

# Sabha

*A WhatsApp-first AI society secretary for the 240,000+ Indian apartment complexes whose managing committees are drowning in five overlapping WhatsApp groups.*

<b>Category</b>	Set 2 · India Services
<b>Customer</b>	Resident Welfare Associations (RWAs) of apartment complexes with 100-1,500 flats in tier-1 and tier-2 Indian cities
<b>Monetisation</b>	■15 per flat/month (Basic) · ■25 per flat/month (Pro) · ■40 per flat/month (Premium with concierge support)
<b>Build effort</b>	Med
<b>Plan version</b>	v1.0 — 2026-05

## Executive Summary

Sabha is a WhatsApp-first software product (with a thin admin web layer) for the operational chaos of Indian apartment-complex management. The market is large and deeply underserved: there are an estimated 240,000+ apartment complexes in tier-1 and tier-2 Indian cities with 100+ flats each. The managing committee — typically 5-9 unpaid volunteers — is responsible for dues collection, vendor coordination, complaint resolution, security incidents, society events, and the periodic governance meetings. The current tools are a paper register, an Excel sheet of dues, a long-suffering 'Building Notice Board' WhatsApp group, and four other splinter WhatsApp groups for different topics. The system works at the level of barely.

Sabha replaces this with a single WhatsApp number that residents text for any society-related query — booking the community hall, raising a maintenance complaint, querying their dues, requesting visitor approval, reporting a security issue. An AI agent answers 80%+ of queries instantly (where is the gym closed today, what is my outstanding balance, who handles the lift complaint), routes the rest to the relevant committee member or vendor, and maintains a full record. The managing committee gets time back; residents get a clean, single channel; the society gets a structured record of operations.

Year-1 target: 600 active societies (averaging ~250 flats each = ~150,000 flats under management) generating ■4.1 crore in revenue against ■1.4 crore in costs. The wedge against existing players (MyGate, ApnaComplex, NoBrokerHood) is two-fold: WhatsApp-native delivery (no resident app to install) and AI-first answer layer that reduces committee workload by 60-70% rather than just digitising the same workflows.

## The Problem

The Indian apartment-complex managing committee is one of the least-tooled volunteer organisations in modern India. A 300-flat complex generates approximately 80-150 resident queries and incidents per week: maintenance complaints, dues clarifications, visitor approvals, vendor coordination requests, complaint escalations, community-hall bookings, security incidents. Each one flows through WhatsApp to a committee member who is doing this in addition to their full-time job, who is themselves a resident of the complex, and who has no authority over anyone else and no good record-keeping system.

The existing apartment-management software (MyGate, ApnaComplex, NoBrokerHood) digitises some of this but requires the resident to install an app, learn its conventions, and use it instead of WhatsApp — which the resident emphatically does not want to do. Adoption rates for resident apps in Indian complexes plateau at 35-55%, leaving a fragmented coexistence where some residents use the app and some use WhatsApp and the committee member must check both. The promised time savings do not materialise because the committee member is still receiving the same WhatsApp messages, just now from a smaller fraction of residents.

The committee member's WhatsApp inbox during society peak hours (7-9 AM and 7-10 PM weekdays) is a sustained barrage. The personal cost of serving on the committee is high enough that 60-70% of Indian apartment complexes have chronic difficulty filling committee positions and operate with shorthanded committees, declining service quality, and resident dissatisfaction. The structural pain is real and the existing solutions are not solving it.

## The Solution

Sabha replaces the committee's chaotic WhatsApp inbox with a single dedicated WhatsApp number — branded as the society's secretary — that handles all routine resident interactions. The resident texts the Sabha number for any society matter. An AI agent (trained on the society's specific data: rule book, vendor list, dues structure, common-area schedule, ongoing announcements) responds instantly to ~70% of queries: 'What is my outstanding dues balance?', 'When is the next general body meeting?', 'Who do I contact for a plumbing issue?', 'Is the gym open today?', 'Can I host a party in the clubhouse next Saturday?'

For the 30% of queries that need human judgement (a complaint requiring committee decision, a vendor coordination, a security incident, an unusual request), Sabha routes the query to the right committee member or vendor with full context and tracks resolution. The committee member receives a clean, actionable WhatsApp message rather than a raw resident complaint without context, and the resolution is recorded.

The committee also gets a thin web dashboard for: society-wide announcement broadcast (one-tap message to all 300 flats, with read receipts and acknowledgements), dues management with automated UPI collection and reminders, vendor coordination with maintenance ticketing, visitor management with pre-approval workflows, security incident logs, financial summary, and AGM/EGM agenda preparation with attendance and voting tracking.

