UNDERSTANDING-THE-DATA

Created By:- Patel Vandan

📁 TABLE 1: FARMERS_MASTER (500 records)

What is this?

This is Hyfun's **contract farming network** - the suppliers who grow potatoes specifically for them.

Columns Explained:

Column	Example	What it means	Why it matters
`farmer_id`	F0001	Unique farmer identifier	Track individual farmer performance
`farmer_name`	Rajesh Kumar	Name of the farmer	Personal relationship management
`region`	North Gujarat	Where the farm is located	Different regions = different quality/cost
`farm_size_acres`	25	Size of the farm	Bigger farms = more supply capacity
`contract_start_date`	2020-05-15	When they joined Hyfun	Loyalty analysis (older = more reliable?)
`experience_years`	12	Years in potato farming	Experience = better quality?
`contact_number`	+91-XXXXXXXXXX	Phone number	Communication
`bank_account`	IBAN number	For payments	Payment processing

Business Questions You Can Answer:

1. Which region has the most productive farmers?
2. Do experienced farmers provide better quality?
3. How is Hyfun's farmer network distributed geographically?
4. Which farmers should get contract renewals?

Sample Data Preview:

farmer_id | farmer_name | region | farm_size_acres | experience_years
F0001 | Rajesh Patel | North Gujarat | 18 | 15
F0002 | Amit Shah | South Gujarat | 12 | 8
F0003 | Suresh Kumar | Central Gujarat| 25 | 20

📁 TABLE 2: POTATO_PROCUREMENT (~4,000 records)

What is this?

Every time a farmer delivers potatoes to Hyfun, it's recorded here. This is the **raw material supply chain**.

Columns Explained:

Column	Example	What it means	Why it matters
`batch_id`	PB20241210123	Unique delivery ID	Track each shipment
`farmer_id`	F0001	Who supplied it	Link to farmer performance
`procurement_date`	2024-11-15	When delivered	Seasonal patterns (harvest = Oct-Mar)
`quantity_mt`	15.5	Metric Tons delivered	Volume tracking
`variety`	FL-2027	Potato variety type	Different varieties = different products
`quality_grade`	Premium	Quality level	Premium/Grade A/B/C
`price_per_mt`	₹18,500	Price paid per MT	Cost analysis
`moisture_content`	78.5%	Water % in potatoes	Affects processing
`defect_percentage`	3.2%	Bad potatoes %	Quality control

Key Business Insights Hidden Here:

🔍 **Seasonal Pattern:**

- **Oct-Mar (Harvest):** High volume, lower prices (₹15K-22K per MT)
- **Apr-Sep (Off-season):** Low volume, higher prices (₹20K-28K per MT)

🔍 **Quality Distribution:**

- **Premium (25%):** Best quality, for export markets
- **Grade A (40%):** Good quality, for QSR chains
- **Grade B (25%):** Standard, for retail
- **Grade C (10%):** Lower quality, for processing

🔍 **Price Variations:**

- Region affects price (North Gujarat = cheaper due to volume)
- Season affects price (harvest = 30% cheaper)
- Quality affects price (Premium = 20% more than Grade C)

Business Questions:

1. Which farmer gives best quality at lowest cost? (ROI)
2. When to procure more to save money? (Seasonal buying)
3. Which region has most consistent quality?
4. Are we paying fair market prices?

Sample Data:

batch_id | farmer_id | date | quantity_mt | variety | quality | price_per_mt
PB202411151 | F0023 | 2024-11-15 | 15.50 | FL-2027 | Premium | 18,500

PB202411152 | F0145 | 2024-11-15 | 8.30 | FL-1867 | Grade A | 17,200

📁 TABLE 3: PRODUCTION_BATCHES (~35,000 records)

What is this?

Every production run in the factory. Potatoes go IN → Frozen products come OUT.

Columns Explained:

Column	Example	What it means	Why it matters
`batch_id`	PR20241210101	Production batch ID	Track each production run
`production_date`	2024-12-10	When produced	Daily production tracking

`product_sku`	HF-FF-SHOESTRING-2.5KG	What was made	Product performance
`raw_material_used_mt`	5.2	Raw potato used (MT)	Input cost
`finished_goods_mt`	4.1	Final product (MT)	Output
`plant_location`	Ahmedabad Plant 1	Which factory	Plant efficiency comparison
`shift`	Morning	Work shift	Shift performance
`operator_id`	OP145	Who operated	Operator efficiency
`temperature_celsius`	-18.5°C	Freezer temp	Quality control
`processing_time_hours`	4.2	How long it took	Efficiency

