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Rahul Jain's ultimate goal is to put businesses on "autopilot" where the owner works "one day a week". This is achieved through a multi-layered system:

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Addressing challenges like stock-outs, dead stock, and losses, Rahul Jain presents a system for efficient inventory control:

- **Objective:** To put the entire inventory system and supply chain on "autopilot".
- **IMS Sheet:** Utilize a specialized IMS sheet, which is pre-programmed, to track and manage inventory.
- **Max Level Calculation:** For each SKU (Stock Keeping Unit), calculate its **"Max Level"**.
    - **Formula: Max Level = Consumption Per Day * Lead Time (in days) * Safety Factor**.
        - **Consumption Per Day:** Average daily consumption (e.g., over the last 90 days).
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- **Visual Tracking:** The IMS sheet uses **color-coding** to visually represent stock levels relative to the Max Level (e.g., purple for above Max, green for 67-100%, yellow for 33-67%, red for 0-33%, black for below 0).
- **Order What Is Sold (OWS):** The primary rule is to **"Order what is sold"**. This means **every Monday, order the exact quantity of items sold in the previous week**. For export businesses with long lead times, this can be done monthly. This prevents overstocking and ensures replenishment based on actual demand.
-

Liquidate Old Stock: Immediately liquidate any inventory item that has not sold a single piece in the last one to one-and-a-half years. Sell it at any price it fetches, even at a loss, to free up capital and prevent further losses from deterioration or theft.

- **Inventory Turns/Rotation:** For traders, retailers, and wholesalers, the most important metric is **inventory turns or rotation**.
  - **Target:** Aim to **double your inventory turns** (e.g., from 2 turns/year to 4 turns/year) within one or two years. This effectively doubles turnover without increasing inventory investment.
  - **Strategy:** Eliminating slow-moving/dead stock significantly boosts the overall inventory turn ratio.
- **Managing Minimum Order Quantities (MOQs):** For manufacturers and retailers facing MOQs from vendors, offer a **"combined order"** or a **tentative confirmed order for six months** (e.g., for ₹500,000 worth of goods) with an advance (e.g., 10%) but insist on **weekly deliveries**. This secures better terms while maintaining lean inventory.
- **Project Inventory Management:** For construction projects, **do not keep more than one week's (or 10 days') worth of material on site**. This prevents theft, damage, and unnecessary expenditure, as excess material on site often gets misused or wasted.

12. Gross Profit Sheet (GP Sheet)

To gain deeper insights into profitability by product and client, Rahul Jain introduces a "magic sheet":

- **Purpose:** The GP Sheet aims to **double profits** by providing a clear view of profitability.
- **Categorization:** Businesses should categorize their **products** (e.g., by type, price range) and **clients** (e.g., corporate, residential, specific industries).
- **Key Metrics per Category:** For each product and client category, track:
  - **Revenue**
  - **Variable Cost (Cost of Goods Sold)**
  - **Gross Profit (GP) in Rupees**
  - **Gross Profit Percentage**
- **Implementation Strategy:** Start by filling this sheet for **just three product categories and three client categories**. Service industries can largely consider all costs above their break-even point as profit.

13. The 9-Months Business Program (Contextual Explanation)

Rahul Jain frequently references his 9-Months Business Program as a comprehensive, hands-on implementation course, implicitly contrasting it with the 4-day workshop which serves as a learning phase.

- **Scope & Duration:** The 9-Months program covers all the concepts taught in the 4-day workshop, but with deep dives into implementation, along with additional modules like

Production Management, Project Management, Sales, Marketing, and HR. The content taught in the 4-day workshop alone would take him 6 months to implement at his own pace, indicating the intensity of the full program.

- **Structure:** The program includes **36 workshops**, with three held on Zoom per month and one offline at a hotel. All sessions are recorded.
- **Hand-Holding & Personal Support:** The core value of the 9-Months program is the **"hand-holding"** and personal guidance from Rahul Jain himself. He provides his personal phone number for direct queries and offers individual sessions during offline events. This support is deemed crucial because implementing complex systems (like FMS, Checklists, and MIS) on one's own without expert guidance can lead to major challenges, including staff revolt and system failure.
- **Implementation Focus:** Unlike the 4-day workshop which is a "learning course," the 9-Months program is an **"implementation course"**. This means he personally takes responsibility for ensuring participants implement the systems effectively.
- **Target Audience:** While open to many, he notes that businesses with a very small team (less than 5 people) or those in very niche, complex project-based sectors might require careful consideration, though many have achieved significant success. He particularly recommends family members (like spouses or children of business owners) to join together for better alignment and implementation.
- **Results:** Graduates of the 9-Months program have consistently achieved dramatic results, including significant profit increases (e.g., 5X profit, 100 Cr to 650 Cr turnover) and personal freedom from daily operations, becoming "ghosts" in their own businesses.Here is a division of the transcript into clear business topics or modules, each with an explanation drawing on Rahul Jain's insights:

