



BUSINESS PLAN · INDIA

Tiffin and Meal-Subscription Service

Printing what is in the box and weighing what goes into it

FOOD SERVICE

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 a **Tiffin & Meal-Subscription Service** in India — three production kitchens delivering roughly 6,500 meals a day to 9,200 subscribers by Year 3, covering individual daily subscriptions, corporate and institutional bulk plans, speciality medical and dietary meals, and a nutrition consultation line.

The vertical's anchor established that **food safety is a probability rather than a state, that the leading-indicator rate must be published because the outcome never reports back, that a zero reading is a measurement failure, and that a handler who cannot afford to report sick is an outbreak the employer has already costed. All of that applies here. What is specific to subscription meals is the customer's relationship to the food.**

□ **A DAILY MEAL SUBSCRIPTION IS THE ONLY FOOD BUSINESS WHOSE CUSTOMER'S ENTIRE NUTRITION DEPENDS ON IT — AND NOBODY IN THE TRADE PUBLISHES WHAT IS IN THE BOX. A restaurant meal is an occasion; a student eating two tiffins a day for three years, or a migrant worker eating one for a decade, is not buying convenience — he is buying his diet, and every gram of protein, millilitre of oil and gram of salt in that box is his intake rather than a component of it. Nobody in this category states any of it, because nobody is asked: the customer eats alone, has nothing to compare against, and has no way to know whether today's portion is smaller than last month's. Which is precisely why PORTION SHRINKAGE IS THIS CATEGORY'S SILENT MARGIN LEVER — twenty grams of rice removed from a box costs nothing to implement, is invisible to a person eating by himself, and drops straight to the bottom line across two million meals. So this business PUBLISHES THE PER-MEAL NUTRITIONAL PROFILE on every meal and in the app — calories, protein, oil, salt and fibre — and WEIGHS AND PUBLISHES THE ACTUAL COOKED PORTION WEIGHT against the stated weight, currently running at 100.4% of the 480g stated. WHERE YOU ARE SOMEBODY'S ENTIRE DIET RATHER THAN AN OCCASION, PUBLISH THE NUTRITION AND WEIGH THE PORTION.**

□ **AND A PREPAID SUBSCRIPTION IS THE CUSTOMER'S MONEY, NOT THE OPERATOR'S. Monthly plans are paid in advance and the category's standard practice is a lock-in, an expiry on unused meals and a refusal to refund a part-month — which turns a service payment into a forfeiture, usually to somebody who travelled, fell ill or lost a job. So UNUSED MEALS CARRY FORWARD WITHOUT EXPIRY, cancellation is PRO-RATA REFUNDED WITHIN 24 HOURS, there is NO LOCK-IN of any length, and NIL subscription value was forfeited in Year 3.**

□ **AND THE DABBA IS THE WORST COLD CHAIN IN FOOD SERVICE. A meal cooked at ten and eaten at one has spent three hours in a carrier somebody is riding through traffic, which is the anchor's excursion problem in the category where it is hardest. Temperature-logged insulated carriers, a median 48 minutes from despatch to handover, and out-of-range deliveries counted at 9 per 1,000 — down from 34.**

This plan models an operator requiring **₹3.20 crore** (₹1.20 crore investor + ₹1.00 crore term loan + ₹70 lakh promoter + ₹30 lakh working capital), moving from **₹4.80 crore revenue and a ₹46 lakh loss** to **₹22.00 crore revenue and ₹1.76 crore profit** by Year 3 — *an 8.0% net margin and 33.8% return on capital. (Meal subscription — figures illustrative.)*

2. Business Description, Vision & Legal Structure

Concept: A tiffin service that prints what is in the box and weighs what goes into it.

Vision: To be the meal a parent is content their child eats twice a day for three years.

Mission: Publish the nutrition on every meal; weigh the portion and publish the weight against the stated one; never shrink it quietly; carry unused meals forward without expiry and refund pro-rata; log the carrier temperature; and pay for sick leave so nobody cooks ill.

Legal structure

- **Private Limited** — recommended. Multi-kitchen FSSAI licensing, corporate contracts, subscription prepayments and outside capital all assume it.
- **Proprietorship or home kitchen** — the category's dominant form; **a home kitchen operating commercially still requires FSSAI registration, and much of this trade operates without it.**
- **Subscription prepayments treated as a liability rather than as revenue** until the meal is delivered — **because a business that spends next month's subscriptions this month is funding itself from its customers.**

Regulatory anchor: a food business, a delivery business and a prepayment business simultaneously. **FSSAI registration or licence applies per kitchen with Schedule 4 hygiene requirements, food-safety supervisor training, medical fitness certification for handlers, water potability testing and record-keeping — and applies equally to a home kitchen cooking commercially, which most of this category is and most do not hold. Where a meal is packed and labelled rather than served, labelling regulations engage: name, ingredients, allergen declaration, date of manufacture and best-before, and any nutritional claim made becomes a representation that must be substantiated — which is worth noting precisely because this plan volunteers nutritional information nobody requires it to publish, and having published it must stand behind it. The prepayment is a consumer contract: an unfair term such as forfeiture of unused prepaid value or an unreasonable lock-in engages consumer-protection provisions on unfair contracts, so the refund and carry-forward commitments here are the compliant position as much as an ethical one.** Then: delivery-rider engagement, which if structured as employment carries EPF/ESI and if as gig work carries platform-worker obligations under the social-security framework; shops and establishments and fire approvals; Legal Metrology where net weight is declared; GST; and POSH.

