

# Vasooli

*A WhatsApp + email collections SaaS for the Indian SME supplier choking on 90-180 day payment cycles — polite-to-firm cadence, mediation escalation, performance-priced 2-4% of collected dues.*

<b>Category</b>	Set 2 · India Services
<b>Customer</b>	Indian SMEs supplying to corporate/mid-market buyers with chronic 60-180 day payment cycles: manufacturing, services, IT/staffing, logistics
<b>Monetisation</b>	2-4% performance fee on collected dues · ■4,999/mo SaaS-only · ■9,999/mo SaaS + mediation
<b>Build effort</b>	Med
<b>Plan version</b>	v1.0 — 2026-05

## Executive Summary

Vasooli is a structured receivables-management SaaS for the millions of Indian SME suppliers who routinely carry 90-180 days of outstanding receivables and lose ~3-7% of invoiced revenue per year to write-offs and chronic late payments. The product replaces the painful do-it-yourself collections workflow (the supplier's owner personally sending awkward WhatsApp messages to clients' accounts departments, calling repeatedly without escalation power, eventually writing off amounts under ■50,000 because pursuing them costs more than they're worth) with a structured polite-to-firm communication cadence, automated tracking, formal mediation escalation, and ultimately a performance-priced fee model where Vasooli only earns when the supplier collects.

The product operates on three tiers. SaaS-only at ■4,999/month provides the structured workflow with automated reminder cadence, payment tracking, escalation templates, and basic reporting — the supplier still does the work but with proper tooling. SaaS + mediation at ■9,999/month adds a dedicated mediator from Vasooli's team who personally engages with the client's accounts team on escalated cases. Performance tier (2-4% of collected dues) is for the harder cases — Vasooli takes a percentage of what is actually collected on disputes older than 90 days, with no upfront cost to the supplier.

Year-1 target: 1,100 active SaaS subscribers + ■95 crore in dues under management on performance tier, generating ■3.8 crore in revenue against ■1.6 crore in costs. The wedge against the do-nothing alternative (the dominant choice today) is the structured framework that produces meaningfully higher collection rates without burning supplier-client relationships. The wedge against traditional collection agencies (whom Indian SME suppliers refuse to use because of relationship-damage concerns) is the polite, professional, brand-protective tone that Vasooli maintains throughout the cadence.

## The Problem

The Indian B2B payment cycle is, by global standards, broken. The median Indian SME supplier serving corporate or mid-market clients carries 90-130 days of receivables outstanding; for suppliers in IT staffing, professional services, or specialty manufacturing, the figure is often 120-180 days. The cash-flow stress this produces is the single largest constraint on SME growth in India — substantially larger than capital access, regulatory burden, or labour issues.

The collections process is structurally awkward. The supplier's founder or accounts head personally messages or calls the client's accounts payable team weekly, with increasingly tired phrasings of 'Sir, when can we expect the payment for the August invoice?' Each follow-up is emotionally costly — the supplier knows they look needy, the relationship feels transactional, the next sale conversation is harder. After 90 days, the supplier typically gives up active pursuit; after 180 days, they write off. Industry data suggests 3-7% of total invoiced revenue is lost to write-offs and chronic non-payment for the average Indian SME.

The available alternatives all fail. Collection agencies (Recoverbull, etc.) charge 12-25% of collected dues but operate aggressively in ways that damage the supplier-client relationship — most SMEs will not use them because the relationship matters more than the receivable. Legal recovery (consumer-court or commercial-court filing) costs ₹50,000+ in lawyer fees and 18-36 months in time; only worth it for very large outstanding amounts. Factoring/invoice discounting (M1xchange, Tata Capital Invoicemart) advances the cash but at 1.5-2.5% per month effective cost, eating much of the supplier's margin.

The DIY tools currently used (spreadsheets, basic accounting software's receivables module) provide no workflow support, no communication tooling, and no escalation mechanism. The supplier is essentially flying blind in a process that determines their survival.

