



BUSINESS PLAN · INDIA

Water-Tanker Supply Business

A fleet that measures at the end of the hose, because the tank is the whole treatment system and nobody records what it carried

WATER SUPPLY, TREATMENT AND SOLUTIONS

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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 **Water-Tanker Supply Business** serving a metropolitan periphery — **36 tankers, of which 22 are dedicated potable and 14 are non-potable and physically separate** — with its own filling station, a tank sanitisation bay, calibrated delivery metering on every vehicle, and a residual-testing and inspection laboratory. By Year 3 it delivers **623,000 kilolitres in 62,300 loads and sells ₹11.00 crore**, priced per kilolitre rather than per tanker.

This plan is the third in vertical 56 and **inherits the ten anchor rules (a)-(j)** set by the packaged drinking-water plan.

Item	Detail	Year 3
What is sold	Metered potable water to societies and institutions, non-potable and construction water on a separate fleet, contracted emergency supply, tank sanitisation and inspection services, and a duty-logging and metering system to other operators	₹11.00cr
Fleet / loads / volume	10 kilolitres a load, about 1,745 loads per potable tanker a year	36; 62,300; 623,000 kl
PAT / net margin	A fleet business: thin margin on heavy assets and heavy fuel	₹0.46cr / 4.2%
ROCE on ₹5.50cr	24 owned tankers, filling station, sanitisation bay, metering and laboratory	16.9%
Median free chlorine residual measured at the delivery hose	Not at the filling point, which is where everybody else measures it	0.11 → 0.38 mg/L
Loads returned for sanitisation on a collapsed residual	Rising because the measurement is finally being taken	96 → 412

❏ **A WATER TANKER HAS NO FILTER, NO ULTRAVIOLET LAMP AND NO MEMBRANE. THE WATER SPENDS BETWEEN FORTY MINUTES AND FOUR HOURS INSIDE A STEEL BARREL, AND FOR THAT PERIOD THE BARREL IS THE ENTIRE TREATMENT SYSTEM. AND THE ONE FACT THAT DETERMINES WHAT THE BARREL DOES TO THE WATER — WHAT IT CARRIED YESTERDAY — IS THE ONE FACT NOBODY RECORDS.**

You cannot look inside either. A ten-thousand-litre baffled tank has no viewport and no access but a manway a person has to climb through, so biofilm, scale and residue accumulate in the one place in this entire business that nobody has ever inspected.

2. Business Description, Vision & Legal Structure

A private limited company operating a licensed filling station, a strictly separated potable and non-potable fleet, a tank sanitisation bay with manway access, calibrated delivery metering, and a laboratory for residual, swab and microbiological testing.

Element	Position
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Legal form	Private limited company; groundwater NOC or bulk-supply agreement for the source; FSSAI where potable supply requires it; motor vehicle and transport permits; municipal registration where tanker supply is regulated
Where the money is made	Institutional and emergency supply carry the margin; residential volume carries the fleet; the sanitisation and system lines use capability built for ourselves
What is different	Every vehicle has a published duty history, every load is residual-tested at the hose, and every delivery is metered in litres
Vision	A tanker business where the customer can find out both what he received and how much of it

Why this shape	Reasoning
Two physically separate fleets	A tanker that has carried construction water cannot be made potable by rinsing it. Separation is the only control that works, and it is expensive precisely because mixed duty is how the asset earns through the monsoon
Own sanitisation bay with manway access	An interior nobody can enter is an interior nobody inspects; the bay exists so that a person and a camera can get inside every quarter
Metering at the hose, not at the filling point	A filling-point meter measures what the operator loaded. Only a hose meter measures what the customer received, and those are different numbers
Sanitisation and system lines sold outward	The bay and the laboratory are idle between our own vehicles, and no other fleet in the district has either

3. Promoter & Ownership

Item	Position
Promoter	Fleet operator with fourteen years in bulk liquid transport; has climbed through enough manways to know what accumulates in a tank nobody opens
Promoter equity	₹1.98cr of the ₹5.50cr project cost (36%), unsecured and not withdrawable during the loan term
Ownership	Promoter family 80%; ESOP and key staff 12%; angel investor 8%
Governance	The dispatch system will not assign a non-potable vehicle to a potable job. It is not a rule the dispatcher follows; it is a constraint in the software, and the vehicle classes are separate objects

That constraint exists because **everybody in this trade knows exactly when the rule breaks: a Sunday afternoon in May, a society sump dry, and the only vehicle within reach is the wrong one. The dispatcher who makes that call is not being cynical — he is solving a genuine emergency with the asset in front of him, and the customer would thank him. That is why the software will not offer him the choice.**

4. Market Analysis — India

Segment	What drives it	Position taken
Residential societies, metered potable	Municipal supply shortfall, borewell failure, summer demand; the backbone of urban tanker supply in every large Indian city	213,000 kl at ₹165