3. Promoter & Ownership

Led by a promoter with food production, delivery operations or consumer-subscription background. Three competences decide outcomes. *Route density economics*, because a tiffin business lives or dies on drops per rider-hour and a scattered subscriber base cannot be served profitably at any price. *Menu costing at scale*, since a rupee of ingredient cost across two million meals is ₹22 lakh a year and the temptation to find it in the portion is constant and quiet. And *subscription retention*, which in this category is won on consistency rather than variety — the customer who leaves usually leaves because three meals in a row were disappointing, not because the menu was dull. Ownership, equity & investor terms are editable inputs; **portion weight standards and the published nutritional profile are set at company level and cannot be varied by a kitchen to meet a cost target.**

4. Market Analysis — India

Meal subscription serves the people with the least alternative and is almost entirely unorganised.

Demand drivers

- **Students and migrant workers** without kitchens, for whom this is the primary food source.
- **Working singles and dual-income households** in cities with long commutes.
- **Corporate meal benefits** replacing subsidised canteens in smaller offices.
- **Medical and dietary need** — diabetic, post-surgical, high-protein and low-oil requirements.

- **Elderly living alone**, a growing and underserved segment.
- **Home-food preference** over restaurant delivery for daily eating.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Daily meal demand in served urban catchments	Very large; overwhelmingly informal and unlicensed
SAM	Subscribers reachable at viable route density	Bounded by DROPS PER RIDER-HOUR, not by demand
SOM (Yr 1-3)	Subscribers and meals delivered daily	₹4.8cr → ₹22cr; 2,100 → 9,200 subscribers; 6,500 meals a day

Revenue mix and share (Year 3)

Stream	Share of revenue	Why it is there
Daily individual subscriptions	44.0%	₹92 per meal; the customer whose diet this is
Corporate & institutional bulk	26.0%	₹74 per meal; density in a single drop
One-off, trial, weekend & festival meals	12.0%	₹105 per meal; acquisition and fill
Speciality diets — diabetic, high-protein, low-oil, post-surgery	10.0%	₹165 per meal; ₹104 contribution
Delivery and packaging recovered	6.0%	Stated separately rather than hidden in the price
Nutrition consultation & meal-plan design	2.0%	Sells the capability the kitchen already has

Two features of this mix are deliberate. Speciality diets at 10% of revenue carry ₹104 of contribution per meal against ₹38 on a corporate box, and they are the line that funds the nutritional analysis programme the whole business runs on — a kitchen that can build a verified diabetic meal can trivially publish the profile of its standard one. And delivery and packaging are recovered as a stated line rather than absorbed into the meal price, because a bundled price is where a shrinking portion hides: if the meal is ₹92 and the delivery is ₹12, a customer can see both, whereas at ₹104 all-in he can see neither and neither can he detect the day the ₹92 quietly becomes ₹86 of food.

Constraints

- **Route density**, which is the binding economic constraint and bounds every catchment.
- **The delivery window**, since a lunch tiffin has a two-hour arrival tolerance and no more.
- **Menu fatigue**, in a product the customer eats six hundred times a year.
- **Thin per-meal economics**, where ₹54 of contribution must cover delivery, packaging and overhead.

5. Competition & Position

Competitor type	Strength	Weakness this plan exploits
Home-kitchen and neighbourhood tiffin providers	Very low price, home taste, personal relationship	Often unlicensed; no nutrition, no weight standard, no cold chain

Organised tiffin and meal-subscription brands	Scale, app, consistency, route density	Portion shrinkage unmeasured; lock-in and expiring meals standard
Restaurant delivery aggregators	Choice, speed, discounts, no commitment	Not built for daily eating; cost and nutrition unsuitable
Cloud kitchens with subscription add-ons	Kitchen utilisation, brand portfolio	Subscription is a side product; retention weak
This plan	Nutrition published per meal, portion weighed against stated, no expiry or lock-in, logged carriers	Higher price than an unlicensed home kitchen

The positioning is aimed at the person who is choosing on behalf of somebody else, because that is who actually decides in this category. A parent selecting a tiffin for a student in another city, an HR manager choosing a corporate plan, a daughter arranging meals for an elderly parent, a doctor recommending a post-surgical diet — none of them will eat the food, all of them are choosing on the basis of trust, and none has ever been given a single verifiable number. A printed nutritional profile and a published portion weight are the first evidence available to any of them. Churn falling from 11% a month to 4.6% is the return: in a category where subscribers leave constantly, retention is worth more than acquisition and is bought by consistency rather than by discounting.

The cost of the honest position is stated in rupees rather than implied. Holding portion weight at the stated 480g rather than allowing it to drift — and publishing the weighed result — costs ₹96 lakh a year, which is what twenty grams across 2.21 million meals is worth and is exactly why the drift happens elsewhere. No expiry on unused meals, pro-rata refunds within 24 hours and no lock-in cost ₹64 lakh in forfeitures not taken. Temperature-logged insulated carriers and monitoring cost ₹62 lakh. Paid sick leave from day one with relief cover costs ₹42 lakh. Against that: monthly churn of 4.6% against a category norm nearer 12%, corporate contracts that require exactly this documentation, and a speciality-diet line that only exists because the nutritional capability was built first.

6. Somebody's Entire Diet

The distinction that shapes everything in this plan is between a meal and a diet.

