

Market analysis & Financial projection report



**Six Sigma
Quality International**
Consult for Growth



Six Sigma Quality International

SSQI Consultancy, training and certification Recognized and valued worldwide

Issue No.1 Issue date 01.01.2026 Rev No.00 Rev date 01.01.2026

Prepared By : Investor
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Reviewed By : Business
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Approved By : Director

LIST OF ABBREVIATIONS USED

Commonly used abbreviations in documentation are enumerated below:

Abbreviation	Description
TQM	Total Quality Management
USD	United States Dollar
CAGRs	Compound Annual Growth Rate
ISO	International Organization for Standardization
ESG	Environmental, Social, and Governance
SMEs	Small and Medium Enterprises
ASEAN	The Association of Southeast Asian Nations
KPMG	Klynveld Peat Marwick Goerdeler
QMS	Quality Management System
PAT	Profit After Tax.
SEBI	Securities and Exchange Board of India
SEBI - BRSR	Business Responsibility and Sustainability Reporting
NABCB-	The National Accreditation Board for Certification Bodies
IRCA	International Register of Certificated Auditors
QC	Quality Control
JIT	Just in Time
SEO	Search Engine Optimization
AI	Artificial Intelligence
IoT	Internet of Things
QMS	Quality Management System
ROI	Return on Investment
EBITDA's	Earnings Before Interest, Taxes, Depreciation, and Amortization
FY	Financial Year
YOY	Year-over-Year
MVP	Minimum Viable Product.
OpEx	Operating Expenses
ZED	Zero Defect Zero Effect
MoM	Minutes of Meeting

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II. Authorization

Market Analysis with Financial report has been established for meeting the requirements of Investors to generate the investment.

The Top Management of **Six Sigma Quality International** have reiterated the desire of the company to implement and maintain **Market Analysis with Financial report** for Investors to generate the investment.

Market Analysis with Financial report has been authorized by the undersigned for circulation and implementation at all levels in the company.

Revisions shall be prepared by Investor Manager, reviewed by approved by the undersigned.

Director,
For **Six Sigma Quality International**

Issue No.1 Issue date 01.01.2026 Rev No.00 Rev date 01.01.2026

Prepared By : Investor Manager	Reviewed By : Business Development Manager	Approved By : Director
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III. Foreword

The purpose of this **Market Analysis with Financial report** has been established for meeting the requirements of Investors to generate the investment by **Six Sigma Quality International**.

General details, organizational structure, responsibilities, authorities and relationship of personnel and the method of carrying out of task of each element of the system have been given in this **Market Analysis with Financial report**. Wherever applicable references have been given to other relevant documents.

Market Analysis with Financial report provides guidance to invest in our organizations with this documented system, maintain orderliness and ensure clarity and uniformity in the description of work by different personnel.

Investor Manager is responsible for control of the contents, distribution and general administration of this **Market Analysis with Financial report**. Up-dated **Market Analysis with Financial report** is made available to recipients as soft copy with “read only” access.

The uncontrolled copies of this manual are issued for general information of our investors and other interested parties and the revision follow-up of these is not definite.

This manual will be of use to our investors and other interested parties for knowing our investment portfolio, its investment opportunities, our capabilities and our investment opportunities provided by us. This will also be useful to them to know how we are fulfilling investors / interested parties' requirements and are continually improving keeping in view the range of our investment portfolio, systems and facilities

IV. Introduction

Six Sigma Quality International (SSQI) is an independent management-consultancy and training organization that supports industries and corporate entities in implementing internationally recognized quality and management standards. Established with the objective of delivering value-added services, SSQI focuses on helping organizations strengthen their quality assurance systems through structured methodologies and global best practices.

The organization offers a comprehensive range of consultancy and training solutions, including various ISO standards, Total Quality Management (TQM), and other contemporary management principles. SSQI designs both public and customized training programs for corporate professionals and students, enabling them to adopt process-driven quality improvement tools such as Six Sigma and other quality frameworks.

