



BUSINESS PLAN · INDIA

Plumbing & Electrical Services

On-demand home repairs - plumbing, electrical, emergency callouts

HOME SERVICES

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 **Plumbing & Electrical Services** business in India — an on-demand home-repair operator covering leaks, blockages, sanitaryware fitting, pipe runs, wiring faults, board work, earthing and fixture installation across one city, with employed and licensed tradesmen, a 24-hour emergency desk, and a documented test-and-photograph record on every concealed job.

The vertical's structural facts are set out in the home-cleaning plan and are not re-derived here: **the worker enters the home alone and the risk runs both ways; route density rather than price decides the margin; classification is the legal fault line and this plan employs its tradesmen; the theft or damage allegation is a when rather than an if; and the rating system is a pay system.** The pest-control and appliance-repair plans supply the controls this trade inherits: **the customer cannot verify the work, so give her something checkable; nobody paid per unit of a remedy should decide how much of it is needed; and a compliance nobody enforces will be honoured only if it is recorded per job as a field. What is different here is when the evidence arrives. In pest control the customer learns in eight months. In appliance repair she learns never, but the machine in front of her either works or it does not. Here the work is sealed inside a wall, a floor or a distribution board, and the failure surfaces in year three, year six, or at the moment somebody touches a metal tap.**

□ A badly made solvent joint, an undersized cable and a missing earth are invisible on completion, indistinguishable from good work at handover, and catastrophic later. The plumbing version is expensive: a slow joint behind tiling saturates a wall, ruins the flooring of the flat below, and is discovered as a stain rather than as a leak. The electrical version is not expensive, it is fatal — a fire in a ceiling void or an electrocution at a washing machine — and by the time it happens the wall has been plastered, the panel relabelled, the operator possibly dissolved, and nobody can identify who made the decision. This is a worse asymmetry than pest control's on two counts. There, the customer eventually learned the answer; here she frequently never learns it at all, because the fault is attributed to the building, the load or the previous owner. And the person harmed may not be the person who bought the work — a tenant three years later, a child, an electrician who opens the board expecting it to be dead.

The answer is to make the concealed visible before it is concealed, and to hand the evidence to the person who will need it. Every joint and cable run is **PHOTOGRAPHED BEFORE IT IS CLOSED UP** and the images are given to the customer — the artefact the cheaper operator will not produce, and the one that survives after the operator does not. Every electrical job records a **METER READING** rather than an opinion: earth continuity, insulation resistance, RCD trip time, and the cable size and MCB rating actually installed, written down against the circuit. Every plumbing job is pressure or leak tested and the result recorded. These move from 0%, 11% and 8% to 100%. Licensed electricians rise from 41% to 100% at a stated ₹38 lakh a year — the Electricity Rules require certificates of competency, and most Indian domestic electrical work is done by people who do not hold them, so this is a position taken against the market rather than in line with it.

Two integrity instances sit alongside the concealed work. The first is the emergency call — a burst pipe at midnight or a dead board on a Sunday, where the customer has no alternative, no time to compare and will pay anything. This is the purest pricing power in the vertical and the most tempting, and it is answered by **PUBLISHED EMERGENCY RATES QUOTED BEFORE DISPATCH**, reaching 100% of emergency jobs at a stated ₹26 lakh a year of revenue forgone. The second is the small job: a leaking tap is a ₹250 repair carrying ₹400 of travel, and an operator who will not state a minimum charge honestly will manufacture scope to cover it. So the minimum is disclosed before dispatch, material-linked earnings fall from 19% to nil, and the plan reports

both the rate at which work was recommended and the rate at which an independent second opinion agreed — 22% of jobs at 61%, becoming 12% at 89%.

This plan models an operator requiring **₹4.80 crore** (₹2.20 crore promoter + ₹1.40 crore term loan + ₹80 lakh working-capital facility + ₹40 lakh investor), moving from **₹5.42 crore revenue and a ₹48 lakh loss** to **₹16.58 crore revenue and ₹1.53 crore profit** by Year 3, with return on capital employed reaching 28.9% across a tradesman workforce growing from 52 to 122. (Plumbing and electrical home services — figures illustrative.)

2. Business Description, Vision & Legal Structure

Concept: A home-repair business that photographs the work before it disappears into the wall.

Vision: To be the operator whose work can still be checked in year six.

Mission: Photograph every joint and run before closing up and give the images to the customer; test with a meter and write the reading down; publish the emergency rate and hold it at two in the morning; state the minimum charge before dispatch instead of manufacturing scope to cover the travel; pay nobody a commission on the materials he specifies; and employ electricians who hold the certificate the law asks for.

Legal structure

- **Private Limited** — recommended. Contractor licensing, society and commercial contracts, materials credit lines, professional indemnity cover and outside capital all point the same way.
- **LLP** — workable for a two-trade partnership, weaker for society tenders and for holding electrical contractor licences at scale.
- **Employed tradesmen** — the vertical's classification rule, and here also legally necessary: **a licensed contractor's obligations cannot be discharged through people the business claims not to control, and a contractor cannot be held to a test-record standard or barred from earning on materials.**

Regulatory anchor: the heaviest licensing burden in this vertical after pest control, and the one most widely ignored. **The Electricity Act 2003 and the CEA (Measures relating to Safety and Electric Supply) Regulations require that electrical installation work be carried out and supervised by holders of certificates of competency — wireman and supervisor certificates issued by state licensing boards — and that contractors hold an electrical contractor licence. State electricity rules repeat the requirement in almost identical terms. And the position on the ground is that the overwhelming majority of Indian domestic electrical work is done by people holding none of them, for customers who have never heard of them, with no inspection of any kind — so an operator who insists is paying for a qualification his customer cannot see and his competitor does not carry.** This plan takes it from 41% to 100% at a stated ₹38 lakh a year. Then: **the National Building Code, IS 732 (wiring) and IS 3043 (earthing); BIS/ISI marking on cable, switchgear, pipe and fittings, which is where undersized and uncertified material enters;** UPC India and municipal permissions for connections and drainage alterations; consumer protection on workmanship warranties and on representations that work is necessary; public, product and professional indemnity exposure where an installation causes a fire, a flood or an injury; GST on services and materials, invoiced separately; and the vertical's shared obligations — classification with EPF/ESI, POSH at the customer's premises, and DPDP over addresses, entry times and the hours at which a flat is empty.

3. Promoter & Ownership

Led by a promoter with electrical contracting, plumbing, building services or facilities-maintenance background. Three competences decide outcomes. *Technical authority in both trades*, or a founding pair holding one each, because a promoter

who cannot read a test record cannot enforce one and will be told what he wants to hear. *The nerve to hold a published emergency rate*, since the first time a customer at midnight offers three times the number and the desk declines it, the policy is either real or it is marketing. And *willingness to lose work on price*, because a licensed electrician, ISI-marked cable at the correct gauge and a recorded pressure test cost money the man with a phone number and a scooter does not spend. Ownership, equity & investor terms are editable inputs; **the quality function that audits test records and gives second opinions on recommended work reports to the promoter rather than to the area manager whose completion numbers it constrains, and materials purchasing and reconciliation report to finance.**

4. Market Analysis — India

Indian demand for domestic plumbing and electrical repair is large, permanent, almost entirely unorganised, and driven less by construction than by the ageing of what has already been built.