Customer	Meals from us per year	What the food is to him
Restaurant diner	2-6	An occasion
Office lunch buyer	~200	One meal of three
Student, two tiffins daily	~600	Substantially his entire intake
Migrant worker, one tiffin daily for years	~330 × several years	His diet, for a period of his life
Post-surgical or diabetic subscriber	~180	Part of a clinical regime
What any of them is told about it	Nothing at all	

The bottom row is the finding. A packaged biscuit carries a nutritional panel because regulation requires one; a tiffin that constitutes a person's whole daily intake for three years carries nothing, because it is served rather than sold packaged and nobody has asked. And the customer is structurally unable to ask the right

question: he eats alone, has no comparison, cannot see the kitchen, and would not detect a gradual reduction in portion or a gradual increase in oil if it happened over six months — which is exactly the timescale on which cost pressure operates. This is the anchor's rule in a different form: where the customer cannot observe the thing that matters, the operator's own measurement is the only control, and an operator who does not measure is not being careless — he simply has no way of knowing.

So the two numbers the customer cannot see are published. **EVERY MEAL CARRIES ITS NUTRITIONAL PROFILE** — calories, protein in grams, oil in millilitres, salt in grams and fibre — printed on the container and shown in the app, with the month's averages published: protein up from 22g to 29g, oil down from 18ml to 11ml, salt from 3.9g to 2.8g. **AND THE COOKED PORTION IS WEIGHED AND THE RESULT PUBLISHED AGAINST THE STATED WEIGHT** — 480g stated, 482g mean delivered, with portions below 95% of stated counted (640 in Year 3, down from 4,200) and **NIL** portion reductions made without a stated price or specification change. Twenty grams across 2.21 million meals is ₹96 lakh a year, which is both what the discipline costs and the entire reason the drift is universal. **WHERE YOU ARE SOMEBODY'S ENTIRE DIET RATHER THAN AN OCCASION, PUBLISH THE NUTRITION AND WEIGH THE PORTION.**

7. The Prepayment, the Carrier and the Cook

Three further commitments, two of them inherited and sharpened.

□ **A PREPAID SUBSCRIPTION IS THE CUSTOMER'S MONEY UNTIL THE MEAL IS DELIVERED.** Monthly plans are paid in advance, and the trade's standard terms — a lock-in period, expiry of unused meals, no refund for a part-month — convert an ordinary service payment into a forfeiture. The people it falls on are exactly identifiable: somebody who travelled home, fell ill, changed jobs or ran out of money, which is to say the customers least able to absorb it. So **UNUSED MEALS CARRY FORWARD WITHOUT EXPIRY**, cancellation is **REFUNDED PRO-RATA WITHIN 24 HOURS**, there is **NO LOCK-IN OF ANY LENGTH**, and prepayments are held as a **LIABILITY** rather than booked as revenue until the meal is delivered — because a business that spends next month's subscriptions this month is funding itself from its customers. Nil subscription value was forfeited in Year 3, at a cost of ₹64 lakh.

□ **THE DABBA IS THE WORST COLD CHAIN IN FOOD SERVICE AND THE ANCHOR'S RULE APPLIES HARDEST HERE.** A meal cooked at ten and eaten at one has spent three hours in an insulated box on a motorcycle in traffic, passing through exactly the temperature band where bacterial growth is fastest — and no customer can assess it, because rice that has been at 40°C for two hours looks and smells identical to rice that has not. So carriers are **TEMPERATURE-LOGGED**, out-of-range deliveries are **COUNTED AND PUBLISHED** at 9 per 1,000 despatches (down from 34), median despatch-to-handover time is 48 minutes and is the operating target rather than an outcome, and a route that cannot be served within the window is **NOT SOLD** rather than served late. A zero out-of-range reading would be investigated as a logger failure, per the anchor's rule.

□ **AND NOBODY COOKS ILL.** Paid sick leave from day one for every kitchen handler and delivery rider including contract staff, relief within two hours so a shift is never short, and no penalty for reporting. Sick days taken per handler rose from 1.6 to 4.4 a year while handlers self-reporting that they worked while symptomatic fell from 96 to 14 — the anchor's inversion, in a business where a single ill cook reaches 6,500 people in one service.

□ **AND THE PACKAGING IS RETURNED RATHER THAN THROWN AWAY.** Two million single-use containers a year is a real externality for a business whose customer is at the same address every day — so meals are delivered in reusable insulated containers collected on the next round, with a deposit that is **REFUNDED IN FULL** rather than forfeited on churn, and single-use packaging used only where collection is impractical.

8. Operations Plan (plan, cook, weigh, despatch, deliver)

Menu and nutrition

- **Menus built to a stated nutritional specification** rather than to a cost target, with the profile computed before the cycle is published.
- **Nutritional profile printed on every container and shown in the app.**
- **Speciality diets built and verified against a clinical brief**, with the same publication discipline.
- **Menu rotation planned against fatigue** in a product eaten six hundred times a year.

Production and portioning

- **Cooked portions weighed on a sampled basis every service**, with the mean published against the stated weight.
- **Portions below 95% of stated counted and investigated**, not averaged away.
- **No portion or specification reduction without a stated price or menu change** communicated to subscribers.
- **Time-temperature discipline and retained samples per service**, per the anchor.

Despatch and delivery

- **Temperature-logged insulated carriers**, with out-of-range deliveries counted per 1,000.
- **Routes built to a 48-minute median handover**; a route that cannot meet the window is not sold.
- **Reusable containers collected on the following round**, deposit refunded in full on exit.
- **Riders on paid sick leave with relief cover**, and route load set to the window rather than to the rider.

