



B U S I N E S S P L A N · I N D I A

Export-Import (EXIM) Consultancy

IEC, incentives and trade advisory

CONSULTING

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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 an **Export-Import (EXIM) Consultancy** in India — a professional-services firm that helps businesses navigate international trade: IEC & registrations, DGFT/foreign-trade-policy advisory, export incentives (RoDTEP, RoSCTL, duty drawback, Advance Authorisation, EPCG), customs, FTAs/rules-of-origin, documentation & compliance. It earns retainers plus per-application/per-consignment fees (and incentive-linked fees) on trade expertise, monetising India's export push & the complexity most exporters/importers can't handle in-house — a low-capex, expertise-/compliance-/retainer-driven professional-services business.

India's export ambitions, the changing Foreign Trade Policy, incentive schemes (RoDTEP/RoSCTL/drawback/Advance Authorisation/EPCG), customs procedures & a widening FTA network make international trade lucrative but complex — most exporters/importers, especially MSMEs, lack in-house EXIM capability. An EXIM consultancy is a **trade-expertise & compliance business**: little capital, driven by DGFT/customs/FTP knowledge, incentive mastery, documentation accuracy & the ability to maximise clients' incentives & keep them compliant. Revenue blends **advisory retainers + per-application/registration fees + per-consignment documentation + incentive-linked fees**; success rests on trade expertise/currency, incentive-optimisation, compliance quality, client roster & a repeatable engine — it is expertise-, policy- & retainer-dependent, working-capital-light.

This is a professional-services business — funded largely by promoter equity (low capex), with a modest working-capital line (services-MSME eligible). This plan models an EXIM consultancy requiring **₹28 lakh** (₹20 lakh promoter + ₹8 lakh bank/WC finance), targeting **₹1.1 crore** revenue in Year 1 and **₹2.6 crore** by Year 3. (*EXIM consulting; retainers + per-application/consignment + incentive-linked fees, expertise-/compliance-/policy-driven, low-capex.*)

2. Business Description, Vision & Legal Structure

Concept: An export-import (EXIM) consultancy - IEC/registrations, DGFT/FTP advisory, export incentives (RoDTEP/drawback/AA/EPCG), customs, FTAs, documentation & trade compliance, on retainers, per-application & incentive-linked fees.

Vision: To make international trade simple, compliant & incentive-optimised for Indian businesses.

Mission: Maximise clients' trade incentives & keep them fully compliant - accurate documentation, current advice, real benefits.

Legal structure options

- **Proprietorship / LLP** — common for a trade-consultancy practice.
- **Private Limited** — recommended for scale, corporate/export-house clients, credibility & funding.

Regulatory anchor: an EXIM consultancy is a professional-services business (company/LLP, GST on services, engagement agreements, accurate trade documentation/no misdeclaration, confidentiality). It works within DGFT/FTP, customs, FEMA, incentive schemes & FTAs. Trade expertise/currency, incentive-optimisation, compliance quality, roster & a repeatable engine determine success; it is expertise-, policy- & retainer-dependent, capital-light.

3. Promoter & Ownership

Led by a promoter with EXIM, DGFT/customs, foreign-trade or trade-finance expertise & exporter relationships. The team includes EXIM consultants (FTP/incentives/documentation), customs/compliance specialists, a DGFT-liaison lead &

BD/support. Trade expertise/currency, incentive-optimisation, compliance quality & roster are the differentiators. Ownership & stakes are editable inputs.

4. Market Analysis — India

India's export drive, evolving Foreign Trade Policy, incentive schemes (RoDTEP/RoSCTL/drawback/AA/EPCG), customs digitisation & a widening FTA network expand EXIM-advisory demand — especially among MSME exporters lacking in-house capability. Demand is trade-/export-/policy-driven & scheme-linked. The market rewards trade expertise/currency, incentive-optimisation, compliance quality, roster & a repeatable engine; it is expertise-, policy-, trade-cycle- & retainer-sensitive, met with expertise, incentive mastery, compliance & BD.

Demand drivers

- **Export push & "China+1".**
- **Incentive schemes** (RoDTEP/RoSCTL/drawback/AA/EPCG).
- **FTP changes & complexity.**
- **FTAs & rules-of-origin.**
- **MSME exporters** lacking capability.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	EXIM/trade advisory in India	Large & growing
SAM	Sector/port & geography	Substantial
SOM (Yr 1-3)	Clients / applications	Scaling

Target segments

- Export houses & manufacturers-exporters.
- MSME exporters/importers.
- New-to-export businesses.
- Importers & trading firms (FTA/customs).

5. Competition & Competitive Advantage

Landscape: CHAs (customs brokers), CAs & trade consultants, Big-4 trade practices & in-house EXIM teams. The consultancy competes on trade expertise/currency, incentive-optimisation, compliance quality, responsiveness, roster & value.

