



BUSINESS PLAN · INDIA

Operations and Process-Improvement Consultancy

Lean, Six Sigma and cost optimisation

CONSULTING

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 **Operations & Process-Improvement Consultancy** in India — a professional-services firm that helps manufacturers & service businesses cut cost, improve quality & productivity, and streamline processes using Lean, Six Sigma, TPM & operational-excellence methods, delivered through diagnostics, projects, retainers and (often) **savings-linked / gain-share** engagements. It earns fees plus a share of the measurable savings it delivers, monetising Indian firms' constant pressure to be leaner & more competitive — a low-capex, expertise-/results-/utilisation-driven professional-services business.

Every manufacturer & operations-heavy service business in India faces margin, cost, quality & efficiency pressure — and most lack in-house operational-excellence capability. An operations consultancy is an **expertise & results business**: little capital, driven by the consultants' Lean/Six-Sigma/domain skill, shop-floor credibility, ability to deliver **measurable, sustained savings** & a repeatable methodology. Revenue blends diagnostics, project fees, retainers & **savings-linked/gain-share** upside; success rests on results (verified savings), methodology, implementation (not just reports), utilisation & a repeatable BD engine — it is results-, credibility- & utilisation-dependent, working-capital-light.

This is a professional-services business — funded largely by promoter equity (low capex), with a modest working-capital line (services-MSME eligible). This plan models an operations consultancy requiring **₹40 lakh** (₹28 lakh promoter + ₹12 lakh bank/WC finance), targeting **₹1.6 crore** revenue in Year 1 and **₹3.8 crore** by Year 3. *(Operations/process-improvement consulting; diagnostics + projects + retainers + savings-linked/gain-share, results-/expertise-/utilisation-driven, low-capex.)*

2. Business Description, Vision & Legal Structure

Concept: An operations & process-improvement consultancy - delivering Lean, Six Sigma, TPM & op-ex to cut cost & improve quality/productivity via diagnostics, projects, retainers & savings-linked engagements.

Vision: To make Indian businesses measurably leaner, better & more competitive.

Mission: Deliver real, sustained operational results - cost, quality & productivity - through hands-on implementation, not just reports.

Legal structure options

- **LLP** — common for a consulting practice.
- **Private Limited** — recommended for scale, corporate/industrial clients, gain-share contracts & credibility.

Regulatory anchor: an operations consultancy is a professional-services business (company/LLP, GST on services, engagement contracts/gain-share/savings-verification agreements, confidentiality, professional indemnity). Results (verified savings), methodology, implementation credibility, consultant utilisation & a repeatable BD engine determine success; it is results-, credibility- & utilisation-dependent, capital-light.

3. Promoter & Ownership

Led by a promoter with operations, manufacturing-excellence, Lean/Six-Sigma (Black Belt) or industry-leadership credentials & shop-floor credibility. The team includes op-ex consultants (Lean/Six-Sigma/TPM), industry specialists, data/analytics analysts & BD/support. Results, methodology, implementation credibility & utilisation are the differentiators. Ownership & stakes are editable inputs.

4. Market Analysis — India

Indian manufacturing & operations-heavy services face constant cost, quality, productivity & competitiveness pressure (PLI, "China+1", exports, margin squeeze), driving demand for operational-excellence support — most firms lacking deep in-house capability. Demand is margin-/competitiveness-driven & industry-linked. The market rewards results (verified savings), methodology, implementation, shop-floor credibility, utilisation & a repeatable engine; it is results-, credibility-, utilisation- & cycle-sensitive, met with results, methodology, implementation & BD.

Demand drivers

- **Margin & cost pressure.**
- **Quality & productivity** needs (exports/PLI/"China+1").
- **Manufacturing & MSME** competitiveness.
- **Lean/Six-Sigma/op-ex** adoption.
- **Capability gaps** in-house.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Op-ex/process-improvement in India	Large & growing
SAM	Industry/region & segment	Substantial
SOM (Yr 1-3)	Clients / engagements	Scaling

Target segments

- MSME & mid-market manufacturers.
- Corporates/plants (op-ex programmes).
- Operations-heavy services (logistics/retail/healthcare/BPO).
- Export units (cost/quality competitiveness).

5. Competition & Competitive Advantage

Landscape: Big-4/large op-ex practices, boutique Lean/Six-Sigma firms, independent consultants/trainers & in-house teams. The consultancy competes on results (verified savings), implementation (not just reports), methodology, shop-floor credibility, gain-share alignment & value.

