



BUSINESS PLAN · INDIA

Integrated Security & Facility Management

Bundled guarding, housekeeping and technical FM under single-window contracts

SECURITY

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 **Integrated Security & Facility Management** business in India — delivering **manned guarding, housekeeping and soft services, technical facility management (electrical, HVAC, plumbing, DG), consumables supply and specialised services** to corporate campuses, IT parks, industrial sites, hospitals, malls and residential complexes under a single bundled contract.

Integrated facility management exists because clients grew tired of managing six vendors for one building. A single contract covering guards, housekeeping, technicians and helpdesk gives the client one point of accountability, one invoice and one escalation path — and gives the provider a larger, stickier relationship than any single service could support alone.

The bundle is the commercial proposition — and it is also the financial trap that defines this business. Clients increasingly want a single blended price, often per square foot per month. That is convenient for them and dangerous for the provider, because **a blended contract conceals which service is losing money.** Technical FM can quietly subsidise underpriced housekeeping for two years until a renewal negotiation exposes it, or a well-priced guarding component can mask a consumables line sold below cost. **Segment-wise costing per site is therefore not accounting hygiene but the central management discipline of an IFM business:** every site must be run as its own small profit-and-loss statement, with each service line costed separately even when it is billed as one number.

The second structural choice: manpower-based versus outcome-based contracting. Traditional IFM is billed on headcount — so many guards, so many housekeepers — and productivity risk sits with the client. The market is shifting toward **SLA and outcome-based contracts** priced per square foot against defined service levels. These look attractive and win business, but they **transfer productivity risk to the provider:** if you commit to an outcome with a leaner team, absenteeism, attrition and equipment failure become your problem, and SLA penalties bite on a margin that was thin to begin with. **Outcome contracts should be signed only where the provider genuinely controls the variables** and has measured the site first. This plan models a business requiring **₹2.6 crore** (₹80 lakh promoter + ₹35 lakh term loan + ₹1.45 crore working-capital finance), moving from **₹12 crore revenue and a marginal ₹8 lakh profit** in Year 1 to **₹25.1 crore revenue and ₹1.32 crore profit** by Year 3. (*Integrated FM; headcount & SLA contracts, segment-costing- & working-capital-constrained — figures illustrative.*)

2. Business Description, Vision & Legal Structure

Concept: An integrated security & facility management company - bundled guarding, housekeeping, technical FM, consumables and specialised services delivered under single-window contracts with site-level management and helpdesk support.

Vision: To be the single vendor a client never needs to escalate past - one team, one standard, one accountable manager on site.

Mission: Staff properly, pay on time, maintain what we are responsible for, and know the true cost of every service we sell.

Legal structure options

- **Private Limited** — effectively required: corporate and MNC empanelment, PSARA licensing, statutory registrations across multiple labour categories, and a working-capital facility of this size all presume an audited company.
- **LLP / Proprietorship** — impractical; IFM clients carry principal-employer exposure and rarely empanel unincorporated vendors.

Regulatory anchor — the compliance load is heavier than pure guarding, because there are more worker categories. PSARA licensing state-by-state applies to the security element with police verification of guards. On the labour side the business must handle **PF, ESI, the Contract Labour (Regulation & Abolition) Act with the client as principal employer, and state-wise minimum wages across several skill classifications simultaneously** — unskilled housekeeping, semi-skilled, and skilled technicians each attract different rates, and each is revised on its own cycle. Technical FM adds **state electrical licensing requirements for wiremen and supervisors**, without which electrical work at a client site is unlawful and uninsurable. Add height-work and confined-space safety for facade and tank cleaning, chemical handling and MSDS compliance for housekeeping consumables, pest-control licensing where offered, lift and DG statutory inspections where the contract includes them, and workmen's compensation and public-liability insurance. **Client compliance audits in IFM are typically more rigorous than in guarding alone**, precisely because the worker categories are more varied and easier to get wrong.

3. Promoter & Ownership

Led by a promoter with facility management, security-industry or large-scale operations background. The competences that decide outcomes are *site-level P&L discipline* — knowing which of forty sites is actually profitable — and *multi-category recruitment*, since guards, housekeepers and licensed technicians come from three different labour markets with different scarcity and different pay expectations. The team includes site and facility managers, area operations, HR and recruitment, technical leads, compliance, business development, and billing and credit control. Service consistency, compliance completeness, technical capability & site management quality are the differentiators. Ownership, equity & any partner are editable inputs.

