



BUSINESS PLAN · INDIA

GST Practitioner Practice

GST registration, returns, ITC reconciliation & notices for India

FINANCE

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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 a **GST Practitioner Practice** in India — a specialist indirect-tax firm handling GST registration, monthly and annual returns, e-invoicing and e-way bills, input-tax-credit (ITC) reconciliation, refunds, and notice/departmental representation for traders, manufacturers, service providers and e-commerce sellers.

GST is a **monthly, non-negotiable compliance** for over 1.4 crore registered taxpayers. Returns, reconciliations and e-invoicing recur every cycle, and the ITC-matching regime plus falling e-invoicing thresholds continually pull more businesses into needing professional help. This makes GST practice a high-frequency, highly recurring revenue business with strong client stickiness.

The promoter seeks total funding of **₹5.0 lakh** (₹1.75 lakh promoter + ₹3.25 lakh term loan, eligible under PMMY-Mudra / CGTMSE), targeting **₹30 lakh** revenue in Year 1 and **₹72 lakh** by Year 3.

2. Business Description, Vision & Legal Structure

Concept: The outsourced GST department for small businesses — every return filed on time, every rupee of eligible ITC claimed, and every notice answered.

Vision: To be the most dependable GST-compliance partner for MSMEs in the region, protecting their credit and their compliance rating.

Mission: Zero missed deadlines, maximum lawful ITC, and fast resolution of mismatches and notices.

Legal structure options

- **Sole Proprietorship** — simplest for a single GST practitioner to start.
- **LLP** — for partners; limited liability and credibility.
- **Private Limited** — for multi-branch scaling.

GST Practitioner (GSTP) enrolment: an individual can enrol as a GSTP on the GST portal (Form PCT-01) subject to eligibility, allowing filing on behalf of clients. Audit/attest and certain certifications remain with qualified CAs; the firm partners with a CA where needed.

3. Promoter & Ownership

Led by a promoter enrolled/eligible as a GST Practitioner with working knowledge of GST law and the GSTN portal. Year-one ownership rests with the promoter; return-filing associates and a client-coordinator are added as the GSTIN count grows. Ownership and profit-sharing are editable inputs.

4. Market Analysis — India

GST compliance is a permanent, recurring obligation with a vast and growing base of registrants. Because filing is monthly and credit depends on accurate matching, businesses value a reliable practitioner highly — and rarely switch once trusted with their GSTINs. The market is fragmented across individual practitioners, leaving room for an organised, technology-enabled practice.

Demand drivers

- **1.4 crore+ registrations**, each filing multiple returns per year — enormous recurring volume.
- **E-invoicing threshold falling** — steadily brings smaller businesses into mandatory e-invoicing, needing setup and support.
- **ITC matching & 2B reconciliation** — errors cost real money, so businesses pay to get it right.
- **Notices, mismatches & refunds** — a steady stream of resolution and refund work (exporters, inverted duty).
- **E-commerce & multi-state** sellers needing multiple GSTINs and reconciliations.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	GST-registered taxpayers in India	1.4 crore+
SAM	Registrants in the firm's city/region outsourcing GST	20,000–60,000
SOM (Yr 1–3)	GSTINs served on retainer + one-time work	120 → 350 GSTINs

Target segments

- Traders, wholesalers and distributors with high invoice volume.
- Manufacturers needing ITC, e-way bills and reconciliation.
- Service providers and professionals with GST registration.
- E-commerce and multi-state sellers with several GSTINs.

5. Competition & Competitive Advantage

Landscape: individual GST practitioners, accountants offering GST as an add-on, and online compliance platforms. Individuals win on trust but struggle with volume and reconciliation rigour; platforms are cheap but weak on notices and hand-holding.

The firm's edge

- **Reconciliation rigour** — disciplined 2B/ITC matching that protects client credit.
- **On-time-filing guarantee** with a per-GSTIN compliance calendar.
- **Per-GSTIN transparent retainers** — predictable pricing.
- **Notice & refund expertise** — a higher-value service most practitioners avoid.
- **Technology** — reconciliation tools, document portals and dashboards.

