC SOCIAL REACH COLLAPSED, SEARCH RESULTS NOW ANSWER THE QUERY THEMSELVES, PAID PLATFORMS ABSORBED TARGETING INTO THEIR OWN OPTIMISATION). EMAIL IS THE ONLY MARKETING ASSET IN THIS LIBRARY THAT THE CLIENT GENUINELY OWNS: A LIST CAN BE EXPORTED, MOVED TO ANOTHER PROVIDER, AND IT KEEPS WORKING — NOBODY CAN ALGORITHMICALLY DECIDE THAT THIS YEAR THE CLIENT'S CUSTOMERS WILL HEAR FROM THEM LESS. IT IS ALSO THE ONLY CHANNEL WHERE THE AUDIENCE GAVE EXPLICIT PERMISSION TO BE CONTACTED — WHICH MAKES IT SIMULTANEOUSLY THE HIGHEST-TRUST AND THE MOST ABUSABLE MEDIUM IN THE CATEGORY, BECAUSE PERMISSION GRANTED ONCE IS UNIVERSALLY TREATED AS PERMISSION FOREVER.**
- **THE DEFINING TENSION IS THAT THE CHANNEL'S ECONOMICS REWARD SENDING MORE WHILE ITS HEALTH REQUIRES SENDING LESS: EVERY ADDITIONAL SEND LIFTS THIS MONTH'S REVENUE AND ALSO DEGRADES THE ASSET — THROUGH UNSUBSCRIBES, THROUGH SPAM COMPLAINTS, AND ABOVE ALL THROUGH SILENT DISENGAGEMENT, WHICH IS THE DANGEROUS ONE BECAUSE NOBODY COMPLAINS, NOBODY LEAVES, THEY SIMPLY STOP OPENING, AND THE MAILBOX PROVIDER QUIETLY NOTICES BEFORE THE MARKETER DOES. AN EMAIL LIST IS A RENEWABLE RESOURCE BEING HARVESTED AT AN UNSUSTAINABLE RATE, AND THE HARVEST LOOKS EXCELLENT RIGHT UP UNTIL IT DOES NOT → managed on REVENUE PER THOUSAND CONTACTS PER MONTH (₹840→₹1,240→₹1,620) WHILE SENDS PER ACTIVE CONTACT FALL 9.4→7.1→5.8, BECAUSE THE FIRST NUMBER CANNOT BE IMPROVED BY BURNING THE LIST AND THE SECOND IS HOW THE BURNING HAPPENS — and AN AGENCY INCENTIVISED ON VOLUME WILL NEVER REPORT THE FIRST ONE.**
 Related: **THE SINGLE MOST EFFECTIVE DELIVERABILITY INTERVENTION AVAILABLE IS TO STOP EMAILING PEOPLE WHO DO NOT WANT TO HEAR FROM YOU, AND IT IS RESISTED ALMOST UNIVERSALLY BECAUSE THE LIST GETS SMALLER AND LIST SIZE IS WHAT CLIENTS REPORT UPWARD — sunseting produces four gains at once (engagement rises because the denominator no longer contains the dead; placement rises because providers read sustained non-engagement as a spam signal; platform costs fall because pricing is per contact; revenue per thousand contacts rises sharply, 22%→56%→84%); and A PERSON WHO UNSUBSCRIBES HAS TOLD YOU, AT NO COST TO THEMSELVES, THAT THEY WILL NEVER BUY — KEEPING THEM COSTS DELIVERABILITY THAT AFFECTS EVERYONE ELSE ON THE LIST, AND MAKING THE UNSUBSCRIBE EASY IS STRAIGHTFORWARDLY CHEAPER THAN THE SPAM COMPLAINT THAT REPLACES IT WHEN IT IS HARD.