4. Market Analysis — India

India's organised facility-management market is growing well above GDP, driven by commercial real-estate absorption, the shift from in-house to outsourced facilities teams, rising service-quality expectations, and consolidation from single-service to integrated contracts. Demand is real-estate-, outsourcing- & standards-driven. The market rewards single-window reliability, compliance & technical depth; it is **price-competitive, labour-intensive & working-capital-constrained**.

Demand drivers

- **Commercial real-estate growth** — Grade-A office space, IT parks and campuses that specify integrated FM from occupancy.
- **Outsourcing of in-house facility teams** by corporates focusing on core activity.
- **Bundling trend** — clients consolidating multiple single-service vendors into one integrated contract.
- **Rising standards** in hospitals, hotels, malls and premium residential, where service quality is visible and contracted.
- **Compliance scrutiny** pushing clients toward vendors who can evidence statutory compliance across all worker categories.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Indian organised integrated facility management	Very large, growing
SAM	Licensed states & addressable client segments	Serviceable
SOM (Yr 1-3)	Sites contracted & personnel deployed	Scaling with working capital

Target segments

- Corporate campuses, IT parks & business centres.
- Industrial plants, warehouses & manufacturing sites.
- Hospitals, hotels, malls & educational institutions.
- Premium residential complexes & townships.
- Real-estate developers and property managers awarding multi-building contracts.

5. Competition & Competitive Advantage

Landscape: large national IFM companies with scale and systems, regional multi-service providers, single-service specialists, and unorganised operators in housekeeping and guarding. **Competition is on price and reliability, with the large players setting service benchmarks and the unorganised segment distorting pricing** — the same structural problem as manned guarding, spread across more service lines.

The business's edge

- **Genuine single-window accountability** — one site manager answerable for everything, rather than three sub-vendors coordinated loosely.
- **Technical FM depth** — licensed electricians and HVAC capability, which many security-led providers lack and which carries better margins.
- **Compliance across all worker categories** — evidenced wage and statutory records for every skill classification, protecting the client's principal-employer position.
- **Site-level management quality** — the facility manager is the product as far as the client is concerned.
- **Helpdesk and reporting** — logged complaints, response times and closure records that make performance visible rather than asserted.

6. Services & Revenue Model

Service line	Model	Basis
Manned guarding	Per post per month / per sq ft	Volume, thin margin
Housekeeping & soft services	Headcount or per sq ft	Volume, consumables attached
Technical FM (electrical, HVAC, plumbing, DG)	Headcount / AMC / SLA	Best margin
Consumables, materials & supplies	Cost-plus or included	Margin or pass-through
Specialised (pest control, landscaping, facade)	Periodic contract	Higher realisation

Revenue is **sites × deployed headcount × billing rate**, or on SLA contracts **area × rate against service levels**. The critical management requirement follows directly: **every service line must be costed separately even when billed as one blended number**. Technical FM typically carries the best margin because licensed technicians add value beyond their wage; housekeeping is the most price-competitive; guarding sits close to statutory cost; consumables can be either a margin line or a silent loss depending on how they were priced into the bundle. **An IFM provider that cannot state the margin on each line at each site is not managing the contract — it is hoping.**

7. Go-to-Market — Contracts & Consolidation

- **Corporate empanelment** through admin, facilities or procurement functions, usually via tender or rate contract.
- **Single-service entry, integrated expansion** — winning guarding or housekeeping first and consolidating the rest at renewal is often easier than bidding the full bundle cold.
- **Developer and property-manager relationships** bringing multi-building portfolios.
- **Technical FM as the differentiator** — many competitors are manpower-led with weak engineering capability.
- **Compliance-led selling** to clients who understand their principal-employer exposure across multiple worker categories.

Sales approach

Target clients who value reliability and compliance over the lowest quotation → enter with the service where capability is strongest and consolidate the bundle at renewal → build density within a city so area managers can supervise several sites → price each line on its own loaded cost before blending → grow technical FM share deliberately, since it carries the margin that makes the rest viable. **The discipline that matters: never sign a blended price without an internal line-by-line cost sheet.** A contract that looks acceptable in aggregate can contain a housekeeping component priced below statutory cost, and discovering that at renewal — after two years of quiet losses — is the characteristic failure of this industry.