Hotels, hospitals and institutions	Continuity of supply and, increasingly, contractual evidence of quality	124,000 kl at ₹195
Non-potable and construction water	Sites, curing, dust suppression, landscaping; steady, price-driven and entirely separate here	239,000 kl at ₹92
Contracted emergency and peak supply	Pre-agreed availability through the pre-monsoon crunch, at a premium for being reachable	47,000 kl at ₹280
Tank sanitisation, inspection and metering systems	Other fleets and societies' own sumps, none of which has a bay or a laboratory	₹1.54cr combined

What a tanker customer cannot find out

Question	Can he answer it?
Where did this water come from?	No
What did this tank carry yesterday?	No. Nobody records it
What does the inside of it look like?	No. Nobody has seen it
How many litres did I just receive?	No
Is there any disinfectant left in it?	A ₹61 test nobody runs

Demand is structural and growing: **municipal supply in most large Indian cities does not reach every household every day, borewells fail, and the tanker is what stands between a society of two hundred flats and no water at all. It is a genuinely essential service delivered largely by small operators, and the customer buying it can verify almost nothing about it.**

One structural feature makes this trade unusually resistant to improvement and deserves stating. Tanker water is bought at the moment of a shortage, by somebody who has run out — a society whose sump is empty, a site whose curing cannot wait, a hospital whose tank is low. A BUYER IN THAT POSITION IS NOT SHOPPING ON QUALITY. HE IS SHOPPING ON WHO CAN COME NOW, and every improvement in this plan makes an operator slower or dearer at exactly the moment the customer is least willing to accept either. The trade's indifference to quality is not a cultural failing; it is what buying under duress looks like.

5. Competition & Position

Competitor type	What they do well	Where the gap is
Independent tanker operators	Availability, speed, local knowledge, genuine willingness to turn out at 2 a.m.	Mixed duty by design, no duty log, no residual test at delivery, no meter on the hose
Municipal and utility tankers	Public mandate, subsidised tariff, reach into underserved wards	Fleet maintenance and tank sanitisation on a schedule rather than a signal
Society-contracted regulars	Relationship, reliability, credit terms that suit a managing committee	Priced per tanker, so the society has never once known what it received
Packaged-water and RO suppliers	Treated, tested, sealed product at the point of use	Twenty to sixty times the price per litre; irrelevant for a sump

This fleet	Dedicated fleet, sanitisation bay, hose metering and a laboratory in one operator	Positioned on the two questions a tanker customer has never been able to answer
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The competitive problem is that both of this plan's improvements make the offer look worse before they make it look better. Metering per kilolitre means a society that thought it was buying a 10,000-litre tanker discovers it is paying for 9,400 — which reads as a price increase even though it is the first honest invoice it has ever received. And a dedicated fleet means saying no on the afternoon a competitor says yes.

6. The Tank Is the Process, and Nobody Records What It Carried

This is the finding, and it concerns an asset whose internal state nobody can see.

In a tanker delivery, the treatment is	Present?
Filtration	No
Ultraviolet or ozone	No
Membrane	No
Measurable residual on arrival	Usually not
The inside of the tank	That is the whole of it

A water tanker has no filter, no lamp and no membrane. The water is loaded, it sits in a steel or fibreglass barrel for between forty minutes and four hours depending on traffic and route, and it is discharged. **FOR THAT PERIOD THE BARREL IS THE ENTIRE TREATMENT SYSTEM** — the only thing acting on the water is the vessel it is in. **AND THE ONE FACT THAT DETERMINES WHAT THE VESSEL DOES TO THE WATER IS WHAT IT CARRIED YESTERDAY, WHICH IS THE ONE FACT NOBODY IN THIS TRADE RECORDS.**

Mixed duty is not an aberration, it is the economics. Tanker demand for potable water collapses through the monsoon and construction water does not, so an operator with a fleet standing idle for a third of the year runs whatever load is available — potable in the morning, site water in the afternoon, because a tanker is a tanker. Nobody is being reckless: the vehicle is a general-purpose vessel, there is no rule against it, no customer asks, and no document exists that would answer if one did. **AND YOU CANNOT INSPECT THE RESULT** — a baffled ten-thousand-litre tank has no viewport and no access except a manway a person must physically climb through, so the interior of every tanker in the district is a surface nobody has ever looked at.

The remedy has two halves and the cheap one is remarkable. **A DIRTY TANK EATS CHLORINE.** Dose at the filling point and measure at the filling point and you have measured your own dosing pump and nothing else. **MEASURE AT THE DELIVERY HOSE AND THE TANK'S INTERIOR CONDITION REPORTS ITSELF** — because a residual that left at 0.5 milligrams a litre and arrives at 0.04 has been consumed by something, and the something is inside the tank. The test costs ₹61 and takes a minute. Median residual at delivery rose 0.11 → 0.38 mg/L, and **412 LOADS WERE TURNED BACK FOR SANITISATION IN YEAR 3 BECAUSE THE RESIDUAL HAD COLLAPSED BELOW 0.2** — every one of which would have been delivered by anybody testing at the filling point.

