



BUSINESS PLAN · INDIA

Pet Boarding & Daycare Facility

Custodial animal care sized for annual occupancy, not for Diwali

PET CARE & VETERINARY BUSINESSES

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 **Pet Boarding & Daycare Facility** in India — overnight boarding for dogs and cats, weekday daycare, supervised play, pick-up and drop transport, and add-on services including grooming, walks, training and medicated care during stay.

This business occupies the highest-trust and highest-liability position in the entire vertical, and the progression across the three plans written so far makes the point exactly: the clinic's owner is in the room, the groomer's owner returns in two hours, and the boarding facility holds the animal overnight for a fortnight — frequently while the owner is on another continent, entirely unable to check. Everything that follows in this plan descends from that: **the customer is buying an assurance about a period they cannot observe, concerning an animal that cannot report what happened.**

Four risks are genuinely catastrophic here, they all happen to real facilities, and every one of them is a density and staffing-ratio problem rather than bad luck: infectious disease transmission in group housing (kennel cough and the broader canine respiratory complex, parvovirus, distemper, giardia, ticks), **escape** — a dog loose in an unfamiliar neighbourhood — **dog-on-dog injury in group play, and death in care.** This plan reports all four, including **deaths in care (1 → 0 → 0)**, because a boarding plan that omits the possibility is not describing the business. Their common control is unglamorous: **fewer animals per handler, real temperament screening, genuine overnight staffing, and admission standards that are actually enforced.**

Which produces the commercial-ethical crunch of this plan, and it is a harder one than it first appears: vaccination and health screening is the only real defence against an outbreak, and it must be enforced against a paying customer standing at the counter at six in the morning with a flight to catch. Refusing a booked, paid, desperate client because a vaccination record lapsed thirteen months ago is the correct decision, and it is genuinely difficult — **which is precisely why the counter is where this policy breaks.** The operational answer is to move the decision away from that moment entirely: **vaccination records verified before arrival, rising from 52% to 97%,** so that almost nobody is ever refused at the door. **Admissions refused on health grounds (74 → 190) is reported as a positive metric.**

And the economic spine: boarding revenue is brutally seasonal — festival and holiday weeks at effectively full occupancy against long empty stretches — so ANNUAL occupancy, not peak occupancy, is the number that decides whether this business works. The characteristic failure is **sizing the facility for Diwali**, producing a building that is magnificent for six weeks and idle for forty against fixed rent. **Daycare is the structural answer:** weekday, recurring, counter-seasonal revenue that fills the trough boarding cannot. **Boarding is seasonal and daycare is not, and the combination is what makes the economics work** — trough-week occupancy rises from 21% to 48% almost entirely on daycare, and annual occupancy from 46% to 67%.

This plan models a facility requiring **₹1 crore** (₹44 lakh promoter + ₹42 lakh term loan + ₹14 lakh working-capital finance), moving from **₹1.58 crore revenue and a ₹14 lakh loss** in Year 1 to **₹3.82 crore revenue and ₹60 lakh profit** by Year 3. *(Custodial care facility; occupancy- and safety-driven — figures illustrative.)*

2. Business Description, Vision & Legal Structure

Concept: A purpose-built boarding and daycare facility — individual and group housing, separated dog and cat areas, isolation capacity, climate control and power backup, supervised play with temperament matching, genuine overnight

staffing, cameras, and transport.

Vision: To be the facility an owner can leave the country from without checking their phone.

Mission: Verify vaccinations before arrival, not at the counter; staff the night properly; keep the ratios low even when it costs; and tell the owner the same day when anything happens.

Legal structure options

- **Private Limited** — recommended: property commitments, staff scale, liability exposure and any expansion.
- **LLP** — workable for a partner-run single facility.
- **Proprietorship** — possible but ill-advised given the liability profile of custodial animal care.

Regulatory anchor: like grooming, boarding sits in a lightly regulated space, and the gap is significant. **India has no comprehensive national standard for commercial pet boarding — no mandatory kennel licensing regime with inspection, no prescribed space-per-animal, no staffing-ratio requirement**, so a facility's standards are almost entirely self-imposed. What does apply: **the Prevention of Cruelty to Animals Act 1960, which is the operative law for animals in custodial care** and covers housing, ventilation, feeding, water and avoidable suffering; **Animal Welfare Board of India guidance**; local municipal trade licensing and, in many jurisdictions, **kennel or animal-establishment permissions with noise, waste and neighbour considerations**; waste disposal norms for a facility generating substantial organic and soiled-bedding waste; shops and establishments and employee-safety obligations for a 24-hour operation; and **a boarding contract that is genuinely explicit** — on emergency veterinary authority and a spending limit, on what happens if the owner is unreachable, and on **abandonment, because animals are left at boarding facilities and a contract silent on it leaves the business holding a living animal with no legal path**.

3. Promoter & Ownership

Led by a promoter with animal-handling background or in partnership with an experienced facility manager. Three competences decide outcomes: *animal-handling judgement*, particularly reading temperament before a group-play problem becomes a bite; *ratio discipline*, meaning holding staffing standards when occupancy spikes; and *facility management*, since climate, power, hygiene and maintenance are welfare functions rather than housekeeping. Safety record, occupancy management, staffing standards & transparency are the differentiators. Ownership, equity & any facility-manager partner stake are editable inputs.