8. Operations Plan (multi-service site delivery)

- **Site mobilisation:** headcount planning by category, recruitment, verification, uniforms, equipment deployment, site-specific SOPs and handover from the incumbent.
- **Recruitment across three labour markets:** guards, housekeeping staff and licensed technicians have different sourcing channels, scarcity and pay expectations — technicians in particular are scarce and cannot be recruited at short notice.
- **Site management:** a facility manager accountable for all services at the site, daily rounds, client interface, escalation handling.
- **Helpdesk & CAFM:** complaint logging, work-order management, response and closure tracking, preventive-maintenance schedules for technical assets.
- **Consumables & equipment:** housekeeping chemicals and materials with MSDS compliance, machine maintenance, stock control at site.
- **Payroll & statutory:** monthly wages across skill categories, PF and ESI remittance, category-wise wage registers, client compliance packs.

Site cycle

Stage	Activity	Metric
Cost	Line-by-line costing before quoting	Margin by service line
Mobilise	Recruit, verify, deploy, equip	Mobilisation on time / full strength
Operate	Daily delivery across services	Attendance vs. contracted headcount
Respond	Helpdesk complaints & work orders	Response & closure time / SLA compliance
Pay	Wages by due date, statutory remitted	Disbursement timeliness

Review	Site P&L & client review	Site-level profitability
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Every site is a small business, and some of them are losing money right now. In a company running forty sites, the aggregate margin tells you almost nothing — it is an average of profitable contracts subsidising loss-making ones. Without **site-level profit-and-loss reporting**, a provider will renew a loss-making contract because the overall numbers looked acceptable, and will fail to notice that the two largest sites are carrying the rest. This is compounded in IFM because a site's cost can drift after signing: **a minimum-wage revision in one skill category, an SLA penalty, higher consumable consumption, or a client quietly expanding scope all erode a site's margin without any renegotiation.** Reviewing site P&L monthly — and being willing to exit a site that cannot be fixed — is the difference between growth and expensive growth.

9. Regulatory, Licences & Compliance (India)

- **PSARA licence** from each State Controlling Authority for the security element, with police verification of guards and supervisors.
- **Labour statutes across multiple categories: PF and ESI; state-wise minimum wages for unskilled, semi-skilled and skilled classifications simultaneously**, each revised on its own cycle; **Contract Labour (Regulation & Abolition) Act** registration and licensing, with the client as principal employer; bonus and gratuity; category-wise wage registers.
- **Electrical work: state electrical licensing for wiremen and supervisors** — electrical work at a client site without licensed personnel is unlawful and uninsurable.
- **Site safety:** working at height for facade and glass cleaning, confined-space entry for tanks and ducts, permit-to-work systems, PPE.
- **Chemicals & specialised services:** MSDS compliance and safe handling for housekeeping chemicals; pest-control licensing where offered; statutory inspections for lifts and DG sets where contracted.
- **Insurance:** workmen's compensation, public liability, and cover for damage to client property caused by service personnel.

10. Organisation & Manpower Plan

Role (management & supervisory)	Yr 1	Yr 2	Yr 3
Promoter / managing director	1	1	2
Site / facility managers	14	22	30
HR & recruitment	7	11	15
Operations & area managers	6	10	13
Accounts, billing & credit control	5	8	10
Technical / engineering leads	5	8	11
Business development	4	6	8
Helpdesk / CAFM & admin	4	6	8
Compliance & statutory	3	5	6
Total (management & supervisory)	49	77	103

Site personnel deployed (billed, in wage cost line)	~1,400	~2,150	~2,900
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Site and facility managers are the largest management function and the one clients actually experience. **A weak site manager costs the contract regardless of how well the back office performs**, which is why this line is staffed ahead of growth rather than stretched across additional sites.

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Licensing & setup	Month 0-5	PSARA, PF/ESI, electrical licensing, CAFM helpdesk, first contracts
Ramp	Month 5-12	~1,400 personnel across sites; ₹12cr revenue, ₹8L profit
Grow	Year 2	Technical FM share rises, site density; ₹18.5cr, ₹63L profit
Scale	Year 3	₹25.1cr revenue, ₹1.32cr profit; ~2,900 personnel

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. Revenue is gross billing. Sites, deployed headcount, service mix, wage-and-statutory ratio & collection discipline are the levers.