Subscription management

- **Prepayments held as a liability** until the meal is delivered.
- **Unused meals carried forward without expiry; pro-rata refund within 24 hours; no lock-in.**
- **Pause and skip available without penalty**, which is also how the kitchen forecasts accurately.
- **Churn measured monthly with the reason recorded**, since the reason is nearly always the food.

The operational hinge is a menu-costing meeting where dal has risen 14% and somebody proposes taking 20 grams off the rice, which nobody will notice. It is true that nobody will notice — that is precisely the problem, and it is why the proposal is made rather than a price increase, which everybody would notice. So portion weight is a **COMPANY-LEVEL STANDARD** that a kitchen cannot vary to meet a cost target, the weighed result is published monthly against the stated weight, and a **genuine need to change the specification is met by CHANGING THE STATED SPECIFICATION AND TELLING SUBSCRIBERS** — which costs subscribers and is the honest transaction. The system refuses rather than warns, because a warning in a costing meeting is an argument to be won by whoever has the budget.

9. Food, Labelling & Operating Compliance (India)

- **Company & tax** — Private Limited, PAN/TAN, GST, shops and establishments, trade licence per kitchen.
- **FSSAI** — registration or licence per kitchen, Schedule 4 hygiene, food-safety supervisor training, medical fitness for handlers, water potability and record-keeping; **this applies equally to a HOME KITCHEN cooking commercially, which most of this category is and most do not hold.**
- **Labelling** — where a meal is packed rather than served, name, ingredients, allergen declaration and dates apply; **and any nutritional claim becomes a representation that must be substantiated — worth stating because this plan volunteers information nobody requires, and having published it must stand behind it.**
- **Prepayment** — **a consumer contract: forfeiture of unused prepaid value or an unreasonable lock-in engages consumer-protection provisions on unfair contracts, so the refund and carry-forward commitments are the COMPLIANT position as much as an ethical one.**
- **Delivery workforce** — riders engaged as employees carry EPF/ESI; engaged as gig workers, platform-worker obligations under the social-security framework apply.
- **Metrology** — Legal Metrology where net weight is declared, which this plan does voluntarily.
- **Premises & workforce** — fire and premises approvals; EPF/ESI, POSH and working hours.

10. Organisation & Manpower Plan

Function	Yr 1	Yr 3	Notes
Promoter / managing director	1	1	Owens portion standard and published profile
Kitchen production & cooks	28	86	Time-temperature logged; portions weighed
Packing, portioning & despatch	14	44	Sampled weighing every service
Delivery riders	22	72	Paid sick leave; route load set to the window
Nutrition & portion-standard team	2	6	Profile computed before the menu is published
Food safety & quality	2	7	Reports to promoter; holds despatch authority
Relief pool — sick and absence cover	4	12	Within two hours, so nobody cooks ill
Subscriber support, sales & admin	6	18	Refunds pro-rata within 24 hours
Total	79	246	Riders are 29% of headcount

The nutrition and portion-standard team is six people against 246 and is the function that makes this plan different from a well-run tiffin service. It computes the profile before a menu cycle is published rather than describing one afterwards, and it owns the portion standard — which means a kitchen manager under a cost target cannot resolve it by taking twenty grams off the rice, because the standard is not his to move. The relief pool at twelve people is the anchor's rule carried through: paid sick leave without cover means a supervisor telephones the person who called in, and in a kitchen serving 6,500 people from one production run, a single ill cook is not a staffing inconvenience.

11. Implementation Timeline & Milestones

Phase	Window	Milestones
-------	--------	------------

Formation & first kitchen	Month 0-5	Incorporation, FSSAI, kitchen build, first 2,100 subscribers
Nutrition & portion framework	Month 2-8	Profile computed and printed, portion weighing, first published month
Cold chain & routes	Month 4-12	Logged carriers, route density to 13 drops per rider-hour
Subscription terms	Month 3-9	No lock-in, no expiry, pro-rata refunds, prepayment held as liability
Kitchens two and three	Month 12-26	Corporate bulk; speciality diet line built on the nutrition capability
Scale & retention	Month 24-36	6,500 meals a day; churn to 4.6%; out-of-range to 9 per 1,000

Training and competence

- **Portioning discipline** — weighing rather than estimating, and recording what the scale says.
- **Nutritional computation** for the menu team, including how a substitution changes the printed panel.
- **Cold-chain handling for riders**, including why a fifteen-minute delay matters.
- **Refund and cancellation handling**, so a pro-rata refund is a process rather than a negotiation.

12. Financial Plan (Illustrative)

All figures are illustrative model assumptions, not forecasts or guarantees. They exist to show the drivers of a meal-subscription P&L. Every input is editable. **The defining economics are thin per-meal contribution (₹54 blended) across very high volume, which means route density and portion discipline are the two things that decide the business — and both are invisible to the customer, which is why they are published.**

12.1 Project cost & funding

Item	₹ lakh	Notes
Kitchen build, equipment & utilities — three sites	118	Volume production with portioning line
Insulated temperature-logged carriers & reusable containers	52	Where the excursion is prevented
Delivery fleet & rider equipment	46	Route density is the economic lever
Portioning scales, nutrition lab access & analysis	24	Produces the printed panel and the weight
App, subscription & route-planning systems	32	Prepayment held as a liability by design
Licences, deposits & insurance	18	Per kitchen
Subscriber acquisition — first 12 months	22	Trials convert on consistency, not discount
Working capital & contingency	8	Prepayments are not working capital
Total project cost	320	₹120L investor + ₹100L term loan + ₹70L promoter + ₹30L WC

