



BUSINESS PLAN · INDIA

Reinsurance & Risk-Advisory Firm

Treaty/facultative programme design, risk modelling & placement advisory

INSURANCE

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 **Reinsurance & Risk-Advisory Firm** in India — a specialist B2B business advising insurers, large corporates and captives on risk transfer and reinsurance: treaty and facultative programme design, placement support, risk analysis and modelling, alternative risk transfer, and reinsurance/risk consulting. It operates as an advisory firm and, where licensed, as a reinsurance broker, or in partnership with a licensed reinsurance broker.

As Indian insurers grow and risks become more complex (nat-cat, cyber, liability, specialty), demand for sophisticated reinsurance and risk-transfer advice rises. This is a high-value, expertise-led, relationship-driven business with premium fees and long, recurring client relationships — though it requires deep expertise and, for direct broking, significant regulatory capital.

The promoter — a reinsurance/risk professional — seeks total funding of **₹9.0 lakh** (₹4.0 lakh promoter + ₹5.0 lakh term loan for advisory setup/opex; IRDAI reinsurance-broker net-worth, if licensed directly, is a separate and substantial requirement), targeting **₹38 lakh** income in Year 1 and **₹98 lakh** by Year 3.

2. Business Description, Vision & Legal Structure

Concept: A reinsurance and risk-transfer partner that helps insurers and large risk-owners structure optimal, cost-effective protection — designing programmes, modelling risk, and supporting placement.

Vision: To be a trusted reinsurance & risk-advisory name serving India's insurers and large corporates.

Mission: Optimise clients' risk transfer through expert design, analysis and placement support.

Legal structure

- **Private Limited** — for a credible B2B advisory/broking firm; enables IRDAI licensing (if pursued) and investment.

Regulatory anchor: reinsurance broking requires an IRDAI reinsurance-broker licence with substantial minimum net worth, qualified personnel and PI cover. Absent full licensing, the firm operates as a *risk-advisory/consulting* business (programme design, modelling, advisory) and partners with a licensed reinsurance broker for actual placement. This plan funds the advisory setup; broker net-worth is separate.

3. Promoter & Ownership

Led by a promoter with reinsurance, actuarial or risk-management expertise and industry relationships. Delivery uses risk analysts, modelling specialists and (where licensed) placement professionals. Year-one ownership rests with the founder(s)/company; ownership and profit-sharing are editable inputs, subject to IRDAI norms where licensed and any investors.

4. Market Analysis — India

India's insurance sector is growing and its risk landscape is becoming more complex, increasing demand for reinsurance capacity, sophisticated programme design and risk advisory. Insurers, large corporates and emerging captives need expert help optimising retention, structuring treaties, and transferring specialty/nat-cat risk — a high-value, under-served advisory niche.

Demand drivers

- **Insurance-sector growth** increasing reinsurance needs.
- **Complex risks:** nat-cat, cyber, liability, specialty lines.
- **Programme optimisation:** retention, treaty design, cost.
- **Corporate & captive risk transfer** for large risk-owners.
- **Modelling & analytics** demand for informed decisions.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Reinsurance & risk-advisory demand in India	Large (B2B)
SAM	Reachable insurers, large corporates & captives	Focused
SOM (Yr 1-3)	Advisory/placement client relationships	8 → 25 clients

Target segments

- Insurers optimising treaty/facultative programmes.
- Large corporates & groups with major risks.
- Emerging captives and self-insured entities.
- Specialty-risk owners (infra, energy, marine).

5. Competition & Competitive Advantage

Landscape: global reinsurance brokers, large consultancies, and insurer in-house teams. The firm competes on expertise, analytics, independence and service for the underserved mid-tier and specialty segments.

The firm's edge

- **Deep reinsurance & risk expertise.**
- **Analytics & modelling** for informed programme design.
- **Independent, client-aligned advice.**
- **Specialty-risk knowledge.**
- **Relationships** with reinsurers/markets (via licence/partner).