🔥 CRITICAL METRIC: Conversion Rate

Formula: `Conversion Rate = (Finished Goods / Raw Material) × 100`

Example:

- Input: 5.2 MT raw potatoes
- Output: 4.1 MT frozen fries
- **Conversion: 78.8%**
- Lost: 21.2% (water, peels, defects, wastage)

Industry Standard: 75-88% (Hyfun aims for 85%+)

Business Questions:

1. Which plant has best conversion rate? (efficiency)
2. Which shift produces most? (labor optimization)
3. Which products have highest wastage?
4. Which operator is most efficient?
5. Is temperature control consistent? (quality)

Cost Impact:

If conversion drops from 85% to 75%:

- **10% more raw material needed**

- On 1000 MT production = ₹1.8 Crore extra cost!

Sample Data:

batch_id | date | product_sku | raw_mt | finished_mt | conversion | plant
PR20241210101 | 2024-12-10 | HF-FF-SHOESTRING-2.5KG| 5.2 | 4.1 | 78.8% | Ahmedabad P1

PR20241210102 | 2024-12-10 | HF-PATTY-ALOO-1KG | 3.8 | 3.3 | 86.8% | Rajkot Plant

---

📁 TABLE 4: QUALITY_CONTROL (~10,000 records)

What is this?

Random inspection of production batches. Hyfun is **BRC certified** (British Retail Consortium) - international quality standard.

Columns Explained:

Column	Example	What it means	Why it matters
`qc_id`	QC000001	Inspection ID	Unique test
`batch_id`	PR20241210101	Which batch tested	Link to production
`inspection_date`	2024-12-10	When tested	Quality timeline
`moisture_level`	76.5%	Water content	Texture/taste
`oil_content`	5.2%	Fat absorption	Healthiness
`defect_rate`	2.1%	Bad pieces %	Quality issue
`brc_compliance_score`	94	BRC rating (0-100)	Export eligibility
`inspector_name`	Priya Shah	Who inspected	Accountability
`status`	Approved/Rejected	Pass or fail	Go/No-go decision

🎯 Quality Standards:

BRC Compliance Score:

- **90-100:** Excellent (export quality)

- **85-89:** Good (QSR chains)
- **80-84:** Acceptable (retail)
- **Below 80:** Rejected

Why BRC Matters:

- Required for export to Europe, Middle East
- QSR chains (Burger King, etc.) demand it
- Premium pricing possible with high scores

Business Questions:

1. Are we maintaining BRC standards consistently?
2. Which plant has most rejections?
3. Does quality vary by shift/operator?
4. Correlation between raw material quality and final quality?

📁 TABLE 5: MACHINE_DOWNTIME (~3,000 records)

What is this?

When machines stop working - **production loss tracker**.

Columns Explained:

Column	Example	What it means	Why it matters
`downtime_id`	DT000001	Incident ID	Track each event
`machine_id`	Machine-12	Which machine	Problem equipment
`plant_location`	Ahmedabad Plant 1	Where	Plant maintenance
`start_time`	2024-12-10 10:30	When stopped	Duration tracking
`end_time`	2024-12-10 14:15	When restarted	-
`duration_hours`	3.75	Downtime length	Lost time
`reason`	Breakdown	Why stopped	Root cause
`production_loss_mt`	1.8	Product not made	Revenue loss

`repair_cost_inr`	₹35,000	Fix cost	Maintenance cost

🚨 Downtime Categories:

1. **Scheduled Maintenance** (30%) - Planned, preventive
2. **Breakdown** (25%) - Unplanned failure ⚠️
3. **Power Failure** (15%) - External issue
4. **Raw Material Shortage** (12%) - Supply chain issue
5. **Operator Error** (10%) - Training needed
6. **Cleaning** (8%) - Hygiene (required daily)

💰 Cost Impact Example:

One 4-hour breakdown:

- Production loss: 2 MT
- Value: 2 MT × ₹240/kg = ₹4,80,000 lost revenue
- Repair cost: ₹50,000
- **Total loss: ₹5,30,000 for 4 hours!**

Business Questions:

1. Which machines break down most? (Replace these!)
2. Which shift has most operator errors? (Training)
3. Is preventive maintenance working?
4. Total revenue loss from downtime?

📁 TABLE 6: WASTAGE_TRACKING (~5,000 records)

What is this?

Product that was made but **cannot be sold** - direct profit loss.