12.2 Operating metrics

Metric	Yr 1	Yr 2	Yr 3
--------	------	------	------

PER-MEAL NUTRITIONAL PROFILE printed on every container and in the app / mean protein (g) / mean oil (ml) / mean salt (g) / meals despatched without a published profile	100% / 22g / 18ml / 3.9g / NIL	100% / 26g / 14ml / 3.2g / NIL	100% / 29g / 11ml / 2.8g / NIL
COOKED PORTION WEIGHED AND PUBLISHED against the stated 480g / mean delivered weight as % of stated / portions below 95% of stated / portion reduced without a stated price or menu change	100% / 97.5% / 4,200 / NIL	100% / 99.2% / 1,900 / NIL	100% / 100.4% / 640 / NIL
Unused meals carried forward WITHOUT EXPIRY / pro-rata refund on cancellation within 24 hours / lock-in period / subscription value forfeited / prepayments held as a liability until delivery	100% / 100% / NIL / NIL / 100%	100% / 100% / NIL / NIL / 100%	100% / 100% / NIL / NIL / 100%
Deliveries OUT OF TEMPERATURE RANGE at handover per 1,000 despatches / median despatch-to-handover / temperature-logged carriers / a zero reading investigated as a logger failure	34 / 82 min / 100% / 100%	19 / 64 min / 100% / 100%	9 / 48 min / 100% / 100%
Paid sick leave from day one for handlers AND riders including contract staff / sick days taken per handler per year / handlers self-reporting they worked while symptomatic / relief within 2 hours	100% / 1.6 / 96 / 92%	100% / 3.2 / 40 / 98%	100% / 4.4 / 14 / 100%
Subscribers / meals per day / revenue per meal / contribution per meal / monthly churn / drops per rider-hour	2,100 / 1,550 / ₹86 / ₹46 / 11.0% / 9.4	4,600 / 3,500 / ₹86 / ₹50 / 7.0% / 13.8	9,200 / 6,500 / ₹88 / ₹54 / 4.6% / 18.2

Row two is the row this plan exists to publish, and its second figure is the one that matters: mean delivered weight at 100.4% of the stated 480g, with NIL portion reductions made without telling subscribers. Twenty grams across 2.21 million meals is ₹96 lakh a year — which is simultaneously what holding the standard costs and the complete explanation for why drift is universal in this category. Row one's protein rising and oil and salt falling is the nutritional commitment working; row five's sick days RISING from 1.6 to 4.4 is the anchor's inversion, and in a kitchen where one production run reaches 6,500 people it matters more here than anywhere. Row six's revenue per meal of ₹88 and contribution of ₹54 are blended and stated with their underlying per the library's rule — speciality ₹165 and ₹104, one-off ₹105 and ₹68, individual ₹92 and ₹56, corporate ₹74 and ₹38.

12.3 Revenue build

Stream	Yr 1 (₹L)	Yr 2 (₹L)	Yr 3 (₹L)	Driver
Daily individual subscriptions	216	484	968	₹92 per meal; ₹56 contribution
Corporate & institutional bulk	120	286	572	₹74 per meal; density in one drop
One-off, trial, weekend & festival	60	132	264	₹105 per meal; acquisition and fill
Speciality diets	42	110	220	₹165 per meal; ₹104 contribution
Delivery & packaging recovered	32	66	132	Stated separately, not hidden in price
Nutrition consultation & meal-plan design	10	22	44	Sells the capability already built
Total revenue	480	1,100	2,200	Illustrative

12.4 P&L summary

Line	Yr 1 (₹L)	Yr 2 (₹L)	Yr 3 (₹L)
Revenue	480	1,100	2,200
Food & ingredient cost	(192)	(429)	(836)
Gross profit	288	671	1,364
Kitchen & packing wages	(112)	(190)	(360)
Paid sick leave & relief cover	(12)	(22)	(42)
Delivery fleet & riders	(72)	(134)	(256)
Packaging — reusable containers & consumables	(38)	(70)	(138)
Cold chain & temperature monitoring	(20)	(30)	(56)
Nutrition analysis & portion-weight programme	(16)	(24)	(44)
Rent & utilities	(42)	(64)	(120)
Marketing & subscriber acquisition	(34)	(48)	(74)
Admin, licences, insurance & other	(48)	(68)	(96)
EBITDA	(106)	21	178
Depreciation & amortisation	(26)	(38)	(52)
Finance cost	(14)	(20)	(28)
Other income — corporate onboarding fees, container deposit float interest & state food-processing incentive (<i>disclosed</i>)	85	96	137
PBT	(61)	59	235
Tax	15	(15)	(59)
PAT	(46)	44	176
Net margin	(9.6%)	4.0%	8.0%
ROCE	(41.3%)	(5.3%)	33.8%

The four commitments total ₹2.64 crore of forgone revenue and added cost against ₹1.76 crore of PAT — portion discipline ₹96 lakh, no expiry or lock-in ₹64 lakh, cold chain ₹62 lakh, sick leave and relief ₹42 lakh. An operator without them would report roughly two and a half times the profit, and the difference would be undetectable by any individual subscriber, which is the whole point. The line worth watching is food cost at 38% of revenue: in a business with ₹54 of contribution per meal, a 10% ingredient move is ₹8.4 lakh a month, and the only honest responses are menu redesign or a price change — the third response, taking it from the portion, is what this plan's central metric exists to prevent. Container deposits are held as refundable balances and only the float interest appears in other income.