6. Services & Pricing

Service	Income model	Basis
Reinsurance programme design & review	Advisory fee	Project
Risk analysis & modelling	Fee	Project
Placement support (via licence/partner)	Brokerage share	% of premium
Captive & ART advisory	Advisory fee	Project/retainer
Risk consulting & retainers	Retainer	Recurring
Training & capability building	Fee	Engagement

Advisory fees and retainers provide the core, with placement brokerage share (via licence/partner) adding upside; long, recurring insurer/corporate relationships drive value.

7. Go-to-Market — Marketing & Sales

- **Insurer & corporate-risk outreach** to decision-makers.
- **Industry relationships** and reinsurer/market connections.
- **Thought leadership** on risk & reinsurance trends.
- **Specialty-segment focus** for differentiated positioning.
- **Referrals** within the insurance ecosystem.

Sales approach

Relationship- and expertise-led. Programme reviews and modelling engagements open relationships; convert into ongoing advisory retainers and placement support. Long sales cycles; high client value and retention.

8. Operations Plan

- **Location:** a professional office suitable for corporate/insurer clients.
- **Process:** risk & exposure analysis → modelling → programme design → market/placement support (via licence/partner) → ongoing advisory & review.
- **Technology:** risk-modelling tools, data analytics, and market/relationship management.
- **Compliance:** IRDAI reinsurance-broking norms (if licensed) or partner arrangements; PI cover; confidentiality.
- **Capacity:** senior experts plus analysts serve a focused, high-value client base; scale carefully with talent.

Core advisory areas

Area	Focus	Client
Treaty programmes	Retention & structure	Insurers
Facultative	Large individual risks	Insurers/corp
Risk modelling	Nat-cat & specialty	All
Captive/ART	Alternative transfer	Corporates
Risk consulting	Exposure & strategy	All

9. Regulatory, Licences & Compliance (India)

- **IRDAI reinsurance-broker licence** (if pursued): substantial net worth, qualified PO, PI cover — or operate as risk-advisory and partner with a licensed reinsurance broker for placement.
- **Company incorporation:** PAN/TAN; GST (fees/brokerage attract GST); professional tax and Shops & Establishments as applicable.
- **Conduct:** client-side duty, disclosures, confidentiality, and compliance where licensed.
- **Data protection** aligned to the DPDP Act; secure handling of sensitive risk/commercial data.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Founder / Principal Advisor	1	1	1
Risk / Modelling Specialist	1	2	3
Analyst / Placement Support	1	3	4
BD / Admin	1	1	2
Total	4	7	10

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0-3	Entity, tools, licence/partner, first mandates
Launch	Month 3-6	First programme reviews & modelling engagements
Traction	Month 6-12	Retainers & placement support; break-even nears
Scale	Year 2	More insurers/corporates; specialty focus
Growth	Year 3	25 client relationships; recurring advisory book

12. Financial Plan (Illustrative)

All figures are illustrative model assumptions for an Indian context, shown so the promoter can replace them with live rates. Reinsurance-broker net-worth (if licensed) is separate. They are not projections of guaranteed results.

12.1 Project cost & means of finance (advisory setup/opex)

Capital requirement	₹
Office & fit-out	1,80,000
Computers & IT (4)	2,00,000
Risk-modelling tools & data	1,60,000
Branding, website & BD	80,000
Deposits & pre-operative	80,000
Working-capital buffer	2,00,000
Total setup cost	9,00,000
Promoter contribution	4,00,000
Term loan (setup/opex)	5,00,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
Advisory & modelling fees	22,00,000	40,00,000	52,00,000
Placement brokerage share (via partner)	10,00,000	22,00,000	32,00,000
Retainers & training	6,00,000	12,00,000	14,00,000
Total income	38,00,000	74,00,000	98,00,000
Salaries & team	20,00,000	38,00,000	50,00,000
Rent & utilities	2,80,000	3,40,000	4,20,000
Modelling tools & data	3,00,000	4,20,000	5,20,000
Marketing & BD	2,40,000	3,40,000	4,20,000
Admin, PI, travel & misc	3,20,000	4,60,000	6,00,000
Interest on term loan	55,000	40,000	22,000
Total expenses	31,95,000	54,00,000	69,82,000
Net profit (before tax)	6,05,000	20,00,000	28,18,000
Net margin	15.9%	27.0%	28.8%

