



**BUSINESS PLAN · INDIA**

# **Pet Training & Behaviour Business**

*Force-free training where the owner is the trainee and the outcome is a dog that stays home*

**PET CARE & VETERINARY BUSINESSES**

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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

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This plan sets out a **Pet Training & Behaviour Business** in India — group classes including puppy socialisation, private one-to-one training, in-home visits, structured behaviour-modification programmes for anxiety, reactivity and aggression, remote coaching, and professional courses for aspiring trainers.

**One framing governs this entire business and almost every plan in the category gets it wrong: the animal is not the client — the human is.** A trainer does not train the dog; **a trainer trains the owner to train the dog.** The arithmetic is unforgiving: the trainer has the animal for one hour a week and **the owner has it for the other hundred and sixty-seven**, during which every interaction either builds the new behaviour or rebuilds the old one. **The single largest determinant of outcome is therefore owner compliance between sessions**, which this plan manages explicitly and reports as **homework completion rising from 47% to 78%.**

**That produces a credit problem sharper than the one the coaching plan described.** There, a coach was credited with outcomes the client produced. Here the same distortion applies, **inverted onto a third party who cannot speak:** the trainer is praised or blamed for results generated almost entirely by someone else's daily conduct, and **the only witness to what actually happened at home is an animal that cannot report it.** An honest practice therefore sells a process and a partnership, not a transformation — and **measures the owner's behaviour, because that is the variable it can actually move.**

**The methodological question cannot be avoided, because this field is unregulated and genuinely contested in India.** Aversive tools and dominance-based methods — prong collars, electric shock collars, "alpha rolls" — remain widespread, and are **both scientifically discredited and demonstrably harmful; dominance theory itself derives from flawed captive-wolf research that its own original author later repudiated.** This plan carries **aversive tools used: NIL**, and states the commercial cost honestly, because it is real: **aversive methods sell better, since they produce faster visible suppression.** A shock collar stops the barking today, in front of the owner. **The behaviour is suppressed rather than resolved, the underlying fear is untouched, and the fallout — redirected aggression, learned helplessness, a fresh fear association — arrives weeks later and is never attributed to the collar.** The honest trainer is therefore competing against a method that demonstrates better in the room, which is the same structural difficulty the pet food brand faced with ingredient claims.

**And unlike coaching's therapy boundary, the referral boundary here is a safety matter rather than a professional courtesy: a mishandled aggression case injures a person, frequently a child.** This plan requires **veterinary examination before behaviour work on 100% of aggression and sudden-onset cases** — because pain is a leading cause of abrupt behavioural change, and **a trainer working an aggression case on an undiagnosed animal may be training a dog that is simply hurting** — and reports **cases declined as beyond scope (18 → 42) as a positive.**

This plan models a business requiring **₹34 lakh** (₹20 lakh promoter + ₹9 lakh term loan + ₹5 lakh working-capital finance), moving from **₹1.36 crore revenue and ₹3 lakh profit** in Year 1 to **₹3.38 crore revenue and ₹68 lakh profit** by Year 3. *(Trainer-hour-bound service business; compliance- and method-driven — figures illustrative.)*

## 2. Business Description, Vision & Legal Structure

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**Concept:** A force-free training and behaviour practice — puppy socialisation classes inside the developmental window, group obedience classes, private and in-home training, veterinary-linked behaviour modification for serious cases, remote

coaching, and trainer certification courses.

**Vision:** To keep dogs in the homes they were brought into.

**Mission:** Train the owner; use nothing that hurts; send aggression cases to a veterinarian first; decline what is beyond us; and treat the puppy class as the most important thing we sell.

### Legal structure options

- **Private Limited** — suits multi-trainer scale, certification courses and liability containment.
- **LLP** — workable for a partner-led practice.
- **Proprietorship** — viable for a solo trainer, though it exposes personal assets to bite liability.

**Regulatory anchor:** this is the third business in this vertical with no qualification requirement whatever — after grooming and, in the previous vertical, coaching. **Anyone in India may call themselves a dog trainer or a behaviourist; there is no protected title, no register, and no method standard**, which means a client choosing a trainer **cannot distinguish evidence-based practice from confident assertion, and will not find out until a dog is more fearful than when they started**. What does apply: **the Prevention of Cruelty to Animals Act 1960, which is directly relevant to aversive tools causing pain or suffering; liability for dog bites occurring during training or classes, which is the principal insurance exposure and should be covered by public liability and specific bite cover rather than assumed**; consumer-protection limits on outcome claims — **"guaranteed results" in behaviour work is a representation requiring evidence, exactly as the bootcamp plan found for placement**; premises and noise permissions for a class facility; and, where any behaviour case involves medication, the clear rule that **prescribing is a veterinary act and a trainer recommending medication is practising outside their competence**.

## 3. Promoter & Ownership

Led by a promoter with credentialed, evidence-based training background — certification from a recognised body matters here precisely because nothing requires it. Three competences decide outcomes: *method integrity*, meaning the discipline to refuse a technique that would produce a faster demonstration; *owner coaching skill*, since the human is the actual trainee; and *case triage*, which is knowing what to hand to a veterinary behaviourist and doing it early. Method credibility, owner compliance, safety record & referral discipline are the differentiators. Ownership, equity & any partner are editable inputs.

## 4. Market Analysis — India

Demand is driven by a surge in first-time urban dog ownership, apartment living where behaviour problems become neighbour problems, rising awareness that training is a welfare need rather than a luxury, and a severe shortage of competent, evidence-based trainers. Demand exceeds credible supply substantially. The market is **referral-led, outcome-anxious, method-confused and locally bounded**.

### Demand drivers

- **First-time owners in nuclear urban households**, with no family experience of dogs to draw on.
- **Apartment and society living**, where barking, jumping and lift behaviour become formal complaints rather than private irritations.
- **Separation anxiety at scale**, following the return to office of households that acquired dogs while working from home.
- **Festival noise phobia** — Diwali fireworks generate a genuine and predictable seasonal caseload.
- **Reactivity toward street dogs**, an India-specific training problem that Western curricula do not address.