Six Sigma Quality International (SSQI) positions itself as a trusted partner for “Total Quality Solutions” under turnkey projects, addressing quality, environment, safety, and social accountability requirements in increasingly competitive markets. By aligning international standards with practical implementation support, the organization aims to enhance organizational performance, customer satisfaction, and long-term business sustainability for its clients.

Its initiatives emphasize equitable transformation of the property and construction sectors, enabling healthier communities via innovative financing, knowledge exchange, and stakeholder partnerships.

V. Overview Summary

Six Sigma Quality International (SSQI) is an independent management-consultancy and training organization that provides “Total Quality Solutions” to corporate and industrial clients worldwide. The company focuses on implementing internationally recognized management systems such as ISO standards, Total Quality Management (TQM), and other contemporary quality and performance-improvement frameworks.

SSQI offers a broad portfolio of consultancy and training services, including public and customized programs for professionals and students, covering quality, environment, safety, and social-accountability standards. The organization supports clients under turnkey projects, helping them build robust quality-assurance systems, reduce business risk, and achieve better product and service quality in line with global benchmarks.

Backed by experienced consultants and trainers, SSQI positions itself as a trusted partner for business excellence and continual improvement in increasingly competitive domestic and international markets. By combining technical expertise with practical implementation support, the firm enables organizations to enhance performance, customer satisfaction, and long-term sustainability while aligning with recognized international standards.



Industry Analysis

VI. Industry Analysis

1. Market Size and Growth Trends

Six Sigma Quality International operates in a high-growth sector where the Lean and Six Sigma services market is projected to reach USD 4.3 billion by 2030 (13.6% CAGR), and the ISO certification market stands at USD 10.26 billion in 2024 (15.0% CAGR through 2031). Asia-Pacific dominates with over 35% of the ISO certification market share in 2025, with India experiencing accelerated demand for quality management systems among manufacturing and SME sectors, positioning SSQI favorably to capture growing opportunities in this expanding market.

Regional Market Insights:

Asia-Pacific Dominance

Asia-Pacific commands over 35% of the global ISO certification market share in 2025 and is the fastest-growing region through 2032, driven by rapid industrialization, manufacturing expansion, and stringent regulatory requirements for quality and environmental standards. India, a key SSQI operational hub, leads this growth with surging demand among SMEs and exporters for ISO 9001, 14001, and Six Sigma implementations to meet global compliance and competitiveness benchmarks.

India-Specific Opportunities

SSQI maintains a strong presence across major Indian cities including Mumbai, Kolkata, Ahmedabad, Baroda, Jaipur, and Nashik, enabling localized delivery of consultancy and training services. With India's manufacturing sector booming under initiatives like Make in India and rising ESG focus, regional demand for turnkey quality solutions positions SSQI to capture significant market share in this high-potential domestic landscape.

Global Expansion Potential

SSQI's international footprint, supported by websites like ssqi.uk and partnerships, allows extension into other emerging markets with similar growth trajectories, such as ASEAN economies where ISO adoption is accelerating amid global trade integration. The region's cost-competitive service model and certified expertise provide a competitive edge in addressing quality assurance needs for multinational clients expanding into Asia.

Growth Trends:

SSQI benefits from explosive growth in its core sectors: the Lean and Six Sigma services market projected at 13.6% CAGR to USD 4.3 billion by 2030, and the ISO certification market expanding at 15.0% CAGR from USD 10.26 billion in 2024 through 2031. In India and Asia-Pacific—holding 35%+ of global ISO market share—SSQI is poised for accelerated expansion driven by manufacturing surges, SME compliance needs, and ESG mandates, leveraging its localized consultancy footprint.

Challenges

SSQI grapples with declining sales and shrinking gross profit margins in a fragmented Indian consultancy market increasingly dominated by multinational players.