The expensive half is the fleet. 22 tankers are dedicated potable and carry nothing else ever — not construction water, not treated effluent, not once in an emergency — enforced as a constraint in the dispatch software rather than a rule a dispatcher follows. Every vehicle carries a published 90-day duty history, and every tank is entered, photographed and swabbed quarterly: 9 tanks failed and came off potable duty in Year 3. Dedication costs ₹0.45 crore a year of construction work the potable fleet is not allowed to take. **GENERAL RULE: WHERE THE VESSEL IS THE PROCESS, ITS HISTORY IS THE PRODUCT SPECIFICATION — SO DEDICATE THE TANK, LOG WHAT IT CARRIED, AND MEASURE AT THE END OF THE HOSE.**

7. The Buyer Cannot Measure What He Is Buying

The second thread is the quantity, and it is even less observable than the quality.

At the point of delivery	What exists
A flow meter on the hose	Almost never
A calibrated level gauge on the tank	No. Baffles defeat a dipstick
A calibrated sump the water enters	No
A weighbridge	Not at a society gate
The unit actually invoiced	"One tanker"

Tanker water is sold by the vehicle, not by the volume. A society orders "a tanker", is invoiced for "a tanker", and pays for "a tanker" — and a tanker is a container-count, not a quantity. **WHAT ACTUALLY ARRIVES DEPENDS ON HOW FULL IT WAS LOADED, WHICH THE BUYER DID NOT SEE, INTO A SUMP HE CANNOT GAUGE, THROUGH A HOSE WITH NO METER ON IT.** He has no instrument, no reference and no arithmetic available to him: the quantity is simply not a measurable thing at the point where money changes hands.

So short delivery in this trade is not a deception that requires concealment — **IT REQUIRES NOTHING AT ALL.** An operator who fills to eighty-six per cent is not hiding anything, because there was never a moment at which the difference could have been observed. And the competitive consequence is the ugly one: **AN OPERATOR WHO FILLS COMPLETELY AND ONE WHO DOES NOT ARE SELLING AN IDENTICAL, INDISTINGUISHABLE PRODUCT AT THE SAME PRICE,** so the honest one is simply more expensive per litre and cannot say so.

So the unit of sale is changed. **A calibrated flow meter sits on the delivery hose of all 36 vehicles, the customer receives a printed slip showing litres discharged, and EVERYTHING IS PRICED PER KILOLITRE RATHER THAN PER TANKER.** That single change makes short delivery arithmetically impossible rather than merely discouraged — there is no quantity left to be vague about. It also means a society that believed it was buying 10,000 litres discovers what it has actually been receiving for years, which is a conversation this business has to have on the first invoice and every competitor gets to avoid.

8. Operations Plan (fill, dose, deliver, test)

- **Fill.** Licensed source only, metered at loading, with the source recorded against the load; free chlorine dosed to 0.5 mg/L at the filling point.
- **Dispatch.** Potable jobs can only be assigned to potable-class vehicles — a software constraint, not an instruction; the duty log updates automatically from the dispatch record.

- **Deliver.** Calibrated flow meter on the hose, printed slip to the customer showing litres discharged, invoice raised per kilolitre against that slip.
- **Test.** Free chlorine residual measured at the hose on every load; **below 0.2 mg/L the load is not discharged and the vehicle goes to the sanitisation bay.**
- **Inspect.** Quarterly manway entry with photographs, interior swabbing and a recorded sanitisation contact time; a tank that fails comes off potable duty until it passes.

Step	What is recorded	Who sees it
Load	Source, litres, dose, vehicle, time	Duty log
Duty history	Every load a vehicle has carried, 90 days	Published, per vehicle
Delivery	Litres discharged at the hose meter	Printed slip to the customer
Residual at the hose	Free chlorine on arrival, pass or return	On the slip, with the number
Quarterly entry	Photographs, swab result, contact time	Vehicle file, on request

The operational hinge is a Sunday afternoon in May, a society sump dry, two hundred flats without water, and the only vehicle within reach one of the fourteen non-potable tankers — which yesterday carried construction water. It can be sent. The water will look identical, the society will be grateful, and nothing observable will change for days or ever. The dispatcher making that call would not be cynical; he would be solving a real emergency with the asset in front of him. Ours: it does not go, and the society waits four hours for a potable tanker to come off another route — one load, ₹1,650 of revenue, AND A SOCIETY SECRETARY WHO WILL REMEMBER THE FOUR HOURS FAR LONGER THAN HE WOULD EVER HAVE REMEMBERED THE WATER. That afternoon is where mixed-duty fleets come from, and it is why the software does not offer the choice.

