



Shrirang Precision Components

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THE HEADLINE FINDING

Stage 3 revenue running on a Stage 1 operating model. The business has outgrown the way it is being run.

EFFECTIVE STAGE

**Stage 1 —
Founder-Run**

REVENUE-IMPLIED

**Stage 3 —
Systems-Run**

MATURITY GAP

2-stage gap

FY25-26 Revenue	₹ 27.3 Cr
FY26-27 Target	₹ 35.0 Cr · 28% growth
Sector	Auto components — precision turned parts · B2B Supplier
Team Size	51-100 people · 10-20 years in business
Report Date	15 May 2026



01 Executive Summary

You built a ₹27.3 Cr business through hard work, customer relationships, and your own instinct. Over ten years of doing this. A business this size should have structure by now — second-line people, written processes, a rhythm that works without you in the room. You have not built any of that yet. The business is still being run the way it was run at ₹3 Cr — with you at the centre, deciding everything. That gap is the main problem this report is about.

WHERE YOU STAND TODAY

Your Effective Stage is Stage 1 — Founder-Run. The stage is set by the weakest of your six functions, not the average. Two of them — People and Leadership — are at Stage 1. Why? Because two structural tests failed. Test one: if you took a four-week real holiday, parts of the business would break. Test two: at least one person below you holds knowledge that, if lost, would cripple operations. Until both tests pass, the business cannot move out of Stage 1 — no matter what the revenue number says.

WHERE REVENUE SAYS YOU SHOULD BE

At ₹27.3 Cr, your revenue is at Stage 3 — Systems-Run. That is a mature base for an Indian supplier in your sector. Most ₹25-30 Cr businesses at this stage have three things in place. Second-line people. Written processes. A rhythm that works without the founder being there every day. You have not built any of these yet. Where your revenue is and where your organisation is differ by two whole stages. That is the most important finding in this report.

WHAT IS WORKING — TOP 3 STRENGTHS

1. Customer base sits in a quality-anchored supplier position

You operate as a B2B manufacturing supplier and hold an IATF or industry quality certification appropriate to your sector. Your customer-complaint trend over the last 90 days sits in the 'very few or almost none' band. That combination — supplier role plus quality compliance plus low complaint trend — is operational reliability that takes years to build.

2. Operations indicators are pointing the right way

Your on-time, in-full delivery sits in the 90-95% band, your rework or rejection rate is in the low (2-5%) band, and your customer-complaint trend is 'very few or almost none'. Three independent indicators pointing in the same direction. For a B2B supplier at your scale, that operational consistency is not common.

3. Financial discipline is better than your peers

You file GST on time, you have positive cash position, and your debtor days are under control. You are not in financial trouble — which is precisely why the deeper problems can hide.



WHAT NEEDS ATTENTION — TOP 3 CONCERNS

1. You are the single point of decision

Your Holiday Test fired. You said a four-week holiday would mean 'major problems within a week'. Every meaningful operating decision still passes through you. This is the structural cause of every other problem in this report.

2. Key knowledge sits with one person below you

Your Key Person Test fired. You said losing your top operations person would 'cripple half the business'. He has no backup. Nothing is documented. He is one person between you and a crisis.

3. Customer concentration is high

Your top three customers contribute approximately 70 percent of revenue (band: 60-80%). Any single relationship souring — a sourcing change, a corporate-level decision, a competing supplier winning approval — and 20-25 percent of revenue is at risk overnight.

YOUR STATED PAIN — AND HOW IT SHIFTED

At the start of the form: "You said you are 'often extremely busy'."

By the end of the form: "After working through the form, you reframed it: 'struggling to increase sales'."

Your pain reframed during the form. 'Busy' became 'sales is slow'. The data shows both are symptoms of the same underlying issue — you are the sales engine, the operations escalation point, and the quality reviewer. You cannot grow sales while doing five other jobs.

WHAT WE SEE IN THE DATA

Owner dependence at scale. The business is not slow at sales because the market is slow. It is slow at sales because there is only one of you. And you are also handling production reviews, finance approvals, customer escalations, and quality audits. You cannot grow sales while doing five other jobs. The sales problem is a People and Leadership problem in disguise.



