



BUSINESS PLAN · INDIA

Corporate Training & L&D Firm

Leadership, behavioural & functional training and L&D programmes

HR-TECH

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 **Corporate Training & L&D Firm** in India — a business that designs and delivers learning and development programmes for organisations: leadership development, behavioural and soft skills, sales and customer-service training, functional/technical upskilling, compliance training, and onboarding, delivered in-person and virtually, with content, facilitation and measurement.

As skills evolve fast and talent competition intensifies, employers invest in developing their people — leadership pipelines, capability building, and culture. A well-run training & L&D firm monetises this through per-programme fees, retainers and content licensing, with strong repeat business from satisfied clients.

The promoter — an L&D/training professional — seeks total funding of **₹4.5 lakh** (₹1.75 lakh promoter + ₹2.75 lakh term loan, eligible under PMMY-Mudra / CGTMSE), targeting **₹26 lakh** revenue in Year 1 and **₹66 lakh** by Year 3.

2. Business Description, Vision & Legal Structure

Concept: A learning partner that builds people capability — designing and delivering high-impact programmes that change behaviour and drive results.

Vision: To be a trusted L&D partner for organisations in the region and chosen domains.

Mission: Deliver learning that sticks — practical, engaging and measurable — building leaders and capable teams.

Legal structure options

- **Proprietorship / LLP** — LLP recommended as the team and clients grow.
- **Private Limited** — for scaling and content/product build.

Model note: revenue combines programme delivery (per-day/per-programme), retainers (ongoing L&D partner), content licensing, and a facilitator network for scale. Impact measurement and repeat business are the growth engine.

3. Promoter & Ownership

Led by a promoter with L&D, facilitation or organisational-development experience. Delivery uses in-house facilitators plus a vetted associate-facilitator network, and content/instructional designers. Year-one ownership rests with the promoter; ownership and profit-sharing are editable inputs.

4. Market Analysis — India

Corporate L&D spend is substantial and growing in India, driven by leadership-pipeline needs, skill gaps, digital/behavioural change, and talent retention. Virtual and blended delivery have expanded reach. Employers value programmes that are practical, engaging and measurable — an opportunity for focused, high-quality providers and niches.

Demand drivers

- **Leadership & capability building** for growth.
- **Skill gaps** (digital, functional, behavioural).
- **Talent retention & engagement** via development.

- **Compliance & onboarding** training needs.
- **Virtual/blended delivery** expanding reach.

Market sizing (illustrative framing)

Layer	Definition	Indicative scale
TAM	Corporate L&D spend in India	Large
SAM	Reachable employers in the firm's domains/region	Focused
SOM (Yr 1-3)	Programmes delivered / clients	Growing

Target segments

- Corporates & mid-market for leadership/behavioural training.
- Sales-led firms for sales/service training.
- Growing companies for capability & onboarding.
- Firms needing compliance/POSH training.

5. Competition & Competitive Advantage

Landscape: individual trainers, training firms, e-learning platforms, and consultancies. The firm differentiates on programme quality, facilitation strength, domain focus, measurement, and client relationships.

The firm's edge

- **High-impact, practical programmes.**
- **Strong facilitation & design.**
- **Domain/sector focus.**
- **Impact measurement** (behaviour, results).
- **Blended delivery & content assets.**

6. Services & Pricing

Service	Model	Indicative fee
Leadership / behavioural programmes	Per day / programme	25,000–1,00,000/day
Sales / service training	Per programme	Programme-based
Functional / technical upskilling	Per programme	Programme-based
L&D-partner retainer	Monthly	Retainer
Content design / licensing	Project / licence	Engagement
Assessment & measurement	Add-on	Fee

Programme fees drive core revenue; L&D-partner retainers and content licensing add recurring income; a facilitator network scales delivery.

7. Go-to-Market — Marketing & Sales

- **HR & L&D relationships** — the primary channel.
- **Referrals & reputation** from impactful programmes.
- **Domain thought leadership** (content, talks, webinars).
- **Partnerships** with HR consultancies and platforms.
- **Demo/pilot workshops** to win larger engagements.

Sales approach

Win a programme → demonstrate impact → earn repeat & retainer relationships → expand domains. Reputation and measurement drive repeat and referral business.

8. Operations Plan

- **Location:** a lean office; delivery is on-site/client-site and virtual.
- **Process:** needs analysis → programme design → facilitation (in-house/associate) → measurement → follow-up & reinforcement.
- **Technology:** content/LMS tools, virtual-delivery platforms, and a client/programme CRM.
- **Quality:** strong design, facilitator vetting, feedback and impact measurement.
- **Capacity:** in-house facilitators plus a vetted associate network scale delivery; content assets add leverage.

Programme lifecycle

Stage	Activity	Output
Diagnose	Needs analysis	Objectives
Design	Content & approach	Programme
Deliver	Facilitation	Learning
Measure	Assessment	Impact
Reinforce	Follow-up	Retention

9. Regulatory, Licences & Compliance (India)

- **Business registration:** proprietorship/LLP or Pvt Ltd; PAN/TAN; GST (fees attract GST); professional tax and Shops & Establishments as applicable.
- **Content IP:** protect proprietary content; clear licensing terms.
- **Conduct:** quality delivery, confidentiality of client information.
- **Data protection** aligned to the DPDP Act; secure handling of participant data.