9. Source, Transport & Water-Quality Compliance (India)

Area	Requirement
Source	Central Ground Water Authority NOC for extraction, or a bulk-supply agreement with the utility; in a notified block the NOC caps the whole operation. UNLICENSED EXTRACTION IS WIDESPREAD IN THIS TRADE AND IS THE SINGLE LARGEST COST ADVANTAGE AN OPERATOR CAN HAVE
Water quality	IS 10500 for drinking water, which specifies a minimum free chlorine residual of 0.2 mg/L at the point of delivery — a requirement that is testable, cheap and almost never tested
Transport	Motor Vehicles Act registration, fitness and permits; driver licensing and hours; tank fabrication to food-grade specification where potable
Municipal	Local registration or licensing of tanker operators where the corporation requires it; tariff caps in some cities during declared shortages
Measures	Legal Metrology for any meter used as the basis of a sale — which is precisely why almost nobody in this trade fits one
Food safety	FSSAI where water is supplied for drinking to institutions and food businesses
Labour and tax	Motor Transport Workers Act, EPF, ESI, Minimum Wages; fully taxable business income; GST on water supply and services

What the law reaches	What it does not
A minimum residual at the point of delivery	Any requirement that anybody measure it there
Vehicle fitness and tank fabrication	What the tank has carried since it was fabricated
Meters used as the basis of a sale	The trade's practice of selling by the vehicle instead
Extraction from a licensed source	Water already inside a tank, which has no origin anybody can read

The most striking line in the whole compliance table is the first one. IS 10500 already specifies a minimum free chlorine residual at the point of delivery. The standard exists, the limit is right, and the test costs sixty-one rupees — AND THE TRADE MEASURES AT THE FILLING POINT, WHERE THE NUMBER MEANS NOTHING, BECAUSE NOTHING REQUIRES OTHERWISE.

10. Organisation & Manpower Plan

Function	Yr 1	Yr 3	Note
Managing director	1	1	Cannot reclassify a vehicle
Drivers and delivery crew	44	68	Derived, not assumed: 36 tankers × 1.9 crew per tanker
Tank sanitisation bay	10	16	412 returned loads plus scheduled cycles
Residual testing, duty logging and inspection	7	12	62,300 residual tests; 144 quarterly entries
Filling station operations	9	14	Source metering and dosing
Workshop and maintenance	12	18	36 vehicles
Dispatch and scheduling	8	11	Class-constrained assignment
Sales and customer service	6	9	—
Finance, admin and HR	6	8	—
Total	103	157	623,000 kl; 62,300 loads; 36 vehicles

The 12 people in residual testing, duty logging and inspection are the commitment made flesh. Their salaries are **₹0.32 crore — ₹2.67 lakh average CTC across 12** — and **₹0.50 crore** covers reagents, swab culture, the sanitisation bay's running cost and the quarterly entry programme. **A residual test at the hose costs ₹61 across 62,300 loads, and the whole apparatus of dedication, testing and inspection costs ₹215 per load, or 13% of what a potable load is worth.**

What a returned load actually costs	₹
Revenue on the load, deferred not lost	1,650
Fuel and driver hours on the wasted trip	640
Sanitisation bay cycle and vehicle downtime	1,180
Water discharged rather than delivered	180
Total, per returned load	3,650

412 returned loads at ₹3,650 is ₹15.0 lakh, and only ₹3 lakh of that appears in the off-P&L commitment because the rest sits inside the sanitisation and fleet lines. It is worth seeing the whole number, because it explains the trade's behaviour better than any argument about ethics: **A LOAD THAT FAILS AT THE HOSE COSTS MORE THAN TWICE WHAT IT WAS WORTH, AND THE OPERATOR WHO NEVER TESTS NEVER INCURS IT. Not testing is not laziness. It is the only version of this business in which a failed load has no price.**

11. Implementation Timeline & Milestones

Phase	Months	Milestone
Approvals and finance	0-5	Source NOC or bulk-supply agreement, municipal registration, vehicle finance, term loan
Filling station and fleet	3-12	Intake, storage, dosing and metered loading; 24 owned vehicles delivered, 12 leased
Hose metering and dispatch constraint	4-9	Calibrated meters on all 36 and the potable/non-potable class constraint live BEFORE the first potable contract
Sanitisation bay and laboratory	6-13	Manway access, high-pressure wash, contact-time dosing, residual and swab testing
Contract build	10-28	Societies and institutions moved onto per-kilolitre pricing
Outward services	16-26	Sanitisation and metering systems sold to other fleets

Milestone that must not slip	Why
Class constraint before the first potable contract	A fleet that has once run a potable job on a non-potable vehicle has no clean duty history to publish, and cannot get one back
Hose meters before the pricing conversation	Per-kilolitre pricing without a meter is a claim; with one it is an invoice, and the first customer conversation sets the terms for all of them
Sanitisation bay before residual testing begins	Testing at the hose with nowhere to send a failed load produces either a discharged load or a stranded vehicle
Source agreement before fleet delivery	Thirty-six tankers and no licensed source is the position that creates the unlicensed-extraction problem in the first place

12. Financial Plan (Illustrative)

All figures are illustrative model assumptions in Indian rupees, not forecasts or guarantees. Drivers are shown so every number can be changed.

12.1 Revenue build (₹ lakh)

Stream	Yr 1	Yr 2	Yr 3	Share	GM
Residential societies, metered potable	224	288	352	32.0%	44.0%
Hotels, hospitals and institutions	154	198	242	22.0%	48.0%
Non-potable and construction water, separate fleet	148	186	220	20.0%	34.0%
Contracted emergency and peak supply	78	106	132	12.0%	54.0%

Tank sanitisation and inspection service	60	78	99	9.0%	52.0%
Duty-logging and metering systems to other operators	36	44	55	5.0%	56.0%
Total	700	900	1,100	100%	45.4%

The emergency line at 12% of revenue and 54% gross margin is what a dedicated fleet is actually for. A customer pays a premium to be certain a tanker will come, and only an operator holding capacity in reserve can promise it — which is the same capacity the dedication rule forces him to hold anyway. The constraint and the premium product are the same asset seen from two sides.

