



BUSINESS PLAN · INDIA

Mobile & Gadget Repair Chain

Device repair, board-level service and IMEI-verified refurbishment

ELECTRONICS

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 a **Mobile & Gadget Repair Chain** in India — nine store-front repair points and a central board-level laboratory across one city, handling screen, battery, port and board repair for phones, tablets and wearables, alongside IMEI-verified refurbished device sales and corporate device contracts, with employed technicians and a documented device-access regime.

The electronics vertical's structural facts are set out in the consumer-electronics-store anchor and are not re-derived here: **the gross margin on hardware is set by somebody else, so the earnings sit in what is added at the counter; attach rate and claims-paid rate must be reported together; stock depreciates while it sits; and ROCE belongs beside net margin. All of those apply — screen-protection plans are sold at this counter too. But the defining risk here is not commercial at all, and it is the first of its kind in this library.**

□ **THE DATA ON THE DEVICE.** A customer hands an unlocked phone to a stranger in a small shop and walks away. On it are her photographs, her messages, her banking applications, her contacts and her identity documents — and the industry's working norm is that she hands over the passcode as well, because "we need it to test". In the informal trade there is no control whatever: no log of who opened the device, no camera over the bench, no record of what was accessed, and no way for her to ever find out. Image theft and extortion arising from repair shops are documented in India, and the defining feature of the harm is that **THE VICTIM USUALLY NEVER LEARNS IT HAPPENED.** Every other integrity problem in this library involves money the customer overpaid or work she did not receive; this one involves something that cannot be given back.

The answer is not a promise but a design that minimises what has to be surrendered. **REPAIRS COMPLETED WITHOUT EVER UNLOCKING THE DEVICE** rise from 12% to 61% — a number that must rise, and the single most important line in this plan — because most screen, battery and port repairs need no access at all once diagnostic and test procedures are rebuilt around that constraint. Where a passcode is genuinely necessary, the reason is recorded, and the customer is offered the alternative of entering it herself at test time (0% to 100%). Every unlock and every technician session is logged against a named person, benches are under camera, work is done in the customer's view wherever the repair allows (18% to 74%), and data-access complaints are published — fourteen received and three substantiated in Year 1, four received and none substantiated by Year 3.

Three commercial controls sit alongside it. Display assemblies come as OEM, aftermarket and refurbished-original, they are indistinguishable once fitted, and the difference appears months later in brightness, touch response and longevity — so the **GRADE OF THE FITTED PART IS STATED IN WRITING** on the invoice, the grades are priced openly so the customer chooses rather than discovers, and the old display is returned or offered. The trade's classic escalation — an ₹800 charging port becoming a ₹6,000 "motherboard issue" she cannot second-guess with a dead phone in front of her — is answered by an independent second diagnosis above ₹3,500 by someone not paid on that job. And because opening a device voids the maker's warranty, the warranty status is checked and she is told in writing **BEFORE** anything is opened, with 940 referrals to authorised service counted in Year 3 where that was genuinely her better option.

This plan models a chain requiring **₹2.90 crore** (₹1.30 crore promoter + ₹70 lakh term loan + ₹70 lakh working-capital facility + ₹20 lakh investor), moving from **₹6.80 crore revenue and a ₹44 lakh loss** to **₹19.60 crore revenue and ₹1.76 crore profit** by Year 3 — a 9.0% net margin and 33.8% return on capital, with leakage of about 6% bounded by genuine-parts access and skill. (Mobile and gadget repair — figures illustrative.)

2. Business Description, Vision & Legal Structure

Concept: A repair chain built so it does not need your passcode.

Vision: To be the place you can leave your phone without thinking about what is on it.

Mission: Repair without unlocking wherever the job allows; record the reason when we must; log every session against a name; work in your view; write the grade of the part on the invoice and give you the old one; get a second opinion before calling it a board fault; tell you your warranty is live before we open anything; and never resell a traded-in device before it has been verifiably wiped.

Legal structure

- **Private Limited** — recommended. Parts supply arrangements, corporate device contracts, custody insurance, DPDP accountability and outside capital all point the same way.
- **LLP or proprietorship** — workable for a single kiosk, unworkable for a chain holding customer devices and personal data at scale.
- **Employed technicians** — **and here this is not a classification preference but the whole control structure: a device-access log, a named-session record and a data-handling undertaking cannot be imposed on somebody the business does not employ.**

Regulatory anchor: this is a data business that happens to hold a soldering iron, and the compliance spine reflects that. **The Digital Personal Data Protection Act 2023 applies squarely: a repair chain that takes custody of an unlocked device is handling personal data on a scale most small operators have never considered, and the obligations — purpose limitation, security safeguards, breach notification and accountability for processing — attach whether or not the operator has thought about them. What makes this trade unusual is that the access is total rather than scoped: there is no technical means by which a technician holding an unlocked phone can be limited to the camera module he is replacing, which is precisely why the control has to be procedural and physical rather than contractual.** Then: **IMEI integrity — tampering with or altering a device identifier is a criminal matter, and stolen-handset flow through the refurbishment trade is the sector's standing legal exposure, which is why intake verification is a gate rather than a formality;** consumer protection on diagnosis representations and on repair warranties; **the manufacturer's warranty position, since opening a device voids it and failing to say so before opening is a material non-disclosure;** e-waste rules on replaced displays, batteries and boards, with **lithium battery handling and disposal as a genuine fire and environmental risk rather than a paperwork item;** BIS and counterfeit-goods exposure on spurious parts; GST on services and on goods; and shops-and-establishment, EPF/ESI and POSH across a young technician workforce.

3. Promoter & Ownership

Led by a promoter with device repair, electronics service or recommerce background. Three competences decide outcomes. *Board-level technical depth*, because the difference between a chain that replaces modules and one that repairs boards is the difference between 30% and 60% gross margin, and it cannot be bought in later. *Seriousness about data*, since the access regime described in this plan will be resisted by every experienced technician as slower, and a promoter who treats it as a marketing line will find it abandoned within a quarter. And *parts sourcing discipline*, because the grade of a display is invisible to the customer, always cheaper to downgrade, and the single easiest place in this business to make undisclosed margin. Ownership, equity & investor terms are editable inputs; **data-protection, device-access audit and quality report to the promoter and never to store operations, whose turnaround times they constrain.**

4. Market Analysis — India

Indian device repair is a large, almost entirely informal market being pulled in two directions — by rising device values that make repair worthwhile, and by manufacturers narrowing who is allowed to do it.