02 Stage Profile

Function	Score	Stage	Override Test
Finance	7 / 15	Stage 2	Numbers Test: Passed
Sales & Marketing	11 / 18	Stage 3	—
People	4 / 18	Stage 1	Key Person Test: Triggered
Operations	8 / 12	Stage 3	—
Leadership	6 / 21	Stage 1	Holiday Test: Triggered
Strategy	5 / 12	Stage 2	—
Effective Stage (lowest function)	—	Stage 1	Founder-Run
Revenue-Implied Stage	—	Stage 3	Systems-Run
<p>⚠️ 2-stage gap — revenue has outpaced organisational capability</p>			

WHAT THIS MEANS

Your Effective Stage is set by the lowest-scoring lens, not the average. Two lenses are at Stage 1 — People and Leadership. Both failed structural tests. That means the problem is not just a low score. There is a real, named issue underneath. Until those override tests pass, the business cannot leave Stage 1. Right now your strong lenses — Sales, Operations — are doing the work of holding the whole business up. They will tire if the weak lenses are not fixed.

THE BIGGER PICTURE

Revenue at Stage 3 and organisation at Stage 1 is a two-stage gap. This is the most common pattern we see in Indian SMEs that cross ₹20 Cr without fixing how the work gets done. The gap does not close on its own. It gets worse. There are only two ways out. Either revenue stops growing and the gap closes through stagnation. Or you fix the operating model over the next 12-18 months, and the gap closes through growth. The choice is yours. The gap itself is not optional.



03 Lens-by-lens read

A compressed read on each of the six lenses. What is working, what is not, and what to watch in the year ahead. The full data is in the diagnostic export.

1. Finance

Stage 2 · Team-Capable

Working: GST and statutory filings are on time. Cash position is positive. Debtor days are in control. You file the basics correctly.

Not working: MIS takes 15–30 days to close. Product or customer-wise profitability is tracked 'occasionally'. You would need to check with your accountant for most core numbers.

WATCH

Finance is not the constraint today. But the visibility gap will bite the first time your gut is wrong by 10 percent – and you will only find out 45 days later.

2. Sales & Marketing

Stage 3 · Systems-Run

Working: Customer retention pattern is strong. Pricing is at or slightly above competitors. Quality certification is in place. The repeat-business engine works.

Not working: New-customer acquisition is not a system. Top three customers contribute roughly 70 percent of revenue. Pipeline depth is thin for the next leg of growth.

WATCH

Reaching ₹35 Cr next year needs ₹7.7 Cr of new revenue. From your existing customers, you grow concentration. From new customers, you need a sales process that does not depend on you.

3. People

Stage 1 · Founder-Run

KEY PERSON TEST TRIGGERED

Working: Operator-level attrition is in the low band for your sector. The shop-floor skill base is being retained.

Not working: No second-line leader can make a strategic operating decision without you. Critical operations knowledge lives in one person below you. No documentation. No backup.

WATCH

People is the constraint lens. Every other improvement in this report runs through hiring or training that does not happen today. Fix People or stay stuck.



4. Operations

Stage 3 · Systems-Run

Working: On-time delivery sits in the 90-95% band. Rework is in the low (2-5%) band. Quality certification is held and complaint trend is in the lowest band.

Not working: Operations runs because two specific people show up every day. Documentation is partial. ERP is basic, not integrated. Single source on one or two critical items.

WATCH

You are getting Stage 3 outputs with Stage 1 documentation. The system works until it doesn't. Capture what already works in writing – before you have to.

5. Leadership

Stage 1 · Founder-Run

HOLIDAY TEST TRIGGERED

Working: Customers respect you. Your customer relationships are partly your personal relationships – a real asset, even when it is also a source of dependence.

Not working: You cannot take a four-week holiday. You spend 60-80 percent of your time on operational tasks the team should handle. Strategic time is one to two hours a week, inconsistently.

WATCH

This is where the year is decided. Every other improvement in the report flows through people who today do not have the authority or the practice to act without you.

6. Strategy

Stage 2 · Team-Capable

Working: Implicit strategy has worked. Your bet on precision components for your sector has a clear customer segment and a defensible quality position.

Not working: No written annual business plan. No 3-5 year horizon on paper. Differentiator is in your head, not cascaded to the team.

WATCH

Strategy at Stage 2 is not a crisis but it is a ceiling. Without a written plan, you cannot delegate execution – there is nothing for your team to execute against.



04 Three Hard Questions

For you alone, on a Sunday morning with a coffee. Not for this report. Not for your CA.

QUESTION 1 OF 3 · CONTINUITY

If you took a four-week real holiday tomorrow, what specifically would break first – and what does that tell you?