Columns Explained:

Column	Example	What it means	Why it matters
`wastage_id`	WS000001	Wastage event ID	Unique record
`batch_id`	PR20241210101	Which batch	Root cause
`wastage_date`	2024-12-10	When wasted	Trend analysis
`wastage_type`	Quality Rejection	Why wasted	Prevention

`quantity_kg`	125.5	Amount wasted (kg)	Volume
`recovery_possible`	Yes/No	Can be reused?	Salvage value
`cost_impact_inr`	₹12,550	Money lost	Profitability

Wastage Types & Meaning:

1. **Processing Waste (40%)** - Peels, trimmings (NORMAL, 5-8%)
2. **Quality Rejection (30%)** - Failed QC (BAD, reduce this!)
3. **Spillage (20%)** - Accidents (training issue)
4. **Expired Stock (10%)** - Inventory mismanagement (BIG PROBLEM)

💰 Annual Impact:

If 5% of production is wasted:

- Production: 85,000 MT/year
- Wastage: 4,250 MT
- **Cost: ₹42.5 Crores lost!**

Reducing wastage by 1% = **₹8.5 Crore savings**

Business Questions:

1. Which products have highest wastage?
2. Which plant manages wastage better?
3. Is wastage increasing over time?
4. Root causes of quality rejections?

📁 TABLE 7: B2B_CUSTOMERS (200 records)

What is this?

Hyfun's **business clients** - QSR chains, hotels, distributors, export buyers.

Columns Explained:

Column	Example	What it means	Why it matters
`customer_id`	C00001	Unique customer ID	Tracking

company_name	Burger King India	Client name	Relationship
customer_type	QSR Chain	Business type	Segmentation
country	India	Location	Domestic vs Export
city	Mumbai	City	Logistics
onboarding_date	2020-03-15	When they joined	Lifetime value
credit_limit_inr	₹50,00,000	Max credit allowed	Risk management
credit_period_days	45	Payment deadline	Cash flow
primary_contact	Amit Kumar	Contact person	Relationship

Customer Types Explained:

1. QSR Chains (30%) - Quick Service Restaurants

- Examples: Burger King, KFC, McDonald's (Hyfun supplies these!)
- Volume: High, Regular orders
- Price: Medium (₹90-130/kg)
- Payment: 45-60 days credit
- **Best customers:** Stable, predictable demand

2. Food Service (25%) - Hotels, Caterers

- Examples: Hotels, Airlines, Large caterers
- Volume: Medium, Event-based
- Price: Medium-High
- Payment: 30-45 days

3. Distributors (20%) - Wholesalers

- Resell to smaller restaurants
- Volume: High
- Price: Lower (bulk discount)
- Payment: 60-90 days (risk!)

4. Retail Chains (15%) - Supermarkets

- Examples: Big Bazaar, DMart, Reliance
- Volume: Medium

- Price: Wholesale rates
- Payment: 45-60 days

5. Export Clients (10%) - International

- Countries: UAE, Saudi, Singapore, etc.
- Volume: Container loads
- Price: **Highest** (₹120-180/kg) 💰
- Payment: LC/Advance (safer)

Geographic Distribution:

Domestic (60%): India **Export (40%):**

- Middle East (50%): UAE, Saudi, Oman, Kuwait, Qatar, Bahrain
- South Asia (30%): Bangladesh, Nepal, Sri Lanka
- Southeast Asia (15%): Singapore, Malaysia
- Africa (5%): Kenya, South Africa

Business Questions:

1. Which customer type generates most revenue?
2. Which customers are most profitable?
3. Who has payment delays? (cash flow risk)
4. Which markets should we expand in?

📁 TABLE 8: B2B_ORDERS (~3,500 records)

What is this?

Every order placed by B2B customers - **the revenue generator**.

Columns Explained:

Column	Example	What it means	Why it matters
`order_id`	ORD00000001	Unique order ID	Tracking
`customer_id`	C00001	Who ordered	Link to customer
`order_date`	2024-12-05	When ordered	Demand pattern
`product_sku`	HF-FF-SHOESTRING-2.5KG	What product	Product demand
`quantity_kg`	2,500	How much (kg)	Order size

`unit_price_inr`	₹125	Price per kg	Pricing strategy
`total_value_inr`	₹3,12,500	Order value	Revenue
`delivery_date`	2024-12-12	When delivered	Lead time
`payment_status`	Paid/Pending/Delayed	Payment state	Cash flow
`invoice_number`	INV123456	Bill number	Accounting
`payment_terms`	Net 45	Payment deadline	Credit management

🔥 Pricing Strategy Revealed:

Domestic Pricing:

- QSR Chains: ₹90-130/kg
- Retail: ₹100-140/kg
- Distributors: ₹85-120/kg (bulk discount)

Export Pricing (Premium!):

- Middle East: ₹120-160/kg (+30%)
- Southeast Asia: ₹130-170/kg (+40%)
- Europe/Others: ₹150-180/kg (+50%)

Why export pays more?

