



BUSINESS PLAN · INDIA

Social Enterprise

For-profit venture with a social mission

NONPROFIT

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 **Social Enterprise** in India — a **for-profit venture with a core social/environmental mission** (a "double bottom line": financial sustainability *and* measurable impact). Unlike a pure NGO, it earns **revenue from products/services** (e.g. affordable products for the under-served, livelihoods sourcing, sustainable goods, impact-tech) and aims to be **financially self-sustaining or profitable** while delivering impact — and unlike a pure business, it holds impact as a non-negotiable objective, not a by-product. This plan models it **honestly as a hybrid**: a real revenue/profit engine *plus* an explicit impact model, with the tension between the two managed transparently.

Social enterprises tackle social/environmental problems through market-based models — affordable healthcare/education products, livelihoods for artisans/farmers/women, sustainable/eco products, financial inclusion, clean energy for the poor, etc. They can be structured as **for-profit companies** (with mission locked in via articles/impact governance), sometimes with a linked non-profit, & funded by a mix of **equity/impact-investment, revenue & grants**. Success rests on a **viable business model + genuine, measurable impact**: unit economics, revenue growth & sustainability on one side; impact/beneficiaries/outcomes on the other — with honesty about trade-offs (mission vs. margin). It is revenue-, impact-, model- & capital-driven, double-bottom-line.

This is a for-profit social enterprise — funded by founder equity + impact investment (& possibly grants for impact activities). This plan models a social enterprise requiring **₹2 crore** (₹70 lakh founder + ₹1.3 crore impact-investment/finance), targeting **₹6 crore** revenue in Year 1 and **₹16 crore** by Year 3, reaching sustainability while scaling impact. *(Social enterprise; revenue + impact double-bottom-line, model/revenue/impact/capital-driven — figures illustrative; for-profit with mission-lock, honest on trade-offs.)*

2. Business Description, Mission & Legal Structure

Concept: A for-profit social enterprise solving a social/environmental problem through a market-based model - earning revenue while delivering measurable impact (double bottom line).

Vision: A financially sustainable venture that creates lasting social/environmental impact at scale.

Mission: Deliver [affordable products/livelihoods/sustainability/inclusion] to the under-served - viably, at scale, with measured impact.

Legal structure options

- **Private Limited (for-profit) with mission-lock** — impact in articles/governance; enables impact-investment & scale.
- **Hybrid** — for-profit + linked Section-8/NGO (for grant-funded impact activities).

Regulatory/governance anchor: a social enterprise is typically a for-profit company (with impact embedded in governance/articles & measured), plus sector-specific licences for its product/service, GST, & (if a hybrid non-profit arm) 12A/80G/CSR/FCRA for that arm. It is **revenue-generating & can be profitable**, but mission is a core objective, not optional. Viable business model, unit economics, revenue growth, genuine measurable impact, capital & mission-margin balance determine success — double-bottom-line, honestly managed.

3. Founders & Ownership

Led by founders combining business capability with mission commitment. The team spans business/operations (revenue engine), impact/programmes (mission delivery), & M&E (impact measurement), plus finance/BD. Ownership includes founders + impact investors (patient/mission-aligned capital); mission-lock/impact governance protects the mission.

Business model, impact & capital are the differentiators. Ownership & stakes are editable inputs.

4. Market & Need Analysis — India

India offers vast markets at the "base of the pyramid" & in sustainability/inclusion — under-served consumers, producers (artisans/farmers) & communities — plus growing impact-investment & conscious-consumer demand. This section frames both the **commercial market** (paying customers/segments) & the **social need/beneficiaries** — the two must align. Demand is market-plus-impact driven. The market rewards a viable model, genuine impact, unit economics & scale; it is model-, impact-, market- & capital-sensitive, met with viable economics, impact & scale.

Demand/impact drivers

- **Base-of-pyramid / under-served** markets.
- **Livelihoods** (artisans/farmers/women producers).
- **Sustainability/eco & conscious consumers.**
- **Impact investment & blended finance.**
- **Inclusion (health/education/finance/energy).**

Market/impact sizing (illustrative)

Layer	Definition	Indicative
Market	Addressable paying segment	Large
Impact	Beneficiaries/problem scale	Substantial
SOM (Yr 1-3)	Revenue + reach	Scaling

Target customers & beneficiaries

- Paying customers (the commercial market).
- Beneficiaries (producers/consumers impacted).
- Impact investors & (for hybrid) grant funders.

5. Competition & Advantage

Landscape: commercial competitors, other social enterprises, NGOs & informal alternatives. The enterprise competes on its value proposition (product/service), impact authenticity, cost/access, brand/mission & model viability.