## The Solution

Vasooli replaces the unstructured do-it-yourself collections workflow with a productised cadence. The supplier uploads their receivables list (from Tally, Zoho Books, Excel, or direct CSV); Vasooli configures the client portfolio with payment-term expectations and contact information for each client's accounts team; from day +1 after due date, an automated WhatsApp + email cadence begins.

The cadence is tier-graded. Day +1: a polite reminder ('we noticed the September invoice is due — please let us know if there's anything that would help'). Day +7: firmer reminder with formal language. Day +14: escalation message naming the senior contact at the client. Day +30: formal demand letter sent on Vasooli's letterhead. Day +60: mediation outreach (SaaS + mediation tier) from Vasooli's mediator personally engaging with the client. Day +90+: option to escalate to performance-priced collection tier where Vasooli takes a percentage of recovered amount, or to legal pre-action letter (for separate fee).

Three structural differences from existing options define the wedge. First, brand-protective tone: every communication is calibrated to maintain the supplier-client commercial relationship; no aggressive language, no threatening tone, framed as 'helping the AP team' rather than 'collecting from a deadbeat'. Second, structured escalation: the cadence is automated and consistent, removing the emotional labour from the supplier; the supplier's senior team only engages on the 10-15% of cases that need genuine relationship engagement. Third, performance pricing for the harder cases: 2-4% of recovered amount for disputes >90 days, with no upfront cost — the supplier can pursue receivables that would otherwise be written off because Vasooli has skin in the recovery.

Mediation tier addresses the situations where the client genuinely cannot or will not pay — Vasooli's mediator (a credentialed professional with negotiation training) personally engages with the client's senior finance team to negotiate revised payment terms, partial settlements, or formal payment plans. The mediator's relationship is positioned as a 'neutral facilitator' rather than as a collections agent.

## Market Opportunity

India has approximately 6.3 million SMEs with B2B-supplier business models facing chronic receivables issues — manufacturing suppliers to large corporates, IT staffing firms, professional services, logistics, specialty distributors, B2B SaaS companies. Of these, an estimated 3 million carry receivables outstanding above ₹50 lakh at any given time (the threshold at which structured collections becomes worth the operational overhead).

Aggregate dues outstanding in this SME segment at any given time is approximately ₹4-6 lakh crore. Collection-tool spend currently penetrating this is below 2% (mostly enterprise tools like HighRadius and Sidetrade targeting large companies; nothing serving the SME segment well). At a blended Vasooli ARPU of ₹65,000 per SME per year (across SaaS subscriptions + performance fees), the SAM is approximately ₹2,000 crore growing at ~12% as more SMEs digitise their AP/AR processes.

Adjacent opportunities: SME-supplier dispute mediation services beyond receivables (contractor disputes, vendor disputes), pre-litigation legal services packaging (recoverybull-style but more relationship-protective), and factoring/invoice-discounting integration where Vasooli partners with M1xchange or Tata Capital to offer cash-advance options on receivables Vasooli is managing.

## Target Customer

Primary persona: a 41-year-old founder of a 14-person IT staffing firm in Pune with ₹6 crore annual revenue. Carries ₹1.4 crore in receivables outstanding at any time (~85 days DSO). Loses ~₹35 lakh per year to chronic late payments + write-offs. Spends 8 hours per week personally on collection follow-ups; his accounts head spends 12 hours per week. Will pay ₹9,999/month SaaS + mediation tier for the workflow + the 4-5 escalated cases per quarter that need mediator engagement.

Secondary persona: a 53-year-old founder of a specialty-chemical manufacturing SME in Vapi with ₹22 crore revenue. Carries ₹4.5 crore in receivables. Has written off ₹1.2 crore over the past 3 years on amounts <₹3 lakh each that were not worth pursuing individually. Will pay ₹4,999/month SaaS-only tier for portfolio management, plus engage performance tier on the long-tail receivables (typically 50-80 small disputes <₹3 lakh each that could be recovered with structured collection).