- International quality standards (BRC)
- Longer shelf life requirements
- Shipping/logistics costs
- Higher purchasing power

Payment Status:

- **Paid (70%):** ✅ Money received
- **Pending (15%):** ⏳ Within credit period
- **Delayed (10%):** ⚠️ Overdue, risk!
- **Partial (5%):** 💰 Part payment

Cash Flow Impact: If 10% orders are delayed (₹15 Crores):

- Cash stuck = Working capital issue
- Interest cost = ₹50 Lakhs/year
- Collection effort = Staff time

Order Size Patterns:

Small Orders (<500 kg): New customers, testing **Medium Orders (500-2000 kg):** Regular clients **Large Orders (>2000 kg):** Major accounts, exports

Business Questions:

1. Which customers order most frequently?
2. Which products sell most?
3. Are we pricing competitively?
4. Which customers are payment risks?
5. Seasonal demand patterns?

📁 TABLE 9: EXPORT_SHIPMENTS (~1,200 records)

What is this?

Tracking international orders from departure to arrival.

Columns Explained:

Column	Example	What it means	Why it matters
`shipment_id`	SHIP0000001	Shipment tracking	Logistics
`order_id`	ORD00000045	Which order	Link to revenue
`destination_country`	UAE	Where going	Market analysis
`shipping_method`	Sea Freight	How shipped	Cost/time trade-off
`departure_date`	2024-12-01	When left India	Supply chain
`arrival_date`	2024-12-08	When reached	Delivery time
`transit_days`	7	Journey duration	Customer satisfaction
`customs_cleared`	Yes/No/Pending	Import clearance	Compliance

`shipping_cost_inr`	₹1,50,000	Logistics cost	Profitability
`container_number`	CONT123456	Container ID	Tracking

Shipping Methods:

1. Sea Freight (70%)

- Cost: Lowest (₹50K-150K per shipment)
- Time: Slow (5-25 days)
- Use for: Large volumes, Middle East, Southeast Asia

2. Air Cargo (25%)

- Cost: High (₹150K-300K)
- Time: Fast (1-5 days)
- Use for: Urgent orders, premium clients

3. Road Transport (5%)

- Cost: Medium
- Time: Medium (2-7 days)
- Use for: Neighboring countries (Nepal, Bangladesh)

Transit Time by Region:

- **Middle East:** 3-8 days (closest, fastest)
- **South Asia:** 5-12 days (road/sea)
- **Southeast Asia:** 10-25 days (sea freight)
- **Africa/Europe:** 15-30 days (long routes)

Customs Clearance:

- **Cleared (85%):** ✅ Smooth delivery
- **Pending (10%):** ⏳ Documentation delay
- **Issues (5%):** ❌ Hold-up (costs money!)

Impact of customs delay:

- Storage charges at port
- Product sitting in containers
- Customer dissatisfaction
- Potential order cancellation

Business Questions:

1. Which routes are fastest?
2. Where do we face most customs issues?
3. Can we optimize shipping costs?
4. Which markets have reliable logistics?

📁 TABLE 10: B2C_SALES (~150,000 records)

What is this?

Retail sales to end consumers - **every packet sold in stores**.

Columns Explained:

Column	Example	What it means	Why it matters
`transaction_id`	TXN000000001	Sale ID	Unique purchase
`sale_date`	2024-12-10	When sold	Daily sales tracking
`city`	Ahmedabad	Where sold	Market performance
`product_sku`	HF-FF-SHOESTRING-2.5KG	What sold	Product popularity
`quantity_units`	2	How many packets	Order size
`mrp`	₹349	Printed price	Pricing
`discount_percent`	15%	Discount given	Promotion
`final_price`	₹296.65	Actual paid	Revenue
`channel`	Modern Trade	Where bought	Channel strategy
`customer_type`	Regular/New	Customer status	Retention

Current B2C Footprint (7 Cities):

Tier 1 Cities (High Volume):

- **Ahmedabad:** 40% of B2C sales
- **Surat:** 30% of B2C sales

Tier 2 Cities (Medium Volume):

