



B U S I N E S S P L A N · I N D I A

Management Consulting Firm

Strategy, operations and transformation advisory

CONSULTING

AISEVAK.IN · BY ABL DIGITAL TECHNOLOGIES

August 2026

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

1. Executive Summary

This plan sets out a **Management Consulting Firm** in India — a professional-services firm advising businesses on strategy, operations, organisation & transformation, delivered through partner-led engagements (retainers & projects) by a team of consultants. It earns fees on consultant time, expertise & outcomes, monetising India's growing demand for structured advisory from MSMEs, corporates, startups & institutions — a low-capex, people-/expertise-/utilisation-/billing-rate-driven business where talent & business development are everything.

Indian businesses increasingly buy structured advisory — strategy, operating-model, cost, growth, digital & transformation — as they professionalise, scale, raise capital or restructure. A management-consulting firm is fundamentally a **people & expertise business**: little capital, thin fixed costs, but its economics live on **consultant utilisation, billing rate, realisation, partner-led business development & talent**. Revenue is retainers, projects & (selectively) success fees; success rests on credibility/track record, senior relationships, utilisation & realisation, delivery quality & a repeatable BD engine — it is talent-, BD- & reputation-dependent, working-capital-light (receivables the main WC).

This is a professional-services business — funded largely by promoter equity (low capex), with a modest working-capital line for receivables (Mudra/CGTMSE-eligible as a services MSME). This plan models a management-consulting firm requiring **₹55 lakh** (₹38 lakh promoter + ₹17 lakh bank/WC finance), targeting **₹2.4 crore** revenue in Year 1 and **₹5.5 crore** by Year 3. *(Management consulting; utilisation-/billing-rate-/realisation-/BD-/talent-driven, low-capex, retainers+projects+success-fees.)*

2. Business Description, Vision & Legal Structure

Concept: A management-consulting firm - advising businesses on strategy, operations, organisation & transformation through partner-led retainers & projects delivered by a consulting team.

Vision: To be a trusted advisor that measurably improves clients' performance.

Mission: Deliver rigorous, practical, outcome-focused advisory - insight clients can act on & results they can measure.

Legal structure options

- **LLP** — common for professional/consulting firms (partner model).
- **Private Limited** — recommended for scale, corporate clients, hiring & credibility.

Regulatory anchor: a consulting firm is a professional-services business (company/LLP incorporation, GST on services, professional indemnity, contracts/MSA/NDAs, labour/payroll for consultants, data confidentiality). Credibility/track record, senior relationships, consultant utilisation, billing rate/realisation, delivery quality & a repeatable BD engine determine success; it is talent-, BD- & reputation-dependent, capital-light.

3. Promoter & Ownership

Led by a promoter/partner with consulting, industry-leadership or domain-expertise credentials & senior client relationships. The team is a pyramid: partners/principals (BD & oversight), managers/consultants (delivery) & analysts (research/analysis), plus practice/operations & BD support. Credibility, senior relationships, utilisation/realisation & delivery quality are the differentiators. Ownership & partner stakes are editable inputs.

4. Market Analysis — India

India's advisory market is growing as businesses professionalise, scale, digitise, raise capital & restructure — spanning MSMEs, mid-market, corporates, startups, PSUs & institutions. Demand is broad (strategy, ops, cost, growth, org, digital, transformation) & economy-/reform-linked. The market rewards credibility/track record, domain expertise, senior relationships, utilisation/realisation, delivery quality & a repeatable BD engine; it is talent-, BD-, reputation- & economy-sensitive, met with expertise, relationships, delivery & BD.

Demand drivers

- **Professionalisation & scaling** of firms.
- **Digital & transformation** needs.
- **Growth, cost & restructuring.**
- **Fundraising, PE/VC & M&A** support.
- **Mid-market & MSME** advisory (under-served).

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Management advisory in India	Large & growing
SAM	Segment/sector & geography	Substantial
SOM (Yr 1-3)	Clients / engagements	Scaling

Target segments

- Mid-market & growth companies.
- MSMEs professionalising/scaling.
- Corporates (specific practices).
- Startups, PE/VC portfolios & institutions.

5. Competition & Competitive Advantage

Landscape: Big-4 & global strategy firms (top-end), boutique & domain specialists, independent consultants & freelancers. The firm competes on credibility/track record, domain expertise, senior attention, outcomes, relationships & value-for-money (vs. Big-4 rates).