Demand drivers

- **Rising average device value**, which makes a ₹4,000 screen repair rational on a ₹40,000 phone where it was not on a ₹8,000 one.
- **Lengthening replacement cycles** — households keeping phones three years and more, which is a repair market by definition.
- **Authorised service capacity and cost**, where out-of-warranty brand pricing frequently approaches replacement cost and pushes customers to the independent trade.
- **A large and growing refurbished-device market**, both as supply into recommerce and as a source of trade-in demand.
- **Corporate and institutional fleets** — devices issued to field staff, which need managed repair, documented data handling and turnaround guarantees.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Device repair and refurbishment spend across the served city	Large; overwhelmingly informal
SAM	Repairs a chain can source parts for, and customers who care what happens to their data	Bounded by PARTS ACCESS and by DATA CONCERN
SOM (Yr 1-3)	Repairs completed, refurbished units sold, corporate contracts	₹6.8cr → ₹19.6cr; refurb 21% → 23% of revenue

The sizing question specific to this trade is whether the customer has ever thought about her data, and the honest answer is that most have not — which is a market-development problem rather than a demand problem. She compares repair shops on price and turnaround, exactly as she compares anything else, and the risk that concerns this plan most is one she has not been asked to consider and cannot evaluate from outside. An operator building a device-access regime is therefore paying for a differentiator that most of his market does not currently value, and the temptation to describe it in marketing while quietly relaxing it in practice is very strong. Three consequences shape the plan. **Corporate and institutional contracts are pursued from Year 1 and grow deliberately, because a company issuing devices to field staff has a data-protection function that does ask these questions, buys on documented process, and will audit it. The consumer proposition is built on things she can see today — a repair done in front of her, a phone she never had to unlock, the old part in her hand — rather than on an abstract argument about privacy she has no way to verify. And the addressable repair set is bounded by parts access, exactly as the appliance-repair plan found: a model whose display or board components cannot be sourced at a known grade is not serviceable at any price, which is why leakage here runs at about 6%, the lowest in this vertical so far.**

5. Competition & Position

Landscape: tens of thousands of single-counter independent repairers — fast, cheap, skilled, unrecorded, and operating with no data controls at all; brand-authorised service centres, which are secure and documented but expensive and slow on out-of-warranty work; organised repair chains competing on turnaround and warranty; online pick-

and-drop repair services; and recommerce platforms buying devices for refurbishment. **Because both the part grade and the data handling are invisible to the customer, price and turnaround are the only visible axes — and competing on those alone selects for whoever cuts the two things nobody can see.**

The chain's position

- Repairs completed without unlocking the device wherever the job allows.
- The reason recorded when a passcode is genuinely needed, and the option to enter it herself.
- Every unlock and technician session logged against a named person, benches under camera.
- The grade of the fitted part written on the invoice, with grades priced openly.
- The old display returned or offered.
- An independent second diagnosis before any board-level quotation.
- Warranty status checked and disclosed in writing before anything is opened.

The competitive difficulty is that this chain's controls make it slower and dearer on precisely the two dimensions the customer uses to choose. A single-counter independent replaces a screen in forty minutes for two-thirds of the price, and he can do it because he does not log the session, does not offer a choice of part grade, does not obtain a second opinion before quoting a board fault, and does not stop to check whether the maker's warranty is still live. None of that is visible to the customer standing at his counter, and most of it never becomes visible — a downgraded display simply feels slightly worse in a way she will attribute to the phone being older. Three answers work. Make the invisible visible at the point of handover rather than arguing it in advance: the old part in her hand, the grade printed on the invoice, and a phone she was never asked to unlock are all experienced rather than claimed, and a customer who has had one repair done that way understands what its absence means elsewhere. Compete hardest for corporate and institutional fleets, where a data-protection officer asks the questions the consumer does not and buys documented process rather than turnaround. And build the margin on board-level repair rather than module swapping — because a chain that can repair a board rather than replace it earns roughly twice the gross margin on work the single-counter shop cannot do at all, which is the only durable advantage available here.

6. The Data on the Device

Element	Character	Economics
REPAIRS COMPLETED WITHOUT EVER UNLOCKING THE DEVICE	The design that minimises the surrender — a number that must RISE	12% → 61%
Passcode taken only where necessary, with the REASON RECORDED	Not "we need it to test"	0% → 100%
Customer offered to enter the passcode herself at test time	The surrender avoided rather than promised	0% → 100%
Every unlock and technician session logged against a NAMED person	Attribution is the whole of the deterrent	0% → 100%
Repairs performed in the customer's view where the job allows	Experienced rather than claimed	18% → 74%
Data-access complaints received / substantiated — PUBLISHED	Never claimed at zero	14 / 3 → 4 / NIL

Certified data sanitisation before any refurbished resale, with record	A traded-in device still holds the previous owner's life	0% → 100%
IMEI-verified intake · devices rejected at intake · leakage	Leakage bounded by GENUINE-PARTS ACCESS AND SKILL	41% → 100% · 60 → 780 · ~6%

Repairing without unlocking deserves its own paragraph because it is the only control here that removes the exposure rather than governing it, and this library's rule is to prefer exactly that. Every alternative — a confidentiality undertaking, a camera, a log, a policy — accepts that a technician will hold an unlocked phone and tries to make misuse detectable afterwards. None of them helps the customer whose photographs were copied in ninety seconds, because the copy leaves no trace and she will never know. Rebuilding the workflow so the device is not unlocked at all is harder, slower to establish, and is the only approach that makes the question moot. It turns out that most screen, battery, port and camera repairs need no access whatsoever once diagnostics and functional tests are redesigned around the constraint — the industry unlocks because it is convenient, not because it is necessary. Three practices make it work. Diagnostics are run from external test points and hardware jigs rather than from the device's own interface wherever the fault permits, which is the engineering investment behind the 61%. Where a functional test genuinely requires the phone to be awake, the customer is invited to enter the passcode herself at collection and watch the test — which costs a return visit or a wait, and is offered rather than assumed. And the residual cases are logged with the reason, named to a technician, and audited on a sample by a function that reports to the promoter — because the exception is where the risk now lives, and an exception nobody counts becomes the rule within a year.

7. The Part, the Diagnosis and the Warranty She Is About to Lose

The grade nobody can see

- **Display assemblies come as OEM, aftermarket and refurbished-original, and are indistinguishable once fitted** — the difference emerges months later in brightness, touch response and longevity.
- **The grade of the fitted part is stated in writing on the invoice (0% → 100%), and the grades are priced openly so she chooses rather than discovers.**
- **The old display returned or formally offered (0% → 100%)** — the appliance-repair control, transplanted.
- **Genuine or graded traceable parts 64% → 100%, at a stated ₹42 lakh a year.**

The diagnosis she cannot second-guess

- **An ₹800 charging port becoming a ₹6,000 "motherboard issue" is the trade's classic escalation**, and she is holding a dead phone with no way to test the claim.
- **Independent second diagnosis above ₹3,500 by someone not paid on that job: 0% → 100%, with diagnoses changed on review falling 38 → 12** — the fall being the first diagnosis improving rather than the check relaxing.
- **Board-level capability is what makes the honest answer affordable**: a chain that can repair a board rather than replace it can quote the cheaper truth.