** Sales counter is checkable arithmetic: **A LIST OF 400,000 CONTACTS PRODUCING ₹34 LAKH A MONTH IS A WORSE ASSET THAN A LIST OF 210,000 PRODUCING ₹34 LAKH — THE SECOND COSTS LESS TO HOLD, REACHES THE INBOX MORE RELIABLY AND HAS ROOM TO GROW, WHILE THE FIRST IS ONE AGGRESSIVE QUARTER AWAY FROM A REPUTATION PROBLEM;** and uniquely in this vertical, **THE HONEST RECOMMENDATION CAN BE PROVED ON THE CLIENT'S OWN REVENUE DATA WITHIN A QUARTER.**

- **DELIVERABILITY IS THE ONLY METRIC IN THIS VERTICAL POLICED BY A THIRD PARTY WITH NO COMMERCIAL RELATIONSHIP TO EITHER SIDE — MAILBOX PROVIDERS DECIDE WHETHER THE MESSAGE IS SEEN AT ALL AND ARE INDIFFERENT TO THE CAMPAIGN, THE CLIENT AND THE AGENCY ALIKE: THE EXACT INVERSE OF THE VERTICAL'S GOVERNING CONVENTION, BECAUSE HERE THE SELLER DOES NOT CONTROL THE SCOREBOARD AND NEITHER DOES THE BUYER;** and the industry's reporting conceals it — **"DELIVERED" IS NOT "INBOXED": AN EMAIL ROUTED TO THE SPAM FOLDER IS REPORTED AS DELIVERED BY EVERY SENDING PLATFORM, SO THE STANDARD DELIVERY METRIC CONCEALS PRECISELY THE FAILURE THAT MATTERS** (inbox placement 78%→88%→94%; full SPF/DKIM/DMARC enforcement 41%→78%→96%; complaint rate under 0.10% on 62%→85%→97%). □ **AND FOR THE THIRD TIME IN THIS VERTICAL THE INDUSTRY'S HEADLINE METRIC TURNS OUT TO BE BROKEN — THIS INSTANCE THE MOST CLEAR-CUT, BECAUSE IT BROKE ON A SPECIFIC DATE FOR A SPECIFIC TECHNICAL REASON AND THE INDUSTRY SIMPLY CARRIED ON QUOTING IT: MAIL PRIVACY FEATURES PRE-FETCH IMAGES ON THE RECIPIENT'S BEHALF, REGISTERING AN OPEN WHETHER OR NOT ANY HUMAN LOOKED, SO OPEN RATES ARE INFLATED BY AN UNKNOWN AND VARYING AMOUNT, DIFFER BY MAIL CLIENT RATHER THAN BY AUDIENCE INTEREST, AND CANNOT BE COMPARED ACROSS PERIODS STRADDLING THE CHANGE — AN AGENCY STILL PRESENTING OPEN RATE AS EVIDENCE OF SUCCESS IS REPORTING A NUMBER THAT STOPPED MEASURING ANYTHING YEARS AGO. THE SAME FAILURE AS ADVERTISING VALUE EQUIVALENT IN PR AND LIKES IN SOCIAL, ARRIVED AT INDEPENDENTLY THREE TIMES IN ONE VERTICAL — AND THAT RECURRENCE IS ITSELF THE FINDING: MARKETING METRICS ARE RARELY RETIRED WHEN THEY BREAK, BECAUSE THE PEOPLE WHO REPORT THEM ARE THE PEOPLE THEY FLATTER** (click/revenue reporting 29%→61%→87%; open rate kept internally ONLY as a placement diagnostic, where a sudden collapse still signals a problem).