The business's edge

- **Credibility, track record & expertise.**
- **Senior partner attention & relationships.**
- **Practical, outcome-focused delivery.**
- **Focus/niche & value-for-money.**
- **Repeatable BD & referral engine.**

6. Products & Revenue Model

Stream	Model	Basis
Advisory retainers	Monthly/annual retainer	Recurring/stable
Consulting projects	Fixed-fee / time & materials	Core
Transformation programmes	Larger multi-month projects	Scale
Success / outcome fees	Milestone/outcome-linked	Upside
Workshops / diagnostics	Short paid engagements	Entry/pipeline

Retainers give recurring stability; projects & transformation programmes are the core; success/outcome fees add upside; workshops/diagnostics seed the pipeline. Economics = consultant utilisation × billing rate × realisation, on a leverage pyramid; utilisation, realisation, BD & talent drive it — the decisive consulting levers (low-capex, people-driven).

7. Go-to-Market — Marketing & Sales (business development)

- **Partner-led BD** & senior relationships.
- **Thought leadership** (content, POVs, speaking).
- **Referrals & network** (repeat clients).
- **Diagnostics/workshops** as entry points.
- **Alliances** (CA/law/tech firms, associations).

Sales approach

Build credibility (track record, thought leadership) → partner-led BD & referrals → land via diagnostics/proposals → deliver measurable outcomes → convert to retainers & repeat/expand → grow the pipeline & team. Credibility, relationships, delivery & a repeatable BD engine build the practice; utilisation follows a healthy pipeline.

8. Operations Plan (delivery & the pyramid)

- **Delivery model:** partner-led engagements, staffed with managers/consultants/analysts (leverage pyramid); methodology, frameworks & quality review.
- **Process:** BD/proposal → scope/contract (MSA/SOW) → staff/plan → deliver (analysis/insight/implementation) → quality review → client outcome → retainer/expand.
- **Utilisation:** consultant utilisation & realisation are the core operating metrics; bench & pipeline management critical.
- **Knowledge:** IP, frameworks, case library, tools & training compound value.
- **Infrastructure:** office (lean), collaboration/PM tools, research subscriptions — low capex.

Engagement workflow

Stage	Activity	Metric
BD/win	Pipeline/proposal	Win-rate
Scope	MSA/SOW	Fee/margin

Staff	Pyramid/plan	Utilisation
Deliver	Insight/implement	Quality/outcome
Retain	Retainer/repeat	Repeat/realisation

9. Regulatory, Licences & Compliance (India)

- **Entity:** LLP/company incorporation; partner agreement; PAN/TAN.
- **Tax:** GST on services; TDS; professional tax.
- **Contracts:** MSA/SOW/NDA; professional indemnity insurance; data confidentiality.
- **People:** payroll, EPF/ESI (as applicable), labour compliance.

10. Organisation & Manpower Plan (leverage pyramid)

Role	Yr 1	Yr 2	Yr 3
Partners / principals	2	3	4
Managers / senior consultants	3	6	10
Consultants / analysts	5	11	20
BD, practice & operations	2	4	6
Total	12	24	40

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0-2	Entity, office, brand, methodology, first team, pipeline
Ramp	Month 2-7	First engagements, delivery, retainers, utilisation
Traction	Month 7-12	Clients & repeat; ₹2.4cr revenue
Expand	Year 2	More practices, team, partners, pipeline
Scale	Year 3	₹5.5cr revenue; brand & client 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. Management consulting; people-driven, low-capex, utilisation-/billing-rate-/realisation-driven, working-capital-light (receivables main WC).

12.1 Project cost & means of finance

Capital requirement	₹
Office setup, fit-out & IT	15,00,000

Working capital (salaries + receivables runway)	28,00,000
Brand, website, methodology & tools	6,00,000
Deposits, launch & pre-operative	6,00,000
Total project cost	55,00,000
Promoter contribution	38,00,000
Bank / WC finance (Mudra/CGTMSE, services MSME)	17,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
Retainers	70,00,000	1,40,00,000	2,00,00,000
Projects & transformation	1,50,00,000	2,60,00,000	3,20,00,000
Success fees, workshops & other	20,00,000	40,00,000	30,00,000
Total revenue	2,40,00,000	4,40,00,000	5,50,00,000
Consultant salaries & delivery	1,25,00,000	2,30,00,000	2,90,00,000
Partner / senior compensation	45,00,000	75,00,000	90,00,000
Office, BD, tools & overheads	40,00,000	65,00,000	80,00,000
Interest & other	5,00,000	7,00,000	8,00,000
Total expenses	2,15,00,000	3,77,00,000	4,68,00,000
Net profit (before tax)	25,00,000	63,00,000	82,00,000
Net margin	10.4%	14.3%	14.9%

12.3 Unit economics & break-even

- **Utilisation × billing rate × realisation:** revenue per consultant = billable days × day-rate × realisation; the leverage pyramid (partners:managers:analysts) multiplies partner time; utilisation & realisation are the master levers.
- **BD & pipeline:** a healthy pipeline keeps utilisation high; partner-led BD, thought leadership, referrals & retainers de-risk revenue; bench cost hurts when utilisation dips.
- **Break-even:** at a utilisation/fee threshold covering salaries, partner draw & overheads; margins healthy for services, scaling with utilisation, realisation, leverage & retainer mix.