- Vadodara: 12%
- Rajkot: 10%

Tier 3 Cities (Emerging):

- Gandhinagar: 4%
- Bhavnagar: 3%
- Anand: 1%

Expansion Target: 7 → 100 cities by 2028

Retail Channels:

1. Modern Trade (45%) - Organized retail

- Examples: Reliance, DMart, Big Bazaar
- Volume: High
- Margin: Lower (15-20%)
- Visibility: Excellent

2. Kirana Stores (30%) - Traditional shops

- Examples: Local grocery stores
- Volume: Medium
- Margin: Medium (20-25%)
- Reach: Wide

3. Online Platforms (15%) - E-commerce

- Examples: BigBasket, Amazon, Swiggy Instamart
- Volume: Growing fast
- Margin: Lower (high commission)
- Convenience: Best

4. Own Stores (10%) - Hyfun branded outlets

- Direct sales
- Margin: Highest (35-40%)
- Brand building

Pricing & Discounts:

MRP Range:

- Small packs (500g): ₹129-159
- Medium (1kg): ₹179-229
- Large (2.5kg): ₹349-399

Discount Patterns:

- Regular days: 5-10%
- Weekend sales: 15-20%
- Festival season: 20-25%
- Clearance: 30%+

Customer Behavior:

Regular Customers (60%):

- Buy 2-3 times/month
- Higher basket size
- Less price-sensitive
- Brand loyal

New Customers (25%):

- First purchase
- Trying product
- Discount-driven
- Need to convert to regular

Loyalty Members (15%):

- Most valuable
- Buy 4+ times/month
- Highest lifetime value
- Refer others

Business Questions:

1. Which cities have best sales?
2. Which channel is most profitable?
3. Do discounts drive sales or hurt margins?
4. Customer acquisition cost vs lifetime value?
5. Which 93 cities to target next?

📁 TABLE 11: PRODUCT_MASTER (10 records)

What is this?

Complete product catalog - **what Hyfun sells**.

All Products Explained:

FRENCH FRIES (3 products) - 42% of revenue

1. **Shoestring (2.5kg)** 🍟
    - Thin, crispy fries
    - QSR favorite (Burger King style)
    - Cost: ₹180 | B2B: ₹240 | Retail: ₹349
    - Margin: 33% (B2B), 48% (B2C)
    - **Best seller**
2. **Crinkle Cut (2.5kg)** 🍟
    - Wavy cuts, more surface area
    - Premium positioning
    - Cost: ₹190 | B2B: ₹255 | Retail: ₹379
    - Margin: 34% (B2B), 50% (B2C)
3. **Wedges (2.5kg)** 🍟
    - Thick cuts with skin
    - Growing demand
    - Cost: ₹195 | B2B: ₹260 | Retail: ₹399
    - Margin: 33% (B2B), 51% (B2C)

PATTIES (3 products) - 28% of revenue

4. **Aloo Patty (1kg)** 🥔
    - Mashed potato cutlet
    - Indian taste
    - Cost: ₹95 | B2B: ₹130 | Retail: ₹199
    - Margin: 37% (B2B), 52% (B2C)
5. **Burger Patty (1kg)** 🍔
    - Flat, round for burgers
    - QSR essential
    - Cost: ₹110 | B2B: ₹150 | Retail: ₹229
    - Margin: 36% (B2B), 52% (B2C)
6. **Veg Cutlet (1kg)** 🥗
    - Mixed vegetables
    - Health-conscious
    - Cost: ₹100 | B2B: ₹135 | Retail: ₹209
    - Margin: 35% (B2B), 52% (B2C)

SPECIALTIES (4 products) - 30% of revenue

7. **Hash Browns (1kg)** 🟤
    - Shredded, fried patties
    - Breakfast favorite
    - Cost: ₹105 | B2B: ₹145 | Retail: ₹219
    - Margin: 38% (B2B), 52% (B2C)
8. **Potato Smiles (500g)** 😊
    - Smiley-shaped, kids love
    - Fun food segment
    - Cost: ₹60 | B2B: ₹85 | Retail: ₹129

    - Margin: 42% (B2B), 53% (B2C)
9. **Cheese Potato Balls (500g)** 🧀
    - Cheese-filled spheres
    - Premium snack
    - Cost: ₹75 | B2B: ₹105 | Retail: ₹159
    - Margin: 40% (B2B), 53% (B2C)
10. **Aloo Tikki (1kg)** 🌮
    - North Indian street food
    - Growing demand
    - Cost: ₹85 | B2B: ₹115 | Retail: ₹179
    - Margin: 35% (B2B), 52% (B2C)

Key Insights:

Most Profitable: Potato Smiles (53% margin)
Best Seller: French Fries Shoestring
Premium Product: Cheese Potato Balls
Growth Product: Aloo Tikki (launched 2022, trending)

Category Performance:

- **French Fries:** Mature, stable
- **Patties:** Growing with QSR expansion
- **Specialties:** High margin, innovation

📁 TABLE 12: REVENUE_SUMMARY (~4,000 records)

What is this?