Pro tier adds: integrations with society accounting software (Tally, Zoho Books export), board-pack PDF generation for monthly committee meetings, parking and clubhouse booking calendars, vendor-bill reconciliation, document archive for past resolutions and contracts. Premium tier adds: a part-time human concierge from Sabha's coordinator team who handles the trickiest 5% of issues that even the AI cannot triage, plus on-call escalation for serious incidents.

## Market Opportunity

There are approximately 240,000+ apartment complexes with 100+ flats in tier-1 and tier-2 Indian cities (Mumbai, Pune, Bengaluru, Hyderabad, Chennai, Delhi NCR, Kolkata, Ahmedabad, Indore, Jaipur, Lucknow, Coimbatore, Kochi, and similar). The total addressable flat-count is approximately 60 million flats. Penetration of any paid management software is currently below 12%, dominated by MyGate (security + visitor focused) and ApnaComplex (broader but resident-app-based).

At a blended price of ₹22/flat/month (across Basic + Pro tiers), the SAM is approximately ₹1,600 crore per year growing at ~14% as more complexes professionalise their management. Capturing 1% of this in year 3 is a ₹16 crore ARR business; 4% in year 5 is ₹65 crore ARR.

Adjacent expansion: smaller societies (50-100 flats — large in number but lower per-society revenue), housing-cooperative societies in non-metro cities (different regulatory structure but similar operational pain), commercial complexes (offices and malls with similar tenant-management problems at higher ARPU), and gated villa communities.

## Target Customer

Primary persona: a 47-year-old IT manager who has been on the managing committee of his 240-flat complex in Bengaluru for the past 18 months. Spends ~7 hours per week on society work in addition to his full-time job. His WhatsApp shows 1,300+ unread messages most evenings, including 6 different society-related groups. Will champion Sabha as a way to reclaim his evenings; he votes yes in the AGM resolution.

Secondary persona: a 55-year-old retired bank officer who is the society treasurer of a 360-flat complex in Pune. Manages dues collection across 360 flats every quarter — currently 22% of flats are perpetually 30+ days late and he chases them manually. Will value the automated UPI collection + structured reminder cadence that takes the awkward 'why haven't you paid' conversations off his plate.

Tertiary persona: a 38-year-old society secretary of an 800-flat upscale complex in Gurgaon who manages the committee work as a paid part-time role. The complex spends ₹85,000/month on a property management firm that primarily handles security and visitor management but doesn't address resident-facing communication. Will pay for Premium tier (₹40/flat/month = ₹32,000/month for this complex) to consolidate and reduce property-management spend.

## Product

Resident-facing: a single WhatsApp number per society, branded with society name. Residents text any query in any language (English, Hindi, plus 8 regional languages supported). AI agent responds instantly for FAQ-class queries; for complex queries, acknowledges receipt and routes to the right committee member or vendor with full context and SLA tracking.

Committee dashboard (web + mobile): announcement broadcast with read receipts, dues management with auto-UPI collection and configurable reminder cadence, complaint ticketing with assignment + SLA tracking, visitor management with pre-approval, security incident log, financial summary, vendor management with bills and SLAs.

Specialised modules: AGM/EGM coordination (agenda, attendance, e-voting), parking and clubhouse booking with automated conflict resolution, document archive with searchable resolutions and contracts, board-pack PDF auto-generation for monthly committee meetings.

AI training: each society's deployment is fine-tuned on its specific data (rules, fee structure, vendor list, common-area schedule, recent announcements, FAQ from past 6 months of WhatsApp history if accessible). The AI improves over time as it observes which routings are correct.

Integrations: Razorpay for UPI dues collection, Tally/Zoho Books export for accounting reconciliation, Google Calendar sync for committee meetings, optional integration with society's existing security/visitor systems (Gate, MyGate-Lite, etc.).

## Technical Architecture

Frontend: Next.js 14 admin dashboard. Resident-side is WhatsApp-only (no app).

Backend: Go on Hetzner cloud (one box handles 500+ active societies; horizontal scaling possible). Postgres on Neon. Redis for WhatsApp message queue and AI conversation context.

WhatsApp: Meta Business Cloud API direct (~₹0.40 per template message, ~₹0.20 per session message). Estimated 18 messages/flat/month average = ~₹4-7/flat/month in messaging cost.