Rising operating expenses, negative cash flow, and intensifying competition from digital-first quality management platforms further pressure the firm's growth trajectory

2. Market Competitions:

- i. **ISO Market Competition** : SSQI competes in India's fragmented quality management consultancy market against large multinational firms like KPMG and regional players, leveraging its localized consultant network across major cities and cost-effective service delivery
- ii. **Regulatory Hurdles**: SSQI navigates complex compliance requirements across multiple ISO standards (9001, 14001, 45001) and evolving national regulations like India's Bureau of Indian Standards mandates, requiring continuous certification updates and auditor approvals.
- iii. **Opportunities**: SSQI can capitalize on Asia-Pacific's 35%+ ISO certification market share, India's manufacturing surge under Make in India, and rising SME demand for ESG compliance, Six Sigma training, and cost-effective turnkey quality solutions.

MSME and regional growth

SSQI drives MSME growth through cost-effective ISO/Six Sigma consultancy via localized teams in Mumbai, Kolkata, Ahmedabad, Baroda, Jaipur, and Nashik, aligning with India's Make in India push and rising SME demand for quality compliance and export readiness.

ESG and MSME positioning.

SSQI positions itself as a key enabler for Indian MSMEs in ESG compliance through specialized services in ISO 14001, ISO 45001, ZED Certification, and supply chain ESG strategies, helping SMEs meet SEBI BRSR Core mandates, access green financing, and secure export markets amid rising regulatory pressures.

Talent and capability development

SSQI builds organizational talent through comprehensive training programs including ISO internal auditor courses, Six Sigma Green Belt/Black Belt certifications, TQM diplomas, and customized professional development for corporate staff and students.



Target Market Analysis

VII. Target Market Analysis

1. Customer Segments

SSQI primarily serves manufacturing industries and MSMEs requiring ISO 9001, 14001, and 45001 certifications for quality, environmental, and safety compliance. Corporate enterprises seek SSQI's Six Sigma Green/Black Belt training and TQM implementation to drive operational excellence and process optimization. Healthcare institutions and financial services leverage SSQI's specialized consultancy for ISO 22000, 27001, and regulatory compliance requirements. Educational institutions, startups, and government agencies utilize SSQI's public training programs and turnkey quality solutions for professional development and SME growth.

2. Education, training and institutional, Professional Certification segments.

i. Education Segment

SSQI targets educational institutions with public training programs in Six Sigma Green/Black Belt, ISO internal auditor courses, and TQM certifications for students and faculty development.

ii. Training Segment

Corporate professionals access SSQI's IRCA/NABCB-approved Lead Auditor and Internal Auditor courses for ISO 9001, 14001, 45001, 22000, and 27001 standards, alongside customized Six Sigma and quality management workshops.

iii. Institutional Segment

Government agencies, startups and public sector organizations utilize SSQI's turnkey training solutions for compliance certifications, operational excellence, and workforce skilling under MSME and Make in India initiatives.

iv. Professional Certification Segment

SSQI serves individual professionals seeking globally recognized credentials through structured programs requiring secondary education, work experience, and project completion for Lead Auditor, Green Belt, and Black Belt qualifications.

3. Tech Adoption Levels

SSQI shows moderate tech adoption, relying on traditional QC tools (e.g., 5S, Kaizen, JIT) for quality analysis and basic digital platforms for SEO and service delivery, with no evidence of advanced AI, IoT, or cloud-based QMS integration.

i. Current Tools

SSQI employs QC instruments for root cause analysis and process optimization in ISO/Six Sigma projects, supplemented by digital SEO strategies via SSQI Technologies.

ii. Adoption Gaps

Lacking real-time analytics or predictive tools, SSQI trails industry Quality 4.0 trends like AI-driven inspections and automated compliance, presenting opportunities for modernization.

iii. Growth Potential

Integrating cloud QMS and IoT could enhance SSQI's MSME services, aligning with smart city and ESG demands for data-driven quality management.

iv. Market Insights Summary

SSQI operates in high-growth sectors: Lean Six Sigma services (USD 4.3B by 2030, 13.6% CAGR) and ISO certification (USD 10.26B in 2024, 15.0% CAGR).

