AKSHAYAKALPA'S
HIGH PROTEIN MILK GROWTH STRATEGY



TEAM:
SCOPEEDGE

ADITYA KRISHNA | SHAMBHAVI SHOURYA
OM GUPTA | ATHARV SONAWANE

DRISHTI 2026 / BOARDROOM BRAWLZ • SCOPEEDGE × AKSHAYAKALPA ORGANICS

3.23× HP MILK SCALE-UP IS A DEMAND–SUPPLY COORDINATION TEST

The mandate: reach 10,000 L/day across five cities—without turning rapid distribution into perishable inventory loss.

01 THE GROWTH MANDATE

MEASURE	LITRES / DAY
Current run-rate	~3,100
Incremental gap	+6,900
FY-end target	10,000
Deadline	Mar '27 / Jun

02 HISTORICAL TRACTION

~4×
DAILY RUN-RATE GROWTH

2.5×
ACTIVE CUSTOMER GROWTH

No base-SKU cannibalisation observed.

03 PRODUCT & NETWORK BOUNDARIES

BOUNDARY	CASE FACT
Portfolio	6 live + 4 planned flavours
Freshness	2 days • 3–4°C chilled
Plants	Tiptur (KA) • Jadcherla (TS)
Mumbai / Pune	24–26h small • 30–36h large

04 CHANNEL BASELINE & HP MILK TARGET MIX

CHANNEL	ORG. BASE	SCALE ROLE / HP TARGET	LAUNCH CONSTRAINT
Q-commerce	~50%	Fast reach • 70% HP target = 7,000 L/d	30%+ ramp waste; delisting risk.
ADD / Hybrid	~35%	Loyal base • 30% HP target = 3,000 L/d	BTL / digital slower alone.

*Org-wide mix: QC ~50%, ADD/Hybrid ~35%, Offline/GT ~15%; HP Milk target = 70% QC / 30% ADD.

05 WHY THE LAUNCH MODEL BREAKS

1 LIST	2 PRE-STOCK	3 DEMAND LAG	4 SLOW SELL	5 LOSS
City / SKU	Stock committed	Demand unproven	Sales trail stock	Waste / delist

Precedent: bread delisted • batter wastage • some brands fund 2–3 months of launch support.

06 THREE DECISIONS THE CASE REQUIRES

DECISION	WHAT SCOPEEDGE MUST RESOLVE
01 • CUSTOMER	Choose: protein-seekers OR health-conscious mainstream.
02 • SEQUENCE	Sequence cities / flavours with ADD; solve Mumbai / Pune.
03 • DEMAND	Prove local demand before every city / flavour stock release.

07 SCOPEEDGE OPERATING THESIS

1 CHOOSE	2 SEED	3 PROVE	4 ALLOCATE	5 REFILL
Customer	Local demand	Paid + repeat	Stock to signal	To sell-through

FIVE CITIES Bengaluru • Chennai • Hyderabad • Mumbai • Pune

GROWTH | OPERATIONS | FUNDING & SCALE-UP

SOURCE: Drishti case brief, pp. 1–2. | HP Milk target mix and rollout allocations are ScopeEdge planning assumptions.

DRISHTI 2026 / BOARDROOM BRAWLZ • SCOPEEDGE × AKSHAYAKALPA ORGANICS

THE SCALE-UP BREAK: INVENTORY ARRIVES BEFORE LOCAL VELOCITY

A 48-hour freshness clock makes launch speed a lane-level economics problem—not just a marketing problem.

01 CASE BASELINE & SCALE SIGNALS

SIGNAL	CASE DATA	SCALE IMPLICATION
Run-rate	~4× / 8 mo	3,100 → 10,000 L/d
Active base	2.5× / 8 mo	Repeat engine
Flavours	6 live + 4 planned	10-SKU portfolio
Channels	50 / 35 / 15 org.	HP target 70 / 30

02 WHY THE GROWTH ENGINES NEED SEQUENCING

LEVER	UNLOCKS	FRICTION	SCALE ROLE
Q-commerce	Fast platform reach	30%+ ramp waste; delisting.	Scale lever
ADD / Hybrid	Direct buyers; loyal base	BTL / digital slower alone.	Demand base
Flavours	Past launches grew	More city × SKU complexity.	Pilot SKUs
Fresh supply	Two plants	2-day life; 3–4°C.	Gate each lane

03 RESIDUAL SHELF-LIFE CLOCK | 48H

1	2	3	4
48H	**SOUTH**	**WEST**	**RISK**
3–4°C total life	40h sellable	16–18h sellable	>30% waste

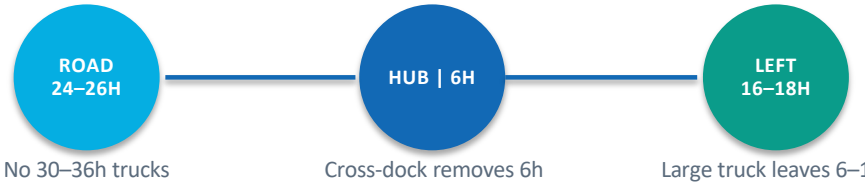
West large trucks (30–36h) + 6h inwarding leave only 6–12h; exclude from HP Milk lanes.