4. Market Analysis — India

Demand is driven by urban pet ownership in households that travel, the collapse of the joint-family fallback that once absorbed pet care, working couples needing weekday daycare, and near-total absence of pet-friendly travel and accommodation options. Demand is strong, sharply peaked and structurally under-served in quality. The market is **trust-led, seasonal, capacity-bound and locally competitive**.

Demand drivers

- **Travel by pet-owning households**, concentrated in festival seasons, school holidays and long weekends.
- **The disappearing informal fallback** — nuclear households and distant families mean fewer relatives or neighbours who can take the dog.
- **Working couples and long commutes**, driving weekday daycare demand for dogs that cannot be alone for eleven hours.
- **Separation anxiety and destructive behaviour**, which converts daycare from a luxury into a practical necessity.

- **Very limited pet-friendly travel infrastructure**, leaving boarding as the only real option for most owners.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Indian pet boarding & daycare	Growing, under-supplied in quality
SAM	Pets within catchment and transport radius	Geographically bounded
SOM (Yr 1-3)	Kennel-nights at sustainable annual occupancy	~13,800 → ~31,000 nights

The seasonality of this market is severe enough to warrant its own analysis, because it determines the facility's size and therefore its viability. Demand concentrates violently — **Diwali week, Christmas and New Year, summer school holidays and long weekends can run at effective capacity while ordinary weeks in February or August sit near-empty.** A promoter observing turned-away bookings during a festival naturally concludes the facility should be larger, and **that is the single most expensive mistake available in this business: capacity built for peak demand is paid for in rent, fifty-two weeks a year, to serve six.** The correct response is the opposite — **size for sustainable annual occupancy, accept turning business away at peak, and price the peak accordingly** (owners booking three weeks ahead for Diwali are not price-sensitive; owners boarding in February are). **Then attack the trough directly with daycare**, which is weekday, recurring, and entirely uncorrelated with holiday travel. Daycare regulars rising from 95 to 380 a week is what lifts trough occupancy from 21% to 48%, and **it is the difference between a facility that survives its own quiet months and one that does not.**

Target segments

- **Travelling pet families** — the boarding core, seasonal, high value per stay.
- **Weekday daycare regulars** — recurring, predictable, counter-seasonal, and the highest-value relationship in the business.
- **Cat owners**, an under-served segment requiring genuinely separate, quiet facilities.
- **Long-stay clients** — relocation, extended travel, medical absence — high value with elevated welfare responsibility.
- **Corporate and expatriate relocations**, often through relocation agents, contracted and reliable.

5. Competition & Competitive Advantage

Landscape: other boarding facilities, **home boarders taking a few animals into their own house**, veterinary clinics offering kennelling, pet-sitters visiting the owner's home, informal arrangements with neighbours and staff, and app-based sitter marketplaces. **Home boarding is the strongest competitor because it is cheaper, feels more personal, and is entirely unregulated and unverifiable.**

The business's edge

- **Genuine overnight staffing**, which most competitors do not have and few customers think to ask about.
- **Enforced admission standards**, which protect every animal in the facility from the one that should not have been admitted.
- **Isolation capacity**, so a sick animal does not become an outbreak.
- **Climate control and power backup**, which in Indian summers is a welfare system, not a comfort.
- **Observability** — cameras, updates, and an open-door policy for visits.

Because the customer cannot observe the service while it is delivered, the single most effective competitive device available is to make the facility observable — and this plan takes the position that cameras should be installed and their footage accepted for what it shows. Live camera access to play areas and kennels converts an unverifiable promise into something a customer can check from an airport lounge, and **a facility willing to be watched continuously is making a claim about its standards that it must then actually sustain.** The honest tension is that **cameras record incidents as well as reassurance** — a scuffle in the play yard, a dog left alone longer than it should have been, a handler losing patience — and an operator who installs them has accepted that those moments may be seen. **That is the correct trade.** The alternative is asking owners to trust an assurance backed by nothing, in a category where their anxiety is already the dominant emotion, and where **the competitor who offers visibility will win the customer regardless of who actually provides better care.**

6. Services & Revenue Model

Line	Model	Basis
Boarding — dogs	Per night, size-tiered	Core; severely seasonal
Daycare (weekday)	Per day / monthly package	26.6% → 30.9% — fills the trough
Boarding — cats	Per night	Separate facility required
Pick-up, drop & transport	Per trip	Convenience; extends catchment
Add-ons (grooming, walks, training, medicated care)	Per service	Margin on existing occupancy
Retail & food during stay	Per item	Small; own-food preferred

Daycare deserves to be understood as a different business that happens to share a building, because its economics are the inverse of boarding's in every respect. Boarding is **infrequent, seasonal, high-value per transaction and relationship-light** — a client may board twice a year. Daycare is **weekday, recurring, lower-value per day and relationship-dense** — a regular attends three or four days a week, every week, and the facility becomes part of the household's routine. **The daycare client is therefore worth several times the boarding client in annual revenue, sees the facility constantly, and boards there without a moment's hesitation when they travel.** The strategic conclusion is that **daycare should be sold as the primary product and boarding as the natural extension,** which is the reverse of how most facilities in India present themselves. It also solves the seasonality problem structurally rather than through discounting, and it produces animals staff know well — **a dog that attends daycare weekly is not a stranger when it boards, which is a genuine welfare advantage and not merely a commercial one.**

7. Go-to-Market — Selling an Unobservable Promise

Acquisition

- **Veterinary referral**, which carries the strongest implied endorsement available in this category.
- **Facility visits before booking** — owners who walk through and see the space convert at far higher rates than any advertisement produces.
- **Trial day requirement**, which doubles as temperament assessment and as a low-risk first purchase.
- **Groomer, trainer and pet-shop referral** networks within the catchment.