Telling a customer that opening her device will void the manufacturer's warranty is a disclosure that costs this business a sale every time it is made, which is precisely why almost nobody makes it. A phone still inside its warranty period, brought in with a fault the maker would cover, represents a repair the independent trade is not entitled to and the customer does not know she is giving up. The shop opens it, fixes it, charges her, and the warranty is gone — and she discovers this months later when a second, unrelated fault is refused by the brand. At that point nobody can establish what she was told, and the disclosure, if it happened at all,

happened verbally in a busy shop. Three practices follow. **Warranty status is checked at intake as a system step rather than a courtesy, using purchase date and IMEI, so the question is answered before the device reaches a bench. Where cover is live, she is told in writing that opening voids it, and the alternative — authorised service — is named, with the referral counted rather than mentioned: 940 referrals in Year 3, each of them a repair this chain did not do. And the referral is made even where the brand's turnaround is slower and she may well come back — because a disclosure offered only when it is unlikely to be accepted is not a disclosure, and the count is what proves it was real.**

8. Operations Plan (intake, check, diagnose, repair, log, hand over)

- **Intake: IMEI verified and recorded on every device taken in, for repair and for refurbishment purchase (41% → 100%); maker's warranty status checked from purchase date and IMEI before the device reaches a bench.**
- **Warranty disclosure: where cover is live, the customer told IN WRITING that opening voids it, with authorised service named and the referral COUNTED (0 → 940) — including where the brand is slower and she may well come back.**
- **Repair without access: diagnostics run from external test points and hardware jigs wherever the fault allows; repairs completed WITHOUT UNLOCKING 12% → 61%; where a functional test needs the device awake, the customer invited to enter the passcode herself at collection.**
- **When access is unavoidable: the reason recorded, the session logged against a NAMED technician (0% → 100%), benches under camera, and the exceptions AUDITED ON A SAMPLE by a function reporting to the promoter.**
- **In view where possible: counter-level repairs performed in the customer's sight (18% → 74%).**
- **Parts integrity: grade of the fitted part STATED IN WRITING on the invoice and priced openly; genuine or graded traceable only (64% → 100%, ₹42L a year stated); the old display returned or offered.**
- **Diagnosis integrity: independent second diagnosis above ₹3,500 by someone not paid on that job (0% → 100%), with changes reported (38 → 12); no technician earnings linked to quotation value.**
- **Refurbishment: source documentation on every intake, devices REJECTED at intake counted (60 → 780), and CERTIFIED DATA SANITISATION with a record before any resale (0% → 100%) — never resold before verified wipe.**
- **Data governance: a signed handling undertaking with real consequences; access rights by role; retention bounded; data-access complaints received and substantiated PUBLISHED (14/3 → 4/NIL) rather than claimed at zero.**
- **Waste & safety: replaced displays, boards and especially lithium batteries routed under the e-waste rules with proper storage, since battery handling is a genuine fire risk rather than a paperwork item.**

Control points

Area	Activity	Control point
☐ The surrender that cannot be returned	Repairs completed without ever unlocking the device	12% → 61%
When access is unavoidable	Reason recorded / session logged to a named technician	0% → 100% / 0% → 100%
Experienced rather than claimed	Repairs performed in the customer's view / complaints substantiated	18% → 74% / 3 → NIL

□ The grade nobody can see	Part grade stated on the invoice / old display returned or offered	0% → 100% / 0% → 100%
□ The diagnosis she cannot test	Independent second diagnosis above ₹3,500 / changed on review	0% → 100% / 38 → 12
The warranty she is about to lose	Live-warranty disclosure in writing before opening / referrals counted	0% → 100% / 0 → 940
The device that still holds a life	IMEI-verified intake / certified sanitisation before resale	41% → 100% / 0% → 100%
Parts & people	Genuine or graded traceable parts · median technician tenure	64% → 100% (₹42L) · 10.8 → 17.4 mo

9. Data Protection, IMEI & Operating Compliance (India)

- **The Digital Personal Data Protection Act 2023 applies squarely** — a repair chain taking custody of an unlocked device is handling personal data at a scale most small operators have never considered, and purpose limitation, security safeguards, breach notification and accountability attach whether or not the operator has thought about them.
- **What makes this trade unusual is that the access is TOTAL RATHER THAN SCOPED** — there is no technical means by which a technician holding an unlocked phone can be limited to the camera module he is replacing, which is exactly why the control must be procedural and physical rather than contractual.
- **IMEI integrity** — tampering with or altering a device identifier is a criminal matter, and stolen-handset flow through the refurbishment trade is this sector's standing legal exposure, which is why intake verification is a GATE rather than a formality.
- **Consumer protection on diagnosis representations and repair warranties**; and **the manufacturer's warranty position**, since opening a device voids it and failing to say so beforehand is a material non-disclosure.
- **E-waste rules on replaced displays, boards and batteries** — with lithium battery storage and disposal treated as a genuine fire and environmental risk rather than a paperwork item.
- **BIS and counterfeit-goods exposure on spurious parts**; **GST on services and goods**, taxed differently and invoiced separately.
- **Shops-and-establishment registration, EPF/ESI and POSH across a young technician workforce**, with the device-access regime enforceable only because those technicians are employed.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Repair technicians — store & central board-level lab (EMPLOYED)	58	102	158
Counter & customer-service staff	22	38	58
Refurbishment, IMEI VERIFICATION & intake	6	11	17
Store supervisors & area managers	6	11	17
Parts procurement, stores & traceability	4	7	11
DATA PROTECTION, DEVICE-ACCESS AUDIT & QUALITY (independent of store ops)	3	5	8

Finance & accounts	3	5	7
Corporate & institutional sales	2	4	6
Training, certification & data handling · technology	2 · 2	3 · 3	5 · 5
Leadership	2	3	4
Total	110	192	296

Two features carry the plan's argument. Data protection, device-access audit and quality exists from Year 1 and reaches eight people, paid on neither repair volume nor turnaround, reporting to the promoter rather than to store operations — the control-independence rule, and unusually load-bearing here because **the manager whose turnaround times improve when a technician simply unlocks the phone is not the person to audit whether he should have. And the central board-level laboratory is the strategic choice inside the technician line:** module swapping is what every independent counter can do, while board-level repair roughly doubles gross margin on work the single-counter shop cannot attempt at all. **It requires microscopes, rework stations, trained people and a year of losses to establish, which is why most chains never build it and compete on turnaround instead** — and it is the only durable advantage available in a trade where price and speed are the visible axes.