You said four years without a holiday. That is not dedication. It is a sign the business cannot run without you. What breaks first tells you what kind of business you have built.

QUESTION 2 OF 3 · GROWTH MATH

You said you want to grow revenue from ₹27.3 Cr to ₹35 Cr next year. Where, specifically, are the extra ₹7.7 Cr coming from – and who is going to handle them?

₹7.7 Cr is not a small jump. More volume from existing customers means more pressure on Suresh. New customer wins need a sales process you do not currently have. Who, other than you, makes it happen?

QUESTION 3 OF 3 · KEY PERSON

Suresh is the single most valuable employee in your business. You have not asked him to document what he knows. What is stopping that conversation this week?

You said losing him would cripple half your operations. You have not asked him to document anything. Asking is also admitting you depend on him. And admitting that raises a harder pay conversation. Both need to happen together.



05 Recommended Actions

You listed your priorities as: increase revenue, build second-line, reduce personal workload. We agree on two and disagree on the order. The diagnostic produces this sequence.

PRIORITY 1

↗ Reordered from your stated priorities

De-risk the People function – build the second-line below you, starting with operations and finance.

WHY IT MATTERS

You need at least one person who can make an operating decision without you. Until that exists, every other priority on this list is stuck. You said you want to reduce your workload, grow revenue, and stop being the bottleneck. None of those are possible without a second-line below you. This is the priority that makes the other two possible.

TWELVE MONTHS FROM NOW

Two roles exist that did not exist before. One: an operations head who runs production reviews without you. Two: a senior accountant who closes the monthly books in 10 days. You have taken a real, full holiday during the year. The business did not call you.

WHEN IT STARTS Starts immediately, continues all year

You listed revenue growth as your top priority. The data says revenue growth comes after People, not before. Pushing revenue without fixing People will break the operations that currently hold revenue up. The order matters.

**PRIORITY 2****Reduce customer concentration — bring top three from approximately 70 percent down to under 55 percent.****WHY IT MATTERS**

Three customers contributing 70 percent of revenue is your second-biggest risk, after key-person dependence. Any one of those relationships could change. A sourcing decision at the OEM level. A corporate consolidation. A new competing supplier winning the contract. Any of these and you lose 20–25 percent of revenue in one quarter. The risk does not feel real today because the relationships are stable. That is exactly why now is the time to act.

TWELVE MONTHS FROM NOW

Two new substantial customers are on board. Each contributing a meaningful share in their first full year. Top three concentration has fallen materially. You have a written customer pipeline document and you review it monthly.

WHEN IT STARTS Month 4 onwards, once the People foundation begins to hold

PRIORITY 3**Install a weekly and monthly operating rhythm that runs without you for routine matters.****WHY IT MATTERS**

Every meaningful decision still passing through you is a symptom of no rhythm. A rhythm is what lets your senior people act, decide, and report — without needing you in the room. Without a rhythm, delegation is just a word. You cannot delegate to a process that does not exist. And without a rhythm, the second-line you build under Priority 1 has nothing to plug into.

TWELVE MONTHS FROM NOW

Two reviews are running on schedule. A weekly operations review and a monthly business review. Your senior people present the numbers, raise the issues, and commit to actions. They do this with or without you in the room. The rhythm survives your holidays.

WHEN IT STARTS Starts in parallel with Priority 1, light cadence in the first 90 days

**WHAT THIS LOOKS LIKE OVER THE YEAR**

The first 90 days focus on Priority 1 — the second-line hiring conversations and the documentation of critical operations knowledge. Priority 3, the operating rhythm, starts in parallel at a light cadence. Priority 2, the customer diversification work, starts in earnest from Month 4 once the People foundation has begun to hold. By month 9, all three priorities are in motion. By month 12, you are reading the success picture in each priority above and asking whether you actually got there.

A note on this report. The actions described above are the kind of moves this stage profile typically needs. They are not commitments you should make based on a questionnaire alone. Discuss them with your coach, mentor, or trusted advisor before acting. The diagnostic earns its keep by surfacing the right priorities — not by prescribing dates.



06 Your Reading List for FY26–27

Six frameworks from the HFW library of 100, selected by the diagnostic based on your stage profile and override results. Each pick shows the selection logic – so you can see why this framework and not another.

1 PACER

APRIL–MAY 2026

How owners avoid being busy during growth.