04 SOUTH LANES | BLR / HYD

STEP	TIME	OPERATING WINDOW
Plant transit	~4h	Tiptur / Jadcherla → city
QC inward	~4h	Hub receipt + putaway
Elapsed	~8h	From plant release
Sellable left	~40h	≤33.7% waste at ≥₹10/L

05 WEST LANES | MUM / PUN

STEP	TIME	CONTROL
Small reefer	24–26h	Mandatory lane
Hub inwarding	6h	Direct cross-dock
Dark-store life	16–18h	Tight sell-through window



06 WEST LAUNCH VERDICT

SIGNAL	CASE / RESPONSE
Bread	Delisted after high wastage
Batter	Launch wastage precedent
West rule	ADD paid pre-orders → QC only after repeat proof

STRATEGIC VERDICT :-

• West Q-Commerce is ADD-seeded first. • Pilot target: ADD waste ≤3%. • QC unlock only after paid repeat + ≥₹10/L contribution.

DECISION | South can absorb a longer ramp; West must earn each dark-store replenishment with pre-orders and fast cross-docking.

MODEL BASIS: 48h plant-release clock; South 4h transit + 4h inwarding; West 24–26h small reefer + 6h hub; waste as % of supplied stock.

START WITH ROUTINE BUILDERS; EXPAND ONLY AFTER PAID-REPEAT PROOF

Start where protein intent is visible; do not define the category as bodybuilders only. Broaden to professionals and households after paid-repeat evidence.

01 RESEARCH EVIDENCE & PRODUCT ECONOMICS

63.4 g
URBAN PROTEIN / CAPITA / DAY
MoSPI unadjusted

62.9 g
URBAN PROTEIN / CAPITA / DAY
MoSPI adjusted

12.9%
PROTEIN FROM MILK & PRODUCTS
Urban estimate

12.3m
FITNESS FACILITY MEMBERS
India • 2024

FITNESS MARKET | 2024 → 2030F

₹16,200 Cr

₹37,700 Cr

15% CAGR • 0.8% membership penetration • 56% top-10 city revenue share

250 ML PRICE / PROTEIN VALUE CHECK

PRODUCT	₹ / PACK	PROTEIN	₹ / g
AK plain	100	25 g	4.00
AK flavours	110	25 g	4.40
Amul HP	110	35 g	3.14

Pilot signal: ~5,000 app users; 60% repeat reported. Use as early cohort evidence—not a whole-base rate.

02 SEGMENT CHOICE & TARGETING

METRIC	PROTEIN SEEKERS	MAINSTREAM	DECISION
Reach	Smaller, focused.	Larger, spread.	Start focused.
Intent	Case: faster + cheaper.	Unproven; educate.	Win paid buyers.
Access	Gyms • trainers • clubs.	Homes • offices • RWAs.	Use local nodes.
Routine	Existing protein use.	Daily use unproven.	Track interval.
Price	Test ₹100–110 / pack.	Hold ₹100–110 MRP	₹25 × 2 wallet rewards
Role	BEACHHEAD	GATED EXPANSION	Paid + repeat gate.

CATEGORY AUDIENCE: HIGH INTENT EVERYDAY PROTEIN SEEKERS

Acquire Routine Builders first expand to professionals / households after 1st + 2nd paid-purchase proof.

POSITIONING | EVERYDAY PROTEIN, MADE FAMILIAR.

Price :- Hold ₹100–110 MRP return ₹25 to the wallet after each of the first 2 fulfilled orders. Defend premium through organic provenance and clean label transparency validate smooth, non-chalky texture and everyday digestibility.

SCALE ANCHOR | 10,000 L/day = 40,000 × 250ml pack-equivalents/day IF all volume is sold in 250ml packs.

03 CUSTOMER PERSONAS & EXPANSION GATES



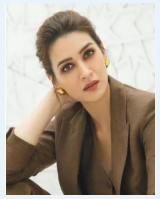
ROUTINE BUILDER
25–35 • PRIMARY BEACHHEAD

Gym, fitness or sports participant.

NEED: 25g protein in a milk format.

TRIGGER: post-activity / meal. BARRIER: ₹100–110.

REACH: gyms • trainers • run clubs.



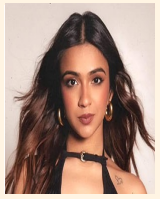
TIME-PRESSED PROFESSIONAL
25–40 • GATED COHORT

Working adult, nutrition-interested.

NEED: convenient daily milk option.

TRIGGER: breakfast / break. BARRIER: repeat price.

REACH: offices • apartments • ADD.



HOUSEHOLD NUTRITION PLANNER
30–45 • LATER EXPANSION

Household buyer testing taste, value, fit.

NEED: differentiated milk for self-use.

TRIGGER: breakfast / snack. BARRIER: premium pack.

REACH: RWAs • customers • referrals.

SOURCES: MoSPI HCES 2023–24; Deloitte–HFA 2025; official Akshayakalpa / Amul listings; ET Retail CEO interview. Sensory proof is a positioning workstream.