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    - **Safety Factor:** (Initially 1) Adjusted based on supplier reliability and item importance (e.g., 2 or 3 for unreliable suppliers or critical items).
- **Visual Tracking:** The IMS sheet uses **color-coding** to visually represent stock levels relative to the Max Level (e.g., purple for above Max, green for 67-100%, yellow for 33-67%, red for 0-33%, black for below 0).
- **Order What Is Sold (OWS):** The primary rule is to **"Order what is sold"**. This means **every Monday, order the exact quantity of items sold in the previous week**. For export businesses with long lead times, this can be done monthly. This prevents overstocking and ensures replenishment based on actual demand.
- **Liquidate Old Stock: Immediately liquidate any inventory item that has not sold a single piece in the last one to one-and-a-half years**. Sell it at whatever price it fetches, even at a loss, to free up capital and prevent further losses from deterioration or theft.
- **Inventory Turns/Rotation:** For traders, retailers, and wholesalers, the most important metric is **inventory turns or rotation**.
  - **Target:** Aim to **double your inventory turns** (e.g., from 2 turns/year to 4 turns/year) within one or two years. This effectively doubles turnover without increasing inventory investment.
  - **Strategy:** Eliminating slow-moving/dead stock significantly boosts the overall inventory turn ratio.
- **Managing Minimum Order Quantities (MOQs):** For manufacturers and retailers facing MOQs from vendors, offer a **"combined order"** or a **tentative confirmed order for six months** (e.g., for ₹500,000 worth of goods) with an advance (e.g., 10%) but insist on **weekly deliveries**. This secures better terms while maintaining lean inventory.
- **Project Inventory Management:** For construction projects, **do not keep more than one week's (or 10 days') worth of material on site**. This prevents theft, damage, and unnecessary expenditure, as excess material on site often gets misused or wasted.

12. Gross Profit Sheet (GP Sheet)

To gain deeper insights into profitability by product and client, Rahul Jain introduces a "magic sheet":

- **Purpose:** The GP Sheet aims to **double profits** by providing a clear view of profitability.

- **Categorization:** Businesses should categorize their **products** (e.g., by type, price range) and **clients** (e.g., corporate, residential, specific industries).
- **Key Metrics per Category:** For each product and client category, track:
  - **Revenue**
  - **Variable Cost (Cost of Goods Sold)**
  - **Gross Profit (GP) in Rupees**
  - **Gross Profit Percentage**
- **Implementation Strategy:** Start by filling this sheet for **just three product categories and three client categories**. Service industries can largely consider all costs above their break-even point as profit.

13. The 9-Months Business Program (Contextual Explanation)

Rahul Jain frequently references his 9-Months Business Program as a comprehensive, hands-on implementation course, implicitly contrasting it with the 4-day workshop which serves as a learning phase.

- **Scope & Duration:** The 9-Months program covers all the concepts taught in the 4-day workshop, but with deep dives into implementation, along with additional modules like Production Management, Project Management, Sales, Marketing, and HR. The content taught in the 4-day workshop alone would take him 6 months to implement at his own pace, indicating the intensity of the full program.
- **Structure:** The program includes **36 workshops**, with three held on Zoom per month and one offline at a hotel. All sessions are recorded.
- **Hand-Holding & Personal Support:** The core value of the 9-Months program is the **"hand-holding"** and personal guidance from Rahul Jain himself. He provides his personal phone number for direct queries and offers individual sessions during offline events. This support is deemed crucial because implementing complex systems (like FMS, Checklists, and MIS) on one's own without expert guidance can lead to major challenges, including staff revolt and system failure.
- **Implementation Focus:** Unlike the 4-day workshop which is a "learning course," the 9-Months program is an **"implementation course"**. This means he personally takes responsibility for ensuring participants implement the systems effectively.
- **Target Audience:** While open to many, he notes that businesses with a very small team (less than 5 people) or those in very niche, complex project-based sectors might require careful consideration, though many have achieved significant success. He particularly recommends family members (like spouses or children of business owners) to join together for better alignment and implementation.
-

Results: Graduates of the 9-Months program have consistently achieved dramatic results, including significant profit increases (e.g., 5X profit, 100 Cr to 650 Cr turnover) and personal freedom from daily operations, becoming "ghosts" in their own businesses.

Here are the extracted Q&A pairs, summarised and cleaned while maintaining Rahul Jain's clear, practical, and real-world tone:

Q: Where should the Executive Assistant (EA) sit in the office? A: The EA should sit **right outside your cabin**, acting as the "door keep" to your cabin.

Q: What are the two days you should dedicate each month for business planning and review? A: These two days are the **First and Last Saturday of the month**. On the **Last Saturday**, you **plan the next month's profit**, and on the **First Saturday**, you **review the last month's profits and learnings**. Both days require you to be **out of office, at a coffee shop, without your phone**, focusing entirely on your business.

Q: What are the skills being developed through this program? A: I am helping you develop essential skills like **flowchart creation, effective profit generation, and meticulous budget creation**. These are practical abilities that will naturally improve with consistent practice.

Q: How can we implement cost benchmarking for every expense? A: Yes, you can create a benchmark for every cost. Take the **average cost of the last six months** (e.g., for courier or electricity). This benchmark allows you to easily identify if a cost is over budget (e.g., it will turn red if electricity exceeds the ₹20,000 benchmark).

Q: Why do constant interruptions for check signing and OTPs from the accountant happen, and what's the implication? A: This happens because there's no system in place. Your accountant constantly interrupts you for signatures or OTPs, which you almost always give. This highlights a **lack of systematic control**, not necessarily corruption, but it creates opportunities for it and makes your business inefficient.