Demand drivers

- **An enormous and ageing housing stock** in which concealed plumbing and wiring installed twenty and thirty years ago is now failing — **the largest single driver, and one that grows without any new construction at all.**
- **Electrical load per household rising far faster than the wiring was designed for** — air conditioners, geysers, induction hobs and washing machines added to circuits sized for a fan and two lights.
- **Apartment and gated-community density**, which concentrates demand and routing advantage, and introduces a buyer — the society — capable of evaluating work.
- **Rental churn**, generating fitting, replacement and made-good work on a predictable cycle.
- **Falling metro tolerance for the informal fix**, particularly among customers who have had one go wrong.
- **Commercial and institutional AMC demand** from offices, schools, clinics and small hotels that require documented electrical testing for their own insurance and audit purposes.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Households and small commercial premises in the served city	Very large; effectively universal
SAM	Premises inside served clusters whose occupants will pay for licensed, tested and documented work	Bounded by WILLINGNESS TO VALUE THE LICENCE, not by reach
SOM (Yr 1-3)	Jobs delivered, emergency callouts, and society/commercial retainers	62,000 → 172,000 jobs; retainers 3% → 4% of revenue

The sizing error specific to this trade is to treat the whole installed base as addressable, because unlike appliance repair there is no part that cannot be obtained and unlike pest control there is no chemical the customer cannot buy. Anybody can buy cable. The constraint is not supply, it is whether the customer will pay for the difference between work that is correct and work that looks correct — and on completion day those two are the same thing. The serviceable market is therefore the intersection of clusters that route profitably and customers who attach value to a certificate, a photograph and a meter reading — a much smaller set than the housing stock and a much larger one than it was ten years ago. Three consequences follow. Segments that can evaluate are pursued first: societies on a retainer, offices and clinics whose insurers ask for electrical test records, portfolio landlords, and homeowners who have been burned once. The evidence pack is the product rather than the paperwork, since the physical work is identical to what the cheaper man delivers on the day. And the plan does not assume the licence bounds competition the way pest control's does — it bounds it only

among customers who know it exists, which is why leakage runs at about 8% against pest control's 6%, and why an operator who assumes the law is doing his marketing for him will be undercut continuously by people committing an offence nobody is prosecuting.

5. Competition & Position

Landscape: a vast informal sector of individual plumbers and electricians working from a phone number and a scooter — cheaper, faster to arrive, frequently competent at the visible work, and almost universally **unlicensed and unrecorded**; the society's own retained handyman, embedded and hard to displace; marketplaces listing those same individuals with a booking layer on top; builders' maintenance arms in newer complexes; hardware retailers who supply materials and recommend a fitter; and organised facilities-management firms at the commercial end. **Because the quality of concealed work is invisible at handover, price comparison rewards whoever quotes lowest at the door, and the cost of the difference is paid by somebody else at a later date.**

The operator's position

- **Every concealed joint and cable run photographed before closing up, and the images given to the customer.**
- **Meter readings recorded rather than opinions offered** — earth continuity, insulation resistance, RCD trip time, cable size and MCB rating.
- **Pressure or leak test on every plumbing job, with the result written down.**
- **Licensed or certified electricians on electrical work**, and the cost of insisting stated.
- **Published emergency rates, quoted before dispatch and held on arrival.**
- **An honest minimum charge disclosed in advance, instead of manufactured scope.**
- **ISI-marked materials at the specified gauge, itemised, with no earnings linked to their value.**

The competitive difficulty is sharper here than anywhere else in the vertical, because the informal competitor is not merely cheaper — he is often genuinely good at the part the customer can see, and a customer with five good experiences of him has five data points saying he is fine and none that would ever tell her otherwise. Give her something checkable at the moment of comparison — the published emergency rate, the minimum charge stated on the phone — and something that lasts afterwards, since a customer who has received an evidence pack once understands what its absence means. Compete where evaluation is structural rather than personal, since an insurer asking a clinic for test records converts the operator's cost base into the buyer's requirement. And do not argue quality in the abstract: telling a customer the other man's work is unsafe, when her lights have worked for six years, positions the operator as expensive and alarmist.

6. The Work Behind the Wall — Evidence, Tests & the Concealed Joint

Element	Character	Economics
Concealed joints and runs photographed before closing, images given to the customer	The only evidence that survives the plaster	0% → 100% of concealed jobs
Electrical test readings recorded with a meter	Earth continuity, insulation resistance, RCD trip time	11% → 100%
Cable size and MCB/RCD rating recorded against the circuit	The specification, not the price, is where the cheating is	0% → 100%

Pressure or leak test performed and result recorded	Ten minutes; the difference between a leak and a ruined ceiling	8% → 100%
Licensed / certified electricians on electrical work	What the law requires and the market does not	41% → 100%; ₹38L a year
ISI-marked, traceable cable, switchgear, pipe and fittings	Gauge and certification, itemised with quantities	62% → 100%
RCD / ELCB offered / actually installed	Offered on merit, never as a hidden upsell	34% → 100% offered; 9% → 31% installed
Estimated leakage to direct hire · workmanship warranty	Bounded by the LICENCE, but only among customers who know it exists	~8% · 12 months labour, 5 years concealed

The photograph deserves its own paragraph because it is the cheapest control in this trade and very nearly absent from it. A concealed run is open for a few hours and sealed for thirty years, and during those hours a phone camera can record the joint, the route, the depth, the sleeving and the gauge marking — after which the record cannot be reconstructed by anybody, at any cost, without breaking the wall. The images cost nothing but the discipline of taking them, and they do three jobs: they let a future tradesman find a run without exploratory demolition; they settle the year-six argument on evidence, which protects the operator at least as often as the customer; and they change the behaviour of the man doing the work, because a joint that will be photographed gets made properly. Two refinements make it real. The images are handed to the customer rather than filed internally, since a record only the operator holds disappears when the operator does — and this business may not exist in year six, while the wall certainly will. And the photograph is a step in closing the job on the system rather than something to remember, because a control that depends on remembering fails on the busy day.

7. The Emergency Call, the Small Job & the Honest Minimum

The emergency call

- **A burst pipe at midnight or a dead board on a Sunday is the purest pricing power in this vertical** — the customer has no alternative, no time to compare, and will pay whatever is asked.
- **Emergency rates are published in advance and quoted before dispatch** — no surge, no "we'll see when we get there", no revision on arrival.
- **Reported as emergency jobs priced at the published rate: 0% → 100%, with revenue forgone stated at ₹26 lakh a year by Year 3.**
- A genuine 24-hour desk with a paid standby rota, **because a published rate nobody answers at 2am is a marketing claim.**

The small job

- **A leaking tap is a ₹250 repair carrying ₹400 of travel** — the structural problem of the trade, and the origin of most manufactured scope.
- **A minimum charge disclosed on the phone before dispatch, 0% → 100%**, rather than discovered by the customer at the door.
- **Additional work recommended, and the rate at which an independent second opinion agreed:** 22% of jobs at 61% → 12% at 89%.
- **Clustered scheduling and same-visit bundling**, the only legitimate way to make small jobs pay.

The emergency call is this plan's integrity instance, and it is worth being exact about why it differs from ordinary pricing power. A hotel raising its rate on a festival weekend faces a customer who can choose another hotel or not travel. A woman standing in four inches of water at midnight, with the flat below filling up, can do neither — she cannot postpone, compare, inspect, or walk away. Every element that makes a price negotiation fair has been removed by the situation, and what remains is a transfer from somebody in distress to whoever answers the phone. The industry's normal practice is to quote nothing, attend, assess the customer rather than the job, and name a number in the doorway — and it is very effective, because at that moment almost nobody refuses. The answer is structural. An emergency tariff is published — a call-out band, an after-hours multiple, an hourly rate — and quoted on the phone before the van moves, so the price is fixed at a moment when the customer could still say no. It is not adjusted on arrival for what is found, except by the same schedule that would apply at eleven in the morning. And the cost is stated: roughly ₹26 lakh a year forgone by Year 3 against a ₹1.53 crore profit — about a sixth of the profit, given up in the circumstances where taking it would be easiest and least likely to be challenged. A promoter unwilling to state that number should not claim the policy, because the policy is only real on the night it costs something.