DRISHTI 2026 / BOARDROOM BRAWLZ • SCOPEEDGE × AKSHAYAKALPA ORGANICS

TURN LOCAL COMMUNITIES INTO PAID DARK STORE VELOCITY

Five campaigns seed repeat buyers at priority stores ADD cross-sampling and organic discovery supply the broader scale engine.

01 FIVE CAMPAIGNS | ONE CATEGORY PLATFORM

CAMPAIGN	EXECUTION	PROOF / KPI
01 Routine Builder	1.5km geo-fence; QR → Blinkit / Zepto promo code.	Paid order + store velocity + repeat.
02 Everyday Table	RWA / office tasting; local QR.	Sample → paid; CAC.
03 Creator Diaries	Micro / nano: 1 Reel + 2 Stories + code.	Tracked buyers; repeat.
04 Flavour Finder	Guided tasting; paid choice, not polls.	SKU mix + repeat.
05 Refer + Repeat	₹25 after 1st + ₹25 after 2nd order.	Verified referral.

02 LOCALITY × SKU VELOCITY ENGINE

STEP	EXECUTION	OUTPUT
01 Map	1.5km QR + store reach + ADD area + chilled service.	Priority dark store
02 Activate	Agents • RWAs • gyms • run clubs.	Local access
03 Educate	25g / 250ml; price + flavour proof.	Informed buyer
04 Qualify	Consent + locality + SKU + timing.	Qualified lead
05 Convert	QR → platform-approved rebate / ADD order.	Paid order
06 Retain	2nd purchase + feedback + source.	Repeat signal

03 ₹5L DARK STORE VELOCITY IGNITER

ACTIVITY	₹ CAP	SHARE
Community • 15 events	1,25,000	25%
Creators + rights	1,00,000	20%
Sampling • 1,500 max	75,000	15%
Geo-social	60,000	12%
Referral + ambassadors	40,000	8%
Content + local	35,000	7%
QR + tracking	15,000	3%
Conditional reserve	50,000	10%

₹5,00,000 • 90 days • ₹5.56K/day average (not daily pacing).

250 stores × 20 repeat buyers = 5,000 seeded buyers; ₹100 per buyer at full cap.

04 MEASUREMENT + SCALE BRIDGE

1 AWARENESS	2 QUALIFIED INTENT	3 FIRST ORDER	4 REPEAT
Geo-fenced QR / reach	2km pin + SKU + consent	Platform / ADD paid order	2nd order + sell-through

KPI DEFINITIONS + RELEASE GUARDRAILS

KPI	FORMULA / CONTROL
Full CAC	Spend ÷ incremental 1st-time buyers
Sample → paid	Sampled buyers ÷ eligible samples
Volume / yield	L/day • sell-through • waste • margin

GAP MATH: +6,900 L/d = 27,600 packs/d. 5,000 buyers × 1 pack/d = 1,250 L/d not the full gap.

Remaining 5,650 L/d: ADD morning-milk neck-tags + tasting shots, then organic Q-Commerce discovery; track full marginal CAC.

BASIS: ₹5L / 90-day BTL envelope is a conditional reallocation; geo-offers require platform approval and verified 3–4°C fulfilment.

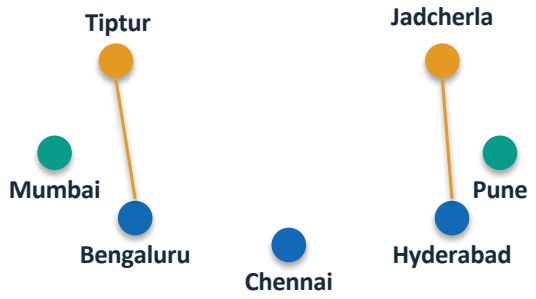
DRISHTI 2026 / BOARDROOM BRAWLZ • SCOPEEDGE × AKSHAYAKALPA ORGANICS

SEQUENCE FIVE CITIES TO A 10,000 L/D TARGET WITH WEST ADD-LED

Wave Bengaluru / Hyderabad first, Chennai second, then unlock Mumbai / Pune Q-Commerce only in ADD-proven pin codes.

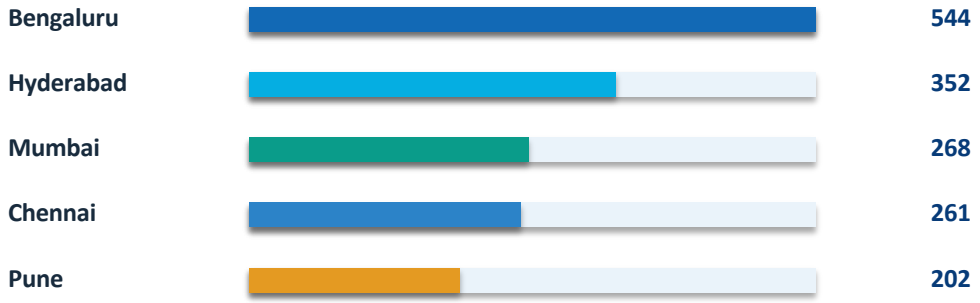
01 SUPPLY GEOGRAPHY

PLANTS → PILOT ANCHORS → MARKETS



Two plants → five markets; route fit governs wave timing.

02 FIVE-CITY QUICK-COMMERCE ACCESS PROXY



1,627 mapped Blinkit + Zepto + Instamart stores; 250 priority stores are the BTL velocity pilot subset.