Q: What is the main reason why companies struggle with debt? A: The number one reason a company is burdened with debt is a **"debt mindset."** This includes the misconception that you always need loans for growth or working capital. The real issue is often that **owners siphon off company profits** for personal expenses (like property, cars, weddings, or vacations) instead of reinvesting.

Q: How should I determine my salary from the company? A: Set your salary based on what the company can genuinely afford from its **available profits (free cash flow)** after all expenses and EMIs are paid. You can only withdraw what is truly available.

Q: What is the most expensive form of debt, and why? A: The most expensive form of debt is a **CC (Cash Credit) limit**. This is a "fraudulent scheme" by banks to keep businesses indebted. Unlike EMI-based loans which force discipline and repayment, CC limits have no structured repayment, allowing money to be spent without discipline.

Q: What is the correct approach to loans? A: **Avoid CC limits entirely.** If you need a loan, take a **term loan or drop-line OD with a fixed EMI**. A "good loan" is for **capital expansion** (e.g., buying a factory, land, machinery) where the EMI is built into the expansion's fixed cost. If you're disciplined and can consistently bring the CC balance to zero within a month or two after using it for emergencies, then you *could* keep it.

Q: How can we ensure staff complete their tasks on time with responsibility? A: Implement two key "sciences": **FMS (Flowchart Management System)** and **Checklists**. These systems are designed to cover and organise all repetitive tasks across your departments.

Q: How do we get staff to create these task lists if they usually resist? A: Gather all your staff and tell them you believe some are overworked while others have less work. Ask them to **list all their daily, weekly, and monthly tasks** on provided sheets so you can "redistribute" the workload. They will eagerly comply, even listing tasks of others, to show how busy they are.

Q: If our profits aren't growing or our company is only growing by 10-30% annually, what is the problem? A: The problem is that **you don't know the system to increase profits or sales**. If you truly knew, your company would be growing like a rocket.

Q: Who is responsible for following up on all the tasks outlined in the FMS and Checklists? A: The **Process Coordinator (PC)** will follow up on all these tasks. The PC reports directly to **you (the owner)**.
Q: What is the primary reason for a cash crunch, and how can it be solved? A: Cash crunch is a **symptom** of untimely collection. This is because your **collection follow-up system is flawed**, and the **wrong person is doing the collection**. Salespeople, the owner, and accountants typically cannot effectively handle collections. You need to **hire a dedicated CRM (Client Relationship Manager)**.
Q: How does a CRM improve collections and customer satisfaction? A: A CRM, by adopting the **Amazon model of proactive communication**, informs customers at every step (order received, dispatch, delays, delivery). This builds trust. They also free up salespeople from after-sales service, allowing them to focus on new sales. This leads to **80% of collections coming on time** and significantly improves customer satisfaction.
Q: What should salespeople's role be after an order is placed? A: After an order is placed, **salespeople should have no contact with the customer**. Their focus should shift entirely to new sales, while the CRM handles all post-order operations and customer communication.
Q: What is the root cause of bad vendor service and how can it be fixed? A: The root cause of bad vendor service is often a lack of competition and an internal system flaw: the task of finding new vendors is usually given to the **Purchase department**, whose priority is often to prevent new vendors from entering (due to existing relationships). The solution is to **hire a dedicated New Vendor Development Executive** whose sole job is to bring in new vendors. This person should report directly to you, not Purchase.
Q: How does bringing in new vendors help reduce prices from existing vendors?A: Once a new vendor is shortlisted and a **small trial order** is placed through the Purchase department, the old vendor's existing relationships (with Purchase) will be leveraged. The Purchase team will inform the old vendor of the lower price, prompting them to **reduce their prices** to match or beat the new offer.
Q: What are the biggest benefits of having new vendors, beyond just price reduction? A: The most significant benefits are **improved service, enhanced quality, and timely delivery** from your vendors. This enables your company to achieve "before-time delivery" to your customers.
Q: What is the core problem with inventory management? A: The basic problem is that **the stock you need is often out of stock, while the stock you don't need (dead stock) is abundant**. This leads to stockouts, losses, and excessive inventory.
Q: What is the impact of stockouts on manufacturing/projects and finished goods? A: In **manufacturing/projects**, stockouts halt production, delay projects, and force urgent, expensive reorders, destroying cost efficiency. For **finished goods**, stockouts lead to losing long-term customers to competitors, as customers go elsewhere for immediate needs.
Q: What are the key terms for the Inventory Management System (IMS)? A:

- **Consumption Per Day**: The average daily usage of a material or product, calculated over the last 90 days.
- **Lead Time**: For **raw materials**, it's the time from placing an order to receiving it. For **finished goods**, it's the production time.
- **Safety Factor**: Initially set to one, this is adjusted (e.g., to two or three) based on supplier reliability and the importance of the item.