12.2 What is committed, and what it is measured on

Commitment	Yr 1	Yr 3
Potable vehicles that carried a non-potable load during the year	6 of 22	nil of 22
Free chlorine measured at the delivery hose / median residual on arrival	38% / 0.11 mg/L	100% / 0.38 mg/L
Loads returned for sanitisation on a residual below 0.2 mg/L	96	412
Quarterly manway entry with photographs / tanks failed and taken off potable duty	41% / 4	100% / 9
Deliveries metered at the hose with a printed litre slip / priced per kilolitre	22%	100%
Published 90-day duty history per vehicle	no	yes, 36 of 36

Row three rises from 96 to 412 and that is the measurement working, not the fleet deteriorating. Coverage went from 38% of loads to all of them, so four times as many collapsed residuals were caught. EVERY ONE OF THOSE 412 LOADS WOULD HAVE BEEN DELIVERED BY ANY OPERATOR TESTING AT THE FILLING POINT — AND EVERY OPERATOR IN THE DISTRICT TESTS AT THE FILLING POINT.

12.3 Profit & loss (₹ lakh)

Line	Yr 1	Yr 2	Yr 3
Revenue	700	900	1,100
Cost of goods (source water, fuel, driver wages, tyres, maintenance)	(384)	(493)	(601)
Gross profit	316	407	499
Fleet dedication and published duty logging	(30)	(40)	(52)
Residual testing at the hose and returned loads	(22)	(30)	(38)
Quarterly tank entry, swabbing and sanitisation cycles	(26)	(34)	(44)
Fleet supervision and workshop	(44)	(54)	(64)
Filling station, sump and utilities	(30)	(36)	(42)
Dispatch, scheduling and customer service	(34)	(42)	(50)
Selling and administration	(30)	(36)	(42)
EBITDA	100	135	167

Depreciation and amortisation	(58)	(66)	(74)
Finance cost	(34)	(38)	(42)
Other income (scrap, lease recovery, misc)	6	8	11
PBT	14	39	62
Tax (fully taxable business income, ~25%)	(4)	(10)	(16)
PAT	10	29	46
Net margin	1.4%	3.2%	4.2%
ROCE on ₹5.50cr	7.6%	12.5%	16.9%

12.4 Project cost & funding (₹ lakh)

Use of funds	₹L	%	Source of funds	₹L
Tanker fleet: 24 owned, food-grade lined (12 further on lease)	220	40%	Promoter equity	198
Filling station: intake, storage, dosing, metered loading	88	16%	Term loan and vehicle finance	220
Tank sanitisation bay with manway access	66	12%	Working capital limit	77
Delivery metering and telematics on all 36	55	10%	Scheme and municipal support	55
Workshop, yard and office	55	10%	—	—
Laboratory: residual, swab, microbiology	44	8%	—	—
Working capital margin and pre-operative	22	4%	—	—
Total	550	100%	Total	550

12.5 Sensitivities (₹ crore PAT, Year 3)

Scenario	What changes	PAT
Base case as planned	As above	₹0.46cr
Trade-standard practice instead	Run mixed duty through the monsoon (+₹0.45cr), deliver the 412 returned loads (+₹0.03cr), sell by the tanker at 14% short (+₹1.02cr revenue, near-pure margin), take water from unlicensed borewells (+₹0.18cr), skip sanitisation and inspection downtime (+₹0.15cr), close the testing and logging programmes (+₹1.34cr), and lose the service lines that depend on them (–₹1.54cr revenue): revenue ₹10.48cr at 57.0% gross margin	₹2.37cr
Source restriction cutting available water 25%	₹1.32cr including unabsorbed fleet cost; the NOC caps the business before demand does	(₹0.53cr)
A good monsoon collapses peak demand	Emergency down 70% and residential down 20%: ₹1.17cr. TANKER REVENUE IS INVERSELY CORRELATED WITH RAINFALL, WHICH IS THE ONE RISK THIS TRADE CAN NEITHER HEDGE NOR DIVERSIFY AWAY FROM	(₹0.41cr)

A contamination incident traced to a tanker	Contracts lost, fleet stood down pending investigation, legal cost: ₹0.74cr	(₹0.09cr)
Diesel +12%	₹0.36cr on the largest single variable cost	₹0.20cr

Three of the five stress rows are losses and that is the honest shape of a tanker fleet. The assets are heavy, the margin is thin, and the demand is a function of rainfall. And the second row is uncomfortable in a specific way: ₹1.02 crore of the gap — the largest single component — comes from selling by the tanker instead of by the litre, WHICH IS NOT EVEN A DEPARTURE FROM TRADE PRACTICE. IT IS TRADE PRACTICE.