Retention

- **Daily updates with photographs** during a stay, which addresses the anxiety directly.
- **Daycare packages**, which convert an occasional customer into a weekly one.
- **Consistent handlers**, so the animal is met by someone it knows.
- **Advance festival booking** for existing clients before opening to new ones.

Sales approach

Get owners into the building → require a trial day → convert to daycare regularity → capture boarding as a consequence → hold festival capacity for existing clients. **The single most important commercial discipline is to resist the temptation of peak-season overbooking.** Diwali week produces more demand than the facility can safely hold, and the arithmetic of accepting a few more animals is seductive — **the marginal night is almost pure margin, the kennels are already staffed, and the customers are pleading.** But peak week is precisely when ratios are worst, staff are most stretched, animals are most stressed by noise and unfamiliarity, and **every outbreak, escape and serious injury in this industry clusters in exactly these weeks.** A facility that damages its reputation during the highest-visibility fortnight of the year has traded its next three years for one week of revenue.

8. Operations Plan (screen, admit, house, supervise, return)

- **Pre-arrival screening: vaccination records verified before the booking is confirmed, not on arrival** — the decisive control.
- **Temperament assessment:** mandatory trial day before first boarding, determining group suitability or individual housing.
- **Admission:** health check at intake, tick and parasite inspection, feeding and medication instructions recorded.
- **Housing:** individual kennels with runs, **separate and quiet cat facilities**, isolation capacity held permanently available.
- **Supervised play:** temperament-matched groups at controlled ratios, with **no unsupervised group time at any point.**
- **Overnight care: staff physically present through the night**, with defined check rounds.
- **Climate & power:** ventilation, cooling and backup power treated as a welfare system.
- **Health & incident response:** veterinary relationship on call, written spending authority, same-day owner notification of anything at all.

Stay lifecycle

Stage	Activity	Control point
Screen	Vaccination verified pre-arrival	52% → 97% verified before the counter
Assess	Trial day, temperament, group suitability	Group vs individual housing decision
Admit	Health check, parasites, instructions	Refusals on health grounds 74 → 190
Supervise	Temperament-matched play groups	Ratio 1:8 → 1:6; injuries 11 → 3
Overnight	Staff present, check rounds	100% of nights genuinely staffed
Return	Handover, report, rebook	Repeat booking 58% → 84%

Two operational realities decide whether this facility is safe, and both are places where the industry commonly cuts corners invisibly. The first is genuine overnight staffing. A great many facilities are, in practice, **locked at ten at night and reopened at seven in the morning** — nine hours during which a dog can develop bloat, overheat, escape a run, injure itself, or die alone. Owners almost never ask; the facility does not volunteer it; and **the marketing language "24-hour care" frequently means the premises are occupied rather than that anyone is awake.** This plan staffs the night properly, at real cost, and states it as a metric. **The second is heat.** An Indian summer in a kennel block is a mortality risk rather than a discomfort, and **a power failure in May is a welfare emergency, not an inconvenience** — which is why cooling, cross-ventilation and backup power are capitalised here at ₹14 lakh, and why the backup is tested on a schedule rather than assumed. **Both of these are invisible to customers, unrewarded by the market, and precisely what separates a facility that has been running safely for a decade from one that has been lucky.**

9. Regulatory, Welfare & Custodial Obligations (India)

- **No comprehensive national boarding standard exists** — no mandatory licensing with inspection, no prescribed space-per-animal, no staffing ratio — so **standards are self-imposed and should be written down and audited internally.**
- **PCA Act 1960** is the operative law for animals in custodial care: housing, ventilation, feed, water, and avoidable suffering; **AWBI guidance** alongside.
- **Municipal trade licence and animal-establishment permissions**, with noise, waste and neighbour considerations; organic and soiled-bedding waste disposal.
- **Boarding contract specifics:** emergency veterinary authority **with a stated spending limit**, procedure when the owner is unreachable, and **an abandonment clause with a defined notice period and process.**
- **Vaccination policy** published and applied without exception, including the timing requirement (a vaccine given the day before arrival does not protect).
- **Incident policy:** immediate veterinary attention at the facility's cost, **owner informed the same day regardless of severity**, written record.
- Employee safety for a 24-hour operation; rabies pre-exposure vaccination for handlers; insurance for animals in custody, third-party and staff.