8. Operations Plan (dispatch, test, photograph, close, record)

- **Evidence before concealment:** every concealed joint, run and termination photographed before closing up and the images issued to the customer (0% → 100%), as a mandatory step in closing the job rather than a reminder.
- **Electrical testing:** earth continuity, insulation resistance and RCD trip time measured with a calibrated instrument and recorded against the circuit (11% → 100%), the calibration date carried on the test sheet; cable size and MCB/RCD rating actually installed written down and given to the customer (0% → 100%).
- **Plumbing testing:** pressure or leak test on every job involving a joint or a run, with the result recorded (8% → 100%).
- **Competence:** licensed or certified electricians on all electrical work (41% → 100%), certificate numbers and renewal dates held centrally, cost stated at ₹38 lakh a year.
- **Emergency:** published tariff quoted before dispatch and held on arrival (0% → 100%), revenue forgone reported (₹26L by Y3), paid standby rota so the promise is answerable at 2am.
- **Scope discipline:** minimum charge disclosed before dispatch (0% → 100%); recommended work above a threshold reviewed by someone not paid on that job; recommendation rate and agreement rate both published.
- **Materials integrity:** ISI-marked and traceable only (62% → 100%), itemised with quantities; monthly reconciliation of materials issued against materials invoiced, reporting to finance.
- **Safety upgrades:** RCD/ELCB and earthing assessed and OFFERED on every relevant job (34% → 100%), installation reported separately (9% → 31%) — the gap is the customer's decision, and reporting both is what stops the offer becoming a hidden upsell.
- **Productivity:** first-visit resolution 58% → 81%, van-stock hit rate 64% → 86%, clustered scheduling; **small jobs bundled into the same visit rather than into an invented scope.**
- **Isolation and lock-off** before board work, supply restored and tested before departure, **no live working as policy including on the busy day;** replaced switchgear and offcuts routed lawfully, **never quietly reused on the next job.**

Control points

Area	Activity	Control point
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☐ The work behind the wall	Concealed joints and runs photographed before closing / images given to the customer	0% → 100% / 0% → 100%
☐ The reading, not the opinion	Earth continuity, insulation resistance, RCD trip time recorded with a meter	11% → 100%
The specification nobody checks	Cable size & MCB/RCD rating recorded against the circuit	0% → 100%
The joint that leaks in year three	Pressure / leak test performed and result recorded	8% → 100%
☐ The certificate the law asks for	Licensed / certified electricians on electrical work / stated annual cost	41% → 100% / ₹38,00,000
☐ The emergency call	Emergency jobs priced at the PUBLISHED rate / revenue forgone	0% → 100% / ₹26,00,000
The manufactured scope	Jobs carrying a recommendation / independent second opinion agreed	22% → 12% / 61% → 89%
Nobody paid on materials specifies the materials	Tradesman earnings linked to material value	19% → 7% → nil
Materials & productivity	ISI-marked traceable · first-visit resolution · van-stock hit rate	62% → 100% · 58% → 81% · 64% → 86%

9. Licensing, Electrical Safety & Operating Compliance (India)

- **Electricity Act 2003 and CEA (Measures relating to Safety and Electric Supply) Regulations** — installation work carried out and supervised by holders of certificates of competency (wireman/supervisor), with an electrical contractor licence held by the business; state electricity rules impose the same requirement.
- **The position on the ground:** most Indian domestic electrical work is done by people holding none of these, for customers who have never heard of them, with effectively no inspection — **41% → 100% here, at a stated ₹38 lakh a year.**
- **IS 732 (wiring), IS 3043 (earthing) and the National Building Code**, which set the cable-sizing, protection and earthing standards this plan records rather than assumes; **BIS/ISI marking on cable, switchgear, pipe and fittings — the entry point for undersized and uncertified material, and invisible once installed.**
- **Plumbing provisions of the NBC and the Uniform Plumbing Code India;** municipal and water-authority permissions for connection, drainage and sanitary alterations.
- **Consumer protection on workmanship warranties and on representations that work is necessary** — **telling a customer her wiring is unsafe is a statement she relies on to spend money.**
- **Public liability, product liability and professional indemnity** — the sharp end of the concealed-work position, since **a fire or electrocution traced to an installation is a claim that arrives years after the invoice.**
- GST on services and materials, invoiced separately; shops and establishment registration; contractor registration for society and commercial work.
- **Vertical-shared (see the home-cleaning plan):** classification with EPF/ESI; POSH at the customer's premises; DPDP over addresses, entry times and occupancy patterns; two-way verification and the withdrawal right.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Tradesmen — plumbers & electricians (EMPLOYED; licensed by category)	52	84	122
Contact centre, dispatch & 24-HOUR EMERGENCY DESK	9	15	22
Supervisors & area managers	6	10	15
Stores, van stock & inventory control	4	7	10
QUALITY & INDEPENDENT VERIFICATION (test-record audit, second opinions)	3	6	9
Sales, AMC & society contracts	3	6	9
Training, licensing & competency certification	3	5	7
Finance & accounts (incl. materials reconciliation)	3	4	6
Technology (dispatch, job records, photo archive, test capture)	2	3	5
Leadership	2	3	4
Total	87	143	209

Three features carry the plan's argument. A quality and independent verification function exists from Year 1 and grows to nine people — auditing test records, re-checking a sample of concealed-work photographs before payment, and giving the second opinion on recommended work. It is paid on neither the job nor the materials and reports to the promoter rather than to the area manager whose completion numbers it constrains. The contact centre is heavier than job volume alone would justify because it carries a genuine 24-hour rota — a published emergency rate is worthless without somebody to answer at 2am, and the standby is paid rather than expected. And licensing is a standing function rather than an onboarding cost, because certificates have renewal dates, the licensed pool is small, and an operator who has promised 100% licensed electrical work must prove it on any given day rather than at the point of hire.

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0-5	Electrical contractor licence obtained and competency certificates verified before any electrical work is taken; test instruments purchased and calibrated; photograph-before-closing and test-record capture built into the job-closing workflow from the first job; published emergency tariff and disclosed minimum charge live at launch; tradesman pay built WITHOUT material linkage from the first contract; ISI-marked-only policy and store reconciliation established
Year 1	Year 1	52 tradesmen, 62,000 jobs; ₹5.42cr revenue, ₹48L loss; concealed work photographed 0% and test readings 11% — the baseline this plan exists to end; licensed electricians 41%; emergency jobs at published rate 0%; recommendations on 22% of jobs at 61% agreement; material-linked earnings 19%
Year 2	Year 2	84 tradesmen, 108,000 jobs; ₹10.06cr revenue, ₹47L profit; photographs 82% and issued; test readings 74%; pressure tests 76%; licensed electricians 79%; emergency jobs at the published rate 100% from month 4; material-linked earnings 7%; first-visit resolution 71%; ROCE 10.0%