12.6 Volumes and unit economics (Year 3)

Physical driver	Volume	Realisation	Revenue
Residential societies, metered	213,000 kl	₹165/kl	₹352L
Hotels, hospitals and institutions	124,000 kl	₹195/kl	₹242L
Non-potable and construction	239,000 kl	₹92/kl	₹220L
Contracted emergency and peak	47,000 kl	₹280/kl	₹132L
Sanitisation, inspection and system services	—	—	₹154L
Total water delivered	623,000 kl	—	₹1,100L

Derived figure	Working	Result
Loads	623,000 kl at 10 kl a load	62,300
Potable fleet utilisation	38,400 potable loads over 22 dedicated vehicles	1,745 loads each
Cost of a residual test at the hose	₹0.38cr over 62,300 loads	₹61
Commitment per load	₹1.34cr over 62,300 loads	₹215, or 13% of a potable load
Dedication cost	2,420 idle potable tanker-days that could have run construction water	₹0.45cr
Drivers and crew	36 tankers × 1.9 per tanker	68

Sixty-one rupees is the whole of the cheap half of this plan. A DPD residual test at the delivery hose costs less than a litre of the diesel that brought the tanker there, takes a minute, and is the only window anybody has into the inside of a vessel nobody can see into. The reason it is not universal is not cost and not difficulty — it is that the trade has always taken the reading at the other end of the journey, where it measures the dosing pump instead of the tank.

Where the ₹1.82 crore of commitments goes	₹cr	Cost per unit of what it buys
Fleet dedication and published duty logging	0.52	The expensive half; ₹83 a load across the fleet
Non-potable work the potable fleet may not take	0.48	2,420 idle tanker-days; pure forgone revenue

Quarterly tank entry, swabbing and sanitisation	0.44	₹30,556 per entry across 144 quarterly entries
Residual testing at the hose and returned loads	0.38	₹61 a test — the cheapest and most informative line here

The two halves of this programme are wildly different in character. ₹0.38 crore of residual testing produces 412 findings a year at sixty-one rupees each; ₹1.00 crore of dedication and forgone work produces no findings at all, because its entire purpose is that nothing ever happens. A LINE ITEM WHOSE SUCCESS CONDITION IS THE ABSENCE OF EVIDENCE IS THE HARDEST THING IN ANY BUSINESS TO DEFEND IN A BAD YEAR, AND IT IS THE ONE THAT MATTERS MOST.

13. Funding Requirement & Bankability

Item	Position
Requirement	₹5.50cr: ₹1.98cr promoter equity, ₹2.20cr term loan and vehicle finance, ₹0.77cr working capital limit, ₹0.55cr scheme and municipal support
Security	Hypothecation of 24 owned tankers, the filling station, sanitisation bay and laboratory; receivables; personal guarantee of the promoter
Debt service	Year 3 EBITDA ₹1.67cr against interest ₹0.42cr and scheduled repayment; DSCR above 1.6x from Year 3
The seasonality is the credit question	Tanker revenue peaks in the pre-monsoon crunch and collapses when it rains, and a good monsoon is a ₹1.17cr event. Repayment schedules built on annual averages break in a wet year; this file assumes a seasonal repayment profile and a working capital limit sized for the trough
Source	A licensed source is both a legal requirement and the largest cost disadvantage against operators who do not have one; the NOC caps volume before demand does
What a lender should test	Not the fleet size — the returned-load register and the duty logs. A fleet returning 412 loads a year is measuring at the hose; a fleet returning none is measuring at the tap it filled from

Year	EBITDA	Interest	Repayment	DSCR
Year 1	₹1.00cr	₹0.34cr	Moratorium	—
Year 2	₹1.35cr	₹0.38cr	₹0.46cr	1.61x
Year 3	₹1.67cr	₹0.42cr	₹0.60cr	1.64x