- **PURCHASED AND SCRAPED LISTS ARE ENDEMIC IN INDIAN B2B AND ARE NOW A DATA-PROTECTION EXPOSURE RATHER THAN MERELY POOR PRACTICE: CONSENT MUST BE DEMONSTRABLE, "WE BOUGHT IT FROM A VENDOR" IS NOT CONSENT, AND THE VENDOR'S ASSURANCE IS NOT A DEFENCE → NIL,** at the real cost of losing outbound-hungry B2B clients (consent source and timestamp recorded 47%→74%→93%), plus the distinction Indian practice routinely ignores — **A LIST COLLECTED FOR ORDER UPDATES IS NOT A LIST CONSENTED FOR PROMOTIONAL MESSAGING. AND LIFECYCLE WORK MAKES THIS THE MOST DATA-EXPOSED BUSINESS IN THE ENTIRE VERTICAL: it requires the client's FULL customer database — names, contact details, complete purchase history, browsing behaviour, order values, location, and in financial, insurance or health-adjacent categories data whose sensitivity is not marginal — SO MULTIPLY BY A CLIENT PORTFOLIO AND THE AGENCY IS HOLDING, IN ONE PLACE, THE CUSTOMER BASES OF THIRTY-FOUR COMPANIES THAT HAVE NO RELATIONSHIP WITH ONE ANOTHER AND NEVER AGREED TO SHARE RISK: A SINGLE BREACH HERE IS NOT ONE CLIENT'S INCIDENT, IT IS EVERY CLIENT'S INCIDENT SIMULTANEOUSLY, AND IT ENDS THE AGENCY → work inside the client's own platform rather than exporting (44%→68%→88%) BECAUSE DATA THAT WAS NEVER COPIED CANNOT BE LEAKED FROM A COPY;** signed processing agreements with defined purpose and retention (38%→100%); role-based access **so a campaign executive can send to a segment without being able to export it;** and **CERTIFIED DELETION AT ENGAGEMENT END, CLIENT DATA RETAINED AFTER EXIT: NIL — A DISCIPLINE ALMOST NOBODY ENFORCES, BECAUSE KEEPING THE DATA IS CONVENIENT, INVISIBLE, AND FEELS LIKE NOTHING UNTIL THE DAY IT IS THE ONLY THING ANYONE ASKS ABOUT.**
- WhatsApp treated separately rather than folded into "multi-channel" because **IN INDIA IT IS THE HIGHEST-PERFORMING LIFECYCLE CHANNEL AVAILABLE AND THE ONE WHERE ABUSE IS PUNISHED FASTEST: per-message pricing GIVES THE CLIENT A DIRECT FINANCIAL REASON TO SEND FEWER, BETTER MESSAGES, ALIGNING ECONOMICS AND ETIQUETTE IN A WAY EMAIL NEVER MANAGES; BUT THE PENALTY IS BLUNTER — ON EMAIL AN ANNOYED RECIPIENT UNSUBSCRIBES OR IGNORES YOU; ON WHATSAPP THEY BLOCK A NUMBER, AND THE NUMBER BELONGS TO THE CLIENT, IS TIED TO THEIR VERIFIED BUSINESS IDENTITY, AND**

IS NOT EASILY REPLACED — SUSTAINED BLOCKING DEGRADES QUALITY RATING AND EVENTUALLY RESTRICTS SENDING ENTIRELY. THE CHANNEL THEREFORE PUNISHES WITHIN WEEKS THE EXACT BEHAVIOUR EMAIL TOLERATES FOR MONTHS, WHICH MAKES IT — COUNTERINTUITIVELY — THE EASIEST CHANNEL IN THIS PLAN TO RUN ETHICALLY, BECAUSE THE COMMERCIAL PENALTY FOR DOING OTHERWISE ARRIVES FAST ENOUGH FOR A CLIENT TO FEEL IT (₹10L→₹36L on strict opt-in and frequency governance).

Regulatory also: TRAI UCC/DLT registration, header and template approval and consent scrubbing for SMS; functioning unsubscribe; **ACCURATE SENDER IDENTIFICATION, SINCE A MISLEADING "FROM" NAME IS A DECEPTIVE PRACTICE, NOT A CREATIVE CHOICE**; breach notification and CERT-In readiness defined in the processing agreement.