12.1 Project cost & means of finance

Capital requirement	₹
Working capital (payroll float against receivables)	1,60,00,000
Equipment (cleaning machines, tools & technical kit)	40,00,000
Office, helpdesk/CAFM system & IT	28,00,000
Vehicles & supervisory mobility	15,00,000
Uniforms, consumables opening stock & safety gear	10,00,000
Licensing (PSARA, electrical), deposits & launch	7,00,000
Total project cost	2,60,00,000
Working-capital finance	1,45,00,000
Promoter contribution	80,00,000
Term loan	35,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
Manned guarding	4,60,00,000	6,90,00,000	9,20,00,000
Housekeeping & soft services	3,80,00,000	5,80,00,000	7,80,00,000

Technical FM (electrical, HVAC, plumbing, DG)	2,20,00,000	3,60,00,000	5,10,00,000
Consumables, materials & supplies	90,00,000	1,40,00,000	1,90,00,000
Specialised (pest control, landscaping, facade)	50,00,000	80,00,000	1,10,00,000
Total revenue	12,00,00,000	18,50,00,000	25,10,00,000
Site wages, PF, ESI & statutory dues	9,00,00,000	13,69,00,000	18,32,00,000
Consumables, materials & equipment running	76,00,000	1,18,00,000	1,60,00,000
Salaries (management, HR, compliance, admin)	62,00,000	84,00,000	1,10,00,000
Site supervision, mobility & operations	48,00,000	72,00,000	96,00,000
Office, overheads, insurance & selling	32,00,000	46,00,000	60,00,000
Recruitment & training	26,00,000	36,00,000	46,00,000
Bad debts & credit losses	22,00,000	32,00,000	42,00,000
Depreciation, interest & other	26,00,000	30,00,000	32,00,000
Total expenses	11,92,00,000	17,87,00,000	23,78,00,000
Net profit before tax	8,00,000	63,00,000	1,32,00,000
Net margin	0.7%	3.4%	5.3%
Wages & statutory as % of revenue	75.0%	74.0%	73.0%
Technical FM share of revenue	18.3%	19.5%	20.3%
Site personnel deployed	~1,400	~2,150	~2,900

12.3 Unit economics & break-even

- **Better than pure guarding, and for a specific reason:** the wage-and-statutory ratio is 73-75% here against 83-85% in manned guarding, because technical FM and specialised services add value beyond the wage. That difference is what lifts net margin from 2% to 5% — **the bundle is worth building precisely because of its technical component, not because of its size.**
- **Technical FM share is the margin lever:** raising it from 18% to 20% of revenue matters more than adding two more housekeeping sites, because licensed technicians can be billed at a genuine premium over their cost while housekeeping cannot.
- **Scale absorbs overhead:** management, HR, compliance and helpdesk grow more slowly than deployment, which carries the movement from a marginal Year-1 profit to ₹1.32 crore.
- **Wage revisions across categories must all pass through:** three skill classifications revise on independent cycles, so a single wage-revision clause covering all categories is essential — a clause drafted for "minimum wages" generally is worth more than one naming a rate.
- **Break-even:** essentially achieved in Year 1 given the FM mix, with margin expanding through technical share, site density & overhead absorption rather than through pricing.

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

Particulars (₹)	Q1	Q2	Q3	Q4
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Opening balance	1,60,00,000	1,30,00,000	1,10,00,000	95,00,000
Collections	2,55,00,000	2,80,00,000	2,95,00,000	3,10,00,000
Wages & statutory, consumables, supervision, overheads & loan servicing	2,85,00,000	3,00,00,000	3,10,00,000	3,05,00,000
Closing balance	1,30,00,000	1,10,00,000	95,00,000	1,00,00,000

The working-capital structure is the same as manned guarding, with one additional pressure. Wages across all categories are paid monthly and statutory dues remitted shortly after, while corporate clients settle at 60–90 days — so the business permanently funds two to three months of payroll, and at 73–75% of revenue that requirement scales directly with growth. **The extra pressure is site mobilisation:** a new contract requires recruiting, verifying, uniforming and equipping an entire site team, plus opening consumable stock, *weeks before the first invoice is raised*. **A large contract win is a cash event before it is a revenue event**, and providers who mobilise several sites in the same quarter without arranging finance first are the ones who miss a payroll. Mobilisation advances should be negotiated where possible and site starts sequenced against available funding.