14. Risk Analysis & Mitigation

Risk	Impact	Mitigation
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The tank is the process and nobody records what it carried	A tanker has no filter, no lamp and no membrane; the water sits in a steel barrel for forty minutes to four hours and FOR THAT PERIOD THE BARREL IS THE ENTIRE TREATMENT SYSTEM. The one fact that decides what the vessel does to the water — what it carried yesterday — is the one fact nobody in this trade records. Mixed duty is not an aberration but the economics: potable demand collapses in the monsoon and construction water does not, so an idle fleet runs whatever load is available. And you cannot inspect the result — a baffled tank has no viewport and no access but a manway, so the interior of every tanker in the district is a surface nobody has looked at	THE CHEAP HALF: A DIRTY TANK EATS CHLORINE. Dose at the filling point and measure there and you have measured your own pump; MEASURE AT THE DELIVERY HOSE AND THE TANK'S INTERIOR REPORTS ITSELF, because a residual that left at 0.5 mg/L and arrives at 0.04 was consumed by something inside. ₹61 a test, one minute. Median residual on arrival 0.11 → 0.38 mg/L; 412 LOADS TURNED BACK, every one of which any operator testing at the filling point would have delivered. THE EXPENSIVE HALF: 22 vehicles dedicated potable and carrying nothing else EVER, enforced as a dispatch-software constraint rather than a rule; a published 90-day duty history per vehicle; quarterly manway entry, photographs and swabs, with 9 tanks taken off potable duty. Dedication costs ₹0.45cr of construction work the potable fleet may not take. GENERAL RULE: WHERE THE VESSEL IS THE PROCESS, ITS HISTORY IS THE PRODUCT SPECIFICATION — SO DEDICATE THE TANK, LOG WHAT IT CARRIED, AND MEASURE AT THE END OF THE HOSE
The buyer cannot measure what he is buying	Tanker water is sold by the vehicle, not the volume. What arrives depends on how full it was loaded, which the buyer did not see, into a sump he cannot gauge, through a hose with no meter on it. SO SHORT DELIVERY REQUIRES NO CONCEALMENT AT ALL — there was never a moment at which the difference could have been observed — and the competitive consequence is that an operator who fills completely and one who does not sell an identical product at the same price, so the honest one is simply dearer per litre and cannot say so	Change the unit of sale. Calibrated flow meters on all 36 hoses, a printed slip showing litres discharged, and EVERYTHING PRICED PER KILOLITRE RATHER THAN PER TANKER — which makes short delivery arithmetically impossible rather than merely discouraged. It also forces an awkward first conversation with every society that discovers what it has actually been receiving for years, and that conversation is a cost this business carries and every competitor avoids
Monsoon and seasonality	The risk this trade can neither hedge nor diversify away from: revenue is inversely correlated with rainfall. A good monsoon takes emergency supply down 70% and residential down 20% — ₹1.17cr and a ₹0.41cr loss	Non-potable and construction water at 20% of revenue runs through the monsoon on a separate fleet; contracted emergency supply is paid for availability rather than volume; the sanitisation and system service lines are seasonally unrelated; working capital sized for the trough rather than the average
Source restriction	An NOC cap or a bulk-supply cut takes volume down 25% — ₹1.32cr and a ₹0.53cr loss — and the source caps this business before demand ever does	Licensed source secured before fleet delivery; bulk-supply agreement alongside extraction where available; reject and washwater recovered at the filling station; expansion planned against sanctioned quantity
A contamination incident	Contracts lost, fleet stood down pending investigation, legal cost — ₹0.74cr; in a fleet business the doubt attaches to every vehicle at once	The residual and duty programme itself; every load traceable to vehicle, source, dose and time; a failed load returns rather than discharges; product liability cover

Diesel and fleet cost	Fuel is the largest single variable cost; +12% is ₹0.36cr	Route optimisation from the telematics already fitted for metering; 12 vehicles leased rather than owned to flex capacity; maintenance scheduled off telematics rather than mileage
Price competition	A mixed-duty operator with no meter, no laboratory and an unlicensed borewell undercuts permanently and looks identical	Institutional and emergency contracts where evidence is asked for; the per-kilolitre invoice as the argument; the duty log as the answer to a question no competitor can answer

15. SWOT Analysis

Strengths	Weaknesses
Two physically separate fleets with the class constraint in software rather than in policy; a sanitisation bay with manway access, which almost no operator has; residual measured at the hose, which is where the number means something; hose metering that changes the unit of sale; service lines that use the bay and the laboratory between our own vehicles	4.2% net margin on heavy assets and heavy fuel; the commitment costs ₹1.82cr against ₹0.46cr of PAT; dedication is most expensive exactly when demand is weakest; revenue inversely correlated with rainfall; a licensed source is a permanent cost disadvantage against operators without one
Opportunities	Threats
Institutions and hospitals increasingly ask for evidence and nobody can supply it; societies will pay for a metered invoice once they understand it; no other fleet in the district has a sanitisation bay or a laboratory; the duty log and metering system are saleable to competitors	A wet year; source restriction; diesel; unlicensed operators undercutting on both source and fill level; and the awkward fact that both of this plan's improvements initially make the offer look more expensive and less available

The honest reading is that this business is harder to sell than its competitors' precisely where it is better than theirs. A metered invoice reads as a price rise and a dedicated fleet reads as an operator who said no on a hot afternoon. Both are true improvements and both cost goodwill before they earn it, and no amount of being right about the tank changes the order in which those two things happen.

Both of this vertical's findings so far have turned on where a measurement is taken rather than whether one is taken. The packaged-water plant measured its microbiology after the water was drunk; the RO network measured conductivity where a breach does not show; and this fleet measures chlorine at the tap it filled from rather than the hose it delivers through. IN EVERY CASE THE INSTRUMENT EXISTS, THE STANDARD EXISTS, THE TEST IS CHEAP — AND IT IS APPLIED AT THE POINT WHERE IT CANNOT CHANGE ANYTHING. THAT IS BEGINNING TO LOOK LIKE THE SHAPE OF THE WHOLE WATER SECTOR.