The business's edge

- **DGFT/FTP/customs expertise & currency.**
- **Incentive-optimisation (RoDTEP/AA/EPCG).**
- **Compliance quality (no misdeclaration).**
- **Retainer relationships & responsiveness.**
- **Roster, sector depth & value.**

6. Products & Revenue Model

Stream	Model	Basis
IEC / registrations / licences	Per-application fee	Entry
EXIM advisory retainers	Monthly/annual retainer	Core recurring
Incentive claims (RoDTEP/drawback/AA/EPCG)	Per-claim / % of incentive	Core upside
Documentation / per-consignment	Per-consignment fee	Volume
FTA / customs / trade advisory	Project / advisory fee	Margin

IEC/registrations are the entry; EXIM advisory retainers give recurring base; incentive claims (RoDTEP/drawback/AA/EPCG — per-claim or % of incentive) are the core upside; per-consignment documentation adds volume; FTA/customs advisory adds margin. Economics = retainers + per-application/consignment + incentive fees × utilisation; expertise, incentive-optimisation, compliance, roster & BD drive it — the decisive EXIM levers.

7. Go-to-Market — Marketing & Sales

- **Exporter targeting** (export clusters/ports/sectors).
- **Alliances** (CHAs, banks, EPCs/associations, chambers).
- **Thought leadership** (FTP/incentive updates, guides).
- **Incentive-optimisation pitch** (money left on the table).
- **Retainer conversion & referrals.**

Sales approach

Target exporters/importers (clusters, ports, alliances, guides) → land on IEC/application or an incentive review → show incentive upside & compliance value → convert to advisory retainers + per-consignment/incentive work → grow roster & referrals. Expertise, incentive-optimisation, compliance & retainers build a sticky, recurring practice.

8. Operations Plan

- **Delivery model:** consultant-led EXIM advisory, incentive claims, documentation & DGFT/customs liaison; current FTP/scheme database maintained.
- **Process:** client onboarding (IEC/registrations) → trade/incentive review → advisory/retainer → incentive claims & documentation → DGFT/customs liaison → realisation → ongoing compliance.
- **Currency & compliance:** up-to-date FTP/scheme/customs knowledge & accurate documentation are central (incentives & compliance).
- **Tech:** FTP/scheme database, DGFT/ICEGATE-aware workflows, document management, deal/CRM.
- **Integrity:** accurate declarations/claims — no misdeclaration.

Engagement workflow

Stage	Activity	Metric
Onboard	IEC/registrations	Fee/entry

Review	Trade/incentive audit	Upside
Advise	Retainer/advisory	Recurring
Claim/document	Incentives/consignments	Realisation
Comply	Liaison/ongoing	Compliance/retention

9. Regulatory, Licences & Compliance (India)

- **Entity:** LLP/company/proprietorship; GST on services; PAN/TAN.
- **Trade frameworks:** DGFT/FTP; customs; FEMA; incentive schemes; FTAs/rules-of-origin.
- **Contracts:** engagement/NDA; accurate documentation; no misdeclaration.
- **Currency:** track FTP/scheme/customs/FTA changes.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Promoter / lead consultant	1	2	3
EXIM consultants (FTP/incentives/docs)	4	7	12
Customs/compliance & liaison	2	4	6
BD, research & support	2	3	5
Total	9	16	26

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0–2	Entity, FTP/scheme database, team, first clients
Ramp	Month 2–7	Applications/claims, retainers, incentive realisations
Traction	Month 7–12	Roster & retainers; ₹1.1cr revenue
Expand	Year 2	More sectors/ports, retainers, incentive volume
Scale	Year 3	₹2.6cr revenue; roster & recurring base

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. EXIM consulting; retainers + per-application/consignment + incentive-linked fees; people-driven, low-capex, working-capital-light.

12.1 Project cost & means of finance

Capital requirement	₹
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Office setup, fit-out & IT	7,00,000
Working capital (salaries + receivables runway)	14,00,000
FTP/scheme database, tools & research	4,00,000
Brand, BD & pre-operative	3,00,000
Total project cost	28,00,000
Promoter contribution	20,00,000
Bank / WC finance (services MSME)	8,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
EXIM advisory retainers	45,00,000	95,00,000	1,30,00,000
Incentive claims (RoDTEP/AA/EPCG/drawback)	45,00,000	85,00,000	1,00,00,000
Applications, documentation & other	20,00,000	35,00,000	30,00,000
Total revenue	1,10,00,000	2,15,00,000	2,60,00,000
Consultant & compliance salaries	56,00,000	1,08,00,000	1,32,00,000
Database, tools, travel & research	12,00,000	22,00,000	27,00,000
Office, BD & overheads	20,00,000	35,00,000	44,00,000
Interest & other	3,00,000	4,00,000	5,00,000
Total expenses	91,00,000	1,69,00,000	2,08,00,000
Net profit (before tax)	19,00,000	46,00,000	52,00,000
Net margin	17.3%	21.4%	20%