Daily financial performance by source and category.

Columns Explained:

Column	Example	What it means
`date`	2024-12-10	Business day
`revenue_source`	B2B / B2C	Channel
`product_category`	French Fries	Product type
`revenue_inr`	₹15,50,000	Total sales

`cogs_inr`	₹9,61,000	Cost of goods sold
`gross_margin_inr`	₹5,89,000	Profit (Revenue - COGS)

Revenue Split:

By Source:

- B2B: 72% (₹1,080 Cr target)
- B2C: 28% (₹420 Cr target)

By Category:

- French Fries: 42%
- Specialties: 30%
- Patties: 28%

By Geography:

- Domestic: 65%
- Export: 35%

Margin Analysis:

B2B Margins: 35-38%

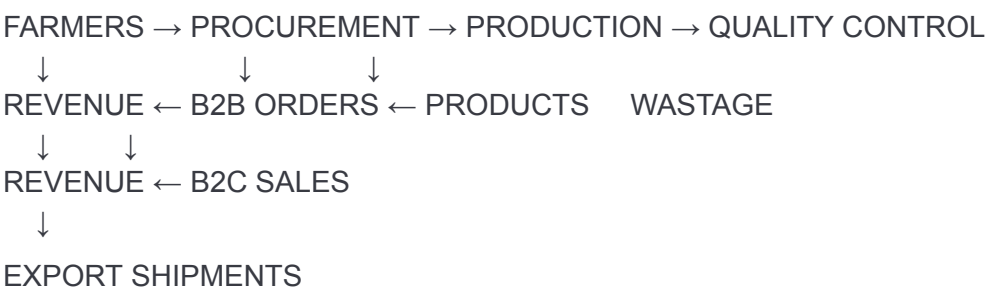
- Lower margin (bulk pricing)
- Higher volume
- Stable revenue

B2C Margins: 48-52%

- Higher margin (retail pricing)
- Lower volume
- Growing fast

Target: Overall gross margin 40%+

🔗 HOW ALL TABLES CONNECT (Data Relationships)



Example Flow:

1. **Farmer F0001** supplies **15 MT potatoes** → `farmers_master` + `potato_procurement`
2. Factory processes into **French Fries** → `production_batches`
3. **QC check** passes → `quality_control`
4. **Burger King** orders **2,500 kg** → `b2b_customers` + `b2b_orders`
5. Shipped to **UAE** → `export_shipments`
6. **Revenue recorded** → `revenue_summary`

🎯 KEY BUSINESS METRICS YOU'LL CALCULATE

1. Supply Chain Metrics:

- Farmer ROI = (Revenue - Investment) / Investment × 100
- Average procurement cost by region/season
- Quality grade distribution

2. Production Metrics:

- Conversion rate = Finished goods / Raw material × 100
- Waste percentage = Wastage / Production × 100
- Downtime cost = Production loss × Unit price

3. Sales Metrics:

- Revenue growth (MoM, YoY)
- Average order value
- Customer acquisition cost

4. Customer Metrics:

- Customer Lifetime Value (CLV)
- Churn rate

- RFM segmentation (Recency, Frequency, Monetary)

5. Financial Metrics:

- Gross margin = (Revenue - COGS) / Revenue × 100
- EBITDA
- Working capital (Inventory + Receivables - Payables)

💡 CRITICAL INSIGHTS ALREADY VISIBLE

From the data patterns:

1. **Seasonal Advantage:** Procure 40% more during Oct-Mar harvest → Save ₹5 Cr/year
2. **Export Opportunity:** Export pricing is 30-50% higher → Focus on Middle East expansion
3. **Efficiency Gap:** If Plant 1 has 85% conversion but Plant 2 has 78% → Learn from Plant 1 = ₹8 Cr savings
4. **B2C Growth:** Only 7 cities, 28% revenue → Expand to 100 cities = 4x growth potential
5. **Payment Risk:** 10% delayed payments (₹15 Cr stuck) → Tighten credit policy