Year 3	Year 3	122 tradesmen, 172,000 jobs; ₹16.58cr revenue, ₹1.53cr profit; ROCE 28.9%; concealed work photographed and issued 100%; electrical test readings and pressure tests 100%; cable size and protective rating recorded 100%; licensed electricians 100% at a stated ₹38L a year; emergency jobs at the published rate 100% with ₹26L forgone; material-linked earnings NIL; recommendations down to 12% of jobs with 89% agreement; RCD offered 100% / installed 31%; first-visit resolution 81%
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12. Financial Plan (Illustrative)

All figures are illustrative model assumptions for an Indian context, shown so the promoter can replace them with live rates. **Revenue per tradesman-day and first-visit resolution are the levers. The materials line is not one — a business whose material revenue grows faster than its job count is either over-specifying or over-billing, and it cannot tell which without the reconciliation.**

12.1 Project cost & means of finance

Capital requirement	₹
Materials & fittings inventory (stores + van stock)	88,00,000
Vehicles & field logistics	76,00,000
Launch & initial operating losses	68,00,000
Working capital (materials cycle, payroll, commercial receivables)	60,00,000
Test instruments, tools & calibration	52,00,000
Technology (dispatch, PHOTO EVIDENCE ARCHIVE, test-record capture)	46,00,000
Customer acquisition & market entry	36,00,000
Hub, stores & workshop fit-out	26,00,000
Licensing, competency certification & training	18,00,000
Deposits, insurance, legal & registrations	10,00,000
Total project cost	4,80,00,000
Promoter contribution	2,20,00,000
Term loan (vehicles, instruments, workshop & technology)	1,40,00,000
Working-capital facility (materials cycle, commercial receivables)	80,00,000
Investor / angel contribution	40,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
TRADESMEN / TRADESMAN-DAYS / JOBS DELIVERED	52 / 15,600 / 62,000	84 / 25,200 / 1,08,000	122 / 36,600 / 1,72,000
Labour & service charges	3,42,00,000	6,28,00,000	10,22,00,000

Materials & fittings supplied (ISI-marked, itemised with quantities)	1,54,00,000	2,90,00,000	4,84,00,000
Emergency & after-hours callouts (at PUBLISHED rates)	30,00,000	56,00,000	92,00,000
Society, landlord & commercial retainers	16,00,000	32,00,000	60,00,000
TOTAL REVENUE	5,42,00,000	10,06,00,000	16,58,00,000
Tradesman wages, EPF/ESI & licence upkeep (EMPLOYED, no material linkage)	1,52,00,000	2,62,00,000	4,22,00,000
Cost of materials & fittings (ISI-marked, traceable invoices only)	1,08,00,000	2,02,00,000	3,36,00,000
Customer acquisition & marketing	44,00,000	60,00,000	90,00,000
Travel, vehicles & field logistics	44,00,000	62,00,000	92,00,000
Supervisors & area managers	32,00,000	52,00,000	76,00,000
Head-office salaries (finance, HR, operations, leadership)	32,00,000	44,00,000	68,00,000
Contact centre, dispatch & 24-HOUR EMERGENCY STANDBY	28,00,000	42,00,000	64,00,000
Stores, van stock & inventory carrying	18,00,000	30,00,000	48,00,000
Technology (dispatch, photo evidence archive, test-record capture)	16,00,000	26,00,000	40,00,000
Training, LICENSING & competency certification	16,00,000	26,00,000	38,00,000
Test instruments, calibration & tooling	14,00,000	22,00,000	32,00,000
Hub, stores & workshop rent	14,00,000	20,00,000	30,00,000
Free callbacks, rework & second-visit cost	14,00,000	22,00,000	34,00,000
WORKMANSHIP WARRANTY PROVISION (concealed work, long-dated)	12,00,000	20,00,000	34,00,000
Depreciation · finance cost	11,00,000 · 10,00,000	16,00,000 · 12,00,000	24,00,000 · 12,00,000
Bad debt, refunds & obsolescence · insurance (public, product, PI, WC)	9,00,000 · 9,00,000	15,00,000 · 15,00,000	24,00,000 · 24,00,000
Legal, statutory, audit & compliance	7,00,000	11,00,000	17,00,000
Total expenses	5,90,00,000	9,59,00,000	15,05,00,000
Net profit / (loss) before tax	(48,00,000)	47,00,000	1,53,00,000
Net margin	(8.9%)	4.7%	9.2%
AVERAGE CAPITAL EMPLOYED / RETURN ON CAPITAL EMPLOYED	₹4.30cr / (11.2%)	₹4.70cr / 10.0%	₹5.30cr / 28.9%
CONCEALED WORK PHOTOGRAPHED BEFORE CLOSING / IMAGES ISSUED TO THE CUSTOMER	0% / 0%	82% / 82%	100% / 100%

ELECTRICAL TEST READINGS RECORDED WITH A METER / cable size & MCB rating recorded	11% / 0%	74% / 76%	100% / 100%
PRESSURE / LEAK TEST PERFORMED AND RESULT RECORDED	8%	76%	100%
LICENSED / CERTIFIED ELECTRICIANS ON ELECTRICAL WORK / stated annual cost	41% / n.a.	79% / ₹22,00,000	100% / ₹38,00,000
EMERGENCY JOBS PRICED AT THE PUBLISHED RATE / revenue forgone	0% / n.a.	100% / ₹14,00,000	100% / ₹26,00,000
TRADESMAN EARNINGS LINKED TO MATERIAL VALUE	19%	7%	NIL
JOBS CARRYING A RECOMMENDATION / independent second opinion agreed	22% / 61%	16% / 78%	12% / 89%
MINIMUM CHARGE DISCLOSED BEFORE DISPATCH / RCD offered / RCD installed	0% / 34% / 9%	100% / 78% / 22%	100% / 100% / 31%
ISI-marked traceable materials / first-visit resolution / van-stock hit rate	62% / 58% / 64%	88% / 71% / 76%	100% / 81% / 86%
Revenue per tradesman-day · estimated leakage (bounded by the LICENCE) · median tenure	₹2,190 · ~8% · 10.4 mo	₹2,490 · ~8% · 14.1 mo	₹2,790 · ~8% · 18.2 mo

12.3 Unit economics & break-even

- Labour revenue per tradesman-day reaches ₹2,790 against a loaded tradesman cost of about ₹1,150 a day. Materials sit alongside at roughly 30% gross margin — below appliance repair's 41% for a structural reason: the customer can price a tap in a hardware shop and cannot price an inverter board. Any plan in this trade projecting appliance-repair material margins is describing a mark-up that will not survive a customer who checks.
- Because materials cannot carry the business, the worker-day must — which is why route density matters more here than anywhere else in this vertical. A tradesman completing 3.3 jobs a day inside a cluster and 2.1 across a city earns the same wage, and the difference is the entire net margin.
- First-visit resolution is worth more than any price increase: 58% to 81% removes roughly one return trip in four, bought with van stock chosen from the operator's own failure data — cheaper here than in appliance repair because the parts are commodity fittings.
- The two stated positions cost ₹64 lakh a year between them by Year 3 — ₹38 lakh for licensed electricians and ₹26 lakh of emergency revenue forgone — against a ₹1.53 crore profit. That is 42% of the profit, given up in the two places where the customer would never have known: she cannot see a certificate and she cannot compare a price at midnight.
- Break-even: Year 2. The Year-1 loss is a licensed workforce, calibrated instruments and a 24-hour desk built before the job volume exists — heavier here than elsewhere in the vertical because the licence cannot be acquired at short notice.