03 ILLUSTRATIVE CITY TARGET MIX

SCENARIO AT 10,000 L/DAY • NOT CURRENT SALES

CITY	SHARE	TARGET L/DAY
Bengaluru	50%	5,000
Chennai	15%	1,500
Hyderabad	15%	1,500
Mumbai	12%	1,200
Pune	8%	800
TOTAL	100%	10,000

Planning assumption only. Reconcile to the W0 city baseline before setting commitments.

04 10,000 L/D CITY × CHANNEL ALLOCATION

CITY / SHARE	TARGET L/D	QC / ADD L/D	WAVE / ACCESS
Bengaluru • 50%	5,000	3,800 QC / 1,200 ADD	W1 • Tiptur <4h • 544 stores
Hyderabad • 15%	1,500	1,100 QC / 400 ADD	W1 • Jadcherla • 352 stores
Chennai • 15%	1,500	1,100 QC / 400 ADD	W2 • route gate • 261 stores
Mumbai • 12%	1,200	600 QC / 600 ADD	W3 • ADD-led • 24–26h • 268
Pune • 8%	800	400 QC / 400 ADD	W3 • ADD-led • 24–26h • 202

05 WAVE PLAN & TARGET MIX

1 W0	2 W1	3 W2	4 W3
Baseline 5 cities	Bengaluru + Hyderabad	Chennai route gate	Mumbai + Pune ADD-led

QC • 70%	ADD / HYBRID • 30%
7,000 L/day	28,000 × 250ml packs/day
3,000 L/day	12,000 × 250ml packs/day
TOTAL TARGET	10,000 L/day • 40,000 packs/day
WAVE CONTROL	West QC only after ADD proof

10,000 L/D = 5,000 BLR + 1,500 HYD + 1,500 CHN + 1,200 MUM + 800 PUN | 70% QC / 30% ADD.

PLAN BASIS: City shares, city × channel split and mapped-store counts are rollout assumptions / access proxies; targets are not historical sales.

DRISHTI 2026 / BOARDROOM BRAWLZ • SCOPEEDGE × AKSHAYAKALPA ORGANICS

ADD PRE-ORDERS SEED THE PIN CODE QUICK-COMMERCE SCALES IT

Paid demand creates the local signal Q-Commerce inventory unlocks only after the catchment clears its order threshold.

01 CHANNEL ROLE DESIGN

AREA	ADD / HYBRID	Q-COMMERCE
Role	Build local buyer base.	Fast reach + buyers.
Acquire	RWAs • events • agents • app.	Platform discovery + targeting.
Demand	Paid litres • reorders.	Store × SKU sell-through.
Repeat	Subscription • agent follow-up.	Platform reorder, if shared.
Limit	Slower acquisition.	Pre-stock waste + delisting.

02 ADD PRE-ORDERS → 2KM CATCHMENT → QC SCALE

ADD SIGNALS
Paid pre-orders • repeat • pin code

QC SIGNALS
Sell-through • in-stock • waste

SHARED LEDGER | PIN CODE • 2KM • SKU • DAILY PAID ORDERS

1 CAPTURE	2 TRIGGER	3 UNLOCK QC
Paid ADD orders	30+ orders/day	Store stock + refill

03 CITY × CHANNEL RESPONSIBILITY

CITY	ADD	QC
Bengaluru	Anchor + repeat	After paid orders
Hyderabad	Agent + repeat	After replenishment
Chennai	Local buyer base	Route + freshness
Mumbai	ADD-led demand	24–36h lane gate
Pune	ADD-led demand	24–36h lane gate

04 CHANNEL PERFORMANCE SCORECARD

SIGNAL	ADD CAPTURE	QC CAPTURE	DECISION
Paid volume	Fulfilled ADD / D2C litres.	Store × SKU paid sell-through.	Demand baseline
Repeat	2nd order / subscription.	Platform reorder cohort.	Habit signal
Availability	Agent fill rate / missed drops.	In-stock / stockout.	Service quality
Freshness	Returns / damaged litres.	Expiry / waste / stock age.	Pause unsafe stock
Economics	Net after agent fulfilment.	Net after platform + freight.	Compare margin
Acquisition	Tagged buyers + full CAC.	Attributed 1st orders.	New buyers

05 QC STOCK RELEASE GATES

GATE	PASS EVIDENCE
Serviceable	2km pin code + listing
Demand	30+ paid ADD orders/day
Freshness	3–4°C + residual life + FEFO
Economics	≥₹10/L after waste

06 GOVERNANCE & VOLUME INTEGRITY

OWNER	ACCOUNTABILITY
Marketing	Leads + buyer codes
ADD	Paid orders + delivery
QC	Listings + sell-through
Ops	Plan + chill + stock
Finance	Net realisation + margin

VOLUME RULE :- Count fulfilled ADD liters + QC consumer sell-through exclude shipments and deduplicate buyers.

CHANNEL RULE | ADD seeds demand in each pin code; QC scales only after 30+ paid daily ADD orders + freshness / margin pass.

PILOT TRIGGER: 30+ paid ADD orders/day within a 2km catchment. Pre-orders avoid speculative QC pre-stock; ADD still uses chilled, demand-matched fulfilment.