6. Services & Pricing

Service	Model	Indicative price (₹)
New GST registration	One-time	1,500–3,500
GST return filing (GSTR-1 + 3B) — small	Monthly/GSTIN	1,000–2,000/mo
GST return filing — high volume / e-invoicing	Monthly/GSTIN	2,500–6,000/mo
Annual return & reconciliation (GSTR-9/9C support)	Per year	5,000–25,000

ITC / 2B reconciliation (standalone)	Monthly	1,500–5,000
GST refund (exports / inverted duty)	Per claim	5,000–30,000 or %
Notice / demand reply & representation	Per case	3,500–40,000
E-invoicing / e-way-bill setup & training	Project	3,000–15,000

Monthly per-GSTIN retainers create dense recurring revenue; annual returns, refunds and notices add high-value surges.

7. Go-to-Market — Marketing & Sales

- **Trade & market networks:** wholesale markets, trade associations and industrial estates — dense clusters of GST-registered businesses.
- **Referrals:** accountants, tax consultants and banks; existing clients.
- **Local digital:** Google Business Profile and SEO for "GST registration / GST return filing near me" and "GST notice reply".
- **Content:** updates on e-invoicing thresholds, due dates and ITC rules on WhatsApp/YouTube.
- **Onboarding drives:** new-registration camps and e-invoicing-readiness workshops.

Sales funnel

Lead → GSTIN health check → per-GSTIN quote → onboarding (portal access, data setup) → monthly filing → upsell (annual return, refund, notices). Target 8–12 new GSTIN retainers/month in year one.

8. Operations Plan

- **Location:** a small office near a trade/market cluster; work is largely digital.
- **Technology stack:** GST filing + reconciliation software, e-invoice/e-way-bill tools, document portal, and a per-GSTIN deadline CRM.
- **Delivery process:** collect sales/purchase data → reconcile 2B/ITC → prepare GSTR-1/3B → reviewer check → file → share ITC & liability summary. E-invoicing and notices follow defined workflows.
- **Quality control:** maker-checker on every filing; monthly reconciliation sign-off; deadline dashboard tracked daily near due dates.
- **Capacity:** an associate handles 40–70 GSTINs depending on volume; scale by adding trained staff.

Monthly compliance calendar (the delivery backbone)

Return / task	Applies to	Due
GSTR-1 (outward supplies)	Monthly filers	11th
IFF (invoice furnishing)	QRMP scheme	13th
GSTR-3B (summary + payment)	Monthly filers	20th
GSTR-3B (QRMP)	Quarterly filers	22nd / 24th
CMP-08	Composition dealers	18th (qtr-end)
2B / ITC reconciliation	All (before 3B)	Pre-20th
GSTR-9 / 9C (annual)	Threshold taxpayers	31 Dec

E-invoice & e-way bill	Applicable taxpayers	Real-time
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This calendar is the operational heartbeat of the practice — every GSTIN is tracked against these dates on a dashboard, and the maker-checker close happens before each deadline. Reliability against this calendar is the firm's core promise.

9. Regulatory, Licences & Compliance (India)

- **GST Practitioner enrolment** (PCT-01) for filing on clients' behalf; the firm's own **GST registration** for its fees.
- **Business registration:** proprietorship (via GST/Udyam) or LLP/Pvt Ltd.
- **Udyam (MSME)**, PAN/TAN, professional tax and Shops & Establishments as applicable.
- **Data protection & confidentiality** aligned to the DPDP Act; secure handling of client portal credentials. Audit certifications via a partner CA.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Promoter / GST Practitioner	1	1	1
Senior Reviewer	1	1	2
Return-Filing Associate	1	3	4
Client Coordinator / Admin	0	1	1
Total headcount	3	6	8

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0-1	GSTP enrolment, office, software, website
Launch	Month 1-3	First 30 GSTIN retainers; filing workflow stable
Traction	Month 4-9	90+ GSTINs; refund & notice work; first hires trained
Break-even	Month 8-10	Cross break-even on recurring retainers
Scale	Year 2-3	350 GSTINs; annual-return season capability; LLP conversion

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.