Q: How should dead stock (inventory that hasn't sold) be handled? A: Any inventory that has **not sold a single item in the last one year** (or 1.5 years if you're hesitant) must be **liquidated immediately at any price**. This stops the hidden costs of holding dead stock (storage, theft, damage, obsolescence) and frees up capital. **Don't be emotionally attached**; if it hasn't sold in a year or two, it's not going to sell at full price.
Q: What is the most important metric for inventory-based businesses (traders, retailers, wholesalers, manufacturers)? A: The most important metric is **Inventory Turns (Rotation)**. It measures how many times your inventory is sold and replaced within a year. Your goal should be to **double your inventory turns**(e.g., from 2 turns to 4) within one to two years, as this directly doubles your turnover.
Q: Will liquidating dead stock negatively affect profits? A: No, liquidating dead stock will **not negatively affect profits** because these items are not selling anyway. They are a drain on resources and do not contribute to revenue. The capital freed up can be used to repay loans or invest in faster-moving inventory.
Q: What is the strategy for managing Minimum Order Quantity (MOQ) with vendors? A: Give your vendors a **six-month confirmed order** for materials, even with a small advance (e.g., 10%), but **insist on weekly deliveries**. This allows you to secure bulk pricing while managing your inventory in smaller, regular batches.
Q: What are the basic categories for filling the Gross Profit (GP) Sheet? A: The GP sheet requires you to categorize your **products** and **clients**. For products, group similar items (e.g., "Bangles: ₹0-₹1 Lakh"). For clients, use types like "corporate" or "marriage customers." For each category, fill in **revenue, variable cost, gross profit (in rupees), and gross profit (as a percentage)**. Start with just three product and three client categories.
Q: What is the problem with staff performance and how is it addressed? A: Most participants don't know how to set **measurable results** for their staff, leading to unfulfilled tasks. You need to define **Key Result Areas (KRAs)** and **Key Performance Indicators (KPIs)** that can be measured weekly.
Q: What is the fundamental principle for getting things done in a company? A: The fundamental principle is: **"Whatever you measure will get done. Whatever you don't measure will not get done."** To improve anything, you must start measuring it.
Q: How should an individual's performance be measured? A: An individual's performance should be measured across **four parameters**: **Quantity, Quality, Time, and Cost**. For the initial stage, focus on two core metrics:

1. **KRA**: "All work should be done as per plan."
2. **KPI**: "Percentage Work Not Done" (e.g., -20% if 80% of planned work is completed).
3. **KRA**: "All work should be done on time as per plan."
4. **KPI**: "Percentage Work Not Done On Time as per Plan" (e.g., -60% if 60% of completed tasks were late). **Scores should always be presented as negative percentages**, as this is the only method that effectively drives performance and prevents complacency.

Q: How is accountability established and maintained for systems? A: Accountability is established and maintained through **Executive Meetings (EMs)** held **every Monday morning**. These are **one-to-one meetings** (about 3 minutes per person) where you review the previous week's negative score and get a commitment for the upcoming week's score. This consistent practice is crucial, as systems fail if the owner isn't consistent in holding people accountable.

Q: How long does it take to fully automate a business (Autopilot)? A: It takes approximately **one year to fully roll out Autopilot**. Complex systems like MIS are typically introduced around the sixth month of the 9-month program.

Q: What is the recommended order for implementing the core systems? A:

- **Month 1**: Five Building Blocks of Business & some Finance.
- **Month 2**: Inventory Management System (IMS).
- **Month 3**: Flowchart Management System (FMS).
- **Month 4**: Checklists.
- **Month 5**: Organization Structure, GP Sheet, and Sales initiation. MIS will be introduced around the sixth month.

Q: Why should certain complex systems (FMS, Checklists, MIS) not be implemented by the owner alone without guidance? A: These systems are highly complex. If you attempt to implement them without expert hand-holding, your **staff might rebel and resign**, leading to your entire system collapsing.

Q: What is the difference between the 4-day workshop and the 9-month program? A: The **4-day workshop is a learning course** where I teach you concepts. The **9-month program is an implementation course** where I personally guide you through every step of implementing these systems, providing hands-on support.

Q: How do you manage underperforming employees who consistently have negative scores? A: For consistently poor performers (e.g., -60% score), schedule an **Operation Meeting (OM)** (a 1-hour meeting, not on Monday). In this meeting, empathetically ask them what support they need to improve. Offer to sit with them or provide assistance, emphasizing the expectation of improvement. If they still fail to improve despite support, you may need to **let them go**. The system is designed to create a strong stigma around poor performance.

Q: How should staff be assigned for Inventory Management when dealing with large, heavy items like steel or fabric, especially with cutting losses or shade matching? A: For fabric, **record the exact amount of fabric *actually dispatched* from inventory**, regardless of the order size. For heavy items like steel, you will learn how to **track large, bulk inventories** to identify discrepancies and control them, even if it's challenging. This requires a dedicated person for accurate stock movement if unskilled labor is involved.

Q: How can businesses with varying vendor payment terms (e.g., 30, 50, 90 days with interest) manage their payments effectively? A: Incorporate these due dates into your **FIFO payment system**. On your designated payment day (e.g., Monday), your accountant checks for funds for bills due on that date. If funds are available, pay; otherwise, payment will be delayed. This maintains FIFO discipline while managing complex terms.

Revenue to Profit Focus: A strategic shift to **prioritise and measure actual profitability** (Gross Profit, Net Profit, Free Cash Flow) over just revenue figures, with the goal of doubling profits. Rahul Jain states this is the "most important" element for business growth by March 2026.

•

Monday Filing: A weekly practice to **complete all essential tasks on the first working day** (Monday) to ensure efficient operations and prevent backlog. This is part of the Five Building Blocks of Business.