SIX LIVE FLAVOURS; FOUR PLANNED EACH NEW SKU MUST PROVE INCREMENTAL REPEAT

Keep the core available. Pilot one unproven flavour at a time. Scale only when paid demand, repeat, net category lift and contribution all pass.

01 SIX ACTIVE FLAVOURS

SKU	ROLE	PROOF
Plain	Base milk	Base + repeat
Elaichi	Classic	Buyers + repeat
Vanilla	Discovery	Paid + repeat
Strawberry	Discovery	Paid + repeat
Kesar Elaichi	Distinctive	Net lift + repeat
Coffee	Occasion	Cohort + repeat

02 10-SKU PORTFOLIO | 6 LIVE + 4 DAY-PART CONCEPTS

01 PLAIN	02 ELAICHI	03 VANILLA	04 STRAWBERRY	05 KESAR ELAICHI
06 COFFEE	07 MOCHA	08 COCOA	09 SAVOURY	10 BADAM

ADD-FIRST CONCEPTS: 07 Cold Brew Mocha (4 PM office break); 08 Unsweetened Dark Cocoa (family evening); 09 Masala Chaas / Savoury HP (1 PM lunch); 10 Badam Ashwagandha (9 PM wind-down).

03 VARIANT SELECTION SCORECARD

DIMENSION	WEIGHT	EVIDENCE
Paid conversion	25%	Buyers / qualified leads
Repeat	25%	2nd purchase / cohort
Net portfolio lift	20%	HP litres vs baseline
Contribution / L	15%	Net less variable cost
Sales / expiry	15%	Sold + expired litres

ADD-first concepts • freshness + contribution remain hard gates.

04 NEW-SKU LAUNCH GATES | IDEA → PAID REPEAT → SCALE

GATE	TEST	EVIDENCE TO ADVANCE	DECISION
G0 Ready	Product / quality	Specs, claims, supply + cost pass.	Pilot eligible
G1 Interest	Local relevance	Qualified interest; votes are signals only.	No stock yet
G2 Paid pilot	Actual purchase	Paid order + catchment sell-through.	Continue / refine
G3 Repeat	Habit + lift	2nd purchase + portfolio lift.	Prove demand
G4 Scale	Margin + freshness	Contribution, waste + 3–4°C pass.	Scale / hold / stop

05 CITY × SKU GUARDRAILS

CITY	SKU RULE	SCALE GATE
BLR	Core 6 + 1 test	Paid + sales
HYD	Core 6 + 1 test	Repeat + stock
CHN	Core 6 first	Route + life
MUM	ADD-led; hold new SKU	24–36h gate
PUN	ADD-led; hold new SKU	24–36h gate

06 PROVE NET CATEGORY LIFT

CONCEPT TESTS • NOT APPROVED SKUs

+100	−30	+70
L NEW SKU	L EXISTING	L NET LIFT

Net lift = total HP litres after launch − baseline HP litres without launch. Scale only if paid repeat, ₹/L and freshness pass.

PORTFOLIO RULE | Keep 6 live flavours; test one new concept on ADD first; Q-Commerce only after paid + repeat proof.

PLAN: SKUs 07–10 are day-part concepts for ADD-first testing; formulation, sensory, shelf-life and label checks precede scale.

DRISHTI 2026 / BOARDROOM BRAWLZ • SCOPEEDGE × AKSHAYAKALPA ORGANICS

WEST LANES: SMALL REEFERS + DIRECT CROSS-DOCK + DAY-2 RECOVERY

Protect the 16–18h West sellable window: remove hub delay, keep stock lean and recover value before expiry.

01 CASE OPERATING ENVELOPE

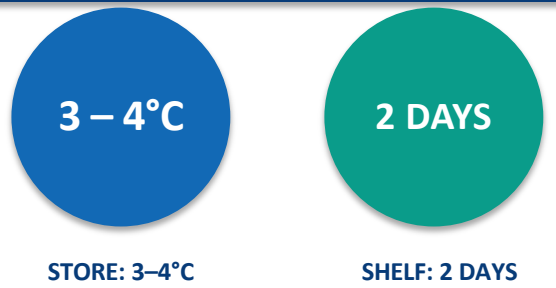
ITEM	CASE FACT	OPERATING IMPLICATION
Plants	Tiptur / Jadcherla	Capacity + lanes
Temp.	3–4°C	Logger at dispatch + receipt
Shelf life	2 days	Age + life left
Scope	5 cities	City × SKU
West lanes	West: 24–26h small reefer	16–18h after 6h hub inwarding

02 PLANT-TO-CONSUMER CONTROL FLOW

1 DEMAND PLAN	2 PRODUCTION PLAN	3 QA + CHILL
City × catchment × SKU	Plant × flavour × dispatch	Batch approved; 3–4°C
4 LOAD + DISPATCH	**5 TRANSIT + RECEIPT**	**6 STORE + LAST MILE**
Pre-cooled vehicle + logger	ETA + temp + lot check	FEFO + residual-life gate

HAND-OFF: batch ID • time • temperature • quantity • residual life • exception status.

