

Problem statement:

India sees 1.5–2 crore people relocate every year, yet the experience remains broken: disorganised packers, zero accountability, no help in setting up the home, and painful first 30 days of settling in.

People don't just need 'moving', they need *a ready-to-live home experience*.

Our hypothesis:

- People are willing to pay a premium to walk into a ready home in 1-2 days
- They hate coordination + chaos more than the money they'll pay you

Company Value:

Exponentially better home settling experience than anyone, **every single time**.

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A premium & professional, tech enabled end-to-end home-shifting experience: leave for the office from your old home in the morning, return to a fully set-up new home.

What exactly are we building? (SettleRight - Dummy name)

High quality home settling experience for people who value time and convenience or are extremely concerned about the experience from a service.

We are building high quality experience oriented home settling - more like a relocation partner than a shifting vendor

Most of our customers would choose us because they don't want to deal with:

- Random labours/unskilled at times (who sometimes don't treat your goods as their own)
- Damages to the belongings they bought from their hard earned money

- Negotiation & last min surprises:
 - Not adhering to the committed deliverables (big vs small truck, less no of trucks, premium vs poor quality packing material)
 - Heckling with labours - they ask for extra tips
- Co-ordinating everything themselves

Initial Boundaries:

We would be operating in this realm till we meet the benchmarks of the below metrics: (**Define these benchmarks**)

1. Customer Experience: NPS/customer rating
(Do customers love this? Do they feel it is exponentially better than their experiences before?)
 - Service experience rating
 - % of customer who would recommend to a friend
 - % of customer who gives us a testimonial (video/text)
2. Unit Economics:
(Will this model make money at scale)
 - Contribution Margin per job
 - Gross margin %
 - Labor cost predictability
3. Operational predictability:
(This proves the service is repeatable, not random)
 - SOP adherence (kitchen, wardrobe, living room checklists)
 - Job completion timeline
 - Partner reliability score (our internal rating)
 - Error/complaint rate

The realm:

City: Only Bangalore (only intra city)

Homes: 2BHK and above only

Segment: Upper middle class/premium

Service scope:

- Packing and moving
- Home functional set up (Sweep and Mop, Furniture assembly, Fridge, washing machine & TV set up, Kitchen and living room setup)

Proof of Concept (POC): (Define timeline for all 4 - first 3 preferably needs to be done by Nov end)

Partner Discovery → Partner Evaluation → Partner Selection → Partner Training → Partner-based pilot jobs → Customer pilot jobs → Operational stability testing → Unit economics validation

Phase 1: Call the vendors (4 micro markets - 4 partners each). Go and meet the one who clears the below criteria and agrees to you shadowing them

Outcome:

- Understand their pain points, business and process
- Understand what you can offer them as partners

Note: Defining a micro market is important - the partner team needs to be operational in that micro market, meaning the team should live there, that is when it makes sense. We will eventually plan to assign houses basis km radius of the partner - this will ensure no time delay and partner's stickiness to the platform (save cost in labor movement, truck movement (*check this assumption*))

Phase 2: Observe the shifting process: 3 partners each in 4 micro market

Outcome:

- Understand the process end to end. Customer's/Vendor's journey and their pain point
- Create the process document and SOPs for yourself

Phase 3: Choose 2 partners each in 2 micro markets and visit their bookings as Settle right (no lead generation at this point). Implement the playbook/SOP that you created. Do this for at least 6 clients. Handle clients end-to-end (Experience from once the lead is received - do this for free for the vendors) (*Test value add - unpack service here too*) (**Should we hire 1 full time consultant here? Wear tshirt of our company**) (**what should be the exit criteria of phase 3 to enter phase 4?**)

Outcome:

- Finalize the SOP for independent execution (Booking till functional home)
- Finalize the training SOP
- Take active feedback from the customer
- Trusted partner onboarded
- Consultant training SOP and first consultant onboarded

Phase 4: Settle right services test (*atleast 10-15 houses (2/3/3+ BHK) before going full throttle*)

(Website/app, social channels, google page - to be in place - don't miss the testimonials - labour should wear something to indicate the brand - id/cap)

Outcome:

- Generate leads
- Service them using your curated SOP and partner vendor
- Update the SOP wherever required - Add and correct
- Capture NPS, feedback and photos/videos (for social media handles)
- Observe what type of customer loves you the most
- Ensure the benchmarks of Customer exp, UE and OE are met - Work and rework until you meet the benchmark

1. Partner POC

Here we would Validate:

- Which partner is reliable? (not a fraud)
- Which partner has the best labour
- Who will give us customers for a POC

- Who gives a predictable labour cost?

1.1 Make a partner list (10-15)

- Works in Bangalore core (Micro markets - HSR, Kormangala, Indiranagar, Whitefield)
- 3.5+ rating on Google
- 100+ reviews
- Serves 2BHK+ households
- Has 1 team of atleast 10 labours

1.2 Understand their issues as researchers (not partners)

-  P&M - Qs
- [Survey file link here](#)

1.3 Vibe match and can handle at least 3 homes in a day then go ahead with them for POC: Next physical meeting

1.4 Evaluate each partner :

- To filter out "**Who do you want to do a POC with?**"
- Track:
 - Labour predictability
 - Their attitude
 - Punctuality
 - How they treat customers
 - How much they upsell
 - Whether they create problems or solve them

1.5 Choose partners for the POC

1.6 Sign a simple 60-days POC agreement - when you start giving them a list:

- 1–2 page MoU:
- Scope (they handle move, you handle setup)
- Rate card (per person/day/hour)
- Overtime definition
- Payment terms
- Lead-sharing terms
- No price inflation on day-of-job
- Basic service standards
- No heavy legal required.