•

Weekly Scheduling: A personal discipline to **plan out one's week in advance**, helping to distinguish between urgent and important tasks and avoid reactive "firefighting".

•

Follow-up, Coordination, and Documentation (via EA): A system where an **Executive Assistant (EA) is assigned to manage these crucial administrative tasks**, providing clarity and focused support to the business owner.

•

RM 80 (80-20 Rule Application): Applying the Pareto principle to **identify and focus on the 20% of efforts that yield 80% of results**, particularly in shifting attention from revenue to profit.

•

Help Slip: A tool designed to **streamline internal requests for assistance**, improving efficiency and communication within the organisation.

•

Flow Charts: Visual diagrams used to **map out and standardise complex organisational processes**, providing clarity on steps and responsibilities. They are considered a key component for achieving full company automation.

•

Organisation System/Chart: A framework for **defining the company's structure, roles, and reporting lines**, aiming for a more organised and systematic operation.

•

8 AM: A foundational discipline to **start the workday punctually at 8 AM**, emphasising that early commencement is crucial for effective work and is part of the Five Building Blocks.

Passive Income & Net Worth Focus: A personal wealth management strategy advising business owners to **dedicate two hours every week to building passive income and increasing their net worth** outside of their core business, often involving consulting with financial advisors.

•

Parchi System: A method of task management mentioned by participants, possibly involving physical slips or notes. Rahul Jain later refers to it as "time pass" and suggests better systems.

•

FMS (Flow Management System): A core system for **managing continuous, multi-day processes** within the company, designed to ensure tasks flow smoothly and are completed efficiently.

•

Five Building Blocks of Business: A set of **fundamental practices for business owners**, including starting at 8 AM, weekly scheduling, having an EA, and regularly working out of office.

•

Out of Office (weekly): A disciplined practice of **working away from the main office (e.g., in a coffee shop) one day a week**, typically on the first and last Saturday of the month, to focus on strategic planning and avoid daily operational distractions.

•

Profit Focus: A comprehensive approach to **shift the entire business mindset from merely generating revenue to actively measuring and increasing all forms of profit** (Gross Profit, Net Profit, Free Cash Flow).

•

DYP (Double Your Profits): A specific workshop or program (likely Rahul Jain's own) focused on **strategies to significantly increase business profitability**.

•

First and Last Saturday of the Month (Planning/Review): A dedicated time for **strategic business review (First Saturday for previous month's performance) and proactive planning (Last Saturday for next month's profit and activities)**, done outside the office to ensure focus.

•

RA Magic (Result Action Magic): A principle that emphasises **starting with the desired result and then determining the actions needed to achieve it**, creating a goal-oriented approach to tasks and projects.

•

Wealth Creation: The overarching objective of implementing these systems, aiming to **generate substantial financial assets and long-term financial security** for the business owner.

•

Cost Control: A systematic method to **reduce non-salaried fixed costs by 20-30%**, involving listing all expenditure heads, creating budgets, and setting benchmarks. This can significantly improve cash flow.

•

Budgeting: The process of **creating a detailed financial plan for each upcoming month**, requiring Heads of Departments (HODs) to submit their anticipated expenses. This is ideally completed on the last Saturday of the preceding month.

•

Benchmarking (for costs): Establishing **predetermined acceptable limits for each cost category** based on historical data. Costs exceeding these benchmarks are flagged (e.g., appear "red" on a sheet) for review.

•

Skill Set Development: The understanding that **implementing business systems is a skill** that improves with consistent practice and effort, akin to learning to ride a bicycle.

•

Petty Cash Budgeting: A specific application of budgeting focused on **controlling small, day-to-day cash expenses**, noted as a significant area for cost savings and reducing potential corruption.

•

Check Signing (Scheduled): A disciplined practice to **sign all business cheques only on designated days of the week** (e.g., every Monday), preventing constant interruptions and streamlining financial approvals.

•

Batching (Payments): The method of **grouping multiple payments to be processed together** on specific days, improving efficiency in financial transactions.

•

First Working Day of the Week (for tasks/payments): Designating this day as a **dedicated "labour day"** to complete all pending weekly tasks and financial transactions.

- **FIFO (First-In, First-Out) Payment System:** A transparent vendor payment system where **bills are paid strictly in the order of their due dates**, ensuring fairness and eliminating the need for vendors to constantly follow up. This reduces corruption and builds trust.
- **Collection System:** A structured method to **ensure prompt collection of payments from clients**, with a target of 80% of collections received within the credit period.
- **CRM (Client Relationship Manager/Management):** A **dedicated individual (or system)** responsible for all post-order client communication, providing proactive updates (similar to Amazon's model) to enhance customer service and facilitate timely collections.
- **S30 (Sitting 30 minutes with Staff):** A daily practice of **spending 30 minutes with a newly appointed staff member (like a CRM) for the first 30 days** to provide intensive training and ensure proper implementation of their duties.
- **Sales Operations:** Encompasses **all post-order activities related to a sale**, such as dispatch, tracking, and customer service, which should be managed by the CRM, not the sales team.
- **Sales (Pre-order activities):** The primary focus for the sales team, involving **generating new leads and converting them into orders**, without being burdened by post-sale operational tasks.
- **VMS (Vendor Management System):** A framework for **managing relationships with suppliers** to improve service quality, ensure timely deliveries, and ultimately reduce procurement costs.
- **New Vendor Development (via dedicated executive):** A strategy to **appoint a low-cost executive** solely responsible for finding and onboarding new suppliers, fostering competition and improving terms with existing vendors.
- **IMS (Inventory Management System):** A unique system to **optimise inventory levels for raw materials and finished goods**, preventing stock-outs of critical items and overstocking of slow-moving or dead stock.
- **OWS (Order What is Sold):** A principle within IMS where **new inventory orders are based on actual sales from the previous period**, ensuring efficient stock replenishment and reducing holding costs.
- **Inventory Liquidation (Dead Stock):** The practice of **selling off inventory that has remained unsold for over a year at drastically reduced prices**, even at a loss, to free up capital and warehouse space.
- **Inventory Turns/Rotation:** A key performance indicator for inventory management, focusing on **increasing the frequency at which inventory is sold and replaced within a year**, directly boosting turnover and efficiency.
-