## Market sizing (illustrative framing)

| Layer        | Definition                                   | Indicative scale               |
|--------------|----------------------------------------------|--------------------------------|
| TAM          | Indian companion-animal training & behaviour | Large, under-served in quality |
| SAM          | Catchment plus remote coaching reach         | Locally bounded                |
| SOM (Yr 1-3) | <b>Trainer-hours at sustainable delivery</b> | ~640 → ~1,850 clients          |

**The stake in this market is higher than a training business usually carries, and it should be stated because it changes what success means: behaviour problems are among the leading reasons dogs are abandoned, rehomed or given up in India.** The sequence is depressingly consistent — a puppy is acquired enthusiastically, nobody teaches it anything, it grows into an adolescent that pulls, jumps, barks, destroys furniture or frightens a visitor, the household stops enjoying it, and **the animal is quietly "given to someone with a farm."** Most of those dogs had entirely ordinary, entirely resolvable problems. **This plan therefore records what almost nobody in the sector records: clients who disclose at intake that rehoming is being considered (84 → 195), and how many of those animals are still in the home six months later (71% → 91%).** It is the only outcome measure in this business that describes what the work is actually for, and it reframes the commercial proposition — **the practice is not selling obedience, it is selling the continuation of a household's relationship with its animal.**

## Target segments

- **New puppy owners** — the highest-impact segment and the most time-critical.
- **Adolescent-dog households**, typically arriving in crisis at eight to eighteen months.
- **Behaviour cases** — anxiety, reactivity, aggression, compulsive behaviours — highest value, highest risk.
- **Adopters of rescue and indie dogs**, often with unknown histories and genuine fear issues.
- **Aspiring trainers** seeking credible certification in a field with none.

## 5. Competition & Competitive Advantage

**Landscape:** individual trainers of widely varying competence, **aversive-method trainers who demonstrate faster results**, board-and-train providers, YouTube and free content, veterinary behaviourists at the clinical end, and boarding facilities offering training as an add-on. **The strongest competitor is not another force-free practice — it is a confident trainer with a prong collar and a compelling demonstration.**

### The business's edge

- **Evidence-based method** with no aversive tools, which produces outcomes that hold rather than suppress.
- **Owner coaching as the explicit product**, rather than a dog handed back trained.
- **Veterinary linkage** on behaviour cases, which is both safer and clinically correct.
- **Puppy classes inside the socialisation window**, which prevent what would otherwise be treated later.
- **Honest scope limits**, including declining cases — which is itself a credibility signal in an unregulated field.

**Competing against aversive methods requires understanding why they win the demonstration, because dismissing them as cruel does not answer the client's question.** An aversive tool works by suppression, and **suppression is fast and visible.** A dog wearing a shock collar stops lunging within minutes; the owner sees a solved problem in a single session, and the trainer looks extraordinarily effective. **What has actually happened is that the behaviour has been punished out of expression while the emotion driving it — fear, usually — is unchanged**

**and now has a new association: other dogs predict pain.** The fallout is real and appears later: **escalation without warning signals, because the growl that used to warn was punished; redirected aggression; and, in severe cases, learned helplessness that owners mistake for calmness.** None of it is attributed to the collar, because it arrives weeks after the session. **The honest practice must therefore explain a delay it cannot demonstrate away —** that force-free work takes longer because it changes how the dog feels rather than what it dares do — **and support that with the one thing the aversive trainer cannot offer: outcomes that hold up a year later, and a dog that is not afraid of its owner.**

## 6. Services & Revenue Model

| Line                                              | Model                       | Basis                                    |
|---------------------------------------------------|-----------------------------|------------------------------------------|
| <b>Group classes (puppy, basic, intermediate)</b> | Per course, 1:6             | <b>25.0% → 27.8% — the only leverage</b> |
| Private one-to-one training                       | Per session / package       | <b>30.9% → 25.4% — falling by design</b> |
| <b>Behaviour consultations &amp; modification</b> | Programme-based, vet-linked | <b>Highest value; highest risk</b>       |
| In-home training visits                           | Per visit                   | Travel destroys utilisation              |
| Trainer certification & professional courses      | Per cohort                  | Leverage; builds the field               |
| Online / remote coaching                          | Per programme               | Geography-free; owner-led anyway         |
| <b>Board-and-train (dog-only residential)</b>     | <b>NIL — by policy</b>      | <b>See below</b>                         |

**Board-and-train is deliberately not offered, and the reasoning matters because it is the most requested and most profitable product in this category.** The proposition is seductive: the dog goes away for three weeks and returns trained, with no effort required from the owner. **The problem is that it contradicts the premise of the entire business — if the human is the actual trainee, a programme that excludes the human teaches nobody anything,** and the behaviour reliably regresses within weeks because the household's handling has not changed at all. Two further objections are practical rather than philosophical. **It is unsupervised custody, carrying every risk the boarding plan set out, with the owner absent and unable to observe — and it is precisely the setting in which aversive methods are most easily used without a witness, since nobody sees how compliance was achieved and the dog cannot say.** The alternative offered here is **day-training with mandatory owner-transfer sessions,** which keeps the human in the loop and the process observable. **The revenue forgone is significant and is simply not earned,** in the same way the supplies store declined live-animal sales.

## 7. Go-to-Market — Selling Prevention Into a Remedial Market

### Acquisition

- **Veterinary referral,** which is the highest-quality channel and requires clinical credibility to obtain.
- **Puppy classes as the entry product,** capturing households before problems form.
- **Rescue and adoption partnerships,** where behaviour support directly prevents returns.
- **Society and apartment association engagement,** since that is where the complaints originate.

### Retention & progression

- **Class progression —** puppy to basic to intermediate — which is a natural sequence rather than an upsell.
- **Homework support between sessions,** which is where outcomes are actually produced.