16. Recommended AiSevak Tools for This Business

- **Business plan and project report generator** — for the term loan and vehicle finance file and any municipal or scheme support.
- **Compliance calendar** — source NOC reporting, vehicle fitness and permits, Legal Metrology meter verification, FSSAI where applicable, EPF and ESI.
- **Cost and pricing calculator** — cost per kilolitre by route and segment, fuel per load, and the cost of a returned load.
- **GST and invoicing helper** — per-kilolitre invoicing against meter slips, society and institutional billing, service contracts.
- **Labour and payroll toolkit** — driver rosters and hours under the Motor Transport Workers Act, EPF and ESI.

- **Loan and subsidy application helper** — vehicle finance and a working capital assessment built around a seasonal trough rather than an annual average.
- **Contract and terms drafting helper** — society and institutional supply agreements on per-kilolitre terms, emergency availability contracts, and the duty-log undertaking.

Every tool above is **free to use on AiSevak and needs no signup to explore**. The toolkit link at the end of this plan opens the whole water set.

17. Key Assumptions & Notes

- **All financials are illustrative model assumptions, not forecasts, projections or guarantees.** Revenue, volumes, tariffs, fleet size, residual and return rates are editable inputs; outcomes depend on rainfall, source availability, diesel and competition. Figures are in Indian rupees. **This plan is the third in vertical 56 and inherits its ten anchor rules (a)-(j).**
- **The central finding is that a water tanker has no filter, no lamp and no membrane — the water sits in a steel barrel for forty minutes to four hours, and for that period the barrel is the entire treatment system. And the one fact that determines what the barrel does to the water, namely what it carried yesterday, is the one fact nobody records.**
- **Mixed duty is the economics, not an aberration.** Potable demand collapses through the monsoon and construction water does not, so a fleet standing idle runs whatever load is available. **Nobody is reckless: the vehicle is a general-purpose vessel, no rule forbids it, no customer asks, and no document exists that would answer if one did. And the interior cannot be inspected — a baffled tank has no viewport and no access but a manway.**
- **The cheap half of the remedy is remarkable and it is the plan's best idea. A dirty tank eats chlorine.** Dose at the filling point and measure at the filling point and you have measured your own dosing pump; **measure at the delivery hose and the tank's interior condition reports itself, because a residual that left at 0.5 mg/L and arrived at 0.04 was consumed by something, and the something is inside the tank.** ₹61, one minute. Median arrival residual 0.11 → 0.38 mg/L and **412 loads turned back that any filling-point test would have passed.** **GENERAL RULE: WHERE THE VESSEL IS THE PROCESS, ITS HISTORY IS THE PRODUCT SPECIFICATION — SO DEDICATE THE TANK, LOG WHAT IT CARRIED, AND MEASURE AT THE END OF THE HOSE.**
- **The second thread is that the buyer cannot measure what he is buying.** Water is sold by the vehicle, not the volume, into a sump he cannot gauge through a hose with no meter. **So short delivery requires no concealment — there was never a moment at which the difference could be observed — and an operator who fills completely sells an identical product at the same price, which makes him simply dearer per litre with no way to say so.** Hose meters, printed litre slips and per-kilolitre pricing make the shortfall arithmetically impossible.
- **Volumes and unit economics.** 623,000 kilolitres in 62,300 loads of 10 kl across 36 vehicles: 213,000 kl residential at ₹165, 124,000 kl institutional at ₹195, 239,000 kl non-potable at ₹92, 47,000 kl emergency at ₹280. A residual test costs ₹61; the whole commitment costs ₹215 per load, or 13% of a potable load. Crew headcount is derived, not assumed: $36 \times 1.9 = 68$. **Dedication costs ₹0.45cr across 2,420 idle potable tanker-days that could have run construction water — the rule is most expensive precisely when demand is weakest.**
- **The trade-standard comparison contains an uncomfortable component.** ₹2.37cr against ₹0.46cr, and **₹1.02cr of the gap — the largest single element — comes from selling by the tanker instead of by the litre, which is not a departure from trade practice. It is trade practice.** Three of the five stress rows are losses, which is the honest shape of a thin-margin fleet whose demand is a function of rainfall.

- **Compliance and professional advice. Central Ground Water Authority NOC or a bulk-supply agreement for the source — in a notified block the cap binds the whole operation, and unlicensed extraction is widespread in this trade and is the single largest cost advantage an operator can have; IS 10500, which specifies a minimum free chlorine residual of 0.2 mg/L AT THE POINT OF DELIVERY — a requirement that is testable, costs sixty-one rupees, and is almost never tested there;** Motor Vehicles Act registration, fitness and permits and food-grade tank fabrication for potable duty; municipal registration and shortage-period tariff caps where they apply; **Legal Metrology for any meter used as the basis of a sale, which is precisely why almost nobody in this trade fits one;** FSSAI where water is supplied to institutions and food businesses; Motor Transport Workers Act, EPF, ESI and Minimum Wages; GST. Professional advice should be taken on source licensing before fleet acquisition, meter verification and invoicing basis, municipal tariff exposure, and product liability cover for potable supply.

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Every tool referenced in this plan is available on aisevak.in. Open the [Water Supply, Treatment and Solutions toolkit](#) to browse and use them all at <https://aisevak.in/verticals/water> — 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.

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