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

Particulars (₹)	Q1	Q2	Q3 (monsoon peak)	Q4
Opening balance	80,00,000	62,00,000	54,00,000	46,00,000

Collections (jobs, materials, emergency, retainers; commercial on terms)	1,04,00,000	1,26,00,000	1,36,00,000	1,48,00,000
Wages, materials, travel, marketing, standby rota, interest & overheads	1,22,00,000	1,34,00,000	1,44,00,000	1,50,00,000
Closing balance	62,00,000	54,00,000	46,00,000	44,00,000

Domestic work is collected on the day — the best cash characteristic in this vertical, with no receivable at all on most jobs — so the risk sits entirely on the commercial and society side, where the buyer is a committee and a builder's maintenance arm can take ninety days without embarrassment. An operator who grows that book because it looks like quality revenue has replaced same-day cash with a receivable he cannot chase without losing the contract. Hence a facility sized on the payroll cycle rather than the materials cycle, and commercial receivables capped as a share of revenue and reported. Seasonality is real but mild: the monsoon lifts plumbing and electrical fault work together and is this trade's peak rather than its trough, so the pressure is a pre-monsoon materials build rather than an off-season payroll — which is why the facility is ₹80 lakh on ₹5.42 crore rather than a crore.

12.5 Key Performance Indicators to Monitor

- **Concealed work:** photographs taken before closing and issued; electrical test readings recorded with a meter; cable size and protective rating recorded; pressure/leak tests recorded; instrument calibration currency.
- **Competence:** licensed electricians and the stated cost; certificate renewal dates; contractor licence status; live-working incidents (must be nil).
- **Pricing integrity:** emergency jobs at the published rate and revenue forgone; minimum charge disclosed before dispatch; recommendation rate and independent agreement rate; material-linked earnings (must reach nil).
- **Safety upgrades:** RCD/ELCB assessed, offered and installed — three separate numbers, since the gap between them is the customer's decision and not a conversion failure.
- **Productivity & materials:** first-visit resolution; van-stock hit rate; revenue per tradesman-day; jobs per day inside versus outside clusters; ISI-marked share; materials issued reconciled to invoiced.
- **Long-dated exposure & vertical basics:** warranty provision and its age; callbacks by trade; claims arising more than twelve months after completion; plus two-way verification, withdrawal right, allegation process, rating appeals and tenure (see the home-cleaning anchor).

13. Funding Requirement & Bankability

Total ask: **₹1.40 crore term loan plus an ₹80 lakh working-capital facility** against ₹2.20 crore promoter contribution and ₹40 lakh of investor money. Four points. **First, the collateral position is moderate — vehicles, instruments and a modest materials inventory are real but smaller than appliance repair's spares holding, so this borrows more against cash flow and less against stock, and the cash flow is good because domestic work is collected on the day. Second, size the facility on the payroll cycle and the commercial receivable, not on materials: the monthly wage bill is the certain outflow, and the only thing that can strand it is a society or builder invoice waiting for a meeting. Third, the diagnostics are the test-record completion rate and the licensed-electrician percentage, because they predict the claim that arrives in year four — an operator with no test records and no photographs has no defence to a workmanship claim, no way to distinguish his own bad joint from the previous owner's, and a warranty provision that is a guess rather than a measurement. Fourth, ask what the**

honest positions cost and whether the promoter can state the figure: ₹64 lakh a year is 42% of Year-3 profit, surrendered where the customer would never have known the difference — and a promoter who has not quantified that has not implemented it.

13.1 Funding utilisation

Use of funds	₹	% of total
Materials & fittings inventory (stores + van stock)	88,00,000	18.3%
Vehicles & field logistics	76,00,000	15.8%
Launch & initial operating losses	68,00,000	14.2%
Working capital (materials cycle, payroll, commercial receivables)	60,00,000	12.5%
Test instruments, tools & calibration	52,00,000	10.8%
Technology (dispatch, photo evidence archive, test-record capture)	46,00,000	9.6%
Customer acquisition & market entry	36,00,000	7.5%
Hub, stores & workshop fit-out	26,00,000	5.4%
Licensing, competency certification & training	18,00,000	3.8%
Deposits, insurance, legal & registrations	10,00,000	2.1%
Total	4,80,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
☐ THE WORK IS BEHIND THE WALL AND THE FAILURE ARRIVES YEARS LATER	A BADLY MADE SOLVENT JOINT, AN UNDERSIZED CABLE AND A MISSING EARTH ARE INVISIBLE ON COMPLETION AND CATASTROPHIC LATER. THE PLUMBING VERSION IS EXPENSIVE — A SLOW JOINT BEHIND TILING SATURATES A WALL AND RUINS THE FLAT BELOW, DISCOVERED AS A STAIN RATHER THAN A LEAK. THE ELECTRICAL VERSION IS NOT EXPENSIVE, IT IS FATAL: A FIRE IN A CEILING VOID OR AN ELECTROCUTION AT A WASHING MACHINE, BY WHICH TIME THE WALL IS PLASTERED, THE PANEL RELABELLED, THE OPERATOR POSSIBLY DISSOLVED, AND NOBODY CAN IDENTIFY WHO MADE THE DECISION. A WORSE ASYMMETRY THAN PEST CONTROL'S ON TWO COUNTS — SHE FREQUENTLY NEVER LEARNS THE ANSWER AT ALL, BECAUSE THE FAULT IS ATTRIBUTED TO THE BUILDING, THE LOAD OR THE PREVIOUS OWNER; AND THE PERSON HARMED MAY NOT BE THE PERSON WHO BOUGHT THE WORK — A TENANT THREE YEARS LATER, A CHILD, OR AN ELECTRICIAN WHO OPENS THE BOARD EXPECTING IT TO BE DEAD → EVERY CONCEALED JOINT AND RUN PHOTOGRAPHED BEFORE IT IS CLOSED UP AND THE IMAGES GIVEN TO THE CUSTOMER (0%→100%) — HANDED OVER RATHER THAN FILED, BECAUSE THIS BUSINESS MAY NOT EXIST IN YEAR SIX AND THE WALL CERTAINLY WILL; EARTH CONTINUITY, INSULATION RESISTANCE AND RCD TRIP TIME MEASURED WITH A CALIBRATED INSTRUMENT AND THE READING WRITTEN DOWN (11%→100%), BECAUSE "I CHECKED THE EARTH" AND A RECORDED 0.4 OHMS ARE NOT THE SAME CLAIM; cable size and rating recorded (0%→100%); pressure test recorded (8%→100%); the photograph taken AS A STEP IN CLOSING THE JOB, SINCE A CONTROL THAT DEPENDS ON REMEMBERING FAILS ON THE BUSY DAY; and a workmanship warranty PROVIDED FOR (₹34L in Y3) with its AGE reported