- **Alumni community and practice sessions**, maintaining behaviour and referral flow simultaneously.
- **Honest completion** — programmes that end when the goal is met, as the coaching plan set out.

## Sales approach

Reach households at puppy stage → deliver in groups where possible → coach the owner explicitly → escalate serious cases to veterinary partnership → keep the animal in the home. **The uncomfortable structural fact to confront is that this business has a perverse incentive built into it: the preventive product is cheap and the remedial product is expensive.** A ₹6,000 puppy course prevents the ₹45,000 reactivity programme that the same dog might otherwise need at fourteen months. **A practice whose revenue depends on behaviour problems has, whether it acknowledges it or not, an interest in behaviour problems continuing to occur.** The resolution is the same one the veterinary clinic reached on preventive care: **treat puppy classes as the acquisition engine rather than the profit centre, measure enrolments inside the socialisation window (118 → 680), and accept that success means a smaller remedial caseload per household than an unscrupulous competitor would generate.**

## 8. Operations Plan (assess, refer, teach, support, measure)

- **Intake assessment:** history, household, previous methods used, and **direct enquiry about whether rehoming is being considered.**
- **Veterinary referral screening:** all aggression and sudden-onset behaviour cases go for veterinary examination before behaviour work begins.
- **Scope decision:** case accepted, referred to a veterinary behaviourist, or declined — **decided at intake rather than after three failed sessions.**
- **Programme design:** goals defined with the owner, session plan, and explicit between-session homework.
- **Group class delivery:** ratios held at **1:6**, temperament-appropriate grouping, safe layout.
- **Owner coaching:** the owner handles the dog in session, not the trainer — **a trainer demonstrating success proves nothing about the household.**
- **Homework support:** written plans, video review, mid-week check-ins — **the mechanism that moves compliance from 47% to 78%.**
- **Safety:** muzzle conditioning where indicated, controlled setups, bite-incident protocol, insurance.

## Case pathway

| Stage   | Activity                                             | Control point                              |
|---------|------------------------------------------------------|--------------------------------------------|
| Intake  | History, household, rehoming risk                    | Rehoming-considered cases flagged          |
| Screen  | <b>Veterinary exam for aggression / sudden onset</b> | <b>100% referred before behaviour work</b> |
| Scope   | <b>Accept, refer to behaviourist, or decline</b>     | <b>Declined as beyond scope 18 → 42</b>    |
| Teach   | Owner handles; trainer coaches                       | Group ratio 1:6                            |
| Support | <b>Homework, video review, check-ins</b>             | <b>Compliance 47% → 78%</b>                |
| Measure | Goals met; animal retained                           | Completion 58% → 83%; retained 71% → 91%   |

**The referral boundary here is genuinely different from the therapy boundary the coaching plan described, and the difference is who gets hurt.** A coach continuing past their competence risks harm to a client who is choosing to be there. **A trainer continuing past theirs on an aggression case risks a bite to a family member, a visitor or a child**

— and beyond the human injury, **a dog that bites in India is very often a dog that is subsequently abandoned or euthanised, which means the trainer's overreach can cost the animal its life.** Two rules follow and neither is negotiable. **Veterinary examination first, without exception, for aggression and any sudden behavioural change,** because pain — dental disease, arthritis, otitis, neurological conditions — is a leading cause of abrupt aggression, and **behaviour-modifying a dog that is simply hurting is both futile and cruel.** And **a documented scope limit:** severe aggression with bite history, compulsive disorders and severe anxiety requiring medication belong with a veterinary behaviourist. **Declining 42 cases a year is not lost revenue in any meaningful sense — it is the avoidance of the single event that would end this practice, and the recognition that in an unregulated field the willingness to say "this is beyond me" is the strongest available evidence of competence.**

## 9. Method, Welfare & Safety Governance (India)

- **Aversive tools used: NIL** — no prong collars, no electric shock collars, no alpha rolls, no physical corrections. **PCA Act 1960 is directly relevant where a tool causes pain or suffering.**
- **Dominance theory not applied** — it derives from flawed captive-wolf research **later repudiated by its own original author**, and misapplying it to a domestic household produces confrontation rather than learning.
- **Veterinary examination mandatory** before behaviour work on aggression and sudden-onset cases; **prescribing is a veterinary act and a trainer recommending medication is practising outside their competence.**
- **Scope limits documented**, with referral relationships to veterinary behaviourists established before they are needed.
- **Bite liability:** public liability and specific bite cover — **the principal insurance exposure in this business and not to be assumed away.**
- **Outcome claims: "guaranteed results" in behaviour work is a representation requiring evidence** under consumer-protection law and the ASCI code.
- **Class safety:** ratios, temperament grouping, safe layouts, vaccination requirements for group participation.
- Premises and noise permissions; employee safety; and record-keeping sufficient to reconstruct any case.

## 10. Organisation & Manpower Plan

| Role                                                        | Yr 1      | Yr 2      | Yr 3      |
|-------------------------------------------------------------|-----------|-----------|-----------|
| Promoter / head trainer                                     | 1         | 1         | 2         |
| <b>Trainers (certified)</b>                                 | <b>6</b>  | <b>11</b> | <b>18</b> |
| <b>Behaviour consultant (qualified, veterinary liaison)</b> | <b>1</b>  | <b>2</b>  | <b>4</b>  |
| Group class assistants                                      | 3         | 5         | 9         |
| <b>Client care, scheduling &amp; homework follow-up</b>     | <b>2</b>  | <b>4</b>  | <b>7</b>  |
| Marketing                                                   | 1         | 2         | 4         |
| Admin & accounts                                            | 1         | 2         | 3         |
| <b>Total</b>                                                | <b>15</b> | <b>27</b> | <b>47</b> |

**The homework follow-up function is carried as real headcount rather than absorbed into trainer time**, because compliance between sessions is the largest single driver of outcome and **nobody chases it if it is nobody's job.** Trainer retention (68% → 89%) is tracked as a revenue metric — clients follow individual trainers exactly as they follow coaches and groomers.