The business's edge

- **Measurable, verified results/savings.**
- **Hands-on implementation** (not just advice).
- **Lean/Six-Sigma/TPM methodology & rigour.**
- **Shop-floor credibility & industry depth.**
- **Gain-share alignment & value-for-money.**

6. Products & Revenue Model

Stream	Model	Basis
Diagnostics / assessments	Fixed fee (entry)	Pipeline/entry
Improvement projects	Project fee	Core
Op-ex retainers / programmes	Retainer/programme	Recurring/scale
Savings-linked / gain-share	% of verified savings	Upside
Training / certification (Lean/SS)	Per-programme	Margin/pipeline

Diagnostics seed the pipeline; projects & op-ex retainers/programmes are the core; savings-linked/gain-share (a % of verified savings) adds high-value upside & aligns incentives; training builds capability & pipeline. Economics = engagements × fee × utilisation + gain-share; results, methodology, implementation, utilisation & BD drive it — the decisive op-ex levers.

7. Go-to-Market — Marketing & Sales

- **Diagnostics/assessments** as low-risk entry.
- **Results/case studies** (verified savings) & referrals.
- **Industry presence** (associations, clusters, PLI/MSME programmes).
- **Gain-share offer** (aligned, low-risk for client).
- **Training & thought leadership** (Lean/Six-Sigma).

Sales approach

Enter via diagnostics/assessments → prove opportunity → engage on project/retainer + gain-share → deliver & verify savings → build case studies, referrals & repeat/programmes → grow across the client's plants/sites. Results, implementation, credibility & a repeatable engine build the practice; gain-share lowers client risk & lifts value.

8. Operations Plan (implementation-led)

- **Delivery model:** consultant-led, hands-on implementation on the shop-floor/process (Lean/Six-Sigma/TPM), with data, measurement & savings verification.
- **Process:** diagnostic → opportunity/baseline → project charter (incl. gain-share terms) → implement (kaizen/DMAIC) → measure & verify savings → sustain/handover → expand.
- **Results & verification:** baseline, measurement & joint savings verification are central (credibility & gain-share billing).
- **Tech:** project/kaizen tracking, data/analytics, methodology/templates, CRM.
- **Capability:** certified consultants (Black/Green Belts), training & knowledge base.

Engagement workflow

Stage	Activity	Metric
Diagnose	Assessment/baseline	Opportunity
Charter	Scope/gain-share	Fee/alignment

Implement	Kaizen/DMAIC	Utilisation/progress
Verify	Measure savings	Verified savings
Sustain	Handover/expand	Sustained/repeat

9. Regulatory, Licences & Compliance (India)

- **Entity:** LLP/company; GST on services; PAN/TAN.
- **Contracts:** engagement/charter; gain-share & savings-verification terms; NDA; indemnity.
- **People:** payroll/labour compliance; certifications (Lean/Six-Sigma).
- **Client-site:** safety/access compliance on shop-floors.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Promoter / lead (Master Black Belt)	1	2	3
Op-ex consultants (Black/Green Belt)	4	8	14
Analysts (data/measurement)	2	4	7
BD, training & support	2	4	6
Total	9	18	30

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0-2	Entity, methodology, team, first diagnostics/clients
Ramp	Month 2-7	Projects, verified savings, gain-share, retainers
Traction	Month 7-12	Case studies & clients; ₹1.6cr revenue
Expand	Year 2	More consultants, industries, programmes, training
Scale	Year 3	₹3.8cr revenue; brand & results track record

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. Op-ex consulting; diagnostics + projects + retainers + gain-share; people-driven, low-capex, working-capital-light.

12.1 Project cost & means of finance

Capital requirement	₹
Office setup, fit-out & IT	10,00,000

Working capital (salaries + receivables runway)	20,00,000
Methodology, tools, data & certifications	6,00,000
Brand, BD & pre-operative	4,00,000
Total project cost	40,00,000
Promoter contribution	28,00,000
Bank / WC finance (services MSME)	12,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
Projects & diagnostics	80,00,000	1,50,00,000	1,90,00,000
Op-ex retainers / programmes	45,00,000	90,00,000	1,20,00,000
Gain-share, training & other	35,00,000	60,00,000	70,00,000
Total revenue	1,60,00,000	3,00,00,000	3,80,00,000
Consultant & analyst salaries	82,00,000	1,52,00,000	1,92,00,000
Travel, methodology, tools & data	22,00,000	40,00,000	50,00,000
Office, BD & overheads	30,00,000	50,00,000	62,00,000
Interest & other	4,00,000	6,00,000	7,00,000
Total expenses	1,38,00,000	2,48,00,000	3,11,00,000
Net profit (before tax)	22,00,000	52,00,000	69,00,000
Net margin	13.8%	17.3%	18.2%