Tertiary persona: a 36-year-old finance head at a 60-person B2B SaaS company at ₹18 crore ARR. Currently uses a mix of HubSpot for customer communication and Tally for AR; receivables process is reactive. Will pay ₹4,999/month for the structured workflow + reporting visibility into the receivables aging.

## Product

Receivables intake: integration with Tally, Zoho Books, QuickBooks (via webhook + CSV fallback), bank-statement parsing for payment-receipt reconciliation, manual override for non-software-tracked invoices.

Client portfolio configuration: per-client contact directory (AP team contacts, senior finance contacts, escalation contacts), per-client payment-term expectations, per-client cadence customisation (some clients respond better to direct calls, others to email), historical payment-pattern analysis.

Cadence engine: automated WhatsApp + email reminders on configurable schedule (default polite-to-firm progression), tone customisation per supplier's brand voice, multi-language support (English, Hindi, regional languages where the client's AP team prefers vernacular communication), response tracking (acknowledgements, promises-to-pay, disputes raised).

Mediation workflow (Pro tier): named mediator assigned to escalated cases, mediator-to-client engagement tracking, settlement negotiation support, payment-plan formalisation, escalation-summary reports to supplier.

Performance tier: separate workflow for cases assigned to performance-priced collection — extended cadence, mediator engagement, optional legal pre-action letter, settlement negotiations with formal documentation.

Reporting and analytics: real-time receivables aging by client and by invoice, collection-rate trends, days-sales-outstanding (DSO) tracking, client-payment-pattern intelligence (which clients pay on time, which slip, which dispute), monthly summary reports for supplier's management.

## Technical Architecture

Frontend: Next.js 14 + Tailwind for supplier dashboard. Mobile-responsive but desktop-primary use case.

Backend: Python FastAPI on Hetzner cloud. Postgres on Neon for receivables-state tracking. Redis for cadence-job scheduling.

Integrations: Tally Connector for automated receivables sync (Tally is dominant in Indian SME; this is the critical integration), Zoho Books API, QuickBooks API, bank-statement parsing for HDFC/ICICI/Axis/SBI corporate banking feeds.

Communication: WhatsApp Business Cloud API (Meta direct, ~₹0.40/template message), Gmail/Microsoft 365 API for email sending from supplier's domain (preserves brand integrity), optional voice-call dialing via Exotel for the calls that mediators make.

AI assistance: GPT-4o for message tone calibration (supplier customises voice; AI generates consistent variants), response classification (was the AP reply a promise-to-pay, a dispute, or just acknowledgement), sentiment monitoring on client communication for relationship-health tracking.

Data residency: AWS Mumbai. Receivables data and client contact information are sensitive — DPDP-compliant handling, encryption at rest, audit logging.

## Business Model & Unit Economics

Three tiers. SaaS-only (₹4,999/month): structured workflow, automated cadence, basic reporting, supplier does the work with proper tools. SaaS + mediation (₹9,999/month): everything in SaaS-only plus dedicated mediator engagement on escalated cases. Performance (2-4% of collected dues, no upfront): for dispute cases >90 days that supplier wants to pursue without further upfront cost.

Conversion economics: sales cycle 4-10 weeks (SME owner / finance head decision). Conversion rate from qualified demo: 26% (high because pain is acute). Distribution: 55% SaaS-only, 35% SaaS + mediation, 10% performance-only. Monthly churn target under 3% (structured workflow becomes embedded in SME finance ops).

Performance-tier economics: average collection rate on 90+ day disputes through Vasooli's structured process is ~38% (industry benchmark for collections is 25-35%). Average dispute size: ₹85,000. At 3% performance fee, average earned per collection = ₹1,000. At ~12 collections per active SaaS + mediation customer per year, performance tier adds ~₹12,000/customer/year on top of the SaaS subscription revenue.

Gross margin: SaaS-only tier 76%, SaaS + mediation tier 58% (mediator labour reduces margin), performance tier 70%. Blended ~67%.