## 11. Implementation Timeline & Milestones

| Phase  | Timeline   | Milestone                                                                                    |
|--------|------------|----------------------------------------------------------------------------------------------|
| Setup  | Month 0-3  | Facility, trainer team and certification, veterinary referral relationships, class curricula |
| Launch | Month 3-12 | ~640 clients, 118 puppy enrolments in-window; ₹1.36cr revenue, ₹3L profit                    |
| Build  | Year 2     | Compliance 64%, completion 72%, zero bite incidents trend; ₹2.18cr, ₹30L profit              |
| Scale  | Year 3     | ~1,850 clients; ₹3.38cr, ₹68L profit; <b>compliance 78%, retention-in-home 91%</b>           |

## 12. Financial Plan (Illustrative)

All figures are illustrative model assumptions for an Indian context, shown so the promoter can replace them with live rates. **Owner compliance, group-class share, revenue per trainer-hour and scope discipline are the levers – and revenue per trainer-hour is the only honest measure of scaling, exactly as the coaching plan established, because revenue can always be grown by adding trainers without the practice improving at all.**

### 12.1 Project cost & means of finance

| Capital requirement                                              | ₹                |
|------------------------------------------------------------------|------------------|
| <b>Training facility (indoor space, equipment, safe fencing)</b> | <b>12,00,000</b> |
| Deposits & advance rent                                          | 7,00,000         |
| Working capital (salaries & operations)                          | 6,00,000         |
| Trainer recruitment, certification & continuing education        | 4,00,000         |
| Marketing & launch                                               | 3,00,000         |
| Technology (booking, client records, video review)               | 1,00,000         |
| Licences & insurance (public liability, bite cover)              | 1,00,000         |
| <b>Total project cost</b>                                        | <b>34,00,000</b> |
| Promoter contribution                                            | 20,00,000        |
| Term loan                                                        | 9,00,000         |
| Working-capital finance                                          | 5,00,000         |

### 12.2 Projected Profit & Loss (3 years)

| Particulars                                                  | Year 1           | Year 2           | Year 3           |
|--------------------------------------------------------------|------------------|------------------|------------------|
| Private one-to-one training                                  | 42,00,000        | 62,00,000        | 86,00,000        |
| <b>Group classes (puppy, basic, intermediate)</b>            | <b>34,00,000</b> | <b>58,00,000</b> | <b>94,00,000</b> |
| <b>Behaviour consultations &amp; modification programmes</b> | <b>28,00,000</b> | <b>46,00,000</b> | <b>74,00,000</b> |
| In-home training visits                                      | 18,00,000        | 26,00,000        | 38,00,000        |
| Trainer certification & professional courses                 | 8,00,000         | 16,00,000        | 30,00,000        |

|                                                                              |                    |                    |                    |
|------------------------------------------------------------------------------|--------------------|--------------------|--------------------|
| Online / remote coaching                                                     | 6,00,000           | 10,00,000          | 16,00,000          |
| <b>Board-and-train (dog-only residential)</b>                                | <b>NIL</b>         | <b>NIL</b>         | <b>NIL</b>         |
| <b>Total revenue</b>                                                         | <b>1,36,00,000</b> | <b>2,18,00,000</b> | <b>3,38,00,000</b> |
| Salaries (trainers, behaviour consultant, client care, admin)                | 68,00,000          | 1,04,00,000        | 1,58,00,000        |
| Rent, utilities & facility                                                   | 20,00,000          | 22,00,000          | 25,00,000          |
| Marketing & client acquisition                                               | 16,00,000          | 22,00,000          | 30,00,000          |
| Travel (in-home visits)                                                      | 6,00,000           | 9,00,000           | 13,00,000          |
| <b>Trainer continuing education &amp; certification</b>                      | <b>6,00,000</b>    | <b>8,00,000</b>    | <b>12,00,000</b>   |
| Equipment, treats & training consumables                                     | 5,00,000           | 7,00,000           | 10,00,000          |
| <b>Insurance (public liability, bite cover) &amp; compliance</b>             | <b>4,00,000</b>    | <b>5,00,000</b>    | <b>7,00,000</b>    |
| Office, overheads & admin                                                    | 4,00,000           | 6,00,000           | 9,00,000           |
| Depreciation, interest & other                                               | 4,00,000           | 5,00,000           | 6,00,000           |
| <b>Total expenses</b>                                                        | <b>1,33,00,000</b> | <b>1,88,00,000</b> | <b>2,70,00,000</b> |
| <b>Net profit before tax</b>                                                 | <b>3,00,000</b>    | <b>30,00,000</b>   | <b>68,00,000</b>   |
| Net margin                                                                   | 2.2%               | 13.8%              | 20.1%              |
| <b>Owner homework completion between sessions</b>                            | <b>47%</b>         | <b>64%</b>         | <b>78%</b>         |
| <b>Revenue per trainer-hour (₹) — the only honest scaling measure</b>        | <b>1,180</b>       | <b>1,450</b>       | <b>1,720</b>       |
| <b>Aversive tools used (prong, e-collar, alpha rolls)</b>                    | <b>NIL</b>         | <b>NIL</b>         | <b>NIL</b>         |
| <b>Aggression / sudden-onset cases sent for veterinary exam first</b>        | <b>100%</b>        | <b>100%</b>        | <b>100%</b>        |
| <b>Cases declined as beyond scope — a positive</b>                           | <b>18</b>          | <b>30</b>          | <b>42</b>          |
| <b>Bite incidents during training</b>                                        | <b>3</b>           | <b>1</b>           | <b>0</b>           |
| <b>Puppy-class enrolments inside the socialisation window (&lt;16 weeks)</b> | <b>118</b>         | <b>340</b>         | <b>680</b>         |
| <b>Rehoming considered at intake / animals retained at 6 months</b>          | <b>84 / 71%</b>    | <b>140 / 84%</b>   | <b>195 / 91%</b>   |
| Group-class share / Private 1:1 share ( <i>falling by design</i> )           | 25.0% / 30.9%      | 26.6% / 28.4%      | 27.8% / 25.4%      |
| Programme completion rate / Trainer retention                                | 58% / 68%          | 72% / 82%          | 83% / 89%          |