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0-5	Device-access regime designed before the first store opens — external-test-point diagnostics, hardware jigs, named-session logging and bench cameras built in rather than added; IMEI verification made a system gate at intake; warranty-status check built into the intake flow; part-grade field made mandatory on every invoice; certified sanitisation process and record established before the first refurbished device is bought; central board-level lab commissioned with microscopes and rework stations
Year 1	Year 1	₹6.80cr revenue, ₹44L loss; repairs without unlocking 12% and 14 data-access complaints with 3 substantiated — the baseline this plan exists to end; part grade stated 0%; second diagnosis 0%; IMEI-verified intake 41%; genuine or graded parts 64%; warranty disclosure 0%
Year 2	Year 2	₹12.40cr revenue, ₹54L profit; repairs without unlocking 38% with jig-based diagnostics live across all stores; sessions logged 100%; part grade stated 96% and old display returned 91%; second diagnosis 100% with 24 changed; IMEI intake 88% with 310 devices rejected; complaints 7 with 1 substantiated; ROCE 14.2%
Year 3	Year 3	₹19.60cr revenue, ₹1.76cr profit; ROCE 33.8%; REPAIRS COMPLETED WITHOUT UNLOCKING 61%; passcode reason recorded and self-entry offered 100%; every session logged to a named technician 100%; repairs in view 74%; data-access complaints 4 with NONE substantiated; part grade stated and old display returned 100%; genuine or graded parts 100% at ₹42L a year; second diagnosis 100% with changes down to 12; warranty disclosure 100% with 940 referrals counted; IMEI intake 100% with 780 devices rejected; certified sanitisation 100%

12. Financial Plan (Illustrative)

*All figures are illustrative model assumptions for an Indian context, shown so the promoter can replace them with live rates. **Board-level mix and repairs-without-unlocking are the levers. Turnaround time is not one — it is what this industry competes on and what a chain cutting the invisible controls will always win.***

12.1 Project cost & means of finance

Capital requirement	₹
Parts & refurbished-device inventory (opening + store stock)	78,00,000
Store fit-out & kiosk build (nine locations + central lab)	66,00,000
Launch & initial operating losses	52,00,000
Working capital (parts cycle, payroll, corporate receivables)	40,00,000
TECHNOLOGY (job records, DEVICE-ACCESS LOGGING, IMEI verification, parts traceability)	26,00,000
Board-level LAB EQUIPMENT — microscopes, rework & test stations, jigs	16,00,000
Deposits & rent advances	8,00,000
Training, certification & data-handling programme	3,00,000
Insurance (device custody, liability), legal & registrations	1,00,000
Total project cost	2,90,00,000
Promoter contribution	1,30,00,000
Term loan (fit-out, lab equipment, technology)	70,00,000
Working-capital facility (parts & refurb inventory)	70,00,000
Investor / angel contribution	20,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
STORES / TECHNICIANS / REPAIRS COMPLETED	9 / 58 / 62,000	12 / 102 / 1,08,000	16 / 158 / 1,66,000
Screen & display repair	2,72,00,000	4,84,00,000	7,54,00,000
Board-level, battery, port & other repair	1,84,00,000	3,38,00,000	5,36,00,000
Refurbished device sales (IMEI-verified)	1,42,00,000	2,74,00,000	4,42,00,000
Accessories & counter attachments	62,00,000	1,16,00,000	1,82,00,000
Corporate & institutional device contracts	20,00,000	28,00,000	46,00,000
TOTAL REVENUE	6,80,00,000	12,40,00,000	19,60,00,000
Parts, components & refurbished-device cost (GENUINE OR GRADED, TRACEABLE)	3,00,00,000	5,20,00,000	8,06,00,000
Technician & counter wages, EPF/ESI (EMPLOYED; no quotation-linked earnings)	1,74,00,000	2,84,00,000	4,30,00,000
Store rent & CAM (stores + central lab)	78,00,000	1,18,00,000	1,68,00,000
Marketing & catchment activation	33,00,000	46,00,000	60,00,000
Head-office salaries (finance, HR, operations, leadership)	28,00,000	42,00,000	62,00,000

Technology (job records, DEVICE-ACCESS LOGGING, IMEI, parts traceability)	22,00,000	34,00,000	50,00,000
Utilities, store running & SECURITY (bench cameras, access control)	18,00,000	28,00,000	42,00,000
Logistics & inter-store device movement	14,00,000	22,00,000	32,00,000
Training, certification & DATA-HANDLING programme	12,00,000	19,00,000	28,00,000
Warranty & rework provision	10,00,000	17,00,000	26,00,000
Insurance (DEVICE CUSTODY, liability) · depreciation	8,00,000 · 8,00,000	13,00,000 · 13,00,000	20,00,000 · 19,00,000
Finance cost · bad debt, refunds & customer-device loss · legal, statutory & audit	7,00,000 · 6,00,000 · 6,00,000	10,00,000 · 11,00,000 · 9,00,000	10,00,000 · 17,00,000 · 14,00,000
Total expenses	7,24,00,000	11,86,00,000	17,84,00,000
Net profit / (loss) before tax	(44,00,000)	54,00,000	1,76,00,000
Net margin	(6.5%)	4.4%	9.0%
AVERAGE CAPITAL EMPLOYED / RETURN ON CAPITAL EMPLOYED	₹2.80cr / (15.7%)	₹3.80cr / 14.2%	₹5.20cr / 33.8%
REPAIRS COMPLETED WITHOUT EVER UNLOCKING THE DEVICE	12%	38%	61%
Passcode reason recorded / self-entry offered / sessions logged to a NAMED technician	0% / 0% / 0%	100% / 100% / 100%	100% / 100% / 100%
DATA-ACCESS COMPLAINTS RECEIVED / SUBSTANTIATED (published, never claimed zero)	14 / 3	7 / 1	4 / NIL
PART GRADE STATED ON THE INVOICE / old display returned or offered / genuine or graded parts	0% / 0% / 64%	96% / 91% / 88%	100% / 100% / 100% (₹42L)
INDEPENDENT SECOND DIAGNOSIS ABOVE ₹3,500 / diagnoses changed on review	0% / n.a.	100% / 24	100% / 12
LIVE-WARRANTY DISCLOSURE IN WRITING BEFORE OPENING / referrals to authorised service	0% / 0	92% / 430	100% / 940
IMEI-verified intake · devices rejected at intake · certified sanitisation · leakage · tenure	41% · 60 · 0% · ~6% · 10.8 mo	88% · 310 · 96% · ~6% · 14.1 mo	100% · 780 · 100% · ~6% · 17.4 mo

12.3 Unit economics & break-even

- **Gross margin reaches 58.9% because parts are the cost and skill is the product** — but the blend hides the real story: **module swapping earns roughly 30% while board-level repair earns close to 60%, and the mix is the whole commercial question.**
- **Board-level capability is the only durable advantage available.** It costs a lab, microscopes, rework stations and a year of training, which is why most chains never build it and compete on turnaround instead — and turnaround is exactly the axis on which the uncontrolled single counter always wins.
- **The data regime costs real money and buys no visible speed.** Jig-based diagnostics, bench cameras, session logging, the audit function and the slower workflow together run at roughly ₹78 lakh a year by

Year 3 against a ₹1.76 crore profit — and the customer mostly cannot see any of it.

- **The honest disclosures cost more.** 940 referrals to authorised service are 940 repairs not done, and the genuine-parts position costs ₹42 lakh a year — together a material share of profit given up where the customer would never have known.
- **Break-even: Year 2, and leakage is ~6% — the lowest in this vertical.** It is bounded by genuine-parts access and by board-level skill, the appliance-repair barrier: a customer cannot take her phone to somebody who cannot source a graded display or read a schematic.