□ THE LICENCE THE LAW REQUIRES AND THE MARKET IGNORES	THE ELECTRICITY ACT AND THE CEA SAFETY REGULATIONS REQUIRE WIREMAN AND SUPERVISOR CERTIFICATES OF COMPETENCY AND A CONTRACTOR LICENCE, AND THE OVERWHELMING MAJORITY OF INDIAN DOMESTIC ELECTRICAL WORK IS DONE BY PEOPLE WHO HOLD NONE OF THEM, FOR CUSTOMERS WHO HAVE NEVER HEARD OF THEM, WITH EFFECTIVELY NO INSPECTION. AN OPERATOR WHO INSISTS PAYS FOR A QUALIFICATION HIS CUSTOMER CANNOT SEE AND HIS COMPETITOR DOES NOT CARRY — AND THE COMFORTING CONCLUSION THAT THE LICENCE THEREFORE PROTECTS HIS MARGIN THE WAY PEST CONTROL'S DOES IS WRONG: IT BOUNDS COMPETITION ONLY AMONG CUSTOMERS WHO KNOW IT EXISTS, WHICH IS WHY LEAKAGE RUNS AT ~8% AGAINST PEST CONTROL'S 6%, AND WHY AN OPERATOR ASSUMING THE LAW IS DOING HIS MARKETING FOR HIM WILL BE UNDERCUT CONTINUOUSLY BY PEOPLE COMMITTING AN OFFENCE NOBODY IS PROSECUTING → licensed electricians 41%→100% WITH THE COST STATED AT ₹38 LAKH A YEAR RATHER THAN ABSORBED; RENEWAL DATES held centrally with a standing licensing function, BECAUSE A PROMISE OF 100% LICENSED WORK MUST BE PROVABLE ON ANY GIVEN DAY RATHER THAN AT THE POINT OF HIRE; the licensed pool treated as the real growth constraint; AND THE SEGMENTS THAT CAN VALUE IT PURSUED DELIBERATELY, WHICH CONVERTS THE OPERATOR'S COST BASE INTO THE BUYER'S REQUIREMENT
□ THE EMERGENCY CALL — THE PUREST PRICING POWER IN THE VERTICAL	A BURST PIPE AT MIDNIGHT OR A DEAD BOARD ON A SUNDAY LEAVES THE CUSTOMER WITH NO ALTERNATIVE, NO TIME TO COMPARE AND NO ABILITY TO WALK AWAY. EVERY ELEMENT THAT MAKES A PRICE NEGOTIATION FAIR HAS BEEN REMOVED BY THE SITUATION, AND WHAT REMAINS IS A TRANSFER FROM SOMEBODY IN DISTRESS TO WHOEVER ANSWERS THE PHONE. THE INDUSTRY'S NORMAL PRACTICE — QUOTE NOTHING, ATTEND, ASSESS THE CUSTOMER RATHER THAN THE JOB, AND NAME A NUMBER IN THE DOORWAY — IS EXTREMELY EFFECTIVE, BECAUSE AT THAT MOMENT ALMOST NOBODY REFUSES → PUBLISHED EMERGENCY RATES QUOTED BEFORE DISPATCH (0%→100%), FIXED WHEN THE CUSTOMER COULD STILL SAY NO AND NOT ADJUSTED ON ARRIVAL EXCEPT BY THE SAME SCHEDULE THAT WOULD APPLY AT ELEVEN IN THE MORNING; REVENUE FORGONE STATED — ₹26 LAKH A YEAR BY Y3, ABOUT A SIXTH OF PROFIT, GIVEN UP EXACTLY WHERE TAKING IT WOULD BE EASIEST AND LEAST LIKELY TO BE CHALLENGED; and a PAID 24-hour standby rota, SINCE A PUBLISHED RATE NOBODY ANSWERS AT 2AM IS A MARKETING CLAIM AND NOT A POLICY
The small job that cannot pay, and the scope invented to make it pay	A ₹250 TAP WASHER CARRYING ₹400 OF TRAVEL CANNOT BE DELIVERED AT A PROFIT, AND THE INDUSTRY'S ANSWER IS TO ATTEND FOR A NOMINAL CALL-OUT AND FIND SOMETHING ELSE: THE INLET VALVE IS ON ITS WAY OUT, THE BATHROOM WIRING IS UNSAFE, THE WHOLE RUN SHOULD REALLY BE REPLACED. SOME OF THAT IS TRUE — AND NEITHER THE CUSTOMER NOR THE OPERATOR CAN TELL WHICH PART, WHILE THE MAN MAKING THE RECOMMENDATION IS STANDING IN A JOB THAT DOES NOT OTHERWISE PAY → THE MINIMUM CHARGE DISCLOSED ON THE PHONE BEFORE DISPATCH (0%→100%), SINCE A CALL-OUT FEE REVEALED AT THE DOOR IS A NEGOTIATION SHE HAS ALREADY LOST; TRADESMAN EARNINGS LINKED TO MATERIAL VALUE TAKEN 19%→NIL, ON THE RULE THAT NOBODY PAID PER UNIT OF A REMEDY SHOULD DECIDE HOW MUCH OF IT IS NEEDED; recommended work above a threshold reviewed by SOMEONE NOT PAID ON THAT JOB, with BOTH numbers published — recommendations 22%→12% of jobs and agreement 61%→89%, THE TWO MOVING TOGETHER BEING THE SIGNAL: FEWER RECOMMENDATIONS, BETTER FOUNDED, WHICH IS THE FIRST JUDGEMENT IMPROVING RATHER THAN THE CHECK RELAXING; and clustered scheduling with same-visit bundling, THE ONLY LEGITIMATE WAY TO MAKE SMALL JOBS PAY

The specification, not the price, is where the cheating is	THE INVERSE OF THE APPLIANCE-REPAIR PROBLEM. THERE THE CUSTOMER COULD NOT PRICE A CONTROL BOARD, SO THE EXPOSURE WAS THE INVENTED DIAGNOSIS. HERE SHE CAN WALK INTO A HARDWARE SHOP AND PRICE THE TAP — WHICH IS WHY MATERIAL GROSS MARGIN IS ~30% RATHER THAN 41% — SO THE TEMPTATION MOVES TO QUANTITY AND SPECIFICATION, WHERE SHE HAS NO REFERENCE AT ALL. A 1.5 SQ MM CABLE COSTS A FRACTION OF A 4 SQ MM CABLE, LOOKS IDENTICAL ONCE IT ENTERS THE CONDUIT, WILL CARRY A GEYSER FOR A WHILE AND WILL RUN WARM INSIDE A CEILING FOR YEARS. AN EARTH WIRE CAN BE TERMINATED AT THE BOARD AND NEVER CONNECTED TO ANYTHING — THE INSTALLATION WORKS PERFECTLY AND THE FAULT ONLY MATTERS ON THE DAY SOMETHING GOES LIVE THAT SHOULD NOT BE. TWELVE METRES OF PIPE CAN BE BILLED WHERE EIGHT WERE USED AND NOBODY WILL EVER COUNT THEM → the installed cable size and protective rating RECORDED AND GIVEN TO THE CUSTOMER; materials ISI-marked and traceable (62%→100%) and ITEMISED WITH QUANTITIES; and a MONTHLY reconciliation of materials issued against invoiced, reporting to FINANCE — WHICH HERE CATCHES THE OPPOSITE ERROR TO APPLIANCE REPAIR'S: MATERIAL FITTED AND NEVER INVOICED, WHICH IS HOW A TRADESMAN'S PRIVATE JOB GETS FINANCED OUT OF THE EMPLOYER'S VAN
The RCD — the best safety intervention available and the most obvious upsell in the trade	THE COMPONENT MOST LIKELY TO PREVENT AN ELECTROCUTION IN A HOUSEHOLD WHERE THE EARTHING IS UNCERTAIN — WHICH DESCRIBES A VERY LARGE SHARE OF OLDER INDIAN HOUSING — AND ALSO EXACTLY WHAT A DISHONEST OPERATOR RECOMMENDS ON EVERY VISIT, WITH THE CUSTOMER UNABLE TO DISTINGUISH THE TWO CASES → the assessment made and the OFFER RECORDED ON EVERY RELEVANT JOB (34%→100%), SYSTEMATIC RATHER THAN DISCRETIONARY, SINCE A CONTROL APPLIED TO EVERYBODY CANNOT BE AIMED AT THE CUSTOMER WHO LOOKS LIKELY TO AGREE; INSTALLATION REPORTED SEPARATELY AND EXPECTED TO STAY FAR LOWER (9%→31%), BECAUSE AN OPERATOR REPORTING 90% CONVERSION ON A SAFETY RECOMMENDATION IS NOT DESCRIBING A WELL-INFORMED CUSTOMER BASE, HE IS DESCRIBING A SALES PROCESS ; nobody's earnings moving with the outcome; and the honest disclosure that FIFTEEN YEARS OF WORKING INSTALLATION IS NOT EVIDENCE OF SAFETY
The informal competitor is good at the part the customer can see; and the worker-day, not materials, is the margin	HE FITS THE TAP NEATLY, THE LIGHT WORKS, THE ROOM IS TIDY AND HE CHARGES HALF. WHAT HE DOES NOT DO IS SIZE THE CABLE TO THE LOAD, TEST THE EARTH, PRESSURE-TEST THE RUN OR LEAVE ANY RECORD — SO A CUSTOMER WITH FIVE GOOD EXPERIENCES OF HIM HAS FIVE DATA POINTS SAYING HE IS FINE AND NONE THAT WOULD EVER TELL HER OTHERWISE → give her SOMETHING CHECKABLE AT THE MOMENT OF COMPARISON and SOMETHING THAT LASTS AFTERWARDS, BECAUSE A CUSTOMER WHO HAS RECEIVED AN EVIDENCE PACK ONCE UNDERSTANDS WHAT ITS ABSENCE MEANS; AND DO NOT ARGUE QUALITY IN THE ABSTRACT — THE HONEST PITCH IS NOT "HE IS BAD" BUT "YOU CANNOT TELL, AND HERE IS WHAT YOU WILL HAVE IF YOU EVER NEED TO" . ON ECONOMICS: MATERIALS CANNOT CARRY THIS BUSINESS AT A 30% GROSS MARGIN, SO THE WORKER-DAY MUST — A TRADESMAN COMPLETING 3.3 JOBS A DAY INSIDE A CLUSTER AND 2.1 ACROSS A CITY EARNS THE SAME WAGE, AND THE DIFFERENCE IS THE ENTIRE NET MARGIN → fewer clusters served better; first-visit resolution 58%→81%, van-stock hit 64%→86%, revenue per tradesman-day ₹2,190→₹2,790; facility sized on THE PAYROLL CYCLE and commercial receivables CAPPED, SINCE DOMESTIC WORK IS COLLECTED ON THE DAY AND THE ONLY RECEIVABLE RISK IS A COMMITTEE THAT HAS NOT MET

