



BUSINESS PLAN · INDIA

ISO and Certification Consultancy

ISO, HACCP and management-system certification

CONSULTING

AISEVAK.IN · BY ABL DIGITAL TECHNOLOGIES

August 2026

This document is confidential and prepared for planning purposes. All financial figures are illustrative model assumptions for an Indian MSME context and must be validated against live quotes, local rates and professional advice before any investment or borrowing decision.

1. Executive Summary

This plan sets out an **ISO & Certification Consultancy** in India — a professional-services firm that helps businesses achieve & maintain management-system & product certifications (ISO 9001/14001/45001/27001, HACCP/FSSC 22000, GMP, CE, BIS, etc.): gap assessment, system implementation, documentation, internal audits, certification-audit support & ongoing surveillance/renewal maintenance. It earns implementation project fees plus **recurring maintenance/surveillance retainers**, monetising the constant regulatory, customer & export demand for certified quality/safety systems — a low-capex, expertise-/recurring-retainer-driven professional-services business.

Certifications are increasingly required by regulators, customers (B2B/OEM), exporters' buyers & tenders across India — and most businesses lack the in-house capability to implement & sustain them. A certification consultancy is an **expertise & recurring-maintenance business**: little capital, driven by standards knowledge, implementation capability & — crucially — the **recurring, sticky nature of annual surveillance audits & re-certification** that keep clients on retainer year after year. Revenue blends **implementation project fees + recurring maintenance/surveillance retainers + training/multi-standard add-ons**; success rests on standards expertise, certification success-rate, implementation quality, the recurring retainer base & a repeatable engine — it is expertise- & retainer-dependent, working-capital-light. (The consultancy implements; the accredited certification body audits & certifies — independence maintained.)

This is a professional-services business — funded largely by promoter equity (low capex), with a modest working-capital line (services-MSME eligible). This plan models a certification consultancy requiring **₹26 lakh** (₹19 lakh promoter + ₹7 lakh bank/WC finance), targeting **₹1 crore** revenue in Year 1 and **₹2.5 crore** by Year 3. (*Certification consulting; implementation projects + recurring surveillance/maintenance retainers, expertise-/recurring-driven, low-capex, sticky.*)

2. Business Description, Vision & Legal Structure

Concept: An ISO & certification consultancy - gap assessment, system implementation, documentation, internal audits & certification support for ISO/HACCP/GMP/CE/BIS etc., plus recurring surveillance/renewal maintenance, on projects + retainers.

Vision: To help Indian businesses build & sustain genuinely certified quality, safety & management systems.

Mission: Implement effective, audit-ready systems & keep them compliant year after year - real quality, not just a certificate.

Legal structure options

- **Proprietorship / LLP** — common for a certification-consultancy practice.
- **Private Limited** — recommended for scale, corporate clients, multi-standard & credibility.

Regulatory anchor: a certification consultancy is a professional-services business (company/LLP, GST on services, engagement agreements, standards/accreditation awareness, independence from the certifying body, no guaranteed-certificate misrepresentation). Standards expertise, certification success-rate, implementation quality, the recurring retainer base & a repeatable engine determine success; it is expertise- & retainer-dependent, capital-light.

3. Promoter & Ownership

Led by a promoter with quality/management-systems, auditing (lead-auditor), EHS/food-safety or certification expertise. The team includes certification consultants (implementation/documentation), lead auditors (internal audits), trainers &

BD/support. Standards expertise, success-rate, implementation quality & the recurring retainer base are the differentiators. Ownership & stakes are editable inputs.

4. Market Analysis — India

India's certification demand grows with regulatory requirements, customer/OEM mandates, export-buyer requirements, tenders (certification pre-qualification) & quality/safety awareness, across manufacturing, food, healthcare, IT, construction & services. Demand is regulation-/customer-/export-driven & recurring (annual surveillance/renewal). The market rewards standards expertise, certification success-rate, implementation quality, the recurring retainer base & a repeatable engine; it is expertise-, retainer- & requirement-sensitive, met with expertise, success-rate, quality & BD.

Demand drivers

- **Regulatory & customer/OEM** certification mandates.
- **Export-buyer requirements** (HACCP/FSSC/BSCI-adjacent).
- **Tenders & pre-qualification** (ISO required).
- **Quality/safety/info-security** awareness.
- **Recurring surveillance/renewal** (annual).

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Certification consulting in India	Large & steady/growing
SAM	Standard/sector & geography	Substantial
SOM (Yr 1-3)	Clients / retainers	Scaling

Target segments

- Manufacturers (ISO 9001/14001/45001).
- Food businesses (HACCP/FSSC 22000/FSSAI).
- IT/services (ISO 27001/20000).
- Healthcare/exporters/tender-bidders (GMP/CE/BIS/NABH-adjacent).

5. Competition & Competitive Advantage

Landscape: other certification consultants, freelancers/lead auditors, large consultancy/training firms & certification bodies' referral consultants. The consultancy competes on standards expertise, certification success-rate, implementation quality (real systems), recurring service, sector depth & value.