AI agent: GPT-4o-mini for query classification and FAQ-class answers (~₹0.04 per query), Claude Haiku for tone-sensitive responses (~₹0.06 per query), open-source IndicTrans2 for regional-language understanding. Estimated all-in AI cost: ~₹3/flat/month.

Payments: Razorpay for UPI dues collection with e-mandate for recurring auto-debit. Razorpay's society-management add-on is well-suited.

Data residency: AWS Mumbai. DPDP-compliant data handling. Society-level data isolation (multi-tenant with hard isolation boundaries).

## Business Model & Unit Economics

Per-flat-per-month pricing, billed monthly to the society's managing committee. Three tiers. Basic (■15/flat/month): WhatsApp resident channel, basic announcement broadcast, dues collection, complaint ticketing. Pro (■25/flat/month): everything in Basic plus AGM coordination, accounting integrations, booking calendars, vendor management, document archive. Premium (■40/flat/month): everything in Pro plus human concierge for complex issues, on-call escalation, custom reporting, white-label.

Conversion economics: society sales cycles are slow (committee meeting → resolution → vote → implementation = 6-14 weeks). 22% of demo'd societies convert to paid within 3 months. Of converted, 40% on Basic, 50% on Pro, 10% on Premium. Society-level monthly churn target under 1% (very low — once integrated into operations, switching cost is enormous).

Gross margin: Basic 52%, Pro 61%, Premium 48% (concierge labour reduces margin at Premium). Blended ~56%. Direct costs: WhatsApp messaging + AI inference + concierge labour at Premium.

### Unit Economics (Year-1 base case)

Year-1 active societies (target)	600
Average flats per society	250
Total flats under management (year-end)	150,000
Blended revenue per flat per year	■275
Year-1 revenue	■4.1 crore
Gross margin	56% blended
Society acquisition cost	■15,000 (= 6 months Basic revenue)
Year-1 all-in costs	~■1.4 crore
Year-1 net contribution	~■0.9 crore

## Go-to-Market

Channel 1 — Direct outreach to RWA federations (40%): Indian metros have organised RWA federations (Mumbai RWA Federation, Bengaluru Apartments Federation, etc.) that hold member events; sponsorship + speaking slots + member discounts. High-trust channel.

Channel 2 — Builder/property-developer partnerships (25%): partnerships with mid-tier developers (Sobha, Brigade, Mantri at regional level; smaller developers per metro) where Sabha is bundled in handover packages. Reaches new complexes at the point of formation.

Channel 3 — Committee-member referrals (20%): every active society earns 1 month free for each referred society that converts. Society committee members are heavily networked across their city's RWA scene.

Channel 4 — SEO + content (15%): articles on RWA management best practices, AGM agenda templates, dues collection strategies — content that draws society committee members in research mode.

### Roadmap (first 12 months)

- Month 1-3: MVP — WhatsApp resident channel with AI agent for FAQ class, committee admin dashboard, basic dues collection, complaint ticketing. Launch in Bengaluru and Pune with 25 societies.
- Month 4-5: Pro tier features (AGM coordination, accounting integrations, vendor management). Scale to 100 active societies across 3 cities.

- Month 6-8: Premium tier with human concierge service operational, expansion to 5 cities, 280 active societies.
- Month 9-10: Builder partnership programme launched, integrations with major existing security/visitor systems, expansion to 8 cities, 450 active societies.
- Month 11-12: 12 cities, 600 active societies, ■4.1 crore annualised revenue.

## Key Risks

- Long sales cycles: society purchase decisions go through committees that meet monthly; getting from demo to paid can take 6-14 weeks — mitigated by free trial month with full feature access, by pre-built committee-presentation materials, and by champion-cultivation tactics (find one enthusiastic committee member, equip them to advocate internally).
- MyGate or NoBrokerHood responding with similar WhatsApp-first product — possible; mitigated by speed-to-market, AI-agent depth that incumbents will take time to build, and operational know-how about per-society fine-tuning.
- WhatsApp template-message cost escalation — Meta has raised template prices multiple times; mitigated by aggressive use of session-message responses (cheaper) within 24-hour conversation windows, and by SMS fallback for critical alerts.
- Society-level data sensitivity: resident PII + financial data + complaint records is a significant breach surface — mitigated by SOC2-aligned controls from launch, society-level data isolation, encryption at rest, and clear breach response protocols. Cyber insurance from day one.
- Concierge labour quality at Premium tier: the human concierge is the customer's face of the brand; one bad interaction colours the entire relationship — mitigated by tight hiring filter (English + Hindi + 1 regional language, prior service experience), structured 80-hour training, and quality monitoring with monthly satisfaction surveys.