1.7 Partner training for Phase 3 and Phase 4 (especially 4)

2. Customer POC (defined already above)

3. Operational POC

3.1 Pre-job discovery process

- Video walkthrough/Consultant visit
- Scope checklist
- Box count
- Wardrobe complexity
- Kitchen complexity
- Few very very important and delicate items - Customer's top items for shifting that they are concerned about

3.2 Unpacking, shifting and Setup SOP

- Who will handle which room? How will the work be distributed? Room wise? Labour wise?
- Optimal way to pack, move and unpack
- Should we send people at night to pack or in the morning?

3.3 Timing benchmark

- 2 BHK -> 1 day (Pack-move-unpack)
- 3 BHK -> 1-2 days
- 4 BHK -> 2 days

3.4 Post-job documentation

- Before/after photos/videos
- Feedback
- Testimonial
- **Internal variance report (labour estimate vs actual)**

4. Unit Economics POC: To validate CM2

Metrics: (since partnering take proxy accordingly)

- Revenue per job
- Labour cost (CM1)
- Overheads (your time, transport, partner fees)
- CM2 (must hit \geq ??/job)
- Variance $< + - 10\%$
- Predictable labour cost
- Predictable manpower count per BHK

GTM and Customer journey

1. For both our and partner's leads: (Phase 3&4)

Map the customer journey and operations. The default flow (now high level - detail it post phase 1)

- **Lead comes in** (WhatsApp / form / partner referral).
- **Quick call (15–20 mins)**: Understand BHK, items, move date, family profile, expectations.
- **Estimate & pitch**: Send a simple one-page quote / WhatsApp PDF.
- **Booking**: Token amount (e.g., 30–50%) via UPI/payment link.
- **Confirmation of time to customer**: 1 day prior to the movement day. Inform them before hand via WA too
- **Move day** (partner owned) – you do a quick **pre-setup walkthrough**.
 - **Segregate focus areas** - one “pod” per area.
 - Special pods for **fragile** items
 - Start work **parallelly** in all **focus areas**
 - **Pack first**, everything gets packed.
 - Nothing gets **moved until absolutely required**.
 - E.g. **space required** for packing the large table so we need to move the “packed” bed out.
 - Nothing gets **moved** without taking **customer's consent** and without **consultant's go-ahead**
 - **Loading SOP** - <todo>
 - **Unloading SOP** - <todo>
- **Setup day(s) (owned - us)**:
 - You + 1–3 workers (from partner or your own pool)
 - Unpack, organise, layout, small décor
- **Final walkthrough & sign-off**
- **Before/After photos + testimonial** (non-negotiable)
- **Feedback call + referral ask** (within 2–3 days)

2. GTM:

- **Big question to answer**: How do you acquire customers at a premium price?
 - A/B test for online campaign
 - Introductory price - only 20-30% premium on the average charges
 - Free home setup - 40-50% premium on the average charges
 - Paise wapas deal - any damage or bad experience all money will be refunded?
(risky?)
 - **(what else can we do? Don't ever want to offer a discount ever!)**
 - Offline:

- Partner with brokers of premium society (**offer them flat 2000 on conversion**)

Legal, money, social media and tools (basics)

1. Entity and compliance: (**research more**)
 - a. Register the company
 - b. GST and other licenses
2. Money:
 - a. How much will we burn in the first 6 months?
 - b. How can we operate profitably?
 - c. Seed fund raise by max March'26
3. Social media (when to start this? And how? Content - what is the strategy?)
4. Basic tool stack:
 - a. **Google Workspace** (email, Drive, Sheets, Docs)
 - b. **WhatsApp Business**: catalogue, quick replies, labels for leads.
 - c. **Airtable / Notion / Sheet**: CRM + job tracker
 - d. **UPI / Razorpay**: for payment links
 - e. **Canva**: quick creatives & 1-pagers
 - f. **Drive folder per client**: photos, videos, checklists, testimonials.

Benefits for Partners:

1. Predictability of service/cost
2. Utilization of teams on off seasons

Catastrophic: What can fail? Charlie Munger inversion principle:

1. If we are not able to control damages
2. Partners don't work with us

Tough questions to answer and prove:

1. How will you make the experience exponentially better - for both the customer and the partner?
2. How will you ensure the experience is consistent every single time
3. How do you make the customer trust you? Why will they pay premium and try out your service
4. What will the unit economies look like? - How much can your CPL be?
5. How do you know after getting trained they will not leave the platform and run things on their own? How do you ensure this doesn't happen?
6. How do you ensure consistent labour behavior?

Company & Brand Name

Parent Entity: Khar Meets Gundruk Pvt Ltd

Company: The Setrz Co.