The abandoned animal is a genuine operational and ethical problem that boarding contracts routinely fail to address, and it happens more often than the industry admits. An owner boards a dog for ten days and does not return — relocation gone wrong, a financial collapse, a family breakdown, or simply a decision made in absence that would have been harder to make in person. **The facility is then feeding, housing and caring for a living animal at its own cost, with no authority to rehome it and no legal owner responding.** Three provisions make this manageable rather than paralysing: **a contractual abandonment clause specifying a notice period after which the facility may rehome**, an emergency contact obtained at booking who is not the owner, and **a working relationship with a rescue organisation established before it is needed.** The honest note for a promoter is that **this cost cannot be recovered and should simply be budgeted** — and that **the animal's welfare during that period is entirely the facility's responsibility, which is a burden that comes with the business rather than an exception to it.**

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Promoter / facility manager	1	1	2

Kennel & animal care staff (day)	12	20	32
Overnight animal care staff	5	8	13
Play-group supervisors	4	8	14
Reception, booking & client care	3	6	10
Transport drivers & handlers	3	5	9
Cleaning & maintenance	4	7	12
Admin & accounts	2	3	5
Total	34	58	97

Overnight staff are carried as a separate line rather than folded into kennel staff, because that is the cost most competitors avoid and the one this facility's proposition rests on. **Play-group supervisors grow faster than any other role** — 4 to 14 — which is the falling supervision ratio expressed in headcount.

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0-5	Facility build, climate and power systems, isolation, protocols, team, licences
Launch	Month 5-12	~13,800 nights, 95 daycare regulars; ₹1.58cr revenue, ₹14L loss; annual occupancy 46%
Build	Year 2	Occupancy 58%, trough 34%, ratio 1:7, zero escapes; ₹2.5cr, ₹17L profit
Scale	Year 3	~31,000 nights; ₹3.82cr, ₹60L profit; annual occupancy 67%, trough 48%, zero outbreaks

12. Financial Plan (Illustrative)

*All figures are illustrative model assumptions for an Indian context, shown so the promoter can replace them with live rates. **ANNUAL occupancy, daycare penetration, supervision ratios and pre-arrival screening are the levers — and peak occupancy is deliberately NOT the headline number, because sizing a facility for its peak is the most expensive error available in this business.***

12.1 Project cost & means of finance

Capital requirement	₹
Facility construction & fit-out (kennels, runs, isolation, play areas)	40,00,000
Deposits & advance rent (large premises)	17,00,000
Climate control, ventilation & power backup	14,00,000
Working capital (salaries & operations)	12,00,000
Equipment (bedding, feeding, transport van, cleaning)	8,00,000
Technology (booking, cameras, records)	5,00,000
Licences, insurance, launch & marketing	4,00,000

Total project cost	1,00,00,000
Promoter contribution	44,00,000
Term loan	42,00,000
Working-capital finance	14,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
Boarding — dogs	68,00,000	98,00,000	1,42,00,000
Daycare (weekday recurring)	42,00,000	74,00,000	1,18,00,000
Boarding — cats	16,00,000	26,00,000	42,00,000
Add-on services (grooming, walks, training, medicated care)	14,00,000	24,00,000	38,00,000
Pick-up, drop & transport	12,00,000	18,00,000	27,00,000
Retail & food during stay	6,00,000	10,00,000	15,00,000
Total revenue	1,58,00,000	2,50,00,000	3,82,00,000
Salaries (kennel, overnight, supervisors, reception, admin)	72,00,000	1,06,00,000	1,58,00,000
Rent, utilities & facility	32,00,000	35,00,000	39,00,000
Food, bedding, cleaning & consumables	18,00,000	27,00,000	40,00,000
Marketing & customer acquisition	10,00,000	13,00,000	17,00,000
Transport & vehicle	8,00,000	11,00,000	16,00,000
Veterinary costs & in-care health incidents	7,00,000	9,00,000	12,00,000
Maintenance & repairs	6,00,000	8,00,000	11,00,000
Insurance, licences & compliance	5,00,000	7,00,000	9,00,000
Depreciation, interest & other	14,00,000	17,00,000	20,00,000
Total expenses	1,72,00,000	2,33,00,000	3,22,00,000
Net profit / (loss) before tax	(14,00,000)	17,00,000	60,00,000
Net margin	(8.9%)	6.8%	15.7%
ANNUAL occupancy — the number that decides	46%	58%	67%
Trough-week occupancy — what daycare fixes	21%	34%	48%
Peak-week occupancy	98%	99%	99%
Vaccination verified BEFORE arrival (not at the counter)	52%	84%	97%
Admissions refused on health/vaccination grounds — a positive	74	118	190
Play-group supervision ratio — falling by design	1:8	1:7	1:6
Infectious disease outbreaks (3+ linked cases)	2	1	0

Escapes / Dog-on-dog injuries needing vet care / Deaths in care	2 / 11 / 1	0 / 6 / 0	0 / 3 / 0
Nights genuinely staffed overnight	100%	100%	100%
Daycare regulars (weekly) / Repeat booking rate	95 / 58%	210 / 74%	380 / 84%
Boarding nights sold	~13,800	~21,500	~31,000