### 12.3 Unit economics & break-even

- **Revenue per trainer-hour is the only measure that shows whether the practice is scaling** — ₹1,180 → ₹1,720. **Revenue alone can always be grown by hiring more trainers without the business improving in any respect** exactly as the coaching plan established.
- **Group classes are the only genuine leverage available**, since one trainer-hour serving six households earns multiples of the same hour serving one — which is arithmetic, not preference.
- **Owner compliance is the outcome lever and it is manageable**. Written plans, video review and mid-week contact move it from 47% to 78%, and **completion, retention and referral all follow it**.

- **Puppy classes are priced as acquisition, not as profit** — 680 in-window enrolments in Year 3 is the number that determines how many expensive remedial cases the catchment produces two years later.
- **Break-even:** Year 1, thinly, rising to a 20.1% margin. **Capital requirements are minimal and the ceiling is trainer-hours** — a low-capital, capacity-bound business exactly like coaching.

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

| Particulars (₹)                               | Q1              | Q2              | Q3              | Q4               |
|-----------------------------------------------|-----------------|-----------------|-----------------|------------------|
| Opening balance                               | 11,00,000       | 8,00,000        | 7,00,000        | 7,00,000         |
| Collections                                   | 30,00,000       | 32,00,000       | 34,00,000       | 36,00,000        |
| Salaries, rent, marketing, travel & overheads | 33,00,000       | 33,00,000       | 34,00,000       | 33,00,000        |
| <b>Closing balance</b>                        | <b>8,00,000</b> | <b>7,00,000</b> | <b>7,00,000</b> | <b>10,00,000</b> |

Cash is comfortable because courses and programmes are collected before delivery, and the same caution applies that the coaching, membership and grooming plans all recorded: that money is deferred revenue. A six-session package paid upfront is **an obligation to provide trainer-hours, not a surplus**, and a practice funding this month's salaries from next quarter's unearned course fees is borrowing against its own calendar. Two points are specific to this business. **Demand is seasonal in a way that is entirely predictable and therefore plannable** — puppy intake peaks after festival and holiday periods when animals are acquired, monsoon suppresses outdoor classes, and **Diwali generates a concentrated noise-phobia caseload every year that a prepared practice can staff for rather than be surprised by**. And **marketing runs at 11-12% of revenue throughout, which is high for a service business and is not reducible**: in a field where the client cannot evaluate competence in advance and a cheaper aversive trainer is always available, **the cost of explaining why this practice takes longer is a permanent operating expense rather than a launch cost**.

#### 12.5 Key Performance Indicators to Monitor

- **Outcomes: owner homework completion**; programme completion; goals met at review; **animals retained in home at six months where rehoming was considered**.
- **Method & safety: aversive tools used (must be nil); bite incidents**; veterinary referral rate on aggression cases; **cases declined as beyond scope**; class ratios held.
- **Economics: revenue per trainer-hour**; group vs private mix; trainer utilisation; travel time on in-home visits; trainer retention.
- **Prevention: puppy enrolments inside the socialisation window**; source of referral; repeat and progression rates.

### 13. Funding Requirement & Bankability

Total ask: **₹9 lakh term loan plus ₹5 lakh working-capital finance** against ₹20 lakh promoter contribution. Four points. **First, this needs very little capital and reaches profitability immediately** — there is almost nothing to finance beyond a facility deposit and a payroll runway. **Second, there is no security worth speaking of**, so lending is against cash flow and covenant. **Third, the metric to underwrite is revenue per trainer-hour rather than revenue: a practice adding trainers at flat revenue-per-hour has grown its cost base and its liability exposure without improving the business at all**. **Fourth, and specific to this sector, the insurance and method questions are genuine credit factors**. An uninsured practice using aversive tools **is carrying a bite-liability exposure and a consumer-protection exposure simultaneously**, and in a business built on referral, **a single serious incident involving a child would end it in a catchment that talks**.

### 13.1 Funding utilisation

| Use of funds                                              | ₹                | % of total  |
|-----------------------------------------------------------|------------------|-------------|
| Training facility (indoor space, equipment, safe fencing) | 12,00,000        | 35.3%       |
| Deposits & advance rent                                   | 7,00,000         | 20.6%       |
| Working capital (salaries & operations)                   | 6,00,000         | 17.6%       |
| Trainer recruitment, certification & continuing education | 4,00,000         | 11.8%       |
| Marketing & launch                                        | 3,00,000         | 8.8%        |
| Technology (booking, client records, video review)        | 1,00,000         | 3.0%        |
| Licences & insurance (public liability, bite cover)       | 1,00,000         | 2.9%        |
| <b>Total</b>                                              | <b>34,00,000</b> | <b>100%</b> |