12.3 Unit economics & break-even

- **Engagements × fee × utilisation + gain-share:** projects/retainers give base revenue per consultant; gain-share (a % of verified savings) is high-value upside & aligns incentives; utilisation & realisation are the base levers.
- **Results & verification:** verified, sustained savings drive case studies, referrals, gain-share billing & premium pricing — the compounding lever; implementation (not reports) is what delivers it.
- **Break-even:** at an engagement/utilisation threshold covering salaries, travel & overheads; margins healthy, scaling with utilisation, gain-share, programmes & training.

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

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	4,00,000	3,60,000	3,80,000	4,10,000
Fee & gain-share collections	30,00,000	38,00,000	44,00,000	48,00,000
Salaries, travel & operating	30,40,000	37,80,000	43,70,000	47,40,000
Closing balance	3,60,000	3,80,000	4,10,000	4,70,000

Capital-light but salary- & travel-led, with client receivables (& gain-share verification lag) the main WC. Retainers/advances, milestone billing, verified-savings gain-share, a modest WC line & utilisation/pipeline management maintain cash; the key risks are low utilisation, savings-verification disputes, receivable delays & talent dependence — met with retainers, clear verification terms, BD & retention.

12.5 Key Performance Indicators to Monitor

- **Delivery:** consultant utilisation; realisation; project margin.
- **Results:** verified savings; gain-share earned; sustained results.
- **Revenue:** retainer/programme mix; repeat/expansion; pipeline.
- **Finance:** revenue/consultant; net margin; receivable days.

13. Funding Requirement & Bankability

Total ask: **₹12 lakh bank/WC finance** against ₹28 lakh promoter contribution — a modest working-capital line (salaries/receivables/gain-share lag) on a low-capex base, services-MSME eligible. Bankability rests on the consultants' credibility, verified-results track record, retainer base & healthy margins; the firm is capital-light & cash-generative. Year-1 profit ~₹22 lakh growing to ₹69 lakh supports servicing; utilisation, results & gain-share are key. Results, methodology, implementation, utilisation & a repeatable engine underpin the model.

13.1 Funding utilisation

Use of funds	₹	% of total
Working capital (salaries + receivables runway)	20,00,000	50%
Office setup, fit-out & IT	10,00,000	25%
Methodology, tools, data & certifications	6,00,000	15%
Brand, BD & pre-operative	4,00,000	10%
Total	40,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
Low utilisation / thin pipeline	Diagnostics entry, retainers, case studies, referrals, BD
Savings-verification disputes	Clear baseline & verification terms; joint measurement; charters
Results not sustained	Implementation focus, handover, sustain phase, training
Talent / key-person	Certified team, methodology/IP, retention, knowledge base
Receivable / gain-share lag	Advances, milestone billing, WC line, terms

15. SWOT Analysis

Strengths Low-capex & high-margin; measurable ROI for clients; gain-share alignment; methodology/credibility; scalable.	Weaknesses Results- & utilisation-dependent; talent-intensive; travel-heavy; verification/dispute risk.
Opportunities Manufacturing/MSME competitiveness; PLI/"China+1"/exports; op-ex adoption; programmes/training; new industries.	Threats Big-4/boutique competition; economic cycles; in-house teams; talent war; commoditised training.

16. Recommended AiSevak Tools for This Business

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

- **Delivery ops:** diagnostic/baseline & kaizen/DMAIC-project, savings-measurement/verification & utilisation, methodology/knowledge tools.
- **Firm ops:** engagement/gain-share-contract & GST, pipeline/CRM & receivable-management tools (with Legal & Finance verticals).
- **Practice:** Business Plan, utilisation/gain-share and Break-even tools to model the firm — and op-ex analytics clients pay for.

17. Key Assumptions & Notes

- Op-ex/process-improvement consulting: Lean/Six-Sigma/TPM to cut cost & lift quality/productivity via diagnostics + projects + retainers + savings-linked/gain-share; results-/expertise-driven, low-capex.
- Engagements × fee × utilisation + gain-share decisive; verified results, methodology, implementation (not reports) & a repeatable engine are the levers.
- Largely equity-funded (low capex) + modest WC line, services-MSME eligible; LLP/company, GST-on-services, gain-share/verification agreements.
- Utilisation, verified savings, gain-share, programme mix & BD drive economics; figures illustrative, exclude GST.

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