12.5 Break-even & sensitivity

Scenario	Yr 3 revenue	Yr 3 PAT	Comment
Base	₹22.0cr	₹1.76cr	As modelled
Portion at 92% of stated, lock-in and expiry applied	₹22.6cr	₹3.92cr	The category's economics, stated
Churn 4.6% → 9% per month	₹17.4cr	₹14L	Retention is the whole business
Drops per rider-hour 18.2 → 13	₹22.0cr	₹68L	Route density is the only real lever
Ingredient basket +12%	₹22.0cr	₹76L	₹54 contribution absorbs very little
A single food-safety incident	₹15.4cr	(₹92L)	Subscribers leave at once, not gradually

13. Funding Requirement & Bankability

Source	₹ lakh	Terms (indicative)
Investor equity	120	Growth capital; portion and prepayment covenants
Term loan	100	Kitchens, carriers and fleet; 5 years
Promoter contribution	70	Cash and equipment
Working capital facility	30	Ingredient cycle; prepayments are not financeable
Total	320	Illustrative structure

A lender should read churn and route density first and should treat subscriber prepayments as a liability rather than as cash available to the business. Churn at 4.6% a month against a category norm nearer 12% is the difference between a subscriber base that compounds and one that has to be rebuilt three times a year — and at 9% the model produces almost no profit at all. Route density at 18.2 drops per rider-hour is the only genuine operating lever in a business with ₹54 of contribution per meal, and it is the reason catchment discipline matters more than reach. The dominant risk is a single food-safety incident, in a category where subscribers do not churn gradually — they all leave in the same week — which is why the anchor's leading-indicator discipline is carried through in full.

- **Use of funds** — 37% kitchen build and equipment, 16% insulated logged carriers and reusable containers, 14% delivery fleet, 10% app and route systems, 8% portioning and nutrition capability, 7% subscriber acquisition, balance licences, deposits and working capital.
- **Repayment** — term loan from Year 2–3 cash flow; working capital revolving against the ingredient cycle only, with prepayments ring-fenced.
- **Investor exit** — strategic sale to a food-service group, a cloud-kitchen operator seeking subscription revenue, or a corporate-meals provider; or promoter buyback.

14. Risk Analysis & Mitigation

Risk	Impact	Mitigation
------	--------	------------

You are somebody's entire diet and nobody publishes what is in the box	A restaurant meal is an occasion; a student eating two tiffins daily for three years or a migrant worker eating one for a decade IS BUYING HIS DIET, and every gram of protein, millilitre of oil and gram of salt is his intake rather than a component of it. A packaged biscuit carries a nutritional panel because regulation requires one; A TIFFIN THAT CONSTITUTES A PERSON'S WHOLE DAILY INTAKE CARRIES NOTHING, because it is served rather than sold packaged and nobody has asked. And the customer CANNOT ask the right question: he eats alone, has no comparison, cannot see the kitchen, and WOULD NOT DETECT A GRADUAL REDUCTION IN PORTION OR INCREASE IN OIL OVER SIX MONTHS — exactly the timescale on which cost pressure operates	PUBLISH THE PER-MEAL NUTRITIONAL PROFILE on every container and in the app — calories, protein, oil, salt, fibre — with monthly averages published (protein 22g → 29g, oil 18ml → 11ml, salt 3.9g → 2.8g); and WEIGH THE COOKED PORTION AND PUBLISH THE RESULT against the stated 480g, running at 100.4%, with portions below 95% COUNTED (4,200 → 640) and NIL reductions made without telling subscribers. WHERE YOU ARE SOMEBODY'S ENTIRE DIET RATHER THAN AN OCCASION, PUBLISH THE NUTRITION AND WEIGH THE PORTION
The costing meeting where dal has risen 14%	Somebody proposes taking 20 grams off the rice, which nobody will notice. IT IS TRUE THAT NOBODY WILL NOTICE — THAT IS PRECISELY WHY THE PROPOSAL IS MADE RATHER THAN A PRICE INCREASE, WHICH EVERYBODY WOULD NOTICE. Twenty grams across 2.21 million meals is ₹96 lakh a year, which is both what the discipline costs and the complete explanation for why drift is universal	PORTION WEIGHT IS A COMPANY-LEVEL STANDARD a kitchen cannot vary to meet a cost target; the weighed result is PUBLISHED MONTHLY against the stated weight; and a genuine need to change the specification is met by CHANGING THE STATED SPECIFICATION AND TELLING SUBSCRIBERS, which costs subscribers and is the honest transaction. The system refuses rather than warns, because a warning in a costing meeting is an argument to be won by whoever has the budget
Prepayment converted into forfeiture	Monthly plans are paid in advance and the trade's standard terms — lock-in, expiry of unused meals, no part-month refund — turn an ordinary service payment into a forfeiture. THE PEOPLE IT FALLS ON ARE EXACTLY IDENTIFIABLE: somebody who travelled home, fell ill, changed jobs or ran out of money, which is to say THE CUSTOMERS LEAST ABLE TO ABSORB IT	UNUSED MEALS CARRY FORWARD WITHOUT EXPIRY; cancellation REFUNDED PRO-RATA WITHIN 24 HOURS; NO LOCK-IN of any length; and prepayments HELD AS A LIABILITY rather than booked as revenue until the meal is delivered, because a business that spends next month's subscriptions this month is FUNDING ITSELF FROM ITS CUSTOMERS. NIL value forfeited, at a cost of ₹64 lakh — and under consumer-protection provisions on unfair contracts this is the COMPLIANT position as much as an ethical one
The worst cold chain in food service	A meal cooked at ten and eaten at one has spent three hours in an insulated box on a motorcycle in traffic, passing through exactly the band where bacterial growth is fastest — and NO CUSTOMER CAN ASSESS IT, because rice held at 40°C for two hours looks and smells identical to rice that has not been	TEMPERATURE-LOGGED CARRIERS with out-of-range deliveries COUNTED AND PUBLISHED per 1,000 despatches (34 → 9); median despatch-to-handover of 48 minutes as an OPERATING TARGET rather than an outcome; a route that cannot be served within the window is NOT SOLD rather than served late; retained samples per service; and a ZERO out-of-range reading INVESTIGATED AS A LOGGER FAILURE, per the anchor's rule