Selected because: Holiday Test FAILED · Leadership Stage 1 · Founder time on operations > 60%

Process · Accountability · Cadence · Empowerment · Review

Directly addresses your Holiday Test failure. The owner is the bottleneck because there is no systematic plan to step back. Read it end-to-end in one sitting. List your top ten daily decisions and mark which can move to a named other person. Pick one and fully delegate within fourteen days, in writing.

2 HIRES

JUNE–JULY 2026

How businesses get the right people.

Selected because: Key Person Test FAILED · People Stage 1 · Hiring done solo · No second line

Hunt · Interview · Reference · Evaluate · Settle

The operations head you need under Priority 1 is the most important hire of the year. HIRES gives you the structure to do it well – not panic-hire later. Apply the framework to the operations head search. Build a structured interview scorecard. Define a 90-day onboarding plan before the candidate joins.



3 REACH

AUGUST–SEPTEMBER 2026

How suppliers overcome over-reliance on a few customers.

Selected because: Top 3 concentration > 60% · Sales Stage 2 · ICP missing · Workstream = B2B Supplier

Research · Engage · Acquire · Cultivate · Hold

Built for businesses like yours. Addresses customer concentration head-on with steps designed for suppliers in your kind of sector. List two adjacent customer types where your capability is a credible fit. Pick one target customer in each. Build a 90-day engagement plan and define what progress looks like at 30, 60, 90 days.

4 LEADER

OCTOBER–NOVEMBER 2026

How leadership style boosts team motivation.

Selected because: Team waits for direction · All major decisions by founder · Meeting discipline inconsistent

Listen · Empower · Articulate · Develop · Evolve · Reflect

By month 7, the earlier fixes are starting to work. Now the question is whether your leadership style lets the team actually take responsibility. Identify the people most ready to step up. Commit to monthly 1-1 reviews for six months. Practise asking before telling in every operational conversation.

5 ENGAGEMENT

DECEMBER–JANUARY 2027

How SMB owners manage involvement in hands-on businesses.

Selected because: Leadership Stage 1 · Risk of regression to old habits by month 9

Energise · Norms · Goals · Accountability · Growth · Empathy · Measure · Empowerment · Notice · Trust

Formalises the new operating rhythm once you have stepped back. By now you have made real progress — ENGAGEMENT locks the change in instead of letting it drift back to old habits. Document the new rhythm. Run one full operating month without you facilitating any review. Capture what worked, what did not, adjust before locking the rhythm.



6 ROADMAP

FEBRUARY–MARCH 2027

How direction-setting converts to strategic execution.

Selected because: Strategy Stage 2 · No written ABP · Differentiator verbal · Year-end synthesis

Reflect · Outlook · Analyse · Define · Map · Action · Plan

Without a written annual business plan, FY27–28 looks like FY25–26 — you work hard and end up where the market takes you. ROADMAP is how you actually steer. Write the first formal ABP for FY27–28 with the senior people you have brought in over the year. Define 3–5 year revenue and customer-mix targets. Identify two strategic bets.



07 A Final Note

You like being the one everyone comes to. Most owners at your stage do – it feels like proof you matter. But it is also a ceiling. Every decision passes through you, so the business cannot grow bigger than one person can handle. Your senior people cannot grow either – there is no space above them. The business will always need you. That part is fine. The real question is different: does it need you for every decision, or only for the few big ones? Those are two very different jobs.

You built a ₹27.3 Cr business on your own. No big investors. No business school. No senior people checking your work. Just you, learning by doing, for over ten years. Most owners in your sector never cross ₹10 Cr. You did. This report is not here because the business is broken – it is not. It is here because you sat down and asked honest questions of yourself. Most owners stop doing that long before they reach your size. The fact that you did not is the strongest signal in this whole report.

– Your HFW coach · 15 May 2026

REFERENCE · WORKING BEHIND THE NUMBERS

Where this report makes a forward-looking number, the working that produced it.

Two new substantial customers, each contributing meaningful share in their first full year, would bring top-3 concentration from approximately 70 percent toward under 55 percent.

Referenced in: Priority 2 (Customer Diversification)

Current revenue: ₹27.3 Cr (from your form)

Current top-3 concentration: ~70 percent (estimated from form responses on customer mix)

Assumed new customer contribution: Meaningful share each in year one (industry benchmark for new B2B supplier customer ramp)

△ If new customer ramp is slower than expected, concentration falls less than projected. Verify against the actual sales pipeline as it builds.