## 14. Risk Analysis & Mitigation

| Risk                                               | Mitigation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Aversive competitors who demonstrate better</b> | <b>Suppression is fast and visible — a shock collar stops lunging within minutes and the trainer looks extraordinarily effective.</b> What happened is <b>the behaviour was punished out of expression while the fear driving it is unchanged and now associates other dogs with pain</b> ; fallout is <b>escalation WITHOUT WARNING (the growl that used to warn was punished), redirected aggression, and learned helplessness owners mistake for calmness</b> — arriving weeks later and never attributed to the collar. Compete on <b>outcomes that hold a year later and a dog that is not afraid of its owner</b> ; aversive tools used: <b>NIL</b> |
| <b>The animal is not the client</b>                | <b>The trainer has the dog one hour a week; the owner has it the other 167.</b> Manage the variable that matters: written plans, video review, mid-week check-ins → <b>homework completion 47% → 78%</b> , with completion, retention and referral all following it                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Credit and blame for someone else's conduct</b> | The coaching plan's attribution problem, <b>inverted onto a third party who cannot speak — the only witness to what happened at home is an animal that cannot report it.</b> Sell a process and a partnership, not a transformation; <b>"guaranteed results" is a representation requiring evidence</b>                                                                                                                                                                                                                                                                                                                                                   |
| <b>Working beyond scope on aggression</b>          | <b>A coach overreaching risks a client who chose to be there; a trainer overreaching risks a bite to a child — and a dog that bites in India is very often subsequently abandoned or euthanised, so the overreach can cost the animal its life.</b> Veterinary exam first on 100% of aggression/sudden-onset cases ( <b>pain — dental, arthritic, otitis, neurological — is a leading cause of abrupt aggression, and behaviour-modifying a dog that is simply hurting is futile and cruel</b> ); documented scope limits; declining 42 cases a year is <b>the avoidance of the single event that would end this practice</b>                             |
| <b>Board-and-train</b>                             | Most requested and most profitable, and <b>NOT offered</b> : it <b>contradicts the premise of the business (a programme excluding the human teaches nobody anything, and behaviour regresses within weeks)</b> , it is <b>unsupervised custody carrying every boarding risk</b> , and it is <b>precisely the setting in which aversive methods are used without a witness, since nobody sees how compliance was achieved and the dog cannot say.</b> Day-training with mandatory owner-transfer instead                                                                                                                                                   |

|                                             |                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>The perverse incentive</b>               | <b>The preventive product is cheap and the remedial product is expensive — a ₹6,000 puppy course prevents the ₹45,000 reactivity programme the same dog needs at fourteen months. A practice whose revenue depends on behaviour problems has an interest in behaviour problems.</b> Treat puppy classes as acquisition, measure in-window enrolments (118 → 680), accept a smaller remedial caseload per household |
| <b>Unregulated, unverifiable competence</b> | The third business in this vertical with no qualification requirement (after grooming and coaching) — <b>a client cannot distinguish evidence-based practice from confident assertion, and will not find out until a dog is more fearful than when they started.</b> Recognised certification, continuing education budgeted, <b>willingness to decline as the strongest available competence signal</b>           |
| <b>Bite liability</b>                       | The principal insurance exposure — public liability and specific bite cover, <b>not assumed away</b> ; class ratios, temperament grouping, muzzle conditioning where indicated, incident protocol (incidents 3 → 0)                                                                                                                                                                                                |
| Trainer departure taking clients            | Clients follow individuals as in coaching and grooming; retention tracked as a revenue metric (68% → 89%), continuing education as a retention tool                                                                                                                                                                                                                                                                |
| Deferred revenue on packages                | Prepaid programmes are <b>an obligation to provide trainer-hours, not a surplus</b> — a practice funding this month's salaries from next quarter's unearned fees is <b>borrowing against its own calendar</b>                                                                                                                                                                                                      |

## 15. SWOT Analysis

|                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Strengths</b><br>Very low capital and immediate profitability; <b>group classes give genuine leverage on trainer-hours</b> ; fees collected before delivery; veterinary linkage produces both safety and referral; <b>puppy classes prevent the problems the market later pays heavily to fix</b> ; method integrity is a durable differentiator in a field with no standards.                       | <b>Weaknesses</b><br><b>Capacity is trainer-hours and absolutely bounded</b> ; outcomes depend on owner conduct the practice does not control; <b>the honest method demonstrates worse than the dishonest one</b> ; clients follow individual trainers; marketing is a permanent 11–12% of revenue; bite liability is real. |
| <b>Opportunities</b><br>Surge in first-time urban ownership; apartment-living behaviour complaints; <b>separation anxiety at scale after return-to-office</b> ; predictable Diwali noise-phobia caseload; rescue and adoption partnerships preventing returns; <b>trainer certification courses that build the field and create leverage</b> ; remote coaching, which suits an owner-led method anyway. | <b>Threats</b><br><b>Aversive trainers with faster demonstrations and lower prices</b> ; free online content of uneven quality; board-and-train providers promising effortless results; a serious bite incident during training; trainer poaching; clients abandoning programmes when progress feels slow.                  |

## 16. Recommended AiSevak Tools for This Business

This training and behaviour practice would use AiSevak's Petcare vertical tools in operations:

- **Outcomes: homework assignment, video review and completion tracking**, goal-setting and review records, **rehoming-risk flag and six-month retention follow-up**.
- **Safety & method: veterinary-referral log for aggression cases**, scope-decision and declined-case register, bite-incident records, class ratio enforcement.
- **Economics: revenue per trainer-hour**, group vs private mix, trainer utilisation and travel time, package deferred-revenue tracking.

- **Prevention:** puppy enrolment by age at intake, socialisation-window alerts, class progression pathways.
- **Team:** trainer certification and continuing-education records, retention and client-following-trainer analysis.