One ill cook reaches 6,500 people	A single production run serves the entire subscriber base, so a handler working through a stomach illness is not a staffing inconvenience — it is the whole book exposed in one service. And a daily-wage cook with no sick pay works because the alternative is not being paid	PAID SICK LEAVE FROM DAY ONE for every kitchen handler AND rider including contract staff; RELIEF WITHIN TWO HOURS so a shift is never short — paid leave without cover means a supervisor telephones the person who called in; NO penalty for reporting; medical fitness certification renewed. Sick days per handler ROSE 1.6 → 4.4 and self-reported working-while-symptomatic FELL 96 → 14
Churn and menu fatigue	Churn at 9% a month takes Year-3 profit from ₹1.76cr to ₹14 lakh; and the customer eats this product six hundred times a year, so fatigue is a structural rather than occasional risk	Menu rotation planned against fatigue rather than to a fixed cycle; churn measured monthly WITH THE REASON RECORDED, since the reason is nearly always the food rather than the price; pause and skip available without penalty, which also improves forecast accuracy; and consistency prioritised over variety, because subscribers leave after three disappointing meals in a row rather than after a dull month
Route density and the delivery window	Density falling from 18.2 to 13 drops per rider-hour takes profit to ₹68 lakh; and a lunch tiffin has a two-hour arrival tolerance and no more	Catchment discipline over reach — a subscriber outside viable density is declined rather than served unprofitably; corporate bulk at 26% of revenue delivering many meals to one drop; routes built to the 48-minute median with load set to the window rather than to the rider; and pause/skip data improving daily route planning
Ingredient cost and a food-safety incident	A 12% basket move takes profit to ₹76 lakh against ₹54 of contribution per meal; and a single incident takes revenue to ₹15.4cr with a loss, because in this category subscribers do not churn gradually — THEY ALL LEAVE IN THE SAME WEEK	Menu redesign or a stated price change as the only two honest responses to input cost, with the third route closed by the published portion standard; the anchor's full leading-indicator discipline carried through — logged carriers, retained samples, supplier lot checks and hygiene audits; product liability insurance with the delivery profile accurately disclosed; and speciality-diet revenue at 10% built on the same nutritional capability, which diversifies without adding a second kitchen discipline

15. SWOT Analysis

Strengths - Nutritional profile printed on every meal - Portion weighed and published at 100.4% of stated - No expiry, no lock-in, pro-rata refund in 24 hours - Temperature-logged carriers; out-of-range 34 → 9 per 1,000 - Paid sick leave and relief for handlers and riders	Weaknesses ₹2.64cr of forgone revenue and cost against ₹1.76cr of profit - Higher price than an unlicensed home kitchen ₹54 contribution per meal absorbs very little - Catchment-bound by route density
---	--

Opportunities • The person choosing on somebody else's behalf • Speciality and clinical diets built on the same capability • Corporate bulk with many meals to one drop • Elderly living alone, underserved everywhere • Reusable packaging in a daily-address business	Threats • A single food-safety incident emptying the book in a week • Ingredient cost against thin per-meal contribution • Unlicensed home operators at half the price • Aggregator discounting on daily meals
--	--

16. Recommended AiSevak Tools for This Business

- **Nutritional profile generator** — computed before the menu cycle publishes, printed on container and app.
- **Portion weight register** — sampled weighing per service, mean published against stated, sub-95% counted.
- **Subscription ledger** — prepayments held as liability, carry-forward without expiry, pro-rata refunds.
- **Carrier temperature log** — out-of-range per 1,000 despatches, with zero readings flagged as faults.
- **Route density planner** — drops per rider-hour, window compliance, catchment viability.
- **Sick-leave & relief scheduler** — cover within two hours, days taken reported.
- **Contribution per meal dashboard** — by plan type, never blended alone.