The enterprise's edge

- **Viable business model + real impact.**
- **Mission/brand & authenticity.**
- **Access/cost for under-served.**
- **Impact investors & blended capital.**
- **Measurable outcomes (double bottom line).**

6. Products/Services & Revenue + Impact Model

Stream	Model	Basis
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Product/service sales	Revenue (margin)	Core (sustainability)
Livelihoods / producer sourcing	Revenue + producer impact	Impact + revenue
B2B / institutional / CSR-linked	Contracts	Scale
Grants (impact activities, hybrid)	Grant (impact)	Impact catalytic
Impact investment (capital)	Equity/patient capital	Growth capital

The core is **revenue from products/services** (the sustainability engine) delivering impact through the model itself (e.g. livelihoods, access); grants (in a hybrid) catalyse impact activities; impact investment funds growth. The **double bottom line** = financial viability + measured impact — honestly, there can be trade-offs (serving the poorest vs. margin), managed transparently. Model viability, unit economics, impact & capital drive it — the decisive social-enterprise levers.

7. Go-to-Market & Impact Strategy

- **Commercial GTM** (customers/channels for the revenue engine).
- **Impact model** (beneficiaries/producers embedded in the model).
- **Impact investors & blended finance.**
- **Brand/mission & conscious consumers.**
- **Impact measurement & reporting.**

Approach

Build a viable product/service & revenue engine → embed impact in the model (livelihoods/access/sustainability) → scale revenue toward sustainability → raise impact investment for growth → measure & report impact → balance mission & margin transparently. Model viability, impact & capital build the enterprise; the double bottom line is managed honestly, not as marketing.

8. Operations Plan (revenue engine + impact)

- **Business operations:** the product/service delivery (as any business) — quality, cost, scale.
- **Impact model:** beneficiary/producer engagement embedded operationally (e.g. sourcing from artisans, serving under-served).
- **M&E:** impact measurement, outcomes, reporting (to investors/funders/stakeholders).
- **Governance:** mission-lock, impact governance, transparency, balancing mission & margin.
- **Finance:** unit economics, sustainability, blended capital, reserves.

Workflow

Stage	Activity	Metric
Build	Product/service/model	Viability
Sell	Revenue engine	Revenue/unit-econ
Impact	Beneficiaries/producers	Impact/outcomes
Scale	Growth/capital	Scale/sustainability

Measure	M&E/report	Double-bottom-line
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9. Regulatory, Structure & Compliance (India)

- **Entity:** for-profit company (mission-lock in articles/governance); (hybrid) linked Section-8/NGO.
- **Sector:** product/service-specific licences (per sector).
- **Impact governance:** impact measurement/reporting; mission protection.
- **General:** GST; company law; (hybrid) 12A/80G/CSR/FCRA for the non-profit arm.

10. Organisation & Team Plan

Role	Yr 1	Yr 2	Yr 3
Founders / leadership	2	3	4
Business / operations (revenue engine)	8	18	32
Impact / programme & producer engagement	4	8	14
M&E, finance & BD/capital	3	6	10
Total	17	35	60

11. Roadmap & Milestones

Phase	Timeline	Milestone
Setup	Month 0-3	Entity/mission-lock, model, impact framework, launch
Ramp	Month 3-9	Revenue engine, impact, unit economics, ₹6cr (ramp)
Traction	Month 9-12	Revenue + impact; impact-investment
Scale	Year 2	Scale revenue/impact toward sustainability, ₹11cr
Sustain	Year 3	₹16cr revenue; sustainable + scaled impact

12. Financial Plan (Illustrative — double bottom line)

All figures are illustrative model assumptions for an Indian context, shown so the founders can replace them with live rates. They are not projections of guaranteed results. A social enterprise is a REAL revenue/profit engine PLUS an impact model; early years may run thin/invest as it balances mission & margin & scales; honesty about the mission-margin trade-off is deliberate.

12.1 Capital & means of finance

Requirement	₹
Setup, product/model & operations	70,00,000
Working capital (inventory/receivables/producers)	80,00,000

Impact activities, M&E & brand	30,00,000
Pre-operative & contingency	20,00,000
Total capital	2,00,00,000
Founder equity	70,00,000
Impact investment / finance (+ grants for impact)	1,30,00,000

12.2 Projected Financials (3 years — revenue + surplus)

Particulars	Year 1	Year 2	Year 3
Revenue (product/service sales)	6,00,00,000	11,00,00,000	16,00,00,000
Grants (impact activities, if hybrid)	40,00,000	60,00,000	70,00,000
Total income	6,40,00,000	11,60,00,000	16,70,00,000
Cost of goods/services (incl. producer/livelihood)	4,00,00,000	7,00,00,000	9,90,00,000
Salaries & operations	1,50,00,000	2,60,00,000	3,70,00,000
Impact, M&E, brand & overheads	80,00,000	1,40,00,000	2,00,00,000
Interest & other	15,00,000	25,00,000	35,00,000
Total expenses	6,45,00,000	11,25,00,000	15,95,00,000
Surplus/(deficit) → reinvested	(5,00,000)	35,00,000	75,00,000
Impact (illustrative)	Beneficiaries served/produced	Scaling	Scaling

Note: as a mission-driven for-profit, early surplus is thin (mission-margin balance + investment) & is typically reinvested into growth/impact; the second bottom line — beneficiaries/impact — is reported alongside financials, not subordinated to them.