10. Organisation & Manpower Plan

Role	Yr 1	Yr 2	Yr 3
Promoter / Lead Facilitator	1	1	1

Facilitator / Trainer	1	2	3
Content / Instructional Designer	1	2	3
Sales / Admin	0	1	2
Total (in-house)	3	6	9
Associate facilitators (network)	(network)	(network)	(network)

11. Implementation Timeline & Milestones

Phase	Timeline	Milestone
Setup	Month 0-1	Entity, content, facilitator network, first clients
Launch	Month 1-3	First programmes; measurement set
Traction	Month 4-9	Repeat clients & retainers; break-even nears
Scale	Year 2	Domain expansion; content licensing
Growth	Year 3	Recurring L&D-partner 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. They are not projections of guaranteed results.

12.1 Project cost & means of finance

Capital requirement	₹
Office & fit-out	80,000
Computers, AV & IT (3)	1,40,000
Content development & LMS/tools	70,000
Branding, website & marketing	55,000
Deposits & pre-operative	35,000
Working-capital buffer	70,000
Total project cost	4,50,000
Promoter contribution	1,75,000
Term loan (Mudra / CGTMSE)	2,75,000

12.2 Projected Profit & Loss (3 years)

Particulars	Year 1	Year 2	Year 3
Programme-delivery fees	18,00,000	34,00,000	44,00,000
L&D-partner retainers	5,00,000	12,00,000	16,00,000

Content licensing & assessment	3,00,000	6,00,000	6,00,000
Total revenue	26,00,000	52,00,000	66,00,000
Salaries & facilitator payouts	12,60,000	25,00,000	32,00,000
Rent & utilities	1,40,000	1,80,000	2,20,000
Content, tools & IT	1,40,000	2,10,000	2,60,000
Marketing & BD	1,80,000	2,60,000	3,20,000
Travel, admin & misc	2,20,000	3,20,000	4,00,000
Interest on term loan	30,000	22,000	12,000
Total expenses	19,70,000	34,92,000	44,12,000
Net profit (before tax)	6,30,000	17,08,000	21,88,000
Net margin	24.2%	32.8%	33.2%

12.3 Unit economics & break-even

- **Per programme:** day/programme fees above facilitator + content cost; associate network scales delivery.
- **Retainers & licensing** add recurring, higher-margin income.
- **Break-even:** a steady programme flow plus a retainer base — reached around month 8–10.

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

Particulars (₹)	Q1	Q2	Q3	Q4
Opening balance	70,000	55,000	95,000	1,70,000
Collections	4,40,000	6,20,000	7,60,000	8,10,000
Operating outflows	4,35,000	5,60,000	6,65,000	7,20,000
Loan EMI	20,000	20,000	20,000	20,000
Closing balance	55,000	95,000	1,70,000	2,40,000

Programme fees flow as engagements deliver; retainers and content licensing add steadier income. The buffer covers the client-building ramp.

12.5 Key Performance Indicators to Monitor

- **Volume:** programmes delivered; clients; retainers.
- **Impact:** feedback scores; behaviour/result measures; repeat rate.
- **Economics:** revenue per programme; facilitator utilisation; % recurring.
- **Growth:** new clients; domain expansion; content assets.

13. Funding Requirement & Bankability

Total ask: **₹2.75 lakh term loan** against ₹1.75 lakh promoter contribution — eligible under **PMMY (Mudra)** and coverable under **CGTMSE**. Year-1 net profit ~₹6.3 lakh against annual debt service of ~₹0.75 lakh gives a **DSCR above 3.0** —

comfortably bankable, strengthening with retainers.

13.1 Funding utilisation

Use of funds	₹	% of total
IT, AV, content & tools	2,10,000	47%
Office setup & deposits	1,15,000	26%
Branding & marketing	55,000	12%
Working-capital buffer	70,000	16%
Total	4,50,000	100%

14. Risk Analysis & Mitigation

Risk	Mitigation
Programme lumpiness	Retainers, content licensing, repeat clients
Facilitator quality/dependence	Vetted network; strong design; feedback loops
Budget cuts (client L&D)	Impact demonstration; ROI focus; diversify domains
Content commoditisation	Proprietary, high-impact content; measurement
Confidentiality	Secure handling; DPDP alignment

15. SWOT Analysis

Strengths High-margin programmes; scalable via network & content; repeat-rich; low capex.	Weaknesses Programme lumpiness; facilitator-dependent; budget-cycle sensitivity.
Opportunities Leadership & skill demand; virtual/blended reach; retainers; content licensing.	Threats E-learning platforms; freelancer competition; budget cuts.

16. Recommended AiSevak Tools for This Business

This firm would use AiSevak's HR-Tech vertical tools in delivery:

- **L&D:** training-needs-analysis, programme-design and assessment tools; competency-mapping.
- **Client & HR:** engagement, performance and POSH-training tools.
- **Practice:** Business Plan, Break-even and Unit-Economics tools to model the firm.

17. Key Assumptions & Notes

- Programme fees + retainers + content licensing; associate network scales delivery.

- Repeat business and measurement drive growth; term-loan interest ~11% p.a., 5-year tenure.
- Figures exclude GST on fees (pass-through) and promoter remuneration (editable input).
- Content IP is a key asset — protect and license it.

► **Use these tools now — free on AiSevak**

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