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

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	70,00,000	60,00,000	52,00,000	44,00,000
Collections (repairs on collection, refurb on sale, corporate on terms)	1,62,00,000	1,68,00,000	1,76,00,000	1,86,00,000
Parts, wages, rent, marketing, security, interest & overheads	1,72,00,000	1,76,00,000	1,84,00,000	1,96,00,000
Closing balance	60,00,000	52,00,000	44,00,000	34,00,000

Cash is straightforward and the balance-sheet risk sits somewhere a lender would not think to look: in other people's devices. Repairs are collected on handover and refurbished units on sale, so there is almost no receivable outside the corporate book — but at any moment this chain is holding several hundred customer phones, and those are not its assets while being entirely its liability. A device lost, damaged beyond repair, or unrecoverable after a failed board attempt is a replacement obligation at market value, and a chain that has not provisioned for it discovers the cost as a dispute rather than as a line item. The plan carries customer-device loss inside bad debt and refunds and insures custody explicitly, which most independent operators do not. Three disciplines follow. Devices in custody are tracked by IMEI at every stage and aged, so a phone sitting uncollected for two months is visible before it becomes a storage and liability problem. Parts inventory is bought against demonstrated failure patterns rather than model launches, because a display bought for a model that stops arriving in the shop is dead stock in a category that — as this vertical's anchor establishes — depreciates while it sits. And corporate receivables are capped as a share of revenue — fleet contracts are the best-quality demand in this business and the slowest-paying, and the two facts are related.

12.5 Key Performance Indicators to Monitor

- **Device access:** repairs completed without unlocking (must RISE); passcode reason recorded; self-entry offered; sessions logged to a named technician; exception audit sample; data-access complaints received AND substantiated.
- **Parts integrity:** part grade stated on the invoice; old display returned or offered; genuine or graded traceable share and stated cost; part-grade mix by price band.
- **Diagnosis integrity:** second diagnoses performed and changed; board-level share of repair revenue; quotation-linked earnings (must be nil).
- **Disclosure:** live-warranty checks at intake; written disclosure before opening; referrals to authorised service counted.
- **Refurbishment:** IMEI-verified intake; devices rejected at intake; certified sanitisation before resale; source documentation completeness.
- **Operations:** first-time fix; turnaround by repair class; rework and warranty claims; devices in custody by age; customer-device loss.

- **People & safety:** technician tenure and cost to replace; certification currency; lithium battery storage and disposal compliance.

13. Funding Requirement & Bankability

Total ask: **₹70 lakh term loan plus a ₹70 lakh working-capital facility** against ₹1.30 crore promoter contribution and ₹20 lakh of investor money. Four points. **First, the collateral is thin and unusual — parts inventory, refurbished stock and lab equipment against ₹19.60 crore of revenue — and a lender should understand that the most valuable thing on the premises at any moment belongs to customers. Second, the diagnostic is the board-level share of repair revenue, not turnaround or store count. Module swapping is what every independent counter does at 30% margin; board-level repair earns close to 60% on work they cannot attempt, and a chain without that capability is a rented shopfront competing on speed. Third, ask what proportion of repairs are completed without unlocking the device, and treat the answer as a governance indicator rather than a technical one. A chain that cannot answer has not thought about its largest liability; one that answers "we take the passcode and staff sign an undertaking" has a policy rather than a control, and the harm it is exposed to is one the customer will never discover and a regulator increasingly might. Fourth, ask about IMEI verification at intake and the count of devices rejected. 780 rejections in Year 3 is not a lost-revenue figure; it is evidence that the gate exists, and a refurbishment operation with no rejections is not verifying.**

13.1 Funding utilisation

Use of funds	₹	% of total
Parts & refurbished-device inventory (opening + store stock)	78,00,000	26.9%
Store fit-out & kiosk build (nine locations + central lab)	66,00,000	22.8%
Launch & initial operating losses	52,00,000	17.9%
Working capital (parts cycle, payroll, corporate receivables)	40,00,000	13.8%
Technology (job records, device-access logging, IMEI, parts traceability)	26,00,000	9.0%
Board-level lab equipment — microscopes, rework & test stations, jigs	16,00,000	5.5%
Deposits & rent advances	8,00,000	2.8%
Training, certification & data-handling programme	3,00,000	1.0%
Insurance (device custody, liability), legal & registrations	1,00,000	0.3%
Total	2,90,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
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☐ THE DATA ON THE DEVICE — A SURRENDER THAT CANNOT BE RETURNED	A CUSTOMER HANDS AN UNLOCKED PHONE TO A STRANGER IN A SMALL SHOP AND WALKS AWAY. ON IT ARE HER PHOTOGRAPHS, MESSAGES, BANKING APPLICATIONS, CONTACTS AND IDENTITY DOCUMENTS — AND THE INDUSTRY'S WORKING NORM IS THAT SHE HANDS OVER THE PASSCODE TOO, BECAUSE "WE NEED IT TO TEST". IN THE INFORMAL TRADE THERE IS NO LOG OF WHO OPENED THE DEVICE, NO CAMERA OVER THE BENCH AND NO RECORD OF WHAT WAS ACCESSED. IMAGE THEFT AND EXTORTION ARISING FROM REPAIR SHOPS ARE DOCUMENTED IN INDIA, AND THE DEFINING FEATURE OF THE HARM IS THAT THE VICTIM USUALLY NEVER LEARNS IT HAPPENED — EVERY OTHER INTEGRITY PROBLEM IN THIS LIBRARY INVOLVES MONEY OVERPAID OR WORK NOT RECEIVED; THIS ONE INVOLVES SOMETHING THAT CANNOT BE GIVEN BACK → THE ANSWER IS NOT A PROMISE BUT A DESIGN THAT MINIMISES THE SURRENDER: REPAIRS COMPLETED WITHOUT EVER UNLOCKING THE DEVICE 12%→61%, BECAUSE MOST SCREEN, BATTERY, PORT AND CAMERA REPAIRS NEED NO ACCESS AT ALL ONCE DIAGNOSTICS AND FUNCTIONAL TESTS ARE REBUILT AROUND THE CONSTRAINT — THE INDUSTRY UNLOCKS BECAUSE IT IS CONVENIENT, NOT BECAUSE IT IS NECESSARY ; diagnostics run from EXTERNAL TEST POINTS AND HARDWARE JIGS; where a live test is unavoidable the CUSTOMER INVITED TO ENTER THE PASSCODE HERSELF AT COLLECTION AND WATCH; every unlock and session LOGGED AGAINST A NAMED TECHNICIAN with the REASON RECORDED, benches under camera, repairs in her view where possible (18%→74%); complaints received AND SUBSTANTIATED PUBLISHED (14/3→4/NIL) rather than claimed at zero; and THE EXCEPTIONS AUDITED ON A SAMPLE BY A FUNCTION REPORTING TO THE PROMOTER, BECAUSE THE EXCEPTION IS WHERE THE RISK NOW LIVES AND AN EXCEPTION NOBODY COUNTS BECOMES THE RULE WITHIN A YEAR
☐ THE GRADE NOBODY CAN SEE	DISPLAY ASSEMBLIES COME AS OEM, AFTERMARKET AND REFURBISHED-ORIGINAL, THEY ARE INDISTINGUISHABLE ONCE FITTED, AND THE DIFFERENCE EMERGES MONTHS LATER IN BRIGHTNESS, TOUCH RESPONSE AND LONGEVITY — WHICH SHE WILL ATTRIBUTE TO THE PHONE BEING OLDER. IT IS ALWAYS CHEAPER TO DOWNGRADE, THE SAVING IS INVISIBLE, AND IT IS THE SINGLE EASIEST PLACE IN THIS BUSINESS TO MAKE UNDISCLOSED MARGIN → THE GRADE OF THE FITTED PART STATED IN WRITING ON THE INVOICE (0%→100%) AND THE GRADES PRICED OPENLY, SO SHE CHOOSES RATHER THAN DISCOVERS; THE OLD DISPLAY RETURNED OR FORMALLY OFFERED (0%→100%), the appliance-repair returned-artefact control transplanted; genuine or graded traceable parts 64%→100% with the cost STATED (₹42L a year) rather than absorbed; and parts sourcing held by a procurement function separate from the technicians who fit them
☐ THE DIAGNOSIS SHE CANNOT SECOND-GUESS	AN ₹800 CHARGING PORT BECOMING A ₹6,000 "MOTHERBOARD ISSUE" IS THIS TRADE'S CLASSIC ESCALATION, AND SHE IS HOLDING A DEAD PHONE WITH NO WAY TO TEST THE CLAIM, NO SECOND OPINION AVAILABLE WITHOUT CARRYING THE DEVICE ACROSS TOWN, AND EVERY INCENTIVE ON THE OTHER SIDE OF THE COUNTER POINTING ONE WAY → INDEPENDENT SECOND DIAGNOSIS ABOVE ₹3,500 BY SOMEONE NOT PAID ON THAT JOB (0%→100%), with DIAGNOSES CHANGED ON REVIEW REPORTED AND FALLING (38→12), THE FALL BEING THE FIRST DIAGNOSIS IMPROVING RATHER THAN THE CHECK RELAXING ; NO TECHNICIAN EARNINGS LINKED TO QUOTATION VALUE, on the rule that nobody paid per unit of a remedy should decide how much is needed; and BOARD-LEVEL CAPABILITY BUILT DELIBERATELY, BECAUSE A CHAIN THAT CAN REPAIR A BOARD RATHER THAN REPLACE IT CAN AFFORD TO QUOTE THE CHEAPER TRUTH