12.3 Unit economics & the double bottom line

- **Viable unit economics:** the product/service must have workable margins to be sustainable — impact without viability isn't scalable; the model embeds impact (livelihoods/access) into the economics.
- **Mission-margin balance (honest):** serving the poorest / paying producers fairly can compress margin — the enterprise manages this transparently, using blended capital (patient equity + grants) where pure commercial returns can't cover deep impact.
- **Sustainability:** the goal is financial self-sustainability (or profit) *with* impact; both are tracked — impact is not a marketing veneer but a governed objective.

12.4 Cash flow — Year 1 (quarterly, illustrative)

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	20,00,000	16,00,000	15,00,000	15,00,000
Revenue + grant collections	1,30,00,000	1,55,00,000	1,75,00,000	1,80,00,000
COGS, salaries & operating	1,34,00,000	1,56,00,000	1,75,00,000	1,79,00,000

Closing balance	16,00,000	15,00,000	15,00,000	16,00,000
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A social enterprise blends commercial cash discipline (unit economics, WC, runway) with impact investment/grants & the mission-margin balance. Unit economics, revenue growth, blended capital, impact measurement & runway manage cash; the key risks are model viability, mission-margin tension, capital availability (patient/impact investors), scaling & impact authenticity — met with viable economics, blended finance, transparency & measured impact. It can be profitable, but sustainability + impact (double bottom line) is the goal.

12.5 Key Metrics to Monitor (both bottom lines)

- **Financial:** revenue; unit economics/margin; sustainability/surplus; runway.
- **Impact:** beneficiaries/producers; outcomes; impact-per-rupee.
- **Balance:** mission-margin trade-offs; blended-capital mix.
- **Growth:** scale; impact-investment; reach.

13. Funding Requirement & Bankability

This social enterprise is funded by **founder equity + impact investment** (patient/mission-aligned capital) & possibly **grants for impact activities** (blended finance) — ₹2 crore here. Fundability rests on a viable business model + genuine measurable impact: impact investors assess both financial sustainability & impact (double bottom line); commercial lenders assess the revenue engine. Early years may run thin/invest as it balances mission & margin & scales, reaching sustainability/surplus by Year 2–3. Model viability, unit economics, impact & blended capital underpin the enterprise. *(For-profit with mission; honest on the mission-margin trade-off; not a pure-profit nor pure-charity model.)*

13.1 Fund utilisation (₹2 crore)

Use of funds	₹	% of total
Working capital (inventory/receivables/producers)	80,00,000	40%
Setup, product/model & operations	70,00,000	35%
Impact activities, M&E & brand	30,00,000	15%
Pre-operative & contingency	20,00,000	10%
Total	2,00,00,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
Model viability (impact without margin)	Viable unit economics, blended capital, honest trade-off management
Mission-margin tension / mission drift	Mission-lock, impact governance, transparency, measured impact
Capital availability (impact investors)	Impact-investment network, blended finance, grants, runway
Scaling & impact authenticity	M&E, evidence, scalable model, honest reporting
Commercial competition	Value proposition, impact/brand, cost/access, differentiation

15. SWOT Analysis

Strengths Double bottom line; large BoP/impact markets; impact-investment access; mission/brand; sustainable model potential.	Weaknesses Mission-margin tension; harder economics (deep impact); capital/patient-finance-dependent; scaling complexity.
Opportunities BoP/livelihoods/sustainability/inclusion; impact investment & blended finance; conscious consumers; scale.	Threats Funding/impact-investor cycles; commercial competition; mission drift; impact-authenticity scrutiny.

16. Recommended AiSevak Tools for This Business

This social enterprise would use AiSevak's Nonprofit vertical tools in delivery:

- **Business + impact ops:** business-model/unit-economics & impact-measurement/M&E, producer/beneficiary & revenue analytics tools.
- **Capital & governance:** impact-investment/blended-finance & mission-lock/impact-governance, (hybrid) grant/CSR tools (with Finance & Legal verticals).
- **Practice:** Business Plan, double-bottom-line/sustainability and Break-even tools to model the enterprise.

17. Key Assumptions & Notes

- Social enterprise: FOR-PROFIT venture with a core social/environmental mission (double bottom line) — a real revenue/profit engine PLUS a governed impact model; honest hybrid, not pure-charity nor pure-profit.
- Revenue (product/service) + impact (embedded in model); grants (hybrid) catalyse impact; impact investment funds growth; mission-margin trade-off managed transparently via blended capital & mission-lock.
- For-profit company (mission-lock) ± linked Section-8/NGO; sector licences, GST, impact governance/M&E; funded by founder equity + impact investment (+ grants for impact).
- Model viability, unit economics, impact, blended capital & mission-margin balance drive it; figures illustrative; can be profitable but sustainability + impact is the goal.

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