- Economics — **THE MOST PROFITABLE MODEL IN THE VERTICAL (12.9% Y3) AND THE REASONS ARE STRUCTURAL RATHER THAN CLEVER: NO MEDIA PASS-THROUGH, NO CREDIT EXPOSURE, NO CREATOR PAYMENTS, RECURRING REVENUE FROM MONTH ONE, A SMALL SENIOR TEAM, AND WORK SPECIFIED AGAINST TECHNICAL STANDARDS RATHER THAN TASTE — WHICH MEANS ALMOST NO REVISION CYCLES; TENURE 15→21→27 MONTHS, THE LONGEST IN THE VERTICAL (ahead of PR's 25 and SEO's 23) BECAUSE A LIFECYCLE PROGRAMME IS OPERATIONAL INFRASTRUCTURE — REPLACING THE AGENCY MEANS SOMEONE REBUILDING FLOWS THAT ARE CURRENTLY SENDING REVENUE EVERY DAY**; deliverability engineering the highest-margin line (scarce, technical, project-priced, strongest converter to retainer); **break-even effectively YEAR 1 — a ₹2L loss is the SHALLOWEST first year in the vertical, because retainers begin in month two rather than after a nine-month delivery cycle**; smallest team (58 people producing ₹3.1cr) because **THIS IS THE ONLY MARKETING SERVICE WHERE THE WORK IS LARGELY BUILT ONCE AND THEN RUNS, WHICH IS WHAT AN AUTOMATION PROGRAMME ACTUALLY IS**. Cash is **THE SIMPLEST IN THE VERTICAL — no media credit, no creator payments, no production spent before approval, no nine-month ramp**, with one control: **MARKETING-AUTOMATION PLATFORMS ARE EXPENSIVE AND PRICED PER CONTACT, AND AN AGENCY THAT PUTS A CLIENT'S ANNUAL LICENCE ON ITS OWN ACCOUNT HAS CREATED A RECEIVABLE THE SIZE OF SEVERAL MONTHS' PROFIT FOR NO MARGIN AT ALL** → platform contracts in the client's name; **the WC facility exists for GROWTH rather than SURVIVAL, a genuinely unusual sentence in this vertical and the direct consequence of being the only model here with recurring revenue, no pass-through, and a deliverable that keeps running while nobody is watching it**. Lender note: **THE SMALLEST ASK IN THE VERTICAL FOR THE MOST PROFITABLE MODEL IN IT; UNLIKE THE INFLUENCER OR MEDIA MODELS EVERY RUPEE OF THE ₹3.1 CRORE IS THE AGENCY'S OWN, AND UNLIKE THE PROJECT MODELS IT DOES NOT START EACH YEAR AT ZERO; UNDERWRITE REVENUE PER THOUSAND CONTACTS RATHER THAN SEND VOLUME, BECAUSE AN AGENCY GROWING REVENUE WHILE THAT RATIO FALLS IS LIQUIDATING ITS CLIENTS' ASSETS TO HIT ITS OWN NUMBERS, AND THE DAMAGE SURFACES TWO OR THREE QUARTERS LATER AS A DELIVERABILITY COLLAPSE NOBODY CAN TRACE BACK; THE CONCENTRATED RISK IS A DATA BREACH AND IT IS EXISTENTIAL RATHER THAN EXPENSIVE — THE CORRECT DILIGENCE QUESTION IS NOT WHETHER THEY HAVE A POLICY BUT HOW MUCH DATA THEY HOLD THAT THEY DID NOT NEED TO COPY**; and **ASK TO SEE THE CONSENT PROVENANCE — AN AGENCY THAT CANNOT STATE WHERE EACH CONTACT CAME FROM AND WHEN IS RUNNING A COMPLIANCE EXPOSURE ON ITS CLIENTS' BEHALF, AND IN INDIAN B2B THIS IS THE NORM RATHER THAN THE EXCEPTION**. ₹32L, 16→34 clients, 25→58 staff, rev 1.24→3.1cr, Y1 —₹2L → Y3 ₹40L. Figures illustrative, exclude GST.

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