## 17. Key Assumptions & Notes

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- Pet training & behaviour practice: puppy socialisation and group classes, private one-to-one, in-home visits, veterinary-linked behaviour modification, remote coaching, and trainer certification courses.
- **⚠ ONE FRAMING GOVERNS THE ENTIRE BUSINESS AND ALMOST EVERY PLAN IN THE CATEGORY GETS IT WRONG: THE ANIMAL IS NOT THE CLIENT — THE HUMAN IS. A TRAINER DOES NOT TRAIN THE DOG; A TRAINER TRAINS THE OWNER TO TRAIN THE DOG**, and the arithmetic is unforgiving — **the trainer has the animal ONE HOUR A WEEK and the owner has it the other HUNDRED AND SIXTY-SEVEN**, during which every interaction either builds the new behaviour or rebuilds the old one → **THE SINGLE LARGEST DETERMINANT OF OUTCOME IS OWNER COMPLIANCE BETWEEN SESSIONS**, managed explicitly and reported as homework completion **47%→64%→78%**. This is structurally **the closest plan in the vertical to coaching-mentorship: trainer-hours are the ceiling and the client does the actual work**.
- **A CREDIT PROBLEM SHARPER THAN COACHING'S:** there a coach was credited with outcomes the client produced; **HERE THE SAME DISTORTION IS INVERTED ONTO A THIRD PARTY WHO CANNOT SPEAK** — the trainer is praised or blamed for results generated almost entirely by someone else's daily conduct, and **THE ONLY WITNESS TO WHAT ACTUALLY HAPPENED AT HOME IS AN ANIMAL THAT CANNOT REPORT IT** → sell a process and a partnership, not a transformation, and **measure the OWNER'S behaviour, because that is the variable the practice can actually move**; "guaranteed results" in behaviour work is a representation requiring evidence under consumer-protection law (as bootcamp found for placement).
- **THE METHODOLOGICAL QUESTION CANNOT BE AVOIDED BECAUSE THE FIELD IS UNREGULATED AND GENUINELY CONTESTED IN INDIA: AVERSIVE TOOLS AND DOMINANCE-BASED METHODS (PRONG COLLARS, ELECTRIC SHOCK COLLARS, "ALPHA ROLLS") REMAIN WIDESPREAD AND ARE BOTH SCIENTIFICALLY DISCREDITED AND DEMONSTRABLY HARMFUL — DOMINANCE THEORY ITSELF DERIVES FROM FLAWED CAPTIVE-WOLF RESEARCH THAT ITS OWN ORIGINAL AUTHOR LATER REPUDIATED → AVERSIVE TOOLS USED: NIL**, with the commercial cost stated honestly because it is real: **AVERSIVE METHODS SELL BETTER, SINCE THEY PRODUCE FASTER VISIBLE SUPPRESSION**. Mechanism, because dismissing them as cruel does not answer the client's question: **a dog wearing a shock collar stops lunging within MINUTES, the owner sees a solved problem in a single session, and the trainer looks extraordinarily effective — what has ACTUALLY happened is that THE BEHAVIOUR HAS BEEN PUNISHED OUT OF EXPRESSION WHILE THE EMOTION DRIVING IT (FEAR, USUALLY) IS UNCHANGED AND NOW HAS A NEW ASSOCIATION: OTHER DOGS PREDICT PAIN**; fallout appears later — **ESCALATION WITHOUT WARNING SIGNALS, BECAUSE THE GROWL THAT USED TO WARN WAS PUNISHED**; redirected aggression; and in severe cases **LEARNED HELPLESSNESS THAT OWNERS MISTAKE FOR CALMNESS — and NONE OF IT IS ATTRIBUTED TO THE COLLAR, BECAUSE IT ARRIVES WEEKS AFTER THE SESSION → THE HONEST PRACTICE MUST EXPLAIN A DELAY IT CANNOT DEMONSTRATE AWAY** (force-free work changes how the dog FEELS rather than what it DARES do) and support it with **the one thing the aversive trainer cannot offer: outcomes that hold up a year later, and a dog that is not afraid of its owner** — the same structural difficulty pet-food-brand faced with ingredient theatre.
- **UNLIKE COACHING'S THERAPY BOUNDARY, THE REFERRAL BOUNDARY HERE IS A SAFETY MATTER RATHER THAN A PROFESSIONAL COURTESY, AND THE DIFFERENCE IS WHO GETS HURT:** a coach overreaching risks harm to a client who **CHOSE** to be there; **A TRAINER OVERREACHING ON AN AGGRESSION CASE RISKS A BITE TO A FAMILY MEMBER, A VISITOR OR A CHILD — AND BEYOND THE HUMAN INJURY, A DOG THAT BITES IN INDIA IS VERY OFTEN SUBSEQUENTLY ABANDONED OR EUTHANISED, WHICH MEANS THE TRAINER'S OVERREACH CAN COST THE ANIMAL ITS LIFE** → two non-negotiable rules: **(a) VETERINARY EXAMINATION FIRST,**

**WITHOUT EXCEPTION, FOR AGGRESSION AND ANY SUDDEN BEHAVIOURAL CHANGE, BECAUSE PAIN (DENTAL DISEASE, ARTHRITIS, OTITIS, NEUROLOGICAL CONDITIONS) IS A LEADING CAUSE OF ABRUPT AGGRESSION AND BEHAVIOUR-MODIFYING A DOG THAT IS SIMPLY HURTING IS BOTH FUTILE AND CRUEL** (100% of such cases); **(b) DOCUMENTED SCOPE LIMITS** — severe aggression with bite history, compulsive disorders and anxiety requiring medication belong with a veterinary behaviourist (**prescribing is a veterinary act; a trainer recommending medication is practising outside their competence**) → **DECLINING 42 CASES A YEAR IS NOT LOST REVENUE IN ANY MEANINGFUL SENSE — IT IS THE AVOIDANCE OF THE SINGLE EVENT THAT WOULD END THIS PRACTICE, AND THE RECOGNITION THAT IN AN UNREGULATED FIELD THE WILLINGNESS TO SAY "THIS IS BEYOND ME" IS THE STRONGEST AVAILABLE EVIDENCE OF COMPETENCE** (bite incidents 3→1→0).