Vertical-inherited risks (see the home-cleaning anchor)	THE WORKER ENTERS THE CUSTOMER'S HOME ALONE AND THE RISK RUNS BOTH WAYS → verification both ways, the NO-QUESTIONS WITHDRAWAL RIGHT at no cost to the worker, concerns logged as a number that must rise — AND SHARPER HERE THAN ANYWHERE IN THE VERTICAL, BECAUSE EMERGENCY WORK MEANS ENTERING AN UNKNOWN FLAT AT TWO IN THE MORNING, SO THE WITHDRAWAL RIGHT EXPLICITLY COVERS THE NIGHT CALL AND THE DESK RECORDS THE REASON WITHOUT CHALLENGE. CLASSIFICATION IS THE FAULT LINE — THE LABEL DOES NOT DECIDE THE RELATIONSHIP, THE CONTROL DOES → tradesmen EMPLOYED with EPF/ESI, AND HERE ALSO LEGALLY NECESSARY, SINCE A LICENSED CONTRACTOR'S OBLIGATIONS CANNOT BE DISCHARGED THROUGH PEOPLE THE BUSINESS CLAIMS NOT TO CONTROL, AND A CONTRACTOR CANNOT BE HELD TO A TEST-RECORD STANDARD OR BARRED FROM EARNING ON MATERIALS. POSH REACHES THE CUSTOMER'S PREMISES; the allegation is a when not an if, the worker's account recorded BEFORE any decision, outcomes published upheld : not upheld : INCONCLUSIVE, no removal without a finding; the rating system is a pay system with appeals and unrated jobs excluded; attrition reported honestly (tenure 10.4→18.2 months). DPDP over addresses, entry times and THE HOURS AT WHICH A FLAT IS EMPTY. Plus NO LIVE WORKING as policy INCLUDING ON THE BUSY DAY, and supply restored and tested before departure
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15. SWOT Analysis

Strengths Concealed work photographed before closing and the images given to the customer — evidence that outlives the operator; meter readings recorded rather than opinions offered, and cable size and protective rating written down; published emergency rates held at 2am; an honest minimum charge disclosed before dispatch; licensed electricians with the cost stated; no earnings linked to material value; same-day cash on the great majority of jobs.	Weaknesses A price visibly higher at the only moment the customer compares, against a competitor who is genuinely good at the visible work; a long-dated workmanship liability on concealed runs, carried by a young business; dependence on a small licensed-electrician pool that constrains growth; material margins near 30% that cannot carry the business; a Year-1 loss built into a licensed workforce and a 24-hour desk that must precede demand.
Opportunities An enormous ageing housing stock whose concealed plumbing and wiring is now failing — demand that grows without any new construction; electrical load per household rising far faster than the wiring was designed for; society, landlord and commercial retainers where insurers and auditors require test records; apartment density concentrating demand and routing advantage; rising metro intolerance of the informal fix among customers who have had one go wrong.	Threats A vast unlicensed informal sector competing at half the price with no enforcement risk; a fire, flood or electrocution traced to an installation, arriving years after the invoice; wage inflation in a scarce, portable, certified skill; marketplaces commoditising the booking layer while leaving the operator the liability; society and builder receivables stretching against a monthly payroll; counterfeit or undersized cable entering through the materials chain.

16. Recommended AiSevak Tools for This Business

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

- **Concealed-work evidence: photograph-before-closing capture as a mandatory job-closing step, customer-issued image pack, electrical test-record capture with calibration-date tracking, cable-size and protective-rating register by circuit, pressure/leak-test result capture.**
- **Competence & licensing: certificate-of-competency register with renewal alerts, contractor licence status, licensed-share reporting, and the stated annual cost of the position.**

- **Pricing integrity:** published emergency tariff quoted at booking and locked before dispatch, revenue-forgone reporting, minimum-charge disclosure prompt on every call, second-opinion workflow routed to a reviewer paid on neither job nor materials.
- **Safety upgrades:** RCD/ELCB assessment prompt with offered and installed reported separately, earthing-assessment record, live-working incident log.
- **Materials & productivity:** ISI traceability with invoice linkage, itemised quantities, monthly materials reconciliation to finance, first-visit resolution and van-stock dashboards, cluster-density scheduling.
- **Vertical basics:** two-way verification, no-questions withdrawal log covering the night call, allegation workflow capturing the worker's account first, rating appeals with unrated jobs excluded, tenure tracking.