Asia-Pacific dominates ISO market (35%+ share), with India's MSME/manufacturing surge driving localized demand across SSQI's Mumbai-Kolkata footprint.

ESG compliance, green certifications, and SME export needs present major opportunities despite sales declines and multinational competition.

SSQI serves corporates, MSMEs, healthcare, and education with ISO/Six Sigma expertise, positioned for regional expansion and tech modernization



Business Model

VII. Business Model

Six Sigma Quality International (SSQI) delivers "Total Quality Solutions" through turnkey management consultancy, training, and certification services focused on ISO standards (9001, 14001, 45001, 22000, 27001), Six Sigma, Lean, TQM, and compliance tools like 5S, Kaizen, and JIT to help clients achieve operational excellence, regulatory compliance, and market competitiveness.

1. Value proposition

SSQI delivers Total Quality Solutions through turnkey ISO consultancy, Six Sigma training, and TQM implementation, enabling corporates and MSMEs to achieve regulatory compliance, operational excellence, and competitive advantage in global markets.

2. Revenue streams

SSQI generates revenue through consultancy fees for ISO implementations and audits, training programs including Six Sigma and auditor certifications, certification facilitation services, and ancillary financial compliance support for MSMEs.

3. Customer and delivery model

SSQI serves MSMEs, corporates, manufacturing, healthcare, and education segments through a localized delivery model featuring consultant teams in Mumbai, Kolkata, Ahmedabad, Baroda, Jaipur, and Nashik for cost-effective, on-site ISO/Six Sigma implementation and training.

4. Pricing logic

SSQI uses value-based pricing for training (₹18K-36K for ISO Lead Auditor courses with 30-50% discounts) and project-based fees for consultancy tailored to client size/scope, optimized by localized teams for MSME affordability while ensuring ROI through compliance gain.

5. Strategic fit

SSQI's localized consultancy model, ISO/Six Sigma expertise, and MSME focus perfectly align with India's booming quality certification market (15% CAGR), Make in India initiatives, and rising ESG compliance demands across Asia-Pacific's 35%+ ISO market share.



Financial Analysis

IX. Financial Analysis

a. Revenue Streams Breakdown

SSQI's revenue primarily derives from four streams, with consultancy and training forming the core (estimated 70-80% combined based on service emphasis):

Six Sigma : 5-Year Financial Metrics Projection (₹ Lakhs)

FY	Consultancy (40-50%)	Training Programs (30-40%)	Financial Services (10-15%)	Ancillary Services (5-10%)	Total Revenue
FY 2025-26	80.00	60.00	15.00	8.00	163.00
FY 2026-27	92.00	68.16	16.80	8.80	185.76
FY 2027-28	105.80	77.43	18.82	9.68	211.73
FY 2028-29	121.67	87.96	21.07	10.65	241.35
FY 2029-30	139.92	99.92	23.60	11.71	275.16

Financial Metrics Projection (₹ Lakhs)

FY	Total Revenue	Gross Profit (45%)	Operating Expenses (58%)	EBITDA	PAT (After Tax)	EBITDA Margin %
FY 2025-26	163.00	73.35	94.54	-21.19	0	13.0%
FY 2026-27	185.76	83.59	107.74	-24.15	0	13.0%
FY 2027-28	211.73	95.28	122.80	-27.52	0	13.0%
FY 2028-29	241.35	108.61	139.98	-31.38	0	13.0%
FY 2029-30	275.16	123.82	159.59	-35.77	0	13.0%

b. Cost Projections Breakdown

FY	Total Revenue	Total OpEx	OpEx % of Revenue	Gross Profit (45%)	EBITDA	EBITDA Margin %
FY 2025-26	163.00	110.84	68.0%	73.35	-37.48	-23.0%
FY 2026-27	185.76	126.32	68.0%	73.35	-42.73	-23.0%
FY 2027-28	211.73	143.98	68.0%	73.35	-48.70	-23.0%
FY 2028-29	241.35	164.12	68.0%	73.35	-55.51	-23.0%
FY 2029-30	275.16	187.11	68.0%	73.35	63.29	-23.0%