12.3 Unit economics & break-even

- **Annual occupancy is the entire model.** Rent, salaries, climate control and maintenance are almost wholly fixed, so **every point of annual occupancy falls nearly straight to the bottom line** — and every point of peak occupancy achieved by overloading costs far more than it earns.
- **Daycare is the highest-value relationship in the business.** A weekly regular attending three days generates several times the annual revenue of a client who boards twice a year, **and boards without hesitation when they travel.**
- **Trough occupancy is the real growth metric.** 21% → 48% is what turns a ₹14 lakh loss into a ₹60 lakh profit; peak occupancy barely moves because it was already full.
- **Falling supervision ratios cost money and prevent the events that end facilities.** Injuries 11 → 3 and outbreaks 2 → 0 are the return on that spend.
- **Break-even: Year 2. Year 1's loss is structural — a facility sized for three years of demand carries its full fixed cost from the first night, and occupancy is the only thing that can grow into it.**

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

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	26,00,000	14,00,000	8,00,000	4,00,000
Collections	30,00,000	36,00,000	40,00,000	46,00,000
Salaries, rent, food, transport, veterinary & overheads	42,00,000	42,00,000	44,00,000	44,00,000
Closing balance	14,00,000	8,00,000	4,00,000	6,00,000

The cash risk in this business is not collection — boarding is paid at or before pick-up — it is the mismatch between a completely fixed cost base and violently variable revenue. Rent, overnight staffing, climate control and the loan instalment are identical in an empty February and a full Diwali week, which means the quiet months must be funded from the busy ones as a deliberate act of treasury rather than as something discovered in the fourth week of a bad quarter. Three disciplines follow. **Ring-fence a reserve out of festival collections** rather than treating a full facility as a windfall — **the money earned in peak weeks belongs to the trough weeks, and a facility that spends it in December is short in February. Treat advance festival bookings as deferred revenue**, since a deposit taken in September for a December stay is an obligation to provide kennel-nights, exactly as the grooming plan's packages and the membership plan's subscriptions were. And **keep daycare collections monthly and in advance**, which converts the counter-seasonal line into a predictable monthly inflow and is the closest thing this business has to a salary.

12.5 Key Performance Indicators to Monitor

- **Capacity economics: annual occupancy; trough-week occupancy;** daycare regulars; revenue per kennel-night; peak turn-aways (accepted deliberately).
- **Safety: supervision ratio in play groups; escapes, injuries, outbreaks and deaths in care;** nights genuinely staffed overnight; backup-power tests completed.

- **Screening: vaccination verified before arrival;** admissions refused on health grounds; trial days completed before first boarding; isolation capacity kept free.
- **Trust:** repeat booking rate; camera uptime; same-day owner notification of incidents; unreturned-animal cases and resolution.

13. Funding Requirement & Bankability

Total ask: **₹42 lakh term loan plus ₹14 lakh working-capital finance** against ₹44 lakh promoter contribution. Four points. **First, the security is weak relative to the capital** — kennel construction on leased premises has almost no resale value, so lending rests on cash flow and covenant rather than on assets. **Second, the metric to underwrite is annual occupancy, and a promoter quoting peak occupancy should be asked directly for the annual figure**, because **a facility that is full at Diwali and empty in August is describing a demand pattern, not a business**. **Third, the credit risk here is a single catastrophic event**. An outbreak, an escape or a death in care in a catchment-bound, trust-dependent business **can remove a substantial share of bookings within weeks**, so insurance cover, incident history, staffing ratios and overnight cover are legitimate underwriting questions rather than operational detail. **Fourth, ask what proportion of revenue is daycare:** a facility with 30% daycare has a counter-seasonal floor under its fixed costs, while **one that is purely boarding is a fixed-cost base sitting on top of six profitable weeks a year**.

13.1 Funding utilisation

Use of funds	₹	% of total
Facility construction & fit-out (kennels, runs, isolation, play areas)	40,00,000	40.0%
Deposits & advance rent (large premises)	17,00,000	17.0%
Climate control, ventilation & power backup	14,00,000	14.0%
Working capital (salaries & operations)	12,00,000	12.0%
Equipment (bedding, feeding, transport van, cleaning)	8,00,000	8.0%
Technology (booking, cameras, records)	5,00,000	5.0%
Licences, insurance, launch & marketing	4,00,000	4.0%
Total	1,00,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
Infectious disease outbreak	Kennel cough complex, parvovirus, distemper, giardia and ticks spread fast in group housing. Vaccination verified BEFORE arrival (52% → 97%) so the decision never lands at the counter; isolation capacity kept permanently free; intake health and parasite check; outbreaks 2 → 0
Enforcing screening against a paying customer	Refusing a booked, paid client at 6am with a flight to catch because a vaccination lapsed is correct and genuinely hard — WHICH IS PRECISELY WHY THE COUNTER IS WHERE THIS POLICY BREAKS. Move the decision to pre-booking verification; refusals reported as a positive (74 → 190)
Escape	Double-gating, secure runs, leash discipline in transfer zones, handler protocols; a loose dog in an unfamiliar neighbourhood is a life-threatening event and a reputational one (escapes 2 → 0)