12.3 Unit economics & break-even

- **Per client:** high-value advisory retainers plus placement share; long relationships drive LTV.
- **Talent-led:** senior expertise is the cost and the value; utilisation and rates matter.
- **Break-even:** a handful of advisory mandates plus placement support — reached around month 10–12 (long sales cycles).

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

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	2,00,000	1,20,000	1,45,000	2,60,000
Collections	6,00,000	8,50,000	11,00,000	12,50,000
Operating outflows	6,35,000	7,85,000	9,55,000	10,80,000
Loan EMI	45,000	40,000	30,000	30,000
Closing balance	1,20,000	1,45,000	2,60,000	4,00,000

Advisory fees build through the year; placement share and retainers strengthen later cash. Long B2B cycles make the buffer important early.

12.5 Key Performance Indicators to Monitor

- **Book:** client relationships; mandates; placement volume supported.
- **Value:** revenue per client; retainer share; specialty mix.

- **Quality:** programme outcomes; modelling accuracy; client retention.
- **Compliance:** where licensed — net worth, PI, audits.

13. Funding Requirement & Bankability

Advisory setup ask: **₹5.0 lakh term loan** against ₹4.0 lakh promoter contribution — eligible under **PMMY (Mudra)** and coverable under **CGTMSE**. Year-1 net profit ~₹6.05 lakh against annual debt service of ~₹1.7 lakh gives a **DSCR above 3.0**. Note: direct reinsurance-broking net-worth is a separate, substantial requirement typically met with equity, not this facility.

13.1 Funding utilisation (advisory setup/opex)

Use of funds	₹	% of total
IT, modelling tools & data	3,60,000	40%
Office setup & deposits	2,60,000	29%
Branding & business development	80,000	9%
Working-capital buffer	2,00,000	22%
Total	9,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
Licensing & net-worth (if broking)	Advisory model + licensed-broker partner; raise capital for licence if pursued
Talent dependence	Build a bench; document methods; retain senior experts
Long sales cycles / concentration	Buffer; pipeline management; diversify clients & specialties
Advice / E&O liability	Rigorous methodology; PI cover; documentation
Market/relationship access	Reinsurer relationships via licence/partner

15. SWOT Analysis

Strengths High-value, expertise-led; long recurring relationships; premium fees; specialty niche.	Weaknesses Licensing/capital for broking; talent-dependent; long sales cycles.
Opportunities Insurance-sector growth; complex/specialty risks; captives/ART; modelling demand.	Threats Global brokers; insurer in-housing; regulatory & market cycles.

16. Recommended AiSevak Tools for This Business

This firm would use AiSevak's Insurance vertical tools in delivery:

- **Risk & analytics:** risk-assessment, coverage-adequacy and loss-ratio tools; programme-review templates.
- **Advisory:** reinsurance/risk-advisory frameworks; benchmarking tools.
- **Practice:** Business Plan, Break-even and Unit-Economics tools to model the advisory firm.

17. Key Assumptions & Notes

- Operates as risk-advisory + licensed-broker partner, or as a licensed reinsurance broker (net-worth separate).
- ~8 client relationships in Year 1 growing to ~25 by Year 3; long, high-value engagements.
- Term-loan interest ~11% p.a., 5-year tenure; figures exclude GST where applicable.
- Direct reinsurance broking requires substantial IRDAI net worth — plan equity accordingly if pursued.

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