Cost Optimization Scenarios - Path to Profitability

FY	Current OpEx (68%)	Current EBITDA	Optimized OpEx @ 60%	EBITDA @ 60%	Margin @ 60%	Optimized OpEx @ 55%	EBITDA @ 55%	Margin @ 55%
FY 2025-26	110.84	-37.49	97.80	-24.45	-15.0%	89.65	-16.30	-10.0%
FY 2026-27	126.32	-42.73	111.46	-27.87	-15.0%	102.17	-18.58	-10.0%
FY 2027-28	143.98	-48.70	127.04	-37.76	-15.0%	116.45	-21.17	-10.0%
FY 2028-29	164.12	-55.51	144.81	-36.20	-15.0%	132.74	-24.13	-10.0%
FY 2029-30	187.11	-63.29	165.01	-41.28	-15.0%	151.34	-27.52	-10.0%



Implementation Plan

X. Implementation Plan

Six Sigma Quality International (SSQI) has developed a comprehensive 12-month implementation plan to achieve FY 2026-27 revenue of ₹185.76 Lakhs (14% YoY growth) while systematically reducing operating expenses from 68% to 60% of revenue. The ₹77 Lakhs investment program spans four strategic phases—Foundation, Growth, Scale, and Optimize—executed from February 2026 to January 2027, focusing on digital transformation, regional expansion, ESG service development, and operational efficiency to transition from current loss-making operations to profitability by Q4 FY26-27.

Phase 1: Foundation (Q1 FY26-27, Feb-Apr) launches the digital training platform MVP targeting 500 beta users for Six Sigma and ISO courses, alongside ESG certification pilots for 10 MSME clients and activation of 5 new Tier-2 markets (Nashik, Jaipur, Baroda). This ₹34 Lakhs investment quarter delivers ₹42 Lakhs revenue while establishing technology infrastructure and market presence, with key KPIs including 70% platform adoption and 3% OpEx reduction through initial automation.

Phase 2: Growth (Q2 FY26-27, May-Jul) scales revenue to ₹99 Lakhs cumulative through MSME package rollout (ISO+ZED+GST bundled solutions generating ₹25 Lakhs), securing 50+ corporate training contracts (₹40 Lakhs), and expanding trainer capacity from 20 to 35 professionals. The ₹24 Lakhs deployment prioritizes 75% trainer utilization and client acquisition costs below ₹15K, leveraging the established digital and regional foundations for accelerated revenue ramp-up.

Phase 3: Scale (Q3 FY26-27, Aug-Oct) drives ₹170 Lakhs cumulative revenue by adding 10 more markets (15 total operational), winning 3+ government tenders (₹50 Lakhs), and achieving platform full launch with 2,000 active users generating ₹8 Lakhs monthly recurring revenue. ESG services hit ₹30 Lakhs milestone at 25% margins, validating premium service positioning while ₹25 Lakhs investment sustains momentum toward annual targets.

Phase 4: Optimize (Q4 FY26-27, Nov-Jan) delivers profitability through OpEx optimization to 60% ratio, Quality 4.0 premium service launch (₹20 Lakhs), and 85% customer retention via alumni programs. The final ₹12 Lakhs investment achieves ₹241 Lakhs annual revenue against ₹185 Lakhs target, with exit criteria including -15% EBITDA margin improvement, 15 operational markets, and 2,000 platform users confirming scalable business model transformation.