Project Management (Site Inventory Rule): For project-based businesses, a rule stating that **no more than a week's or 10 days' worth of material should be kept on a project site** to minimise losses from theft, damage, or misuse.

•

GP Sheet (Gross Profit Sheet): A critical financial analysis tool used to **categorise and analyse Gross Profit by product type and client category**, helping to identify the most profitable offerings and customer segments.

•

MIS (Management Information System): A system for **monitoring and measuring the performance of individuals and departments** within the organisation, typically generating "work not done" scores to drive accountability.

•

KRA (Key Result Area): The **specific, desired outcome or objective for an individual or team**, clearly defining what is expected of them.

•

KPI (Key Performance Indicator): The **measurable metric used to track progress and performance against KRAs**, often expressed as a "percentage work not done" (negative scoring) to encourage continuous improvement.

•

Weekly Performance Measurement: The recommended frequency for **tracking and reviewing staff performance data**, as opposed to daily, monthly, or annual reviews, to ensure consistent accountability.

•

Operation Meeting (OM): Ad-hoc meetings held with **staff members whose performance scores are consistently poor**, aiming to identify and resolve issues preventing them from meeting expectations.

•

Executive Meeting (EM): A **mandatory weekly meeting (e.g., every Monday morning)** where the business owner reviews the performance scores of all staff and receives commitments for improvement, serving as the primary accountability mechanism.

•

Delegation Sheet: A tool for **systematically assigning tasks and responsibilities** to team members. (Further details are covered in the 9-month course).

•

HR (Human Resources Management): A comprehensive approach to **managing the company's workforce**, covering aspects like recruitment, training, and performance, to ensure a productive and engaged team.

•

Sales (System): A structured approach to **optimise the entire sales process**, from lead generation to closing deals, designed to significantly boost revenue.

•

Marketing (System): Strategies and tools used for **promoting the business, products, or services**, aimed at attracting leads and building brand awareness.

•

Organisation Structure: The formal hierarchy and division of labour within a company, aimed at **clarifying roles, responsibilities, and reporting lines**for better management and efficiency.

•

Plane as a Taxi (Mindset): A productivity mindset encouraging business owners to **view flights as an extension of their work environment**, using travel time productively and readily flying for short meetings to strengthen client relationships.

•

Debt Mindset: A negative financial outlook or belief that a **growing business inherently requires constant borrowing for working capital**, which often leads to unsustainable debt. Rahul Jain highlights this as a primary reason for companies being debt-ridden.

•

Good Loan/Bad Loan Classification: Distinguishing between types of loans: a **"good loan" is for capital expansion (e.g., machinery, property) with an EMI plan**, while a **"bad loan" is typically a CC (Cash Credit) limit used for working capital**, which often traps businesses in a debt cycle.

•

Critical Chain: A project management concept (from the book "Critical Chain" by Eli Goldratt) for **identifying and managing the longest sequence of dependent tasks** to ensure projects are completed on time.

•

The Goal: A book by Eliyahu M. Goldratt that introduces the **Theory of Constraints (TOC)** in manufacturing, focusing on identifying and overcoming bottlenecks to improve efficiency.

•

E-Myth Revisited: A book by Michael E. Gerber that emphasises the importance of **systemising a business** so it can operate efficiently and grow without constant owner involvement.

•

Blue Ocean Strategy: A business theory (from the book "Blue Ocean Strategy") that advises companies to **create uncontested market spaces**(blue oceans) rather than competing in existing, crowded markets (red oceans).

The expert frequently brings in and refers to participants who have successfully implemented his systems, particularly those who have completed the Nine Months Course, to demonstrate the effectiveness of his methodologies across various industries. These individuals' experiences serve as powerful testimonials and practical examples for new participants.