17. Key Assumptions & Notes

- Plumbing & electrical services: on-demand home-repair operator covering leaks, blockages, sanitaryware fitting, pipe runs, wiring faults, board work, earthing and fixture installation across one city, with employed and licensed tradesmen, a 24-hour emergency desk and a documented test-and-photograph record on every concealed job. **Fourth plan in the homeservices vertical (43); the home-cleaning anchor's conventions are INHERITED AND CROSS-REFERENCED, and the pest-control and appliance-repair controls transplanted rather than reinvented.**
- **△ CONVENTIONS SET HERE: (a) □ THE WORK IS BEHIND THE WALL AND THE FAILURE ARRIVES YEARS LATER — WORSE THAN PEST CONTROL'S ASYMMETRY ON TWO COUNTS: SHE FREQUENTLY NEVER LEARNS THE ANSWER AT ALL, BECAUSE THE FAULT IS ATTRIBUTED TO THE BUILDING, THE LOAD OR THE PREVIOUS OWNER; AND THE PERSON HARMED MAY NOT BE THE PERSON WHO BOUGHT THE WORK. (b) □ PHOTOGRAPH IT BEFORE IT IS CLOSED UP AND GIVE THE IMAGES TO THE CUSTOMER — HAND THEM OVER RATHER THAN FILE THEM, BECAUSE THE COMPANY MAY NOT EXIST IN YEAR SIX AND THE WALL CERTAINLY WILL; take them AS A STEP IN CLOSING THE JOB, SINCE A CONTROL THAT DEPENDS ON REMEMBERING FAILS ON THE BUSY DAY. (c) □ RECORD THE READING, NOT THE OPINION — "I checked the earth" and a recorded 0.4 ohms are not the same claim. (d) □ THE SPECIFICATION, NOT THE PRICE, IS WHERE THE CHEATING IS — THE INVERSE OF APPLIANCE REPAIR: she can price the tap and cannot price the cable gauge, so material GM is ~30% not 41% and the temptation moves to QUANTITY AND SPECIFICATION; the reconciliation here catches the OPPOSITE error, material fitted and never invoiced. (e) □ THE EMERGENCY CALL IS THE PUREST PRICING POWER IN THE VERTICAL — PUBLISH THE RATE, QUOTE IT BEFORE DISPATCH, HOLD IT ON ARRIVAL, AND STATE THE REVENUE FORGONE. (f) THE SMALL-JOB PROBLEM CORRUPTS DIAGNOSIS, NOT PRICE — disclose the minimum on the phone; publish BOTH the recommendation rate and the agreement rate, and A FALLING RECOMMENDATION RATE WITH A RISING AGREEMENT RATE IS THE FIRST JUDGEMENT IMPROVING. (g) □ THE RCD IS THE BEST SAFETY INTERVENTION AND THE MOST OBVIOUS UPSELL — REPORT ASSESSED, OFFERED AND INSTALLED SEPARATELY, SINCE 90% CONVERSION ON A SAFETY RECOMMENDATION DESCRIBES A SALES PROCESS. (h) □ THE LICENCE BOUNDS COMPETITION ONLY AMONG CUSTOMERS WHO KNOW IT EXISTS — leakage ~8% (vs cleaning 14%, pest 6%, appliance 9%), AND AN OPERATOR ASSUMING THE LAW IS DOING HIS MARKETING FOR HIM WILL BE UNDERCUT BY PEOPLE COMMITTING AN OFFENCE NOBODY IS PROSECUTING. (i) DO NOT ARGUE QUALITY IN THE ABSTRACT — the honest pitch is not "he is bad" but "you cannot tell, and here is what you will have if you ever need to."**
- Economics & cash — **LABOUR REVENUE PER TRADESMAN-DAY ₹2,190→₹2,790 AGAINST ~₹1,150 OF LOADED TRADESMAN COST, WITH MATERIALS ALONGSIDE AT ~30% GROSS MARGIN — BELOW APPLIANCE REPAIR'S 41% BECAUSE THE CUSTOMER CAN PRICE A TAP AND CANNOT PRICE A CONTROL BOARD, AND ANY PLAN IN THIS TRADE PROJECTING APPLIANCE-REPAIR MATERIAL MARGINS IS DESCRIBING A MARK-UP THAT WILL NOT SURVIVE A CUSTOMER WHO CHECKS (Y1 -₹48L → Y2 +₹47L → Y3 +₹1.53cr; revenue ₹5.42cr→₹16.58cr;**

tradesmen 52→122, jobs 62,000→172,000; photographs 0%→100% and issued to the customer; test readings 11%→100%, pressure tests 8%→100%, cable size and rating recorded 0%→100%; licensed electricians 41%→100% at ₹38L a year; emergency jobs at the published rate 0%→100% with ₹26L forgone; material-linked earnings 19%→NIL; recommendations 22%→12% with agreement 61%→89%; RCD offered 34%→100%, installed 9%→31%; ISI-marked 62%→100%; first-visit resolution 58%→81%, van-stock hit 64%→86%; leakage ~8%; tenure 10.4→18.2 months; ROCE (11.2%)→28.9%; **BREAK-EVEN YEAR 2, THE YEAR-1 LOSS BEING A LICENSED WORKFORCE, CALIBRATED INSTRUMENTS AND A 24-HOUR DESK BUILT BEFORE THE JOB VOLUME EXISTS, AND HEAVIER HERE BECAUSE THE LICENCE CANNOT BE ACQUIRED AT SHORT NOTICE; THE TWO STATED POSITIONS COST ₹64 LAKH A YEAR BETWEEN THEM — 42% OF Y3 PROFIT — SURRENDERED IN THE TWO PLACES WHERE THE CUSTOMER WOULD NEVER HAVE KNOWN: SHE CANNOT SEE A CERTIFICATE AND SHE CANNOT COMPARE A PRICE AT MIDNIGHT).** Regulatory (section 9): **ELECTRICITY ACT 2003 AND CEA SAFETY REGULATIONS REQUIRING WIREMAN/SUPERVISOR CERTIFICATES OF COMPETENCY AND A CONTRACTOR LICENCE, AGAINST A MARKET IN WHICH MOST DOMESTIC ELECTRICAL WORK IS DONE BY PEOPLE HOLDING NONE OF THEM;** IS 732, IS 3043 and the NBC; BIS/ISI marking on cable, switchgear, pipe and fittings; UPC India and municipal permissions; **CONSUMER PROTECTION REACHING THE RECOMMENDATION ITSELF, SINCE TELLING A CUSTOMER HER WIRING IS UNSAFE IS A STATEMENT SHE RELIES ON TO SPEND MONEY;** public, product and professional indemnity cover against **A CLAIM THAT ARRIVES YEARS AFTER THE INVOICE;** plus vertical-shared classification with EPF/ESI, POSH-at-customer-premises and DPDP. Lender note (section 13): **A MODERATE COLLATERAL POSITION WITH GOOD CASH — DOMESTIC WORK IS COLLECTED ON THE DAY AND THE ONLY RECEIVABLE RISK IS THE SOCIETY OR BUILDER COMMITTEE, SO SIZE THE FACILITY ON THE PAYROLL CYCLE AND CAP COMMERCIAL RECEIVABLES; THE DIAGNOSTICS ARE THE TEST-RECORD COMPLETION RATE AND THE LICENSED-ELECTRICIAN PERCENTAGE, BECAUSE THEY PREDICT THE CLAIM THAT ARRIVES IN YEAR FOUR — AN OPERATOR WITH NO TEST RECORDS AND NO PHOTOGRAPHS HAS NO DEFENCE TO A WORKMANSHIP CLAIM AND A WARRANTY PROVISION THAT IS A GUESS RATHER THAN A MEASUREMENT;** and **ASK WHAT THE HONEST POSITIONS COST, BECAUSE A PROMOTER WHO HAS NOT QUANTIFIED THEM HAS NOT IMPLEMENTED THEM.** ₹4.80cr; tradesmen 52→122; revenue ₹5.42→16.58cr; 87→209 staff; ROCE (11.2%)→28.9%. Figures illustrative, exclude GST.

► Use these tools now — free on AiSevak

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

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