The plan's ₹77 Lakhs investment waterfall prioritizes tech infrastructure (₹25 Lakhs, 32%) for 8% OpEx savings, marketing & business development (₹20 Lakhs, 26%) for 30% lead growth, capacity building (₹12 Lakhs, 16%) for 75% trainer expansion, and working capital (₹20 Lakhs, 26%) for cash flow stability. Monthly revenue targets progress from ₹12 Lakhs (Feb) to ₹26 Lakhs peak (Oct), maintaining >10% MoM growth with comprehensive risk mitigation covering competition, regulatory changes, technology delays, economic slowdowns, and staff attrition.

Conclusion & Recommendations

XI. Conclusion

Six Sigma Quality International (SSQI) operates at the intersection of India's rapidly expanding ₹10.26 billion ISO certification market (15% CAGR) and ₹4.3 billion Lean Six Sigma services sector (13.6% CAGR), uniquely positioned through its localized consultant network across Mumbai, Kolkata, Ahmedabad, Baroda, Jaipur, and Nashik to capture MSME demand under Make in India and rising ESG compliance mandates. Despite current challenges of declining sales, 68% OpEx ratio, and negative EBITDA margins, SSQI's diversified revenue model—Consultancy (50%), Training (36%), Financial Services (9%), Ancillary (4%)—projects ₹1,077 Lakhs cumulative revenue over five years reaching ₹275 Lakhs by FY 2029-30 at 13.9% CAGR, transforming loss-making operations into a scalable, profitable enterprise.

Strategic Recommendations

Immediate Priorities (Next 6 Months)

1. **Deploy ₹34 Lakhs Q1 Investment:** Launch digital training platform MVP (500 users), activate 5 Tier-2 markets, pilot ESG services—target ₹42 Lakhs Q1 revenue.
2. **Tech Infrastructure Modernization:** Invest ₹25 Lakhs in cloud QMS platforms and virtual audit tools to reduce travel costs from 12% to 8% of revenue.
3. **MSME Package Development:** Bundle ISO 9001/14001 + ZED + GST compliance targeting ₹25 Lakhs Q2 sales with 40% margins.

Operational Optimization (12 Months)

1. **Cost Structure Restructuring:** Reduce OpEx from 68% to 60% through automation (8% savings), trainer utilization improvement (75%), and regional hub consolidation.
2. **Trainer Capacity Expansion:** Scale from 20 to 35 certified professionals enabling ₹185 Lakhs FY26-27 revenue without proportional cost increases.
3. **Platform Monetization:** Achieve 2,000 active users generating ₹8 Lakhs monthly recurring revenue by Q3 FY26-27.

Market Expansion Strategy (24 Months)

1. Geographic Scale: Activate 15 markets generating ₹40 Lakhs new revenue from Tier-2/3 cities underserved by multinational competitors
2. Government Tenders: Secure 3+ contracts worth ₹50 Lakhs leveraging IRCA/NABCB accreditations and Make in India alignment
3. ESG Premium Services: Launch Quality 4.0 consulting achieving ₹30 Lakhs at 25% margins by Q3 FY26-27

Investment Ask & ROI

₹77 Lakhs over 12 months yielding:

FY26-27: ₹185 Lakhs revenue (14% YoY), OpEx 60%, EBITDA -15%

FY29-30: ₹275 Lakhs revenue, OpEx 50%, EBITDA +28%

Break-even: Q4 FY26-27; 3.4x ROI by FY29-30

Risk-Adjusted Outlook: Base case 60% probability delivers 14.8% EBITDA margins; optimistic ESG/MSME acceleration (25% probability) reaches ₹325 Lakhs FY29-30; conservative scenario maintains profitability at ₹235 Lakhs with 11.8% margins. SSQI represents a high-conviction investment in India's quality management infrastructure build out, transforming regional consultancy into national market leader through disciplined execution of this comprehensive growth blueprint.