Here are some of the business owners and their sharing:

- **Rachit Agarwal (Chartered Accountant)**:
  - **Location:** Jhansi.
  - **Business:** Pure consultancy business, traditional CA practice.
  - **Team Size:** Started with 25-30 people. Currently, has a team of around 55 people.
  - **Before BCI (Business Coaching India):**
    - His phone was his "biggest enemy," attending 200-250 calls daily.
    - Used to go to the office early and return late (9-10 PM).
    - During audit season, worked up to 96 hours straight without sleep.
    - Family members were concerned about his health and life compromise.
    - Relationships, including with his CA wife, suffered due to lack of time and frequent arguments.
    - Felt stuck in his business, with his involvement in every small detail, like checking IT returns, payments, or even a broken generator.
    - Was a "one-man army"; felt the office wouldn't run without him, and couldn't take leave.
  - **After BCI (joined One Day workshop in Oct 2023):**
    - **Life Transformation:** Attributes his smile, confidence, and improved relationships to the course.
    - **Revenue/Profit:** While not explicitly stated, it's implied he's achieved significant financial growth, with the expert stating "money will print itself so much that you won't be able to handle it".
    - **Operational Control:** His practice **now works without him**.
    - **Geographic Expansion:** Serving clients in 8 states.
    - **Client Base:** Over 4,000 active clients.
    - **Working Hours:** Can now go on holiday for a month, managing work by opening his laptop for only 2-3 hours a week.
    - **System Implementation:** Successfully implemented systems like FMS (Flow Management System), and created his own training modules (LMS). He specifically mentioned creating a system to train a peon for basic tasks like PAN card creation, which an accountant used to do.
    -

        - **Product Development:** Developed basic products as a CA, achieving a long-term dream.
        - **Mindset:** Emphasises **not using one's own brain** but blindly following the expert's advice, as it "worked like magic".
- **Sachin (Interior Designer & Architect)**:
    - **Location:** Previously Mumbai and Pune. Now, works internationally, stays in Dubai, with offices in multiple countries.
    - **Business:** Interior Design and Architecture.
    - **Team Size:** Started with 60-70 people, shrunk to 38-42 during system implementation, and now has 120 people.
    - **Before BCI:**
        - Felt overconfident and believed no one could teach him.
        - Turnover was 18-19 crore with 7.5% net profit.
        - Had to physically be present at client sites for fee collection.
        - Business was driven by emotions rather than systems.
    - **After BCI (completed course 1.75 years ago):**
        - **Massive Growth:** Total turnover reached **89 crore**, with a **net profit of 24.5%**.
        - **International Presence:** Works internationally with offices in Mumbai, Pune, Hyderabad, Delhi, Ahmedabad, and projects in Congo.
        - **Operational Freedom: Does not go to any office** (Dubai, KSA, India). Refers to himself as a "ghost" in the company, only handling main presentations and selections.
        - **High-Value Projects:** Received an offer for a 3,500-4,000 crore project (30 acres). Two other companies valued at 8,500 crore and 3,600 crore also showed interest.
        - **System-Driven Decisions:** Now selects clients and projects through systems.
        - **Improved Personal Life:** Life is easier now that business is systematised. Even his wife, a partner, manages things without his direct involvement in every meeting.
        - **Wealth Creation:** Purchased properties, including a villa in Dubai (half a million).
        - **Industry Leadership:** Companies with over 60,000 crore turnover approached him to buy his systems.
        - **Mindset Shift:** Emphasises following the system blindly, overcoming the "Lala" (traditional business owner) mindset.

- **Other Case Studies/Examples (brief mentions):**
  - **Ujjwal (Third-generation in 50-year-old family business):** Faced resistance to quick change. The expert recommended he and his father join the Nine Months Course to implement systems and double profits, assuring it's crucial for their 50-year-old business to become systematically run.
  - **Sajal & Harshil (Financial Mirror Experts):** Serve over 650 clients in 28 cities in India and 7 countries for 17 years. Their core business is matching a company's financial reality with its future. They promise to offer business owners numbers on time every time.
  - **Nikhil Vinayak (NYW Wealth):** Financial advisor since 1990. Clients, including the third generation of the Saraswati family, trust them for wealth creation. One client stated they had "no wealth" before joining but started "making lot of wealth" after. They are known for honesty and integrity, not just selling.
  - **Chinmay:** Implemented "Monday filing" and "weekly scheduling" to manage urgent vs. important tasks. Also focused on clarifying roles for EA (Executive Assistant) regarding follow-up, coordination, and documentation.
  - **Sandeep:** Benefited from "80-20 shift from revenue to profit focus," "help slip," and "flow charts" for organisation systems.
  - **Sanjeev Agarwal:** Highlighted "80-20 Revenue to Profit," "EA," and "Help Slip" as wonderful and immediately implementable.
  - **Srishti:** Focused on "8 AM," "SSG" (Smart Systematic Growth), and "Passive Income".
  - **Rajkumar & Varun Mehta (Parchi System / FMS):** Found the "Parchi System" and "FMS" (Flow Management System) important for managing time and accountability.
  - **Vikas Jaiswal:** Prioritised "Five Building Blocks," "8 AM," "Parchi," "One Day Filing," and "Flow Chart" for immediate implementation.
  - **Achal Bhutani:** Focused on "80-20 Rule," "R A Magic," "SSG," "Organisation Structure," and "Flow Chart" for immediate implementation.
  - **Pranav:** Found "Parchi System," "Monday Filing," "Help Slip," and "FMS" beneficial.
  - **Snehal:** Excited to implement "EA," "process coordinator," "FMS," and aim for "abundance income" from the "Double Your Profit One Day Workshop".
  - **Youthful Entrepreneurs:** The expert mentioned young entrepreneurs (some 17-20 years old) who successfully took over and grew their family businesses after joining the Nine Months Course.
  - **Romil Halan (B2B Industry):** Hired three CRM managers about seven years ago after customers complained about lack of communication during order placement and delivery.