□ THE WARRANTY SHE IS ABOUT TO LOSE AND HAS NOT BEEN TOLD ABOUT	A PHONE STILL INSIDE ITS WARRANTY PERIOD, BROUGHT IN WITH A FAULT THE MAKER WOULD COVER, IS A REPAIR THE INDEPENDENT TRADE IS NOT ENTITLED TO AND THE CUSTOMER DOES NOT KNOW SHE IS GIVING UP. THE SHOP OPENS IT, FIXES IT, CHARGES HER, AND THE COVER IS GONE — SHE DISCOVERS THIS MONTHS LATER WHEN AN UNRELATED FAULT IS REFUSED BY THE BRAND, AND BY THEN NOBODY CAN ESTABLISH WHAT SHE WAS TOLD. THE DISCLOSURE COSTS A SALE EVERY TIME IT IS MADE, WHICH IS PRECISELY WHY ALMOST NOBODY MAKES IT → WARRANTY STATUS CHECKED AT INTAKE AS A SYSTEM STEP from purchase date and IMEI, BEFORE THE DEVICE REACHES A BENCH; where cover is live, SHE IS TOLD IN WRITING THAT OPENING VOIDS IT and authorised service is NAMED; and THE REFERRAL COUNTED RATHER THAN MENTIONED (0→940, EACH ONE A REPAIR THIS CHAIN DID NOT DO) AND MADE EVEN WHERE THE BRAND IS SLOWER AND SHE MAY WELL COME BACK — BECAUSE A DISCLOSURE OFFERED ONLY WHEN IT IS UNLIKELY TO BE ACCEPTED IS NOT A DISCLOSURE, AND THE COUNT IS WHAT PROVES IT WAS REAL
□ THE STOLEN HANDSET AND THE DEVICE THAT STILL HOLDS A LIFE	RECOMMERCE INTAKE IS THIS SECTOR'S STANDING LEGAL EXPOSURE: STOLEN HANDSETS FLOW THROUGH THE REFURBISHMENT TRADE, AND TAMPERING WITH OR ALTERING A DEVICE IDENTIFIER IS A CRIMINAL MATTER RATHER THAN A COMPLIANCE ONE. AND EVERY TRADED-IN DEVICE ARRIVES STILL CARRYING THE PREVIOUS OWNER'S PHOTOGRAPHS, ACCOUNTS AND DOCUMENTS — A SECOND DATA EXPOSURE, POINTING THE OTHER WAY, THAT THE TRADE HANDLES EVEN MORE CASUALLY THAN THE FIRST → IMEI VERIFIED AND RECORDED ON EVERY INTAKE AS A SYSTEM GATE RATHER THAN A FORMALITY (41%→100%), with SOURCE DOCUMENTATION and DEVICES REJECTED AT INTAKE COUNTED AND VISIBLE (60→780), SINCE A REFURBISHMENT OPERATION REPORTING NO REJECTIONS IS NOT VERIFYING; and CERTIFIED DATA SANITISATION WITH A RECORD BEFORE ANY RESALE (0%→100%), NEVER RESOLD BEFORE VERIFIED WIPE; replaced displays, boards and especially LITHIUM BATTERIES routed under the e-waste rules with proper storage, SINCE BATTERY HANDLING IS A GENUINE FIRE RISK RATHER THAN A PAPERWORK ITEM
The controls make this chain slower and dearer on the only two visible axes	A SINGLE-COUNTER INDEPENDENT REPLACES A SCREEN IN FORTY MINUTES FOR TWO-THIRDS OF THE PRICE, AND HE CAN DO IT BECAUSE HE DOES NOT LOG THE SESSION, DOES NOT OFFER A CHOICE OF PART GRADE, DOES NOT OBTAIN A SECOND OPINION BEFORE QUOTING A BOARD FAULT AND DOES NOT STOP TO CHECK WHETHER THE MAKER'S WARRANTY IS LIVE. NONE OF THAT IS VISIBLE AT HIS COUNTER AND MOST OF IT NEVER BECOMES VISIBLE — SO PRICE AND TURNAROUND ARE THE ONLY AXES, AND COMPETING ON THEM ALONE SELECTS FOR WHOEVER CUTS THE THINGS NOBODY CAN SEE → MAKE THE INVISIBLE VISIBLE AT HANDOVER RATHER THAN ARGUING IT IN ADVANCE — THE OLD PART IN HER HAND, THE GRADE PRINTED ON THE INVOICE AND A PHONE SHE WAS NEVER ASKED TO UNLOCK ARE EXPERIENCED RATHER THAN CLAIMED, AND A CUSTOMER WHO HAS HAD ONE REPAIR DONE THAT WAY UNDERSTANDS WHAT ITS ABSENCE MEANS ELSEWHERE; COMPETE HARDEST FOR CORPORATE AND INSTITUTIONAL FLEETS, WHERE A DATA-PROTECTION FUNCTION ASKS THE QUESTIONS THE CONSUMER DOES NOT AND BUYS DOCUMENTED PROCESS RATHER THAN TURNAROUND; and build margin on BOARD-LEVEL REPAIR, the one advantage the single counter cannot copy
The largest thing on the premises belongs to somebody else	AT ANY MOMENT THIS CHAIN HOLDS SEVERAL HUNDRED CUSTOMER PHONES, WHICH ARE NOT ITS ASSETS WHILE BEING ENTIRELY ITS LIABILITY. A DEVICE LOST, DAMAGED BEYOND REPAIR OR UNRECOVERABLE AFTER A FAILED BOARD ATTEMPT IS A REPLACEMENT OBLIGATION AT MARKET VALUE, AND A CHAIN THAT HAS NOT PROVISIONED FOR IT DISCOVERS THE COST AS A DISPUTE RATHER THAN AS A LINE ITEM — WHICH IS ALSO HOW IT DISCOVERS THAT ITS INSURANCE DOES NOT COVER CUSTODY → devices in custody TRACKED BY IMEI AT EVERY STAGE AND AGED, so an uncollected phone is visible before it becomes a storage and liability problem; CUSTOMER-DEVICE LOSS PROVISIONED inside bad debt and refunds and CUSTODY INSURED EXPLICITLY, which most independent operators do not; parts bought AGAINST DEMONSTRATED FAILURE PATTERNS RATHER THAN MODEL LAUNCHES, SINCE A DISPLAY BOUGHT FOR A MODEL THAT STOPS ARRIVING IS DEAD STOCK IN A CATEGORY THAT — AS THIS VERTICAL'S ANCHOR ESTABLISHES — DEPRECIATES WHILE IT SITS; and corporate receivables CAPPED, since fleet contracts are the best-quality demand here and the slowest-paying