03 FRESHNESS GUARDRAIL



STORE: 3–4°C **SHELF: 2 DAYS**

FEFO + Day-2 markdown only while in-date.

04 WEST LANE | NON-NEGOTIABLE RULES

RULE	CASE / WINDOW	OPERATING ACTION
Vehicle	30–36h large	Do not dispatch to MUM / PUN
Small reefer	24–26h	Mandatory for HP Milk
Hub lag	6h inwarding	Direct cross-dock; save 6h
Day-2 stock	After 4 PM	Up to 25% platform-funded
Margin gate	≥₹10/L	Seller-funded only if gate holds

05 STORE INVENTORY & AGE-BASED REPLENISHMENT

CONTROL	OPERATING RULE	RECORD / TRIGGER
Forecast	Paid sales + ADD pre-orders.	Store / SKU / day plan
Initial stock	Lean; no pre-stock on West QC.	Opening stock vs sales
Rotation	FEFO: earliest expiry first.	Lot + expiry + receipt
Day-2 promo	4 PM; ≤25%, platform-funded	Seller pays only at ≥₹10/L
Temp. hold	Hold any temperature / QA deviation.	Deviation + QA release

Expired / QA-held stock: never discount. Seller-funded offer only if contribution stays ≥₹10/L.

06 OPERATIONAL RISK & KPI REGISTER

RISK	CONTROL	KPI / OWNER
Temp excursion	Logger at dispatch + receipt.	In-spec trips • QA
Transit delay	ETA alert; check residual life.	On-time • transport
Expiry / overstock	FEFO + daily age review.	Waste L • store ops
Demand mismatch	Forecast vs paid sales.	Forecast error • planning
Lot ID	Lot linked plant → receipt.	Record complete • QA

WEST RULE | Small reefer + direct cross-dock; no large trucks. Day-2 offer is platform-funded or margin-gated; expiry / QA holds override.

OPERATING PLAN: West small reefer 24–26h; 6h hub inwarding removed by direct cross-dock. Day-2 promo is platform-funded or contribution-gated.

DRISHTI 2026 / BOARDROOM BRAWLZ • SCOPEEDGE × AKSHAYAKALPA ORGANICS

UNIT ECONOMICS SET THE SCALE GATE: SOUTH CAN CARRY MORE WASTE THAN WEST

At ₹105 per 250ml pack, 10,000 L/day represents ₹12.6 Cr/month gross shopper spend; contribution after waste governs scale.

01 VOLUME + RETAIL SPEND | 3,100 → 10,000 L/D

RUN-RATE	L / DAY	250ML PACKS / DAY	GROSS ₹ / DAY
Current	3,100	12,400	₹13.02L
Add-on	+6,900	+27,600	₹28.98L
Target	10,000	40,000	₹42.00L

Run-rate add: +1,380 L/d / month (March) • +862.5 L/d / month (June).



₹105 / 250ml = ₹420/L; 40,000 packs/day × 30 = ₹12.6 Cr/month gross shopper spend.

02 FY25 COMPANY FINANCIAL BACKDROP

INDICATOR	FY25	IMPLICATION
Revenue	₹392.6 Cr • +37.5%	Company scale
Expenses	₹419.9 Cr	Above revenue
PAT	–₹27.4 Cr • –7.0%	Loss position
EBITDA	–₹20.2 Cr*	Validate filing

FY25 company backdrop; product contribution is shown separately in Box 03.

03 RETAIL PRICE → NET REALISATION → CONTRIBUTION

BRIDGE STEP	VALUE / LITRE	STATUS
Gross retail	₹420.00/L	Incl. GST
Net realisation	₹315.00/L	75% of gross
Product + pack COGS	(₹190.00/L)	Model input
South fulfilment	(₹12.32/L)	Regional
West fulfilment	(₹38.00/L)	West long-haul
Base contribution	₹112.68 S / ₹87 W	Before waste
Financial gate	≥₹10.00/L	After waste

4 × 250ml / L • ₹100 / ₹110 pack prices • base contribution excludes wastage.

04 WASTAGE SENSITIVITY | PER 1,000 L SOLD

WASTE	SUPPLY / WASTE / COGS	NET CONTRIB S / W
10% • SCALE	1,111 / 111L / ₹21.1K	₹90.20 / ₹61.67
20% • PASS	1,250 / 250L / ₹47.5K	₹62.10 / ₹30.00
30% • WEST LOSS	1,429 / 429L / ₹81.4K	₹25.97 / –₹10.71
40% • STOP	1,667 / 667L / ₹126.7K	–₹22.20 / –₹65.00

MAX WASTE AT ≥₹10/L: SOUTH 33.7% • WEST 25.3%.

05 REGIONAL BREAK-EVEN | ₹10/L FLOOR

Net contribution = ₹315 – (₹190 + lane fulfilment) ÷ (1 – waste%).

REGION	MAX WASTE	30% CASE
SOUTH	33.7%	+₹25.97/L
WEST	25.3%	–₹10.71/L
40% STRESS	STOP BOTH	–₹22.20 / –₹65.00

At 10–20% waste, both lanes clear the ≥₹10/L floor.

At 30%, West turns negative. ADD pre-seeding caps West waste at 25.3%.