The business's edge

- **Standards expertise & success-rate.**
- **Genuine implementation (not paper-only).**
- **Recurring surveillance/maintenance service.**
- **Multi-standard & sector depth.**
- **Relationships & value.**

6. Products & Revenue Model

Stream	Model	Basis
Certification implementation	Project fee (per standard)	Core
Surveillance / maintenance retainers	Annual retainer (recurring)	Core recurring/sticky
Multi-standard / integrated systems	Higher project fee	Margin
Internal audits & renewals	Per-audit / recurring	Recurring
Training (awareness/lead-auditor)	Per-programme	Margin/pipeline

Certification implementation (per standard) is the core project; surveillance/maintenance retainers & renewals recur annually (the sticky compounding base — each client keeps paying through surveillance & re-certification cycles); multi-standard & training add margin. Economics = projects + recurring retainers × utilisation; standards expertise, success-rate, implementation quality, retainer base & BD drive it — the decisive certification levers.

7. Go-to-Market — Marketing & Sales

- **Requirement-driven outreach** (tenders/customers/exporters needing ISO).
- **Alliances** (certification bodies, industry associations, exporters).
- **Digital/SEO & content** (ISO/standard guides).
- **Referrals & success-rate** (certified clients).
- **Retainer conversion** (surveillance/maintenance — recurring).

Sales approach

Target requirement-driven demand (tenders, customers, exporters) via expertise, alliances & content → land implementation projects → achieve certification (success-rate) → convert to surveillance/maintenance retainers (recurring) & add standards → grow roster & referrals. Expertise, success-rate, implementation quality & recurring retainers build a sticky, compounding practice.

8. Operations Plan

- **Delivery model:** consultant-led implementation (gap → system → documentation → internal audit → certification-audit support), then recurring surveillance/maintenance; the accredited certification body audits/certifies (independence).
- **Process:** gap assessment → system design/documentation → implementation/training → internal audit → certification audit (by body) → certification → surveillance/maintenance (annual) → re-certification.
- **Success-rate & recurrence:** implementation quality drives first-time certification success; surveillance/renewal drives recurring, sticky revenue.
- **Tech:** standards/document templates, audit/checklist tools, client/retainer CRM, training material.
- **Integrity:** genuine systems; independence from the certifying body; no guaranteed-certificate claims.

Engagement workflow

Stage	Activity	Metric
-------	----------	--------

Assess	Gap analysis	Scope/fee
Implement	System/docs/training	Quality
Audit	Internal + cert-body	Success-rate
Certify	Certification	Achieved
Maintain	Surveillance/renewal	Recurring/retention

9. Regulatory, Licences & Compliance (India)

- **Entity:** LLP/company/proprietorship; GST on services; PAN/TAN.
- **Standards/accreditation:** ISO/HACCP/GMP/BIS awareness; accreditation (NABCB/IAF) understanding.
- **Independence:** separate from the certifying body; no conflict; no guaranteed certificate.
- **Contracts:** engagement/NDA; ethics; genuine implementation.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Promoter / lead (lead auditor)	1	2	3
Certification consultants & auditors	4	8	13
Trainers & documentation	2	4	6
BD, coordination & support	2	3	5
Total	9	17	27

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0-2	Entity, templates, body tie-ups, team, first clients
Ramp	Month 2-7	Implementations, first certifications, retainers
Traction	Month 7-12	Certified clients & retainers; ₹1cr revenue
Expand	Year 2	More standards/sectors, retainer base, training
Scale	Year 3	₹2.5cr revenue; recurring maintenance base

12. Financial Plan (Illustrative)

All figures are illustrative model assumptions for an Indian context, shown so the promoter can replace them with live rates. They are not projections of guaranteed results. Certification consulting; implementation projects + recurring surveillance/maintenance retainers; people-driven, low-capex, working-capital-light.

12.1 Project cost & means of finance

Capital requirement	₹
Office setup, fit-out & IT	6,00,000
Working capital (salaries + receivables runway)	13,00,000
Templates, tools, standards & training material	4,00,000
Brand, BD & pre-operative	3,00,000
Total project cost	26,00,000
Promoter contribution	19,00,000
Bank / WC finance (services MSME)	7,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
Certification implementation projects	60,00,000	1,10,00,000	1,35,00,000
Surveillance / maintenance retainers	25,00,000	65,00,000	95,00,000
Multi-standard, training & other	15,00,000	30,00,000	20,00,000
Total revenue	1,00,00,000	2,05,00,000	2,50,00,000
Consultant & auditor salaries	52,00,000	1,02,00,000	1,25,00,000
Travel, tools, standards & training	12,00,000	22,00,000	27,00,000
Office, BD & overheads	18,00,000	33,00,000	42,00,000
Interest & other	2,00,000	4,00,000	5,00,000
Total expenses	84,00,000	1,61,00,000	1,99,00,000
Net profit (before tax)	16,00,000	44,00,000	51,00,000
Net margin	16%	21.5%	20.4%

12.3 Unit economics & break-even

- **Projects + recurring retainers × utilisation:** implementation projects (per standard) give the initial fee; surveillance/maintenance retainers & renewals recur annually — the sticky, compounding base that grows the book each year; utilisation & realisation are base levers.
- **Success-rate & recurrence:** implementation quality drives first-time certification success (reputation/referrals); every certified client becomes a multi-year surveillance/renewal annuity — the compounding lever; multi-standard expands per-client value.
- **Break-even:** at a project/retainer threshold covering salaries & overheads; margins strong, rising as the recurring maintenance base compounds on top of new implementations.