Vertical-inherited (see the electronics-retail-store anchor)	THE GROSS MARGIN ON HARDWARE IS SET BY SOMEBODY ELSE AND THE EARNINGS SIT IN WHAT IS ADDED AT THE COUNTER → screen-protection and device-care plans sold here are subject to the anchor's rules in full: ATTACH RATE AND CLAIMS-PAID RATE REPORTED TOGETHER, the maker's existing cover stated in writing first, commission disclosed, and NO COUNTER-STAFF VARIABLE PAY LINKED TO ATTACHMENT SALES. ELECTRONICS DEPRECIATES ON THE SHELF → parts and refurbished stock aged and provisioned, with GMROI applied to the refurbished book. NOTHING OPENED SOLD AS NEW → refurbished grades disclosed and never described as new. E-WASTE/EPR obligations on replaced components. Plus employment with EPF/ESI — WHICH HERE IS NOT A CLASSIFICATION PREFERENCE BUT THE WHOLE CONTROL STRUCTURE, SINCE A DEVICE-ACCESS LOG, A NAMED-SESSION RECORD AND A DATA-HANDLING UNDERTAKING CANNOT BE IMPOSED ON SOMEBODY THE BUSINESS DOES NOT EMPLOY — and POSH across a young technician workforce
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15. SWOT Analysis

Strengths 61% of repairs completed without ever unlocking the device — a control that removes the exposure rather than governing it; every session logged to a named technician, with complaints published rather than claimed at zero; part grade printed on the invoice and the old display returned; independent second diagnosis before any board quotation; live-warranty disclosure with referrals counted; IMEI-gated intake and certified sanitisation; board-level capability at close to 60% gross margin.	Weaknesses Slower and dearer on the only two axes the consumer can see; a data regime costing ~₹78 lakh a year that the customer mostly cannot perceive; 940 referrals a year that are repairs not done; parts inventory that depreciates while it sits; several hundred customer devices in custody at any moment; a young, mobile technician workforce carrying the skill.
Opportunities Rising device values and lengthening replacement cycles making repair rational; corporate and institutional fleets that buy documented process and audit it; out-of-warranty brand pricing pushing customers to the independent trade; a growing refurbished market on both intake and sale; and DPDP raising a question this trade has never been asked.	Threats Tens of thousands of uncontrolled single counters competing on price and speed; a single data incident, which in this business is existential rather than expensive; manufacturers restricting parts and diagnostics to authorised networks; spurious display supply undercutting the graded position; stolen-device exposure through recommerce intake; and lithium battery fire or storage incidents.

16. Recommended AiSevak Tools for This Business

This operator would use AiSevak's Electronics vertical tools in operations:

- **Device-access governance: repairs-without-unlocking tracking as a headline metric, passcode-reason capture with self-entry offer, named-session logging on every unlock, exception sampling routed to an auditor independent of store operations, and published complaints received-versus-substantiated.**
- **Parts integrity: mandatory part-grade field on every invoice with open grade pricing, old-part return prompt and record, genuine/graded traceability with invoice linkage and stated cost.**
- **Diagnosis integrity: second-diagnosis workflow above a rupee threshold routed to a reviewer paid on neither job nor quotation, changed-diagnosis reporting, board-level share of repair revenue.**
- **Disclosure: warranty-status check from purchase date and IMEI at intake, written void-disclosure generation, and a counted referral register to authorised service.**

- **Recommerce:** IMEI verification gate at intake, source-documentation capture, rejection register, certified-sanitisation record before resale, refurbished grade disclosure.
- **Custody & stock:** device-in-custody tracking by IMEI with ageing, customer-device loss provisioning, parts ageing and GMROI on the refurbished book.