Dog-on-dog injury in group play	Mandatory trial day and temperament assessment before first boarding ; temperament-matched groups; supervision ratio falling 1:8 → 1:6 ; no unsupervised group time at any point (injuries 11 → 3)
Death in care	Reported honestly (1 → 0 → 0). Causes cluster in heat, unobserved overnight emergencies and stress in elderly animals → genuine overnight staffing, climate control with tested backup power, health screening at intake, and lower ratios
"24-hour care" that means the premises are occupied	Many facilities are locked at 10pm and reopened at 7am — nine hours in which a dog can bloat, overheat, escape a run or die alone. Owners almost never ask; the facility does not volunteer it. Overnight staff carried as a separate cost line and reported as a metric
Sizing the facility for peak	Capacity built for Diwali is paid for in rent fifty-two weeks a year to serve six — the most expensive mistake available in this business. Size for sustainable annual occupancy, price the peak, accept turn-aways, and attack the trough with daycare (21% → 48%)
Peak-season overbooking	The marginal night looks like pure margin — but peak week is when ratios are worst, staff most stretched and animals most stressed, and EVERY outbreak, escape and serious injury in this industry clusters in exactly those weeks. A facility that damages its reputation in its highest-visibility fortnight has traded three years for one week
Heat & power failure	An Indian summer in a kennel block is a mortality risk, not a discomfort, and a power cut in May is a welfare emergency rather than an inconvenience. ₹14L capitalised for cooling, ventilation and backup; backup tested on schedule, not assumed
The animal that is not collected	Abandonment happens more often than the industry admits, leaving the facility feeding and housing a living animal at its own cost with no authority to rehome. Contractual abandonment clause with notice period, a non-owner emergency contact taken at booking, a rescue relationship established <i>before</i> it is needed; the cost is unrecoverable and should simply be budgeted

15. SWOT Analysis

Strengths Daycare provides counter-seasonal recurring revenue that boarding cannot ; payment at or before collection; genuine overnight staffing and isolation capacity as real differentiators competitors avoid; observability via cameras converts an unverifiable promise into something checkable ; a daycare regular boards without hesitation; high fixed-cost leverage once occupancy builds.	Weaknesses Completely fixed cost base against violently seasonal revenue ; kennel construction on leased premises has almost no resale value; the customer cannot observe the service while it is delivered ; catastrophic-event exposure in a catchment-bound business; Year 1 structurally loss-making; 24-hour operation with the attendant staffing burden.
Opportunities Nuclear households with no informal fallback; weekday daycare demand from working couples; materially under-served cat boarding ; corporate and expatriate relocation contracts; veterinary referral partnerships; long-stay and medical-absence clients; multi-site once protocols are proven.	Threats Home boarders — cheaper, more personal-seeming, entirely unregulated and unverifiable ; app-based sitter marketplaces; a single outbreak, escape or death removing a large share of bookings within weeks; neighbour and municipal action on noise or waste; festival-week capacity constraints driving clients to competitors permanently.

16. Recommended AiSevak Tools for This Business

This boarding and daycare facility would use AiSevak's Petcare vertical tools in operations:

- **Capacity: annual and trough-week occupancy dashboards**, kennel-night booking with capacity caps, peak turn-away log, daycare package management.
- **Screening: pre-arrival vaccination verification workflow**, admission refusal register, trial-day and temperament assessment records, isolation availability tracking.
- **Safety: play-group ratio enforcement**, incident register (escape, injury, outbreak, death), overnight check-round logging, backup-power test schedule.
- **Trust**: daily photo updates to owners, camera uptime, same-day incident notification log, repeat-booking cohorts.
- **Custodial**: boarding contract with emergency veterinary spending authority, **abandonment clause and unreturned-animal case management**, emergency-contact records.