12.1 Project cost & means of finance

Capital requirement	₹
Office furniture & fit-out	1,00,000

Computers & peripherals (3)	1,50,000
GST & reconciliation software	60,000
Branding, website & launch marketing	45,000
Deposits & pre-operative	45,000
Working-capital buffer	1,00,000
Total project cost	5,00,000
Promoter contribution	1,75,000
Term loan (Mudra / CGTMSE)	3,25,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
Retainer revenue (monthly filing)	21,60,000	39,00,000	54,00,000
One-time (registration, e-invoicing, annual)	4,40,000	8,00,000	10,00,000
Refunds, notices & representation	4,00,000	7,00,000	8,00,000
Total revenue	30,00,000	54,00,000	72,00,000
Salaries & wages	14,40,000	25,20,000	34,00,000
Rent & utilities	2,40,000	3,00,000	3,60,000
Software & subscriptions	1,50,000	2,40,000	3,20,000
Marketing	1,60,000	2,40,000	3,00,000
Admin, travel & misc	2,20,000	3,20,000	4,20,000
Interest on term loan	36,000	26,000	15,000
Total expenses	22,46,000	36,46,000	48,15,000
Net profit (before tax)	7,54,000	17,54,000	23,85,000
Net margin	25.1%	32.5%	33.1%

12.3 Unit economics & break-even

- **Average retainer:** ~₹1,500/GSTIN/month; **delivery cost** ~₹850 → gross margin ~43%.
- **Monthly fixed costs (Yr 1):** ~₹1.6 lakh. **Break-even:** ~90 GSTINs on retainer — reached around month 8-10.
- **Stickiness:** once client GSTINs and history sit with the firm, switching is costly — high retention.

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

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	1,00,000	80,000	1,45,000	2,55,000
Collections	4,50,000	6,90,000	8,40,000	10,20,000
Operating outflows	4,40,000	6,00,000	7,00,000	8,10,000

Loan EMI	30,000	30,000	30,000	30,000
Closing balance	80,000	1,45,000	2,55,000	4,35,000

Recurring monthly retainers make cash flow smooth and predictable; the buffer covers the early ramp before the GSTIN base compounds.

12.5 Key Performance Indicators to Monitor

- **Growth:** net GSTIN additions/month; revenue run-rate; refund/notice pipeline.
- **Delivery:** on-time-filing % (target 100%); reconciliation accuracy; ITC claimed vs available.
- **Retention:** GSTIN churn; average client tenure.
- **Economics:** revenue per GSTIN; GSTINs per associate; % recurring revenue.

13. Funding Requirement & Bankability

Total ask: **₹3.25 lakh term loan** against ₹1.75 lakh promoter contribution — eligible under **PMMY (Mudra)** and coverable under **CGTMSE**. Year-1 net profit ~₹7.54 lakh against annual debt service of ~₹1.1 lakh gives a **DSCR above 3.0** — comfortably bankable, supported by dense recurring revenue.

14. Risk Analysis & Mitigation

Risk	Mitigation
Filing error / late fee for client	Maker-checker; deadline dashboard; professional-indemnity cover
Portal / law changes (e-invoicing, rates)	Software auto-updates; continuous upskilling; client advisories
Client concentration / churn	Broad GSTIN base; annual engagement terms; reconciliation stickiness
Credential / data security	Secure vault for portal access; DPDP-aligned handling; access logs
Volume spikes at due dates	Capacity planning; staggered client cut-offs; seasonal help

15. SWOT Analysis

Strengths Dense recurring monthly revenue; low capex; sticky GSTIN relationships; high-value refund/notice upsell.	Weaknesses Deadline-driven pressure; dependence on trained staff; thin per-GSTIN ticket needs volume.
Opportunities Falling e-invoicing threshold; ITC-matching complexity; e-commerce multi-GSTIN clients; annual-return season.	Threats Cheap online platforms; frequent rule change; price competition.

16. Recommended AiSevak Tools for This Business

This business would use AiSevak's Finance vertical GST tools in its delivery and for clients:

- **Core GST:** GST Registration Checker, GSTR-1 Checklist, GSTR-3B Worksheet, E-invoicing Readiness, E-way Bill, ITC Reconciliation.
- **Resolution:** GST Notice Response, GST Composition, GST-AP Mismatch.
- **Practice:** Business Plan, Break-even and Unit-Economics tools to model and price the practice.

17. Key Assumptions & Notes

- ~120 GSTINs in Year 1 growing to ~350 by Year 3, plus one-time and resolution work.
- Average retainer ₹1,500/GSTIN/month — replace with local pricing.
- Term-loan interest ~11% p.a., 5-year tenure; adjust to sanctioned terms.
- Figures exclude GST collected on fees (pass-through) and promoter remuneration (editable input).

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