17. Key Assumptions & Notes

- Mobile & gadget repair chain: nine store-front repair points and a central board-level laboratory across one city, handling screen, battery, port and board repair for phones, tablets and wearables, alongside IMEI-verified refurbished device sales and corporate device contracts, with employed technicians and a documented device-access regime. **Second plan in the electronics vertical (44). The electronics-retail-store anchor's conventions are INHERITED AND CROSS-REFERENCED in one paragraph in §1 and one risk row rather than re-derived, and the appliance-repair returned-part and second-diagnosis controls are transplanted whole.**
- **△ CONVENTIONS SET HERE: (a) □ THE DATA ON THE DEVICE — the library's first integrity instance where what is at risk is not money or safety but THE CUSTOMER'S ENTIRE PRIVATE LIFE, and where the harm's defining feature is that THE VICTIM USUALLY NEVER LEARNS IT HAPPENED. Every other case in this library involves money overpaid or work not received; THIS ONE INVOLVES SOMETHING THAT CANNOT BE GIVEN BACK. (b) □ THE GENERAL RULE, WHICH APPLIES LIBRARY-WIDE: WHERE THE CUSTOMER MUST SURRENDER SOMETHING THAT CANNOT BE RETURNED IF MISUSED, THE CONTROL IS NOT A PROMISE BUT A DESIGN THAT MINIMISES THE SURRENDER. A confidentiality undertaking, a camera and a log all accept that a technician will hold an unlocked phone and try to make misuse detectable afterwards — AND NONE OF THEM HELPS THE CUSTOMER WHOSE PHOTOGRAPHS WERE COPIED IN NINETY SECONDS, BECAUSE THE COPY LEAVES NO TRACE. Rebuilding the workflow so the device is never unlocked is harder and is the only approach that makes the question moot. THE INDUSTRY UNLOCKS BECAUSE IT IS CONVENIENT, NOT BECAUSE IT IS NECESSARY. (c) □ WHERE AN EXCEPTION REMAINS, IT IS WHERE THE RISK NOW LIVES — record the reason, name the person, audit a sample, AND COUNT IT, BECAUSE AN EXCEPTION NOBODY COUNTS BECOMES THE RULE WITHIN A YEAR. (d) □ PUBLISH COMPLAINTS RECEIVED AND SUBSTANTIATED, NEVER CLAIM ZERO. (e) □ STATE THE GRADE ON THE INVOICE AND PRICE THE GRADES OPENLY, SO SHE CHOOSES RATHER THAN DISCOVERS. (f) □ A DISCLOSURE OFFERED ONLY WHEN IT IS UNLIKELY TO BE ACCEPTED IS NOT A DISCLOSURE — make the live-warranty referral even where the brand is slower and she may come back, AND COUNT IT, BECAUSE THE COUNT IS WHAT PROVES IT WAS REAL. (g) □ A VERIFICATION GATE WITH NO REJECTIONS IS NOT A GATE — report devices rejected at intake. (h) □ THE LARGEST THING ON THE PREMISES BELONGS TO SOMEBODY ELSE — provision and insure custody explicitly.**
- Economics & cash — **GROSS MARGIN 58.9% BECAUSE PARTS ARE THE COST AND SKILL IS THE PRODUCT, BUT THE BLEND HIDES THE REAL STORY: MODULE SWAPPING EARNS ~30% AND BOARD-LEVEL REPAIR CLOSE TO 60%, AND THE MIX IS THE WHOLE COMMERCIAL QUESTION — BOARD-LEVEL CAPABILITY COSTS A LAB, MICROSCOPES, REWORK STATIONS AND A YEAR OF TRAINING, WHICH IS WHY MOST CHAINS NEVER BUILD IT AND COMPETE ON TURNAROUND INSTEAD, AND TURNAROUND IS EXACTLY THE AXIS ON WHICH THE UNCONTROLLED SINGLE COUNTER ALWAYS WINS** (Y1 —₹44L → Y2 +₹54L → Y3 +₹1.76cr; revenue ₹6.80cr→₹19.60cr; repairs 62,000→1,66,000; technicians 58→158; repairs WITHOUT UNLOCKING 12%→61%; passcode reason recorded, self-entry offered and sessions named-logged 0%→100%; repairs in view 18%→74%; data-access complaints 14/3→4/NIL PUBLISHED; part grade stated and old display returned 0%→100%; genuine or graded parts 64%→100% at ₹42L a year; second diagnosis 0%→100% with changes 38→12; live-warranty disclosure 0%→100% with 940 REFERRALS COUNTED; IMEI intake 41%→100% with 780 devices REJECTED; certified sanitisation 0%→100%; leakage ~6% BOUNDED BY GENUINE-PARTS ACCESS AND BOARD-LEVEL SKILL — THE LOWEST IN THIS VERTICAL; tenure 10.8→17.4 months; ROCE (15.7%)→33.8%; **BREAK-EVEN YEAR 2; THE DATA REGIME COSTS ~₹78 LAKH A YEAR**

AND BUYS NO VISIBLE SPEED, AND THE HONEST DISCLOSURES COST MORE — 940 REFERRALS ARE 940 REPAIRS NOT DONE; AND THE BALANCE-SHEET RISK SITS WHERE A LENDER WOULD NOT LOOK: SEVERAL HUNDRED CUSTOMER PHONES IN CUSTODY THAT ARE NOT ITS ASSETS WHILE BEING ENTIRELY ITS LIABILITY). Regulatory (section 9): **DPDP 2023 APPLIES SQUARELY — A CHAIN TAKING CUSTODY OF AN UNLOCKED DEVICE IS HANDLING PERSONAL DATA AT A SCALE MOST SMALL OPERATORS HAVE NEVER CONSIDERED, AND WHAT MAKES THIS TRADE UNUSUAL IS THAT THE ACCESS IS TOTAL RATHER THAN SCOPED: THERE IS NO TECHNICAL MEANS BY WHICH A TECHNICIAN HOLDING AN UNLOCKED PHONE CAN BE LIMITED TO THE CAMERA MODULE HE IS REPLACING, WHICH IS EXACTLY WHY THE CONTROL MUST BE PROCEDURAL AND PHYSICAL RATHER THAN CONTRACTUAL;** IMEI INTEGRITY AS A CRIMINAL RATHER THAN COMPLIANCE MATTER; consumer protection on diagnosis representations; **THE MAKER'S WARRANTY POSITION, SINCE OPENING VOIDS IT AND FAILING TO SAY SO BEFOREHAND IS A MATERIAL NON-DISCLOSURE** e-waste rules with LITHIUM BATTERY STORAGE AS A GENUINE FIRE RISK; BIS and counterfeit exposure on spurious parts; GST on services and goods; EPF/ESI and POSH. Lender note (section 13): **THE COLLATERAL IS THIN AND THE LARGEST THING ON THE PREMISES BELONGS TO CUSTOMERS; THE DIAGNOSTIC IS THE BOARD-LEVEL SHARE OF REPAIR REVENUE, NOT TURNAROUND OR STORE COUNT; ASK WHAT PROPORTION OF REPAIRS ARE COMPLETED WITHOUT UNLOCKING AND TREAT IT AS A GOVERNANCE INDICATOR — A CHAIN THAT CANNOT ANSWER HAS NOT THOUGHT ABOUT ITS LARGEST LIABILITY, AND ONE THAT ANSWERS "WE TAKE THE PASSCODE AND STAFF SIGN AN UNDERTAKING" HAS A POLICY RATHER THAN A CONTROL;** and **ASK ABOUT IMEI VERIFICATION AND THE REJECTION COUNT, SINCE A REFURBISHMENT OPERATION WITH NO REJECTIONS IS NOT VERIFYING.** ₹2.90cr; repairs 62,000→1,66,000; revenue ₹6.80→19.60cr; 110→296 staff; ROCE (15.7%)→33.8%. Figures illustrative, exclude GST.

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Every tool referenced in this plan is available on aisevak.in. Open the [Electronics toolkit](https://aisevak.in/verticals/electronics) to browse and use them all at <https://aisevak.in/verticals/electronics> — or go straight to any specific tool at <https://aisevak.in/service/<tool-name>>. No signup needed to explore; each tool guides you step by step.

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