17. Key Assumptions & Notes

- Pet boarding & daycare facility: overnight boarding for dogs and cats, weekday daycare, supervised play, pick-up and drop transport, and add-ons including grooming, walks, training and medicated care during stay.
- **△ THE HIGHEST-TRUST AND HIGHEST-LIABILITY POSITION IN THE ENTIRE VERTICAL, and the progression across the three petcare plans makes it exactly: THE CLINIC'S OWNER IS IN THE ROOM, THE GROOMER'S OWNER RETURNS IN TWO HOURS, AND THE BOARDING FACILITY HOLDS THE ANIMAL OVERNIGHT FOR A FORTNIGHT — FREQUENTLY WHILE THE OWNER IS ON ANOTHER CONTINENT, ENTIRELY UNABLE TO CHECK → THE CUSTOMER IS BUYING AN ASSURANCE ABOUT A PERIOD THEY CANNOT OBSERVE, CONCERNING AN ANIMAL THAT CANNOT REPORT WHAT HAPPENED.**
- **FOUR GENUINELY CATASTROPHIC RISKS, ALL OF WHICH HAPPEN TO REAL FACILITIES AND EVERY ONE OF WHICH IS A DENSITY AND STAFFING-RATIO PROBLEM RATHER THAN BAD LUCK: INFECTIOUS DISEASE IN GROUP HOUSING** (kennel cough/CIRDC, parvovirus, distemper, giardia, ticks), **ESCAPE** (a dog loose in an unfamiliar neighbourhood), **DOG-ON-DOG INJURY IN GROUP PLAY**, and **DEATH IN CARE** — all four reported including **DEATHS IN CARE (1→0→0)**, because a boarding plan that omits the possibility is not describing the business; common control is unglamorous — **fewer animals per handler, real temperament screening, genuine overnight staffing, and admission standards that are actually enforced** (ratio 1:8→1:6, injuries 11→3, outbreaks 2→0, escapes 2→0).
- **THE COMMERCIAL-ETHICAL CRUNCH: VACCINATION AND HEALTH SCREENING IS THE ONLY REAL DEFENCE AGAINST AN OUTBREAK, AND IT MUST BE ENFORCED AGAINST A PAYING CUSTOMER STANDING AT THE COUNTER AT SIX IN THE MORNING WITH A FLIGHT TO CATCH.** Refusing a booked, paid, desperate client because a record lapsed thirteen months ago is correct and genuinely difficult — **WHICH IS PRECISELY WHY THE COUNTER IS WHERE THIS POLICY BREAKS** → the operational answer is to **MOVE THE DECISION AWAY FROM THAT MOMENT ENTIRELY: VACCINATION VERIFIED BEFORE ARRIVAL, 52%→97%, SO ALMOST NOBODY IS EVER REFUSED AT THE DOOR**, with **ADMISSIONS REFUSED ON HEALTH GROUNDS (74→190) REPORTED AS A POSITIVE METRIC.**
- **THE ECONOMIC SPINE: BOARDING REVENUE IS BRUTALLY SEASONAL — festival and holiday weeks at effectively full occupancy against long empty stretches — SO ANNUAL OCCUPANCY, NOT PEAK OCCUPANCY, IS THE NUMBER THAT DECIDES WHETHER THIS BUSINESS WORKS.** The characteristic failure is **SIZING THE FACILITY FOR DIWALI**: a promoter seeing turned-away festival bookings concludes the facility should be larger, and **CAPACITY BUILT FOR PEAK IS PAID FOR IN RENT FIFTY-TWO WEEKS A YEAR TO SERVE SIX — THE SINGLE MOST EXPENSIVE MISTAKE AVAILABLE IN THIS BUSINESS** → instead **size for sustainable ANNUAL occupancy, ACCEPT turning business away at peak, and PRICE the peak accordingly** (Diwali bookers three weeks out are not price-sensitive; February bookers are). **DAYCARE IS THE STRUCTURAL ANSWER — weekday, recurring, entirely uncorrelated with holiday travel: BOARDING IS SEASONAL AND DAYCARE IS NOT, AND THE COMBINATION IS WHAT MAKES THE ECONOMICS WORK** (trough-week occupancy 21%→48%, annual

46%→67%, daycare 26.6%→30.9% of revenue; **trough occupancy is the REAL growth metric — it turns a ₹14L loss into a ₹60L profit while PEAK BARELY MOVES BECAUSE IT WAS ALREADY FULL.**