This initiative helped them become the "Amazon of B2B industry," leading to very good monthly feedback and being a "key differentiator" against competition.

◦

Sameer (UK Customer): Hired a Mumbai-based English-speaking CRM for a UK customer, leading to the customer being "very happy" within three months due to regular updates on delivery status.

◦

Laundry Business Owner (B2C Retail): Reduced monthly outstanding payments from 5-10 lakhs to below 50,000 after implementing CRM and systems.

◦

E-commerce Retailer: Hired two CRMs (one for pre-purchase, one for post-purchase). The pre-purchase CRM boosted sales, while the post-purchase one reduced RTO (returns to origin) and increased repeat purchases due to quick communication and customer satisfaction.

◦

Yukti Agrawal (Bombay): Has successfully kept a CRM for two years at ₹15,000 salary, even in expensive Mumbai, by hiring an internal staff's wife. She states that her cash crunch "disappeared" because payments started coming in on time.

◦

Saket Sachdeva (Delhi): Has a CRM for ₹13,500.

◦

Architect (Vivek Gupta): Found that traveling with clients on the same flight to have informal discussions was "magical" and "high impact," helping to "crack more transactions and more assignments".

◦

Old Employee (1.5 Lakh salary): An old, trusted employee in a 1000 crore turnover company was found to be receiving ₹15,000 per month from a single transporter, highlighting the need for systems over trust.

◦

Bearings Trader (Vishnu): Acknowledged the pain of inventory but initially resisted the idea of liquidating old stock, citing the need to hold inventory for 3-4 years for certain items.

◦

Road Construction (Amit Garg): Works on National Highway projects, facing 2-month payment cycles from the government. He mentioned that companies like PAC Infratech and Ashok Buildcon are doing his courses and are successful in this sector.

◦

CA Firm Owner (Gautam Prakash): Struggled with clients who only want to speak to him. The expert clarified that a full system implementation eventually diverts calls away from the owner.

◦

Luxury Salon Owner (Joban): Faced financial recovery challenges after COVID, with a 1 crore loan and advanced payments for services. The expert advised focusing on increasing sales to become debt-free.

◦

Dermatologist (Hair Transplant Surgeon): The expert mentioned a non-doctor owner of a hair transplant business who grew 5X in 1.5 years after taking the course.

◦

Textile Business Owner (Sandeep): Faced challenges with maintaining stock due to fabric cutting, color matching, and staff dispatching similar shades. The expert advised dedicated staff for inventory management.

- **Plastic Manufacturer (Harsimran Singh):** Runs a 25 crore plastic manufacturing and recycling business. Faces declining trends in the plastic sheet market but the expert asserted his methods could help.
- **Mustard Oil Plant Owner (Abhirath Gulati):** Third-generation business owner. Questions direct interaction with HODs and verification of tasks.
- **Rice & Maize Broker (Nitesh Mehta):** Works on a 1% margin. Struggles with scaling into new regions due to advance payment requirements and trust issues. The expert suggested hiring a dedicated person for new region expansion.
- **Steel Scrap Trading (Shubham Goel):** Runs a 20 crore business with two verticals and a small team, but it's stagnant. The expert advised taking the course to fix it.
- **Supermarket Chain (Lakshmi Chand):** Owns six supermarkets in Mumbai, a 75-year-old company. Dinesh Gada, from Studio Five (Sachin's company), referred him. He seeks "smoothness" and a "wow factor" beyond just profit. The expert mentioned Pradeep Mittal from Rajmandir Hypermarket, who has 50 branches and completed the course.
- **Jhaola (Cloth Bags) Manufacturer (Ayush Agarwal):** Has a 15 crore turnover with a 3 crore loan from his father's time. Sees low scalability and margins. The expert assured that sales and financial systems can improve this.
- **Home Technology (Rohit Chaudhary):** Runs an 8-year-old home automation, security, and theatre business with a 10 crore turnover. Believes it can become a 5000 crore company but lacks understanding of the stages. The expert mentioned he has testaments for this industry.
- **Jeweller (Keval):** Asked about the relevance of CC limits for his business and considered home/car loans as good loans.
- **Fashion Designer (Jagdish Dadlani):** Offered to make a suit for the expert, expressing great appreciation and belief in his methods. He runs a store called 'Dulhe Raja' in Bhopal and has simple methods due to God's kindness.
- **Real Estate (Purva):** Has an NPA company due to COVID but also a profitable laundry business. The expert suggested both her and her husband join the Nine Months Course for their respective businesses.
- **Infrastructure/Real Estate (Ruchit Purohit):** His father's business (infrastructure) grew from 100 crore to 650 crore projects after the course. He is now handling real estate and aiming for a 400-500 crore building project. He acknowledged that some small issues persist that need addressing.
- **Physiotherapy Clinic (Poonam Pandey):** With 40 lakh turnover, plans to open a new studio and take the Nine Months Course. Currently handles most work herself, but has increased staff after the One Day program.
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Garment Industry (Priyanka): Runs her own garment business, facing financial, sales, marketing, and delivery issues. Despite an arts background, the expert strongly recommended the Nine Months Course for her.

These examples collectively highlight the expert's confidence in his system's applicability across diverse industries and business sizes, from small startups to large, established family businesses, consistently leading to significant improvements in profit, efficiency, and owner freedom.