17. Key Assumptions & Notes

- **All financials are illustrative model assumptions, not forecasts, projections or guarantees.** Revenue, subscribers, meals per day, per-meal economics, indicator rates and churn are editable inputs; actual outcomes depend on catchment density, ingredient prices and retention. Figures are in Indian rupees.
- **The central integrity finding is that a daily meal subscription is the only food business whose customer's entire nutrition depends on it, and nobody in the trade publishes what is in the box.** A restaurant meal is an occasion; a student eating two tiffins a day for three years, or a migrant worker eating one for a decade, is buying his diet rather than a convenience — and every gram of protein, millilitre of oil and gram of salt in that box is his intake rather than a component of it. **A packaged biscuit carries a nutritional panel because regulation requires one, while a tiffin constituting a person's whole daily intake carries nothing, because it is served rather than sold packaged and nobody has asked. And the customer is structurally unable to ask: he eats alone, has no comparison, cannot see the kitchen, and would not detect a gradual reduction in portion or a gradual increase in oil over six months — which is precisely the timescale on which cost pressure operates. This is the anchor's rule in another form: where the customer cannot observe the thing that matters, the operator's own measurement is the only control.**
- **So the two numbers the customer cannot see are published.** Every meal carries its nutritional profile on the container and in the app — calories, protein, oil, salt and fibre — with monthly averages published: protein up from 22g to 29g, oil down from 18ml to 11ml, salt from 3.9g to 2.8g. And the cooked portion is weighed and published against the stated 480g, running at 100.4%, with portions below 95% of stated counted at 640 in Year 3 against 4,200 in Year 1, and nil reductions made without a stated price or menu change. **Twenty grams across 2.21 million meals is ₹96 lakh a year, which is simultaneously what holding the standard costs and the complete explanation for why portion drift is universal in this category — it costs nothing to implement, is invisible to a person eating alone, and drops straight to the bottom line. WHERE YOU ARE SOMEBODY'S ENTIRE DIET RATHER THAN AN OCCASION, PUBLISH THE NUTRITION AND WEIGH THE PORTION.**
- **A prepaid subscription is the customer's money until the meal is delivered.** Monthly plans are paid in advance and the trade's standard terms — a lock-in, expiry of unused meals, no refund for a part-month — convert an ordinary

service payment into a forfeiture, and the people it falls on are exactly identifiable: somebody who travelled home, fell ill, changed jobs or ran out of money. **So unused meals carry forward without expiry, cancellation is refunded pro-rata within 24 hours, there is no lock-in of any length, and prepayments are held as a liability rather than booked as revenue until the meal is delivered — because a business that spends next month's subscriptions this month is funding itself from its customers. Nil value was forfeited, at a cost of ₹64 lakh; and under consumer-protection provisions on unfair contracts this is the compliant position as much as an ethical one.**

- **The dabba is the worst cold chain in food service and the anchor's rule applies hardest here.** A meal cooked at ten and eaten at one has spent three hours in an insulated box on a motorcycle in traffic, passing through exactly the temperature band where bacterial growth is fastest — and no customer can assess it, because rice held at 40°C for two hours looks and smells identical to rice that has not been. **So carriers are temperature-logged, out-of-range deliveries are counted and published at 9 per 1,000 despatches against 34 in Year 1, median despatch-to-handover is 48 minutes and is the operating target rather than an outcome, a route that cannot be served within the window is not sold rather than served late, and a zero out-of-range reading is investigated as a logger failure.** And nobody cooks ill: paid sick leave from day one for handlers and riders, relief within two hours, with sick days per handler rising from 1.6 to 4.4 while self-reported symptomatic working fell from 96 to 14 — which matters more here than in the anchor, because a single production run reaches 6,500 people.
- **The economics are thin and that is why the disciplines are stated as numbers.** Contribution is ₹54 per meal blended, so a 12% ingredient move takes Year-3 profit from ₹1.76 crore to ₹76 lakh and the only honest responses are menu redesign or a stated price change — the third response, taking it from the portion, is what this plan's central metric exists to prevent. **The four commitments total ₹2.64 crore against ₹1.76 crore of PAT, so an operator without them would report roughly two and a half times the profit, and the difference would be undetectable by any individual subscriber, which is the whole point.** Delivery and packaging are recovered as a stated line rather than bundled, because a bundled price is where a shrinking portion hides. Route density at 18.2 drops per rider-hour is the only real operating lever, and contribution is reported per meal by plan type with its underlying — speciality ₹104, one-off ₹68, individual ₹56, corporate ₹38 — since a blended meal describes none of them.
- **Churn is the business.** At 4.6% a month against a category norm nearer 12%, the subscriber base compounds; at 9% it must be rebuilt three times a year and the model produces almost no profit. **Churn is measured monthly with the reason recorded, because the reason is nearly always the food rather than the price — subscribers leave after three disappointing meals in a row, not after a dull month — and pause and skip are available without penalty, which is also how the kitchen forecasts accurately.** The single largest tail risk is a food-safety incident, in a category where subscribers do not churn gradually but all leave in the same week, which is why the anchor's leading-indicator discipline is carried through in full rather than adapted.
- **Compliance and professional advice.** FSSAI registration or licence per kitchen with Schedule 4 hygiene, food-safety supervisor training, medical fitness certification, water potability testing and record-keeping — applying equally to a home kitchen cooking commercially, which most of this category is and most do not hold; labelling obligations where a meal is packed rather than served, including allergen declaration, and the principle that any nutritional claim becomes a representation that must be substantiated, which matters here because this plan volunteers information nobody requires; consumer-protection provisions on unfair contracts reaching forfeiture of prepaid value and unreasonable lock-ins; rider engagement carrying EPF/ESI if employment or platform-worker obligations if gig; Legal Metrology where net weight is declared, as it is here voluntarily; shops and establishments and fire approvals; GST; and POSH. Professional advice should be taken on multi-kitchen licensing, subscription terms, nutritional claim substantiation and rider engagement structure.

► Use these tools now — free on AiSevak

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