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

Particulars (₹)	Q1	Q2	Q3	Q4
-----------------	----	----	----	----

Opening balance	3,00,000	2,70,000	2,80,000	3,10,000
Project & retainer collections	20,00,000	24,00,000	27,00,000	31,00,000
Salaries, travel & operating	20,30,000	23,90,000	26,70,000	30,20,000
Closing balance	2,70,000	2,80,000	3,10,000	3,90,000

Capital-light but salary-led, with client receivables the main WC — eased strongly by recurring surveillance/maintenance retainers (often annual advance). Project advances, milestone billing, recurring retainers, a modest WC line & utilisation management maintain cash; the key risks are project-flow gaps, certification-success issues, receivable delays & talent dependence — met with the recurring base, success-rate, retainers & retention.

12.5 Key Performance Indicators to Monitor

- **Recurring:** maintenance retainer base; renewal rate; recurring vs. project mix.
- **Delivery:** certification success-rate; utilisation; implementation quality.
- **Growth:** new clients; multi-standard per client; pipeline.
- **Finance:** revenue/consultant; net margin; receivable days.

13. Funding Requirement & Bankability

Total ask: **₹7 lakh bank/WC finance** against ₹19 lakh promoter contribution — a modest working-capital line (salaries/receivables) on a low-capex base, services-MSME eligible. Bankability rests on standards expertise, certification success-rate, the recurring maintenance retainer base & strong margins; the firm is capital-light, sticky & cash-generative — the recurring surveillance annuity is especially bankable. Year-1 profit ~₹16 lakh growing to ₹51 lakh supports servicing; success-rate, retainers & utilisation are key. Expertise, success-rate, implementation quality & the recurring retainer base underpin the model.

13.1 Funding utilisation

Use of funds	₹	% of total
Working capital (salaries + receivables runway)	13,00,000	50%
Office setup, fit-out & IT	6,00,000	23.1%
Templates, tools, standards & training material	4,00,000	15.4%
Brand, BD & pre-operative	3,00,000	11.5%
Total	26,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
Project-flow gaps	Recurring retainer base, pipeline, alliances, BD
Certification-success / quality issues	Standards expertise, genuine implementation, internal audits
Retainer churn / renewals	Service quality, value, multi-standard, relationships

Independence / conflict / misrepresentation	Separate from certifying body; no guaranteed-certificate claims; ethics
Talent / key-person	Team, templates/IP, training, retention

15. SWOT Analysis

Strengths Low-capex & high-margin; recurring, sticky surveillance annuity; steady requirement-driven demand; expertise moat; scalable.	Weaknesses Expertise- & talent-dependent; project-flow-sensitive for growth; success-rate-critical; commoditisation at low end.
Opportunities Regulatory/customer/export mandates; tenders; multi-standard/integrated systems; new standards (27001/ESG-adjacent); training.	Threats Consultant/freelancer & large-firm competition; paper-only price-cutters; accreditation/scheme changes; talent war.

16. Recommended AiSevak Tools for This Business

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

- **Delivery ops:** gap-assessment/system-documentation & internal-audit, certification-tracking & surveillance/renewal-scheduling, multi-standard & training tools.
- **Firm ops:** engagement/NDA & GST, retainer/renewal-CRM & receivable-management tools (with Legal & Finance verticals).
- **Practice:** Business Plan, recurring-base/utilisation and Break-even tools to model the firm — and certification deliverables clients pay for.

17. Key Assumptions & Notes

- Certification consulting: ISO/HACCP/GMP/BIS etc. gap-assessment, implementation, internal audits & certification support + recurring surveillance/maintenance retainers & renewals; expertise-/recurring-driven, low-capex.
- Projects + recurring retainers × utilisation decisive; standards expertise, certification success-rate, implementation quality & the compounding surveillance/renewal annuity are the levers; multi-standard grows per-client value.
- Largely equity-funded (low capex) + modest WC line, services-MSME eligible; LLP/company, GST-on-services, independence from certifying body, no guaranteed-certificate claims.
- Recurring maintenance base, success-rate, utilisation & multi-standard drive economics; figures illustrative, exclude GST.

► Use these tools now — free on AiSevak

Every tool referenced in this plan is available on aisevak.in. Open the [Consulting toolkit](https://aisevak.in/verticals/consulting) to browse and use them all at <https://aisevak.in/verticals/consulting> — 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.

Prepared by AiSevak.in — a product of ABL Digital Technologies. AI-powered business services for India. This is AI-assisted guidance; figures are illustrative and not a guarantee of results. Verify all numbers, licences and regulatory requirements with a qualified professional before relying on this plan for binding decisions. © 2026 ABL Digital Technologies Private Limited.