06 FUNDING RELEASE | PHASES + DATA GATES

WINDOW	CAP	DECISION BASIS
Days 1–14	₹0.50L	Set-up + baseline
Days 15–30	₹1.00L	Pilot
Days 31–60	₹2.00L	Scale winners
Days 61–90	₹1.00L	Repeat
Reserve	₹0.50L	Gate only

RELEASE ONLY IF ALL THREE PASS

1 DEMAND	2 FRESHNESS	3 MARGIN
Paid + repeat	3–4°C + FEFO	After waste

FUNDING RULE | Do not scale on retail GMV or platform shipments. Require positive contribution after channel cost, cold-chain, wastage and acquisition.

MODEL BASIS: ₹315/L net realisation; ₹190/L COGS; South ₹12.32/L and West ₹38/L fulfilment; waste is % of stock supplied; 30-day month.

DRISHTI 2026 / BOARDROOM BRAWLZ • SCOPEEDGE × AKSHAYAKALPA ORGANICS

STAGE GATE EXECUTION :- MARCH 10K TARGET; JUNE CONTROLLED BACKSTOP

Monthly run rate ladder aligns city waves, ADD pre-seeding, QC unlocks, SKU tests and contribution gates.

01 MONTHLY RUN-RATE LADDER | MARCH PATH / JUNE PATH

NOV 2026	DEC 2026	JAN 2027	FEB 2027	MAR 2027	APR–JUN 2027
BASELINE + MOBILISE 4,480 / 3,963 L/d W0: BLR + HYD core (+1,380) EXIT: baseline signed	**PILOT + PROVE** 5,860 / 4,825 L/d W1: BLR + HYD QC; start MUM / PUN ADD seeding EXIT: paid + repeat	**REPLICATE WINNERS** 7,240 / 5,688 L/d W2: Chennai route; ADD pilot 07 / 08 EXIT: cluster playbook	**ACCELERATE** 8,620 / 6,550 L/d W3: QC only in ADD-proven MUM / PUN pins EXIT: 3 gates pass	**PRIMARY EXIT** 10,000 / 7,413 L/d 40,000 packs/day • ₹12.6 Cr/mo gross CASE DEADLINE	**BACKSTOP** 8,275 → 9,138 → 10,000 L/d (Apr–Jun) +862.5 L/d/month; cull SKUs below ₹10/L MAX FLEX: JUNE

02 RELEASE GATES | SCALE / HOLD / STOP

GATE	PASS EVIDENCE	IF NOT PASSED
G0 Base	Five-city run-rate; city × channel × SKU; capacity + costs.	Close data gaps.
G1 Ready	Serviceable area; cold chain; QA; stock + campaign plan.	No stock / paid push.
G2 Prove	Paid orders; sample → paid; 1st → 2nd; sell-through.	Keep pilot narrow.
G3 Scale	Incremental L/d; ≥₹10/L after waste + channel.	Hold weak city / SKU.
G4 Exit	10,000 L/day across five cities; consumer sales reconciled.	June recovery plan.

03 OWNERSHIP & MANAGEMENT RHYTHM

AREA	OWNER	PROOF / DECISION
Integration	Aditya Krishna	5-city bridge + decisions
Demand + CRM	Om Gupta	Paid buyers • CAC • repeat
Supply + QA	Shambhavi Shourya	Capacity • 3–4°C • FEFO
Economics	Atharv Sonawane	Contribution/L • payback

MANAGEMENT RHYTHM

1 DAILY	2 WEEKLY	3 MONTHLY
Temp • expiry • stock	City × channel × SKU	10K bridge • cash • gates

04 EXECUTIVE KPI SCOREBOARD

CONTROL	MEASURE	ESCALATE WHEN
Growth	L/day vs plan; paid sell-through.	Shipments mask sales.
Demand	CAC; 1st → 2nd purchase.	CAC > cohort contribution.
Fresh	3–4°C; residual life; FEFO.	Excursion / missing lot.
Wastage	Waste L ÷ stock supplied L.	Ramp loss not falling.
Cost	Contribution/L after channel + waste.	Negative margin / no payback.

MARKETING: ₹5L / 90D is a conditional BTL reallocation ceiling; release only at demand, freshness and margin gates.

THE 10K PROMISE | Release city, SKU, inventory and spend only when paid demand + freshness + ≥₹10/L contribution move together.

PLAN BASIS: March adds +1,380 L/d per month over 5 steps; June adds +862.5 L/d per month over 8 steps. Monthly milestones are straight-line planning paths.

APPENDIX A | MODEL ASSUMPTIONS & CALCULATION NOTES

A transparent bridge between case-provided facts and ScopeEdge planning choices. Values below are not company guidance or audited HP Milk actuals.

01 CASE-PROVIDED FACTS

Scale: ~3,100 L/day current; 10,000 L/day target; +6,900 L/day gap; March 2027 target, June 2027 maximum flex.

Product: 6 live flavours + 4 in pipeline; 2-day consumer-facing shelf life; chilled at 3–4°C.

Network: Tiptur and Jadcherla plants; Mumbai/Pune transit 24–26h small vehicles, 30–36h large vehicles.