12.3 Unit economics & break-even

- **Retainers + per-application/consignment + incentive fees × utilisation:** retainers give recurring base per client; incentive claims (per-claim or % of incentive) are high-value; documentation adds volume; utilisation & realisation are base levers.
- **Expertise & incentive-optimisation:** current FTP/scheme mastery & maximising clients' incentives drive value, retention & referrals — the compounding levers; compliance quality protects reputation & avoids penalties.
- **Break-even:** at a retainer/claim threshold covering salaries & overheads; margins strong (recurring + incentive), scaling with roster, retainers, incentive volume & utilisation.

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

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	3,00,000	2,70,000	2,80,000	3,10,000
Retainer, fee & incentive collections	22,00,000	26,00,000	30,00,000	34,00,000
Salaries, research & operating	22,30,000	25,90,000	29,70,000	33,20,000

Closing balance	2,70,000	2,80,000	3,10,000	3,90,000
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Capital-light but salary-led, with client receivables (& incentive-realisation timing) the main WC — eased by recurring retainers. Retainers (advance/periodic), milestone billing, incentive-on-realisation, a modest WC line & utilisation management maintain cash; the key risks are FTP/policy shifts, incentive-realisation delays, receivable delays & talent dependence — met with retainers, currency, spread & retention.

12.5 Key Performance Indicators to Monitor

- **Recurring:** retainer base; renewal; recurring vs. per-application mix.
- **Incentives:** claims filed/realised; incentive value optimised; success-rate.
- **Delivery:** utilisation; compliance quality; turnaround.
- **Finance:** revenue/consultant; net margin; receivable days.

13. Funding Requirement & Bankability

Total ask: **₹8 lakh bank/WC finance** against ₹20 lakh promoter contribution — a modest working-capital line (salaries/receivables/incentive timing) on a low-capex base, services-MSME eligible. Bankability rests on trade expertise, the retainer base, incentive track record & strong margins; the firm is capital-light, sticky & cash-generative. Year-1 profit ~₹19 lakh growing to ₹52 lakh supports servicing; retainers, incentive volume & currency are key. Trade expertise, incentive-optimisation, compliance & a repeatable engine underpin the model.

13.1 Funding utilisation

Use of funds	₹	% of total
Working capital (salaries + receivables runway)	14,00,000	50%
Office setup, fit-out & IT	7,00,000	25%
FTP/scheme database, tools & research	4,00,000	14.3%
Brand, BD & pre-operative	3,00,000	10.7%
Total	28,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
FTP / policy / incentive changes	Continuous currency; diversify schemes/sectors; retainers
Incentive-realisation / receivable delays	Retainers, milestone billing, WC line, follow-through
Trade-cycle downturn	Retainer base, import/FTA work, diversified roster
Compliance / misdeclaration risk	Accurate documentation, ethics, no misdeclaration
Talent / key-person	Team, scheme database/IP, training, retention

15. SWOT Analysis

Strengths Low-capex & high-margin; recurring retainers + incentive upside; export tailwind; expertise moat; scalable.	Weaknesses Policy- & expertise-dependent; incentive-realisation timing; trade-cycle-sensitive; talent-dependent.
Opportunities Export push/"China+1"; incentive schemes; FTAs; MSME exporters; import/customs advisory; sector/port expansion.	Threats FTP/incentive changes; CHA/CA/Big-4 competition; trade slowdowns; policy uncertainty; talent war.

16. Recommended AiSevak Tools for This Business

This EXIM consultancy would use AiSevak's Consulting vertical tools in delivery:

- **Delivery ops:** IEC/registration & incentive-claim (RoDTEP/AA/EPCG), FTP/scheme-currency & customs/FTA-advisory, documentation/consignment tools.
- **Firm ops:** engagement/NDA & GST, retainer/CRM & incentive-receivable-management tools (with Legal & Finance verticals).
- **Practice:** Business Plan, retainer/incentive and Break-even tools to model the firm — and EXIM deliverables clients pay for.

17. Key Assumptions & Notes

- EXIM consulting: IEC/registrations, DGFT/FTP advisory, incentives (RoDTEP/RoSCTL/drawback/AA/EPCG), customs, FTAs, documentation & compliance via retainers + per-application/consignment + incentive-linked fees; expertise-/policy-driven, low-capex.
- Retainers + per-application/consignment + incentive fees × utilisation decisive; trade expertise/currency, incentive-optimisation, compliance quality & roster are the levers.
- Largely equity-funded (low capex) + modest WC line, services-MSME eligible; LLP/company, GST-on-services, accurate documentation/no misdeclaration.
- Retainers, incentive volume, utilisation, currency & roster drive economics; figures illustrative, exclude GST.

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