- **THE STAKE IS HIGHER THAN A TRAINING BUSINESS USUALLY CARRIES AND IT CHANGES WHAT SUCCESS MEANS: BEHAVIOUR PROBLEMS ARE AMONG THE LEADING REASONS DOGS ARE ABANDONED, REHOMED OR GIVEN UP IN INDIA** — the sequence is depressingly consistent (**a puppy acquired enthusiastically, nobody teaches it anything, it grows into an adolescent that pulls, jumps, barks, destroys furniture or frightens a visitor, the household stops enjoying it, and THE ANIMAL IS QUIETLY "GIVEN TO SOMEONE WITH A FARM"** — **MOST OF THOSE DOGS HAD ENTIRELY ORDINARY, ENTIRELY RESOLVABLE PROBLEMS**) → this plan records what almost nobody in the sector records: **CLIENTS DISCLOSING AT INTAKE THAT REHOMING IS BEING CONSIDERED (84→140→195) AND HOW MANY OF THOSE ANIMALS ARE STILL IN THE HOME SIX MONTHS LATER (71%→84%→91%) — THE ONLY OUTCOME MEASURE THAT DESCRIBES WHAT THE WORK IS ACTUALLY FOR**, and it reframes the proposition: **THE PRACTICE IS NOT SELLING OBEDIENCE, IT IS SELLING THE CONTINUATION OF A HOUSEHOLD'S RELATIONSHIP WITH ITS ANIMAL.**
- **BOARD-AND-TRAIN IS DELIBERATELY NOT OFFERED, AND THE REASONING MATTERS BECAUSE IT IS THE MOST REQUESTED AND MOST PROFITABLE PRODUCT IN THE CATEGORY** — the proposition is seductive (dog goes away three weeks, returns trained, no owner effort) but **IT CONTRADICTS THE PREMISE OF THE ENTIRE BUSINESS: IF THE HUMAN IS THE ACTUAL TRAINEE, A PROGRAMME THAT EXCLUDES THE HUMAN TEACHES NOBODY ANYTHING**, and behaviour reliably regresses within weeks because household handling has not changed; two practical objections follow — **IT IS UNSUPERVISED CUSTODY CARRYING EVERY RISK THE BOARDING PLAN SET OUT, WITH THE OWNER ABSENT AND UNABLE TO OBSERVE, AND IT IS PRECISELY THE SETTING IN WHICH AVERSIVE METHODS ARE MOST EASILY USED WITHOUT A WITNESS, SINCE NOBODY SEES HOW COMPLIANCE WAS ACHIEVED AND THE DOG CANNOT SAY** → day-training with **mandatory owner-transfer sessions** instead; **the revenue forgone is significant and is simply not earned**, as with pet-supplies-store's live-animal decision. Also confronted: **A PERVERSE INCENTIVE BUILT INTO THE BUSINESS — THE PREVENTIVE PRODUCT IS CHEAP AND THE REMEDIAL PRODUCT IS EXPENSIVE** (a ₹6,000 puppy course prevents the ₹45,000 reactivity programme the same dog might need at fourteen months), **SO A PRACTICE WHOSE REVENUE DEPENDS ON BEHAVIOUR PROBLEMS HAS, WHETHER IT ACKNOWLEDGES IT OR NOT, AN INTEREST IN BEHAVIOUR PROBLEMS CONTINUING TO OCCUR** → resolved as the clinic resolved preventive care: **treat puppy classes as the ACQUISITION ENGINE rather than the profit centre, measure in-window enrolments (118→340→680), and accept that success means a SMALLER remedial caseload per household than an unscrupulous competitor would generate.**
- Regulatory: **the THIRD business in this vertical with no qualification requirement whatever (after grooming, and coaching in the previous vertical) — ANYONE IN INDIA MAY CALL THEMSELVES A DOG TRAINER OR BEHAVIOURIST; NO PROTECTED TITLE, NO REGISTER, NO METHOD STANDARD — so a client CANNOT DISTINGUISH EVIDENCE-BASED PRACTICE FROM CONFIDENT ASSERTION, AND WILL NOT FIND OUT UNTIL A DOG IS MORE FEARFUL THAN WHEN THEY STARTED; PCA Act 1960 is directly relevant where a tool causes pain or suffering; bite liability during training or classes is the principal insurance exposure and should be covered by public liability and specific bite cover rather than assumed; premises and noise permissions; vaccination requirements for group participation. Cash is comfortable (courses collected before delivery) with the**

standing caution that **prepaid packages are DEFERRED REVENUE — an obligation to provide trainer-hours, not a surplus — and a practice funding this month's salaries from next quarter's unearned fees is BORROWING AGAINST ITS OWN CALENDAR**; two business-specific points — **demand is seasonal in an entirely PREDICTABLE and therefore PLANNABLE way (puppy intake peaks after festival and holiday acquisition, monsoon suppresses outdoor classes, and DIWALI GENERATES A CONCENTRATED NOISE-PHOBIA CASELOAD EVERY YEAR THAT A PREPARED PRACTICE CAN STAFF FOR RATHER THAN BE SURPRISED BY)**, and **MARKETING RUNS AT 11-12% OF REVENUE THROUGHOUT, WHICH IS HIGH FOR A SERVICE BUSINESS AND IS NOT REDUCIBLE: in a field where the client cannot evaluate competence in advance and a cheaper aversive trainer is always available, THE COST OF EXPLAINING WHY THIS PRACTICE TAKES LONGER IS A PERMANENT OPERATING EXPENSE RATHER THAN A LAUNCH COST**. Homework follow-up is carried as real headcount rather than absorbed into trainer time, **because compliance between sessions is the largest single driver of outcome and NOBODY CHASES IT IF IT IS NOBODY'S JOB**. Lender note: needs very little capital, profitable immediately, **no security worth speaking of**; underwrite **REVENUE PER TRAINER-HOUR rather than revenue, since a practice adding trainers at flat revenue-per-hour HAS GROWN ITS COST BASE AND ITS LIABILITY EXPOSURE WITHOUT IMPROVING THE BUSINESS AT ALL** (₹1,180→₹1,720, the coaching-plan measure); and treat **insurance and method as GENUINE CREDIT FACTORS — an uninsured practice using aversive tools carries a bite-liability exposure AND a consumer-protection exposure simultaneously, and in a referral business A SINGLE SERIOUS INCIDENT INVOLVING A CHILD WOULD END IT IN A CATCHMENT THAT TALKS**. ₹34L, ~640→1,850 clients, 15→47 staff, rev 1.36→3.38cr, Y1 ₹3L → Y3 ₹68L. Figures illustrative, exclude GST.

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