- **DAYCARE SHOULD BE UNDERSTOOD AS A DIFFERENT BUSINESS THAT HAPPENS TO SHARE A BUILDING, ITS ECONOMICS BEING THE INVERSE OF BOARDING'S IN EVERY RESPECT** — boarding is **infrequent, seasonal, high-value per transaction, relationship-light** (a client boards twice a year); daycare is **weekday, recurring, lower-value per day, relationship-DENSE** (a regular attends 3-4 days a week and the facility becomes part of the household routine) → **THE DAYCARE CLIENT IS WORTH SEVERAL TIMES THE BOARDING CLIENT IN ANNUAL REVENUE, SEES THE FACILITY CONSTANTLY, AND BOARDS THERE WITHOUT A MOMENT'S HESITATION WHEN THEY TRAVEL → SELL DAYCARE AS THE PRIMARY PRODUCT AND BOARDING AS THE NATURAL EXTENSION, WHICH IS THE REVERSE OF HOW MOST INDIAN FACILITIES PRESENT THEMSELVES;** it also produces animals staff know well — **a dog that attends daycare weekly IS NOT A STRANGER WHEN IT BOARDS, a genuine welfare advantage and not merely a commercial one.**
- **TWO OPERATIONAL REALITIES DECIDE WHETHER THE FACILITY IS SAFE, AND BOTH ARE WHERE THE INDUSTRY CUTS CORNERS INVISIBLY. (1) GENUINE OVERNIGHT STAFFING** — a great many facilities are in practice **LOCKED AT TEN AT NIGHT AND REOPENED AT SEVEN: NINE HOURS IN WHICH A DOG CAN DEVELOP BLOAT, OVERHEAT, ESCAPE A RUN, INJURE ITSELF OR DIE ALONE; OWNERS ALMOST NEVER ASK, THE FACILITY DOES NOT VOLUNTEER IT, AND THE MARKETING PHRASE "24-HOUR CARE" FREQUENTLY MEANS THE PREMISES ARE OCCUPIED RATHER THAN THAT ANYONE IS AWAKE** → overnight staff carried as a **SEPARATE** cost line and reported as a metric. **(2) HEAT — AN INDIAN SUMMER IN A KENNEL BLOCK IS A MORTALITY RISK RATHER THAN A DISCOMFORT, AND A POWER FAILURE IN MAY IS A WELFARE EMERGENCY, NOT AN INCONVENIENCE** → ₹14L capitalised for cooling, cross-ventilation and backup power, tested on schedule rather than assumed. **Both are INVISIBLE to customers, UNREWARDED by the market, and PRECISELY WHAT SEPARATES A FACILITY RUNNING SAFELY FOR A DECADE FROM ONE THAT HAS BEEN LUCKY.** Related commercial discipline: **RESIST PEAK-SEASON OVERBOOKING** — the marginal night looks like pure margin (kennels already staffed, customers pleading), **BUT PEAK WEEK IS WHEN RATIOS ARE WORST, STAFF MOST STRETCHED AND ANIMALS MOST STRESSED, AND EVERY OUTBREAK, ESCAPE AND SERIOUS INJURY IN THIS INDUSTRY CLUSTERS IN EXACTLY THOSE WEEKS: a facility that damages its reputation during the highest-visibility fortnight of the year HAS TRADED ITS NEXT THREE YEARS FOR ONE WEEK OF REVENUE.**
- **THE CAMERA POSITION: because the customer cannot observe the service while it is delivered, THE SINGLE MOST EFFECTIVE COMPETITIVE DEVICE IS TO MAKE THE FACILITY OBSERVABLE** — live access converts an unverifiable promise into something checkable from an airport lounge, and **a facility willing to be watched continuously is making a claim about its standards THAT IT MUST THEN ACTUALLY SUSTAIN;** honest tension — **cameras record INCIDENTS as well as reassurance (a scuffle in the yard, a dog left alone too long, a handler losing patience) and an operator who installs them HAS ACCEPTED THAT THOSE MOMENTS MAY BE SEEN. THAT IS THE CORRECT TRADE,** because the alternative is asking for trust backed by nothing in a category where anxiety is the dominant emotion, and **THE COMPETITOR WHO OFFERS VISIBILITY WILL WIN THE CUSTOMER REGARDLESS OF WHO ACTUALLY PROVIDES BETTER CARE.**
- **Regulatory: India has NO comprehensive national standard for commercial pet boarding — no mandatory kennel licensing with inspection, no prescribed space-per-animal, no staffing-ratio requirement — so standards are ALMOST ENTIRELY SELF-IMPOSED and should be written down and audited internally; PCA Act 1960 is the operative law for animals in custodial care,** with AWBI guidance, municipal trade and animal-establishment permissions (noise, waste, neighbours), and 24-hour-operation employee obligations. **THE ABANDONED ANIMAL is a genuine problem boarding contracts routinely fail to address and it happens more often than the industry admits** — an owner boards for ten days and does not return (relocation gone wrong, financial collapse, family breakdown, or **a decision made in absence that would have been harder to make in person**) leaving the facility **FEEDING, HOUSING AND CARING FOR A LIVING ANIMAL AT ITS OWN COST, WITH NO AUTHORITY TO**

REHOME IT AND NO LEGAL OWNER RESPONDING → contractual abandonment clause with a notice period, a **NON-OWNER** emergency contact taken at booking, and a rescue relationship established **BEFORE** it is needed; honest note — **the cost is unrecoverable and should simply be budgeted, and the animal's welfare during that period is ENTIRELY THE FACILITY'S RESPONSIBILITY: a burden that comes with the business rather than an exception to it.** Cash: the risk is **not collection but the mismatch between a COMPLETELY FIXED cost base and VIOLENTLY VARIABLE revenue** — rent, overnight staffing, climate control and the loan instalment are identical in an empty February and a full Diwali week → **RING-FENCE A RESERVE OUT OF FESTIVAL COLLECTIONS: THE MONEY EARNED IN PEAK WEEKS BELONGS TO THE TROUGH WEEKS, AND A FACILITY THAT SPENDS IT IN DECEMBER IS SHORT IN FEBRUARY;** treat advance festival bookings as **deferred revenue (an obligation to provide kennel-nights, as with grooming packages and memberships); and keep daycare collections monthly and in advance — the closest thing this business has to a salary.** Lender note: **security is weak relative to the capital (kennel construction on LEASED premises has almost no resale value); underwrite ANNUAL occupancy and ask directly for it when a promoter quotes PEAK, because A FACILITY THAT IS FULL AT DIWALI AND EMPTY IN AUGUST IS DESCRIBING A DEMAND PATTERN, NOT A BUSINESS;** recognise that **the credit risk is A SINGLE CATASTROPHIC EVENT — an outbreak, escape or death in care in a catchment-bound, trust-dependent business CAN REMOVE A SUBSTANTIAL SHARE OF BOOKINGS WITHIN WEEKS,** making insurance, incident history, ratios and overnight cover legitimate underwriting questions; and **ask what proportion of revenue is DAYCARE, since a facility at 30% has a counter-seasonal floor under its fixed costs while ONE THAT IS PURELY BOARDING IS A FIXED-COST BASE SITTING ON TOP OF SIX PROFITABLE WEEKS A YEAR.** ₹1cr, ~13,800→31,000 nights, 95→380 daycare regulars, rev 1.58→3.82cr, Y1 →₹14L → Y3 ₹60L. Figures illustrative, exclude GST.

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