12.5 Key Performance Indicators to Monitor

- **Site economics: site-level P&L;** margin by service line per site; sites below target margin; contracts renewed vs. exited.
- **Delivery:** attendance vs. contracted headcount; **SLA compliance and penalties incurred;** helpdesk response and closure times; client satisfaction scores.
- **People:** attrition by category (guards, housekeeping, technicians); time to fill, especially for licensed technicians; training and verification completion.
- **Compliance & finance:** wage disbursement timeliness; PF/ESI remittance; client audit outcomes; **collection days by client;** mobilisation cash per new site.

13. Funding Requirement & Bankability

Total ask: **₹1.45 crore working-capital finance plus ₹35 lakh term loan** against ₹80 lakh promoter contribution. As with all manpower businesses, **the structure matters more than the amount:** a **revolving facility against book debts that scales with the contract base** is the appropriate instrument, not a term loan, because the requirement is a permanent and growing payroll float. Fixed assets are modest, so a lender should read the *contracted site portfolio, client quality and collection history* as the security. Three points. **The IFM mix makes this a better credit than pure guarding** — the wage ratio is materially lower and the margin roughly double, because technical FM carries value beyond headcount. **Mobilisation is a distinct cash requirement:** winning a large contract consumes cash weeks before it produces revenue, so the facility should have headroom for site starts rather than being sized to steady-state billing. And **the facility must be reviewed at wage revisions across all three skill categories**, which occur on independent cycles and each raise the funding requirement immediately while billing increases follow only after client negotiation.

13.1 Funding utilisation

Use of funds	₹	% of total
Working capital (payroll float against receivables)	1,60,00,000	61.5%
Equipment (cleaning machines, tools & technical kit)	40,00,000	15.4%

Office, helpdesk/CAFM system & IT	28,00,000	10.8%
Vehicles & supervisory mobility	15,00,000	5.8%
Uniforms, consumables opening stock & safety gear	10,00,000	3.8%
Licensing (PSARA, electrical), deposits & launch	7,00,000	2.7%
Total	2,60,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
Blended pricing concealing a loss-making service line	Line-by-line internal costing before every quotation ; monthly site-level P&L; margin visibility by service at every site; renegotiate or exit sites that cannot be fixed
SLA/outcome contracts transferring productivity risk	Sign outcome contracts only where the provider controls the variables and the site has been measured; cap penalty exposure; build absenteeism and equipment failure into the committed service level
Mobilisation cash outrunning finance	Sequence site starts against available funding; negotiate mobilisation advances; facility headroom for new contracts rather than steady-state sizing
Working-capital squeeze — monthly payroll vs. 60–90 day receivables	Revolving facility scaled to the contract base and reviewed at every wage revision; credit limits; invoice promptly with complete compliance packs
Statutory error across multiple wage categories	Dedicated compliance function; category-wise wage registers; a wage-revision clause covering all classifications generally rather than naming rates
Licensed technician scarcity	Recruit technicians ahead of contracts; retention through pay and certification support; do not sign technical FM scope that cannot be staffed
Site incident — electrical, height work or property damage	Licensed personnel only for electrical work, permit-to-work systems, PPE and training, public-liability and property-damage insurance
Weak site manager losing a contract	Staff site managers ahead of growth; area-manager oversight; structured client reviews; treat the site manager as the product
High attrition, especially in housekeeping	Timely accurate wages, ESI cards, uniforms, supervisor engagement, continuous recruitment capacity
Client scope creep without price revision	Documented scope in the contract, change-request process, monthly review of actual vs. contracted deployment

15. SWOT Analysis

Strengths Better margin than pure guarding through technical FM content; single-window bundling creates stickier, larger contracts; cross-selling into existing sites is low-cost growth; compliance depth across categories is a genuine differentiator; negligible fixed assets; scale absorbs overhead quickly.	Weaknesses Thin 3–5% margins with little error tolerance; blended pricing can hide loss-making lines; severe and growing working-capital requirement plus mobilisation cash; three labour markets to recruit from; complex multi-category statutory exposure; SLA penalty risk.
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Opportunities Consolidation from single-service to integrated contracts; technical FM and energy-management services at better margins; developer and multi-building portfolio deals; technology-led delivery (CAFM, IoT monitoring) improving productivity; adjacent electronic-security and fire-AMC bundling; tier-2 city commercial growth.	Threats Large national IFM players on scale and systems; unorganised operators distorting price; minimum-wage revisions across categories outpacing renegotiation; client payment delays; SLA penalties on outcome contracts; technician wage inflation.
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16. Recommended AiSevak Tools for This Business