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

<b>Year-1 active SaaS subscribers (target)</b>	1,100
<b>Year-1 dues under management (performance tier)</b>	₹96 crore
<b>Year-1 performance-tier revenue</b>	₹85 lakh
<b>Year-1 SaaS revenue</b>	₹2.95 crore
<b>Year-1 total revenue</b>	₹3.8 crore
<b>Gross margin</b>	67% blended
<b>Customer acquisition cost (CAC)</b>	₹12,500
<b>Year-1 all-in costs</b>	~₹1.6 crore
<b>Year-1 net contribution</b>	~₹1.0 crore

## Go-to-Market

Channel 1 — Direct outreach to SME founders + finance heads (40%): targeted outreach via industry associations (CII SME Council, FICCI MSME, regional industry chambers), LinkedIn outreach to finance-head titles at SMEs in target verticals. Conversion target: 30 customers/month in first 9 months.

Channel 2 — CA referral programme (25%): partnerships with chartered accountants serving SME clients; CAs are trusted advisors on cash-flow issues and are well-positioned to recommend Vasooli for the receivables problem. Revenue share of 18% for first-year subscriptions.

Channel 3 — Vertical-specific content marketing (20%): in-depth content on receivables management for specific verticals (IT staffing DSO benchmarks, specialty manufacturing payment-cycle analysis, B2B SaaS AR best practices). Builds topical authority and inbound for specific personas.

Channel 4 — Accounting software partnerships (15%): integration partnerships with Tally, Zoho Books, QuickBooks as recommended receivables-management add-on. Low CAC because the integration itself is the conversion trigger.

## Roadmap (first 12 months)

- Month 1-3: MVP — SaaS-only tier with Tally integration, WhatsApp + email cadence, basic dashboard, launch in 3 cities (Pune, Bengaluru, Hyderabad). Onboard first 50 customers.
- Month 4-5: Zoho Books + QuickBooks integration, response classification AI, SaaS + mediation tier launched with 4 mediators in Bengaluru office. Scale to 200 active customers.
- Month 6-8: Performance tier launched with extended workflow, bank-statement parsing for HDFC/ICICI/Axis, CA partnership programme operational. Scale to 550 customers, ■2 crore annualised revenue.
- Month 9-10: Expand to 8 cities, add 4 more mediators, vertical-specific dashboards for IT staffing/manufacturing/B2B SaaS. Scale to 850 customers.
- Month 11-12: 1,100 active customers, ■3.8 crore revenue, integration with M1xchange for invoice-discounting cross-sell.

## Key Risks

- Relationship-damage risk: a Vasooli-sent communication that the client perceives as overly aggressive could damage supplier-client relationship — mitigated by supplier tone-customisation and approval gates on cadence steps, by mediator training (negotiation certification, conflict-resolution training), and by clear positioning of Vasooli communications as 'helping facilitate' rather than 'pursuing'.
- Performance-tier write-off risk: the performance-priced cases are by definition difficult collections; if average collection rate is materially below the projected 38%, performance revenue collapses — mitigated by case-selection discipline (Vasooli has the right to decline performance engagement on cases assessed as low-probability), by extensive process documentation, and by mediator skill investment.
- Mediator quality + retention: mediator labour is the central operational lever for the mediation tier; recruitment and retention of skilled professionals is non-trivial — mitigated by structured training (40-hour mediation certification + ongoing coaching), competitive compensation (■10-16 lakh annual for senior mediators), and career-progression structure.
- Tally integration fragility: Tally is the dominant Indian SME accounting tool but its integration ecosystem is uneven; Tally Connector occasionally breaks with software updates — mitigated by maintaining direct vendor relationship with Tally Solutions, by robust CSV fallback for periods when Connector is broken, by version monitoring.
- Client-side AP team's response: some clients' AP teams may experience Vasooli outreach as harassment and complain to senior management at the supplier-client; mitigated by per-client cadence customisation (some clients require lighter touch), by transparency to supplier on every communication sent, and by escalation pause options for sensitive client relationships.