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

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	6,00,000	5,40,000	5,60,000	6,00,000
Fee collections	45,00,000	58,00,000	65,00,000	72,00,000
Salaries, BD & operating	45,60,000	57,80,000	64,60,000	71,00,000
Closing balance	5,40,000	5,60,000	6,00,000	7,00,000

Consulting is capital-light but salary-heavy with client receivables (30-90 days) as the main WC. Retainers (advance/recurring), milestone billing, receivable discipline, a modest WC line & pipeline/utilisation management maintain cash; the key risks are low utilisation, a thin pipeline, receivable delays & talent attrition — met with BD, retainers, realisation & retention.

12.5 Key Performance Indicators to Monitor

- **Delivery:** consultant utilisation; realisation; billing rate; project margin.
- **Revenue:** retainer vs. project mix; repeat/expansion; pipeline & win-rate.
- **People:** leverage ratio; attrition; bench.
- **Finance:** revenue/consultant; net margin; receivable days.

13. Funding Requirement & Bankability

Total ask: **₹17 lakh bank/WC finance** against ₹38 lakh promoter contribution — mostly a modest working-capital line for salaries & receivables runway (low capex), Mudra/CGTMSE-eligible as a services MSME. Bankability rests on the partners' track record, pipeline, retainer base & healthy margins; consulting is capital-light & cash-generative once utilisation is stable. Year-1 profit ~₹25 lakh growing to ₹82 lakh supports servicing; utilisation, realisation & BD are key. Credibility, relationships, utilisation/realisation & a repeatable BD engine underpin the model.

13.1 Funding utilisation

Use of funds	₹	% of total
Working capital (salaries + receivables runway)	28,00,000	50.9%
Office setup, fit-out & IT	15,00,000	27.3%
Brand, website, methodology & tools	6,00,000	10.9%
Deposits, launch & pre-operative	6,00,000	10.9%
Total	55,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
Low utilisation / thin pipeline	Partner-led BD, retainers, thought leadership, referrals, bench control
Talent attrition / key-person	Retention, culture, career path, leverage, IP/knowledge
Client concentration / cyclicity	Diversify clients/sectors; retainers; repeat; multiple practices
Delivery quality / reputation	Methodology, quality review, senior oversight, outcomes
Receivable delays	Advance/retainers, milestone billing, credit discipline, WC line

15. SWOT Analysis

Strengths Low-capex & cash-generative; high-margin; scalable via leverage; expertise/relationships; retainer recurrence.	Weaknesses Talent- & BD-dependent; utilisation-sensitive; key-person/reputation risk; pipeline volatility.
Opportunities Professionalisation, digital/transformation, mid-market/MSME advisory, fundraising/PE support, niches, retainers.	Threats Big-4/boutique competition; economic cycles; talent war; commoditisation; client in-housing.

16. Recommended AiSevak Tools for This Business

This management-consulting firm would use AiSevak's Consulting vertical tools in delivery:

- **Delivery ops:** engagement/project & utilisation-realisation, pipeline/BD & proposal, knowledge/methodology & quality-review tools.
- **Firm ops:** contracts (MSA/SOW/NDA) & GST/TDS, payroll/leverage & receivable-management tools (with Legal, HRtech & Finance verticals).
- **Practice:** Business Plan, utilisation/realisation and Break-even tools to model the firm — and consulting deliverables clients pay for.

17. Key Assumptions & Notes

- Management consulting: strategy/ops/org/transformation advisory via partner-led retainers & projects; people-/expertise-driven, low-capex.
- Consultant utilisation × billing rate × realisation on a leverage pyramid decisive; BD/pipeline, retainers, delivery quality & talent retention are the levers.
- Largely equity-funded (low capex) + modest WC line (salaries/receivables), services-MSME Mudra/CGTMSE-eligible; LLP/company, GST-on-services, MSA/SOW/indemnity.
- Utilisation, realisation, retainer mix, leverage & BD drive economics; figures illustrative, exclude GST.

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