Channel / ramp: Organisation mix approx. 50% QC, 35% ADD/Hybrid, 15% Offline/GT; 30%+ launch wastage during ramp.

02 SCOPEEDGE PLANNING ASSUMPTIONS

Target mix: 70% QC / 30% ADD; city volume shares 50 / 15 / 15 / 12 / 8 are proposed allocations.

Marketing: ₹5L / 90-day BTL pool is a conditional reallocation ceiling—not approved incremental spend.

Store proxy: 1,627 mapped QC stores indicate access potential, not confirmed HP Milk listings or demand.

Launch: 250 priority stores × 20 repeat buyers = 5,000 seeded buyers; rollout and monthly paths are straight-line plans.

03 VOLUME & RETAIL-VALUE BRIDGE

10,000 L/day × 4 packs/L = 40,000 packs/day

₹105 / 250ml midpoint assumption
= ₹420 per litre

₹42 lakh/day gross shopper spend

₹12.6 crore / 30-day month

Gross retail value—not net company revenue.

04 FRESHNESS / TRANSIT MODEL

MODEL CONVENTION: 48h clock from plant release

SOUTH | ~4h transit + ~4h inwarding
≈ 40h modelled sellable time

WEST | 24–26h small reefer + 6h hub
≈ 16–18h modelled sellable time

Large truck: 30–36h + 6h hub = 6–12h left; exclude.

05 CONTRIBUTION & WASTAGE

Net contribution / sold L = ₹315 − [(₹190 + lane cost) ÷ (1 − waste%)]

South fulfilment: ₹12.32/L • West: ₹38/L

MAX WASTE	≥₹10/L FLOOR
33.7% SOUTH	25.3% WEST

Waste% = waste / supplied; contribution is before CAC / central overhead.

INTERPRETATION GUARDRAILS

01 **Revenue:** ₹12.6 Cr/month = gross shopper spend at ₹105 midpoint, not company net sales.

02 **Shelf-life:** 2-day consumer-facing life is case fact; plant-release 48h clock is our model convention.

03 **Company finance:** FY25 P&L is company-wide, not HP Milk; EBITDA is Inc42's estimate.

04 **Product:** Flavour concepts 07–10 are proposals; validate formula, claims, labels and shelf life.

APPENDIX B | REFERENCES & EVIDENCE REGISTER

Primary case evidence, public market sources and internal modelling inputs. Public sources were checked on 02 November 2026.

R1 — **Drishti 2026 / PGPEM, IIM Bangalore** — CASE BRIEF

"Akshayakalpa Organics — 3x or Bust: Scaling a Category That Punishes Speed." Confidential participant case brief, pp. 1–2. Source for current run-rate, target, product shelf life, cold-chain, plants, lanes, channel baseline and launch-wastage context.

R2 — **MoSPI / National Statistics Office** — GOVERNMENT DATA — OPEN SOURCE ↗

"Nutritional Intake in India" — HCES 2022–23 & 2023–24, press note dated 02 Jul 2025. Used for urban per-capita protein estimates (63.4g unadjusted; 62.9g adjusted) and state consumption context.

R3 — **Deloitte India × Health & Fitness Association** — MARKET RESEARCH — OPEN SOURCE ↗

"India Fitness Market Report 2025" / press release, 09 Sep 2025. Used for 12.3m facility memberships in 2024, ₹16,200 Cr to ₹37,700 Cr market outlook, 15% CAGR and 0.8% penetration.

R4 — **ETRetail — Pallavi Goel** — CEO INTERVIEW — OPEN SOURCE ↗

"Akshayakalpa Organic bets big on protein play; eyes Rs 550 crore revenue this fiscal." Updated 03 Nov 2025. CEO-reported soft launch to ~5,000 app consumers and 60% repeat; an early cohort signal, not a full-base repeat rate.

R5 — **Akshayakalpa Organics — Official HP Milk page** — PRODUCT SOURCE — OPEN SOURCE ↗

Product listing and storage information: 250ml packs, 25g protein, ₹100/₹110 displayed prices by flavour, 3–4°C refrigeration and 2-day shelf life. Prices / SKUs can change; recheck before external use.

R6 — **Amul / GCMMF — Official product listing** — COMPETITOR BENCHMARK — OPEN SOURCE ↗

"Amul High Protein Milk, 250mL | Pack of 32." Product listing states 35g protein per 250ml and MRP ₹3,520 per 32-pack (₹110 per pack equivalent).

R7 — **Inc42 Datalabs — Akshayakalpa financials** — COMPANY CONTEXT — OPEN SOURCE ↗

FY24–25 company-level metrics: revenue ₹392.6 Cr, expenses ₹419.9 Cr, PAT –₹27.4 Cr, net margin –7.0%. EBITDA –₹20.2 Cr is labelled an estimate by Inc42, not a company-reported HP Milk metric.

R8 — **ScopeEdge internal financial model workbook** — INTERNAL MODEL

"Akshayklpa Financial Model.xlsx" supplied within the team working files. Used for planning inputs such as net realisation, product / pack COGS and lane fulfilment. These are team model inputs—not audited or case-confirmed HP Milk actuals.

SOURCE DISCIPLINE | Case facts are distinguished from public research and ScopeEdge assumptions; internal model inputs require company validation before operational use.