This integrated facility management business would use AiSevak's Security vertical tools in operations:

- **Site economics: site-level P&L and margin-by-service-line** reporting, blended-quote cost-sheet builder, contract renewal/exit analysis.
- **Delivery:** attendance vs. contracted headcount, **SLA compliance & penalty tracking**, helpdesk/CAFM work-order and closure reporting.
- **People:** multi-category recruitment pipeline, attrition analytics by category, technician licensing & verification currency.
- **Compliance & finance:** category-wise wage registers, PF/ESI remittance, client compliance packs, **mobilisation-cash and collection-days planning** (with HRtech and Finance verticals).
- **Practice:** Business Plan, break-even and site-economics tools to model the business.

17. Key Assumptions & Notes

- Integrated security & facility management: bundled manned guarding + housekeeping/soft services + technical FM (electrical/HVAC/plumbing/DG) + consumables + specialised services under single-window contracts; revenue = sites × deployed headcount × rate, or area × rate on SLA contracts.
- **THE BUNDLE IS THE COMMERCIAL PROPOSITION AND ALSO THE FINANCIAL TRAP** — clients want a single blended price (often per sq ft per month), which is convenient for them and dangerous for the provider because **a blended contract CONCEALS WHICH SERVICE IS LOSING MONEY**. Technical FM can quietly subsidise underpriced housekeeping for two years until renewal exposes it. **Segment-wise costing per site is the central management discipline** — every site run as its own P&L with each line costed separately even when billed as one number. **"An IFM provider that cannot state the margin on each line at each site is not managing the contract — it is hoping."** Never sign a blended price without an internal line-by-line cost sheet.
- **MANPOWER-BASED vs OUTCOME/SLA-BASED contracting is the second structural choice**. Headcount billing leaves productivity risk with the client; SLA/per-sq-ft contracts look attractive and win business but **TRANSFER productivity risk to the provider** — absenteeism, attrition and equipment failure become your problem, and penalties bite on an already-thin margin. **Sign outcome contracts only where you genuinely control the variables and have measured the site first**.
- **Better economics than pure manned-guarding for a specific reason:** wage+statutory is 73-75% here vs 83-85% in guarding, because TECHNICAL FM and specialised services add value beyond the wage — lifting net margin from ~2% to ~5%. **The bundle is worth building precisely because of its TECHNICAL component, not because of its size** ; raising technical FM share matters more than adding housekeeping sites.
- **EVERY SITE IS A SMALL BUSINESS AND SOME ARE LOSING MONEY RIGHT NOW** — across 40 sites the aggregate margin is an average of profitable contracts subsidising loss-makers. Site cost DRIFTS after signing (a minimum-wage revision in one category, an SLA penalty, higher consumable consumption, quiet client scope creep) with no

renegotiation. Review site P&L monthly and **be willing to EXIT a site that cannot be fixed** — the difference between growth and expensive growth.

- **Compliance load is HEAVIER than pure guarding because there are more worker categories** — PF/ESI + **state-wise minimum wages across UNSKILLED, SEMI-SKILLED and SKILLED classifications simultaneously, each revised on its OWN cycle** (so the wage-revision clause must cover all categories GENERALLY rather than naming a rate) + Contract Labour Act with client as principal employer + **STATE ELECTRICAL LICENSING for wiremen/supervisors** (electrical work without licensed personnel is unlawful AND uninsurable) + height/confined-space safety + MSDS for housekeeping chemicals.
- **MOBILISATION IS A CASH EVENT BEFORE IT IS A REVENUE EVENT** — a new contract needs recruiting, verifying, uniforming and equipping a whole site team plus opening consumables stock WEEKS before the first invoice. **Providers who mobilise several sites in one quarter without arranging finance first are the ones who miss a payroll.** Sequence site starts against funding; negotiate mobilisation advances; size the facility with headroom for starts, not to steady-state billing. Recruit from THREE different labour markets (guards, housekeeping, licensed technicians — the last are scarce and cannot be hired at short notice). ₹2.6cr, ~1,400→2,900 deployed, rev 12→25.1cr. Figures illustrative, exclude GST.

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